

Pulaski County, Indiana, 2021-2023 Wage Comparison Study

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Pulaski County Wage Comparison Study

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Introduction: Table of Contents, Executive Summary, and Priority Key Findings

Executive Summary

The following pages present a comprehensive analysis of the wages paid by 18 Indiana Counties (2021 populations):

- Pulaski County (12,339);
- small Counties —
 - Warren (8,475),
 - Benton (8,714),
 - Martin (9,780),
 - Crawford (10,514),
 - Blackford (12,091),
 - Pike (12,144),
 - Newton (13,808),
 - Tipton (15,372),
 - Parke (16,407), and
 - Rush (16,672) —; and
- regional neighbors —
 - Fulton (20,386),
 - Carroll (20,444),
 - Starke (23,372),
 - White (24,651),
 - Jasper (33,091),
 - Cass (37,563), and
 - Marshall (46,121).

This project was undertaken by the Community Development Commission upon the request of County Councilman Mike Tiede, whose solicitation was seconded by Council President Ken Boswell. Office Administrator Taylor Bailey combed public-compensation reports for the 18 Counties and compiled nearly 500 rows' worth of spreadsheet data; Executive Director Nathan P. Origer then fine-tuned the information, organized it into several single- and multi-department tables, and analyzed the data before documenting several individual-department, related-department, and overall key findings presented hereunder and calculating the increases needed to achieve regional parity.

Analyzing scores of positions in more than 25 departments, this report details 2021 wages, including small-counties and regional averages; estimates 2023 wages based on Pulaski County's pay increases; and compares Pulaski County's actual 2023 wages to the adopted wages of its neighbors. It offers recommendations for position-by-position pay increases to reach the regional mean, as well as department-by-department suggestions for bringing wages to the small-counties average as an alternative, effectively creating a range within which increased wages for each position should fall.

In short, Pulaski County trails behind its regional neighbors substantially — by about \$1.3-million, which is, incidentally, only a few hundred thousand dollars above the General Fund's typical annual losses attributable to the now-thawed property-tax levy freeze.

How the County Council can best fund pay increases necessary to be a competitive employer is beyond the scope of this report — although, if it materializes, solar-project revenue would seem to be the likeliest source (See Appendix III.) —, but *there is no option but to make substantive, long-term changes to the County's pay scales if it is to be an employer of choice*, particularly in the more highly

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competitive public-safety and County Highway sectors, as well as for a number of elected department heads, even when their deputies' wages may be relatively more competitive.

Priority Key Findings

1. Pulaski County had an estimated 2021 population of 12,339, 99.57% of the small-counties average estimate of 12,392. The average regional population was 27,246, 120.81% larger than Pulaski County's.

2. We are virtually the only County that pays statutory, elected, courthouse department heads more or less the same salary. Most Counties pay the auditor the most, with the surveyor, assessor, clerk, treasurer, and recorder trailing, typically in that order.

3. With the exception of the bookkeeper, every single Highway Department position is paid below both the small-counties and regional averages; the gaps are worst for the superintendent, general foreman, foreman (regional), and mechanic (regional).

4. While recent years' adjustments have made our E.M.S. paramedic pay competitive, our Sheriff's Office and E.M.T. pay both make Pulaski County a largely unappealing public-safety employer.

5. In general, as noted above, Pulaski County's wages trail regional averages, although there are some exceptions to this rule, as well as more competitiveness compared to other smaller Counties.

6a. Implementing all of the pay increases illuminated in this report will require several adjustments to the existing structure of the County's various pay matrices, increasing individual wages more or less than the recommended amount to keep them aligned with existing matrix points, or both.

6b. It is clear that matrix adjustments should be made regardless of this; *a critical first step toward improving the County's various matrices should be the alignment of each position with the Indiana State Personnel Department's modified Factor Evaluation System (FES) of job classifications* (See Appendix I.), which separates positions into the following categories:

- Clerical, Office Machine Operators, and Technicians (COMOT);
- Labor, Trade, and Crafts (LTC);
- Professional, Administrative, and Technological (PAT);
- Protective Occupations – Law Enforcement (POLE);
- Supervisors and Managers (SAM); and
- Executive, Scientific, and Medical (ESM)

There is no question that there are or have been positions in several departments that require higher levels of education, more experience, more specialized skills, or any or all of the above than can be reflected adequately in the existing matrix structure.

6c. Although this applies only to a small number of departments, it may be the case that departments with multiple office-based deputies should have their positions' job descriptions re-evaluated and titles changed to reflect roles and responsibilities, rather than being known as 'first deputy', 'second deputy', and so on. Instead of providing premium pay for first deputies as a built-in component of the relevant matrices' base-pay amounts, the County should set matrix pay scales based on job classifications and responsibilities (as well as longevity) and then provide a stipend to

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first deputies. This pay structure would ensure that the base pay for a higher-skilled job would exceed that of a lower-skilled job regardless of which position the first deputy might hold.

For instance, the Deputy-A position might be a COMOT-III or PAT-I role, while the Deputy-B position is at the COMOT-I level. Under the current matrix structure, the first deputy, if holding the Deputy-B job, would be compensated more highly than Deputy A, longevity notwithstanding. Under this proposed new structure, Deputy A's base salary would be higher than Deputy B's, longevity again notwithstanding, and the Deputy-B first deputy might still be paid less than Deputy A, even with the first-deputy stipend, based on how much higher the pay offered for more difficult tasks is

6d. Re-evaluating the matrices, aligning them with this classification system and levels within each category, and adopting appropriate rules and guidelines for future use of the matrices *may likely require the contracting of a human-resources consultant, the hiring of a human-resources manager (\$55,000 plus taxes and benefits), or both*, but would seem to be an advisable step — with the County receiving additional longer-term benefits in the case of hiring a manager.

7. In the name of retaining employees and avoiding costs for training new staff members who come on board as the result of avoidable turnover, the County should consider — again, likely with the guidance of a human-resources consultant, manager, or both — reviewing the points of longevity increases in the various pay matrices.

8a. As proposed by this report, *the entire estimated budget for pay increases to raise Pulaski County's pay scale to the regional average is \$1,300,922 (wages, FICA, and PERF), plus healthcare insurance for an I.T. director, three additional security-guard jailers, a part-time-to-full-time position at Probation, and a part-time-to-full-time position at Extension/Soil & Water. This cumulative wage increase reflects full-year compensation for 2023; it should be pro-rated for mid-year implementation or increased by a to-be-determined percentage for 2024 implementation.*

The breakdown of the estimated pay-increase and employment-expansion budget follows.

I. Administration and Operational Support

(Commissioners, Council, Information Technology, Maintenance): \$150,700 *plus*

- healthcare insurance for an I.T. director.

II. Courthouse Property, Finance, and Records Offices

(Assessor, Auditor, Recorder, Treasurer): \$ 73,775.

III. Law Enforcement, Public Safety, and Public Health

(Prosecutor, Sheriff, E.M.A., Coroner, E.M.S., Health): \$640,665 *plus*

- healthcare insurance for three new security-guard jailers.

IV. Court Operations

(Circuit Court, Superior Court, Clerk of Courts, Probation): \$ 90,492 *plus*

- healthcare insurance for a part-time-to-full-time position at Probation.

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V. Public Works and Development

(Highway, Surveyor, Planning, C.D.C., Aviation, Solid Waste): \$301,945.

VI. Agriculture, Natural Resources, and Community Education

(Soil & Water Conservation, Extension): \$ 43,345 *plus*

- healthcare insurance for a part-time-to-full-time position at Extension/
Soil & Water.

8b. In a few cases, the elimination of a part-time position in exchange for a full-time role may partially offset the estimated increases, as may the elimination of a couple of positions deemed to be excessive.

8c. In some situations, the totals above may have to be altered in the event of a retirement, in which case a new employee may enter the appropriate matrix at a lower level than the retiring staff member, or a longevity-increase point in the matrix; however, in general, these estimates are based on averages, which likely account for a significant range of tenures.

8d. The Key Findings section of each chapter provides guidance on low-end pay increases based on the differences between 2021 small-county and regional averages for each department.

Pulaski County Wage Comparison Study

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I. Administration and Operational Support

Key Findings

1a. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting administration and operational-support base wages to make Pulaski County regionally competitive would cost approximately **\$150,700**: \$135,100 in wages and \$15,600 in FICA and PERF (plus healthcare insurance for an I.T. director).

Commissioner:	\$23,100 (\$ 7,700 x 3)
Councilor:	\$40,600 (\$ 5,800 x 7)
Maintenance Director:	\$ 1,000
Head Custodian:	\$ 5,400
I.T. Director:	\$65,000*

*This number is subject to change pending any addition of an I.T. assistant and excludes healthcare-insurance costs.

1b. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 25 percent for governing bodies, 14 percent for Maintenance, and 10 percent for I.T.

A. Administration

1a. On average, council members were paid about 35.4 percent of what commissioners received; our councilors received only about 20.5 of what we paid board members. This is a significant disparity.

1b. Ours are the only councilors paid less than \$3,000; only two other Counties paid under \$4,000.

1c. Our commissioners were paid slightly below the small-counties average, but trailed measurably behind regional commissioners.

2. Almost half of the Counties provided an additional stipend to the president of the board; a few also did this for the president of the council.

3. A few Counties had an assistant to the Board/Council, a few had a human-resources director, and two (both regional) had both. None in the region or in our size bracket had a manager.

B. Information Technology

1. Few smaller Counties had in-house I.T. personnel, but most regional Counties did, and many of them had at least two full-time positions. A systems/network administrator would likely cost the County \$55,000 in wages, \$12,018 in FICA and PERF, and healthcare insurance.

2. An I.T. director paid at or above \$65,000 would be a reasonable starting point for Pulaski County.

C. Maintenance

1. Our Maintenance director's pay was fairly closely aligned with both averages.

2. Based on our Maintenance director's pay's relationship with the averages, one would expect the head custodian's pay to be about 15 percent higher.

3. Some Counties outsource custodial/janitorial work, some outsource maintenance work, and some have as many as five or six full-time employees between the two.

I. Administration and Operational Support

D. Veterans Service

1a. Although a few regional Counties had full-time veterans service officers, no small Counties did.

1b. A handful of regional Counties also had an administrative assistant.

2. Although our officer worked less than a third of his budgeted hours, his budgeted wages were slightly above the small-counties average.

Positions

A. Administration

President of the Board of Commissioners

Pulaski Co.: N/A; small-counties average: \$17,501.04; regional average: \$23,067.53

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$18,927.37; regional average: \$24,947.53

Commissioner (excluding presidents with stipends)

Pulaski Co.: \$14,460.00; small-counties average: \$16,114.66; regional average: \$21,444.07

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$15,638.50; small-counties average: \$17,428.00; regional average: \$23,191.76

President of the Council

Pulaski Co.: N/A; small-counties average: \$6,587.98; regional average: \$9,265.39

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$7,124.90; regional average: \$10,020.52

Councilor (excluding presidents with stipends)

Pulaski Co.: \$2,966.00; small-counties average: \$5,734.85; regional average: \$7,520.90

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$3,207.73; small-counties average: \$6,202.24; regional average: \$8,133.85

Assistant/Secretary

Pulaski Co.: N/A; small-counties average: \$37,579.04; regional average: \$37,407.87

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$40,641.73; regional average: \$40,456.61

Human Resources Director/Coordinator

Pulaski Co.: N/A; small-counties average: \$47,969.30; regional average: \$47,942.96

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$51,878.80; regional average: \$51,850.31

I. Administration and Operational Support

B. Information Technology

I.T. Director

Pulaski Co.: N/A; small-counties average: \$56,611.64; regional average: \$58,765.16*
(\$65,669.16)*

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$61,225.49; regional average: \$63,554.52*
(\$71,021.20)*

**Fulton County's I.T. director also oversees Maintenance; the first average reflects 60 percent of his salary, with the parenthetical reflecting his entire pay.*

System/Network Administrator

Pulaski Co.: N/A; small-counties average: N/A; regional average: \$49,728.11

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: N/A; regional average: \$53,780.95

C. Maintenance

Maintenance Director

Pulaski Co.: \$48,880.00; small-counties average: \$45,392.31; regional average: \$49,895.77*
(\$57,087.43)*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$52,863.72; small-counties average: \$49,091.78; regional average: \$53,962.28*
(Actual: \$51,324.00) (\$61,740.06)*

***Fulton County's I.T. director also oversee Maintenance; the first average reflects 40 percent of his salary, with the parenthetical reflecting his entire pay.*

Maintenance Assistant/Technician

Pulaski Co.: N/A; small-counties average: \$36,816.25; regional average: \$40,724.18

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$39,816.77; regional average: \$44,043.20

Head Custodian

Pulaski Co.: \$33,280.00; small-counties average: \$34,720.18; regional average: \$40,228.17

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$35,992.32; small-counties average: \$37,549.87; regional average: \$43,506.77

Custodian

Pulaski Co.: N/A; small-counties average: \$31,930.30; regional average: \$27,142.02

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$34,532.62; regional average: \$29,354.09

I. Administration and Operational Support

Part-Time Custodian

Pulaski Co.: \$20,728.44; small-counties average: \$5,499.03; regional average: \$14,366.49

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$22,417.81; small-counties average: \$5,947.20; regional average: \$15,537.36

D. Veterans Service

Pulaski Co.: \$5,585.20; small-counties average: \$13,324.45; regional average: \$32,385.20*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$6,040.39; small-counties average: \$14,410.39; regional average: \$35,024.60*
(Budgeted: \$16,716.00 — worked far fewer than budgeted hours in 2021)

**About half of the regional counties had a full-time veteran service officer, compared to no small counties with the same.*

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II. Courthouse Property, Finance, and Records Offices

Key Findings

1a. We are virtually the only County that pays these statutory, elected courthouse department heads (as well as the clerk of courts and the surveyor, addressed later), more or less the same salary.

1b. Most Counties paid the auditor the most, with the assessor about 5.5 percent behind the auditor and the recorder and treasurer about 13 percent behind. (The average surveyor and clerk were about four and 6.5 percent behind the auditor, respectively.)

2. Most of our elected courthouse property, finance, and records officials' salaries were fairly close to the small-counties average, with the recorder slightly above, the assessor and treasurer slightly below, and the auditor further below. All of our salaries were well beneath the regional average; most were roughly equally behind the regional average, but the auditor trailed measurably, with wages for the other three equal to about 87 percent, and the auditor at about 80 percent.

3a. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting courthouse property, finance, and records base wages to make Pulaski County regionally competitive would cost approximately **\$73,775**: \$60,545 in wages and \$13,230 in FICA and PERF.

Assessor:	\$ 7,800
Auditor:	\$10,500
Recorder:	\$ 7,000
Treasurer:	\$ 8,000
Deputies:	\$27,245 (11 deputies at various matrix points)*

*This number could be subject to change pending any matrix restructuring, deeper dives into specific deputy roles and responsibilities, or both.

3b. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 14 percent.

A. Assessor's Office

1. The second deputy's pay was the furthest from either average; however, this reflects the number of Counties that have second and third deputies and that this person did not work the full number of budgeted hours in 2021, as budgeted 2023 wages exceed the expected small-counties average.

2. The gap between the assessor's pay and the first deputy's pay was smaller than both average gaps.

3. In short, although the assessor was slightly below the small-counties average, her *deputies tended to be paid slightly higher than the small-counties average*, though still a bit behind the regional mean.

4. Ten of 18 Counties relied on part-time assessor help; of the other eight, only two paid more than Pulaski County did, and one of those had one fewer full-time position.

B. Auditor's Office

1. Our first deputy *qua* first deputy was paid below both averages, but paid just slightly above the regional average for accounts payable, *However*, she appears not to have worked the full number of budgeted hours in 2021; *her adopted 2023 wage exceeds the estimated small-counties averages*.

II. Courthouse Property, Finance, and Records Offices

2. Our payroll/benefits deputy was paid only slightly below the small-counties average, but measurably below the regional average. *However*, she appears not to have worked the full number of budgeted hours in 2021; *her adopted 2023 wage exceeds the estimated small-counties average*.
3. Our other full-time deputy auditor was paid slightly better than her small-county peers, but somewhat measurably below regional counterparts.
4. The pay gap between our auditor and her first deputy's actual pay was larger than both averages, but the gap between the auditor and the first deputy's budgeted wages was smaller than both.
5. In short, while our auditor was paid modestly below the small-counties average and well below the regional average, her *deputies tended to be paid slightly higher than the small-counties average*.
6. Seven of 18 Counties relied on part-time auditor help; of the other six, only two paid more than Pulaski County did, and one of those had one fewer full-time position.

C. Recorder's Office

1. Our first deputy's pay was better than the small-counties average and almost equal to the regional.
2. The gap between the recorder's pay and the first deputy's pay was measurably smaller than both averages (indicative of the deputy's tenure and position in the matrix).
3. In short, *based on similarly sized Counties' wages*, our Recorder's Office was almost exactly where it should be and wasn't far off from the regional mean.

D. Treasurer's Office

1. Our first deputy's pay was better than the small-counties average and not far behind the region.
2. The gap between the treasurer's pay and the first deputy's pay was only slightly above the averages.
3. In short, *based on similarly sized Counties' wages*, our Treasurer's Office was almost exactly where it should be and wasn't far off from the regional mean.

Positions

A. Assessor's Office

Assessor

Pulaski Co.: \$41,901.90; small-counties average: \$42,240.53; regional average: \$48,816.44

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$45,316.90; small-counties average: \$45,683.13; regional average: \$52,794.98

1st Deputy Assessor

Pulaski Co.: \$34,051.20; small-counties average: \$32,100.07; regional average: \$38,850.97

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$36,826.37; small-counties average: \$34,716.23; regional average: \$42,017.32

II. Courthouse Property, Finance, and Records Offices

2nd Deputy Assessor

Pulaski Co.: \$27,154.59; small-counties average: \$30,015.87; regional average: \$34,588.73

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$29,367.69; small-counties average: \$32,462.16; regional average: \$37,407.71
(Actual: \$34,091.00 — fewer than all budgeted hours in 2021)

*3rd Deputy Assessor**

Pulaski Co.: \$31,872.34; small-counties average: \$31,626.02; regional average: \$36,537.05

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,469.94; small-counties average: \$34,203.54; regional average: \$39,514.82

**Titles for deputy positions and number of positions vary by County, and some have deputies not listed by function in Gateway, so best guesses were used to make some data presentable.*

Part-time Deputy Assessor

Pulaski Co.: \$13,055.27; small-counties average: \$7,863.70; regional average: \$10,455.34

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$14,119.27; small-counties average: \$8,504.59; regional average: \$11,307.45
(Budgeted: \$26,000.00)

B. Auditor's Office

Auditor

Pulaski Co.: \$41,152.00; small-counties average: \$44,647.24; regional average: \$51,653.12

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$44,505.89; small-counties average: \$48,285.99; regional average: \$55,862.85

*1st Deputy Auditor**

Pulaski Co.: \$28,461.11; small-counties average: \$32,574.01; regional average: \$37,460.75

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$30,780.69; small-counties average: \$35,228.79; regional average: \$40,513.80
(Actual: \$35,796.00 — longevity increase and fewer than all budgeted hours in 2021)

**Our first deputy handles accounts payable (and receivable).*

Deputy Auditor, Payroll/H.R./Benefits

Pulaski Co.: \$30,314.14; small-counties average: \$30,985.57; regional average: \$35,612.25

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$32,784.74; small-counties average: \$33,510.89; regional average: \$38,514.65
(Actual: \$34,091.00 — fewer than all budgeted hours in 2021)

II. Courthouse Property, Finance, and Records Offices

*Deputy Auditor, Accounts Payable**

Pulaski Co.: \$28,461.11; small-counties average: \$30,440.68; regional average: \$28,144.03

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$30,780.69; small-counties average: \$32,921.60; regional average: \$30,437.77

(Actual: \$35,796.00 — longevity increase and fewer than all budgeted hours in 2021)

**Our first deputy handles accounts payable (and receivable).*

*Deputy Auditor, other**

Pulaski Co.: \$31,504.20; small-counties average: \$31,330.14; regional average: \$34,283.97

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,071.79; small-counties average: \$33,883.55; regional average: \$37,078.11

**Titles for deputy positions and number of positions vary by County, and some have deputies not listed by function, so best guesses were used to make some data presentable.*

Part-time Deputy Auditor

Pulaski Co.: \$14,838.19; small-counties average: \$11,456.13; regional average: \$15,316.03

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$16,047.50; small-counties average: \$12,389.80; regional average: \$16,564.29

(Budgeted: \$30,000.00)

C. Recorder's Office

Recorder

Pulaski Co.: \$39,402.00; small-counties average: \$38,620.87; regional average: \$44,890.36

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$42,613.26; small-counties average: \$41,768.47; regional average: \$48,548.92

1st Deputy Recorder

Pulaski Co.: \$35,453.60; small-counties average: \$31,223.63; regional average: \$35,682.16

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,343.07; small-counties average: \$33,768.36; regional average: \$38,590.26

D. Treasurer's Office

Treasurer

Pulaski Co.: \$39,402.00; small-counties average: \$39,801.59; regional average: \$44,874.31

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$42,613.26; small-counties average: \$43,045.42; regional average: \$48,531.57

1st Deputy Treasurer

Pulaski Co.: \$32,310.00; small-counties average: \$31,821.45; regional average: \$34,476.83

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,943.27; small-counties average: \$34,414.90; regional average: \$37,286.69

II. Courthouse Property, Finance, and Records Offices

Part-time Deputy Treasurer

Pulaski Co.: \$10,551.96; small-counties average: \$9,882.22; regional average: \$10,799.69

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$11,411.94; small-counties average: \$10,687.62; regional average: \$11,679.86

(Budgeted: \$10,500.00)

Pulaski County Wage Comparison Study

Chapter III: Law Enforcement, Public Safety, and Public Health

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III. Law Enforcement, Public Safety, and Public Health

Key Findings

1. In general, our Sheriff's Office's wages trailed regional wages noticeably, with the sergeant detectives (\$12M), chief deputy (\$11M), and sergeant (excluding overtime) (\$10M) trailing the worst; patrol officers (\$7.8M), jail sergeants (\$6.5M), dispatchers (\$6.5M), and the jail assistant commander (excluding overtime) (\$6M) with the next-largest deficits; and the chief dispatcher (\$5M), jailers (excluding overtime) (\$5M), and the jail commander (\$4M) trailing the least. *As detailed below, some of these disparities have increased since 2021.*

2a. Six Counties already had or have since merged their E.M.A. director role into another position: two Counties have a combined E.M.A./E.M.S. director, and four have a combined E.M.A./911 Dispatch director (with 911 separate from the Sheriff's Office).

2b. One additional 911 agency is separate from the Sheriff's Office and shared with another County, and a few others are standalone departments not merged with any agency.

3. How other Counties staff their Health Departments may provide guidance to Pulaski County if increased funding, programmatic expectations, and service expectations from the State become effective. It could make sense to create a second nurse position, with one of the two undertaking increased health-education responsibilities. A second environmentalist/food sanitarian would be a logical addition. One of the environmentalists may double as administrator, or they both may take on other responsibilities, while one of the nurses serves as administrator.

4a. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting law-enforcement, public-safety, and public-health base wages to make Pulaski County regionally competitive would cost approximately **\$640,665**: \$526,900 in wages and \$113,765 in FICA and PERF plus healthcare insurance for three new security-guard jailers (plus potentially another **\$108,081** plus healthcare insurance to add two Health positions: \$88,700 in wages and \$19,381 in FICA and PERF).

Pros. Off. Investigator:	\$ 4,500
Pros. Off. Administrator:	\$ 7,700
Title IV-D Administrator:	\$ 6,900
Victim Assistant:	\$ 4,000
Legal Secretary:	\$ 7,600 (\$ 3,800 x 2)
Chief Deputy:	\$ 9,000
Sergeant-Det.:	\$ 25,000 (\$12,500 x 2)
Sergeant:	\$ 11,500
Jail Commander:	\$ 4,400
Assist. Jail. Comm.:	\$ 5,000
Chief Dispatcher:	\$ 5,500
E.M.A. Director:	\$ 5,200
Coroner:	\$ 750
Patrol Officer:	\$ 69,600 (\$ 8,700 x 8)
Jail Sergeant:	\$ 11,600 (\$ 5,800 x 2)
Jailer – Courthouse Security:	\$121,500 (\$40,500 x 3)
Jailer:	\$ 88,200 (\$ 6,300 x 14)
Dispatcher:	\$ 87,000 (\$ 8,700 x 10)
Shift-Cap'n Paramedic:	\$ 3,800
Shift-Cap'n E.M.T.:	\$ 2,800

III. Law Enforcement, Public Safety, and Public Health

E.M.T.:	\$ 15,600 (\$ 2,600 x 6)
Health Officer:	\$ 9,600
Health Admin./Enviro.:	\$ 8,500*
Health Enviro. – 2:	\$42,600**
Nurse:	\$11,600*
Nurse – 2:	\$46,100**
Registrar:	\$ 50

*These numbers could be subject to change depending on how a restructured Health Department with a larger staff might be organized.

**These totals are included as a guideline for potential future increases to Health staffing based on current state legislation.

4b. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 10 percent for the Prosecutor's Office, 11 percent for the Sheriff's Office, and nine percent for Health. The increase for the coroner could be negated entirely.

5. These wage-increase recommendations do not contemplate additional non-security jailers, patrol officers, or first responders; whether any such employment growth is warranted would be a matter for a separate study.

A. Prosecutor's Office

1a. With six full-time staff members other than attorneys, our Prosecutor's Office was more heavily staffed than any other small County's. (To what extent this reflects overstaffing or the volume of charges filed relative to in other counties is unclear without further research.)

1b. Pulaski County was one of only four small Counties to have an investigator; most regional Counties had one, although one was part-time (but has since become full-time).

1c. While most, if not all, Counties appear to have victim assistants, more than half assign this responsibility to an existing staff person, rather than having an entirely separate position.

2.; there was a fairly broad range in the gaps between individual positions and their averages.

3. Slightly more than half of the small Counties and slightly fewer than half of the regional Counties provided their prosecuting attorney(s) a stipend on top of their state-paid salaries.

B. Sheriff's Office

1. Our chief deputy's and sergeant detectives' wages were modestly below the small-counties average and noticeably behind the regional average.

2. Our sergeant's wages were significantly higher than both averages; however, this reflects a substantial amount over overtime, and the budgeted regular-time wages would have put him moderately behind the small-counties average and measurably behind the regional average.

3. While most small Counties have no investigators or only one, most regional Counties have a non-sergeant detective paid less than and, presumably, subordinate to the sergeant detective; we have two sergeant detectives.

III. Law Enforcement, Public Safety, and Public Health

4a. Our jail commander's and 911 director's wages were modestly above the small-counties average and slightly behind the regional average, especially the chief dispatcher's, while the matron's wages were fairly close to both averages.

4b. Our matron's regular-time annual pay is equal to patrol-officers' pursuant to *Indiana Code* language that seems to suggest that this is required (although deputies' hourly pay is less than hers). It's unclear how many average patrol-officer wages reflect overtime versus regular-time alone, but both averages and 2023 data suggest that this interpretation of the *Code* is not embraced universally.

5. Our assistant jail commander's wages were significantly above the small-counties average and modestly above the regional average; however, this reflects a substantial amount over overtime, and the budgeted regular-time wages would have put him just above the small-counties average and noticeably below the regional average.

6. Several Counties had a 911 assistant director.

7a. Our patrol officers' wages slightly exceeded the small-counties average, but trailed the regional average noticeably. Pulaski County's wages reflected substantial overtime; it is unclear to what extent this is also true of other Counties' patrol pay, but we do know that

- the average, budgeted, regular-time pay for a Cass County officer was nearly \$51,000;
- the average, budgeted, regular-time pay for a White County officer was about \$52,000; and
- our average, budgeted, regular-time pay for an officer was about \$45,000.

7b. Average, budgeted regular-time 2023 pay for officers shows an increase in the disparity between our pay and regional pay. *We are the only regional County with average wages below \$50,000.*

Carroll County:	\$52,551.86 <i>estimated</i>
Cass County:	\$51,084.92
Fulton County:	\$59,017.00
Jasper County:	\$60,774.94
Marshall County:	\$60,652.83
Pulaski County:	\$46,591.50
Starke County:	\$50,783.00
White County:	\$56,310.00

Regional Average	
with Pulaski County:	\$54,720.76
without Pulaski County:	\$55,882.08

8. The average small County had 7.63 full-time patrol officers (excluding sergeants on the road), while the average regional County had 10.125.

9. Most Counties that had dedicated security officers for their court facilities had one full-time officer and two to four part-time officers.

III. Law Enforcement, Public Safety, and Public Health

10a. Our jail sergeants' and jailers' wages exceeded the small-counties averages, while trailing the regional averages. Pulaski County's wages reflect substantial overtime; it is unclear to what extent this is also true of other Counties' jail pay.

10b. Budgeted regular-time wages would have put the sergeants slightly below the small-counties average and jailers at the average, while both would have trailed the regional averages markedly.

10c. Average, budgeted, regular-time pay for jailers in 2023 shows the disparity between our pay and regional pay. *Only one County's average pay is less than ours, and only one other's is below \$40,000.*

Carroll County:	\$36,372.88 <i>estimated</i>
Cass County:	\$38,575.55
Fulton County:	\$44,373.33
Jasper County:	\$44,879.00
Marshall County:	\$56,850.35 <i>estimated</i>

(Gateway does not distinguish between jailers and dispatchers.)

Pulaski County:	\$36,726.43
Starke County:	\$39,189.56 <i>estimated</i>
White County:	\$43,606.69

Regional Average

with Pulaski County:	\$42,573.97
without Pulaski County:	\$43,409.34

11. The average small County had 11.18 full-time jailers (excluding commanders, assistant commanders, and supervisors), while the average regional County had 13.625.

12. Our dispatchers' wages were fairly close to the small-counties averages, but trailed the regional mean substantially. Average, budgeted, regular-time 2023 pay for dispatchers shows that the disparity between our pay and regional pay has increased. *Only one other averages less than \$40,000.*

Carroll County:	\$39,277.44
Cass County:	\$47,928.18
Fulton County:	\$45,000.00
Jasper County:	\$46,776.78
Marshall County:	\$56,850.35 <i>estimated</i>

(Gateway does not distinguish between jailers and dispatchers.)

Pulaski County:	\$37,816.60
Starke County:	\$48,437.50
White County:	\$45,499.60

Regional Average

with Pulaski County:	\$45,948.31
without Pulaski County:	\$47,109.98

13. The average small County had 6.77 full-time dispatchers (excluding directors and assistant directors), while the average regional County had 9.375.

C. Emergency Management Agency

1. Seven of eight regional Counties had a full-time director, but many small Counties had either a part-time director or a full-time director split between E.M.A. and another function.

III. Law Enforcement, Public Safety, and Public Health

2. About one-third of the Counties had assistant E.M.A. directors, but only two were full-time.
3. Our E.M.A. director's pay was reasonably close to, but slightly below, both averages.

D. Coroner

1. Our coroner's pay was almost exactly at the small-counties average, but trailed the regional average noticeably. However, adjustments made between 2021 and 2023 have brought the coroner's salary above the assumed small-counties average and close to the assumed regional average.
2. Pulaski County paid more in deputy-coroner wages than any other small County and several regional Counties. Adjustments made between 2021 and 2023 have brought the chief deputy's salary above the assumed regional average.

E. Emergency Medical Services

1. Our E.M.S. director had the highest compensation of any County; however, this reflects pay 11 percent above his budgeted regular-plus-overtime wages, which was attributable to the need for covering substantial staffing gaps. His budgeted 2023 salary remains the highest in the region.

Carroll County:	\$74,216.00
Cass County:	\$78,750.00
Jasper County:	\$80,000.00
Marshall County:	\$65,448.72

(This is the average of the Plymouth Fire/E.M.S. chief and the
Culver E.M.S. director.)

Pulaski County:	\$80,619.00
Starke County:	\$68,118.00

Regional Average

with Pulaski County:	\$74,525.29
without Pulaski County:	\$73,306.54

2. Our shift-captain paramedic is paid competitively, but our shift-captain E.M.T. trails both averages noticeably.

Carroll County:	\$61,666.67 <i>estimated</i>
Cass County:	\$69,650.00 <i>estimated</i>
Pulaski County:	\$57,688.50 (Paramedic: \$67,714.00, E.M.T. \$47,663.00)
Starke County:	\$84,898.00

Regional Average

with Pulaski County	
— Paramedic:	\$70,982.17
— E.M.T.:	\$65,969.42
without Pulaski County:	\$72,077.90

3. Our average paramedic was paid less than the standard budgeted paramedic wages, even when one of them had substantial overtime, indicative of significant turnover and/or staffing gaps. This put our paramedics below both averages by about \$6,500 and \$6,700, respectively. *However*, adjustments made by the County Council have made our paramedic pay regionally competitive.

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Carroll County:	\$57,187.00 <i>estimated</i>
Cass County:	\$66,500.00 <i>estimated</i>
Marshall County:	\$60,759.36

(This reflects the average pay of full-time Plymouth firefighter-paramedics *excluding overtime*.)

Pulaski County:	\$66,000.50 (\$66,343.20 including shift captain)
Starke County:	\$61,103.63 <i>estimated</i>

Regional Average

with Pulaski County:	\$62,310.10
without Pulaski County:	\$61,387.50

4. Our average E.M.T. was paid less than the standard budgeted wage, but was still quite close to both averages. Unlike our paramedic pay, our E.M.T. pay has become less regionally competitive.

Carroll County:	\$48,754.89 <i>estimated</i>
Cass County:	\$48,125.00 <i>estimated</i>
Pulaski County:	\$43,990.67 (\$44,515.29 including shift captain)
Starke County:	\$48,437.50 <i>estimated</i>

Regional Average

with Pulaski County:	\$45,948.31
without Pulaski County:	\$47,109.98

G. Health Department

1. No small Counties, and only three regional Counties, had standalone administrators; some administrators also served as environmentalists (like in Pulaski County), some as public-health nurses, and some as registrars. In one instance, one person served in three of these capacities.

2. While every County had an emergency-preparedness coordinator, only one had a full-time person for this role; most Counties paired it with another position, either in the Health Department or with the E.M.A. directorship.

3a. It is likely that, across the board, 2021 Health Department wages were inflated above originally budgeted compensation in reflection of COVID-related overtime.

3b. Precise comparisons are difficult because of the different ways in which departmental roles are paired in the same position, but we appear to have trailed in pay at every position compared to both small Counties and the region, except that our registrar was slightly above the regional average.

3b. Our administrator-environmentalist only trailed small-county environmentalists slightly, but was more obviously behind regional environmentalists and both groups of administrators.

3c. Our nurse was modestly behind the small-counties average, but noticeably behind the region.

4. About half of the Counties had a second environmentalist/sanitarian, either full- or part-time.

5. About two-thirds of all surveyed Counties had either a second nurse or a medical assistant, either full-time or part-time; this role often involved public health education.

III. Law Enforcement, Public Safety, and Public Health

Positions

A. Prosecutor's Office

Investigator

Pulaski Co.: \$46,989.60; small-counties average: \$44,538.08; regional average: \$52,252.31

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$50,819.25; small-counties average: \$48,167.93; regional average: \$56,510.87

Office Manager

Pulaski Co.: \$31,504.20; small-counties average: \$33,938.27; regional average: \$37,713.39

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,071.79; small-counties average: \$36,704.24; regional average: \$40,787.03

Title IV-D Administrator

Pulaski Co.: \$31,504.20; small-counties average: \$34,338.29; regional average: \$37,929.06

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,071.79; small-counties average: \$37,136.86; regional average: \$41,020.28

Victim Assistant

Pulaski Co.: \$32,305.00; small-counties average: \$33,280.99; regional average: \$37,216.50

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,937.86; small-counties average: \$35,993.39; regional average: \$40,249.64

Legal Assistant/Secretary

Pulaski Co.: \$33,062.21; small-counties average: \$34,298.36; regional average: \$34,227.60

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$35,765.78; small-counties average: \$37,093.68; regional average: \$37,017.15

B. Sheriff's Office

Chief Deputy

Pulaski Co.: \$52,052.03; small-counties average: \$54,220.33; regional average: \$63,318.53

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$56,294.27; small-counties average: \$58,639.29; regional average: \$68,478.99

Sergeant Detective

Pulaski Co.: \$46,625.84; small-counties average: \$49,568.14; regional average: \$58,595.76

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$50,425.85; small-counties average: \$53,607.94 regional average: \$63,371.31

Sergeant

Pulaski Co.: \$68,821.94;* small-counties average: \$55,119.83;* regional average: \$60,725.59*

With 8.15% increase from 2021 to 2023

III. Law Enforcement, Public Safety, and Public Health

Pulaski Co.: \$74,430.93;* small-counties average: \$59,612.10;* regional average: \$65,674.73*
(Actual: \$53,794.00)*

**As noted above, the sergeant worked significant overtime in 2021; this was also the case in 2022, when his total pay eclipsed \$76,000. His regular-time hourly rate would put him below both assumed averages.*

Jail Commander

Pulaski Co.: \$45,912.32; small-counties average: \$43,719.49; regional average: \$49,005.45

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$49,654.17; small-counties average: \$47,282.63; regional average: \$52,999.39
(Actual: \$48,174.00)

Assistant Jail Commander

Pulaski Co.: \$47,745.60;* small-counties average: \$38,541.37;* regional average: \$44,309.93*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$51,636.87;* small-counties average: \$41,682.49;* regional average: \$47,921.19*
(Actual: \$43,357.00)

**As noted above, the assistant commander worked significant overtime in 2021; in 2022, his overtime workload decreased measurably, putting him close to his budgeted 2023 wages.*

Matron

Pulaski Co.: \$43,876.23; small-counties average: \$42,646.85; regional average: \$44,260.28

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$47,452.14; small-counties average: \$46,122.57; regional average: \$47,867.49

911 Director

Pulaski Co.: \$43,081.88; small-counties average: \$41,791.87; regional average: \$47,866.07

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$46,593.05; small-counties average: \$45,197.91; regional average: \$51,767.15

911 Assistant Director

Pulaski Co.: N/A; small-counties average: \$40,303.59; regional average: \$53,257.47

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$43,588.33; regional average: \$57,597.95*

**The average for the assistant director exceeds that for the 911 director because only half of the regional Counties — all on the higher-salary side — have an assistant director, and because of unclear data from Marshall County.*

Patrol Officer

Pulaski Co. \$48,504.64;* small-counties average: \$47,121.49;* regional average: \$52,837.74*

With 8.15% increase from 2021 to 2023

III. Law Enforcement, Public Safety, and Public Health

Pulaski Co.: \$52,457.77;* small-counties average: \$50,961.89;* regional average: \$57,144.02*
(Actual: \$46,591.50)

**As noted above, our average patrol-officer pay reflects substantial overtime; the average, budgeted regular-time pay would put our officers below the small-counties average and even further below the regional average.*

Security Officer

Pulaski Co.: N/A; small-counties average: \$39,331.55; regional average: \$40,551.11

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$42,537.07; regional average: \$43,856.03

*Jail Supervisor**

Pulaski Co.: \$43,105.82;** small-counties average: \$38,383.71;** regional average: \$44,886.66**

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$46,618.94;** small-counties average: \$41,511.98;** regional average: \$48,544.92**
(Actual: \$39,589.00)

**Pulaski County has jail sergeants; some Counties also do, some have corporals, and some have both. These data reflect a combination of sergeants and corporals.*

***As noted above, our jail sergeants worked a fair amount of overtime; their regular-time hourly rate would put them below the assumed small-counties average and further below the assumed regional average.*

Jailer

Pulaski Co. \$36,168.35;* small-counties average: \$33,687.83;* regional average: \$39,652.53*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$39,116.07;* small-counties average: \$36,433.39;* regional average: \$42,884.21*
(Actual: \$36,726.34)

**As noted above, our jailers worked a modest amount of overtime; their average regular-time rate would put them further below the regional average while being fairly close to the small-counties average.*

Jail Cook

Pulaski Co. \$35,161.40; small-counties average: \$33,767.74; regional average: \$38,068.36

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,027.05; small-counties average: \$36,519.81; regional average: \$41,170.93

Part-time Jail Cook

Pulaski Co. \$28,426.74; small-counties average: \$20,196.03; regional average: \$19,721.44

With 8.15% increase from 2021 to 2023

III. Law Enforcement, Public Safety, and Public Health

Pulaski Co.: \$30,743.52; small-counties average: \$21,842.01; regional average: \$21,328.74
(Budgeted: \$33,000.00)

Part-time Administrative Assistant

Pulaski Co. \$19,402.08; small-counties average: \$8,975.91; regional average: \$10,002.36

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$20,983.35; small-counties average: \$9,707.45; regional average: \$10,817.55
(Budgeted: \$24,000.00)

Part-time Animal Control

Pulaski Co. \$14,939.11; small-counties average: \$11,014.32; regional average: \$23,398.66

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$16,156.65; small-counties average: \$11,911.99; regional average: \$25,305.65
(Budgeted: \$24,000.00)

Dispatcher

Pulaski Co.: \$35,664.46; small-counties average: \$36,032.59; regional average: \$42,023.86

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,571.11; small-counties average: \$38,969.25; regional average: \$45,448.80
(Actual: \$37,816.60)

C. Emergency Management Agency

Director

Pulaski Co.: \$40,648.03;* small-counties average: \$26,623.70;* regional average: \$41,333.43*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$43,960.84;* small-counties average: \$28,793.53;* regional average: \$44,702.10*
(Actual: \$42,614.00)

**Pulaski County exceeded the small-counties average substantially, but seven part-time or split-role directors lowered the average dramatically; the average for full-time directors was \$43,853.90 (\$47,427.99 adjusted for 2023). Pulaski County trailed the regional average slightly, but one part-time director lowered the average; the average for full-time directors was \$44,558.29 (\$48,189.79 adjusted for 2023).*

D. Coroner

Coroner

Pulaski Co.: \$10,148.00; small-counties average: \$10,278.53; regional average: \$15,223.00

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$10,975.06; small-counties average: \$11,116.23; regional average: \$16,463.67
(Actual: \$15,750.00)

Chief Deputy Coroner

Pulaski Co.: \$8,321.00; small-counties average: N/A; regional average: \$9,200.24

With 8.15% increase from 2021 to 2023

III. Law Enforcement, Public Safety, and Public Health

Pulaski Co.: \$ 8,999.16; small-counties average: N/A; regional average: \$9,950.06
(Actual: \$12,915.00)

E. Emergency Medical Services

Director

Pulaski Co.: \$82,342.07;* small-counties average: \$68,799.10; regional average: \$74,068.98*

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$89,052.95; small-counties average: \$74,406.22; regional average: \$80,105.60
(Actual: \$80,691.00 — significant overtime in 2021)

**As noted above, our E.M.S. director worked substantial overtime in 2021..*

Assistant Director/Shift Lead

Pulaski Co.: unclear; small-counties average: \$50,357.72; regional average: \$59,154.86

With 8.15% increase from 2021 to 2023

Pulaski Co.: unclear; small-counties average: \$54,461.87; regional average: \$63,975.98
(Actual: \$57,688.50 average: \$67,714.00, paramedic; \$47,663.00, E.M.T)

Paramedic

Pulaski Co.: \$50,252.47; small-counties average: \$56,815.21; regional average: \$56,984.37

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$54,348.04; small-counties average: \$61,445.65; regional average: \$61,628.60
(Actual: \$66,000.50; \$66,343.20 with shift-captain paramedic — 2022 wage adjustment)

E.M.T.

Pulaski Co.: \$40,991.89; small-counties average: \$41,605.31; regional average: \$41,731.14

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$44,332.73; small-counties average: \$44,996.14; regional average: \$45,132.23
(Actual: \$43,990.67; \$44,515.29 with shift-captain E.M.T.)

F. Health Department

Health Officer

Pulaski Co.: \$15,145.00; small-counties average: \$17,285.30; regional average: \$20,155.80

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$16,379.32; small-counties average: \$18,694.05; regional average: \$21,798.50

*Administrator**

Pulaski Co.: \$40,250.40; small-counties average: \$42,413.47; regional average: \$46,872.98

With 8.15% increase from 2021 to 2023

III. Law Enforcement, Public Safety, and Public Health

Pulaski Co.: \$43,530.81; small-counties average: \$45,870.17; regional average: \$50,693.13
(Actual: \$42,614.00 — 2021 total likely reflects COVID-related overtime)

**Our administrator is also our environmentalist.*

*Environmentalist/Sanitarian – 1**

Pulaski Co.: \$40,250.40; small-counties average: \$40,581.11; regional average: \$44,052.52

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$43,530.81; small-counties average: \$43,888.47; regional average: \$47,642.80
(Actual: \$42,614.00 — 2021 total likely reflects COVID-related overtime)

**Our environmentalist is also our administrator.*

Environmentalist/Sanitarian – 2

Pulaski Co.: N/A; small-counties average: \$37,373.99; regional average: \$41,909.80

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$40,419.97; regional average: \$45,325.45

Public Health Nurse – 1

Pulaski Co.: \$48,314.35; small-counties average: \$49,882.18; regional average: \$56,708.22

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$52,251.97; small-counties average: \$53,947.58; regional average: \$61,329.94
(Actual: \$45,253.00 — 2021 total likely reflects COVID-related overtime)

Public Health Nurse – 2

Pulaski Co.: N/A; small-counties average: \$43,645.94; regional average: \$33,552.85*

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$47,203.08; regional average: \$36,287.41*

**Two regional assistant nurses were part-time; the average solely for full-time nurses was \$48,140.14 (\$52,063.56 adjusted for 2023).*

Registrar

Pulaski Co.: \$32,553.50; small-counties average: \$34,151.01; regional average: \$32,399.38

With 8.15% increase from 2021 to 2023

Pulaski Co. \$35,206.61; small-counties average: \$36,934.32; regional average: \$35,039.93
(Actual: \$34,943.00 — 2021 total likely reflects COVID-related overtime)

Pulaski County Wage Comparison Study

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IV. Court Operations

Key Findings

1. Of the 18 Counties analyzed, six have one or more problem-solving courts, with a seventh underway. With the exceptions of Pulaski County and Crawford County (under development), every County appears to utilize its Probation Department to coordinate the problem-solving court(s).

2a. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting court-operations base wages to make Pulaski County regionally competitive would cost approximately **\$90,492**: \$74,843 in wages and PERF for existing wages and \$15,649 in FICA and PERF (plus healthcare insurance to make the Probation office administrator full-time).

Circuit Court Reporter:	\$ 5,600
Circuit Court Bailiff:	\$ 7,800
Circuit Court Administrator:	\$ 5,400
Superior Court Reporter:	\$ 6,300
Superior Court Bailiff:	\$ 5,400
Superior Court Administrator:	\$ 8,000
Clerk	\$ 8,500
Clerk Deputies:	\$ 7,970 (3 deputies at various matrix points)*
Full-time Probation Admin.:	\$19,873 (\$16,649 in wages and (\$ 3,224 in PERF for existing wages)

*This number could be subject to change pending any matrix restructuring, deeper dives into specific deputy roles and responsibilities, or both.

2b. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 11 percent for Circuit and Superior Courts and 13 percent for Clerk of Courts.

A. Circuit Court

1. The average small County had 2.68 Circuit Court employees, while the average regional County had slightly more than four; Pulaski County had 3.5. Counties with fewer than three merged their administrator role with their reporter or bailiff role, while some larger Counties had two reporters, two bailiffs, or both.

2. Our administrator and part-time administrator were paid better than the small-counties average, while our bailiff was close to the average; all three full-time employees trailed the regional average, while the part-time administrator exceeded it.

3. Three small Counties and three regional Counties provided their judge a stipend on top of State-paid salaries.

B. Superior Court

1a. Only three other small Counties — one smaller than Pulaski County, and two larger — had Superior Courts; two had a combined administrator-bailiff, instead of three full-time positions.

1b. One other small County had a referee adjudicating certain cases under the Circuit Court judge.

1c. All regional Counties but one had a Superior Court; all had at least as many full-time staff as we.

IV. Court Operations

- 1d. The regional outlier had a magistrate adjudicating certain cases under the Circuit Court judge.
2. All of our Superior Court wages trailed the regional average; our reporter was compensated better than her small-counties peers, while the bailiff was close to the small-counties average.
3. One small County and three regional Counties provided their judge a stipend on top of State-paid salaries.

C. Clerk of Courts

1. Our clerk's pay was slightly better than the small-counties average, but trailed the regional average by about the same rate as the assessor, recorder, and treasurer.
- 2a. Our first deputy clerks both exceeded the small-counties average while trailing the regional averages by roughly expected rates.
- 2b. At least five Counties had a single first deputy clerk despite having one or more Superior Courts.
3. Our second deputy clerk's wages exceeded both averages.

D. Probation

1. Pulaski County was one of only three Counties, all small, that had a part-time administrative assistant. One of these two had both a part-time and a full-time, meaning that we are one of only two Counties without a full-time Probation office administrator.
2. Pulaski County has four probation officers; the average small County had 2.73, while the average regional County had 5.44.

Positions

A. Circuit Court

Court Reporter - 1

Pulaski Co.: \$36,990.56; small-counties average: \$39,691.40; regional average: \$40,115.18

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$40,005.29; small-counties average: \$42,926.25; regional average: \$43,384.57

(Actual: \$38,316.00)

Court Reporter - 2

Pulaski Co.: N/A; small-counties average: \$34,776.75; regional average: \$36,100.80

With 8.15% increase from 2021 to 2023

Pulaski Co. N/A; small-counties average: \$37,611.06; regional average: \$39,043.02

Bailiff

Pulaski Co.: \$32,858.79; small-counties average: \$32,943.97; regional average: \$37,732.50

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$35,536.78; small-counties average: \$35,628.90; regional average: \$40,807.70

(Actual: \$34,091.00 — overtime worked in 2021)

IV. Court Operations

Administrator

Pulaski Co.: \$35,941.63; small-counties average: \$32,469.90; regional average: \$39,420.23

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,870.87; small-counties average: \$35,116.20; regional average: \$42,632.98
(Actual: \$38,316.00)

Part-time Administrator

Pulaski Co.: \$20,130.31; small-counties average: \$13,743.82; regional average: \$15,435.53

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$21,770.93; small-counties average: \$14,863.94; regional average: \$16,693.53
(Budgeted: \$32,539.00)

B. Superior Court

Court Reporter - 1

Pulaski Co.: \$37,173.22; small-counties average: \$33,781.65; regional average: \$40,301.97

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$40,202.84; small-counties average: \$36,534.85; regional average: \$43,586.58
(Actual: \$37,500.00 — overtime hours in 2021)

Court Reporter - 2

Pulaski Co.: N/A; small-counties average: N/A; regional average: \$38,287.00

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: N/A; regional average: \$41,407.39

Bailiff

Pulaski Co.: \$32,310; small-counties average: \$31,671.53; regional average: \$34,999.37

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,943.27; small-counties average: \$34,252.76; regional average: \$37,851.82
(Actual: \$34,091.00 — retirement led to new bailiff at the bottom of the matrix)

Administrator

Pulaski Co.: \$34,674.00; small-counties average: \$33,713.17; regional average: \$38,108.79

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$37,499.93; small-counties average: \$36,460.80; regional average: \$41,214.66
(Actual: \$34,943.00 retirement led to new administrator lower on the matrix)

C. Clerk of Courts

Clerk

Pulaski Co.: \$42,356.00; small-counties average: \$41,776.13; regional average: \$48,210.31

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$45,808.01; small-counties average: \$45,180.88; regional average: \$52,139.45
(Actual: \$43,614.00)

IV. Court Operations

1st Deputy Clerk, Circuit Court

Pulaski Co.: \$32,205.00; small-counties average: \$31,637.07; regional average: \$36,936.85

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,829.71; small-counties average: \$34,215.49; regional average: \$39,947.20

1st Deputy Clerk, Superior Court

Pulaski Co.: \$33,870.20; small-counties average: \$32,690.15;* regional average: \$36,085.38*
((\$32,821.60)* (\$36,842.66)*)

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$36,630.62; small-counties average: \$35,354.40;* regional average: \$39,026.34*
((\$35,496.56)* (\$39,845.34)*)

**Some Counties have two or three courts, but only one first deputy clerk; the first values include the repeated values of these positions, while parenthetical values exclude the salaries of first deputies whose wages are already reflected in the data for Circuit Court first deputies.*

2nd Deputy Clerk

Pulaski Co.: \$33,739.93; small-counties average: \$30,611.11; regional average: \$32,860.87

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$36,489.73; small-counties average: \$33,105.92; regional average: \$35,539.03
(Actual: \$34,091.00 — retirement, new person at bottom of matrix)

Part-time Deputy Clerk

Pulaski Co.: \$19,830.19; small-counties average: \$12,197.31; regional average: \$18,521.56

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$21,446.35; small-counties average: \$13,191.39; regional average: \$20,031.07

D. Probation

Office Administrator

Pulaski Co.: N/A; small-counties average: \$33,148.68; regional average: \$34,678.75

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$35,850.30; regional average: \$37,505.07

Part-time Office Administrator

Pulaski Co.: \$23,965.99; small-counties average: \$19,932.79; regional average: \$23,965.99

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$25,919.22; small-counties average: \$21,557.31; regional average: \$25,919.22
(Budgeted: \$41,610.00)

Pulaski County Wage Comparison Study

Chapter V: Public Works and Development

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V. Public Works and Development

Key Findings

1. Our pay scales trail regionally across all of these departments, especially Aviation and Highway; however, while every regional County has a public airport, we are only one of two small Counties analyzed that does, and the other County does not have a full-time manager.

2a. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting public-works and development base wages to make Pulaski County regionally competitive would cost approximately **\$301,945**: \$247,800 in wages and \$54,145 in FICA and PERF.

Superintendent:	\$20,000
General Foreman:	\$12,500
Bookkeeper:	\$ 3,000
Foreman:	\$21,400 (\$10,700 x 2)
Head Mechanic:	\$11,600
Laborer/Operator:	\$57,600 (\$ 4,800 x 12)
Assistant Mechanic:	\$11,300
Surveyor:	\$11,500
Deputy Surveyor:	\$ 9,900*
Planning Director:	\$13,200**
Planning Assistant:	\$ 7,300**
Econ. Development Director:	\$ 7,300
Econ. Development Assistant:	\$ 7,900***
Airport Manager:	\$30,800
Solid Waste Director:	\$ 7,600
Solid Waste Foreman:	\$ 8,200
Solid Waste Laborer:	\$ 6,700

*This number could be subject to change pending any matrix restructuring, the retirement of the current deputy with someone in the first matrix tier, the hiring of a new assistant surveyor (field), or any or all of these.

**These numbers could be subject to change pending any restructuring of the department or the addition of a new position, particularly a building inspector or assistant director placed in the matrix between the director and the office administrator.

***This number could be subject to change pending any restructuring of the department or addition of a new position, particularly a project coordinator placed in the matrix between the director and the office administrator.

2b. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 11 percent for Highway, 13 percent for Surveyor and for Building, Planning, and Zoning, and 17 percent for Solid Waste. Given the absence of comparable data, making this determination regarding Aviation is virtually impossible.

V. Public Works and Development

A. Highway Department

1a. Our superintendent was paid below both averages for his position and for the assistant-superintendent/general-foreman position, plus the regional averages for mechanics and foremen.

1b. The pay gap between our superintendent and our general foreman was close to the regional gap, but much larger than the average small-county gap.

1c. The pay gap between our superintendent and the average operator/laborer was 14 percent, compared to 25 percent in small Counties and 35 percent regionally.

2a. Many Counties had an assistant superintendent or position their general foreman above other foremen, in an assistant-superintendent role, and, accordingly, paid this person more.

2b. Our general foremen and our other foreman were all paid below both averages for these positions, as well as both averages for the operator/laborer position. (Our average operator-laborer pay was also higher, reflective not only of our underpaying our foremen, but also of laborer overtime.)

3a. Pulaski County is the only County studied that paid the Highway bookkeeper at the same level as the foremen. Thus, this is the only position where our pay exceeded the small-counties average as well as being close to the estimated 2023 regional average.

3b. Likewise, though paid at a higher average rate than bookkeepers and laborers, mechanics were generally paid less than foremen, but assistant mechanics typically came in slightly below laborers (although the latter point may reflect overtime worked by laborers).

4. Our operator/laborer average pay was almost exactly the average for small Counties, but almost \$4,000 behind the regional average.

B. Surveyor

1a. As noted above, we are virtually the only County that pays statutory, elected courthouse department heads more or less the same salary; on average, the (full-time) surveyor was paid about four percent less than the auditor.

1b. Our surveyor was paid below both averages and trailed the regional average by about the same rate as the auditor did, well below the 87-percent value of the other courthouse elected positions.

2. Our office deputy's pay was fairly close to both averages — slightly above the small-county average, and slightly below the regional average.

3. Only one other small County had a full-time deputy/assistant working in the field. Ours was paid measurably below the regional average, but measurably above the one other small-county deputy.

4. Few Counties, small or regional, used part-time field deputies.

C. Building, Planning, and Zoning

1a. Several small Counties have still not adopted countywide zoning; among those that have, three of eight had only one staff person (with Benton County having only part-time staff).

1b. However, most, if not all, Counties other than Benton that have renewable-energy projects have at least two full-time positions.

V. Public Works and Development

2. In most small Counties, the administrator is also the building inspector, with only one exception, but most regional Counties employ (an) inspector(s) in a separate department or under the planning director or have municipalities in their counties with full-time officials managing these responsibilities within their corporate and zoning jurisdictions.
3. Most regional Counties also have one or two other employees beyond the director and the building inspector (either in-house or at the municipal level). Almost all have an office administrator (all but one full-time), and several have an assistant director/staff planner or code-enforcement officer.
4. Our director's pay was moderately below the small-counties average, but substantially below regional pay.
5. Our part-time office administrator/secretary's pay was above both averages for this role, but the would-have-been wages for our full-time position would have been below average for the region. Our full-time office administrator dedicates roughly one-quarter of her time to higher-level work than her job title suggests; as such, her pay is arguably slightly further from the averages than the data show.

D. Community Development

1. The significantly diverse ways in which community-/economic-development departments and agencies are structured across the state and the fact that many of them are, though publicly funded, private nonprofits without reporting requirements make a truly accurate assessment difficult. However, based on a small-amount of publicly posted and self-reported data, publicized salaries for open positions, and anonymously supplied data from across the state (See Appendix II, Table 5.3.), we can conservatively estimate that the executive director's pay should be at least 10-percent higher
- 2a. The number of employees in any given development department or agency ranges significantly depending on population, the breadth of responsibilities assigned, and other considerations. A minimum of one staff person is present in nearly every County, but having two tends to be standard; the extent to which Pulaski County utilizes the community-development director for extracurricular work lends itself to considering an additional position.
- 2b. As noted above, the dearth of data makes a truly accurate assessment difficult, but we can estimate that the assistant's compensation should be 20- to 25-percent higher — with less or no increase with the creation of a third position, whose annual wages should be about \$52,500.

E. Aviation

1. Only one other small County, Newton, had a public airport; neither Newton County nor the Town of Kentland had a directly employed airport manager, but Kentland did have a contracted manager.
2. Every regional County had a public airport; most paid much better than Pulaski County did.
3. Half of the regional airports have a second staff member.

F. Solid Waste

- 1a. All of our full-time wages and our total part-time compensation exceeded the small-counties averages; our full-time pay trailed regional averages, but we paid out more in part-time compensation than two of the three other neighbors that relied on part-time employees.
- 1b. C.D.L.-pay adjustments made since 2021 have brought our pay scale even further above the presumed small-counties average, but have not caught us up regionally.

V. Public Works and Development

2. Only about 40 percent of Counties had a foreman position between the director and laborers.
3. Some Counties had no full-time laborers and either relied fully on management and part-time staff or ran a small-enough operation not to require additional full-time personnel.

Positions

A. Highway Department

Superintendent

Pulaski Co.: \$44,419.85; small-counties average: \$51,420.29; regional average: \$62,162.09

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$48,040.07; small-counties average: \$55,6511.04; regional average: \$67,228.30
(Actual: \$46,022.00)

Assistant Superintendent/General Foreman

Pulaski Co.: \$36,321.55; small-counties average: \$46,940.57; regional average: \$50,004.60

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$39,281.76; small-counties average: \$50,766.23; regional average: \$54,079.97
(Actual: \$40,096.00)

Foreman/Leader

Pulaski Co.: \$37,580.70; small-counties average: \$41,864.11; regional average: \$47,269.66

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$40,643.53; small-counties average: \$45,276.04; regional average: \$51,122.14
(Actual: \$39,579.00)

Mechanic

Pulaski Co.: \$38,423.55; small-counties average: \$40,425.27; regional average: \$46,721.11

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$41,555.07; small-counties average: \$43,719.93; regional average: \$50,528.88
(Actual: \$39,579.00)

Operator/Laborer

Pulaski Co.: \$38,418.33; small-counties average: \$38,463.63; regional average: \$42,019.19

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$41,549.42; small-counties average: \$41,598.41; regional average: \$45,443.75
(Actual: \$43,095.00)

Assistant Mechanic

Pulaski Co.: \$36,164.00; small-counties average: \$37,515.45; regional average: \$41,446.87

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$39,111.37; small-counties average: \$40,572.96; regional average: \$44,824.79

V. Public Works and Development

Bookkeeper

Pulaski Co.: \$36,587.20; small-counties average: \$33,998.85; regional average: \$38,791.38

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$39,569.06; small-counties average: \$36,769.77; regional average: \$41,952.88

(Actual: \$41,470.00)

B. Surveyor

Surveyor

Pulaski Co.: \$39,402.00;* small-counties average: \$34,903.86;* regional average: \$50,096.61

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$42,613.26;* small-counties average: \$37,748.52;* regional average: \$54,179.48

**Pulaski County is below nearly every small-county wage, but three part-time surveyors lower the average; the average for full-time surveyors was \$42,487.81 (\$45,950.57 adjusted for 2023).*

Deputy/Assistant Surveyor, Field

Pulaski Co.: \$35,502.40; small-counties average: \$33,120.95; regional average: \$40,248.11

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,395.85; small-counties average: \$35,820.31; regional average: \$43,528.33

Deputy/Assistant Surveyor, Office

Pulaski Co.: \$33,870.20; small-counties average: \$32,210.59; regional average: \$34,200.75

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$36,630.62; small-counties average: \$34,835.75; regional average: \$36,988.11

C. Building, Planning, and Zoning

Director

Pulaski Co.: \$40,648.11; small-counties average: \$43,197.16; regional average: \$52,308.52

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$43,960.93; small-counties average: \$46,717.73; regional average: \$56,571.66

(Actual: \$42,614.00)

Planning Staff

Pulaski Co.: N/A; small-counties average: \$34,795.88; regional average: \$36,960.13

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$37,631.74; regional average: \$39,972.38

Building Inspector (when separate position)

Pulaski Co.: N/A; small-counties average (one sample): \$42,602.11; regional average: \$46,760.79

With 8.15% increase from 2021 to 2023

Pulaski Co.: N/A; small-counties average: \$46,074.18; regional average: \$50,571.79

V. Public Works and Development

Office Administrator/Secretary

Pulaski Co.: \$31,522.33;* small-counties average: N/A; regional average: \$35,559.08

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,091.40;* small-counties average: N/A; regional average: \$38,457.15

**Pulaski County's administrator/secretary was part-time in 2021, but would have been paid at this rate according to our salary matrix.*

D. Community Development

Refer to Appendix II, Table 5.3 for 2022 community-/economic-development wage data.

E. Aviation

Manager

Pulaski Co.: \$28,250.35; small-counties average: N/A; regional average: \$51,304.88

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$30,552.75; small-counties average: N/A; regional average: \$55,486.23

F. Solid Waste

Director

Pulaski Co.: \$39,402.00; small-counties average: \$35,881.09; regional average: \$45,772.49

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$42,613.26; small-counties average: \$38,805.40; regional average: \$49,502.95

Foreman

Pulaski Co.: \$32,705.00; small-counties average: \$32,433.62; regional average: \$38,319.89

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$35,370.46; small-counties average: \$35,076.96; regional average: \$41,442.96
(Actual: \$39,574.00 — adjustment made for C.D.L.)

Laborer

Pulaski Co.: \$33,550.00; small-counties average: \$32,105.76; regional average: \$37,527.01

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$36,284.33; small-counties average: \$34,722.38; regional average: \$40,585.46
(Actual: \$38,220.00 — adjustment made for C.D.L.)

Part-time Laborer

Pulaski Co.: \$86,527.17; small-counties average: \$62,478.59; regional average: \$50,298.26

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$93,579.13; small-counties average: \$67,570.60; regional average: \$54,397.57
(Budgeted: \$81,750.00)

Pulaski County Wage Comparison Study
Chapter VI: Agriculture, Natural Resources, and
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VI: Agriculture, Natural Resources, and Community Education

Key Findings

1a. Because so few Counties have part-time Soil & Water office staff, and because many Counties have more than one full-time Extension staff member, calculating overall pay increases required to reach the regional average is challenging.

1b. Based on an analysis of 2021 wages, assumed increases in 2022 and 2023, and 2023 budgets when useful, it appears to be the case that adjusting agriculture, natural-resources, and community-education base wages to make Pulaski County regionally competitive would cost approximately **\$43,345**: \$36,003 in wages and PERF for existing wages and \$7,342 in FICA and PERF (plus healthcare insurance to make the first Extension secretary full-time and excluding any adjustments to the hourly rate for the part-time Soil & Water educator).

Soil & Water Coordinator:	\$ 9,600
Extension Office Manager:	\$ 3,700
Extension Secretary – 1:	\$15,303 (\$12,900* in wages and \$ 2,403* in PERF for existing wages)
Extension Secretary – 2:	\$ 7,400*

*These numbers assume a 50/50 split between the two part-time positions; an unequal split would lead to different individual numbers and, possibly, a different total.

1c. To target wages closer to the small-counties, rather than regional, average, the final wages based on the above estimated pay increases could be reduced by about 14 percent for the Soil & Water coordinator and six percent for Extension.

2. Given how few Counties have part-time Soil & Water staff, it might be worth investigating a shared full-time position between Soil and Water and Extension that would replace the part-time educator and one of the part-time secretaries. *The would reduce the net total increase from \$43,345, above, to \$19,302 — more if the second Extension were given more hours to make up time lost to Soil & Water.*

A. Soil & Water

1. Our district coordinator's pay was only slight behind the small-counties average, but trailed the regional mean considerably.

2. Very few Soil & Water offices had a part-time educator; only nine of 18 had any part-time staff, and two of those had no staff except for their part-time coordinators.

3. Eleven of 18 Counties had only one staff person.

B. Purdue Extension

1. Our office manager's pay was closely aligned with the small-counties average and only modestly behind the regional average.

2. Our part-time office staff were paid above the small-counties average, but trailed the regional averages (which include both full-time and part-time roles).

VI: Agriculture, Natural Resources, and Community Education

3. Although significant variation occurs regarding the number of part-time and full-time positions, our staff size is generally similar to other Counties’.

Positions

A. Soil & Water

District Coordinator

Pulaski Co.: \$31,521.00; small-counties average: \$25,962.61;* regional average: \$38,594.29

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$34,089.96;* small-counties average: \$28,078.56;* regional average: \$41,739.72

**Pulaski County is in near middle of the pack, but four part-time coordinators lower the average; the average for full-time coordinators was \$31,091.60 (\$35,788.57 adjusted for 2023).*

Part-time Educator

Pulaski Co.: \$16,341.47; small-counties average: \$12,349.74 (only one other County)

With 8.15% increase from 2012 to 2023

Pulaski Co.: \$17,673.30; small-counties average: \$13,356.24

(Budgeted: \$22,334.00)

B. Purdue Extension

Office Manager

Pulaski Co.: \$35,435.40;* small-counties average: \$29,192.97;* regional average: \$33,925.95

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$38,323.39; small-counties average: \$31,572.20;* regional average: \$36,690.91

(Actual: \$34,091.00 — retirement, new person at bottom of matrix)

**Three part-time office managers lower the average; the average for full-time managers was \$32,079.00 (\$34,693.44 adjusted for 2023).*

Part-time Secretary – 1

Pulaski Co.: \$20,885.57; small-counties average: \$17,936.55; regional average: \$26,600.10

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$22,587.74; small-counties average: \$19,398.38; regional average: \$28,768.01

(Budgeted: \$16,921.00)*

**This reflects half of the total budget for two positions; actual split may not be even.*

Part-time Secretary – 2

Pulaski Co.: \$10,638.36; small-counties average: \$12,349.74; regional average: \$17,136.75

With 8.15% increase from 2021 to 2023

Pulaski Co.: \$11,505.39; small-counties average: \$13,356.24; regional average: \$18,533.40

(Budgeted: \$16,921.00)*

**This reflects half of the total budget for two positions; actual split may not be even.*

Pulaski County Wage Comparison Study
Appendix I: Indiana State Personnel Department's
Modified Factor Evaluation System (FES)
for Job Classification

**Appendix I: Indiana State Personnel Department's
Modified Factor Evaluation System (FES) for Job Classification**

Job Categories

The State's classification system is broken down by job categories. Each job category has assigned job codes. Job codes use the format 1AA1 through 9ZZ7. The first number of the job code indicates the job category, while the last number indicates skill level. Any new hire will start at the minimum of the salary range, unless otherwise posted. The descriptions listed for each job category are to be used as a general guideline and may not be all inclusive.

A. Clerical, Office Machine Operators, and Technicians (COMOT)

Codes: 3AA1-3ZZ2, SSWBB

These are positions that would be "clerical" in nature and may not require college training or specific professional training. The following are positions that would be considered "clerical":

- Clerical Assistants,
- Account Clerks,
- Stores Clerks,
- Secretaries, and
- Claims Takers.

B. Labor, Trades, and Crafts (LTC)

Codes: 4AA1-4ZZ3, SSWBB

These positions would be considered "general labor and or maintenance" and help maintain and repair state facilities. The following are positions that would be considered general labor/maintenance:

- Building Custodians,
- Auto Mechanics,
- Maintenance Repairperson, and
- Grounds Foreman.

C. Professional, Administrative, and Technological (PAT)

Codes: 1AA1-2ZZ5, ITBB

Occupations that require specialized or theoretical knowledge through college training or through extensive work experience that requires on-going training, which provides comparable knowledge.

D. Protective Occupations-Law Enforcement (POLE)

Codes: 5AA1-5ZZ2

These are positions such as

- Correctional Officers,
- Security Guards,
- Arson Investigators, and
- Conservation Officers.

Note: Though the State does not include them here, this would be the obvious category for E.M.S. personnel as well as dispatchers.

**Appendix I: Indiana State Personnel Department's
Modified Factor Evaluation System (FES) for Job Classification**

E. Supervisors and Managers (SAM)

Codes: 6AA1-6ZZ8; 7AA1-7ZZ8; 8AA1-8ZZ5; 9AA1-9ZZ6

These occupations normally require a level of formal education which ranges from completion of high school through an advanced college level degree depending upon both the job category supervised and level of job in the supervisory hierarchy.

F. Executive, Scientific and Medical (ESM)

Codes: EAA1-EZZ7, EXBB

These are positions such as

- Directors,
- Department Heads,
- or highly specialized occupations.

Source: "SPD: Compensation", <https://www.in.gov/spd/compensation/>

Pulaski County Wage Comparison Study

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2021 Administrative Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Commissioner	\$ 19,673.72	\$ 16,016.75	\$ 8,732.33	\$ 11,765.90	\$ 16,664.76	\$ 15,340.00	\$ 14,460.00	\$ 22,381.07	\$ 16,971.96	\$ 10,200.06	\$ 25,054.75	\$ 16,114.66
Comm. Pres.	\$ 20,824.34	\$ -	\$ 12,732.33	\$ 12,365.90	\$ -	\$ 15,676.65	\$ -	\$ -	\$ 17,550.00	\$ -	\$ 25,857.00	\$ 17,501.04
Councilor	\$ 4,850.00	\$ 3,280.25	\$ 6,974.58	\$ 7,699.82	\$ 6,417.97	\$ 7,043.15	\$ 2,966.00	\$ 8,363.51	\$ 5,824.00	\$ 3,850.08	\$ 5,814.00	\$ 5,734.85
Council Pres.	\$ 4,350.00	\$ -	\$ -	\$ 8,299.82	\$ -	\$ 7,480.09	\$ -	\$ -		\$ -	\$ 6,222.00	\$ 6,587.98
Comm's Ass't/Sec'y	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,854.54	\$ -	\$ 36,303.53	\$ -	\$ -	\$ -	\$ 37,579.04
H.R. Director	\$ 39,634.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,304.00	\$ 47,969.30
Vet. Service Officer	\$ 6,487.75	\$ 14,619.20	\$11,149.00	\$13,500.00	\$13,792.68	\$ 18,232.36	\$ 5,585.20	\$ 5,678.06	\$24,617.00	\$19,583.29	\$ -	\$13,324.45

Research suggests that this position exists,
|-> but no wage data are available.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Pulaski & Neighbors Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Commissioner	\$ 14,460.00	\$ 25,320.00	\$ 20,198.26	\$ 21,297.32	\$ 22,752.30	\$ 20,180.67	\$ 18,729.36	\$ 28,614.65	\$ 21,444.07
Comm. Pres.	\$ -	\$ -	\$ 21,176.08	\$ -	\$ 24,958.98	\$ -	\$ -	\$ -	\$ 23,067.53
Councilor	\$ 2,966.00	\$ 11,300.00	\$ 9,443.04	\$ 4,840.00	\$ 7,007.68	\$ 7,357.50	\$ 6,910.50	\$ 10,342.45	\$ 7,520.90
Council Pres.	\$ -	\$ -	\$ 10,443.00	\$ -	\$ 8,087.78	\$ -	\$ -	\$ -	\$ 9,265.39
Comm's Ass't/Sec'y	\$ -	\$ -	\$ -	\$ -	\$ 45,928.44	\$ 40,643.18	\$ 25,652.00	\$ -	\$ 37,407.87
H.R. Director	\$ -	\$ -	\$ -	\$ -	\$ 53,957.18	\$ -	\$ 39,769.20	\$ 50,102.50	\$ 47,942.96
Vet. Service Officer	\$ 5,585.20	\$ 24,400.00	\$ 33,623.58	\$ 15,358.61	\$ 51,477.83	\$ 38,831.00	\$ 35,382.26	\$ 54,423.12	\$ 32,385.20
Ver. Service Assist.	\$ -	\$ -	\$ 8,455.70	\$ -	\$ 37,725.34	\$ 21,159.80	\$ 16,777.50	\$ -	\$ 21,029.59

Jasper Co. comm's ass't is in Auditor's Office.

2021 I.T. and Maintenance Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
I.T. Director	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,597.00	\$ -	\$ 69,626.28	\$ 56,611.64
Maintenance Dir.	\$ -	\$ -	\$ -	\$ -	\$ 42,732.48	\$ 38,890.73	\$ 48,880.00	\$ 55,178.36	\$ 41,280.00	\$ -	\$ -	\$ 45,392.31
Maintenance Ass't.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,949.58	\$ -	\$ -	\$ -	\$ 42,949.58
Maintenance Tech.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,372.42	\$ -	\$ 33,126.74	\$ -	\$ 33,749.58
PT Maintenance	\$ -	\$ -	\$ 7,421.90	\$ -	\$ -	\$ 23,612.97	\$ -	\$ -	\$ -	\$ 19,826.14		\$ 16,953.67
Head Custodian	\$ 39,046.78	\$ 34,419.16	\$ 28,026.00	\$ 32,407.93	\$ 39,712.68	\$ 33,597.15	\$ 33,280.00	\$ 35,117.31	\$ 34,040.54	\$ 37,554.29	\$ -	\$ 34,720.18
Custodian	\$ -	\$ -	\$ -	\$ -	\$ 32,407.93	\$ -	\$ -	\$ 35,103.03	\$ -	\$ 28,279.94	\$ -	\$ 31,930.30
PT Custodian	\$ 11,059.60	\$ -	\$ -	\$ -	\$ 8,107.50	\$ -	\$ 19,166.37	\$ -	\$ 2,829.00	\$ -	\$ -	\$ 5,499.03

Head Custodian estimated based on related data; reporting unclear due to turnover.
Head custodian estimated based on related data; reporting unclear.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average	
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246	
I.T. Cybersec. Dir.	\$ -	\$ -	\$ -	\$ -	\$ 77,900.00	\$ -	\$ -	\$ -	\$ 77,900.00	
I.T. Director	\$ -	\$ 51,780.00	\$ -	\$ 48,988.00	\$ 75,242.39	\$ -	\$ 51,824.33	\$ 65,991.10	\$ 58,765.16	(\$65,669.16 with full Fulton Co. salary.)
I.T. System Admin.	\$ -	\$ 37,695.22	\$ -	\$ -	\$ 70,007.59	\$ -	\$ 41,481.52	\$ -	\$ 49,728.11	
I.T. Support Tech.	\$ -	\$ -	\$ -	\$ -	\$ 59,867.64	\$ -	\$ 33,302.12	\$ 48,309.35	\$ 47,159.70	
I.T. G.I.S. Coord	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,964.73	\$ 51,964.73	
Maintenance Dir.	\$ 48,880.00	\$ 43,150.00	\$ -	\$ 46,756.00	\$ 51,212.42	\$ -	\$ 56,532.16	\$ 52,844.02	\$ 49,895.77	(\$57,087.43 with full Fulton Co. salary.)
Maintenance Ass't	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,341.94	\$ 48,341.94	
Maintenance Tech.	\$ -	\$ 39,441.36	\$ -	\$ -	\$ 38,072.53	\$ -	\$ 33,250.10	\$ 44,514.96	\$ 38,819.74	
Maintenance Eng.	\$ -	\$ 28,704.00	\$ -	\$ -	\$ -	\$ -	\$ 31,793.23	\$ -	\$ 30,248.62	
PT Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 13,314.05	\$ -	\$ -	\$ 16,899.01	\$ 15,106.53	
Head Custodian	\$ 33,280.00	\$ -	\$ 41,380.71	\$ 40,818.45	\$ -	\$ 44,330.96	\$ -	\$ 41,330.74	\$ 40,228.17	
Custodian		\$ -	\$ -	\$ 30,852.16	\$ -	\$ 41,396.60	\$ 29,258.74	\$ 34,202.60	\$ 27,142.02	
PT Custodian	\$ 19,166.37	\$ -	\$ 12,313.13	\$ -	\$ 6,473.45	\$ 13,530.00	\$ 20,349.50	\$ -	\$ 14,366.49	

I.T. director also oversees Maintenance Department; total wage is \$86,300, split 60/40 here.
Maint. eng. may be a part-time role.

2021 Assessor and Auditor Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Assessor	\$ 45,169.78	\$ 48,547.56	\$ 40,731.76	\$ 30,879.06	\$ 43,189.13	\$ 39,801.14	\$ 41,901.90	\$ 47,399.42	\$ 46,097.00	\$ 37,221.19	\$ 43,708.00	\$ 42,240.54
First Dep. Assess.	\$ 35,385.75	\$ 31,000.97	\$ 31,797.00	\$ 29,120.94	\$ 26,675.25	\$ 34,915.25	\$ 34,051.20	\$ 35,279.51	\$ 32,405.62	\$ 29,821.24	\$ 32,648.05	\$ 32,100.07
Second Dep. Assess.	\$ -	\$ 27,515.43	\$ 27,297.00	\$ 27,460.88	\$ 31,441.44	\$ 34,382.84	\$ 27,154.59	\$ 34,013.51	\$ 31,956.00	\$ 28,921.13		\$ 30,015.87
Third. Dep. Assess.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,953.15	\$ 31,872.34	\$ 32,722.60	\$ 31,956.00	\$ -	\$ -	\$ 31,626.02
PT Assess. Staff	\$ 9,103.00	\$ -	\$ 1,625.72	\$ 13,182.52	\$ -	\$ -	\$ 13,055.27	\$ -	\$ -	\$ -	\$ 2,352.00	\$ 7,863.70
Auditor	\$ 51,463.00	\$ 47,788.12	\$ 41,185.94	\$ 36,607.98	\$ 51,572.09	\$ 36,872.37	\$ 41,152.00	\$ 45,559.42	\$ 49,161.00	\$ 40,721.21	\$ 49,036.50	\$ 44,647.24
First Deputy Aud.	\$ 36,572.98	\$ 30,658.15	\$ 32,195.90	\$ 29,921.68	\$ 30,539.59	\$ 33,901.19	\$ 28,462.11	\$ 34,292.00	\$ 38,989.39	\$ 29,364.07	\$ 33,417.00	\$ 32,574.01
Payroll/HR Dep.	\$ 35,322.98	\$ 28,448.46	\$ 32,297.00	\$ -	\$ 23,636.89	\$ 30,068.85	\$ 30,314.14	\$ 34,292.00	\$ 37,997.34	\$ 27,450.00	\$ 30,028.00	\$ 30,985.57
AP Deputy Aud.	\$ 37,588.72	\$ 28,448.46	\$ 26,677.62	\$ -	\$ 25,971.90	\$ 33,873.01	\$ 28,462.11	\$ 31,499.00	\$ 32,305.96	\$ 27,450.00	\$ 32,130.00	\$ 30,440.68
Other Deputy Aud.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,081.77	\$ 31,504.20	\$ -	\$ 28,375.43	\$ 27,882.20	\$ 35,807.10	\$ 31,330.14
PT Aud. Staff	\$ -	\$ -	\$ 9,670.35	\$ 16,412.38	\$ -	\$ 3,624.74	\$ 14,838.19	\$ -	\$ -	\$ -	\$ 12,735.00	\$ 11,456.13

Titles for different deputy positions and number of positions vary by County, and some have multiple deputies not listed by function in Gateway.

1st deputy auditor handles AP/AR.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Pulaski & Neighbors Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Assessor	\$ 41,901.90	\$ 42,262.00	\$ 44,307.75	\$ 44,758.00	\$ 58,096.42	\$ 54,157.26	\$ 47,356.20	\$ 57,692.00	\$ 48,816.44
First Dep. Assess.	\$ 34,051.20	\$ 34,590.95	\$ 37,318.68	\$ 33,929.55	\$ 41,838.76	\$ 42,260.88	\$ 34,007.10	\$ 52,810.62	\$ 38,850.97
Second Dep. Assess.	\$ 27,154.59	\$ 26,465.93	\$ 32,464.80	\$ 32,891.13	\$ 38,411.02	\$ 42,099.30	\$ 30,462.72	\$ 46,760.33	\$ 34,588.73
Third. Dep. Assess.	\$ 31,872.34	\$ -	\$ -	\$ -	\$ 36,374.40	\$ 41,729.57	\$ 30,087.40	\$ 42,621.54	\$ 36,537.05
Other Dep. Assess.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,651.08	\$ 34,063.97	\$ 30,357.53
PT Assess. Staff	\$ 13,055.27	\$ 18,944.66	\$ 7,510.39	\$ 1,787.52	\$ 10,900.00	\$ -	\$ -	\$ 10,534.72	\$ 10,455.43
Auditor	\$ 41,152.00	\$ 52,290.00	\$ 45,017.42	\$ 54,446.00	\$ 58,662.12	\$ 53,327.62	\$ 48,715.13	\$ 59,614.70	\$ 51,653.12
First Deputy Aud.	\$ 28,462.11	\$ 35,300.00	\$ 36,568.98	\$ 37,851.22	\$ 43,685.66	\$ 40,743.18	\$ 32,079.79	\$ 44,995.02	\$ 37,460.75
Payroll/HR Dep.	\$ 30,314.14	\$ 40,647.08	\$ 36,568.98	\$ -	\$ 42,439.06	\$ -	\$ 28,107.00	\$ -	\$ 35,615.25
AP Deputy Aud.	\$ 28,462.11	\$ -	\$ 26,009.52	\$ -	\$ -	\$ -	\$ 29,960.46	\$ -	\$ 28,144.03
Other Deputy Aud.	\$ 31,504.20	\$ 31,832.10	\$ 30,219.52	\$ 35,357.33	\$ 36,627.65	\$ 40,463.12	\$ 33,866.06	\$ 34,401.81	\$ 34,283.97
PT Aud. Staff	\$ 14,838.19	\$ 13,934.51	\$ 17,175.40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,316.03

Titles for different deputy positions and number of positions vary by County, and some have multiple deputies not listed by function in Gateway.

1st deputy auditor handles AP/AR.

1st deputy auditor handles H.R./payroll.

HR deputy is in separate HR Dep't.

Marshall Co. titles don't align with standard positions, and they have more positions than listed, so best-guesses and averaging were used to make data presentable.

2021 Recorder and Treasurer Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Recorder	\$42,160.75	\$ 40,083.50	\$34,231.95	\$29,762.12	\$38,391.24	\$ 36,872.37	\$39,402.00	\$44,899.42	\$43,597.00	\$34,221.21	\$41,208.00	\$38,620.87
First Deputy Rec.	\$35,135.76	\$27,780.01	\$31,297.00	\$28,621.57	\$20,493.52	\$ 29,943.83	\$35,453.60	\$39,697.16	\$33,729.00	\$29,321.25	\$31,987.20	\$31,223.63
PT Recorder Staff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,587.42	\$ -	\$ -	\$13,610.23	\$ -	\$ -	\$17,098.83
Treasurer	\$ 43,169.97	\$ 40,003.75	\$38,231.95	\$30,785.04	\$40,762.15	\$ 40,161.77	\$39,402.00	\$44,899.42	\$43,597.00	\$34,221.21	\$42,582.60	\$39,801.53
First Dep. Treas.	\$36,154.47	\$ 29,168.94	\$31,297.00	\$28,100.28	\$27,255.52	\$34,212.54	\$32,310.00	\$37,802.80	\$33,765.04	\$28,321.29	\$31,648.05	\$31,821.45
Second Dep. Treas.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,957.81	\$ -	\$ -	\$ -	\$27,421.17	\$ -	\$29,189.49
PT Treas. Staff	\$ -	\$ -	\$ 4,878.00	\$10,514.13	\$ -	\$ 10,385.30	\$10,551.96	\$ 5,410.86	\$24,288.49	\$ 1,308.00	\$11,721.00	\$ 9,882.22

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Pulaski & Neighbors Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Recorder	\$39,402.00	\$ 39,396.04	\$41,807.75	\$43,463.00	\$50,083.90	\$ 49,265.67	\$40,512.42	\$55,192.10	\$44,890.36
First Deputy Rec.	\$35,453.60	\$ 35,831.87	\$32,178.11	\$34,335.78	\$37,494.28	\$40,943.20	\$28,486.05	\$40,734.41	\$35,682.16
PT Recorder Staff	\$ -	\$ -	\$ -	\$ -	\$18,669.25	\$ 31,391.92	\$15,905.50	\$17,502.75	\$20,867.36
Treasurer	\$39,402.00	\$41,244.00	\$41,807.70	\$43,462.98	\$44,747.40	\$52,892.11	\$40,246.20	\$55,192.10	\$44,874.31
First Dep. Treas.	\$32,310.00	\$34,919.22	\$31,880.70	\$34,348.30	\$35,967.44	\$40,643.18	\$25,001.19	\$40,744.60	\$34,476.83
Second Dep. Treas.	\$ -	\$ -	\$ -	\$ -	\$37,212.52	\$ 38,039.44	\$ -	\$37,197.96	\$37,483.31
PT Treas. Staff	\$10,551.96	\$ 25,842.20	\$10,248.75	\$ -	\$ 5,568.30	\$ 3,731.92	\$ 8,855.00	\$ -	\$10,799.69

2021 Prosecutor's Office Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Pros. Att'y supp.	\$ 1,500.00	\$ 4,807.50	\$ -	\$ -	\$ 5,000.00	\$ 2,551.83	\$ -	\$ 5,000.00	\$ -	\$ -	\$ -	\$ 4,714.83
Ch. Dep. Pros. supp.	\$ 1,000.00	\$ 7,038.25	\$ -	\$ -	\$ 5,000.00	\$ 5,000.81	\$ -	\$ 2,164.96	\$ -	\$ -	\$ 12,622.50	\$ 6,565.30
2nd. Dep. Prosecutor	\$ -	\$ -	\$ 63,295.95	\$ -	\$ -	\$ 39,046.04	\$ -	\$ 31,718.79	\$ 38,362.00	\$ -	\$ 85,073.87	\$ 51,499.33
Dep. Prosecutor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,293.22	\$ 74,293.22
Paralegal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,678.40	\$ -		\$ -	\$ -	\$ 31,340.05	\$ 32,509.23
PT Paralegal	\$ -	\$ -	\$ -	\$ 14,202.96	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,202.96
Legal Ass't/Sec'y	\$ -	\$ -	\$ 35,534.50	\$ -	\$ -	\$ -	\$ 33,062.21	\$ -	\$ -	\$ -	\$ -	\$ 34,298.36
Investigator	\$ -	\$ -	\$ -	\$ -	\$ 41,496.80	\$ -	\$ 46,989.60	\$ 47,982.11	\$ 41,683.81	\$ -	\$ -	\$ 44,538.08
Victim Assistant	\$ -	\$ -	\$ -	\$ -	\$ 33,878.88	\$ 33,659.08	\$ 32,305.00		\$ -	\$ -	\$ -	\$ 33,280.99
Office Admin.	\$ 35,131.92	\$ 27,747.51	\$ 33,840.58	\$ -	\$ -	\$ -	\$ 31,504.20	\$ 41,888.46	\$ 33,220.46	\$ 36,043.04	\$ 32,130.00	\$ 33,938.27
PT Admin.	\$ -	\$ -	\$ -	\$ 17,076.57	\$ -	\$ -	\$ -		\$ 15,616.88	\$ -	\$ 3,786.00	\$ 12,159.82
IV-D Administrator	\$ 35,400.75	\$ 27,725.92	\$ 36,506.88	\$ 29,237.78	\$ 35,912.80	\$ 36,839.08	\$ 31,504.20	\$ 39,388.46	\$ 31,956.00	\$ 41,119.28	\$ 32,130.00	\$ 34,338.29
Pretrial Admin.	\$ -	\$ -		\$ 2,056.75	\$ -	\$ 33,652.57	\$ -	\$ 39,092.36	\$ -	\$ -	\$ 2,682.00	\$ 19,370.92

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Pros. Att'y supp.	\$ -	\$ -	\$ -	\$ -	\$ 4,979.06	\$ 5,162.42	\$ 999.90	\$ -	\$ 3,713.79
Ch. Dep. Pros. supp.	\$ -	\$ 6,050.00	\$ -	\$ -	\$ 4,979.06	\$ -	\$ 12,499.01	\$ -	\$ 8,739.04
2nd. Dep. Prosecutor	\$ -	\$ -	\$ 25,826.81	\$ 54,518.00	\$ -	\$ 69,723.39		\$ 71,597.84	\$ 55,416.51
2nd Dep. Pros. supp.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,204.38	\$ -	\$ 19,204.38
Dep. Prosecutor	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,991.15	\$ 75,831.32	\$ 70,858.03	\$ 68,893.50
Paralegal	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 26,000.82	\$ -	\$ 26,000.82
PT Paralegal	\$ -	\$ -	\$ -	\$ 16,068.04	\$ -	\$ -	\$ -	\$ -	\$ 16,068.04
Legal Ass't/Sec'y	\$ 33,062.21	\$ 35,736.69	\$ -	\$ 28,917.00	\$ 37,363.99	\$ 40,060.43	\$ 26,275.92	\$ 38,176.93	\$ 34,227.60
PT Legal Ass't/Sec'y	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,837.19	\$ 11,837.19
Investigator	\$ 46,989.60	\$ 50,528.86	\$ 45,660.16		\$ 59,676.60	\$ -	\$ 58,406.31	\$ -	\$ 52,252.31
PT Investigator	\$ -	\$ -	\$ -	\$ 19,027.80	\$ -	\$ 13,880.46	\$ -	\$ -	\$ 16,454.13
Victim Assistant	\$ 32,305.00	\$ -	\$ -	\$ 32,373.00	\$ -	\$ 40,643.07	\$ 33,780.97	\$ 46,980.48	\$ 37,216.50
Office Admin.	\$ 31,504.20	\$ 35,853.86	\$ 36,489.00	\$ 32,373.00	\$ 45,846.60	\$ 44,620.79	\$ 27,526.89	\$ 47,492.79	\$ 37,713.39
PT Admin.	\$ -	\$ -	\$ 10,845.21	\$ -	\$ -	\$ -	\$ -	\$ 16,328.94	
IV-D Administrator	\$ 31,504.20	\$ 42,200.94	\$ 31,257.00	\$ 35,219.00	\$ 46,293.16	\$ 43,798.77	\$ 32,340.89	\$ 40,818.51	\$ 37,929.06
IV-D Admin. Ass't	\$ -	\$ -	\$ -	\$ 9,657.06	\$ 40,197.30	\$ 40,543.24	\$ 27,641.03	\$ 32,457.46	
Pretrial Admin.	\$ -	\$ 35,791.71	\$ -	\$ 18,492.50	\$ -	\$ -	\$ -	\$ 38,375.79	
Pretrial Ad. Assist.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,495.35	

Second deputy prosecutor reflects average of two positions.

2021 Sheriff, E.M.A., and Coroner Administrative Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Chief Dep. Sheriff	\$ 58,618.13	\$ 48,247.75	\$ 51,293.89	\$ 49,471.64	\$ 60,613.00	\$ 53,680.85	\$ 52,052.08	\$ 61,676.30	\$ 52,983.01	\$ 57,929.11	\$ 49,857.85	\$ 54,220.33
Sergeant Detect.	\$ -	\$ -	\$ 49,097.27	\$ 46,739.03	\$ -	\$ -	\$ 46,625.84	\$ 53,714.89	\$ 52,720.62	\$ 47,330.99	\$ 50,748.31	\$ 49,568.14
Sergeant	\$ 63,389.89	\$ -	\$ 39,341.38	\$ -	\$ 52,931.42	\$ 58,577.83	\$ 68,821.94	\$ 58,470.95	\$ -	\$ 49,724.35	\$ 49,700.87	\$ 55,119.83
Jail Commander	\$ 53,163.67	\$ 34,095.21	\$ 35,232.64	\$ 32,752.85	\$ 50,784.01	\$ 52,961.64	\$ 45,912.32	\$ 49,339.38	\$ 40,376.96	\$ 37,451.99	\$ 48,843.68	\$ 43,719.49
Assist. Jail Comm.	\$ -	\$ -	\$ 26,355.39	\$ -	\$ -	\$ 40,683.90	\$ 47,745.60	\$ 39,356.34	\$ 35,661.50	\$ -	\$ 41,445.49	\$ 38,541.37
Matron	\$ -	\$ -	\$ 38,053.83	\$ 30,764.08	\$ -	\$ 49,489.17	\$ 43,876.23	\$ 47,154.48	\$ 49,813.11	\$ 38,471.17	\$ 43,552.71	\$ 42,646.85
911 Director	\$ 49,470.00	\$ 48,994.93	\$ 40,679.66	\$ 29,998.77	\$ 45,292.49	\$ 34,082.39	\$ 43,081.88	\$ 52,138.15	\$ 44,280.00	\$ 26,447.55	\$ 41,159.51	\$ 41,420.48
Assistant Dir.	\$ 52,839.31	\$ -	\$ 26,738.86	\$ -	\$ -	\$ 39,020.82	\$ -	\$ 49,190.92	\$ -	\$ 35,971.01	\$ 38,060.60	\$ 40,303.59
E.M.A. Director	\$ 22,480.66	\$ 25,715.52	\$ 1,460.00	\$ 37,282.40	\$ 13,213.12	\$ 18,352.06	\$ 40,648.03	\$ 53,778.32	\$ 15,000.00	\$ 13,223.78	\$ 43,706.86	\$ 25,896.43
Coroner	\$ 10,993.00	\$ 10,928.75	\$ 10,319.89	\$ 9,216.08	\$ 10,069.44	\$ 5,784.80	\$ 10,148.00	\$ 14,040.00	\$ 11,167.92	\$ 10,093.93	\$ 10,302.00	\$ 10,278.53

Warren Co. shares 911 Dispatch with Fountain Co.

911 director is also E.M.A. director; salary is split 2/1 here.

Reporting is unclear; estimate based on relevant data.

Reporting is unclear; estimate based on relevant data.

E.M.A. director is also E.M.S. director; estimate based on pre-merger ratio. Total was \$73,472.90

Newton County has merged its E.M.A. and E.M.S. director roles: \$86,991.31 in 2022.

911 director and E.M.A. director are same persons with salary split.

(\$43,899.49 w/o split)

(\$43,853.90 w/o PT/split)

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Chief Dep. Sheriff	\$ 52,052.08	\$ 55,416.15	\$ 52,220.53	\$ 63,517.11	\$ 78,682.86	\$ 60,269.09	\$ 58,862.39	\$ 85,528.03	\$ 63,318.53
Major/Lieutenant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,777.26	\$ -	\$ 60,791.33	\$ 60,284.30
Sergeant Detect.	\$ 46,625.84	\$ 57,719.51	\$ 54,095.73	\$ 57,378.71	\$ 62,297.77	\$ 73,906.63	\$ 56,433.72	\$ 60,308.13	\$ 58,595.76
Sergeant	\$ 68,821.94	\$ -	\$ 53,129.13	\$ 55,829.58	\$ 66,156.88	\$ 62,316.84	\$ 56,072.14	\$ 62,752.60	\$ 60,725.59
Jail Commander	\$ 45,912.32	\$ 51,309.34	\$ 41,645.81	\$ 61,250.35	\$ 51,667.44	\$ 46,090.80	\$ 42,175.36	\$ 51,992.19	\$ 49,005.45
Assist. Jail Comm.	\$ 47,745.60	\$ 43,158.86	\$ -	\$ 44,333.00	\$ 50,000.67	\$ 40,942.68	\$ 38,092.60	\$ 45,896.12	\$ 44,309.93
Matron	\$ 43,876.23	\$ 46,403.20	\$ 40,891.54	\$ 48,370.00	\$ 37,849.98	\$ 55,261.01	\$ 37,424.65	\$ 44,005.61	\$ 44,260.28
911 Director	\$ 43,081.88	\$ 56,930.90	\$ 38,300.00	\$ 44,820.51	\$ 59,374.68	\$ 54,088.58	\$ 43,095.02	\$ 46,115.34	\$ 48,225.86
Assistant Dir.	\$ -	\$ 54,455.31	\$ -	\$ -	\$ 51,857.88	\$ 51,490.70	\$ -	\$ 55,225.98	\$ 53,257.47
E.M.A. Director	\$ 40,648.03	\$ 45,655.18	\$ 42,109.67	\$ 18,759.49	\$ 48,774.94	\$ 40,422.95	\$ 37,037.21	\$ 57,260.00	\$ 41,431.35
Coroner	\$ 10,148.00	\$ 14,137.88	\$ 10,831.02	\$ 8,524.00	\$ 15,456.22	\$ 22,044.58	\$ 15,552.99	\$ 25,089.30	\$ 15,223.00

Fulton Co. has merged 911 and E.M.A. director: \$80,593.00 in 2022.

Starke Co. transitioned from FT to PT E.M.A. in 2021 and has seen turnover in the position; 2022 PT wage was close to \$30,000.

Gateway does not distinguish between dispatchers and jailers for Marshall Co.;

-> Assist. Dir. reflects average of two positions.

(\$44,558.29 without PT)

2021 Sheriff's Office Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Patrol Officer	\$ 54,762.80	\$ 43,403.77	\$ 36,303.62	\$ 44,726.92	\$ 46,225.99	\$ 50,914.48	\$ 48,504.64	\$ 52,467.13	\$ 48,497.76	\$ 44,941.38	\$ 47,587.93	\$ 47,121.49
PT Patrol Officer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,411.32	\$ -	\$ -	\$ -	\$ 23,411.32
Process Server	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,711.72	\$ -	\$ 45,711.72
Security Officer	\$ 42,164.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,388.35	\$ -	\$ 37,441.70	\$ 39,331.55
PT Sec. Officer	\$ -	\$ 2,136.46	\$ -	\$ 18,808.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,600.00	\$ -	\$ 12,848.24
Jail Supervisor	\$ -	\$ -	\$ -	\$ -	\$ 36,929.33	\$ 38,729.77	\$ 43,105.82	\$ -	\$ 37,749.45	\$ 34,410.18	\$ 39,377.68	\$ 38,383.71
Jailer	\$ 41,964.19	\$ 27,526.49	\$ 27,852.69	\$ 23,702.38	\$ 32,648.71	\$ 35,402.25	\$ 36,168.35	\$ 42,231.02	\$ 34,725.32	\$ 32,593.61	\$ 35,751.07	\$ 33,687.83
PT Jailer	\$ -	\$ -	\$ 28,157.86	\$ 85,453.66	\$ 53,656.71	\$ 46,511.36	\$ 8,049.96	\$ 12,305.70	\$ 19,067.28	\$ 95,058.49	\$ 174,489.99	\$ 58,083.45
Cook	\$ -	\$ 32,125.85	\$ 28,222.84	\$ 29,783.21	\$ -	\$ 34,726.81	\$ 35,161.40	\$ -	\$ 29,120.00	\$ 29,421.34	\$ -	\$ 31,223.06
PT Cook	\$ -	\$ 8,130.14	\$ 28,996.84	\$ 5,295.76	\$ 17,494.70	\$ 16,523.22	\$ 28,426.74	\$ 29,638.38	\$ 27,286.56	\$ 18,431.20	\$ 21,736.75	\$ 20,196.03
Admin. Assist.	\$ 34,900.71	\$ -	\$ -	\$ -	\$ 35,282.50	\$ 34,733.33	\$ -	\$ 43,784.78	\$ -	\$ 28,421.13	\$ 33,048.00	\$ 35,028.41
PT Admin. Asst.	\$ -	\$ 1,687.57	\$ -	\$ -	\$ -	\$ -	\$ 19,402.08	\$ 5,838.08	\$ -	\$ -	\$ -	\$ 8,975.91
Animal Control	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,450.79	\$ -	\$ -	\$ -	\$ 33,450.79
PT Animal Control	\$ -	\$ -	\$ 5,878.15	\$ -	\$ -	\$ -	\$ 14,939.11	\$ 12,225.71	\$ -	\$ -	\$ -	\$ 11,014.32
PT total reflects combination of multiple part-time positions.								PT total reflects combination of multiple part-time positions.				

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Detective	\$ -	\$ 56,030.12	\$ 47,745.68	\$ -	\$ 58,334.75	\$ 61,332.10	\$ 43,986.83	\$ -	\$ 53,485.90
Patrol Officer	\$ 48,504.64	\$ 52,681.66	\$ 47,829.06	\$ 57,797.44	\$ 51,676.85	\$ 59,670.91	\$ 48,776.94	\$ 55,764.42	\$ 52,837.74
PT Patrol Officer	\$ -	\$ -	\$ -	\$ 16,505.91	\$ 24,493.15	\$ 50,380.53	\$ -	\$ -	\$ 30,459.86
Evidence Clerk	\$ -	\$ -	\$ -	\$ -	\$ 9,624.89	\$ 11,203.00	\$ 13,865.96	\$ -	\$ 11,564.62
Process Server	\$ -	\$ 34,154.60	\$ -	\$ -	\$ 36,783.69	\$ 43,512.00	\$ -	\$ 42,658.02	\$ 39,277.08
Security Officer	\$ -	\$ 35,562.85	\$ -	\$ -	\$ 37,602.23	\$ 44,341.86	\$ -	\$ 44,697.49	\$ 40,551.11
PT Sec. Officer	\$ -	\$ 48,128.63	\$ -	\$ 59,662.86	\$ 10,250.54	\$ 63,457.25	\$ 115,011.92	\$ 27,453.11	\$ 64,792.86
Jail Supervisor	\$ 43,105.82	\$ -	\$ -	\$ 51,571.72	\$ 39,505.34	\$ 42,772.17	\$ 37,280.64	\$ 55,084.27	\$ 44,886.66
Jailer	\$ 36,168.35	\$ 44,869.11	\$ 35,397.05	\$ 44,727.00	\$ 35,597.13	\$ 42,943.99	\$ 32,534.26	\$ 44,983.38	\$ 39,652.53
PT Jailer	\$ 8,049.96	\$ 46,318.82	\$ 39,958.41	\$ 135,348.76	\$ 34,220.67	\$ 71,222.67	\$ 31,236.44	\$ 59,326.75	\$ 53,210.31
Cook	\$ 35,161.40	\$ -	\$ 34,673.64	\$ 33,839.17	\$ 27,307.63	\$ 34,542.17	\$ -	\$ 45,673.54	\$ 35,199.59
PT Cook	\$ 28,426.74	\$ 12,065.58	\$ 15,032.90	\$ 12,281.46	\$ 23,396.97	\$ 11,596.63	\$ -	\$ 35,249.81	\$ 19,721.44
Admin. Assist.	\$ -	\$ 34,184.87	\$ -	\$ 32,373.00	\$ 37,000.55	\$ 38,365.13	\$ -	\$ 38,546.00	\$ 36,093.91
PT Admin. Assist.	\$ 19,402.08	\$ -	\$ -	\$ -	\$ 28,874.68	\$ 10,605.00		\$ -	\$ 10,002.36
Animal Control	\$ -	\$ 39,550.24	\$ -	\$ -	\$ -	\$ 42,012.69	\$ 33,075.78	\$ -	\$ 38,212.90
PT Animal Control	\$ 14,939.11	\$ -	\$ 20,308.44	\$ -	\$ -	\$ 34,948.42	\$ -	\$ -	\$ 23,398.66

PT total reflects combination of multiple part-time positions.

Logansport Animal Control Officer included for additional reference.

Gateway does not distinguish between dispatchers and jailers for Marshall Co.

2021 Dispatch, E.M.A., and Coroner Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Dispatcher	\$ 44,003.40	\$ 31,794.15	\$ 27,648.52	\$ 28,150.90	\$ 36,960.54	\$ 33,364.48	\$ 35,664.46	\$ 48,079.57	\$ 40,705.95	\$ 32,530.62	\$ 37,455.90	\$ 36,032.59
PT Dispatcher	\$ 27,859.34	\$ 24,834.19	\$ 5,871.00	\$ 11,889.88	\$ 29,053.32	\$ 38,401.32	\$ 2,722.54	\$ 8,172.33	\$ 32,554.00	\$ 4,074.20	\$ 1,704.00	\$ 17,012.37
E.M.A. Ass't. Dir.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,248.18	\$ -	\$ -	\$ -	\$ 28,248.18
PT E.M.A. Assist.	\$ 13,480.75	\$ 12,736.58	\$ 2,900.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,705.78
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chief. Dep. Coroner	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,321.00	\$ -	\$ -	\$ -	\$ -	\$ 8,321.00
Other Dep. Coroner	\$ 5,696.50	\$ 6,007.96	\$ 2,647.89	\$ -	\$ -	\$ 1,047.28	\$ 683.15	\$ 1,500.00	\$ 7,035.27	\$ 1,234.77	\$ -	\$ 3,231.60

Warren Co. shares 911 Dispatch with Fountain Co.
PT total reflects combination of multiple part-time positions.
Reporting is unclear; estimates based on relevant data.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Dispatcher	\$ 35,664.46	\$ 44,574.90	\$ 37,081.91	\$ 44,111.52	\$ 45,844.53	\$ 40,171.46	\$ 43,758.70	\$ 44,983.38	\$ 42,023.86
PT Dispatcher	\$ 2,722.54	\$ 851.30	\$ 25,417.02	\$ 7,478.19	\$ 33,336.93	\$ 37,884.55	\$ 35,347.18	\$ 59,326.75	\$ 25,295.56
E.M.A. Ass't. Dir.	\$ -	\$ -	\$ -	\$ -	\$ 45,647.60	\$ -	\$ -	\$ -	\$ 45,647.60
PT E.M.A. Assist.	\$ -	\$ 582.06	\$ -	\$ -	\$ -	\$ -	\$ 17,937.00	\$ -	\$ 9,259.53
Chief. Dep. Coroner	\$ 8,321.00	\$ -	\$ 840.00	\$ 3,150.00	\$ -	\$ 21,860.92	\$ 11,829.27	\$ -	\$ 9,200.24
Other Dep. Coroner	\$ 683.15	\$ -	\$ 540.00	\$ 5,400.00	\$ 11,625.00	\$ 28,305.00	\$ 6,215.00	\$ 2,750.00	\$ 7,931.16
Cor. Admin. Assist.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,518.75	\$ -	\$ -	\$ 9,518.75

PT total reflects combination of multiple part-time positions.
Reporting is unclear; estimates based on relevant data.
Gateway does not distinguish between dispatchers and jailers for Marshall Co.;
|-> part-time total is split 50/50 between dispatch and jail.

2021 E.M.S. Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Director	\$ -	\$ 47,757.38	\$ -	\$ 50,400.08	\$ -	\$ 57,194.58	\$ 82,342.07	\$ 70,524.45	\$ -	\$ 44,009.78	\$ 60,566.27	\$ 68,799.10
Ass't Dir./Shift Lead	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,452.16	\$ 57,263.27	\$ 50,357.72
Paramedic	\$ -	\$ -	\$ -	\$ 64,707.86	\$ -	\$ 49,350.78	\$ 50,252.47	\$ 59,404.84	\$ -	\$ -	\$ 60,360.10	\$ 56,815.21
PT Paramedic	\$ -	\$ -	\$ -	\$ 50,711.00	\$ -	\$ 914.34	\$ 28,806.85	\$ 93,474.91	\$ -	\$ 5,785.42	\$ 25,280.00	\$ 68,324.17
E.M.T.	\$ -	\$ 37,848.50	\$ -	\$ 34,747.72	\$ -	\$ 36,551.33	\$ 40,991.89	\$ 46,241.80	\$ -	\$ 39,311.29	\$ 55,544.66	\$ 41,605.31
PT E.M.T.	\$ -	\$ 19,615.09	\$ -	\$ 23,471.46	\$ -	\$ 20,891.84	\$ 55,284.35	\$ 20,190.82	\$ -	\$ 49,154.45	\$ 33,365.60	\$ 31,710.52
Office Manager	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,505.16	\$ -	\$ 29,999.28	\$ -	\$ 35,252.22

E.M.S. director is also E.M.A. director; estimate is based on pre-merger ratio. Total was \$73,472.90 Ass't Dir. reflects average of multiple full-time positions.

PT total reflects combination of multiple part-time positions. Newton County has merged its E.M.A. and E.M.S. director roles: \$86,991.31 in 2022.

PT total reflects combination of multiple part-time positions.

Rush Co. does not provide E.M.S.; these data
| -> reflect one township E.M.S. and
| -> Rushville firefighter-paramedics.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Director	\$ 82,342.07	\$ -	\$ 64,751.02	\$ 70,363.34	\$ -	\$ -	\$ 74,880.00	\$ 78,008.46	\$ 74,068.98
Ass't Dir./Shift Lead	\$ -	\$ -	\$ 53,126.86	\$ 65,182.86	\$ -	\$ -	\$ -	\$ -	\$ 59,154.86
Paramedic	\$ 50,252.47	\$ -	\$ 48,848.01	\$ 58,518.18	\$ -	\$ -	\$ 65,520.00	\$ 61,783.18	\$ 56,984.37
PT Paramedic	\$ 28,806.85	\$ -	\$ 69,032.62	\$ 60,654.67	\$ -	\$ -	\$ -	\$ 69,252.00	\$ 56,936.54
E.M.T.	\$ 40,991.89	\$ -	\$ 37,049.89	\$ 41,089.58	\$ -	\$ -	\$ 47,793.20	\$ -	\$ 41,731.14
PT E.M.T.	\$ 55,284.35	\$ -	\$ 68,170.18	\$ 26,906.88	\$ -	\$ -	\$ -	\$ 120,416.00	\$ 67,694.35
Office Manager	\$ -	\$ -	\$ -	\$ 35,007.11	\$ -	\$ -	\$ -	\$ -	\$ 35,007.11

PT total reflects combination of multiple part-time positions.

Ass't Dir. reflects average of multiple full-time positions.

Marhsall Co. does not provide E.M.S.; these data reflect Culver E.M.S. and Plymouth firefighter-paramedics.

Cass Co. established an E.M.S. department in late 2021;
| -> these figures reflect extrapolations from the wages set
| -> for the short period of time in 2021 in which it operated.

2021 Health Department Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Health Officer	\$ 35,108.60	\$ 30,213.64	\$ 9,371.97	\$ 7,000.00	\$ 29,748.36	\$ 8,500.96	\$ 15,145.00	\$ 16,280.35	\$ 7,500.00	\$ 6,750.12	\$ 24,519.28	\$ 17,285.30
Administrator	\$ 73,799.44	\$ 33,162.02	\$ 29,751.25	\$ 27,724.53	\$ 38,434.79	\$ 36,480.04	\$ 40,250.40	\$ 44,397.60	\$ 36,243.88	\$ 58,770.35	\$ 47,533.82	\$ 42,413.47
Enviro./Sanitarian - 1	\$ 44,314.46	\$ 33,162.02	\$ -	\$ 26,972.14	\$ 47,269.47	\$ 33,961.61	\$ 40,250.40	\$ 42,650.18	\$ 29,421.88	\$ 58,770.35	\$ 49,038.55	\$ 40,581.11
Enviro./Sanitarian - 2	\$ 42,977.81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,770.16	\$ -	\$ -	\$ -	\$ 37,373.99
PT Enviro./Sanit.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,508.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,508.00
Pub. Health Nurse	\$ 73,799.44	\$ 74,363.49	\$ 29,751.25	\$ 36,220.80	\$ 40,166.63	\$ 59,560.12	\$ 48,314.35	\$ 44,397.60	\$ 48,291.67	\$ 46,304.76	\$ 47,533.82	\$ 49,882.18
Assistant Nurse	\$ 58,050.78	\$ -	\$ -	\$ -	\$ 32,823.91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,063.12	\$ 43,645.94
Med. Ass't/Educ.	\$ -	\$ 31,558.27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,097.09	\$ -	\$ -	\$ 32,327.68
Preparedness Coord.	\$ 36,497.19	\$ 19,254.73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00	\$ -	\$ 14,132.67	\$ 19,471.15
Clerk/Registrar	\$ 30,607.16	\$ 33,162.02	\$ -	\$ 27,724.53	\$ 38,434.79	\$ 36,480.04	\$ 32,553.50	\$ 40,505.16	\$ 36,243.88	\$ -	\$ 31,648.05	\$ 34,151.01
PT Clerical	\$ 16,825.10	\$ 14,768.40	\$ -	\$ -	\$ 10,848.41	\$ -	\$ -	\$ -	\$ -	\$ 16,341.35	\$ 6,459.00	\$ 13,048.45

Prior to 2023, Warren Co. shared a Health Dep't with Fountain Co. One person served as nurse and administrator. One person served as admin., environmentalist, and registrar. Research suggests that these positions exist, but no wage data are available. One person served as administrator and registrar. One person served as administrator and environmentalist. One person served as nurse and administrator. One person served as administrator and registrar.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Health Officer	\$ 15,145.00	\$ 14,054.00	\$ 18,342.49	\$ 10,183.00	\$ 20,474.56	\$ 31,232.32	\$ 23,873.15	\$ 27,941.85	\$ 20,155.80
Administrator	\$ 40,250.40	\$ 50,391.89	\$ 25,927.99	\$ 52,974.02	\$ 55,404.64	\$ 52,163.12	\$ 42,949.54	\$ 54,922.24	\$ 46,872.98
Enviro./Sanitarian - 1	\$ 40,250.40	\$ 50,391.89	\$ 34,621.51	\$ 37,265.84	\$ 55,404.64	\$ 43,558.65	\$ 38,555.30	\$ 52,371.94	\$ 44,052.52
Enviro./Sanitarian - 2	\$ -	\$ 44,106.86	\$ -	\$ -	\$ 41,104.14	\$ -	\$ 35,801.10	\$ 46,627.09	\$ 41,909.80
PT Enviro./Sanit.	\$ -	\$ -	\$ -	\$ -		\$ 14,718.78	\$ 2,374.33	\$ -	\$ 8,546.56
Pub. Health Nurse	\$ 48,314.35	\$ 52,468.00	\$ 63,906.92	\$ 52,974.02	\$ 59,400.54	\$ 52,046.50	\$ 62,936.42	\$ 61,619.04	\$ 56,708.22
Assistant Nurse	\$ -	\$ 4,115.52	\$ -	\$ 4,641.00	\$ 44,343.00	\$ 33,459.40	\$ 54,805.60	\$ 59,952.56	\$ 33,552.85
Med. Ass't/Educ.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,121.50	\$ 18,348.75	\$ -	\$ 12,235.13
Preparedness Coord.	\$ -	\$ -	\$ 15,604.00	\$ -	\$ -		\$ -	\$ -	\$ 15,604.00
Clerk/Registrar	\$ 32,553.50	\$ 33,062.45	\$ 25,927.99	\$ 33,318.16	\$ 35,692.32	\$ 36,577.91	\$ 25,683.41	\$ 36,379.32	\$ 32,399.38
Clerical	\$ -	\$ 34,853.32	\$ -	\$ -	\$ 30,317.29	\$ -	\$ -	\$ 31,881.86	\$ 32,350.82
PT Clerical	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,880.00	\$ 15,934.38	\$ 2,441.51	\$ 8,085.30

One person served as administrator and environmentalist. Nurse is based on adopted budget. Nurse is estimated based on adjusted adopted budget. One person served as administrator and registrar. One person served as nurse and administrator. (\$ 48,140.14 without PT)

2021 Court Offices Wages, Select Similarly Sized and Adjacent Indiana Counties

[illegible]

Administrator is split between Circuit Court and Probation; total wages: \$36,900.74.

Reporting unclear: data based on adopted budget.

Positions had turnover; budgeted wages used.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average	
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246	
Circuit C't Judge supp.	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 1,000.00	\$ -	\$ 3,666.67	
Circuit C't Admin.	\$ 35,941.63	\$ -	\$ -	\$ 37,373.00	\$ 46,047.74	\$ 45,149.27	\$ 36,567.92	\$ 42,312.35	\$ 40,565.32	\$ 39,420.23
Circuit C't Admin./Bail.	\$ -	\$ 34,946.62	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,946.62	
Circuit C't Admin/Rep.	\$ -	\$ -	\$ 37,023.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,023.33	
Circuit C't Admin. Ass't	\$ -	\$ -	\$ -	\$ 33,065.61	\$ -	\$ -	\$ -	\$ -	\$ 33,065.61	
Circuit C't PT Admin.	\$ 20,130.31	\$ -	\$ -	\$ 9,266.50	\$ -	\$ -	\$ -	\$ 16,909.79	\$ 15,435.53	
Circuit C't Bailiff - 1	\$ 32,858.79	\$ -	\$ 30,254.00	\$ 37,373.00	\$ 47,029.36	\$ 43,997.00	\$ 36,082.69	\$ 39,318.51	\$ 38,130.48	\$ 37,732.50
Circuit C't Bailiff - 2	\$ -	\$ -	\$ -	\$ 32,373.00	\$ -	\$ -	\$ -	\$ -	\$ -	
Circuit C't Reporter - 1	\$ 36,990.56	\$ 35,907.60	\$ -	\$ 33,411.00	\$ 47,118.34	\$ 45,499.74	\$ 41,900.83	\$ 43,070.02	\$ 40,556.87	\$ 40,115.18
Circuit C't Reporter - 2	\$ -	\$ -	\$ 31,898.00	\$ 31,963.67	\$ -	\$ 44,440.72	\$ -	\$ -	\$ 36,100.80	
Superior C't Judge supp.	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	\$ 1,000.00	\$ -	\$ 3,666.67	
Superior C't. Admin.	\$ 34,674.00	\$ 33,847.47	\$ 37,023.33	\$ -	\$ 40,931.28	\$ 45,966.40	\$ 33,387.40	\$ 40,931.65	\$ 38,108.79	
Sup. C't Admin. Ass't	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,002.92	\$ 40,002.92	
Superior C't Bailiff	\$ 32,310.00	\$ 34,907.29	\$ 30,254.00	\$ -	\$ 31,273.00	\$ 44,856.60	\$ 30,578.13	\$ 40,816.55	\$ 34,999.37	
Sup. C't Reporter - 1	\$ 37,173.22	\$ 36,484.16	\$ 33,001.00	\$ -	\$ 43,803.38	\$ 51,580.49	\$ 38,907.95	\$ 41,163.56	\$ 40,301.97	
Sup. C't Reporter - 2	\$ -	\$ -	\$ 31,899.00	\$ -	\$ -	\$ 46,554.82	\$ 35,245.07	\$ 39,449.11	\$ 38,287.00	
Sup. C't PT Reporter		\$ -	\$ 14,279.00	\$ -	\$ -	\$ -	\$ 16,553.83	\$ -	\$ 15,416.42	

Positions had turnover; budgeted wages used.

One person is administrator for both courts and chief reporter for Circuit. Court.

Reporting unclear: data based on adopted budget.

Reporting unclear: guesses made based on available data.

2021 Clerk and Probation Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Clerk of Courts	\$ 46,471.00	\$ 43,121.75	\$ 34,231.95	\$ 32,555.04	\$ 39,617.81	\$ 38,360.85	\$ 42,356.00	\$ 46,489.42	\$ 47,069.00		\$ 47,488.50	\$ 41,776.13
First Dep.(Circuit)	\$ 36,435.75	\$ 29,050.16	\$ 26,475.00	\$ 27,018.93	\$ 27,063.80	\$ 33,897.98	\$ 32,205.00	\$ 38,053.58	\$ 34,111.88	\$ -	\$ 32,058.60	\$ 31,637.07
First Dep., Sup.	\$ -	\$ -	\$ -	\$ -	\$ 27,063.80	\$ -	\$ 33,870.20	\$ 38,053.58	\$ -	\$ -	\$ 31,773.00	\$ 32,690.15
Second Dep. Clerk	\$ 36,135.76	\$ 25,733.54	\$ -	\$ 24,969.63	\$ 22,843.54	\$ 33,891.46	\$ 33,739.93	\$ 35,461.17	\$ 31,076.92	\$ -	\$ 31,648.05	\$ 30,611.11
Third Dep. Clerk	\$ 36,135.75	\$ 23,386.41	\$ -	\$ -	\$ -	\$ 31,481.20	\$ -	\$ -	\$ 31,791.70	\$ -	\$ 27,543.55	\$ 30,067.72
PT Clerk Staff	\$ -	\$ -	\$ 22,654.58	\$ 12,768.00	\$ -	\$ 5,381.26	\$ 19,830.19	\$ 15,104.67	\$ 8,792.50	\$ -	\$ 850.00	\$ 12,197.31
Probation Assist.	\$ 34,900.71	\$ 32,743.47	\$ -	\$ 32,483.26	\$ 28,883.70	\$ 40,859.93	\$ -	\$ 35,314.74	\$ 33,267.12	\$ 31,971.17	\$ 27,914.04	\$ 33,148.68
PT Probation Ass't	\$ 18,450.37	\$ -	\$ 17,382.00	\$ -	\$ -	\$ -	\$ 23,965.99					\$ 19,932.79

Assistant is split between Probation and Circuit Court; total wages: \$36,900.74.

PT totals may reflect combination of multiple part-time positions.

*County has two courts, but one first deputy clerk.

Third-deputy data reflects average of two or more positions.

PT totals may reflect combination of multiple part-time positions.

Parke. Co. reporting is unclear.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Pulaski & Neighbors Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Clerk of Courts	\$ 42,356.00	\$ 43,391.00	\$ 44,269.49	\$ 44,963.00	\$ 52,656.10	\$ 53,498.58	\$ 45,556.20	\$ 58,992.10	\$ 48,210.31
First Dep. (Circuit)	\$ 32,205.00	\$ 34,803.20	\$ 32,111.62	\$ 34,698.91	\$ 47,517.40	\$ 41,043.18	\$ 31,753.00	\$ 41,362.45	\$ 36,936.85
First Dep., Sup.	\$ 33,870.20	\$ 34,903.20	\$ 32,111.62	\$ -	\$ 37,754.04	\$ 40,843.18	\$ 31,753.00	\$ 41,362.45	\$ 36,085.38
Second Dep. Clerk	\$ 33,739.93	\$ 32,939.76	\$ 28,566.00	\$ 34,476.00	\$ 30,436.80	\$ 40,543.14	\$ 25,011.25	\$ 37,174.07	\$ 32,860.87
Third Dep. Clerk	\$ -	\$ 28,143.82	\$ 26,172.55	\$ 32,660.90	\$ 26,212.41	\$ 35,700.82	\$ -	\$ 36,177.25	\$ 30,844.63
PT Clerk Staff	\$ 19,830.19	\$ 45,818.32	\$ 7,510.39	\$ 1,787.52	\$ -	\$ -	\$ -	\$ 17,661.38	\$ 18,521.56
Probation Assist.	\$ -	\$ 33,300.72	\$ 30,930.89	\$ 33,411.00	\$ 34,342.74	\$ 41,478.00	\$ 31,649.64	\$ 37,638.29	\$ 34,678.75
PT Probation Ass't	\$ 23,965.99								\$ 23,965.99

Third-deputy data reflects average of two or more positions.

PT total represents combination of three positions.

*County has two courts, but one first deputy clerk.

Third-deputy wage is estimated based on related data.

Second- and third-deputy data are averages of two or more positions.

Jasper Co. has eight deputies with close salaries and no titles listed; data reflect averages and best guesses.

*County has two courts, but one first deputy clerk.

Second- and third-deputy data are averages of two or more positions.

Data from salary ord.; reporting unclear. Cass Co. had one first deputy and eight FT deputies.

2021 Highway and Surveryor Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average	
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392	
Highway Super.	\$ 60,156.51	\$ 55,727.39	\$ 36,998.00	\$ 40,398.40	\$ 54,829.75	\$ 51,557.36	\$ 44,419.85	\$ 58,422.28	\$ 53,190.55	\$ 54,771.10	\$ 55,152.00	\$ 51,420.29	
Ass't Sup./Gen. For.	\$ 48,087.20	\$ 42,870.50	\$ -	\$ -	\$ 49,902.52	\$ 52,751.32	\$ 36,321.55	\$ -	\$ 47,854.90	\$ -	\$ 50,796.00	\$ 46,940.57	
Bookkeeper/Office	\$ 25,315.52	\$ 27,385.01	\$ 31,692.40	\$ 26,000.64		\$ 40,168.29	\$ 36,587.20	\$ 45,393.71	\$ 34,512.51	\$ 34,071.20	\$ 38,862.00	\$ 33,998.85	
Foreman/Leader	\$ 42,649.63	\$ -	\$ -	\$ 34,905.18	\$ 45,773.93	\$ -	\$ 37,580.70	\$ 48,889.21	\$ -	\$ 41,386.03	\$ -	\$ 41,864.11	
Operator/Laborer	\$ 39,551.78	\$ 40,510.28	\$ 35,485.05	\$ 30,960.21	\$ 41,828.89	\$ 36,897.32	\$ 38,418.33	\$ 39,586.03	\$ 42,545.90	\$ 37,765.55	\$ 39,550.60	\$ 38,463.63	
Mechanic	\$ 43,540.00	\$ 42,245.00	\$ 38,662.00	\$ 32,200.00	\$ 47,480.64	\$ 42,759.83	\$ 38,423.55	\$ 39,380.00	\$ 42,251.00	\$ 32,406.95	\$ 45,329.00	\$ 40,425.27	
Assist. Mechanic	\$ 42,349.00	\$ -	\$ -	\$ -	\$ -	\$ 39,970.92	\$ 36,164.00	\$ -	\$ -	\$ 31,577.89	\$ -	\$ 37,515.45	
Surveyor	\$ 42,961.98	\$ 41,438.25	\$ 41,681.45	\$ 15,221.14	\$ 42,364.99	\$ 14,158.30	\$ 39,402.00	\$ 43,730.58	\$ 45,547.00	\$ 14,660.50	\$ 42,776.23	\$ 34,903.86	(\$42,487.81 without PT.)
FT Dep. Surv., Field	\$ -	\$ -	\$ 30,739.50	\$ -	\$ -	\$ -	\$ 35,502.40	\$ -	\$ -	\$ -	\$ -	\$ 33,120.95	
FT Dep. Surv., Off.	\$ 34,385.75	\$ 31,146.09	\$ -	\$ -	\$ 25,971.90	\$ -	\$ 33,870.20	\$ -	\$ 35,679.00	\$ -	\$ -	\$ 32,210.59	
PT Dep. Surv., Field	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,823.50	\$ 6,800.20	\$ -	\$ -	\$ -	\$ 5,811.85	
PT Dep. Surv., Off.	\$ -	\$ 11,298.70	\$ -	\$ 461.52	\$ 1,510.50	\$ -		\$ -	\$ 22,707.77	\$ -	\$ 16,626.00	\$ 10,520.90	
	Admin is FT position split between Highway and Solid Waste; total wage was \$50,613.04												
	Assistant Mechanic is based on adopted budget	Assistant Mechanic is based on adopted budget.											
	Mechanic is based on adopted budget	Mechanic is based on adopted budget.											

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Highway Super.	\$ 44,419.85	\$ 55,918.50	\$ 74,434.00	\$ 56,749.00	\$ 65,833.86	\$ 82,461.04	\$ 53,884.50	\$ 63,596.00	\$ 62,162.09
Ass't Sup./Gen. For.	\$ 36,321.55	\$ 52,093.10	\$ 46,976.31	\$ 49,306.00	\$ 57,813.14	\$ 57,517.51	\$ -	\$ -	\$ 50,004.60
Bookkeeper/Office	\$ 36,587.20	\$ 38,952.45	\$ 36,201.59	\$ 39,269.85	\$ 44,006.84	\$ 51,859.17	\$ 27,800.00	\$ 35,653.97	\$ 38,791.38
Foreman/Leader	\$ 37,580.70	\$ -	\$ 46,273.92	\$ 43,051.47	\$ 48,902.13	\$ 51,384.79	\$ 52,940.02	\$ 50,754.59	\$ 47,269.66
Operator/Laborer	\$ 38,418.33	\$ 40,785.00	\$ 38,249.41	\$ 40,953.67	\$ 44,233.98	\$ 49,281.03	\$ 40,342.10	\$ 43,889.97	\$ 42,019.19
Mechanic	\$ 38,423.55	\$ 49,454.97	\$ 37,833.85	\$ 51,546.49	\$ 51,706.22	\$ 53,672.51	\$ 46,071.65	\$ 45,059.66	\$ 46,721.11
Assist. Mechanic	\$ 36,164.00	\$ 43,819.88	\$ 35,144.40	\$ 43,691.79	\$ 47,408.24	\$ -	\$ -	\$ 42,452.91	\$ 41,446.87
Sign Technician	\$ -	\$ -	\$ 39,957.90	\$ 39,930.07	\$ 46,689.36	\$ 51,792.81	\$ -	\$ -	\$ 44,592.54
Surveyor	\$ 39,402.00	\$ 62,364.00	\$ 42,032.73	\$ 43,560.00	\$ 55,911.96	\$ 51,798.58	\$ 38,167.34	\$ 67,536.24	\$ 50,096.61
FT Dep. Surv., Field	\$ 35,502.40	\$ 33,932.78	\$ -	\$ -	\$ 38,642.46	\$ 44,955.19	\$ -	\$ 48,207.70	\$ 40,248.11
FT Dep. Surv., Off.	\$ 33,870.20	\$ 26,619.41	\$ 32,178.11	\$ 33,411.00	\$ 34,285.46	\$ 40,643.18	\$ -	\$ 38,397.92	\$ 34,200.75
PT Dep. Surv., Field	\$ 4,823.50	\$ -	\$ -	\$ -	\$ 1,615.63	\$ 8,695.00	\$ -	\$ 2,985.67	\$ 4,529.95
PT Dep. Surv., Off.	\$ -	\$ -	\$ -	\$ 4,990.16	\$ -	\$ -	\$ 13,747.71	\$ 3,634.75	\$ 7,457.54

Ass't Mech. is based on adopted budget
Superintendent is based on adopted budget and excludes ADA/Title VI role no longer at Highway.
Bookkeeper/clerk is based on combination of actual pay and adopted budget.
Gen. Fore. is based on adopted budget.
Bookkeeper/clerk is based on budget and estimated to adjust for PT status of at least one.
Cass County reporting is unclear; numbers are best guesses based on reports and budget.

2021 Building/Planning & Zoning/Combined Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392
Director	\$ 50,600.76	\$ -	\$ -	\$ -	\$ 27,094.02	\$ -	\$ 40,648.11	\$ 51,506.73	\$ 50,356.80	\$ 30,565.56	\$ 51,608.17	\$ 43,197.16
Ass't Dir./P.C. Staff	\$ 37,635.75	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ 31,956.00	\$ -	\$ -	\$ 34,795.88
PT Pl. Comm. Staff	\$ -	\$ 24,944.10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,169.00	\$ -	\$ -	\$ 19,556.55
Admin./Secretary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,522.33	\$ -	\$ -	\$ -	\$ -	\$ 31,522.33
PT Admin./Sec'y	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,438.09	\$ -	\$ -	\$ -	\$ 12,900.00	\$ 17,669.05
Building Inspector	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,602.11	\$ -	\$ -	\$ -	\$ 42,602.11

Admin./Secretary is based on 2022 budget minus 2021-2022 pay increase.

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
Director	\$ 40,648.11	\$ 65,657.16	\$ 44,342.01	\$ 41,670.95	\$ 62,441.04	\$ 47,206.54	\$ 60,812.32	\$ 55,689.99	\$ 52,308.52
Ass't Dir./P.C. Staff	\$ -	\$ -	\$ -	\$ 38,197.00	\$ 31,587.38	\$ -	\$ 41,096.00	\$ -	\$ 36,960.13
PT Pl. Comm. Staff	\$ -	\$ 8,023.53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,023.53
Admin./Secretary	\$ 31,522.33	\$ 35,896.91	\$ 27,264.77	\$ -	\$ 40,403.08	\$ 41,533.18	\$ 34,095.31	\$ 38,197.95	\$ 35,559.08
PT Admin./Sec'y	\$ 22,438.09	\$ 17,145.93	\$ -	\$ 14,077.68	\$ -	\$ -	\$ -	\$ 14,970.45	\$ 17,158.04
Building Inspector	\$ -	\$ 39,239.97	\$ -	\$ -	\$ 46,786.26	\$ 49,422.44	\$ 43,589.27	\$ 54,766.00	\$ 46,760.79
PT Building Insp.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,212.63	\$ -	\$ 6,189.17	\$ 5,200.90
Code Enforcement	\$ -	\$ -	\$ -	\$ 44,025.93	\$ -	\$ -	\$ -	\$ -	\$ 44,025.93
PT Code Enforce.	\$ -	\$ -	\$ -	\$ 7,866.54	\$ -	\$ -	\$ -	\$ 1,610.82	\$ 4,738.68

Admin./Secretary is based on 2022 budget minus 2021-2022 pay increase.

Knox code enforcement officer added for additional reference.

Municipal building inspectors added and averaged for additional reference.

Cass Co. shares staff with Logansport.

LEDO	Population City/County	2022 total budget	What is your highest level of Education?	Years in Ec. Dev.	2022 salary of C.E.O	2022 Salaries of remaining staff	Other Benefits (please specify)
A	36,717	\$433,800	College Graduate	17	\$102,600	\$31,000	IRA Match, Cellphone, internet hotspot, tablet computer
B	17,000	\$90,000	College Graduate	8	\$52,500	\$15,600	IRA
C	35,961	\$201,269	College Graduate	5	\$81,000	\$27,440	Health Ins/IRA/
D	25,600	\$325,000	Post Graduate	10	\$106,000	\$45,000	Health, Dental, Vision, Life, PERF
E	40,524	\$225,000	College Graduate	3.5	\$85,000	\$56,500	Health Ins/IRA
F	14,000	\$455,000	Some College	7	\$52,000	\$0	and Depreciation/Cell reimb
G	34,000	\$200,000	College Graduate	5	\$85,000	\$45,000	Health Ins -100%/IRA
H	12,330	\$272,000	Post Graduate	13	\$61,465	\$21000 (part- time)	Health Ins.PERF
I	8,600	\$190,000	College Graduate	3	\$89,000	\$15,000	
J	39,712	\$390,000	College Graduate	35	\$102,000	\$42,800 Exec Admin(Chamber)	Health Ins/IRA/Disability Ins
K	36,000	\$2,397,000	Post Graduate	29	\$117,300	Dev Dir\$47,200/Ex. Asst\$42,000/Maint Dir\$52,500	Vehicle/Health Ins/IRA 401k
L	50,816	\$232,000	College Graduate	3	\$84,700	\$55,000 - 1 staff	None
M	48,000	\$240,000	College Graduate	3	\$81,500	\$46,750	Health Ins stipend/IRA/cell phone assistance
N	66,200	\$268,000	Post Graduate	5	\$76,000	\$42,000	IRA/Edu Assist/Wellness Bonus
O	37,500	\$190,000	College Graduate	20	\$83,000	\$40,000	Health Ins/401K/Phone, internet stipend

LEDO	Population City/County	2022 total budget	What is your highest level of Education?	Years in Ec. Dev.	2022 salary of C.E.O	2022 Salaries of remaining staff	Other Benefits (please specify)
P	23,360	\$320,000	Some College	9	\$80,000	\$21,000	100% -Phone and mo cell bill
Q	33,407	\$341,222	College Graduate	4	\$85,000	Prog & Wforce mgr-\$50,544/CommCoord- \$45K/Off Mgr-\$42K	IRA/Edu Assist/Flex Schedule/PTO
R	45,000	\$405,000	College Graduate	10	\$91,500	\$150,000	
S	43,200	\$300,355	College Graduate	7	\$92,653	V.P.\$65K/Proj mgr-\$41,549	Cell stipend/mileage reimb/PTO
T	28,000	\$256,000	Some College	23	\$84,000	\$45,000	401k
U	35,000	\$340,000	Post Graduate	15	\$104,500	\$49,500	IRA
V	36,400	\$540,000	Post Graduate	22	\$135,000	\$51,500- Exec Asst.	Simple IRA/Health Ins stipend
W	19,500	\$230,000	College Graduate	2	\$76,500	\$37,500	IRA/Health and Dental ins/Edu Asst.
X	867,801	\$1,000,000	College Graduate	15	\$138,000	Off Mgr\$60K/Env affairs- 72K/Grants\$70K/ Mkt mgr-\$47K	Health Ins./IRA 401k
Y	20,000	\$306,650	College Graduate	4	\$87,000	Comm Devel& Admin asst-\$103K total	Health Ins stipend/401k
Z	48,200	\$335,400	College Graduate	17	\$110,000	\$43,600	Health/HAS/IRA/Auto Allow
AA	30,816	\$729,328	Post Graduate	16	\$124,125	OperationsVP- \$60K	Incentive Package
BB	37,563	\$136,000	Certifications	20	\$85,000	\$0	EduAsst/PERF/Health ins/Mileage reimb
CC	23,372	\$301,407	Some College	16	\$53,560	\$41,200	IRA/Health Ins Stipend

LEDO	Population City/County	2022 total budget	What is your highest level of Education?	Years in Ec. Dev.	2022 salary of C.E.O	2022 Salaries of remaining staff	Other Benefits (please specify)
DD	26,000	\$184,000	College Graduate	4	\$72,000	\$22,000	Funds for retirement plan of choice
EE	10,000	\$295,000	Post Graduate	24	\$81,000	\$45,000	IRA/Medical Ins/Edu asst/Phone
FF	27,556	\$135,012	College Graduate	15	\$75,000	\$14,040	None
GG	43,637	\$250,000	College Graduate	19	\$76,000	\$32,000 and \$21,000	IRA
HH	487,000	\$420,000	College Graduate	18	\$117,000	\$96K/Sp.Proj/Mktg- \$55,000	ADD/Travel Ins through ACCE
II	46,428	\$600,000	College Graduate	38	\$141,000	\$62,258/\$42,000/\$ 37,500	IRA(SEP)/Vehicle/Health Ins
JJ	82,000	\$462,000	Post Graduate	22	\$137,000	Mgr/\$22.50/hr-Off Mgr	Health Ins/ 401k
KK	140,000	\$330,000	Some College	15	\$112,000	\$50,000	401k
LL	210,000	\$880,000		10	\$130,000	BRE Dir-75K, Proj Coord- 55K, Office Adm-50K	EduAsst/Health Ins/Mileage & Approved Expenses
			SMALL- COUNTIES AVERAGE:		\$71,352		

2021 Soil & Water and Extension Wages, Select Similarly Sized and Adjacent Indiana Counties

	Warren	Benton	Martin	Crawford	Blackford	Pike	Pulaski	Newton	Tipton	Parke	Rush	Small-Co's Average	
2021 Population	8,475	8,714	9,780	10,514	12,091	12,144	12,339	13,808	15,372	16,407	16,672	12,392	
S.&W. Dist. Coord.	\$ 34,385.65	\$ 39,025.29	\$ 23,457.60	\$ 16,289.90	\$ 13,108.02	\$ 1,092.00	\$ 31,521.00	\$ 31,926.44	\$ 33,729.00	\$ 29,021.21	\$ 32,032.63	\$ 25,962.61	(\$33,091.60 without PT)
Watershed Coord.	\$ -	\$ 46,880.68	\$ -	\$ -	\$ -	\$ 51,778.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,329.52	
Technician	\$ -	\$ 8,145.54	\$ -	\$ -	\$ -	\$ 17,009.01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,577.28	
PT Educator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,341.47	\$ -	\$ -	\$ -	\$ 8,358.00	\$ 12,349.74	
Ext. Off. Manager	\$ 35,385.75	\$ 23,242.89	\$ 27,297.00	\$ 23,795.33	\$ 25,103.19	\$ 33,879.80	\$ 35,435.40	\$ 39,004.71	\$ 33,185.08	\$ 27,341.10	\$ 17,452.44	\$ 29,192.97	(\$32,079.00 without PT)
Sec'y/Assist. 1	\$ 20,885.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,885.57	\$ 15,309.95	\$ 16,412.45	\$ 18,202.89	\$ 15,923.42	\$ 17,936.55	
Sec'y/Assist. 2	\$ 13,630.50	\$ 1,059.44	\$ 3,647.89	\$ -	\$ 4,921.00	\$ -	\$ 10,638.36	\$ -	\$ 10,209.00	\$ -	\$ 6,393.90	\$ 7,214.30	
Summer Assist.	\$ 4,625.95	\$ 4,585.80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,605.88	
Extra PT Help	\$ 4,603.50	\$ -	\$ 3,498.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,051.17	
							Coordinator is based on budget.						

	Pulaski	Fulton	Carroll	Starke	White	Jasper	Cass	Marshall	Regional Average
2021 Population	12,339	20,386	20,444	23,372	24,651	33,091	37,563	46,121	27,246
S.&W. Dist. Coord.	\$ 31,521.00	\$ 42,901.53	\$ 32,787.71	\$ 35,488.00	\$ 52,738.64	\$ 48,999.92	\$ 25,499.00	\$ 38,818.55	\$ 38,594.29
Watershed Coord.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,975.46	\$ -	\$ -	\$ 36,975.46
Technician	\$ -	\$ -	\$ 8,531.39	\$ -	\$ 1,928.12	\$ -	\$ -	\$ -	\$ 5,229.76
PT Educator	\$ 16,341.47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,341.47
Ext. Off. Manager	\$ 35,435.40	\$ 34,475.50	\$ 32,787.69	\$ 32,351.86	\$ 31,358.39	\$ 41,043.18	\$ 26,957.62	\$ 36,997.96	\$ 33,925.95
Sec'y/Assist. 1	\$ 20,885.57	\$ 22,436.21	\$ -	\$ -	\$ 25,323.86	\$ 40,643.18	\$ 16,516.47	\$ 33,795.33	\$ 26,600.10
Sec'y/Assist. 2	\$ 10,638.36	\$ -	\$ 9,775.98	\$ 14,788.84	\$ -	\$ -	\$ -	\$ 33,343.80	\$ 17,136.75
Summer Assist.	\$ -	\$ -	\$ -	\$ -	\$ 6,481.25	\$ -	\$ -	\$ -	\$ 6,481.25
Extra PT Help	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,540.00	\$ -	\$ 4,540.00
			Coordinator is based on budget.			Coordinator is based on budget.			

Pulaski County Wage Comparison Study
Appendix III: Anticipated Solar Revenue and
County Financial Needs

Table: Projected Solar Revenue, Debt Service Taxes, and Obligations 69

**Projected Debt Service for Construction Projects, Revenue from Special Levies and
Solar Projects, and Available Cash for County Use**

	Justice Center Bond Payment	Courthouse Bond Payment	Total Bond Payment	Mammoth Revenue	Moss Creek Revenue	Total Solar Revenue
2022	\$ (337,669.00)	\$ -	\$ (337,669.00)	\$ -	\$ -	\$ -
2023	\$ (337,944.00)	\$ -	\$ (337,944.00)	\$ 350,000.00	\$ -	\$ 350,000.00
2024	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 350,000.00	\$ -	\$ 350,000.00
2025	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,675,000.00	\$ 750,000.00	\$ 2,425,000.00
2026	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,675,000.00	\$ 750,000.00	\$ 2,425,000.00
2027	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,500,000.00	\$ 750,000.00	\$ 2,250,000.00
2028	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,400,000.00	\$ 750,000.00	\$ 2,150,000.00
2029	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,400,000.00	\$ 750,000.00	\$ 2,150,000.00
2030	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,400,000.00	\$ 750,000.00	\$ 2,150,000.00
2031	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,478,750.00	\$ 750,000.00	\$ 2,228,750.00
2032	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,303,750.00	\$ 750,000.00	\$ 2,053,750.00
2033	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,653,750.00	\$ -	\$ 1,653,750.00
2034	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,736,437.50	\$ -	\$ 1,736,437.50
2035	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,736,437.50	\$ -	\$ 1,736,437.50
2036	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,736,437.50	\$ -	\$ 1,736,437.50
2037	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,823,259.38	\$ -	\$ 1,823,259.38
2038	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,823,259.38	\$ -	\$ 1,823,259.38
2039	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,823,259.38	\$ -	\$ 1,823,259.38
2040	\$ (340,000.00)	\$ (900,000.00)	\$ (1,240,000.00)	\$ 1,914,422.34	\$ -	\$ 1,914,422.34
2041	\$ -	\$ (900,000.00)	\$ (900,000.00)	\$ 1,914,422.34	\$ -	\$ 1,914,422.34
2042	\$ -	\$ (900,000.00)	\$ (900,000.00)	\$ 1,914,422.34	\$ -	\$ 1,914,422.34
2043	\$ -	\$ -	\$ -	\$ 2,010,143.46	\$ -	\$ 2,010,143.46
2044	\$ -	\$ -	\$ -	\$ 2,010,143.46	\$ -	\$ 2,010,143.46
	\$ (6,455,613.00)	\$ (17,100,000.00)	\$ (23,555,613.00)	\$ 34,628,894.58	\$ 6,000,000.00	\$ 40,628,894.58

(Rounded upward
after 2023.)

(Estimated;
timeline subject
to slight adjustment
with potential
partial payment
in 2023.)

(Payment-floor amount
only; additional annual
revenue totaling
\$11.5-million
anticipated.)

(First payment years for both projects
subject to change; based on companies'
anticipated timelines.)

(Totals exclude new property taxes
paid on increase to land assessment.)

**Projected Debt Service for Construction Projects, Revenue from Special Levies and
Solar Projects, and Available Cash for County Use**

	Total Solar Revenue	Solar Revenue for Debt Service	Carryover for Debt Service	Debt-Service Tax Revenue	Remaining Cash Balance	Pay Adjustment Total Impact	Pay Adjustment Deficit
					\$ 369.00		
2022			\$ -	\$ 358,463.00	\$ 20,794.00	\$ -	
2023	\$ 350,000.00	\$ -	\$ 21,163.00	\$ 316,781.00	\$ 350,000.00	\$ (750,400.00)	\$ (400,400.00)
2024	\$ 350,000.00	\$ (350,000.00)	\$ 350,000.00	\$ 540,000.00	\$ -	\$ (1,951,040.00)	\$ (1,951,040.00)
2025	\$ 2,425,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,495,000.00	\$ (2,029,081.60)	\$ (534,081.60)
2026	\$ 2,425,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,495,000.00	\$ (2,110,244.86)	\$ (615,244.86)
2027	\$ 2,250,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,320,000.00	\$ (2,194,654.66)	\$ (874,654.66)
2028	\$ 2,150,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,220,000.00	\$ (2,282,440.84)	\$ (1,062,440.84)
2029	\$ 2,150,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,220,000.00	\$ (2,373,738.48)	\$ (1,153,738.48)
2030	\$ 2,150,000.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,220,000.00	\$ (2,468,688.02)	\$ (1,248,688.02)
2031	\$ 2,228,750.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,298,750.00	\$ (2,567,435.54)	\$ (1,268,685.54)
2032	\$ 2,053,750.00	\$ (930,000.00)	\$ -	\$ 310,000.00	\$ 1,123,750.00	\$ (2,670,132.96)	\$ (1,546,382.96)
2033	\$ 1,653,750.00	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,033,750.00	\$ (2,776,938.28)	\$ (1,743,188.28)
2034	\$ 1,736,437.50	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,116,437.50	\$ (2,888,015.81)	\$ (1,771,578.31)
2035	\$ 1,736,437.50	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,116,437.50	\$ (3,003,536.44)	\$ (1,887,098.94)
2036	\$ 1,736,437.50	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,116,437.50	\$ (3,123,677.90)	\$ (2,007,240.40)
2037	\$ 1,823,259.38	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,203,259.38	\$ (3,248,625.02)	\$ (2,045,365.64)
2038	\$ 1,823,259.38	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,203,259.38	\$ (3,378,570.02)	\$ (2,175,310.64)
2039	\$ 1,823,259.38	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,203,259.38	\$ (3,513,712.82)	\$ (2,310,453.44)
2040	\$ 1,914,422.34	\$ (620,000.00)	\$ -	\$ 620,000.00	\$ 1,294,422.34	\$ (3,654,261.33)	\$ (2,359,838.99)
2041	\$ 1,914,422.34	\$ (675,000.00)	\$ -	\$ 225,000.00	\$ 1,239,422.34	\$ (3,800,431.78)	\$ (2,561,009.44)
2042	\$ 1,914,422.34	\$ (675,000.00)	\$ -	\$ 225,000.00	\$ 1,239,422.34	\$ (3,952,449.05)	\$ (2,713,026.71)
2043	\$ 2,010,143.46	\$ -	\$ -	\$ -	\$ 2,010,143.46	\$ (4,110,547.02)	\$ (2,100,403.56)
2044	\$ 2,010,143.46	\$ -	\$ -	\$ -	\$ 2,010,143.46	\$ (4,274,968.90)	\$ (2,264,825.44)
	\$ 40,628,894.58	\$ (14,100,000.00)	\$ 371,163.00	\$ 9,105,244.00	\$ 26,178,894.58	\$ (63,123,591.32)	\$ (36,594,696.74)

**Total
Debt-Service
Property Tax
(Direct Cost
to Taxpayers)**

**Total
"Profit" After
Debt Service**

(\$1,876,000 base)
(40% prorating in 2023)
(4% annual increase)