



To: Ms. Jennifer Palmbos, Director of Human Resources
From: Joel Palladini, Consultant
Sheena Horton, Director
Date: 5/19/2025
Re: Pay Grade Evaluation

This memo responds to your request for a pay grade evaluation of the following classification:

1. WIC Technician
2. Project Manager- 911

- It is our understanding that the **WIC Technician** position is responsible for performing both clinical as well as advanced-level clerical work with minimal supervisor direction. Duties will be defined by the scope of the assigned department's clinical activities and related clerical responsibilities. Most assigned work requires a high degree of confidentiality.

MGT reviewed several potential benchmark positions to determine the best match for the specific duties and responsibilities for the given position. MGT selected a hybrid benchmark that includes, “Medical Assistant (50%)” and “Patient Intake Clerk (50%)” from Salary.com’s CompAnalyst database (Ann Arbor, MI | All Industries | \$50-\$200M Revenue, base average: \$44,000).

Based on our assessment of position duties, Livingston’s 2024 pay grade order, and relevant external market data obtained from Salary.com CompAnalyst, we recommend the following:

- Grade Placement – Based on further analysis, MGT recommends **Grade 5** of Livingston’s 2024 pay grade order to ensure market competitiveness. The minimum salary for this recommended group is \$47,944, the midpoint salary is \$53,955.20 and the maximum salary is \$60,736. After further market analysis, the average salary of \$44,000 fits within the desired pay grade range of Livingston’s 2024 Pay Grade Order.

MGT believes this recommendation will appropriately reflect the level of skill, responsibility, and duties of the WIC Technician.

- It is our understanding that the **Project Manager- 911** position is responsible for leading the planning, coordination, and implementation of mission-critical public safety communications projects, with a primary focus on Next Generation 911 (NG911) services. Under the supervision of the Director of 911, this position oversees the technological operations and infrastructure for county and non-county public safety agencies, ensuring compliance with applicable laws and industry standards. The role involves cross-agency collaboration, vendor and contract management, and the



integration of advanced emergency communication systems to support effective and reliable 911 service delivery throughout Livingston County.

MGT reviewed several potential benchmark positions to determine the best match for the specific duties and responsibilities of the given position. MGT selected a hybrid benchmark that includes, “Emergency Communications Supervisor (50%), and “Project Manager (50%) from Salary.com’s CompAnalyst database (Ann Arbor, MI | All Industries | \$50-\$200M Revenue, base average: \$87,500).

Based on our assessment of position duties, Livingston’s 2024 pay grade order, and relevant external market data obtained from Salary.com CompAnalyst, we recommend the following:

- Grade Placement – Based on further analysis, MGT recommends **Grade 11** of Livingston’s 2024 pay grade order to ensure market competitiveness. The minimum salary for this recommended group is \$81,120, the midpoint salary is \$91,312 and the maximum salary is \$102,772.80. After further market analysis, the average salary of \$87,500 fits in the recommended pay grade range of Livingston’s 2024 Pay Grade Order.

MGT believes this recommendation will appropriately reflect the level of skill, responsibility, and duties of the WIC Technician.

Sources:

<https://companalyst.salary.com/>

WIC Technician

Salary.com CompAnalyst

Title	Description	Base Average Salary	Weight
Medical Assistant	Assists in the examination and treatment of patients under the direction of a physician. Interviews patients, measures vital signs (i.e., pulse rate, temperature, blood pressure, weight, and height), and records or inputs information to patients' medical records. Prepares treatment rooms for the examination of patients. May draw and collect blood samples from patients and prepare specimens for laboratory analysis. May perform administrative duties such as ordering supplies, answering the phone, and scheduling appointments. Requires a high school diploma. May require Certified Medical Assistant (CMA). May require Registered Medical Assistant (RMA). Typically reports to a supervisor. A02-Intermediate : Works under moderate supervision. Gaining or has attained full proficiency	\$43,600	.5

	in a specific area of discipline. Typically requires 1-3 years of related experience.		
Patient Intake Clerk	<p>Performs routine registration, data collection, and administrative tasks to admit patients to a healthcare facility. Inputs patient demographic information into the designated system, collects and validates insurance or financial information. Reviews paperwork and obtains all necessary consents and signatures from patients or family. Explains the facility's policies and procedures and answers routine questions. Coordinates patient intake and bed assignment processes with clinical or administrative teams. Follows all established policies and standards to preserve patient confidentiality, ensure data security and comply with all applicable regulations. Requires a high school diploma. Typically reports to a supervisor.</p> <p>A01-Entry : Works under the close direction of senior personnel in the functional area. Possesses a moderate understanding of general aspects of the job. May require 0-1 year of general work experience.</p>	\$42,200	.5
	Ann Arbor, MI (Metro) All Industries \$50-\$200M Revenue	\$44,000	1.0

SCOPE	BASE(000s)			
	25TH	50TH	75TH	AVG.
Ann Arbor,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	39.3	43.2	47.8	44.0
Lansing,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	37.8	41.6	46.1	42.3
Michigan (State) All Industries \$50M - \$200M Revenues (\$ USD)	37.5	41.2	45.5	41.8

Sources:


<https://companalyst.salary.com/>

911- Project Manager

Salary.com CompAnalyst

Title	Description	Base Average Salary	Weight
Emergency Communications Supervisor	Serves as administrator for several critical human resources functions and workforce management, including recruiting, employee/labor relations, health and safety, compensation, benefits, training, diversity, employee engagement, leave and attendance tracking, payroll, and employee records. Facilitates and communicates organizational policies and programs and ensures labor law and regulatory compliance. Provides internal support and partnership to business lines to deliver required	\$70,100	.5

	<p>human resources. May evaluate, select, and oversee vendors that provide supplemental HR processes and services. Coordinates with HR support staff to process and maintain employment, attendance, and other records. Typically requires a bachelor's degree. Typically reports to a manager.</p> <p>P01-Entry : Work is closely managed. Works on projects/matters of limited complexity in a support role. Typically requires 0-2 years of related experience.</p>		
Project Manager-Experienced IT	<p>Delivers company training programs and workshops to employees and managers. Monitors the effectiveness of training on employees using individual or group performance results. Collects feedback on sessions from attendees to use for future improvements to content and presentation. Contributes to new training program design and existing program enhancements. Develops and creates lesson plans and training aids. May specialize in a particular subject, training program, or function of the company. Training programs may typically include topics such as supervisory/management training, work skills training, team building, and communications. Requires a bachelor's degree. Typically reports to a manager.</p> <p>P02-Intermediate : Gains exposure to some of the complex tasks within the job function. Occasionally directed in several aspects of the work. Typically requires 2 to 4 years of related experience.</p>	\$103,700	.5
	Ann Arbor, MI (Metro) All Industries \$50-\$200M Revenue	\$87,500	1.0

SCOPE 	BASE(000s)			
	25TH	50TH	75TH	AVG.
Ann Arbor,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	75.5	84.3	95.7	87.5
Lansing,MI (Metro) All Industries \$50M - \$200M Revenues (\$ USD)	73.0	81.6	92.5	84.6
Michigan (State) All Industries \$50M - \$200M Revenues (\$ USD)	74.1	82.8	94.0	85.9