



Michigan Association of Governmental Employees

Office & Professional Employees International Union ♦ Local 2002

6920 South Cedar Street ♦ Suite 7 ♦ Lansing, Michigan 48911-6924

Phone 517/694-3123 ♦ 800/477-MAGE ♦ Fax 517/694-8250

Email: info@mage.org ♦ Web Page: www.mage.org

Email at: hillmank@michigan.gov

September 21, 2015

Kristen Hillman
Michigan Civil Service Commission
Office of Classifications, Selections,
and Compensation
P.O. Box 30002
Lansing, Michigan 48909

Dear Ms. Hillman:

Attached is a copy of the Michigan Association of Governmental Employee's, Office & Professional Employees International Union Local 2002's Position Statement for Fiscal Year 2016-17. A copy of this statement has also been sent to the Office of the State Employer.

If you have any questions, please contact John DeTizio at 517-694-3123.

Sincerely,

Brant Wimbush

Brant Wimbush
Compensation Committee Chair

cc: Marie Waalkes, OSE

**COORDINATED COMPENSATION
PROCEEDINGS**

**Position Statement
Fiscal Year 2016-17**

**Submitted in accordance with
Civil Service Regulation 6.06**

Date: October 2015

Submitted by:

**Michigan Association of Governmental Employees
Office & Professional Employees International Union Local 2002
Brant Wimbush, Compensation Committee Chair
6920 South Cedar Street, Suite 7
Lansing, Michigan 48911
517/694-3123**

INTRODUCTION
Coordinated Compensation Proceedings
FY 2016-2017

The Michigan Association of Governmental Employees (MAGE), Office & Professional Employees International Union (OPEIU) Local 2002 submits this position statement to the Employment Relations Board (ERB) on behalf of its members. This statement covers compensation issues for the Board to consider for FY 2016-2017 for non-exclusively represented employees.

Direct Wage Increase FY 2016-2017

Civil Service Regulation 6.06 provides that the Board consider "*Comparison of the rates of pay, the continuity and stability of employment, and the overall compensation and benefits received by excluded and non-exclusively represented classified state employees with employees performing similar services in other public and private employment.*"

The U.S. Department of Labor's Bureau of Labor Statistics reports increases in the Consumer Price Index for 2013 at 1.5% and 2014 at 1.67%, with 2015 tracking similarly (**Exhibit #1**).

The Board will recall that historically the Office of the State Employer (OSE) has consistently stressed the importance of the auto industry and its direct effect on the State's economy and its ability to fund appropriate increases in NERE compensation. Now, we are seeing significant increases in car and truck sales, and most prognostications confirm that a substantial pent-up demand (the average age of cars and trucks in the U.S. remains at an all time high) indicates a continuation of that increase for the foreseeable future (**Exhibit #2**). Ford Motor Company gained \$1.9 billion in the 2nd Quarter of 2015, up 44% from a year earlier (**Exhibit #3**). General Motors and Chrysler are experiencing similar gains. Americans are buying new vehicles at a strong pace. Car companies are on the way to 6 consecutive years of growth (**Exhibit #4**) with no end in sight, since the average age of a vehicle in the U.S. is now 11.5 years old (**Exhibit #5**).

The Board will also recall the OSE referring to the depressed housing market and staggering unemployment rates during those lean years when state revenues were low. They recommended little to no wage increase due to looming budget deficits. For years state employees took it on the chin as state revenues plummeted along with the economy. State employees still have not fully recovered. Factoring in for inflation, the average state employee's compensation is down \$2,400 a year from a decade ago.

Finally, we have emerged from the ashes. Michigan home sales and values continue to rise. Home values have increased 25% since 2010, compared to the National average of only 16 percent. Housing starts are also the highest they have been since 2010 (**Exhibit #6**).

As stated by Governor Snyder in his FY 2016 Budget Recommendation Overview, "*the State has experienced numerous consecutive years of job growth, the unemployment rate is at its lowest point in 12 years, and the number of unemployed Michiganders dipped below 300,000 for the first time since October of 2001*" (**Exhibit #7**). Further, the State Fiscal Agency has reported that July tax collections were \$3.8 million higher than expected and predicted that state revenue would increase higher next year.

In 2009, Michigan's Unemployment Rate was as high as 15.3%. Today, we are averaging only 5.5% (**Exhibit #8**).

The perception remains that NEREs work hard and competently to get promoted only to be disadvantaged in terms of overtime pay, shift preferences, bumping rights, hours of unpaid work, and weightier responsibilities. Many departments continue to encounter difficulty getting and keeping qualified competent managers.

Proposal: A 4% raise would go a long way toward recognizing those dedicated state employees who worked harder to get promoted. It would also assist in helping state employees recover from those lean years of deficit budgets and meager wage increases.

SHIFT PREFERENCE FOR CORRECTIONS SHIFT SUPERVISORS:

Problem Statement: Under the provisions of all or almost all Collective Bargaining Agreements applicable to employees supervised by Correction Shift Supervisors there exists a clause which allows the employees to "bid" on positions based upon seniority. In other words, employees are allowed to select their shift (i.e., days, afternoons or midnights) and, in some clauses, their assignment on that shift using seniority.

This is an important benefit of employment which carries with it no cost to the State of Michigan. The above described practice allows employees to continue in a job they feel comfortable with and on a shift which suits their preference. This improves morale, creates an environment which promotes good attendance and allows the employee to feel empowered in the work place. For employees who do not hold sufficient seniority to get the shift and/or assignment they desire the practice holds out hope. Employees know that, as they progress in their careers, they will one day be able to work a shift and assignment which gives them the most gratification. This encourages employees to stay on the job.

The problem is that there is no Civil Service Rule, policy or procedure for DOC which would extend this same benefit of employment to Correction Shift Supervisors. Obviously, any such rule, policy or procedure would need to be tempered because there are far fewer Correction Shift Supervisors than there are rank and file employees. Although it might be feasible to allow Sergeants to select an assignment within a given shift, it would not be feasible to allow Lieutenants and Captains to select assignments. However, to completely deny this no-cost benefit of employment to Correction Shift Supervisors is a mistake because they should reap the same emoluments of employment as the rank and file.

Proposal: The Michigan Association of Governmental Employees (MAGE) is requesting that Correction Shift Supervisors be allowed to use seniority to select shift assignments and, where appropriate, also select assignments within a given shift. The way MAGE sees this plan working is as follows:

1. Captains are allowed to select which shift they would like to work based upon time they have worked for the Department of Corrections. The reason for this is the law of increasing marginal utility. It is reasonable to believe that Captain's job proficiency increases as their seniority increases. Therefore, the most senior Captains should be allowed to select the shift he/she most desires.
2. Lieutenants are treated in the same manner as the Captains for the same reasons.
3. Sergeants are treated in the same manner as the Captains except they would also have the ability to select which assignment within the shift they most desire. This works because there are more Sergeants and more available assignments for Sergeants than for the other groups within the Correction Shift Supervisor classifications.

In the Alternative: It is conceivable the MDOC will resist this proposal because it has long been argued that Correction Shift Supervisors should have no rights, other than those contained in Civil Service and MDOC Rules because they are managers and, as such, they should need no further incentives to perform their jobs. However, as shown above, this is a huge benefit of employment which carries with it positive results which, in turn, benefit the employer. Therefore, if there is not a consensus on this proposal, MAGE proposes that a two (2) year trial period be instituted during which time MAGE members working within the Correction Shift Supervisor classifications be allowed to select their desired shift/assignment. The benefits of the program would be evaluated at the end of the trial period.

PROMOTION INCENTIVE

The Board will recall that MAGE has addressed the wage compression problem between the rank and file and those employees serving in supervisory, managerial and administrative positions in the past. We have provided the results of unbiased studies showing that state employees currently receive 15.25% less than their counterparts in the private sector in annual wages, and 9.67% less in total compensation (**Exhibit #9**). We have also shown that state employees possessing bachelor's degrees earn 72.4% of what their counterparts in the private sector make and those possessing master's degrees earn 62.2% of what their counterparts in the private sector make (**Exhibit #9**).

A morale problem currently exists throughout the ranks of the NEREs due, in part, to a pay compression problem. This pay compression problem has dire ramifications for the future of state government. In any company, public or private, profit or non-profit, big or small, if it employs a rank and file who do not want to work hard to get promoted, that company is broken.

Unfortunately this problem is not due solely to wage compression. There are numerous examples in most departments of other reasons that the rank and file are not interested in promoting.

In the Department of Human Services (DHS), our Child Protective Services Supervisors and Adult Protective Services Supervisors are called at all hours of the nights, weekends and holidays to handle dangerous, exigent and pressing issues of abuse. They receive no pay for these extra hours while their subordinates receive overtime compensation.

In the Department of Corrections, the Sergeants, Lieutenants and Captains are often laughed at by the rank and file for promoting, resulting in the loss of overtime pay and shift preference rights.

In the Department of Community Health, there exists such a dire recruitment and retention problem that Nurse Supervisors are being mandated to work overtime 3-days per week. This happens day after day, week-in and week-out, month after month. It is not a temporary issue. It is the result of a retention and recruitment problem that has been exacerbated by the erosion of benefits, both retirement and health.

It is also clear that supervisors are responsible for supervising more subordinates than in years' past. Ten years ago there were 10 million citizens in the state and 65,000 state employees. Today there are 10 million citizens in the state and closer to 50,000 state employees. Few realize that since the massive reduction in state employees, the State of Michigan now ranks 45th in the Nation for full-time employees per 10,000 residents. The fact is that many NEREs are just overworked due, in part, to an ever increasing number of subordinates.

Proposal: One method of addressing this problem would be to create an incentive bonus solely for those remaining in supervisory, managerial and administrative positions. A 1% wage increase or lump sum bonus at 5, 10, 15 and 20 year intervals would go a long way to recognizing the tribulations experienced by this embattled group of employees.

SPECIAL WAGE INCREASE FOR REGISTERED NURSE MANAGERS & SUPERVISORS

Registered Nurse Managers & Supervisors for the State of Michigan continue to be mandated to work overtime at an alarming rate. It is clear that this is not a temporary situation due to a recent rash of leaves of absence or a temporary nursing staff shortage. This is a long-running serious problem which has plagued our state hospitals for many years. MAGE has convened numerous meetings with the Department of Community Health Administration and State of Michigan Senators and Representatives to no avail.

This problem is due in small part to a nursing shortage throughout the country. It has become an epidemic, particularly in the Department of Community Health, due to other factors which can be rectified. One of the problems is that nurses simply do not wish to work in a dangerous state mental hospital or prison. Recruitment has always been a challenge. Now, however, the turnover rate is the bigger challenge. This is due, in part, to the fact that the benefits of all state employees have been substantially diminished. Retirement benefits have been reduced to such a point that there no longer exists an incentive to remain a state employee. When the Department finally succeeds in recruiting a Nurse Supervisor, they often quit shortly after training and orientation.

The fact that our Nurse Supervisors are being mandated incessantly is not a small problem. It creates a dangerous environment for the patients, the nurses and all employees and citizens working in and living in close proximity to the state hospital. Many nurses are being mandated up to three and four days a week. This means that a single parent, who intended to work from 6:30 in the morning until 2:30 in the afternoon, is informed at 2:30 in the afternoon that they must stay and work until 10:30 at night. This same nurse typically does not return home until midnight whereupon they must take care of their personal affairs and family and then wake up again at 4 o'clock in the morning to be prepared to arrive at work at 6:00 a.m. The fact that this is happening to many of these nurses two or three times a week is simply unconscionable.

Although the Department contends that it does not maintain turnover documentation, a review of any agency records will confirm that this is a major problem. If we can no longer recruit and retain nurses based upon our benefits, or a pleasant work environment, we must address the problem through compensation.

A review of the State of Michigan Compensation Plan finds the highest paid RN Manager-4 earning only \$84,000/year with the subordinate RN Managers-1, 2 & 3 earning substantially less, with the median pay of the Nurse Managers being approximately \$75,000 (**Exhibit #10**). The median salary of Nurse Managers in Michigan is currently ranging between \$80,000 (**Exhibit #11**) and \$89,000 (**Exhibit #12**).

Proposal: MAGE recommends a special 4% base wage increase for all RN Managers and Supervisors.

Respectfully submitted,

Brant Wimbush

Brant Wimbush, Chair
Compensation Committee
MAGE-OPEIU Local 2002

MAGE-OPEIU LOCAL 2002
October 2015 – CCP

EXHIBIT #1

Table 24. Historical Consumer Price Index for All Urban Consumers (CPI-U): U. S. city average, all items-Continued

(1982-84=100, unless otherwise noted)

Year	Semiannual averages		Annual avg.	Percent change from previous	
	1st half	2nd half		Dec.	Annual avg.
1970	-	-	38.8	5.6	5.7
1971	-	-	40.5	3.3	4.4
1972	-	-	41.8	3.4	3.2
1973	-	-	44.4	8.7	6.2
1974	-	-	49.3	12.3	11.0
1975	-	-	53.8	6.9	9.1
1976	-	-	56.9	4.9	5.8
1977	-	-	60.6	6.7	6.5
1978	-	-	65.2	9.0	7.6
1979	-	-	72.6	13.3	11.3
1980	-	-	82.4	12.5	13.5
1981	-	-	90.9	8.9	10.3
1982	-	-	96.5	3.8	6.2
1983	-	-	99.6	3.8	3.2
1984	102.9	104.9	103.9	3.9	4.3
1985	106.6	108.5	107.6	3.8	3.6
1986	109.1	110.1	109.6	1.1	1.9
1987	112.4	114.9	113.6	4.4	3.6
1988	116.8	119.7	118.3	4.4	4.1
1989	122.7	125.3	124.0	4.6	4.8
1990	128.7	132.6	130.7	6.1	5.4
1991	135.2	137.2	136.2	3.1	4.2
1992	139.2	141.4	140.3	2.9	3.0
1993	143.7	145.3	144.5	2.7	3.0
1994	147.2	149.3	148.2	2.7	2.6
1995	151.5	153.2	152.4	2.5	2.8
1996	155.8	157.9	156.9	3.3	3.0
1997	159.9	161.2	160.5	1.7	2.3
1998	162.3	163.7	163.0	1.6	1.6
1999	165.4	167.8	166.6	2.7	2.2
2000	170.8	173.6	172.2	3.4	3.4
2001	176.6	177.5	177.1	1.6	2.8
2002	178.9	180.9	179.9	2.4	1.6
2003	183.3	184.6	184.0	1.9	2.3
2004	187.6	190.2	188.9	3.3	2.7
2005	193.2	197.4	195.3	3.4	3.4
2006	200.6	202.6	201.6	2.5	3.2
2007	205.709	208.976	207.342	4.1	2.8
2008	214.429	216.177	215.303	.1	3.8
2009	213.139	215.935	214.537	2.7	-4
2010	217.535	218.576	218.056	1.5	1.6
2011	223.598	226.280	224.939	3.0	3.2
2012	228.850	230.338	229.594	1.7	2.1
2013	232.366	233.548	232.957	1.5	1.5
2014	236.384	237.088	236.736	.8	1.6
2015	236.265	-	-	-	-

- Data not available.

NOTE: Index applies to a month as a whole, not to any specific date.

Table 24. Historical Consumer Price Index for All Urban Consumers (CPI-U): U. S. city average, all items-Continued

(1982-84=100, unless otherwise noted)

Year	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.
1970	37.8	38.0	38.2	38.5	38.6	38.8	39.0	39.0	39.2	39.4	39.6	39.8
1971	39.8	39.9	40.0	40.1	40.3	40.6	40.7	40.8	40.8	40.9	40.9	41.1
1972	41.1	41.3	41.4	41.5	41.6	41.7	41.9	42.0	42.1	42.3	42.4	42.5
1973	42.6	42.9	43.3	43.6	43.9	44.2	44.3	45.1	45.2	45.6	45.9	46.2
1974	46.6	47.2	47.8	48.0	48.6	49.0	49.4	50.0	50.6	51.1	51.5	51.9
1975	52.1	52.5	52.7	52.9	53.2	53.6	54.2	54.3	54.6	54.9	55.3	55.5
1976	55.6	55.8	55.9	56.1	56.5	56.8	57.1	57.4	57.6	57.9	58.0	58.2
1977	58.5	59.1	59.5	60.0	60.3	60.7	61.0	61.2	61.4	61.6	61.9	62.1
1978	62.5	62.9	63.4	63.9	64.5	65.2	65.7	66.0	66.5	67.1	67.4	67.7
1979	68.3	69.1	69.8	70.6	71.5	72.3	73.1	73.8	74.6	75.2	75.9	76.7
1980	77.8	78.9	80.1	81.0	81.8	82.7	82.7	83.3	84.0	84.8	85.5	86.3
1981	87.0	87.9	88.5	89.1	89.8	90.6	91.6	92.3	93.2	93.4	93.7	94.0
1982	94.3	94.6	94.5	94.9	95.8	97.0	97.5	97.7	97.9	98.2	98.0	97.6
1983	97.8	97.9	97.9	98.6	99.2	99.5	99.9	100.2	100.7	101.0	101.2	101.3
1984	101.9	102.4	102.6	103.1	103.4	103.7	104.1	104.5	105.0	105.3	105.3	105.3
1985	105.5	106.0	106.4	106.9	107.3	107.6	107.8	108.0	108.3	108.7	109.0	109.3
1986	109.6	109.3	108.8	108.6	108.9	109.5	109.5	109.7	110.2	110.3	110.4	110.5
1987	111.2	111.6	112.1	112.7	113.1	113.5	113.8	114.4	115.0	115.3	115.4	115.4
1988	115.7	116.0	116.5	117.1	117.5	118.0	118.5	119.0	119.8	120.2	120.3	120.5
1989	121.1	121.6	122.3	123.1	123.8	124.1	124.4	124.6	125.0	125.6	125.9	126.1
1990	127.4	128.0	128.7	128.9	129.2	129.9	130.4	131.6	132.7	133.5	133.8	133.8
1991	134.6	134.8	135.0	135.2	135.6	136.0	136.2	136.6	137.2	137.4	137.8	137.9
1992	138.1	138.6	139.3	139.5	139.7	140.2	140.5	140.9	141.3	141.8	142.0	141.9
1993	142.6	143.1	143.6	144.0	144.2	144.4	144.4	144.8	145.1	145.7	145.8	145.8
1994	146.2	146.7	147.2	147.4	147.5	148.0	148.4	149.0	149.4	149.5	149.7	149.7
1995	150.3	150.9	151.4	151.9	152.2	152.5	152.5	152.9	153.2	153.7	153.6	153.5
1996	154.4	154.9	155.7	156.3	156.6	156.7	157.0	157.3	157.8	158.3	158.6	158.6
1997	159.1	159.6	160.0	160.2	160.1	160.3	160.5	160.8	161.2	161.6	161.5	161.3
1998	161.6	161.9	162.2	162.5	162.8	163.0	163.2	163.4	163.6	164.0	164.0	163.9
1999	164.3	164.5	165.0	166.2	166.2	166.2	166.7	167.1	167.9	168.2	168.3	168.3
2000	168.8	169.8	171.2	171.3	171.5	172.4	172.8	172.8	173.7	174.0	174.1	174.0
2001	175.1	175.8	176.2	176.9	177.7	178.0	177.5	177.5	178.3	177.7	177.4	176.7
2002	177.1	177.8	178.8	179.8	179.8	179.9	180.1	180.7	181.0	181.3	181.3	180.9
2003	181.7	183.1	184.2	183.8	183.5	183.7	183.9	184.6	185.2	185.0	184.5	184.3
2004	185.2	186.2	187.4	188.0	189.1	189.7	189.4	189.5	189.9	190.9	191.0	190.3
2005	190.7	191.8	193.3	194.6	194.4	194.5	195.4	196.4	198.8	199.2	197.6	196.8
2006	198.3	198.7	199.8	201.5	202.5	202.9	203.5	203.9	202.9	201.8	201.5	201.8
2007	202.416	203.499	205.352	206.686	207.949	208.352	208.299	207.917	208.490	208.936	210.177	210.036
2008	211.080	211.693	213.528	214.823	216.632	218.815	219.964	219.086	218.783	216.573	212.425	210.228
2009	211.143	212.193	212.709	213.240	213.856	215.693	215.351	215.834	215.969	216.177	216.330	215.949
2010	216.687	216.741	217.631	218.009	218.178	217.965	218.011	218.312	218.439	218.711	218.803	219.179
2011	220.223	221.309	223.467	224.906	225.964	225.722	225.922	226.545	226.889	226.421	226.230	225.672
2012	226.665	227.663	229.392	230.085	229.815	229.478	229.104	230.379	231.407	231.317	230.221	229.601
2013	230.280	232.166	232.773	232.531	232.945	233.504	233.596	233.877	234.149	233.546	233.069	233.049
2014	233.916	234.781	236.293	237.072	237.900	238.343	238.250	237.852	238.031	237.433	236.151	234.812
2015	233.707	234.722	236.119	236.599	237.805	238.638	-	-	-	-	-	-

See footnotes at end of table.

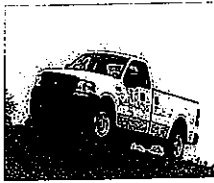
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EXHIBIT #2

Average age of US cars stays at all-time high

Robust car sales offset by drop in scrappage rates.

By Michael Strong of [The Detroit Bureau](#)



[Click to enlarge picture](#)

Americans are still keeping their cars and trucks for more than 11 years, according to a recent survey.

The Detroit Bureau

- [Study, Pickups will go aluminum](#)
- [BMW studies options for an M Hybrid](#)
- [US drivers willing to pay more to fix roads](#)

While automakers are enjoying robust sales of new cars and trucks in 2014, it would seem plenty of Americans continue to enjoy the same vehicle they've owned for more than a decade, according to a new survey.

The average age of cars and trucks in the U.S. remains at an all-time high of 11.4 years as of Jan. 1, according to [IHS Automotive](#) and its [Polk](#) subsidiary.

"In our history of tracking, we have seen a gradual increase in the average age of vehicles on the road," said Mark Seng, director of aftermarket solutions at [IHS Automotive](#), in a statement. "This year, we're seeing somewhat of a plateau in the market, and expect it to remain over the next few years."

While that's still at the highest levels since [Polk](#) started following the numbers, it is unchanged from last year. The only is one alteration: trucks have hit the same age level as cars.

While sales, which are expected to exceed 16 million units this year, are strong, new cars joining the fleet aren't being offset as much by higher scrappage rates of old cars. In other words, old cars are lasting longer.

Looking ahead, IHS forecasts that the average age of vehicles is likely to remain at 11.4 years through 2015, then rise to 11.5 years by 2017 and 11.7 years by 2019. This rate of growth is slowing as compared to the last five years due to the substantial increase in new vehicle sales.

Consequently, there's more cars on the road. IHS says there were 252.7 million, up 3.7 million or 1.5% from the previous year.

IHS also believes the volume of vehicles 0-5 years old will increase by 32% over the next five years while vehicles in the 6-11 year-old category will decline by 21%. Because of improved quality and consumers holding their cars and light trucks longer, vehicles 12-plus years old continue to grow and will increase by 15% by 2019.

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EXHIBIT #3

Ford reports best quarterly profit in North America

By Greg Gardner, Detroit Free Press 11:05 a.m. EDT July 28, 2015



The Ford Motor Company World Headquarters on Michigan Avenue in Dearborn. (Photo: Mary Schroeder, Detroit Free Press) Buy Photo

Ford earned \$1.9 billion in the second-quarter, up 44% from a year earlier, largely on the strength of sales of larger, higher priced and more profitable vehicles in the U.S.

On an earnings per share basis, Ford made 47 cents, exceeding the 37 cents per share consensus among Wall Street analysts. After rising 45 cents to \$15 in early trading this morning, Ford shares were trading at \$14.79 shortly after 11 am.

"We delivered an outstanding second quarter, a great first half of 2015, and we are confident the second half of the year will be even stronger," Ford CEO Mark Fields said in a statement. Before taxes, Ford made \$2.6 billion in North America, more than doubling what it made in the region in the first quarter of 2015.

And the second half should be even more profitable, said Chief Financial Officer Bob Shanks. That's because the highly profitable F-150 pickup truck didn't contribute to the improvement in second-quarter profits.

That should change as dealers receive ample quantities of the aluminum-body trucks and consumers who are more interested in the more basic versions of the truck can find them.

Shanks said the average selling price for an F-Series truck, including the larger F-250 and F-350, was \$44,100 in the second quarter, up \$3,600 from the second-quarter of 2014, despite reports that some dealers are offering significant discounts on the F-150.

This is Ford's last financial report before the deadline expires on its four-year labor agreement with the UAW on midnight Sept. 14. The optimism about the North American market is strong enough that the company reconfirmed guidance of global pre-tax profit for the full year between \$8.5 billion and \$9.5 billion.

While larger corporate profits also benefit UAW workers through annual profit-sharing checks, UAW President Dennis Williams has said he expects a base wage increase for members hired before 2007 who have not had a raise in at least eight years.

Management will want to restrain costs to prepare for a downturn, but Fields sounded as if he doesn't expect U.S. sales to fall anytime soon.

"There's a lot of discussion about the market being at a peak. I look at it as being at more of a plateau," he said.

In other regions, Ford nearly broke even in Europe, where it lost \$14 million before taxes — it made \$14 million before taxes a year earlier. The automaker made \$192 million in Asia Pacific, lost \$185 million before taxes in South America and lost \$46 million in the Middle East and Africa.

Global revenue slipped by \$100 million from a year earlier to \$37.3 billion. Chief Financial Officer Bob Shanks said that reflected the impact of a strong U.S. dollar. A strong dollar reduces revenue made in other markets such as Europe because sales in euros or other currencies are worth fewer dollars than they were a year ago.

Ford's North American profit margin was 11.1% for the second quarter, down from 11.6% in the year-earlier quarter.

It reflects surging demand in the U.S. where the auto industry is expected to sell more than 17 million new cars and trucks this year, its best year in more than a decade.

Low gas prices and low-interest rates are nudging many consumer to buy larger and more expensive vehicles than they might otherwise consider. That has helped Ford Credit, its auto lending arm, which earned \$506 million in the second quarter.

Ford's all-aluminum F-150 pickup truck, the nation's best selling vehicle, has not matched its year earlier sales volumes, but it is selling for higher prices.

Shanks said the average selling price for an F-Series truck, including the larger F-250 and F-350, was \$44,100 in the second quarter, up \$3,600 from the second-quarter of 2014, despite reports that some dealers are offering significant discounts on the F-150.

"The F-150 is performing very, very well, and is gaining momentum," Shanks said. "But we don't have a total supply yet."

Despite posting its best second quarter in Asia Pacific, Ford has revised downward its forecast for the industry's new vehicle sales in China this year from between 24.5 million and 26 million to between 23 and 24 million.

Ford, which operates in China through joint ventures, reported equity income of \$411 million from Chinese ventures in the second quarter, up from \$306 million a year earlier.

But a recent sharp sell-off in Chinese stock markets and stiff price competition is causing western manufacturers to respond to the first slowdown in a market that has only grown meteorically in recent memory.

"Over past couple years we have seen negative pricing in the 1% to 4% range in China," Fields said. "Now we're seeing it in the 4% to 5% range."

But he added that Ford still expects total new vehicle sales in China to grow to 30 million annually in the next five years.

Contact Greg Gardner: (313)222-8762 or ggardner@freepress.com

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EXHIBIT #4

May 2015 Auto Sales Forecast: US On Track For Highest Tallies Since August On Demand For SUVs, Trucks; Jeep Cherokee, Wrangler Sales Soar

By Angelo Young [@angeloyoung](#) a.young@ibtimes.com on May 29 2015 7:55 AM EDT



A Ford Escape is seen on a dealerships lot on September 26, 2014 in Miami, Florida. Americans have been gravitating to sport utility vehicles and trucks. [Joe Raedle/Getty Images](#)

Americans are buying new vehicles at the strongest pace since last summer, and more of them are walking past sedans and driving pricier SUVs and trucks off dealers' lots. Cheap gasoline and low borrowing costs have helped spur sales, which are well on their way to a sixth consecutive year of growth in 2015.

Automotive analysts are forecasting May's sales to be around 1.6 million vehicles, for a seasonally adjusted annualized rate of 17.3 million, the highest level since August. But the numbers also show the breakneck pace of growth is slowing.

Automakers will report May U.S. new car sales on Tuesday. This month's sales likely dropped about 1 percent compared to May 2014. The decline is partly explained by the fact that there is one less selling day in May this year compared to last year. The broader trend, however, shows growth is slowing and could soon level off as borrowing costs increase.

“I think we’ll see some pressure on this cycle,” said Steven Szakaly, chief economist for the National Automobile Dealers Association. “This year will be one of the best, but next year we expect flat sales, or maybe 1 to 2 percent growth.”

That 1 percent to 2 percent growth would be a big drop from the double digit, annual new-auto sales growth from 2010 to 2012. Last year, U.S. new-auto sales increased nearly 6 percent, but this year that growth rate could decelerate to 2.4 percent, to 16.9 million units. Some estimates expect sales this year to hit or top 17 million, but that’s still roughly half the growth rate of last year.

Sales will also soon be affected should the Federal Reserve decide later this year to raise interest rates for the first time in nine years. The rate hike would make financing cars more expensive, dissuading buyers.

Another issue, says Szakaly, is wage growth.

“We’ve seen car prices accelerate well beyond wage growth,” he said. “You can’t have vehicle prices rising by close to 3 percent and wages rising by 2 percent. That’s not sustainable.”

But for the time being, automakers and dealers are still enjoying the bounty of a slow-but-gradual recovery from the Great Recession. The long Memorial Day weekend saw a 7 percent sales increase compared to the same holiday sales event last year, according data from to TrueCar.com.

Incentive spending (deal sweeteners like factory rebates) is also holding steady at an industry wide average of \$2,661 per sale. That level has remained steady for three consecutive Mays, which means that on average automakers haven't needed to increase incentives to grow sales.

The big winners this month will be FCA (Fiat Chrysler Automobile), which has seen consumers flock to its newer Jeep Cherokee. Jeep Wrangler sales are also up

more than 20 percent this year, and the Jeep Renegade -- a sub-\$20,000 small SUV -- just hit the market recently.



The low-cost 2015 Jeep Renegade small SUV recently hit the market as U.S. car buyers are gravitating to large and small SUVs. Fiat Chrysler Automobiles, which owns the Jeep brand, is expected to lead the pack in May U.S. sales. The Renegade is the first Jeep made outside of the United States, in Fiat's Melfi, Italy, assembly plant. [FCA](#)

FCA sales could grow nearly 3 percent, according to a monthly forecast from Kelley Blue Book. The maker of Fiats, Chryslers and Jeeps is expected to be one of the only major automakers to grow sales this month. (Major automakers exclude BMW, Mercedes-Benz and other premium car brands.) Jeep sales could hit a record high as consumers flock to SUVs and crossovers.

Meanwhile, automakers that are heavily reliant on sedan sales are likely to see significant sales declines. Honda sales could fall 5 percent, followed by Hyundai-Kia, Ford and Toyota.

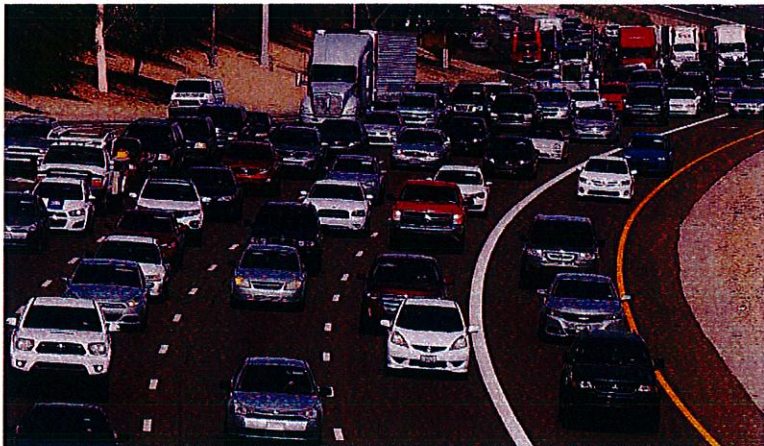
Related

- [US Jeep Sales Up 22% In 2015](#)
- [Ford's Sales Rise 5% Despite Tight F-150 Truck Supply](#)

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EXHIBIT #5

Old and reliable: Average US vehicle is now 11.5 years old, according to new report



FILE - In this June 24, 2015, file photo, afternoon rush hour traffic moves along a highway in Phoenix. The average vehicle in the U.S. is now a record 11.5 years old, according to consulting firm IHS Automotive, a sign of the increased reliability of today's vehicles and the lingering impact of the sharp drop in new car sales during the recession. (AP Photo/Ross D. Franklin, File)

By DEE-ANN DURBIN, AP Auto Writer

DETROIT (AP) — In the age of Apple's CarPlay, a lot of cars on the road still have tape decks.

The average vehicle in the U.S. is now a record 11.5 years old, according to consulting firm IHS Automotive, a sign of the increased reliability of today's vehicles and the lingering impact of the sharp drop in new car sales during the recession.

Drivers behind the wheel of older cars aren't enjoying some of the latest advanced safety features or infotainment systems that effectively turn cars into cellphones on wheels. Then again, they don't have to worry about hackers finding their way in to the car's computer network through the cassette or CD player.

IHS said U.S. registrations grew to a record 257.9 million cars and trucks this year, up 2 percent from a year earlier.

The average age of vehicles has been climbing steadily since IHS began tracking the number in 2002. As quality and reliability have improved, people have been holding on to their cars and trucks for longer. The average length of ownership for a new vehicle is now almost 6.5 years, IHS said. For a used vehicle, it's five years.

Cars and trucks now have the same average age, says Mark Seng, IHS Automotive's global aftermarket practice leader. For many years, cars had shorter lifespans than trucks, but their quality has now caught up.

Experts say there's no rule for how long to hold on to an old car or truck. A car with good reliability can go for 200,000 miles or more, which can easily last a decade for some motorists, says Doug Love, a spokesman for Consumer Reports.

The magazine doesn't recommend driving older cars without two key safety features introduced more than a decade ago: electronic stability control and side curtain air bags.

The aging car population could mean that Americans will be slow to adapt safety and semi-autonomous features that have car company executives and experts heralding a new age of the automobile. Adaptive cruise control arrived in the U.S. market in 2006, for example, but nine years later only 6 percent of all cars have it, according to a recent report from Boston Consulting Group. It will also take longer for much-hyped advances like CarPlay — which gives drivers access to their apps through the dashboard — to become commonplace.

But Seng says the auto industry should take heart. Even though the average vehicle age shows no sign of reversing, it is starting to plateau, since buyers have returned to the car market in big numbers. Sales of new cars rose from 12.7 million in 2011 to 16.5 million last year and are expected to reach or exceed 17 million this year. IHS thinks the average vehicle age will hit 11.6 years in 2016 but won't climb to 11.7 years until 2018.

Seng says that's a more normal rate than the industry saw in the years after the recession. Vehicle age increased rapidly between 2008 and 2013, since more people were keeping older cars. In 2008, the average age of cars and trucks in the U.S. was 10 years; by 2013, it was 11.4 years, or 14 percent higher.

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EXHIBIT #6

MSHDA: Michigan housing industry poised for best year since Great Recession

Contact: Katie Bach

Media Affairs Manager

bachk@michigan.gov

517-335-4786

Tuesday, April 28, 2014

State housing authority issues upbeat 2014 forecast with increased housing starts, rising home prices

LANSING, Mich. — Michigan's housing industry is bracing for its best year since the start of the Great Recession in 2008, including projected increases in new housing starts, rising home prices and a decline in foreclosures, the Michigan State Housing Development Authority (MSHDA) announced today during the kickoff of the 16th annual Building Michigan Communities Conference.

"The economic and housing outlook in Michigan for 2014 is decidedly brighter than what we've seen at any time over the previous five years," MSHDA Executive Director Scott Woosley said during the opening of the three-day conference at the Lansing Center in downtown Lansing.

"The state's housing industry is helping to spur Michigan's economic turnaround," Woosley said. "Consumer demand is getting stronger and consumer confidence is returning to prerecession levels. We're anticipating robust need for new housing construction throughout much of the state as we enter the building season."

MSHDA teamed with the Home Builders Association of Michigan and the Michigan Association of Realtors to develop its 2014 housing industry assessment. Highlights of MSHDA's findings include:

- Michigan will see a nearly 20 percent increase in new single-family housing starts in 2014 over last year, following a 30 percent increase in 2013 over 2012. Builders are scheduled to begin construction on 16,000 homes this year across Michigan, the highest total since May 2008. Estimates also suggest Michigan will see nearly 30,000 new housing starts by the end of 2016 (single and multi-family units combined).
- Home sale total prices will show gains in 2014. First-quarter average sales price this year is up nearly 10 percent, and local Realtor associations across the state are reporting increases as high as 27.6 percent. March was the 24th consecutive month with an increase in Michigan's average sales price.
- Average prices are forecast to carry the strong growth momentum in the past 12 months. On a year-over-year basis, these gains will range from 3 percent to 15.5 percent for Michigan. In 2013, total sales volume in Michigan reached its highest point since 2006, as the average sales price rose nearly 13 percent.
- Despite the state's excruciating winter weather, Realtors report an uptick in foot traffic at open houses as potential buyers recognize that a 4.5 percent mortgage is still a bargain.
- In many areas of Michigan, housing inventory levels have decreased to five months or less from levels as high as 17 months, encouraging wary sellers to step into market.
- While new home construction is spreading to all pockets of the state, housing starts are especially strong in the southeast Michigan communities of Plymouth and Canton, across Oakland County, Greater Lansing in mid-Michigan, and in the West Michigan communities of Rockford, Holland and Grand Rapids.
- First-quarter Realtor membership, a reflection of new job creation and heightened demand for sales staff, is at its highest level since 2009, seven percent higher than March 2013.
- Foreclosures will continue to drop in Michigan. According to data from RealtyTrac, foreclosure activity in Michigan has dropped from 4,800 filings in April 2013 to 2,900 filings in March 2014. This trend is directly attributable to the work being done through MSHDA's Step Forward Michigan program and its lending partners, non-profits and the federal assistance programs available to aid struggling homeowners at risk of foreclosure.

"Michigan's residential housing market is pointed toward a sustained period of growth that we believe will extend well into the future," Woosley said. "The challenge we face is whether the building sector is going to be able to meet growing demand from buyers given the workforce and capital access issues the industry will face in many markets throughout the state."

The Building Michigan Communities Conference, which annually draws more than 1,700 attendees, is among the largest events of its kind in the United States. Service providers, nonprofit and for-profit developers and financiers who are focused on improving Michigan's communities are among those who attend the conference.

More than 100 breakout sessions are planned over the three-day event. Topics broadly address the creation and preservation of housing, providing services to the homeless and revitalization of neighborhoods and downtowns.

About MSHDA

*The Michigan State Housing Development Authority (MSHDA) provides financial and technical assistance through public and private partnerships to create and preserve decent, affordable housing for low- and moderate-income residents and to engage in community economic development activities to revitalize urban and rural communities.**

**MSHDA's loans and operating expenses are financed through the sale of tax-exempt and taxable bonds as well as notes to private investors, not from state tax revenues. Proceeds are loaned at below-market interest rates to developers of rental housing, and help fund mortgages and home improvement loans. MSHDA also administers several federal housing programs. For more information, visit www.michigan.gov/mshda.*

Privately Owned Housing Starts Authorized by Building Permits: 1-Unit Structures for Michigan

- [Graph](#)
- [Data](#)
- [Series Info](#)



Privately Owned Housing Starts Authorized by Building Permits: 1-Unit Structures for Michigan



Source: Federal Reserve Bank of St. Louis
 shaded areas indicate US recessions - 2015 research.stlouisfed.org

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EXHIBIT #7

Michigan Growing Stronger

Governor Snyder's FY2016 Budget Recommendation Overview

Building on the state's successes throughout the previous four years, Gov. Rick Snyder's fifth budget recommendation remains focused on helping Michigan to accelerate the state's comeback and grow stronger.

To continue this momentum, the governor's executive budget recommendation for fiscal year 2016 and projected fiscal year 2017 makes strategic investments in education, job growth, health and wellness, public safety, and infrastructure.

We're On the Right Path

Last month, economic experts forecasted a bright future for our state. Michigan's economy is growing and thriving, fostering more and better jobs for its residents. Simply look around and you can see so many signs that illustrate just how far Michigan's recovery has come in the past four years. The state has experienced numerous consecutive years of job growth, the unemployment rate is at its lowest point in 12 years, and the number of unemployed Michiganders dipped below 300,000 for the first time since October 2001.

"The governor's upbeat tone matches the **state's increased stability**. Detroit is out of bankruptcy and **there's no doubt Michigan is in a better place** than when he first took office."

-Detroit News Editorial
1/20/16

More than 300,000 private sector jobs have been added since the governor took office, including 86,000 manufacturing jobs created since 2010—the most in the nation. Additionally, Michigan’s food and agriculture sector is now a \$101 billion industry while the state saw nearly a 50 percent increase in motor vehicle production.

Michigan home sales and values also continue to rise. In fact, home values have increased 25 percent since 2010, compared to the national average of only 16 percent. Additionally, personal income growth for Michiganders increased for two consecutive years after being stagnant or declining in our state’s lost decade.

Analysis from numerous nonpartisan organizations validate this progress as well, evidenced by Michigan’s entrepreneurial climate now ranking 6th, improved from 16th over the year before and from 44th in 2010. Michigan’s tax climate now ranks 10th in 2015 after jumping from 27th in 2012.

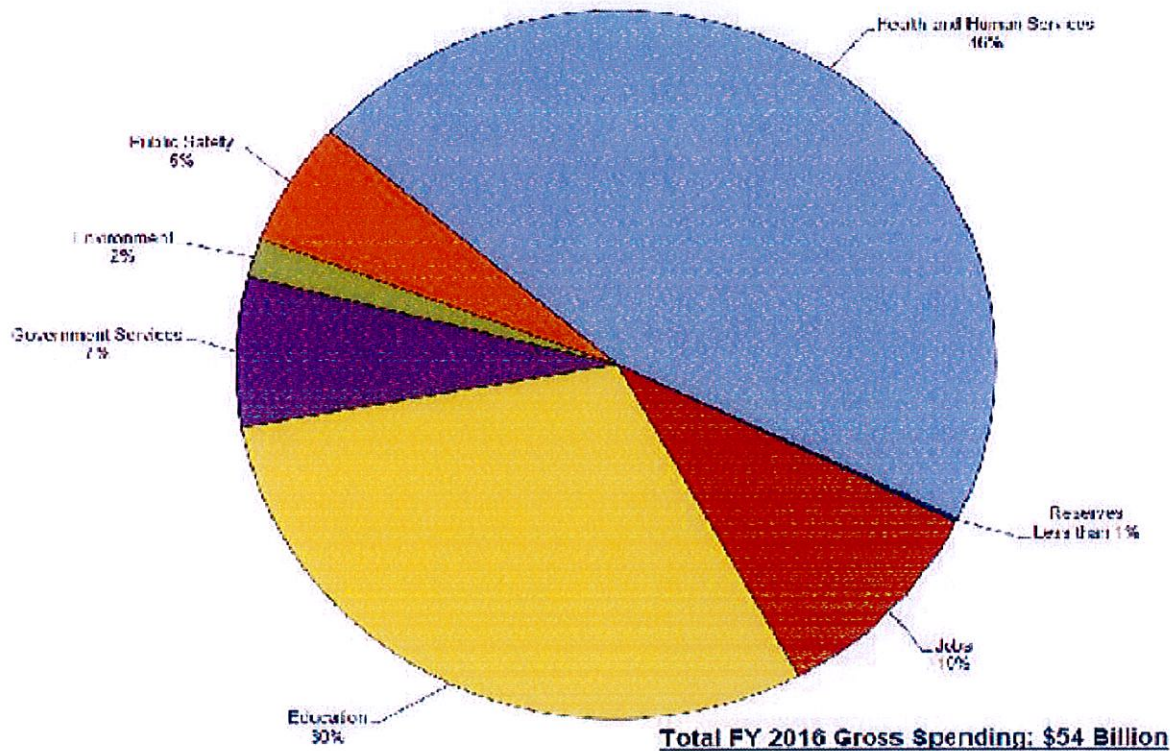
Budget Recommendation in Totality

The total Executive Budget Recommendation for fiscal year 2016, including all state and federal revenue sources, is \$54 billion. Approximately 76 percent of the total budget is dedicated to education and health and human services.

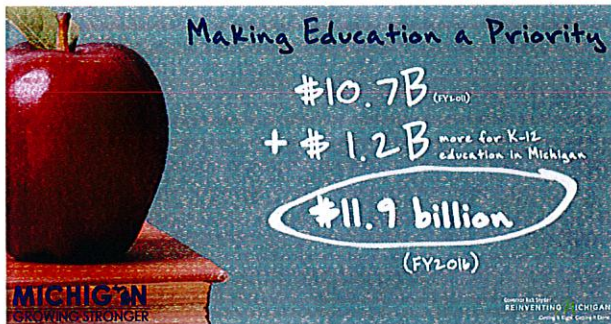
The Consensus Revenue Estimating Conference held in early January projected that revenues will be \$9.7 billion in the general fund and \$12.3 billion in the School Aid Fund for fiscal year 2016, for a combined total of \$22 billion.

Fiscal year 2017 projected revenues are \$10 billion in the general fund and \$12.6 billion in the School Aid Fund, for a combined total of \$22.6 billion.

76% of Total Spending Is Dedicated to Education and Health and Human Services



Investing in a Strong Education for Bright Futures



Recognizing that a good education is the bedrock of success, the governor's executive recommendation continues its focus on ensuring our children have the best learning opportunities possible. Focused on the three tiers of education—early childhood, K-12 and higher education—the prenatal to age 20 approach, or P-20, recognizes that each tier plays a vital role in a child's education and future success and quality of life.

Focusing on Foundation and Fundamentals

After investing \$130 million in the Great Start Readiness Program the past two years, the governor now shifts his early education focus to third grade reading. Third grade reading proficiency is unquestionably one of the best indicators of future success and research shows that academic performance is linked to economic status. According to the National Assessment of Educational Progress (NAEP), Michigan is one of only five states where fourth grade reading proficiency is in decline.

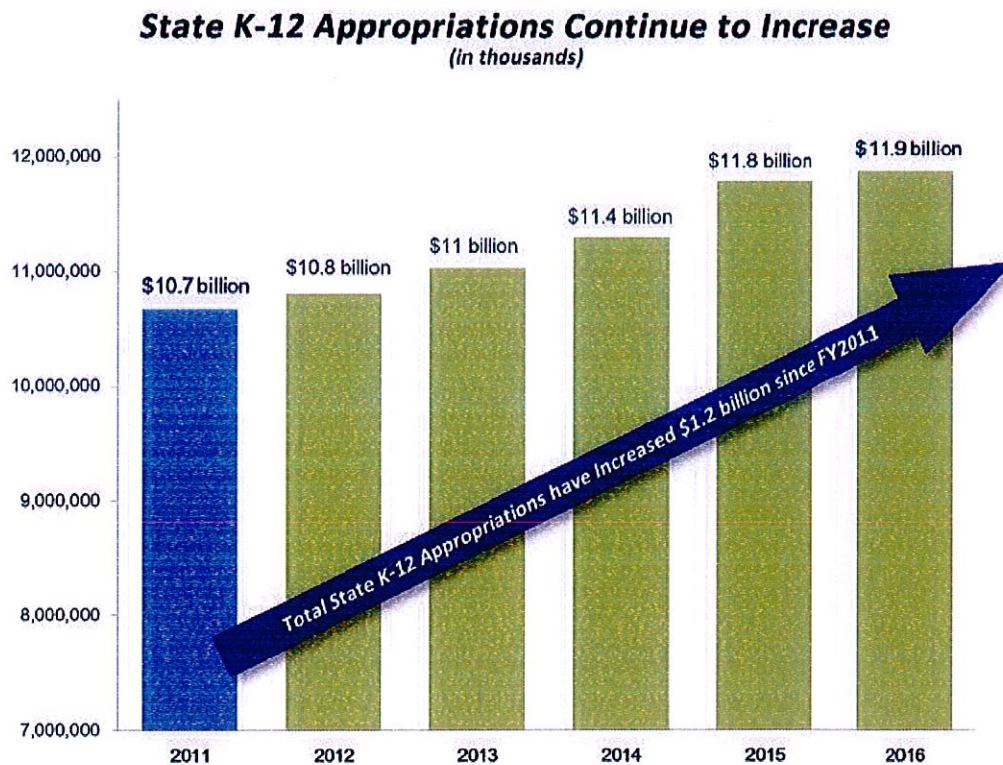
A new third grade reading initiative is proposed with recommended funding of \$25 million, focused on ensuring Michigan children are reading proficiently by third grade. A multifaceted approach will focus on early intervention, parental involvement, diagnostic testing, student instructional support, and teacher training. A workgroup including legislators will be put together to fully develop the proposal and legislation. After legislation is passed, the vision includes an independent commission that will oversee implementation of the proposal and monitor the improvement based on established metrics.

K-12

Michigan's K-12 investment has increased by \$1.2 billion since fiscal year 2011, despite continued declining enrollment. In fiscal year 2016, the governor recommends \$11.9 billion in state funds for K-12. An investment of \$108 million is recommended to provide a \$75 per-pupil increase, raising the foundation allowance for schools across the state. The governor's commitment to help rehabilitate distressed school districts continues in this budget recommendation with \$75 million dedicated to this effort. The recommendation also calls for an increase of \$100 million for at-risk funding for school students across the state in need of additional assistance. The governor's plan also includes \$25 million in technology infrastructure improvement grants to help schools meet online learning needs.

A total of \$30 million is recommended for districts that implement both financial and academic best practices. Under the proposal, districts will be rewarded for executing financial best practices like making available a public dashboard and maintaining a fund balance of at least 5 percent.

The academic best practices are aligned with the governor’s third grade reading and career and technical education initiatives and include offering a kindergarten entry assessment and other diagnostic tools to assess reading proficiency for students in grades K–3, as well as assessing the effectiveness of current college and career advising programs the district offers.



Post-secondary Education

Under the governor’s plan, universities will receive an operations increase of \$28 million, an increase of 2 percent. Keeping with the governor’s goal of helping ensure affordability for every Michigan student who wants to pursue a degree at one of Michigan’s 15 public universities, the executive budget recommendation requires

that universities hold any tuition increases to no more than 2.8 percent if they are to receive any new funding.

For the 28 community colleges, the proposed budget includes a 1.4 percent operations increase of \$4.3 million, as well as \$6 million for the restoration of a financial aid program to provide grant assistance to part-time adult students pursuing further education at a community college.

Job Creation

Gov. Snyder is concentrated on further advancing and accelerating Michigan's economic turnaround by focusing on the skilled trades and job creation. The governor's innovative policies are designed to keep Michigan growing stronger and he remains committed to developing a skilled workforce that will lead the nation.



This funding will help create the talent capacities that match the needs of Michigan businesses. A total of \$17.8 million is included as part of the recommendation for career and technical education early/middle college programs. The governor's plan includes a \$10 million increase for [skilled trades training programs](#), bringing total funding to \$20 million to encourage more residents to master a skilled trade. The governor's total proposed investment to prioritize skilled trades comes to \$83 million. The executive recommendation also calls for \$129 million in funding for community revitalization and business attraction efforts that have already proven instrumental.

Investing in People—Health and Human Services

To better serve Michigan residents and ensure they get the help they need when they need it, the governor recently joined the Department of Community Health and the Department of Human Services to create the Department of Health and Human Services. This reflects a new view and approach Gov. Snyder refers to as “The River of Opportunity,” in which people are served in a holistic manner, more effectively eliminating barriers to success and bringing them into the mainstream of opportunity.

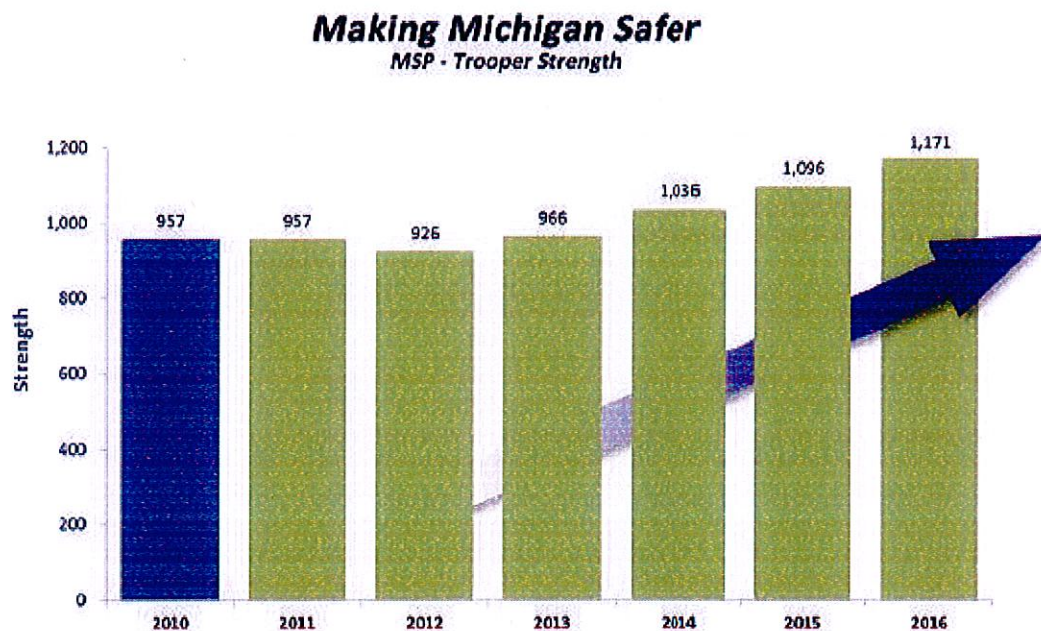
Since signing the [Healthy Michigan Plan](#) into law two years ago, more than 500,000 residents now have access to affordable health care that is making a meaningful difference in people’s quality of life and ensuring a healthy, productive workforce. The governor is also committed to expanding the [Healthy Kids Dental program](#) to provide dental care to more children across the state. Currently, more than 500,000 Michigan children residing in 80 of Michigan’s 83 counties are enrolled in the program. The governor calls for \$21.8 million to expand the program to children 0–8 years old in the three remaining counties: Kent, Oakland and Wayne, bringing the total number of children receiving dental care through the program to an estimated 822,000.

Other investments include \$23 million to increase access to dental care for 613,000 existing adult Medicaid recipients, \$1.9 million for the Mental Health Commission recommendation for residential treatment for youth, and \$500,000 each to five state universities to train more autism service providers.

Bolstering Public Safety

[The Secure Cities Partnership](#) spearheaded by the Michigan State Police (MSP) continues to succeed in reducing violent crime in four of the state’s larger cities. Between 2011 and 2014, violent crime has dropped 20.2 percent in Detroit; 28.1 percent in Flint; 28.3 percent in Pontiac; and 26.7 percent in Saginaw.

The governor's budget recommendation continues to invest in public safety by increasing the state police's trooper strength. The governor calls for an investment of \$7.7 million to train 75 new troopers through the Michigan State Police Training Academy to patrol Michigan roadways and communities. The proposed budget also includes an additional \$1 million to train 10 new motor carrier officers. This investment will bring trooper strength to its highest level since 2002. Michigan residents across the entire state will benefit from more troopers protecting and serving the public.



Other public safety investments include a total of \$3.4 million to accelerate the resolution of sexual assault cases, including \$1.7 million to process the DNA testing backlog and \$1.7 million for the prosecution of cases. The governor is also calling for a \$500,000 investment to help prevent sexual assaults on college campuses, and \$1.5 million for a new statewide drug policy initiative to assist those with substance abuse problems.

Supporting Our Local Communities

Michigan's cities, villages, townships and counties are the pulse of the state. When Michigan's municipalities are succeeding, the state flourishes. The fiscal year 2016 budget increases constitutional revenue sharing payments for cities, villages and

townships by \$23.8 million. The governor's budget provides \$243 million for eligible municipalities that meet accountability and transparency requirements. The recommendation also proposes providing maximum funding in revenue sharing and incentive programs for 76 eligible counties, a \$3.5 million increase.

Improving Michigan's Roadways, Infrastructure

The governor firmly believes in investing in the state's infrastructure to properly maintain our transportation system. According to The Wall Street Journal, more than 20 percent of Michigan's 122,085 miles of public roads are in poor condition and nearly 30 percent of the state's bridges are "structurally deficient" or "functionally obsolete." This is simply not acceptable. Recognizing the significant impact that road conditions play in the health of a state's economy and the safety of its residents, the governor calls for a comprehensive approach that will produce sufficient funding to address the critical state of Michigan's transportation infrastructure. The governor's plan calls for a total of \$113 million to ensure the maximum in federal match money for our roads, but more must be done.

[A solution to the road problem](#) now requires voter support. In May, voters will have the opportunity to vote on Proposal 1—a measure that would generate an additional \$1.2 billion a year in new funds for Michigan's rapidly deteriorating roads and bridges. If passed, the ballot proposal would generate new revenues by replacing Michigan's antiquated per-gallon retail tax on motor fuel with a new wholesale tax while also ensuring that all state taxes levied on fuel go to support transportation. The ballot proposal would raise the sales tax from 6 percent to 7 percent, generate \$300 million for schools, restore the Earned Income Tax Credit for Michigan families in need, and provide \$94 million in new support for local governments. For the purposes of budgeting, however, the governor's Executive Budget Recommendation for fiscal years 2016 and 2017 is based on current law and does not factor in funding that would be produced if the ballot proposal is approved.

Protecting Michigan's Natural Resources

Known as the "Great Lakes State," Michigan provides its residents and millions of tourists a magical, natural playground for hiking, boating, skiing, biking, horseback riding and snowmobiling. Gov. Snyder recognizes the critical link between the well-being of the state's natural resources, quality of life for its residents and our bustling economy.

The governor's fiscal year 2016 recommendation continues to focus on the state's natural resources, by maintaining vital funding for cleaning up underground storage tanks; food and dairy safety improvements; prevention, detection and eradication of invasive species; state park maintenance; and the recycling initiative.

More Efficient, Effective and Accountable Government

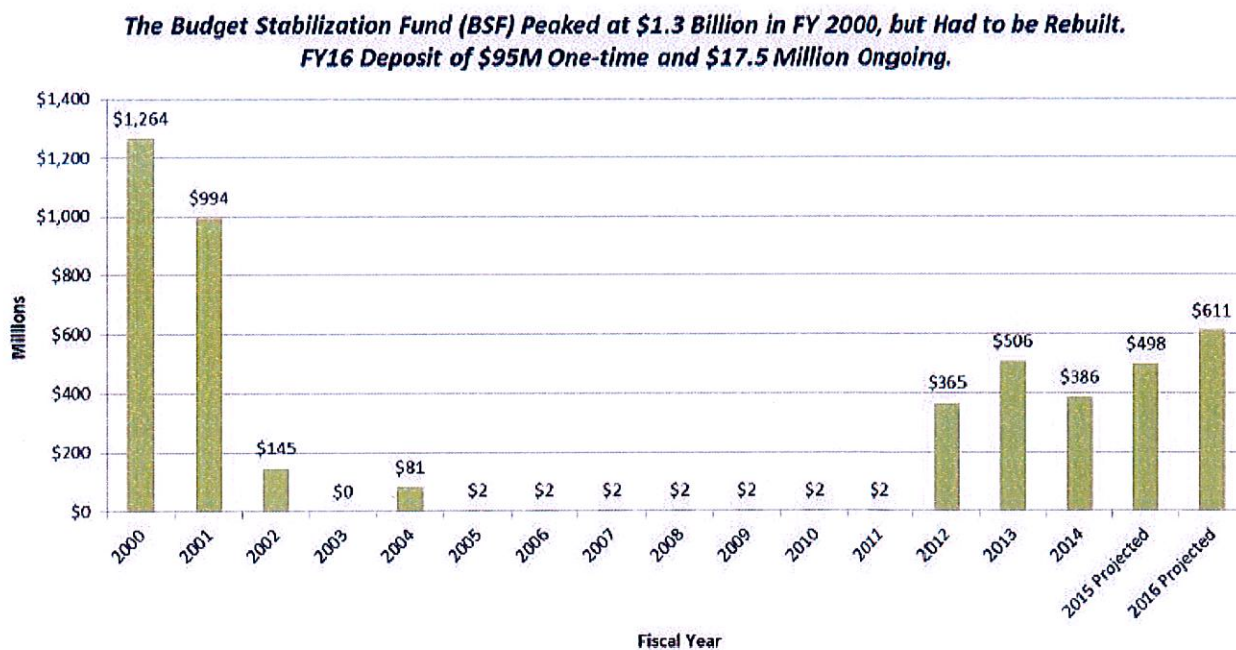
The State of Michigan workforce is down more than 15,000 employees since 2001, ensuring highly focused, productive workers, all the while improving services to residents across Michigan. The governor is committed to ensuring a lean, efficient and effective state government and places a strong focus on investing in technology and building maintenance to achieve that goal.

Since taking office, the governor has made strategic investments in information technology, replacing or modernizing 56 out-of-date legacy systems—resulting in \$3 million in savings from cost avoidance and efficiencies. Other benefits of investing in this modernization include improved customer service, productivity savings, enhanced capabilities, and improved user experience. Adding \$70 million in technology to replace and modernize legacy computer systems will build upon this work and further improve government efficiency and services to Michiganders. This investment includes \$7 million to strengthen cybersecurity efforts to protect the state's computer systems, networks, and critical data from daily and growing cyber threats.

Since January 2011, the State has eliminated more than 1 million square feet of leased space by maximizing use of state-owned space, reducing the footprint of new leases and further consolidating into existing leases. The governor's recommendation includes a total of \$31 million for building maintenance for state facilities, representing a significant investment in the state's infrastructure that will prevent higher costs in the near and distant future.

Responsible Budgeting

Families across the state have to live according to a budget—paying bills, reducing debt and setting aside savings. The governor approaches the state's budget the same way. After funding critical programs and services and making strategic, long-term investments, the governor firmly believes that the state needs to ensure it has sufficient reserves.



Before the Great Recession hit, Michigan's reserves stood at more than \$1.2 billion. By the time the governor took office the Budget Stabilization Fund (commonly referred to as the "Rainy Day Fund") was depleted to a balance of only \$2.2 million. Gov. Snyder's plan continues to make strategic investments in the Rainy Day Fund and calls for setting aside \$95 million, and combined with the ongoing \$17.5 million

from tobacco settlement funds, brings the projected balance to a total of \$611 million by the end of 2016. Best practices call for setting aside approximately 6 to 8 percent of general fund/School Aid Fund dollars, or roughly \$1.2 billion to \$1.6 billion. Strengthening the state's reserves helps ensure higher credit ratings, which ultimately saves taxpayer dollars.



In addition to saving for a rainy day, the governor's proposed budget also concentrates on the importance of paying down the state's long-term debt. Gov. Snyder's executive recommendation continues to pay for pension and retiree health care liabilities and his commitment to fully meeting and paying off these obligations is strong. Reforms made to the school employee retirement system and the state employee retirement system have reduced the state's long-term debt by more than \$20 billion while protecting retirement security for school and state employees. Funding for the school employee retirement system is set at \$815 million for K-12 schools, which equates to \$600 per K-12 student. This investment provides fiscal relief to schools for retirement obligations and helps ensure retirement promises made to employees can be kept.

A \$2.7 million increase, for a total of \$5.2 million, is recommended within higher education to provide for costs above a proposed rate cap for seven participating universities in the Michigan Public School Employees Retirement System (MPERS). A \$17.2 million increase, for a total of \$71.2 million, is recommended for community colleges to provide for MPERS costs. Capping costs for universities and community colleges is another example of Gov. Snyder's commitment to fiscal responsibility.

Conclusion

Gov. Snyder remains committed to tackling the tough challenges, working with relentless positive action to ensure the Great Lakes State is moving forward for all Michiganders. While much has been accomplished in the past four years, the governor recognizes that we still have more work to do. The governor's solid two-year budget plan continues to make strategic investments to continue Michigan's reinvention and improve the quality of life for our state's residents.

Adoption of [Gov. Snyder's fiscally responsible budget recommendation](#) for fiscal year 2016 and projected budget for 2017 will ensure that Michigan stays on the right path. The governor and his administration are ready to work in partnership with the members of the Michigan Senate and House of Representatives to enact a budget that will help ensure a vibrant, prosperous Michigan that can and will grow even stronger.

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EXHIBIT #8

Economy at a Glance

Michigan

Data Series	Back Data	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015
Labor Force Data							
Civilian Labor Force (1)		4,763.0	4,758.4	4,746.8	4,740.3	4,750.4	(P) 4,740.1
Employment (1)		4,464.4	4,477.0	4,479.9	4,482.9	4,486.8	(P) 4,479.5
Unemployment (1)		298.6	281.5	266.9	257.4	263.6	(P) 260.6
Unemployment Rate (2)		6.3	5.9	5.6	5.4	5.5	(P) 5.5
Nonfarm Wage and Salary Employment							
Total Nonfarm (3)		4,240.6	4,247.9	4,251.9	4,252.1	4,276.0	(P) 4,278.7
12-month % change		2.3	2.2	2.3	2.3	2.5	(P) 2.2
Mining and Logging (3)		8.7	8.6	8.5	8.4	8.3	(P) 8.2
12-month % change		4.8	3.6	1.2	2.4	2.5	(P) -1.2
Construction (3)		151.1	151.4	152.5	154.9	154.5	(P) 156.3
12-month % change		10.1	8.8	10.4	11.1	9.9	(P) 9.8
Manufacturing (3)		589.7	593.1	591.9	591.1	597.6	(P) 596.7
12-month % change		4.2	3.5	3.3	4.3	4.5	(P) 3.2
Trade, Transportation, and Utilities (3)		762.5	763.9	763.2	762.9	765.3	(P) 766.6
12-month % change		1.4	1.3	1.2	1.0	1.1	(P) 1.1
Information (3)		57.2	56.9	57.7	56.8	55.9	(P) 55.5
12-month % change		1.2	0.7	2.1	0.2	-1.9	(P) -2.6
Financial Activities (3)		206.7	205.1	206.1	207.0	209.2	(P) 209.7
12-month % change		1.3	0.5	1.1	1.5	2.2	(P) 2.4
Professional & Business Services (3)		639.4	641.1	637.2	639.1	639.8	(P) 644.7
12-month % change		5.3	5.2	4.3	4.4	3.9	(P) 3.9
Education & Health Services (3)		652.1	652.0	654.9	652.2	657.6	(P) 663.4
12-month % change		1.5	1.4	1.8	1.5	2.1	(P) 3.1
Leisure & Hospitality (3)		411.8	410.6	413.3	412.2	419.8	(P) 416.4
12-month % change		2.2	1.7	2.3	1.9	3.5	(P) 2.2
Other Services (3)		170.1	171.5	171.4	172.7	171.7	(P) 170.9
12-month % change		-0.6	0.3	0.4	0.9	0.2	(P) -0.4
Government (3)		591.3	593.7	595.2	594.8	596.3	(P) 590.3
12-month % change		-0.7	-0.4	-0.1	-0.1	0.3	(P) -1.0

Footnotes

(1) Number of persons, in thousands, seasonally adjusted.

(2) In percent, seasonally adjusted.

(3) Number of jobs, in thousands, seasonally adjusted.

(P) Preliminar

Michigan



U.S. Bureau of Labor Statistics

Economy at a Glance

Michigan

Michigan

Data Series	Back Data	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	June 2015
Labor Force Data							
Civilian Labor Force (1)		4,763.0	4,758.4	4,746.8	4,740.3	4,750.4	(P) 4,740.1
Employment (1)		4,464.4	4,477.0	4,479.9	4,482.9	4,486.8	(P) 4,479.5
Unemployment (1)		298.6	281.5	266.9	257.4	263.6	(P) 260.6
Unemployment Rate (2)		6.3	5.9	5.6	5.4	5.5	(P) 5.5
Nonfarm Wage and Salary Employment							
Total Nonfarm (3)		4,240.6	4,247.9	4,251.9	4,252.1	4,276.0	(P) 4,278.7
12-month % change		2.3	2.2	2.3	2.3	2.5	(P) 2.2
Mining and Logging (3)		8.7	8.6	8.5	8.4	8.3	(P) 8.2
12-month % change		4.8	3.6	1.2	2.4	2.5	(P) -1.2
Construction (3)		151.1	151.4	152.5	154.9	154.5	(P) 156.3
12-month % change		10.1	8.8	10.4	11.1	9.9	(P) 9.8
Manufacturing (3)		589.7	593.1	591.9	591.1	597.6	(P) 596.7
12-month % change		4.2	3.5	3.3	4.3	4.5	(P) 3.2
Trade, Transportation, and Utilities (3)		762.5	763.9	763.2	762.9	765.3	(P) 766.6
12-month % change		1.4	1.3	1.2	1.0	1.1	(P) 1.1
Information (3)		57.2	56.9	57.7	56.8	55.9	(P) 55.5
12-month % change		1.2	0.7	2.1	0.2	-1.9	(P) -2.6
Financial Activities (3)		206.7	205.1	206.1	207.0	209.2	(P) 209.7
12-month % change		1.3	0.5	1.1	1.5	2.2	(P) 2.4
Professional & Business Services (3)		639.4	641.1	637.2	639.1	639.8	(P) 644.7
12-month % change		5.3	5.2	4.3	4.4	3.9	(P) 3.9
Education & Health Services (3)		652.1	652.0	654.9	652.2	657.6	(P) 663.4
12-month % change		1.5	1.4	1.8	1.5	2.1	(P) 3.1
Leisure & Hospitality (3)		411.8	410.6	413.3	412.2	419.8	(P) 416.4
12-month % change		2.2	1.7	2.3	1.9	3.5	(P) 2.2
Other Services (3)		170.1	171.5	171.4	172.7	171.7	(P) 170.9
12-month % change		-0.6	0.3	0.4	0.9	0.2	(P) -0.4
Government (3)		591.3	593.7	595.2	594.8	596.3	(P) 590.3
12-month % change		-0.7	-0.4	-0.1	-0.1	0.3	(P) -1.0

Footnotes

(1) Number of persons, in thousands, seasonally adjusted.

(2) In percent, seasonally adjusted.

(3) Number of jobs, in thousands, seasonally adjusted.

(P) Preliminary

Data extracted on: July 29, 2015

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October 2015 – CCP

EXHIBIT #9

TABLE 4

Wage and compensation differentials in Michigan

2010 CPS	Employees' annual wages	Employees' hourly wages	Employees' annual total compensation	Employees' hourly total compensation
<i>Michigan public employees</i>	-11.10% ***	8.66% ***	5.31% **	2.89%
<i>State government employee</i>	-15.25 ***	-12.71 ***	-0.67 ***	-7.15 **
<i>Local government employee</i>	-8.93 ***	-6.55 **	-3.03	-0.67
Prob 0<.01** <.05*				

Observations - 10,515

Note: Differential between all state or local public employees after controlling for demographic characteristics (full time, education, years of economic experience, gender, race, citizenship, and organization size). See data appendix for details.

Source: Author's analysis of March Current Population Survey (Census) and Employer Costs for Employee Compensation Survey (BLS). See data appendix for more information.

TABLE 1 The Retrenchment of the State Employee Workforce in Michigan - August 2009

Highest Educational Attainment	Average Earnings for State Workers, As Percent of Average Earnings for Private-Sector Workers
No High School Completion	54.9
High School Completion	93.2
Some College, No Degree	99.4
Associate's Degree	94.9
Bachelor's Degree	72.4
Master's Degree	62.2
Professional Degree	80.4
Doctoral Degree	76.1
Overall	102.3

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EXHIBIT #10

COMPENSATION PLAN -- SECTION A

HRMN Position Description	Grade	Core Pos Code	Schedule	Unit	Exempt	Class	Plan	Shift	Job Cat	Job Class	10/1/2014 Minimum	10/1/2014 Maximum
Public Utilities Engineer-E	9	PUTENGE	H21-008	H21	N	H	BWN2	Y	02	CL2	\$19.92	\$26.67
Public Utilities Engineer-E	10	PUTENGE	H21-008	H21	N	H	BWN2	Y	02	CL2	\$20.67	\$28.49
Public Utilities Engineer-E	P11	PUTENGE	H21-008	H21	Y	H	BWE1	Y	02	CL2	\$23.40	\$33.13
Public Utilities Engineer-A	12	PUTENGA	H21-013	H21	Y	H	BWE1	Y	02	CL2	\$25.06	\$35.49
Public Utilities Eng Spl 2	13	PUTESPL2	H21-016	H21	Y	H	BWE1	N	02	CL2	\$27.15	\$38.35
Public Utilities Eng Spl 3	14	PUTESPL3	H21-018	H21	Y	H	BWE1	N	02	CL2	\$28.74	\$41.51
Public Utilities Eng Spl 4	15	PUTESPL4	NERE-118	Y99	Y	H	BWE1	Y	02	CL2	\$30.57	\$44.84
Radio Communications Techncn-E	8	RACCTCHE	L32-006	L32	N	H	BWN1	Y	03	CL1	\$15.18	\$19.65
Radio Communications Techncn-E	9	RACCTCHE	L32-006	L32	N	H	BWN1	Y	03	CL1	\$16.71	\$21.44
Radio Communications Techncn-E	E10	RACCTCHE	L32-006	L32	N	H	BWN1	Y	03	CL1	\$17.66	\$24.81
Radio Communications Techncn-A	11	RACCTCHA	L32-012	L32	N	H	BWN1	Y	03	CL1	\$18.79	\$27.20
Radio Communications Tchncn-SS	12	RACCTHSS	L32-013	L32	N	H	BWN1	Y	03	CL1	\$20.09	\$30.03
Railroad Safety Inspector-E	10	RSFYISPE	A02-019	A02	N	H	BWN1	Y	03	CL1	\$19.50	\$26.59
Railroad Safety Inspector-E	E11	RSFYISPE	A02-019	A02	N	H	BWN1	Y	03	CL1	\$21.01	\$29.16
Railroad Safety Inspector Spv	13	RRSASPV1	NERE-059	Y51	Y	H	BWE1	Y	03	CL3	\$23.46	\$33.09
Recreational Therapist-E	9	RECRTHPE	W22-005	W22	N	H	BWN1	Y	02	CL2	\$19.16	\$23.82
Recreational Therapist-E	10	RECRTHPE	W22-005	W22	N	H	BWN1	Y	02	CL2	\$18.38	\$25.00
Recreational Therapist-E	P11	RECRTHPE	W22-005	W22	N	H	BWN1	Y	02	CL2	\$19.67	\$26.41
Recreational Therapist-A	12	RECRTHPA	W22-034	W22	N	H	BWN1	Y	02	CL2	\$20.76	\$28.35
Refrigeration Mechanic-E	8	REFRMCHE	A31-009	A31	N	H	BWN1	Y	07	CL1	\$17.58	\$22.16
Refrigeration Mechanic-E	E9	REFRMCHE	A31-009	A31	N	H	BWN1	Y	07	CL1	\$19.25	\$24.75
Refrigeration Mechanic-A	10	REFRMCCHA	A31-012	A31	N	H	BWN1	Y	07	CL1	\$19.76	\$27.00
Refrigeration Mechanic Lic-E	E10	REFRLICE	A31-017	A31	N	H	BWN1	Y	07	CL1	\$19.50	\$26.59
Refrigeration Mechanic Lic-A	11	REFRLICA	A31-018	A31	N	H	BWN1	Y	07	CL1	\$21.01	\$29.16
Registered Nurse-E	P11	REGNURSE	W22-021	W22	N	H	BWN1	Y	02	CL2	\$21.92	\$28.96

COMPENSATION PLAN -- SECTION A

HRMN Position Description	Grade	Core Pos Code	Schedule	Unit	Exempt	Class	Salary Pay Plan	Shift	Job Cat	Job Class	10/1/2014 Minimum	10/1/2014 Maximum
Registered Nurse-1	12	REGNURS1	NERE-192	Y99	N	H	BWN2	Y	02	CL2	\$23.62	\$31.08
Registered Nurse-1	12	REGNURS1	W22-022	W22	N	H	BWN1	Y	02	CL2	\$23.62	\$31.08
Registered Nurse-2	13	REGNURS2	NERE-193	Y99	N	H	BWN2	Y	02	CL2	\$24.18	\$33.37
Registered Nurse-2	13	REGNURS2	W22-023	W22	N	H	BWN1	Y	02	CL2	\$24.18	\$33.37
Registered Nurse-3	14	REGNURS3	W22-038	W22	N	H	BWN1	Y	02	CL2	\$25.69	\$35.57
Registered Nurse Director-1	15	REGNDIR1	NERE-048	Y51	Y	H	BWE1	Y	02	CL3	\$28.46	\$40.60
Registered Nurse Director-2	16	REGNDIR2	NERE-049	Y51	Y	H	BWE1	Y	02	CL3	\$30.82	\$44.25
Registered Nurse Director-3	17	REGNDIR3	NERE-050	Y51	Y	H	BWE1	Y	02	CL3	\$34.05	\$48.29
Registered Nurse Manager-1	12	REGNMGR1	NERE-045	Y51	N	H	BWN2	Y	02	CL3	\$24.84	\$32.56
Registered Nurse Manager-2	13	REGNMGR2	NERE-046	Y51	Y	H	BWE1	Y	02	CL3	\$25.41	\$35.05
Registered Nurse Manager-3	14	REGNMGR3	NERE-047	Y51	Y	H	BWE1	Y	02	CL3	\$26.97	\$37.38
Registered Nurse Manager-4	15	REGNMGR4	NERE-048	Y51	Y	H	BWE1	Y	02	CL3	\$28.46	\$40.60
Registered Nurse Non-Career	N	REGNURNC	W22-001P	W22	N	H	BWN1	Y	02	CL2	\$28.37	\$38.87
Regulation Agent-E	9	REGLAGTE	A02-013	A02	N	H	BWN1	Y	02	CL2	\$18.93	\$23.56
Regulation Agent-E	9	REGLAGTE	NERE-281	Y99	N	H	BWN2	Y	02	CL2	\$18.93	\$23.56
Regulation Agent-E	10	REGLAGTE	A02-013	A02	N	H	BWN1	Y	02	CL2	\$18.28	\$24.83
Regulation Agent-E	10	REGLAGTE	NERE-281	Y99	N	H	BWN2	Y	02	CL2	\$18.28	\$24.83
Regulation Agent-E	P11	REGLAGTE	A02-013	A02	N	H	BWN1	Y	02	CL2	\$20.28	\$29.05
Regulation Agent-E	P11	REGLAGTE	NERE-281	Y99	N	H	BWN2	Y	02	CL2	\$20.28	\$29.05
Regulation Agent-A	12	REGLAGTA	A02-024	A02	N	H	BWN1	Y	02	CL2	\$21.72	\$31.17
Regulation Agent-A	12	REGLAGTA	NERE-262	Y99	N	H	BWN2	Y	02	CL2	\$21.72	\$31.17
Regulation Manager-2	13	REGUMGR2	NERE-182	Y51	Y	H	BWE1	Y	02	CL3	\$23.57	\$35.17
Regulation Manager-3	14	REGUMGR3	NERE-186	Y51	Y	H	BWE1	Y	02	CL3	\$26.01	\$38.76
Regulation Manager-4	15	REGUMGR4	NERE-188	Y51	Y	H	BWE1	Y	02	CL3	\$29.13	\$43.11
Regulation Officer Trainee-E	9	REGLOTRE	NERE-002P	Y23	N	H	BWN2	Y	02	CL2	\$20.00	\$32.24

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EXHIBIT #11



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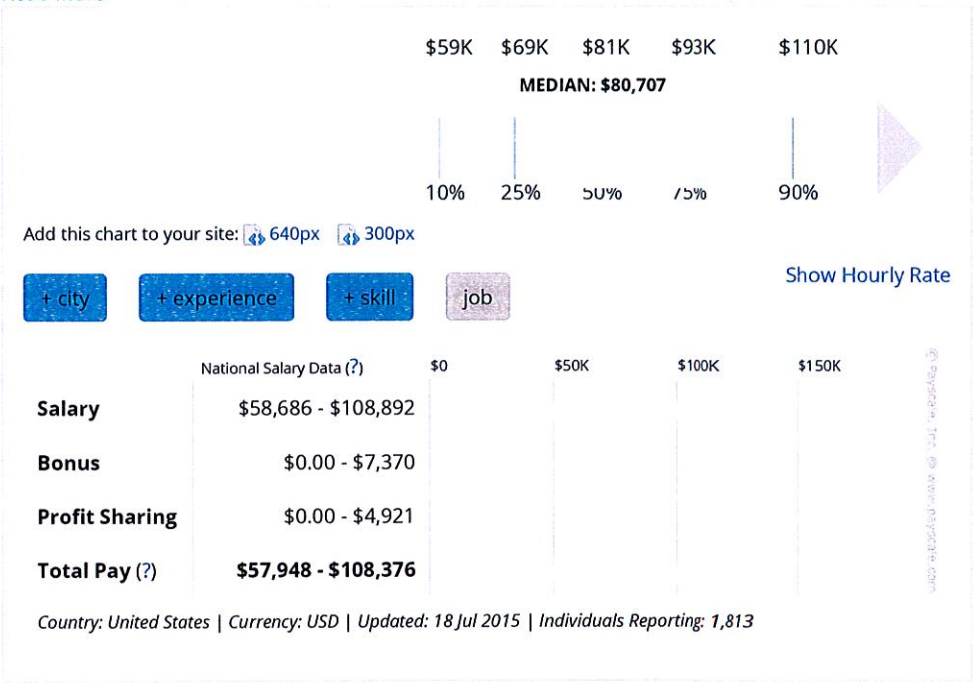
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Nursing Manager Salary (United States)

The average salary for a Nursing Manager is \$80,707 per year. Pay for this job does not change much by experience, with the most experienced earning only a bit more than the least.

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Is Nursing Manager your job title? Get a personalized salary report!

Location:

Years in Field/Career:

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United States (change)

Job Description for Nursing Manager

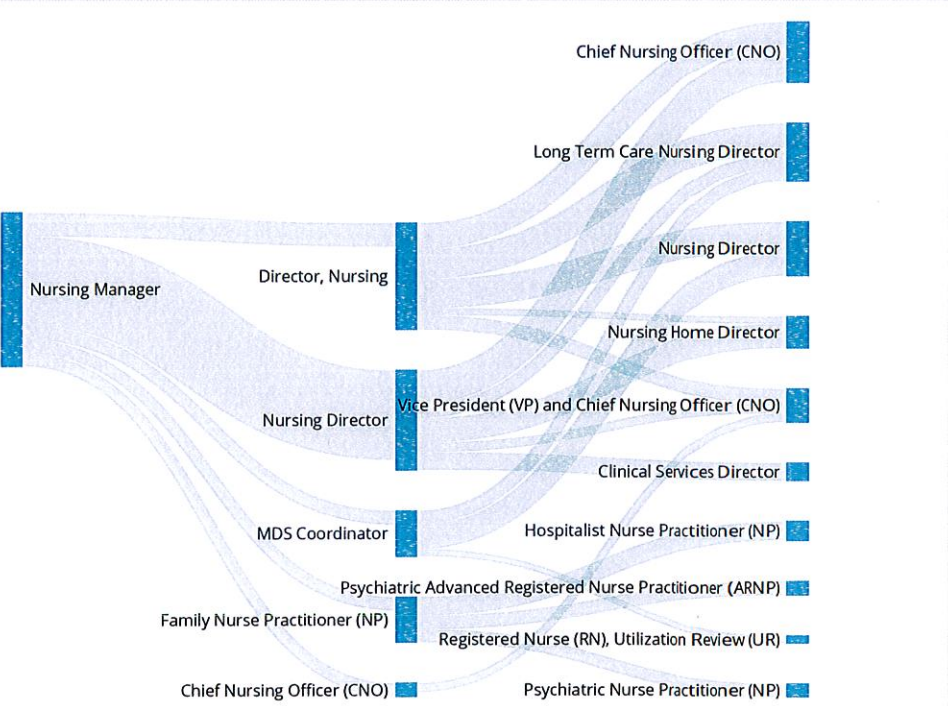
Nursing managers' responsibilities involve the supervision and management of staff, facilities and/or other areas providing direct or indirect health services. Nursing managers are people who strong leadership, communication and supervisory skills because they direct, motivate, oversee and evaluate nursing staffs. They work with staff, other supervisors and sometimes patients. They can also plan and implement programs at their place of employment.

[Read More...](#)

Nursing Manager Tasks

- Develop systems to improve and support patient care.
- Implement programs for staff development.
- Manage staffing and patient flow while insuring care and regulatory standards.

Common Career Paths for Nursing Manager



Add this chart to your site: 640px 300px

Plan your career path. Drag job titles to investigate a particular path and click on a link to see where particular career can lead.

Nursing Manager Job Listings

Interim Strategic Sourcing Manager for Nursing Services

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B. E. Smith - United States

Oversee procurement for inpatient and outpatient Nursing Services Line. Build up vendor relationship pool.... - Indeed

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The Assistant Manager - Nursing assists with management of patient care activities and assigned staff. Graduate of an accredited school of professional nursing... - Indeed

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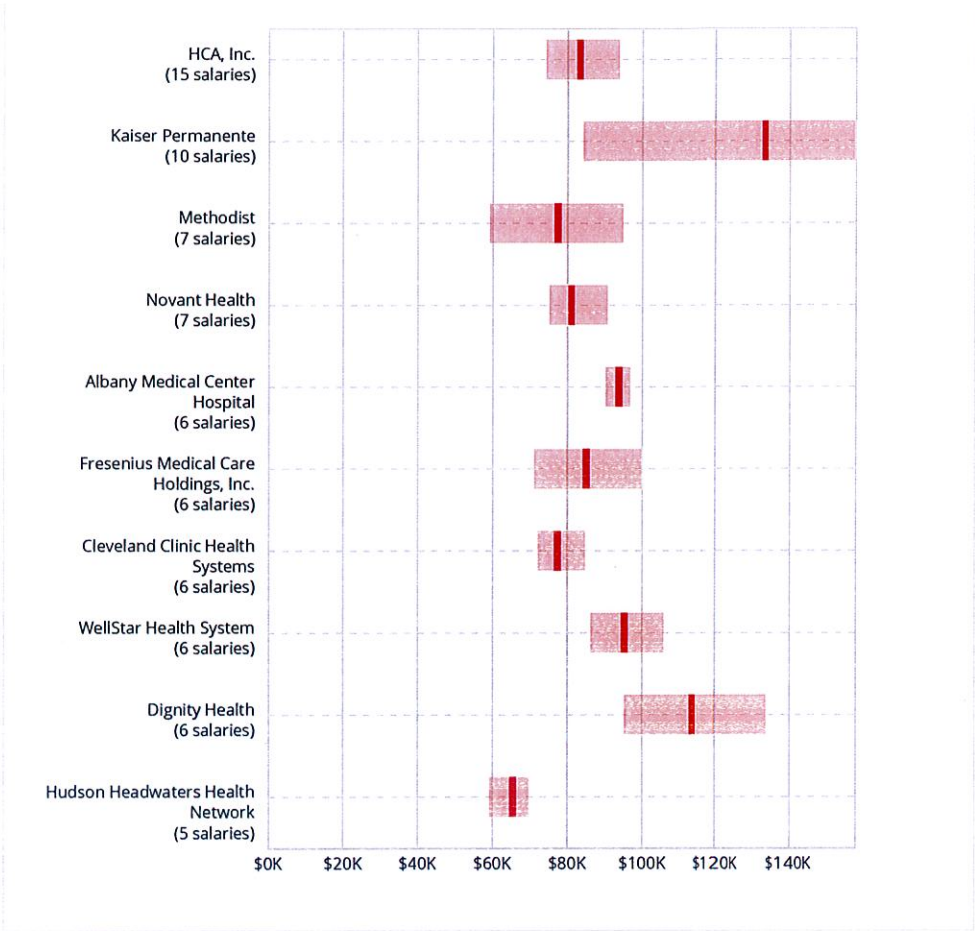
Location

Job Title, Skills or Company

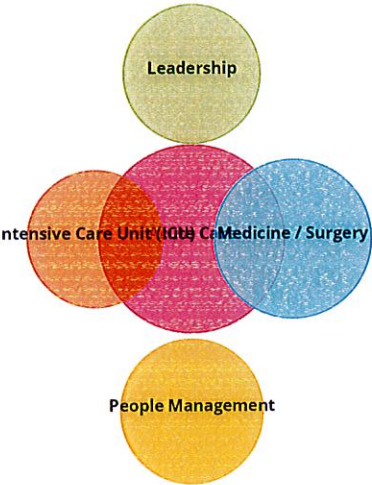
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Popular Employer Salaries for Nursing Manager

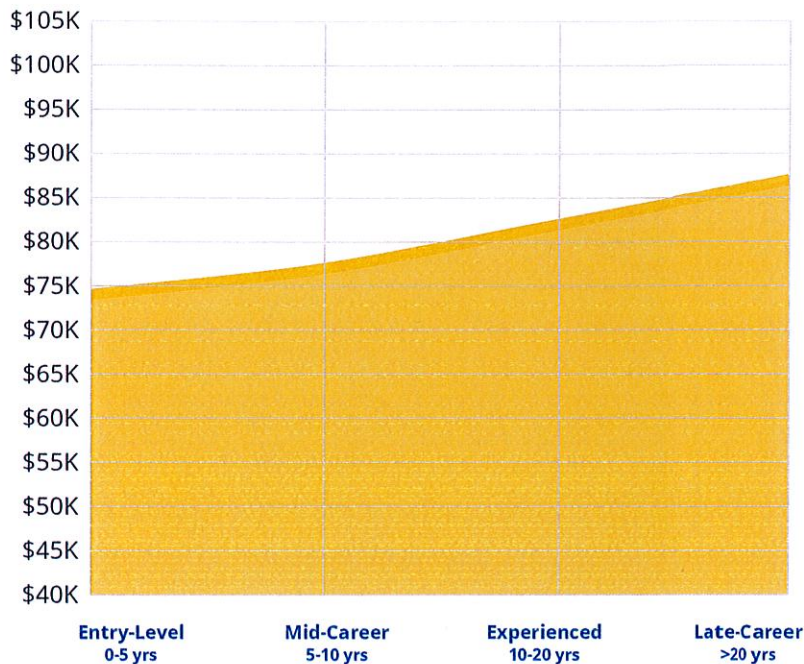


Popular Skills for Nursing Manager



This chart shows the most popular skills for this job and what effect each skill has on pay.

Pay by Experience Level for Nursing Manager



Median of all compensation (including tips, bonus, and overtime) by years of experience.

Pay Difference by Location

- Los Angeles ▲ 39%
- New York ▲ 32%
- Seattle ▲ 16%
- Houston ▲ 14%
- Chicago ▲ 9%
- Dallas ▲ 6%
- Cleveland ▲ 1%
- Denver ▼ -3%
- Nashville ▼ -7%

National Average: \$80,378

Larger city markers indicate a job is popular in that location.

[Learn about cost of living by city »](#)

Nursing Manager Reviews

What is it like working as a Nursing Manager?

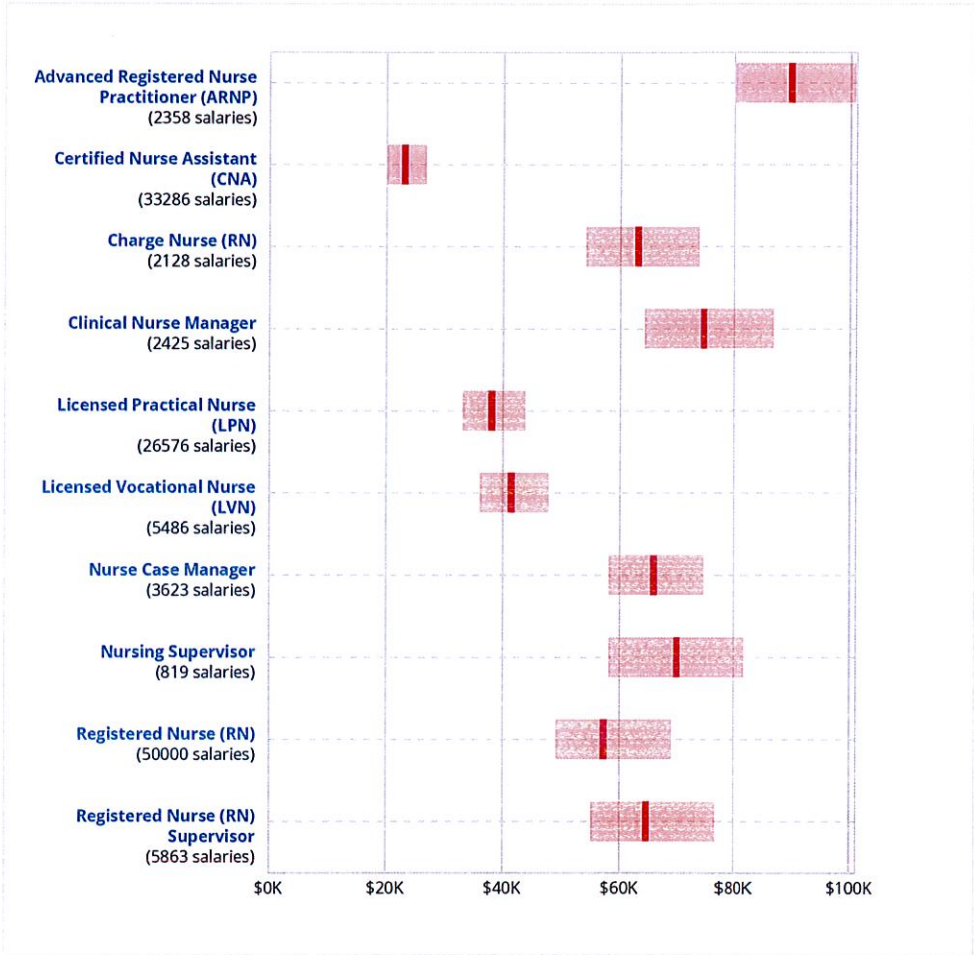
Nursing Manager in Baltimore:

"Diversity Of Job Duties."

Pros: Developing staff, project management, quality improvement and academic excellence.

Cons: Complainers, people that do not see the big picture and the financial constraints (not able to properly staff).

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- Nurse Case Manager
- Nursing Supervisor
- Registered Nurse (RN)
- Registered Nurse (RN) Supervisor

Experience Affects Nursing Manager Salaries

Late-Career
▲8%

Experienced
▲2%

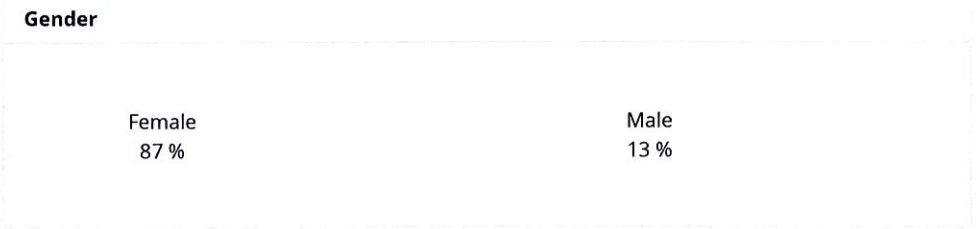
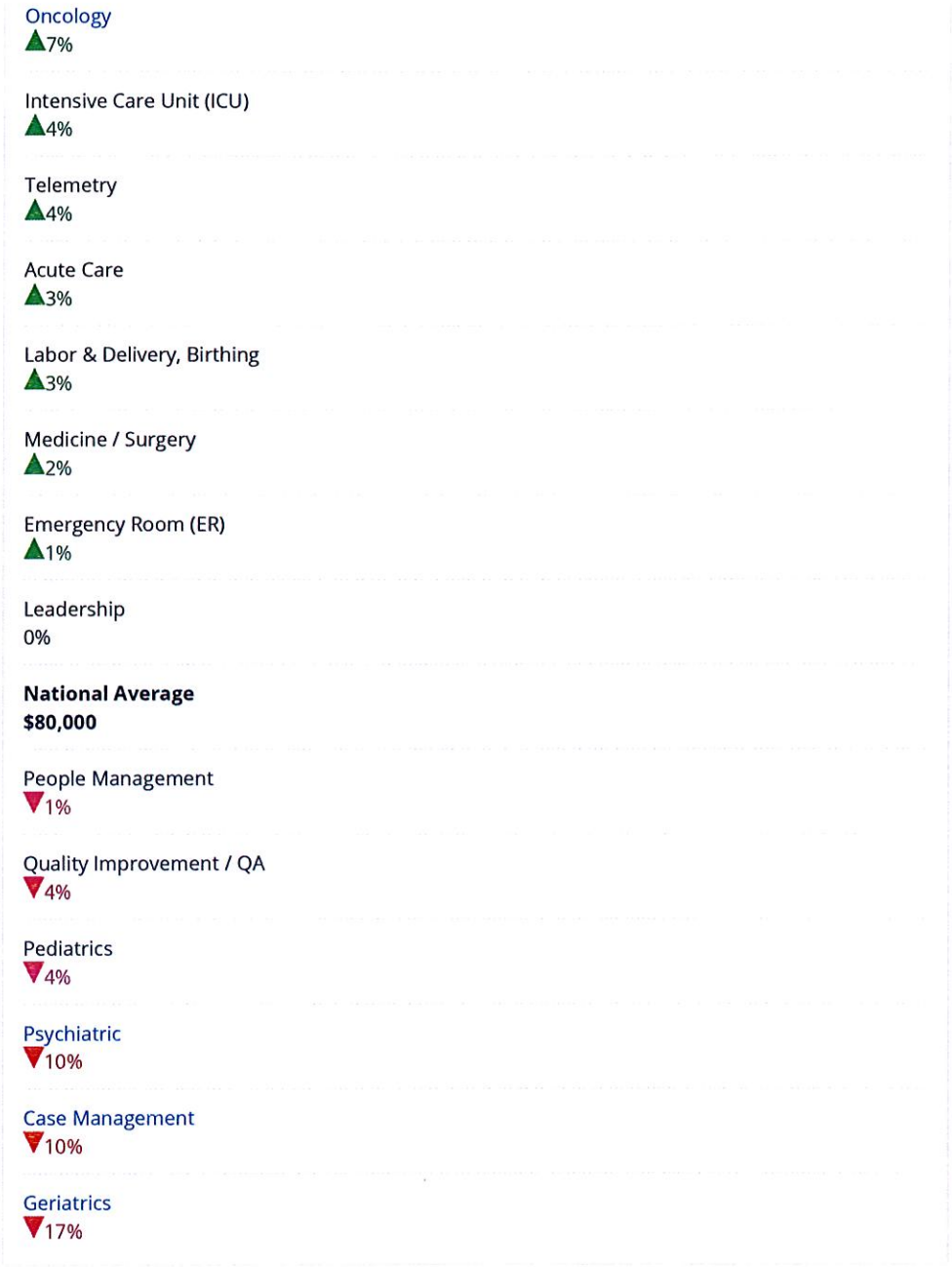
National Average
\$80,000

Mid-Career
▼4%

Entry-Level
▼8%

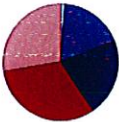
Skills That Affect Nursing Manager Salaries

Critical Care
▲9%



Years of Experience

Less than 1 year	1%
1-4 years	18%
5-9 years	22%
10-19 years	32%
20 years or more	28%



Common Health Benefits



Medical: 86%



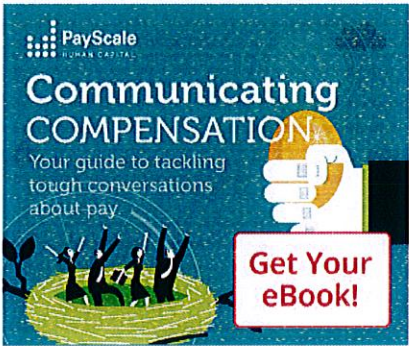
Dental: 78%




Vision: 67%



None: 11%



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EXHIBIT #12

Nurse Practitioner Family Prac in Michigan	\$65,000
Cath Lab Nursing in Michigan	\$68,000
Nurse Case Manager in Michigan	\$20,000
Assistant Nurse Manager in Michigan	\$77,000
Licensed Psych Technician in Michigan	\$47,000
LVN CA State Prison in Michigan	\$40,000
Account Manager Healthcare in Michigan	\$59,000
Clinical Manager in Michigan	\$78,000
Nurse Manager in Michigan	\$89,000

In USD as of Aug 11, 2015

40k

80k

120k

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