

NOTICE OF JOINT STUDY SESSION

OF THE
UNIVERSITY CITY CITY COUNCIL
AND THE CIVIL SERVICE BOARD

Public Notice is hereby given that a Joint Study Session of the City Council of University City and the Civil Service Board will be held on **Monday, January 14, 2019, at 5:30 p.m.**, at City Hall, fifth floor, 6801 Delmar, University City, MO.

AGENDA

Requested by the City Manager

1. Meeting called to order
2. Changes to Regular Council Agenda
3. Compensation and Classification Study
Presentation by CBIZ Talent and Compensation Solutions
4. Adjournment

This meeting is OPEN to the public.

Dated this 11th day of January, 2019

LaRette Reese
City Clerk



CITY OF UNIVERSITY CITY
CITY COUNCIL & CIVIL SERVICE BOARD PRESENTATION 1/14/2019

Employee Compensation and Classification Analysis Study Results





Introduction

- CBIZ Talent & Compensation Solutions
 - Joe Rice
 - Compensation Consulting Manager
 - Taylor Sprague,
 - Associate Compensation Consultant





Introduction



WHAT WE WANT TO ACCOMPLISH TODAY

- CBIZ introduction
- Objectives and scope of the study
- Methodology
- Study Results
- Recommendations
- **Answer your questions**



CBIZ Introduction



About CBIZ



Offices in most major markets

100+ offices | 90,000+ clients
4,000+ professionals



FINANCIAL & ACCOUNTING



BENEFITS & INSURANCE

Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Real Estate Advisory Services

Benefits & Insurance

- Employee Benefits
- Payroll/Benefits
- Property & Casualty
- Retirement Plan Services
- Human Capital Services



Connect with us! www.cbiz.com



CBIZ | CBIZServices | CBIZSolutions

- #1 Largest U.S. Benefits Specialist¹
- 10th Largest Accounting Provider Nationally^{2,3}
- 18th Largest Broker of U.S. Business⁴
- A Top 100 Retirement Plan Adviser⁵



56 Workplace Awards Since 2012



Commitment to Community including 4 Million+ Lbs. of Food Donated Since 2009

¹ Business Insurance magazine - September 2015 ² All audit and assurance services are provided by Mayer Hoffman McCann P.C., an independent CPA firm ³ Accounting Today - March 2016 ⁴ Business Insurance magazine - July 20, 2015 ⁵ PUNDWISER - February 23, 2016



CBIZ Compensation Consulting



- National compensation consulting practice for CBIZ
- Based in St. Louis, Missouri
- Team of compensation professionals serving clients from coast to coast



Objectives

- Enhance the City's ability to attract and retain qualified individuals;
- Establish structures that are flexible in order to meet changing needs; and
- Produce deliverables that are well-aligned with the City's broader goals and strategies



Scope

- A competitive market analysis of base salary, total cash compensation, employee benefits, and total compensation for the City's staff;
- Conducted a Custom Compensation Survey including peer municipalities;
- Development of salary structures;
- Reconciliation of actual compensation with market-competitive compensation;
- Calculation of plan implementation costs;
- Total compensation; and
- Overall program recommendations





Methodology



Project Methodology – Completed Steps



INITIATED PROJECT

- Conducted planning meeting with staff
- Established project goals
- Collected organizational, job, and employee information
- Launched job analysis questionnaire (JAQ)



Participating Peer Group

- Ballwin
- Chesterfield
- Clayton
- Creve Coeur
- Fenton
- Florissant
- Frontenac
- Glendale
- Kirkwood
- Ladue
- Manchester
- Maryland Heights
- Overland
- Richmond Heights
- St. Charles
- St. Peters
- Webster Groves
- Wildwood





Project Methodology – Completed Steps



SET MARKET COMPARISON POINT

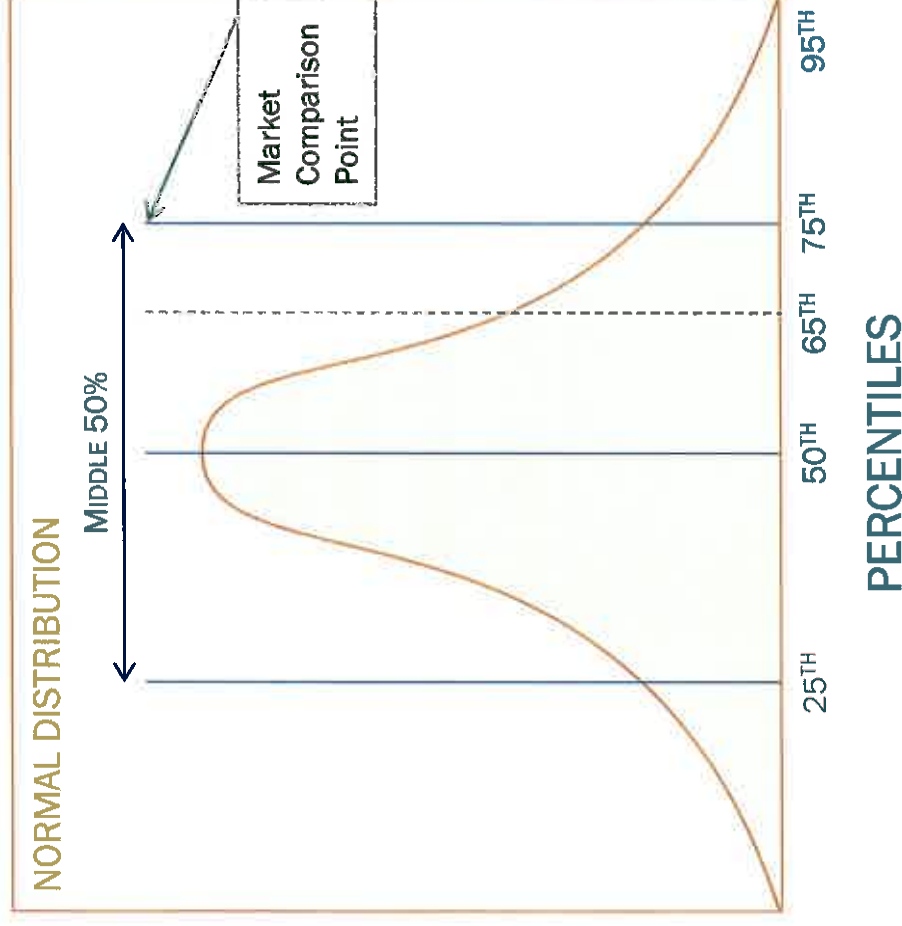
- The City evaluated pay levels at the 50th, 65th, and 75th percentile.
- The City identified the 75th percentile at the structure anchor.
 - Prior guidance was to set pay at the 80th percentile.
 - Targeting higher than market 50th percentile pay is typically a strategy for organizations:
 - competing for employees with specialized skill sets in a tight labor market, or
 - that want to be a market leader/employer of choice.
- According to a recent WorldatWork survey, approximately 85% of organizations set their structure tied to the market median.
 - This approach is considered matching the market.

Project Methodology – Completed Steps



FINALIZE MARKET DATA BY JOB

- Gathered the market by job— pulling data for similar positions in comparable organizations paying employees to perform similar functions
- Captured base salary and total cash compensation data by the 25th, 50th, 65th and 75th percentiles
- Aged (adjusted) data to a common effective date of 1/1/19





Project Methodology – Completed Steps



PLACE JOBS IN SALARY STRUCTURE

- Salary structures ease ongoing compensation administration
- Jobs are slotted into the structure based on market data
 - Based on the relationship between the market benchmark (i.e., 50th, 65th, or 75th percentile) and the structure midpoint
- Net result is that grades are comprised of jobs with similar market value



Project Methodology – Completed Steps



BENEFITS & TOTAL COMPENSATION ANALYSIS

- Determined the market-competitive benefits value per employee
- Added benefits value to base salary to calculate total compensation



Project Methodology – Completed Steps



FINANCIAL IMPACT ANALYSIS

- Modeled preliminary implementation costs
- Identified employees above or below the proposed ranges
- Identified internal equity
- Analyzed pay compression issues
 - Issue of new employees being paid a same or similar rate to peers of greater tenure



Draft Job Descriptions

- Updating job descriptions to
 - Incorporate data gathered from JAQ process
 - Support Americans with Disabilities Act (ADA) reasonable accommodation review
 - Document details relevant to the Fair Labor Standards Act (FLSA) overtime classification



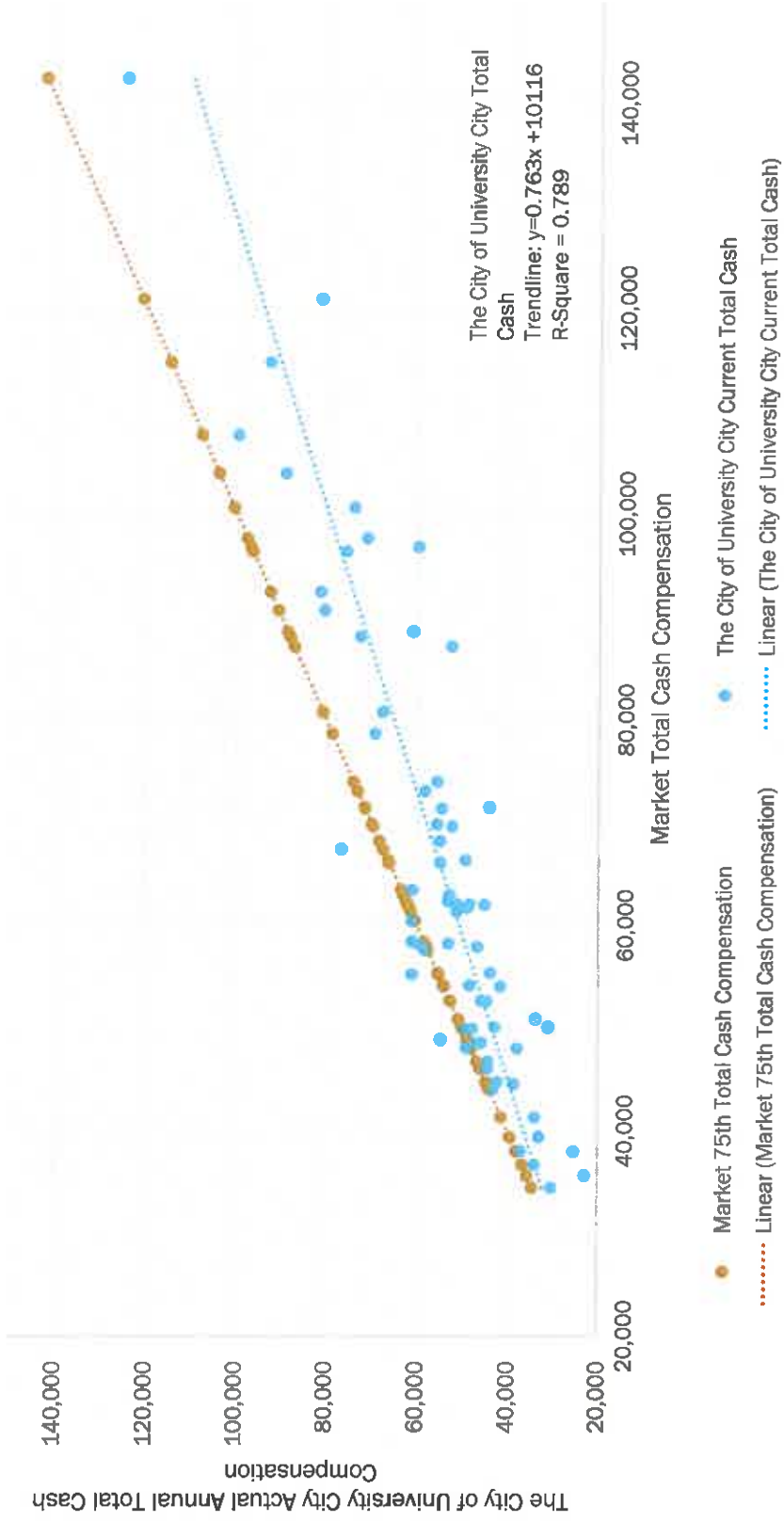


Compensation Results



Compensation Study Results

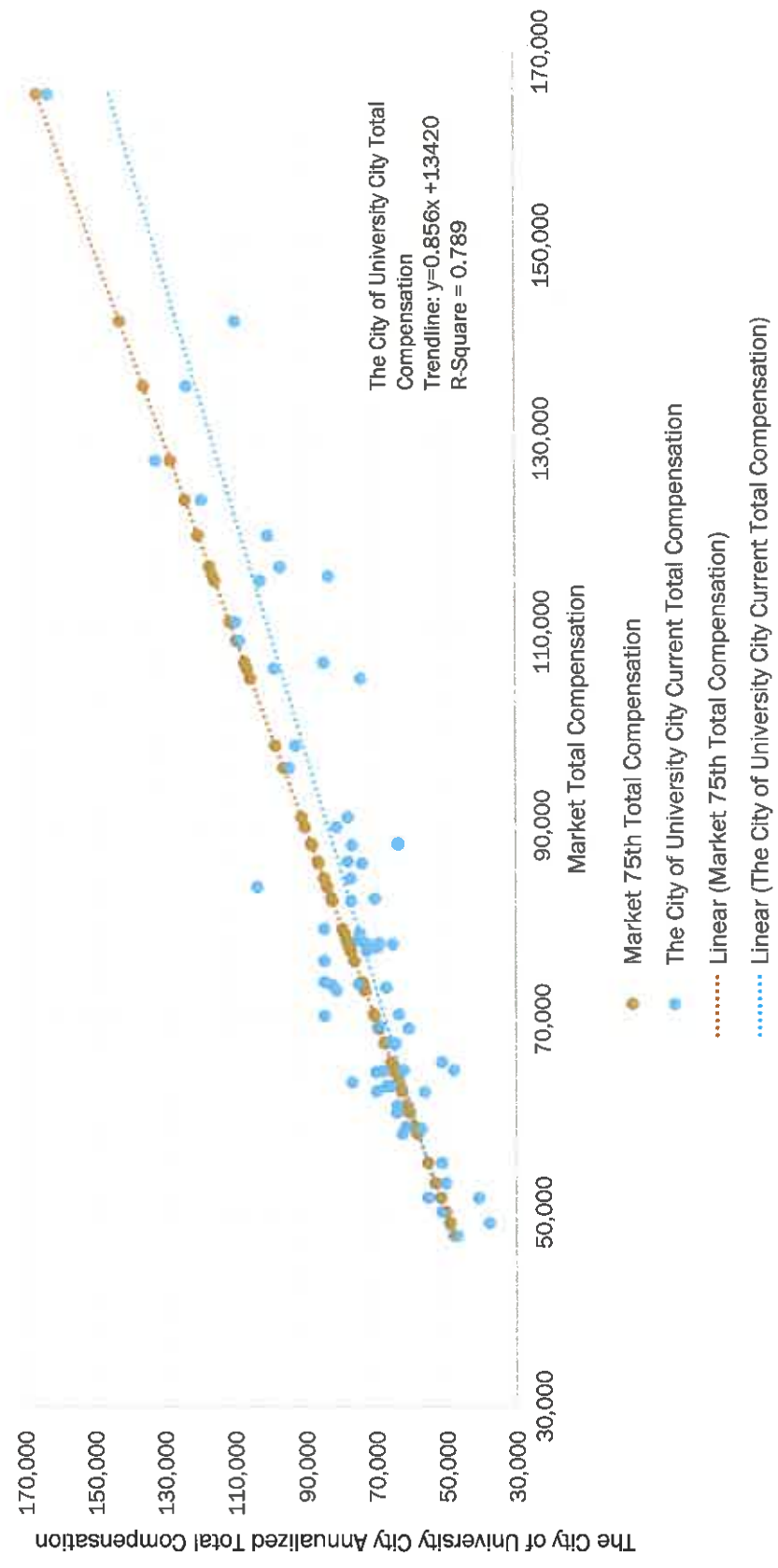
ANNUALIZED TOTAL CASH COMPENSATION COMPARED TO MARKET 75TH PERCENTILE TOTAL CASH COMPENSATION





Compensation Study Results

ANNUALIZED TOTAL COMPENSATION COMPARED TO MARKET 75TH PERCENTILE TOTAL COMPENSATION





Compensation Study Results



SALARY STRUCTURES

- Four salary structures were developed:
 - Step-based pay structures
 - General, Police, Fire
 - Open Ranges
 - Executive

Compensation Study Results



SALARY STRUCTURE - GENERAL STEP STRUCTURE

Grade Timeframe Increase	Steps (Annual Salary)										Midpoint Differential
	1	2	3	4	5	6	7	8	9	10	
	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	
1	\$18,950	\$19,897	\$20,892	\$21,937	\$23,034	\$24,185	\$25,395	\$26,664	\$27,998	\$29,397	
2	\$20,845	\$21,887	\$22,981	\$24,130	\$25,337	\$26,604	\$27,934	\$29,331	\$30,797	\$32,337	10%
3	\$22,929	\$24,076	\$25,280	\$26,543	\$27,871	\$29,264	\$30,727	\$32,264	\$33,877	\$35,571	10%
4	\$25,222	\$26,483	\$27,807	\$29,198	\$30,658	\$32,191	\$33,800	\$35,490	\$37,265	\$39,128	10%
5	\$27,744	\$29,132	\$30,588	\$32,118	\$33,724	\$35,410	\$37,180	\$39,039	\$40,991	\$43,041	10%
6	\$30,796	\$32,336	\$33,953	\$35,651	\$37,433	\$39,305	\$41,270	\$43,333	\$45,500	\$47,775	11%
7	\$34,184	\$35,893	\$37,688	\$39,572	\$41,551	\$43,628	\$45,810	\$48,100	\$50,505	\$53,030	11%
8	\$37,944	\$39,841	\$41,833	\$43,925	\$46,121	\$48,427	\$50,849	\$53,391	\$56,061	\$58,864	11%
9	\$42,497	\$44,622	\$46,853	\$49,196	\$51,656	\$54,239	\$56,951	\$59,798	\$62,788	\$65,927	12%
10	\$47,597	\$49,977	\$52,476	\$55,100	\$57,855	\$60,747	\$63,785	\$66,974	\$70,323	\$73,839	12%
11	\$53,309	\$55,974	\$58,773	\$61,712	\$64,797	\$68,037	\$71,439	\$75,011	\$78,761	\$82,699	12%
12	\$60,239	\$63,251	\$66,413	\$69,734	\$73,221	\$76,882	\$80,726	\$84,762	\$89,000	\$93,450	13%
13	\$68,070	\$71,473	\$75,047	\$78,799	\$82,739	\$86,876	\$91,220	\$95,781	\$100,570	\$105,599	13%
14	\$78,280	\$82,194	\$86,304	\$90,619	\$95,150	\$99,908	\$104,903	\$110,148	\$115,656	\$121,439	15%

Compensation Study Results



SALARY STRUCTURE - POLICE STEP STRUCTURE

Grade	Steps (Annual Salary)						Range	Spread
	1	2	3	4	5	6		
Timeframe		1 year	1 year	1 year	1 year	1 year		
Increase		5.00%	5.00%	5.00%	5.00%	5.00%		
P-1	\$51,840	\$54,432	\$57,154	\$60,011	\$63,012	\$66,162	28%	
P-2	\$57,600	\$60,480	\$63,504	\$66,679	\$70,013	\$73,514	28%	
P-3	\$73,610	\$77,290	\$81,155	\$85,212	\$89,473	\$93,947	28%	
P-4	\$84,915	\$89,161	\$93,619	\$98,300	\$103,215		22%	
P-5	\$94,544	\$99,272	\$104,235	\$109,447	\$114,919		22%	
P-6	\$103,007	\$108,158	\$113,566	\$119,244	\$125,206		22%	

- P-1 Police Officer Trainee
- P-2 Police Officer
- P-3 Police Sergeant
- P-4 Police Lieutenant
- P-5 Police Captain
- P-6 Deputy Police Chief

Compensation Study Results

SALARY STRUCTURE - FIRE STEP STRUCTURE

Grade Timeframe	Steps (Annual Salary)						Range Spread
	1	2	3	4	5	6	
Increase		1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	
F-1	\$59,400	\$62,370	\$65,488	\$68,762	\$72,201	\$75,811	28%
F-2	\$72,337	\$75,954	\$79,751	\$83,739	\$87,926	\$92,322	28%
F-3	\$84,915	\$89,161	\$93,619	\$98,300	\$103,215		22%
F-4	\$96,091	\$100,895	\$105,940	\$111,237	\$116,799		22%

- F-1 Paramedic/Fire Fighter
- F-2 Paramedic/Fire Captain
- F-3 Battalion Chief
- F-3 Fire Marshal
- F-4 Assistant Fire Chief



Compensation Study Results



GENERAL CLASSIFICATION

Grade	Proposed Job Title
3	Clerical Aide
4	Parking Attendant
5	Custodian
6	Laborer
7	Advanced Clerk Typist Laborer - Light Equipment Operator
8	Administrative Secretary Assistant to the Prosecutor Court Clerk II Equipment Operator Senior Coordinator Account Clerk II

Grade	Proposed Job Title
9	Administrative Assistant Accounts Payable Specialist Dispatcher Executive Secretary to Director Executive Secretary to Police Chief General Maintenance Worker Heavy Equipment Operator Inspector I Mechanic Print Shop Operator Recreation Supervisor I Tree Trimmer Secretary to the City Manager

Compensation Study Results



GENERAL CLASSIFICATION

Grade	Proposed Job Title
10	<ul style="list-style-type: none"> Accountant Crew Leader Lead Dispatcher - Supervisor Lead Mechanic Public Works - Parks Inspector Recreation Supervisor II Crime Analyst Lead Inspector Administrative Analyst Human Resources Generalist
11	<ul style="list-style-type: none"> Court Administrator Fleet Manager Forestry Supervisor Golf Manager Golf Superintendent Multi-Discipline Inspector Project Manager I Financial Analyst Senior Accountant Facilities Manager
12	<ul style="list-style-type: none"> Planning - Zoning Administrator Project Manager II Sanitation Superintendent Senior Public Works Manager Street Superintendent IT Manager Senior Building Inspector - Plan Reviewer
13	<ul style="list-style-type: none"> City Clerk Deputy Director of Recreation Parks Maintenance Superintendent Deputy Director of Planning & Development/Building Commissioner
14	<ul style="list-style-type: none"> Assistant Director of Finance



Compensation Study Results

POLICE CLASSIFICATION

Grade	Proposed Job Title
P-1	Police Officer Trainee
P-2	Police Officer Police Officer - Detective Police Officer - Canine Handler
P-3	Police Sergeant Police Sergeant - Detective
P-4	Police Lieutenant Police Lieutenant - Detective
P-5	Police Captain
P-6	Deputy Police Chief



Compensation Study Results

FIRE CLASSIFICATION

Grade	Proposed Job Title
F-1	Paramedic - Firefighter
F-2	Paramedic - Fire Captain
F-3	Battalion Chief Fire Marshal
F-4	Assistant Fire Chief



Compensation Study Results



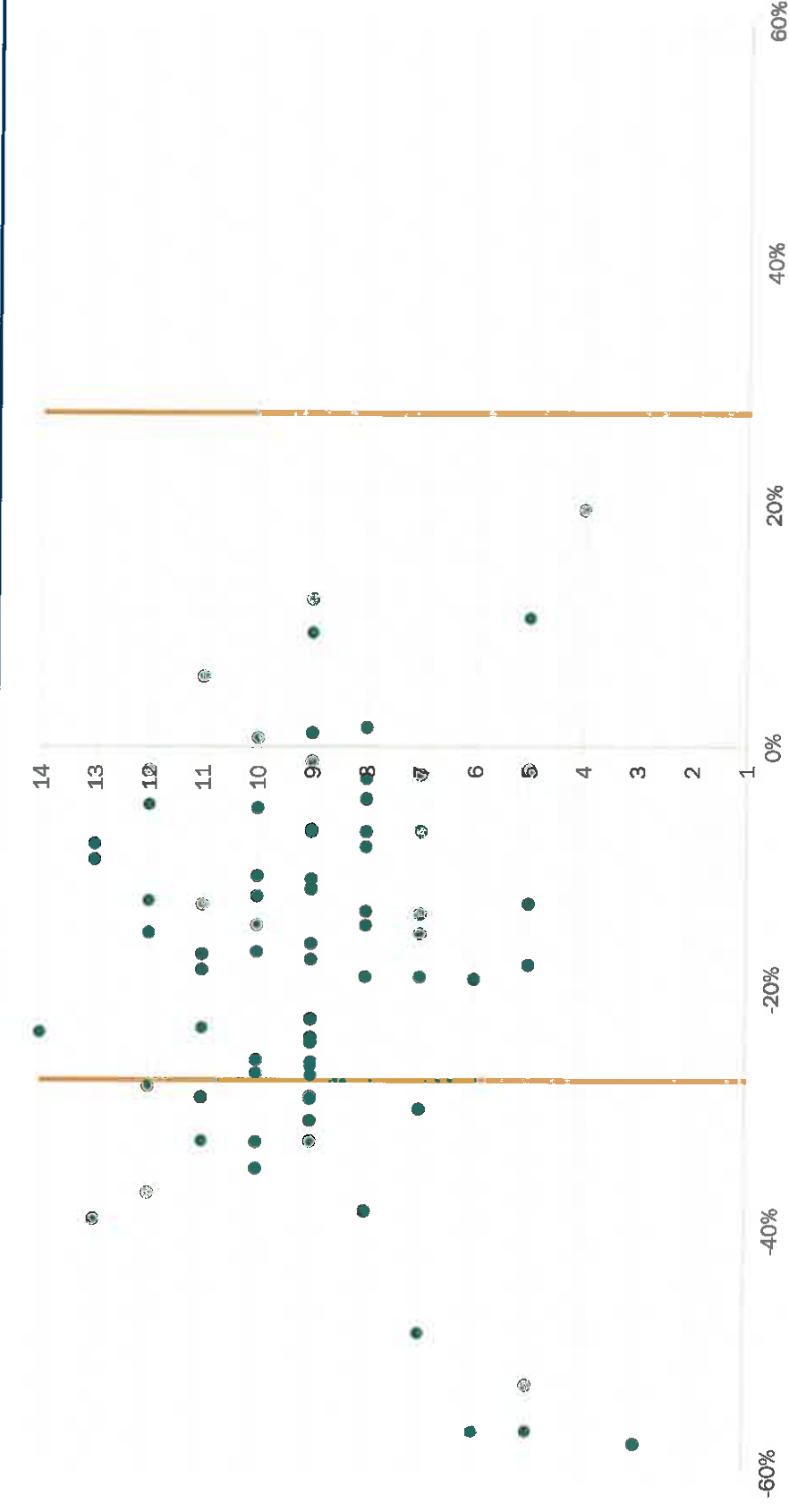
EXECUTIVE CLASSIFICATION

Grade	Proposed Job Title
E-2	Director of Public Works
	Director of Parks, Recreation & Forestry
	Director of Planning and Development
E-3	Director of Finance
	Police Chief
	Fire Chief
	Assistant to the City Manager/Economic Development Director
	Assistant to the City Manager/Communications Director
E-4	Assistant to the City Manager/Director of Human Resources
	City Manager



Compensation Study Results

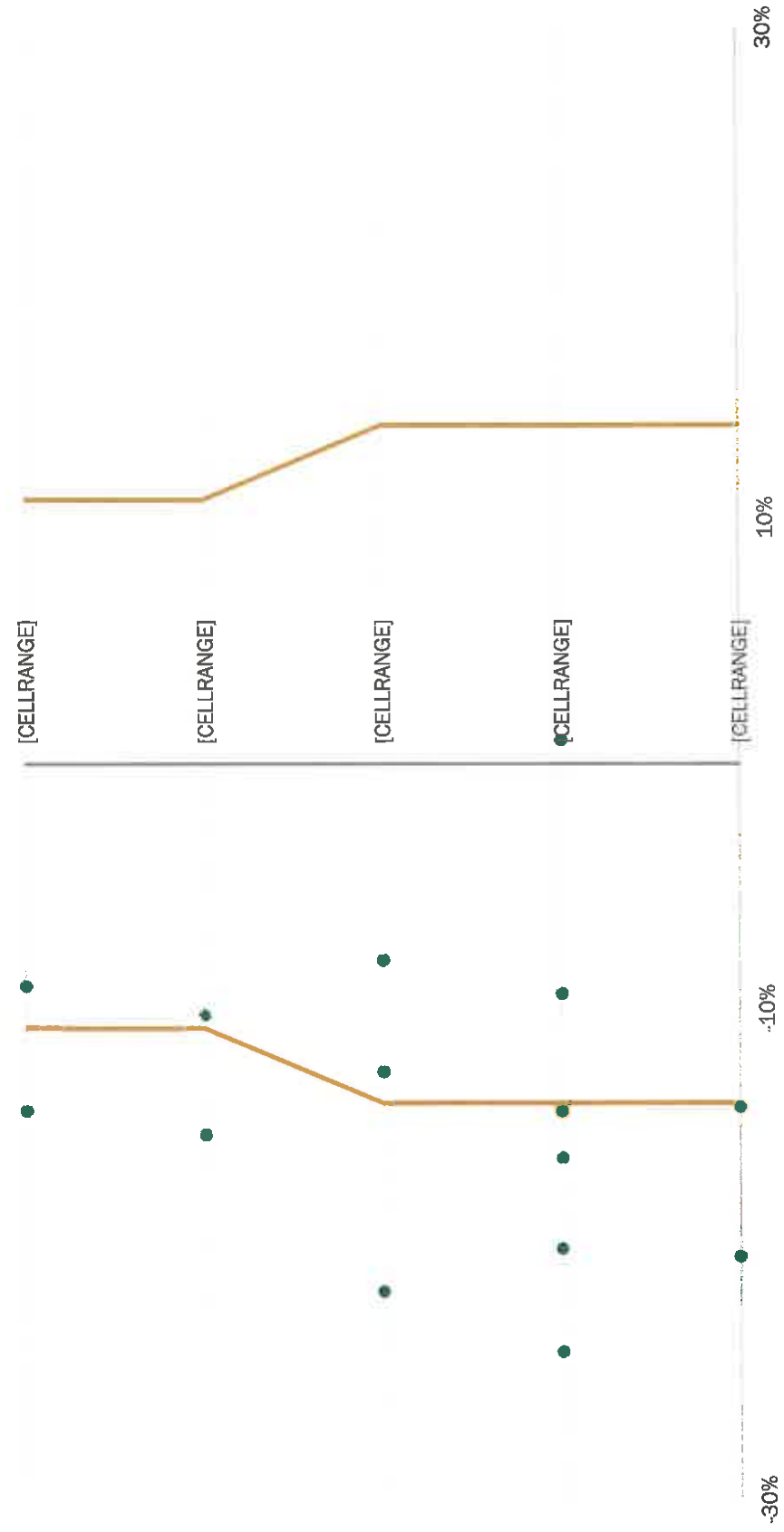
EMPLOYEE PLACEMENT WITHIN GENERAL STRUCTURE (75TH PLACEMENT)





Compensation Study Results

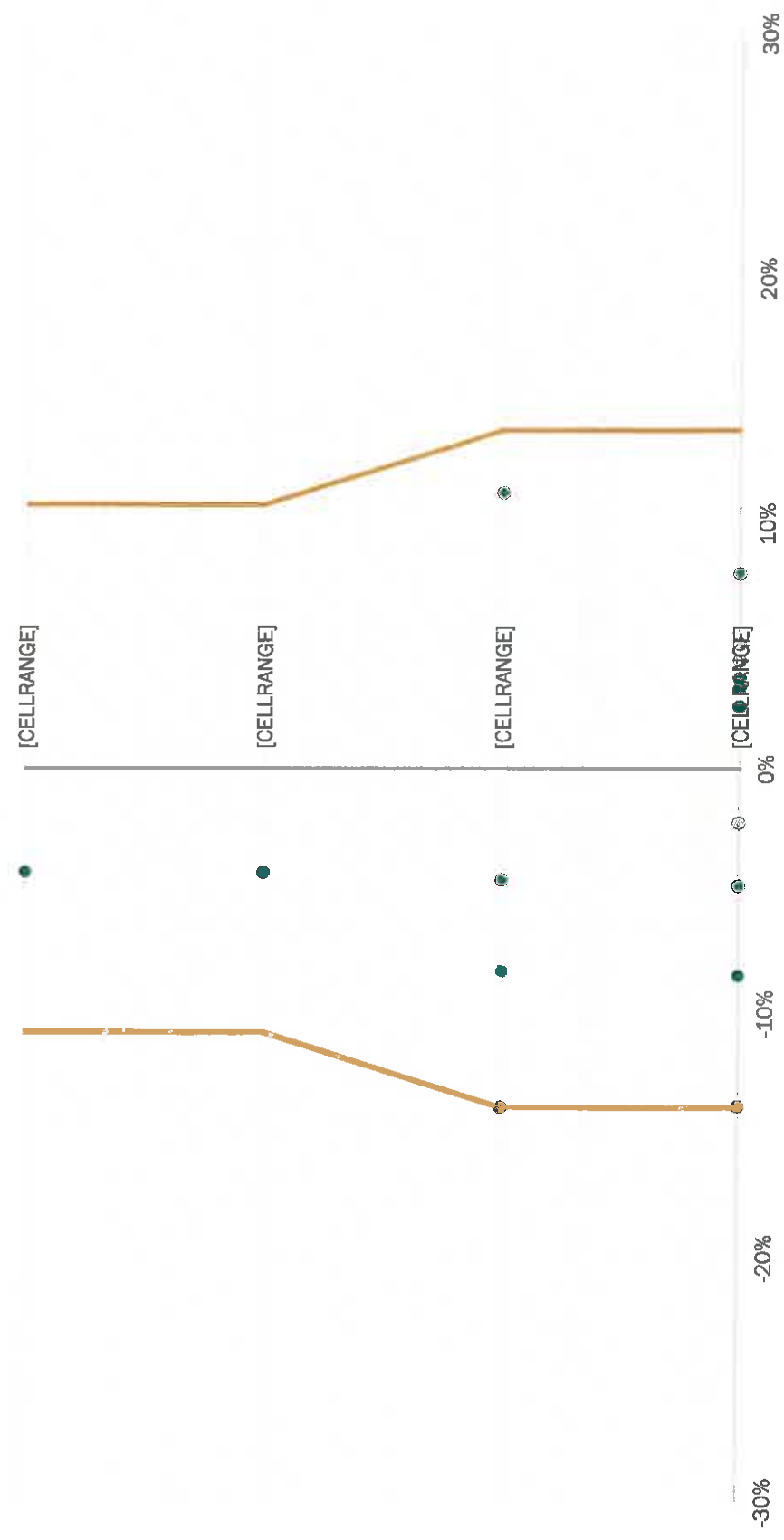
EMPLOYEE PLACEMENT WITHIN POLICE STRUCTURE (75TH PLACEMENT)





Compensation Study Results

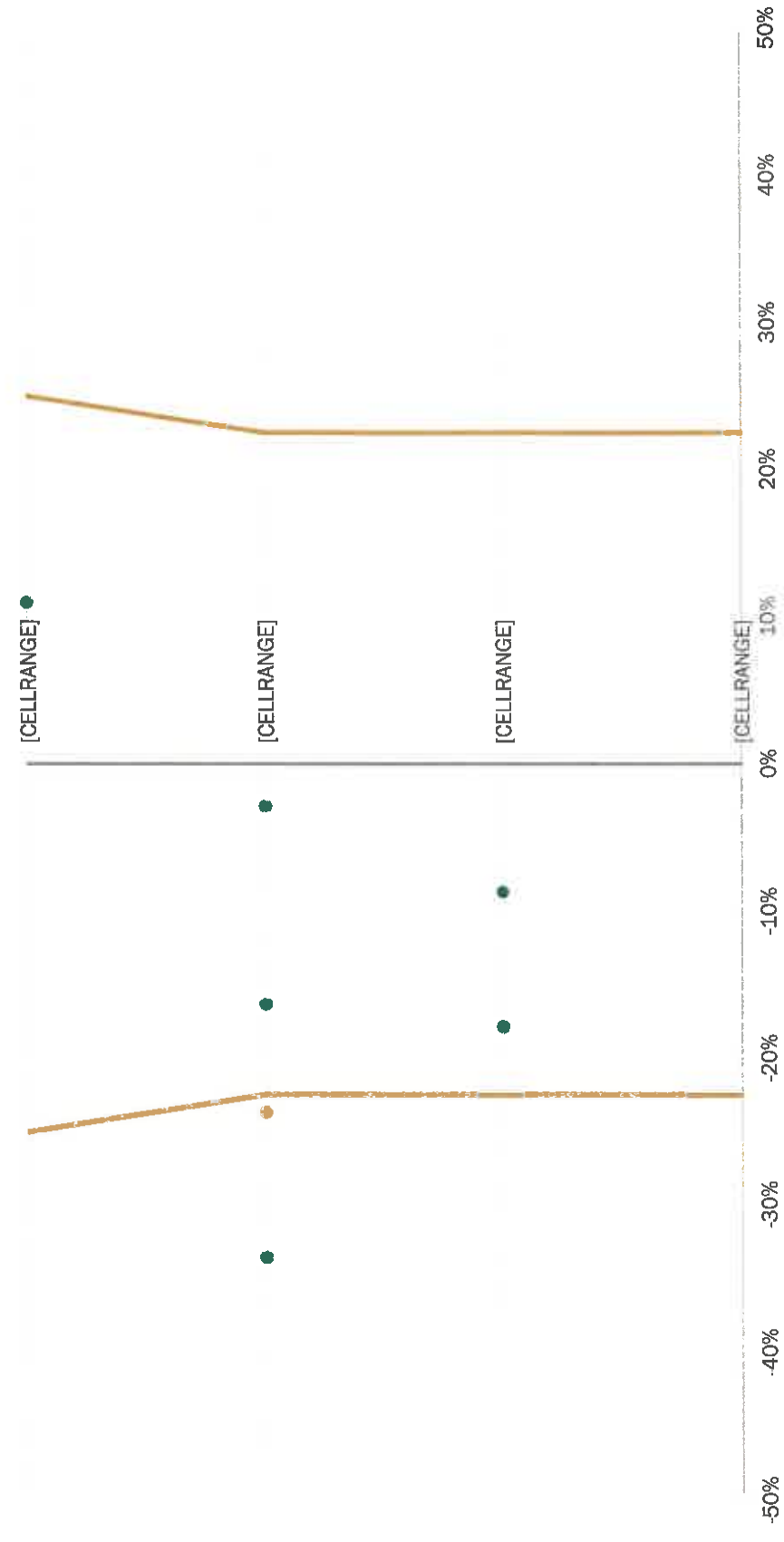
EMPLOYEE PLACEMENT WITHIN FIRE STRUCTURE (75TH PLACEMENT)





Compensation Study Results

EMPLOYEE PLACEMENT WITHIN EXECUTIVE STRUCTURE (75TH PLACEMENT)

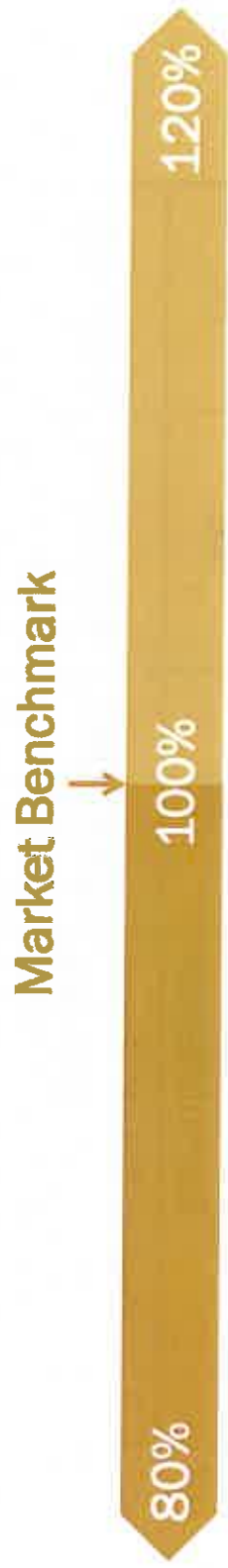




Compa-Ratio

actual salary

 market benchmark



<u>Actual Salary</u>	<u>Market 65th</u>	<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
\$36,210	\$35,455	2	\$27,398	\$35,618	\$43,837

$$\frac{36,210}{35,455} = 102\%$$

Compensation Study Results



IMPLEMENTATION SCENARIOS

	Market 50 th	Market 65 th	Market 75 th
EMPLOYEES BELOW SALARY RANGE MINIMUM	38	46	56
COST TO SALARY RANGE MINIMUM	\$127,049	\$158,443	\$195,285
STEP ROUNDING COST	\$261,369	\$254,479	\$252,166
TOTAL IMPLEMENTATION COST	\$388,419	\$412,922	\$447,450
IMPLEMENTATION AS A % OF PAYROLL	2.8%	3.0%	3.2%
AVERAGE COMPA-RATIO	94.3%	89.4%	86.2%

Compensation Study Results

IMPLEMENTATION SCENARIOS BY DEPARTMENT

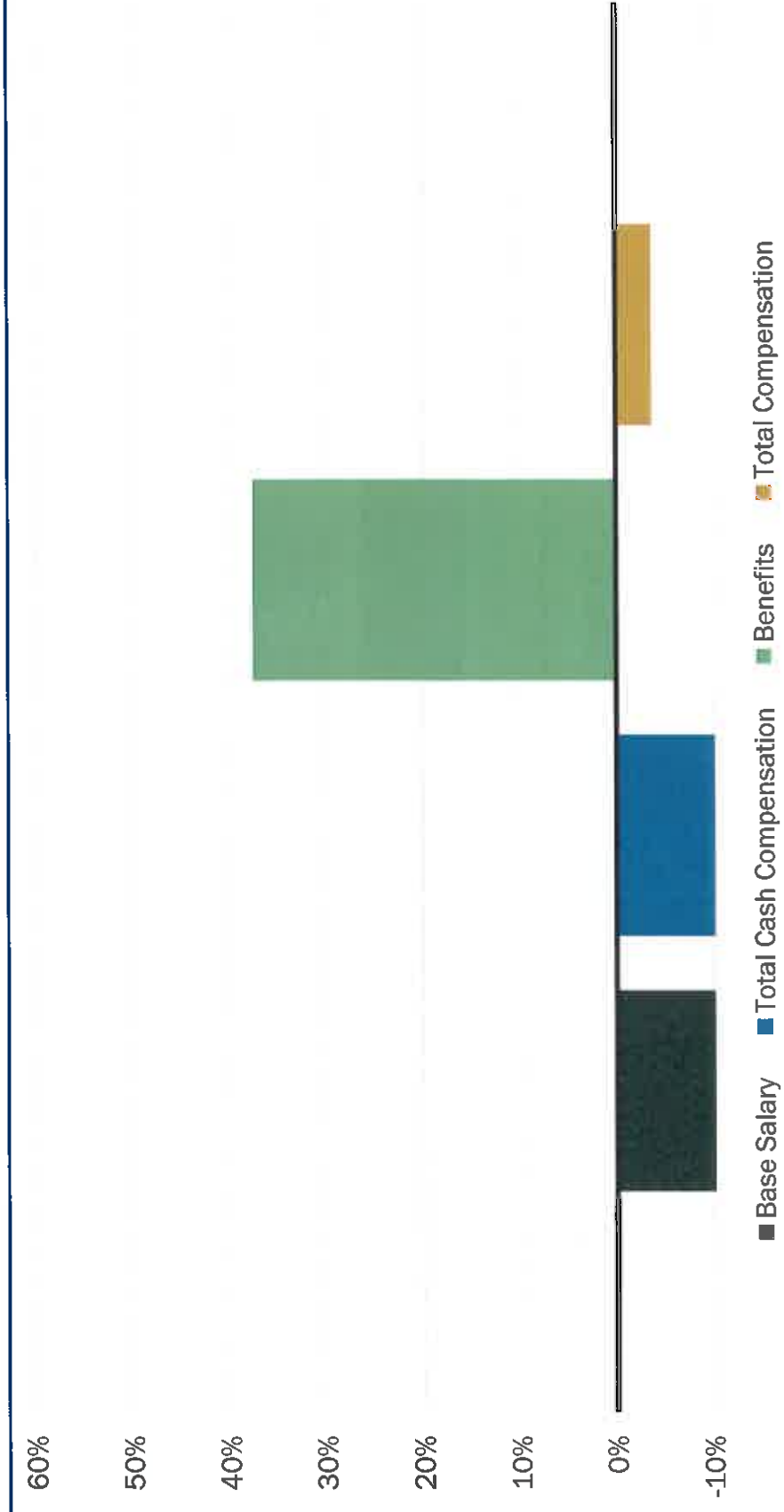


Department	Market 50 th			Market 65 th			Market 75 th		
	Count Below Min	Cost to Min	Total Cost	Count Below Min	Cost to Min	Total Cost	Count Below Min	Cost to Min	Total Cost
Administration	0	0	0	0	0	0	0	0	0
Facilities Maintenance	2	9,396	14,949	2	9,396	14,949	2	9,396	16,525
Finance	0	0	8,899	1	2,420	8,701	1	2,420	9,508
Fire - Administration	0	0	76,399	1	1,207	84,782	1	1,207	84,782
Golf Course	1	4,948	11,115	1	4,948	11,115	2	8,466	9,750
Human Resources	1	9,262	9,262	1	11,477	11,477	1	11,477	11,477
Information Technology	0	0	3,070	0	0	1,190	0	0	1,190
Legislation	0	0	2,992	1	7,811	7,811	1	7,811	7,811
Municipal Court	0	0	1,956	0	0	1,956	0	0	2,549
Parks, Recreation, and Forestry	0	0	17,138	0	0	17,138	1	818	19,360
Planning Development	1	4,805	25,945	2	5,383	25,420	6	20,421	36,122
Police	27	75,162	135,268	31	92,325	147,764	31	96,085	153,892
Public Works/Admin. & Engineering	1	2,348	15,117	1	2,348	10,740	5	8,425	9,917
Public Works/Fleet Maintenance	0	0	9,358	0	0	9,358	0	0	9,358
Public Works/Solid Waste Management	4	16,100	31,941	4	16,100	33,812	4	21,822	45,813
Public Works/Street Maintenance	1	5,029	14,900	1	5,029	16,597	1	6,937	21,307
Recreation-Centennial Commons	0	0	10,111	0	0	10,111	0	0	8,088
Totals/Averages	38	127,049	388,419	46	158,443	412,922	56	195,285	447,450
			2.8%			3.0%			3.2%



Compensation Study Results

TOTAL COMPENSATION ANALYSIS POSITION TO MARKET





Recommendations





Recommendations



SALARY ACTIONS

- Increase the compensation of all employees to the minimum of their respective proposed salary ranges
 - The range minimum represents the level at which entry-level pay can be considered market-competitive
 - Implementation of the compensation plan should occur uniformly across all positions to avoid pay equity issues
- Temporarily freeze pay for employees above the maximum of their respective proposed grade
 - The pay freeze should remain in place until the point at which the range maximum surpasses actual pay



Overall Recommendations



CONTINUE TO UPDATE SALARY STRUCTURES

- Consider compression-based pay increases to provide a spread in compensation between new and experienced employees and better align wages to experience
- Apply an adjustment factor to the salary structure to adjust the range parameters and step amounts
 - This ensures that the new compensation system remains competitive for years to come
 - Minimums stay competitive to the market
 - Maximums stay appropriate
- CBIZ will provide the City with salary structure update factors for up to five years

QUESTIONS





CITY OF UNIVERSITY CITY
CITY COUNCIL & CIVIL SERVICE BOARD PRESENTATION 1/14/2019

Employee Compensation and Classification Analysis Study Results





Introduction

- CBIZ Talent & Compensation Solutions
 - Joe Rice
 - Compensation Consulting Manager
 - Taylor Sprague,
 - Associate Compensation Consultant





Introduction



WHAT WE WANT TO ACCOMPLISH TODAY

- CBIZ introduction
- Objectives and scope of the study
- Methodology
- Study Results
- Recommendations
- **Answer your questions**



CBIZ Introduction



About CBIZ



Offices in most major markets

100+ offices | 90,000+ clients
4,000+ professionals



FINANCIAL & ACCOUNTING



BENEFITS & INSURANCE

Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Real Estate Advisory Services

Benefits & Insurance

- Employee Benefits
- Payroll/Benefits
- Property & Casualty
- Retirement Plan Services
- Human Capital Services



Connect with us! www.cbiz.com



- #1 Largest U.S. Benefits Specialist¹
- 10th Largest Accounting Provider Nationally^{2,3}
- 18th Largest Broker of U.S. Business⁴
- A Top 100 Retirement Plan Adviser⁵



56 Workplace Awards Since 2012



Commitment to Community including 4 Million+ Lbs. of Food Donated Since 2009

¹ Business Insurance magazine - September 2015 ² All audit and assurance services are provided by Mayer Hoffman McCann P.C., an independent CPA firm ³ Accounting Today - March 2016 ⁴ Business Insurance magazine - July 20, 2015 ⁵ PUNDWISER - February 23, 2016



CBIZ Compensation Consulting



- National compensation consulting practice for CBIZ
- Based in St. Louis, Missouri
- Team of compensation professionals serving clients from coast to coast



Objectives

- Enhance the City's ability to attract and retain qualified individuals;
- Establish structures that are flexible in order to meet changing needs; and
- Produce deliverables that are well-aligned with the City's broader goals and strategies



Scope

- A competitive market analysis of base salary, total cash compensation, employee benefits, and total compensation for the City's staff;
- Conducted a Custom Compensation Survey including peer municipalities;
- Development of salary structures;
- Reconciliation of actual compensation with market-competitive compensation;
- Calculation of plan implementation costs;
- Total compensation; and
- Overall program recommendations





Methodology



Project Methodology – Completed Steps



INITIATED PROJECT

- Conducted planning meeting with staff
- Established project goals
- Collected organizational, job, and employee information
- Launched job analysis questionnaire (JAQ)



Project Methodology – Completed Steps



EVALUATE MARKET DATA

- Published Survey Sources Considered
 - CBIZ/City of University City Custom Survey
 - Peer group of similar municipalities based on geography and/or size (see next slide)
 - CBIZ proprietary survey databases
 - Aggregates data from thousands of valid and reliable published salary surveys
 - Includes specific data based on geographic area, size of organization, years of experience, and industry
 - WorldatWork Total Salary Increase Budget Survey



Participating Peer Group

- Ballwin
- Chesterfield
- Clayton
- Creve Coeur
- Fenton
- Florissant
- Frontenac
- Glendale
- Kirkwood
- Ladue
- Manchester
- Maryland Heights
- Overland
- Richmond Heights
- St. Charles
- St. Peters
- Webster Groves
- Wildwood





Project Methodology – Completed Steps



SET MARKET COMPARISON POINT

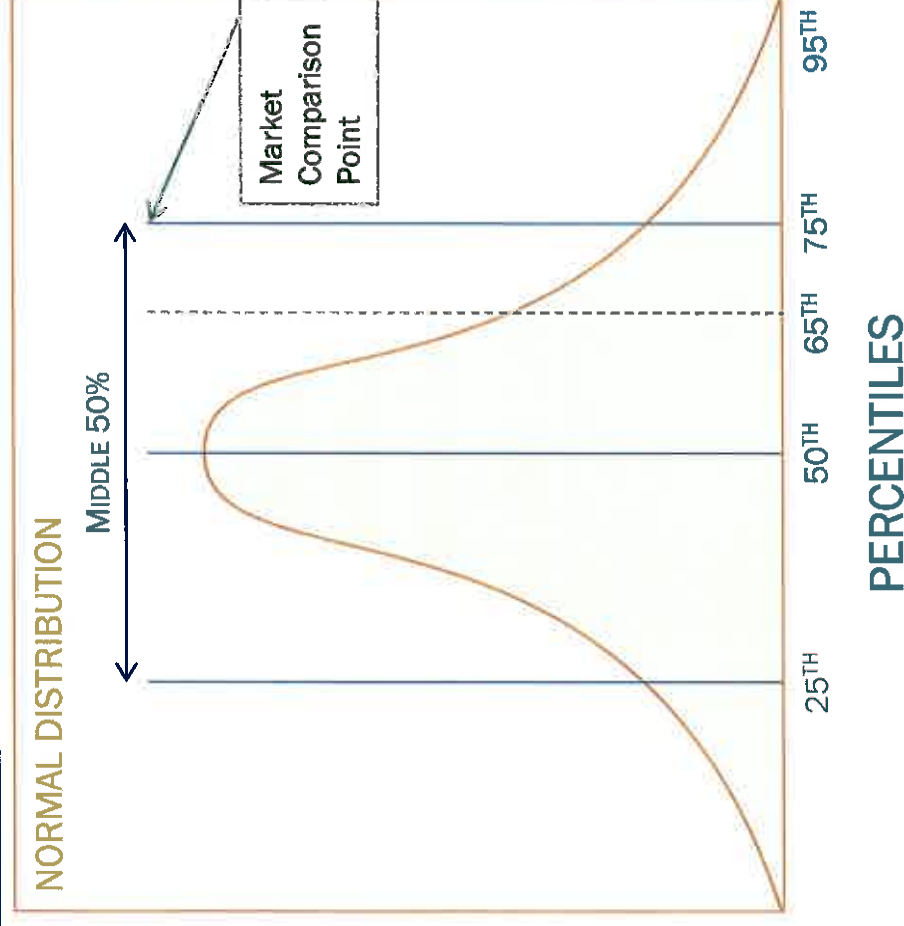
- The City evaluated pay levels at the 50th, 65th, and 75th percentile.
- The City identified the 75th percentile at the structure anchor.
 - Prior guidance was to set pay at the 80th percentile.
 - Targeting higher than market 50th percentile pay is typically a strategy for organizations:
 - competing for employees with specialized skill sets in a tight labor market, or
 - that want to be a market leader/employer of choice.
- According to a recent WorldatWork survey, approximately 85% of organizations set their structure tied to the market median.
 - This approach is considered matching the market.

Project Methodology – Completed Steps



FINALIZE MARKET DATA BY JOB

- Gathered the market by job— pulling data for similar positions in comparable organizations paying employees to perform similar functions
- Captured base salary and total cash compensation data by the 25th, 50th, 65th and 75th percentiles
- Aged (adjusted) data to a common effective date of 1/1/19





Project Methodology – Completed Steps



PLACE JOBS IN SALARY STRUCTURE

- Salary structures ease ongoing compensation administration
- Jobs are slotted into the structure based on market data
 - Based on the relationship between the market benchmark (i.e., 50th, 65th, or 75th percentile) and the structure midpoint
- Net result is that grades are comprised of jobs with similar market value



Project Methodology – Completed Steps



BENEFITS & TOTAL COMPENSATION ANALYSIS

- Determined the market-competitive benefits value per employee
- Added benefits value to base salary to calculate total compensation



Project Methodology – Completed Steps



FINANCIAL IMPACT ANALYSIS

- Modeled preliminary implementation costs
- Identified employees above or below the proposed ranges
- Identified internal equity
- Analyzed pay compression issues
 - Issue of new employees being paid a same or similar rate to peers of greater tenure



Draft Job Descriptions

- Updating job descriptions to
 - Incorporate data gathered from JAQ process
 - Support Americans with Disabilities Act (ADA) reasonable accommodation review
 - Document details relevant to the Fair Labor Standards Act (FLSA) overtime classification



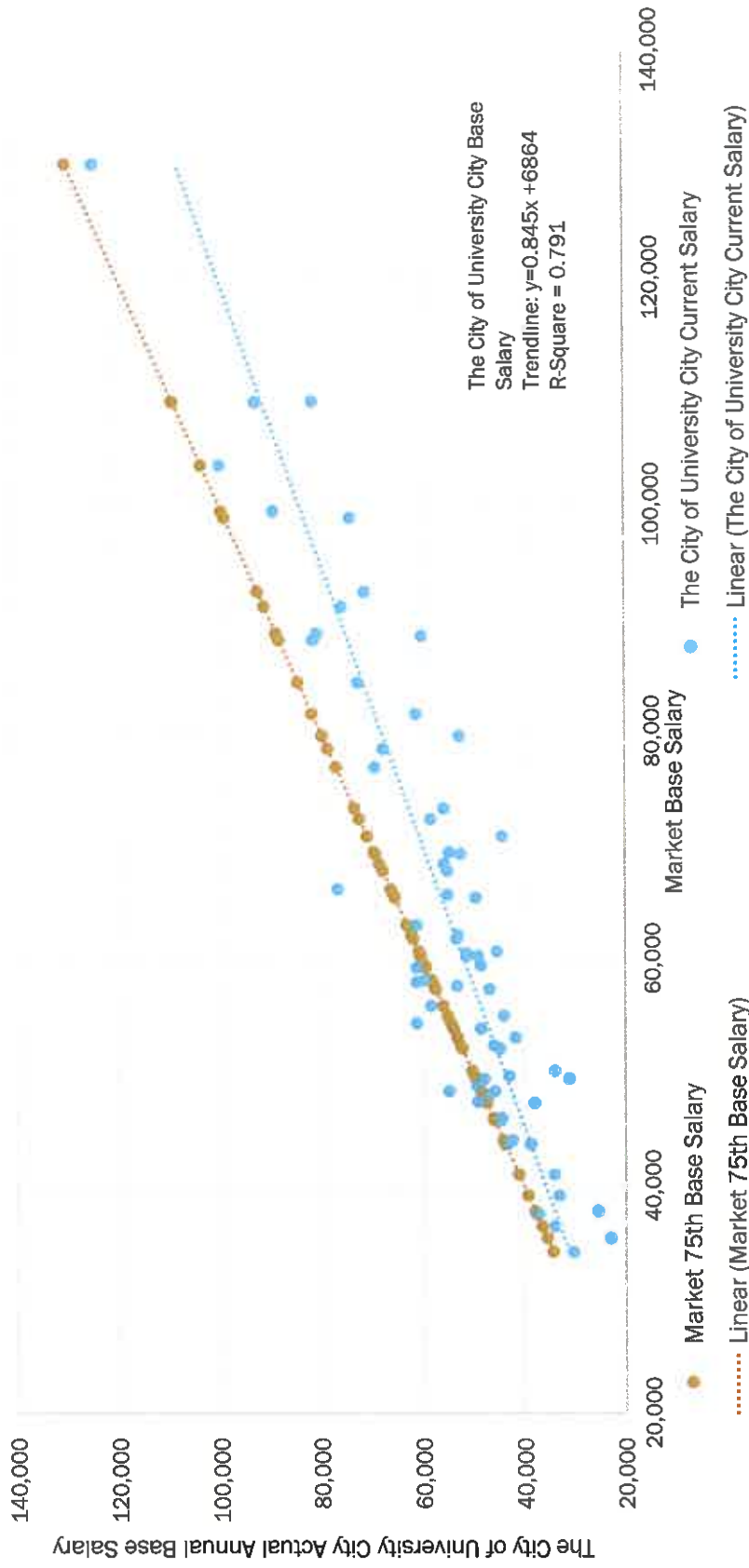


Compensation Results



Compensation Study Results

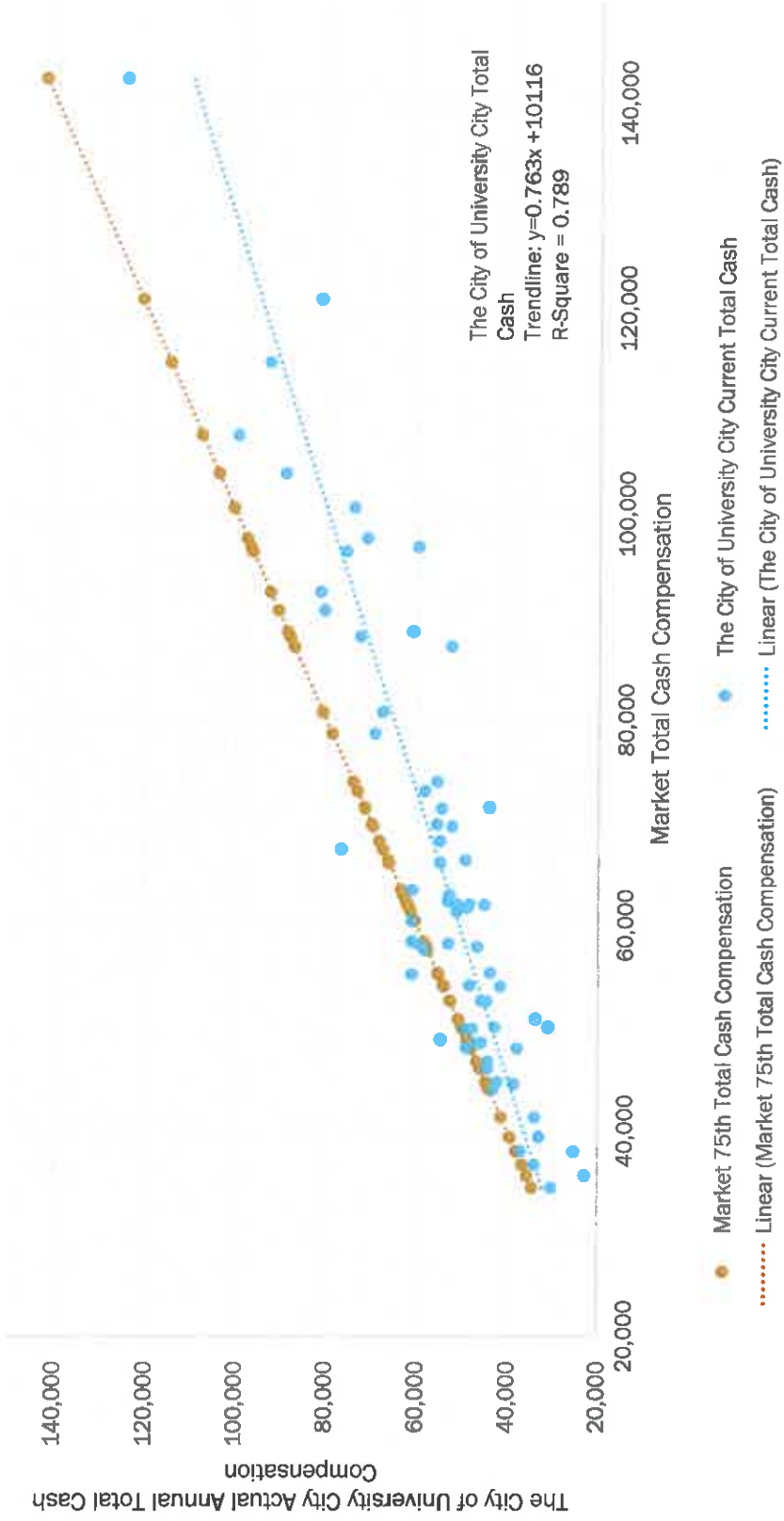
ANNUALIZED BASE SALARY COMPARED TO MARKET 75TH PERCENTILE BASE SALARY





Compensation Study Results

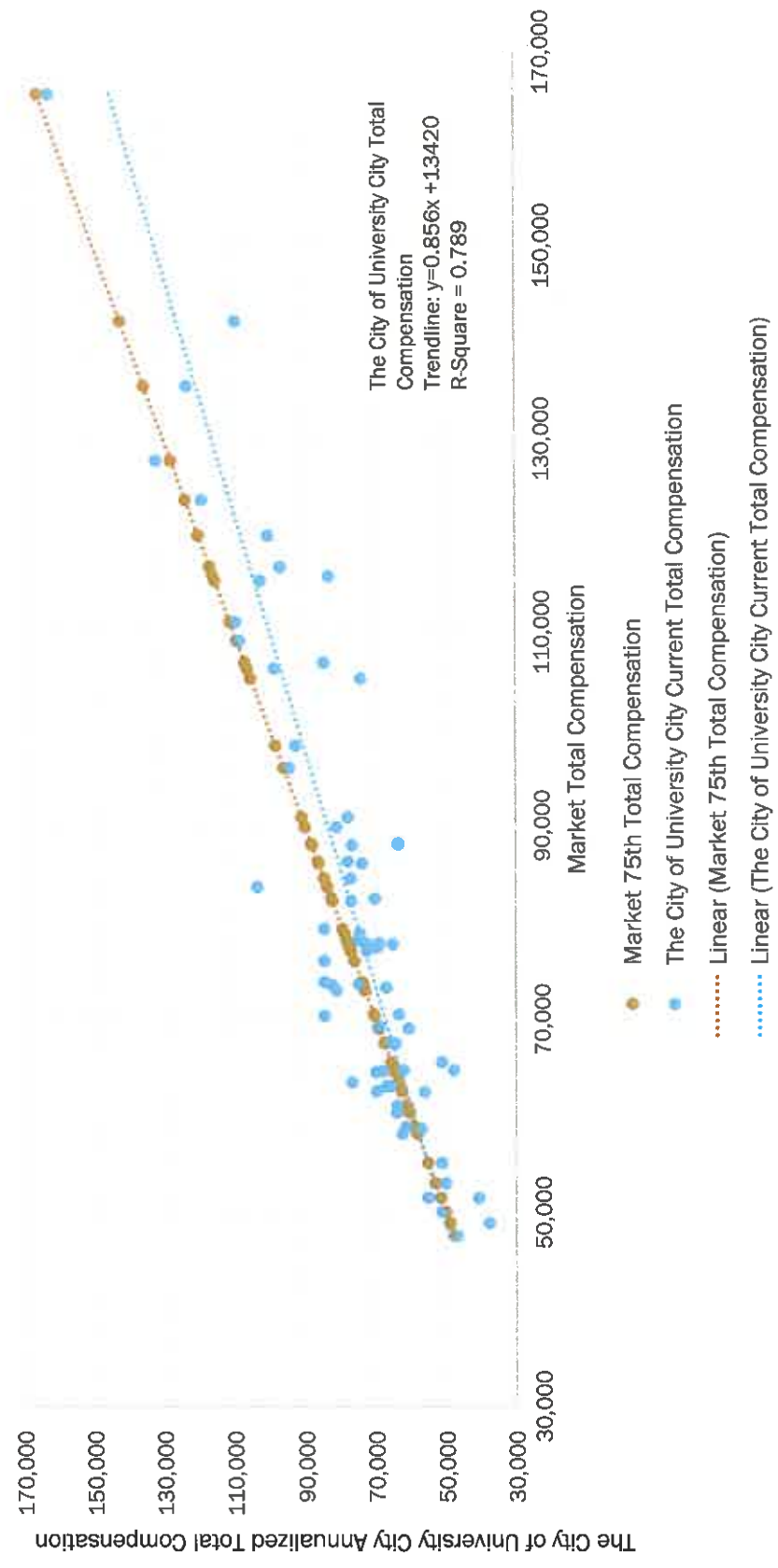
ANNUALIZED TOTAL CASH COMPENSATION COMPARED TO MARKET 75TH PERCENTILE TOTAL CASH COMPENSATION





Compensation Study Results

ANNUALIZED TOTAL COMPENSATION COMPARED TO MARKET 75TH PERCENTILE TOTAL COMPENSATION





Compensation Study Results



SALARY STRUCTURES

- Four salary structures were developed:
 - Step-based pay structures
 - General, Police, Fire
 - Open Ranges
 - Executive

Compensation Study Results



SALARY STRUCTURE - GENERAL STEP STRUCTURE

Grade	Steps (Annual Salary)										Midpoint												
	1	2	3	4	5	6	7	8	9	10													
	1 year	1 year	1 year	1 year	1 year	1 year	1 year	1 year	1 year	1 year		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	Differential		
Increase																							
1	\$18,950	\$19,897	\$20,892	\$21,937	\$23,034	\$24,185	\$25,395	\$26,664	\$27,998	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	\$29,397	
2	\$20,845	\$21,887	\$22,981	\$24,130	\$25,337	\$26,604	\$27,934	\$29,331	\$30,797	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	\$32,337	10%
3	\$22,929	\$24,076	\$25,280	\$26,543	\$27,871	\$29,264	\$30,727	\$32,264	\$33,877	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	\$35,571	10%
4	\$25,222	\$26,483	\$27,807	\$29,198	\$30,658	\$32,191	\$33,800	\$35,490	\$37,265	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	\$39,128	10%
5	\$27,744	\$29,132	\$30,588	\$32,118	\$33,724	\$35,410	\$37,180	\$39,039	\$40,991	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	\$43,041	10%
6	\$30,796	\$32,336	\$33,953	\$35,651	\$37,433	\$39,305	\$41,270	\$43,333	\$45,500	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	\$47,775	11%
7	\$34,184	\$35,893	\$37,688	\$39,572	\$41,551	\$43,628	\$45,810	\$48,100	\$50,505	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	\$53,030	11%
8	\$37,944	\$39,841	\$41,833	\$43,925	\$46,121	\$48,427	\$50,849	\$53,391	\$56,061	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	\$58,864	11%
9	\$42,497	\$44,622	\$46,853	\$49,196	\$51,656	\$54,239	\$56,951	\$59,798	\$62,788	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	\$65,927	12%
10	\$47,597	\$49,977	\$52,476	\$55,100	\$57,855	\$60,747	\$63,785	\$66,974	\$70,323	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	\$73,839	12%
11	\$53,309	\$55,974	\$58,773	\$61,712	\$64,797	\$68,037	\$71,439	\$75,011	\$78,761	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	\$82,699	12%
12	\$60,239	\$63,251	\$66,413	\$69,734	\$73,221	\$76,882	\$80,726	\$84,762	\$89,000	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	\$93,450	13%
13	\$68,070	\$71,473	\$75,047	\$78,799	\$82,739	\$86,876	\$91,220	\$95,781	\$100,570	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	\$105,599	13%
14	\$78,280	\$82,194	\$86,304	\$90,619	\$95,150	\$99,908	\$104,903	\$110,148	\$115,656	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	\$121,439	15%

Compensation Study Results



SALARY STRUCTURE - POLICE STEP STRUCTURE

Grade	Steps (Annual Salary)						Range	Spread
	1	2	3	4	5	6		
Timeframe		1 year	1 year	1 year	1 year	1 year		
Increase		5.00%	5.00%	5.00%	5.00%	5.00%		
P-1	\$51,840	\$54,432	\$57,154	\$60,011	\$63,012	\$66,162	28%	
P-2	\$57,600	\$60,480	\$63,504	\$66,679	\$70,013	\$73,514	28%	
P-3	\$73,610	\$77,290	\$81,155	\$85,212	\$89,473	\$93,947	28%	
P-4	\$84,915	\$89,161	\$93,619	\$98,300	\$103,215		22%	
P-5	\$94,544	\$99,272	\$104,235	\$109,447	\$114,919		22%	
P-6	\$103,007	\$108,158	\$113,566	\$119,244	\$125,206		22%	

- P-1 Police Officer Trainee
- P-2 Police Officer
- P-3 Police Sergeant
- P-4 Police Lieutenant
- P-5 Police Captain
- P-6 Deputy Police Chief

Compensation Study Results

SALARY STRUCTURE - FIRE STEP STRUCTURE

Grade Timeframe	Steps (Annual Salary)						Range Spread
	1	2	3	4	5	6	
Increase		1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	1 year 5.00%	
F-1	\$59,400	\$62,370	\$65,488	\$68,762	\$72,201	\$75,811	28%
F-2	\$72,337	\$75,954	\$79,751	\$83,739	\$87,926	\$92,322	28%
F-3	\$84,915	\$89,161	\$93,619	\$98,300	\$103,215		22%
F-4	\$96,091	\$100,895	\$105,940	\$111,237	\$116,799		22%

- F-1 Paramedic/Fire Fighter
- F-2 Paramedic/Fire Captain
- F-3 Battalion Chief
- F-3 Fire Marshal
- F-4 Assistant Fire Chief





Compensation Study Results

SALARY STRUCTURE - EXECUTIVE STRUCTURE

Grade	Salary Range - Annual			Range Spread	Midpoint Differential
	Minimum	Midpoint	Maximum		
E-1	\$79,457	\$97,335	\$115,213	45%	
E-2	\$95,349	\$116,802	\$138,255	45%	20.0%
E-3	\$104,129	\$131,385	\$150,987	45%	12.5%
E-4	\$127,558	\$164,231	\$191,337	50%	25.0%

Compensation Study Results



GENERAL CLASSIFICATION

Grade	Proposed Job Title
3	Clerical Aide
4	Parking Attendant
5	Custodian
6	Laborer
7	Advanced Clerk Typist Laborer - Light Equipment Operator
8	Administrative Secretary Assistant to the Prosecutor Court Clerk II Equipment Operator Senior Coordinator Account Clerk II

Grade	Proposed Job Title
9	Administrative Assistant Accounts Payable Specialist Dispatcher Executive Secretary to Director Executive Secretary to Police Chief General Maintenance Worker Heavy Equipment Operator Inspector I Mechanic Print Shop Operator Recreation Supervisor I Tree Trimmer Secretary to the City Manager

Compensation Study Results



GENERAL CLASSIFICATION

Grade	Proposed Job Title
10	<ul style="list-style-type: none"> Accountant Crew Leader Lead Dispatcher - Supervisor Lead Mechanic Public Works - Parks Inspector Recreation Supervisor II Crime Analyst Lead Inspector Administrative Analyst Human Resources Generalist
11	<ul style="list-style-type: none"> Court Administrator Fleet Manager Forestry Supervisor Golf Manager Golf Superintendent Multi-Discipline Inspector Project Manager I Financial Analyst Senior Accountant Facilities Manager
12	<ul style="list-style-type: none"> Planning - Zoning Administrator Project Manager II Sanitation Superintendent Senior Public Works Manager Street Superintendent IT Manager Senior Building Inspector - Plan Reviewer
13	<ul style="list-style-type: none"> City Clerk Deputy Director of Recreation Parks Maintenance Superintendent Deputy Director of Planning & Development/Building Commissioner
14	<ul style="list-style-type: none"> Assistant Director of Finance



Compensation Study Results

POLICE CLASSIFICATION

Grade	Proposed Job Title
P-1	Police Officer Trainee
P-2	Police Officer Police Officer - Detective Police Officer - Canine Handler
P-3	Police Sergeant Police Sergeant - Detective
P-4	Police Lieutenant Police Lieutenant - Detective
P-5	Police Captain
P-6	Deputy Police Chief



Compensation Study Results

FIRE CLASSIFICATION

Grade	Proposed Job Title
F-1	Paramedic - Firefighter
F-2	Paramedic - Fire Captain
F-3	Battalion Chief Fire Marshal
F-4	Assistant Fire Chief



Compensation Study Results

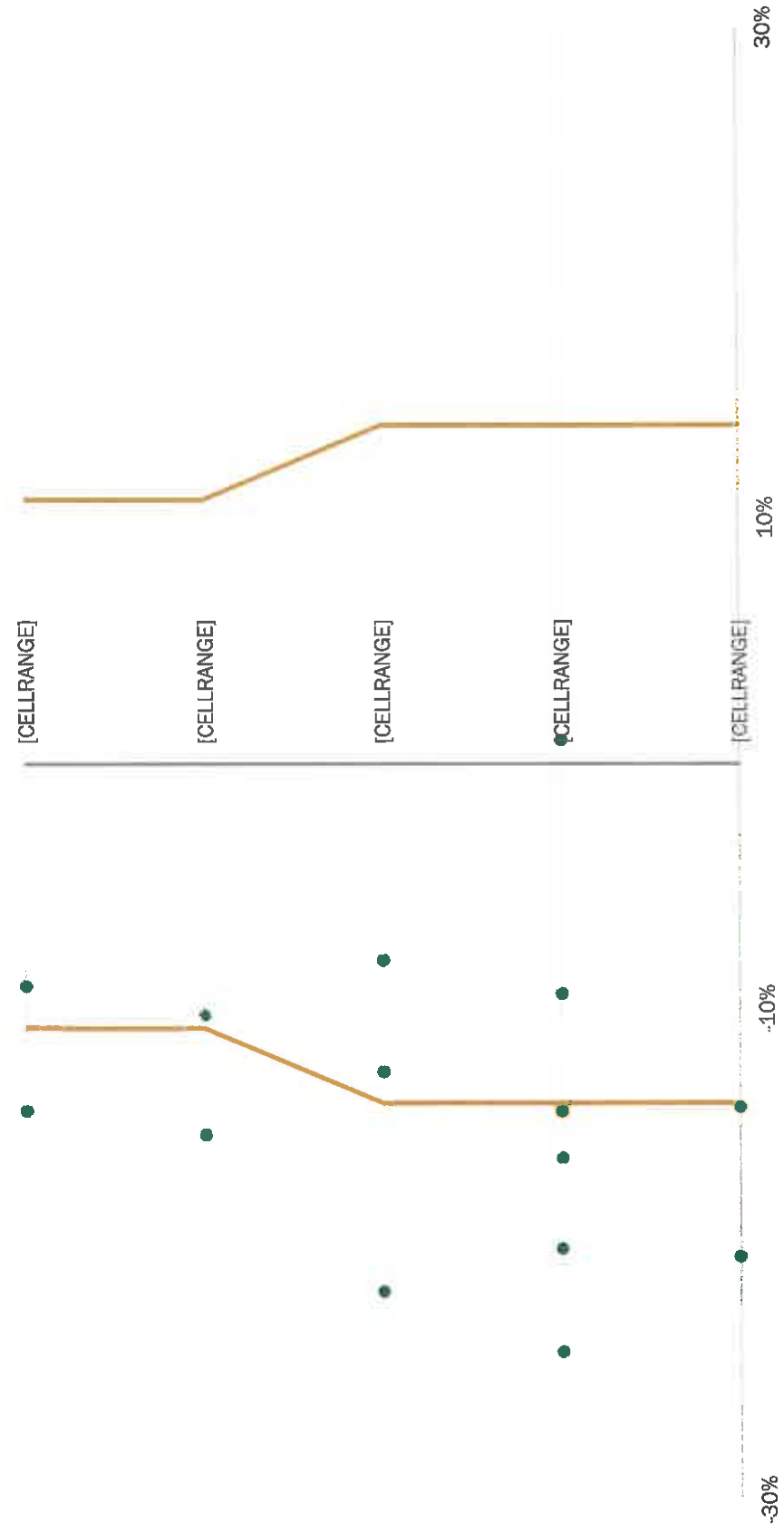
EXECUTIVE CLASSIFICATION

Grade	Proposed Job Title
E-2	Director of Public Works Director of Parks, Recreation & Forestry Director of Planning and Development
E-3	Director of Finance Police Chief Fire Chief Assistant to the City Manager/Economic Development Director Assistant to the City Manager/Communications Director Assistant to the City Manager/Director of Human Resources
E-4	City Manager



Compensation Study Results

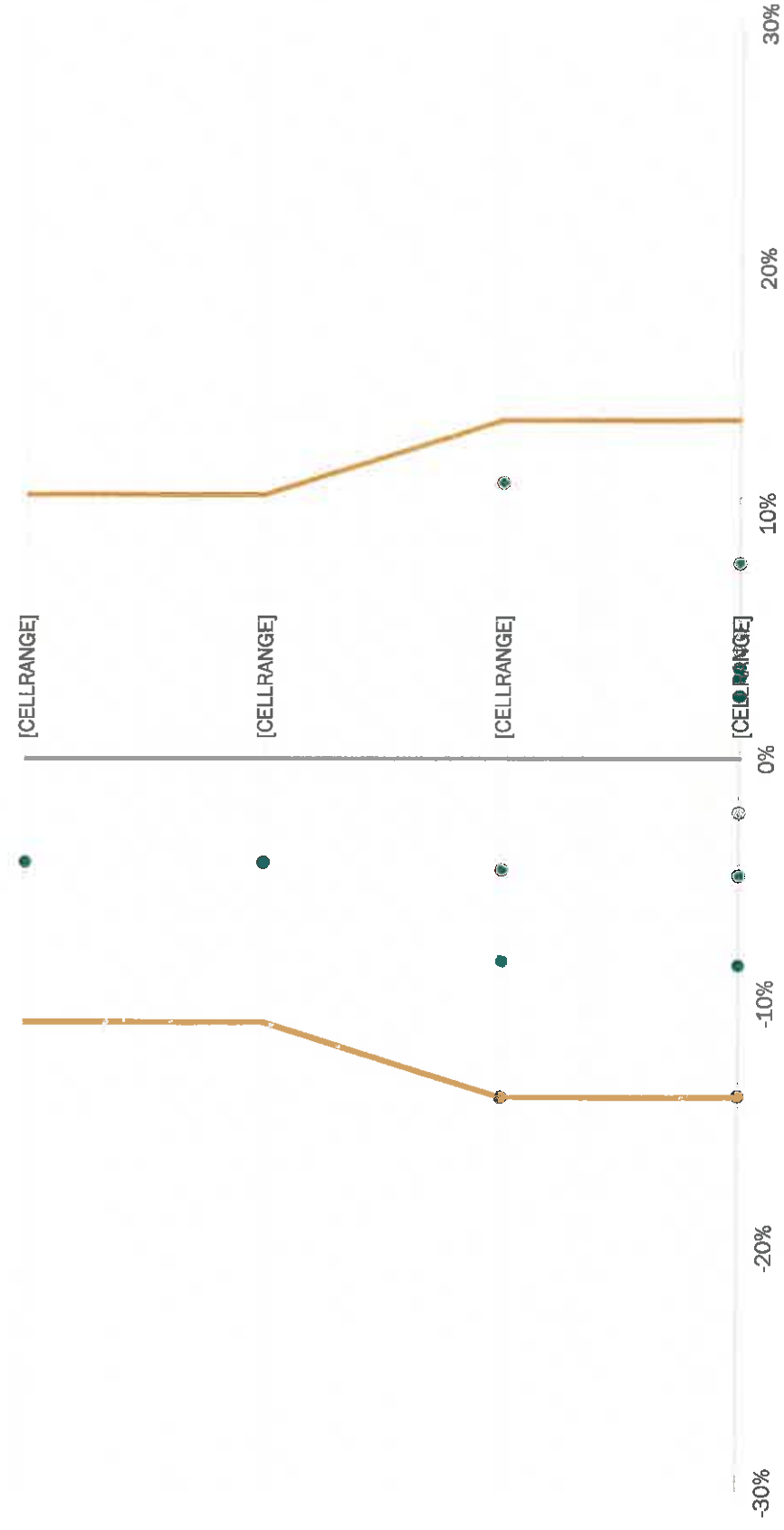
EMPLOYEE PLACEMENT WITHIN POLICE STRUCTURE (75TH PLACEMENT)





Compensation Study Results

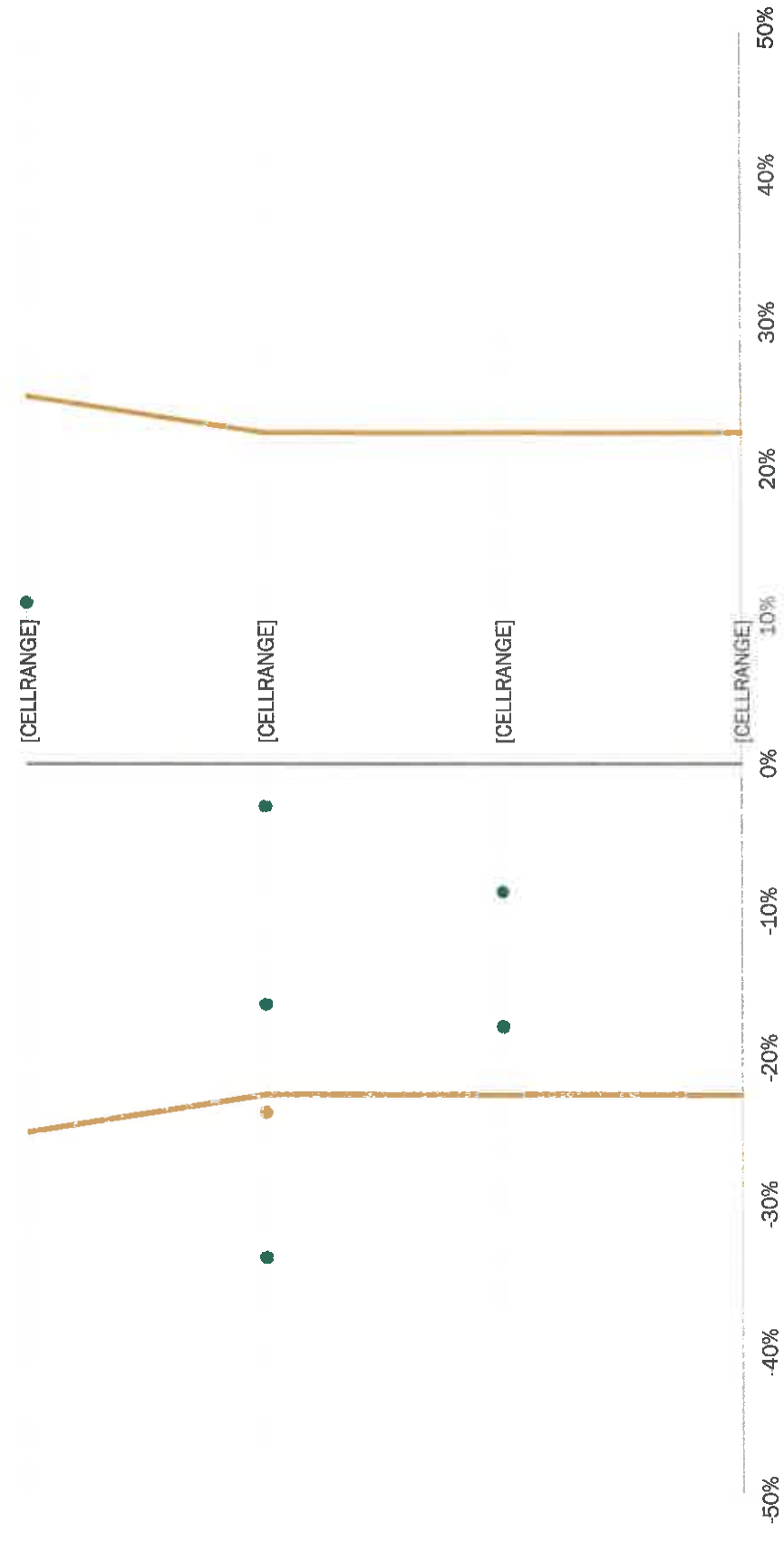
EMPLOYEE PLACEMENT WITHIN FIRE STRUCTURE (75TH PLACEMENT)





Compensation Study Results

EMPLOYEE PLACEMENT WITHIN EXECUTIVE STRUCTURE (75TH PLACEMENT)

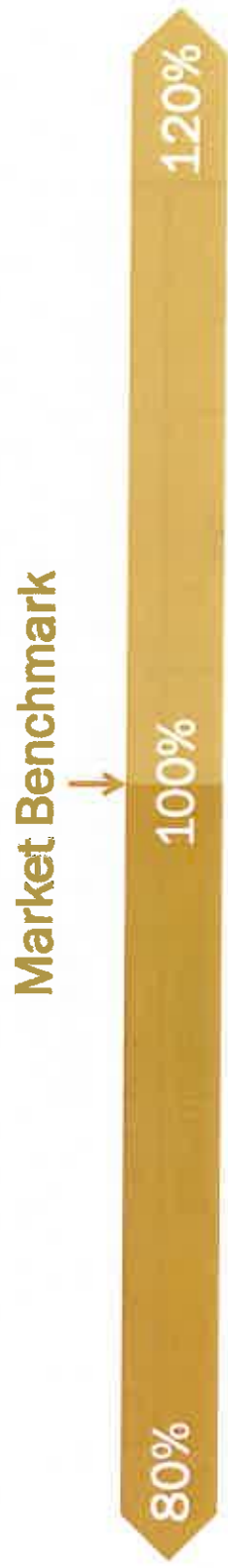




Compa-Ratio

actual salary

 market benchmark



Actual Salary	Market 65th	Grade	Minimum	Midpoint	Maximum
\$36,210	\$35,455	2	\$27,398	\$35,618	\$43,837

$$\frac{36,210}{35,455} = 102\%$$

Compensation Study Results



IMPLEMENTATION SCENARIOS

	Market 50 th	Market 65 th	Market 75 th
EMPLOYEES BELOW SALARY RANGE MINIMUM	38	46	56
COST TO SALARY RANGE MINIMUM	\$127,049	\$158,443	\$195,285
STEP ROUNDING COST	\$261,369	\$254,479	\$252,166
TOTAL IMPLEMENTATION COST	\$388,419	\$412,922	\$447,450
IMPLEMENTATION AS A % OF PAYROLL	2.8%	3.0%	3.2%
AVERAGE COMPA-RATIO	94.3%	89.4%	86.2%

Compensation Study Results

IMPLEMENTATION SCENARIOS BY DEPARTMENT

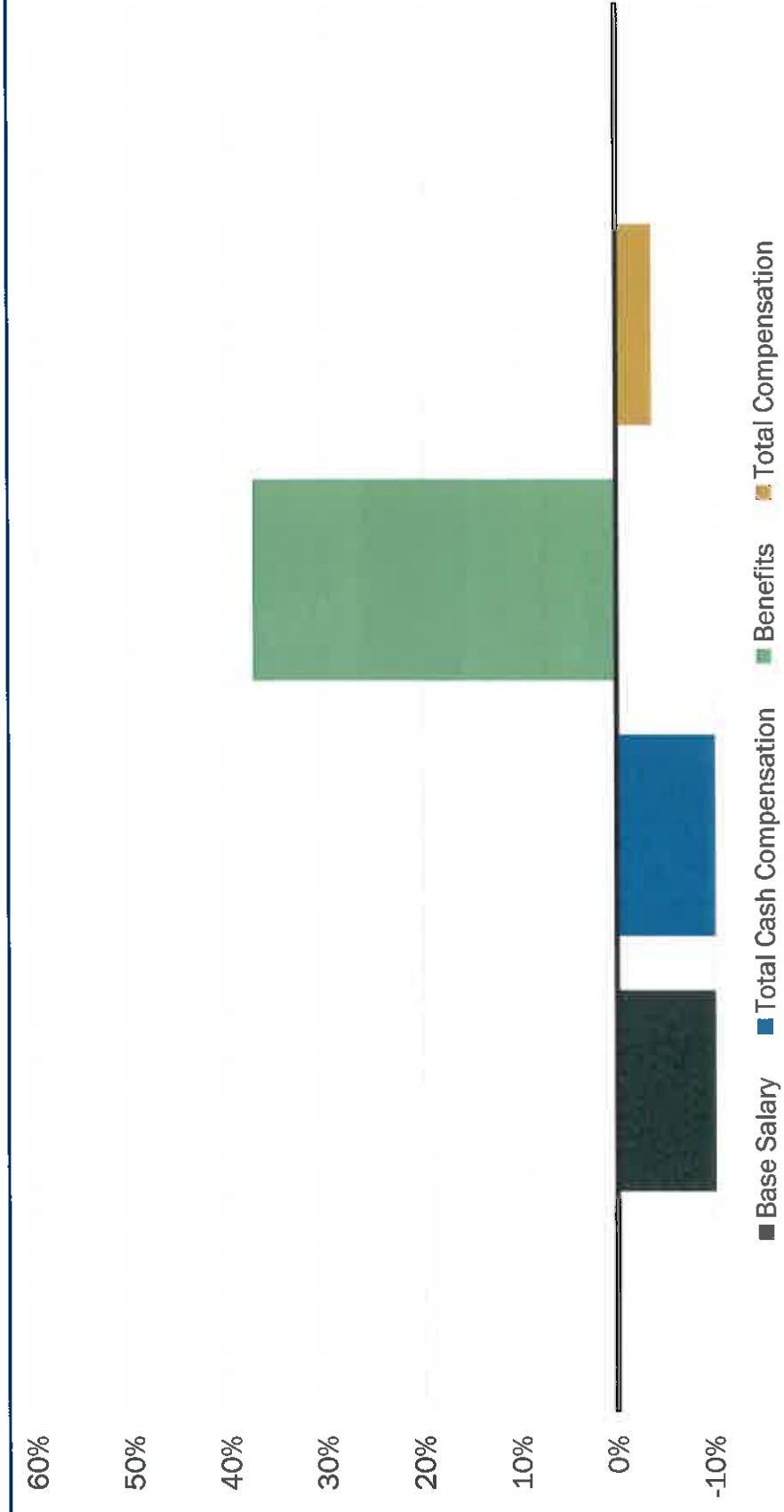


Department	Market 50 th			Market 65 th			Market 75 th		
	Count Below Min	Cost to Min	Total Cost	Count Below Min	Cost to Min	Total Cost	Count Below Min	Cost to Min	Total Cost
Administration	0	0	0	0	0	0	0	0	0
Facilities Maintenance	2	9,396	14,949	2	9,396	14,949	2	9,396	16,525
Finance	0	0	8,899	1	2,420	8,701	1	2,420	9,508
Fire - Administration	0	0	76,399	1	1,207	84,782	1	1,207	84,782
Golf Course	1	4,948	11,115	1	4,948	11,115	2	8,466	9,750
Human Resources	1	9,262	9,262	1	11,477	11,477	1	11,477	11,477
Information Technology	0	0	3,070	0	0	1,190	0	0	1,190
Legislation	0	0	2,992	1	7,811	7,811	1	7,811	7,811
Municipal Court	0	0	1,956	0	0	1,956	0	0	2,549
Parks, Recreation, and Forestry	0	0	17,138	0	0	17,138	1	818	19,360
Planning Development	1	4,805	25,945	2	5,383	25,420	6	20,421	36,122
Police	27	75,162	135,268	31	92,325	147,764	31	96,085	153,892
Public Works/Admin. & Engineering	1	2,348	15,117	1	2,348	10,740	5	8,425	9,917
Public Works/Fleet Maintenance	0	0	9,358	0	0	9,358	0	0	9,358
Public Works/Solid Waste Management	4	16,100	31,941	4	16,100	33,812	4	21,822	45,813
Public Works/Street Maintenance	1	5,029	14,900	1	5,029	16,597	1	6,937	21,307
Recreation-Centennial Commons	0	0	10,111	0	0	10,111	0	0	8,088
Totals/Averages	38	127,049	388,419	46	158,443	412,922	56	195,285	447,450
			2.8%			3.0%			3.2%



Compensation Study Results

TOTAL COMPENSATION ANALYSIS POSITION TO MARKET





Recommendations





Recommendations



SALARY ACTIONS

- Increase the compensation of all employees to the minimum of their respective proposed salary ranges
 - The range minimum represents the level at which entry-level pay can be considered market-competitive
 - Implementation of the compensation plan should occur uniformly across all positions to avoid pay equity issues
- Temporarily freeze pay for employees above the maximum of their respective proposed grade
 - The pay freeze should remain in place until the point at which the range maximum surpasses actual pay



Overall Recommendations



CONTINUE TO UPDATE SALARY STRUCTURES

- Consider compression-based pay increases to provide a spread in compensation between new and experienced employees and better align wages to experience
- Apply an adjustment factor to the salary structure to adjust the range parameters and step amounts
 - This ensures that the new compensation system remains competitive for years to come
 - Minimums stay competitive to the market
 - Maximums stay appropriate
- CBIZ will provide the City with salary structure update factors for up to five years

QUESTIONS

