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BEMIDJI CITY COUNCIL
Special Work Session Agenda
Tuesday, August 17, 2010

City Hall
Conference Room
5:30 P.M.



1. CALL TO ORDER / ROLL CALL

2. DISCUSS JOB STUDY - Springsted

3. ADJOURNMENT



Final Report

City of Bemidji, Minnesota

Classification and Compensation Study

August 30, 2010

Table of Contents

LETTER OF TRANSMITTAL

1	INTRODUCTION.....	1
2	METHODOLOGY.....	4
3	FINDINGS AND RECOMMENDATIONS	6
4	IMPLEMENTING THE RECOMMENDED SALARY PLAN.....	11
	APPENDIX I.....	JOB EVALUATION RESULTS
	APPENDIX II.....	COMPENSATION PLAN
	APPENDIX III.....	POSITION GRADE ASSIGNMENT

Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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LETTER OF TRANSMITTAL

August 30, 2010

Mr. John Chattin
City Manager
City of Bemidji
317 Fourth Street NW
Bemidji, Minnesota 56601

Re: **Classification and Compensation Final Report**

Dear Mr. Chattin:

Springsted Incorporated is pleased to provide the City of Bemidji with the completed Classification and Compensation Study. This Study provides an overview of the City's current compensation and classification system and our final report, including the methodology used to develop new a new job evaluation system, market comparability, compensation plan and options for implementing a new compensation program

This Study represents a thorough and comprehensive review of all aspects of the City's classification and compensation system. The recommendations offered in this Study will increase the market competitiveness of the City's compensation program for its employees within the regional marketplace and provide increased internal equity among positions. Implementation of these recommendations will help the City attract new employees and assist in retaining current employees needed to meet the City's service demands.

Springsted expresses it's thanks to the City of Bemidji staff who completed Springsted's Position Analysis Questionnaires and to City staff for providing information and feedback throughout the phases of the Study. Springsted, Incorporated appreciates the privilege of serving the City of Bemidji and hope that we may be of assistance to you in the future.

Respectfully submitted,

Ann Antonsen

Ann Antonsen
Consultant

1. Introduction

The City of Bemidji, Minnesota, retained Springsted Incorporated to conduct a Classification and Compensation Study of the City's positions in the fall of 2009. The Study represents a comprehensive review of the components that affect an organization's compensation program – position descriptions, current compensation structure, the City's pay philosophy, regional market competitiveness of City salaries, the internal equity of salaries paid to comparable City positions, fringe benefits, and ongoing maintenance and administration of the compensation system.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new classification and compensation studies approximately every five to seven years ensuring their ability to hire and retain qualified employees and that internal relationships are equitable. The external market comparison is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees.

If compensation levels fall below those in the regional marketplace:

- the organization will experience difficulty hiring people
- increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities

Organizations should expect some employee turnover, but when it becomes excessive turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a measurable component of turnover, and as the City moves through the selection process the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover.

In addition, time spent by City staff participating in the recruitment and selection process for new employees:

- often diverts focus from their other duties and responsibilities
- slowing progress on meeting established goals
- adding to frustrations in meeting other job objectives beneficial to the City

There is also a substantial cost to turnover that comes with training new employees. Employees receive significant on-the-job training which diverts the attention of other employees away from their regular duties to assist in training. Organizational effectiveness is affected as employees train new employees as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

The City of Bemidji currently has a fairly stable work force with little turnover and has not experienced difficulty in recruiting qualified employees for most positions in the City. The concern would be for future vacancies as employees leave the work force upon retirement, not only in Bemidji, but in the regional marketplace and the increased competition for positions.

The following Study documents the comprehensive review and evaluation of the City's existing classification and compensation system and the methodology used to develop a new classification and compensation system. The Study was conducted with participation and input from City employees. Department heads were interviewed concerning the nature of their operations and discussed particular issues they were having with employee recruitment and retention. City employees supplied information about the work they perform by employees and their supervisors completing Position Analysis Questionnaires (PAQs). Positions were then evaluated by Springsted using the Systematic Analysis and Factor Evaluation (SAFE[®]) system. The SAFE system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity in the work performed, working conditions, the impact of end results and the consequences of error.

A comprehensive survey was developed and wage and benefit data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve which served as the foundation for creating a revised classification and compensation program. The compensation program structure relied upon a review of pay philosophy concepts that included:

- Providing fair and equitable compensation to employees
- Maintaining a competitive pay structure that takes into consideration the City's fiscal resources
- Providing consistent administration of pay policies and procedures among all City departments
- Evaluate additional compensation and fringe benefits in comparison with comparable employers
- Developing recommendations for modifications to the current compensation system that addresses internal equity and external market competitiveness and which meets the requirements of the State of Minnesota Local Government Pay Equity Act

This final report represents the culmination of the Classification and Compensation Study. It reflects significant City staff involvement, including their participation and attendance at orientation meetings held in October of 2009, and completion and submission of Position Analysis Questionnaires. Members of the Springsted team also met with City department heads to learn about the City's operations. These interviews also provided an opportunity for department heads to explain staffing problems affecting their operations that could be addressed through the Study.

A comprehensive salary and benefits survey was also conducted as part of this Study. Twenty-nine positions were included in the survey. Survey recipients were selected based on demographics and geographic proximity. Seventeen public entities, listed below, were invited to participate in the survey:

- City of Albert Lea
- City of Alexandria
- City of Brainerd
- City of Cloquet
- City of Detroit Lakes
- City of Fairmont
- City of Fergus Falls
- City of Grand Rapids
- City of Hutchinson
- City of Little Falls
- City of Marshall
- City of New Ulm
- City of North Branch
- City of Sartell
- City of Thief River Falls
- City of Willmar
- City of Worthington

The cities of Albert Lea, Brainerd, Fergus Falls, Little Falls, Sartell, Willmar and Worthington did not participate in the survey, however, we were able to gather their information from the League of Minnesota Cities survey, providing an excellent response rate of all of the identified regional organizations.

Survey respondents were asked to provide information on only those City of Bemidji positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

2. Methodology

Springsted, Incorporated used the following methodology to develop recommendations for the City of Bemidji:

1. Springsted met with the City Manager and Finance Director to establish a working relationship and gain an understanding of the needs and expectations of the City. This also provided an opportunity to discuss the City's goals in reviewing the compensation and fringe benefits offered to the City's employees, review current policies and practices relating to the City's existing pay practices, and obtain data on the programs and materials currently in use.
2. All department heads were provided information explaining the purpose of the study and Springsted's approach to conducting the study. Individual meetings were conducted with each department head to collect data on department structure, operations, and staffing along with identifying any specific departmental needs and concerns related to this study.
3. Employee orientation sessions were conducted by Springsted explaining the study process and answering questions. These meetings also provided an opportunity for employees to voice concerns and have input into the study.
4. All employees received Position Analysis Questionnaires (PAQs) and instruction sheets. They were encouraged to participate in the study by using the PAQ to respond to questions on characteristics and factors applicable to their position. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position.
5. Information was gathered from the City on the current compensation structure, current bargaining unit contracts, current benefits, and existing job descriptions covering the positions included in the study.
6. Springsted developed a comprehensive wage and benefits survey which included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum, number of steps if utilized, and percentage between steps and grades.
7. Information was also gathered on minimum, maximum and actual wage information for all positions included in the survey, information on any additional compensation such as longevity pay, pay for performance, educational incentives, and information on a wide variety of fringe benefits, including holidays, vacation, sick leave, insurances, deferred compensation, uniform allowance and any other additional compensation.

8. Using the salary and benefits data supplied by comparable government organizations recommendations were created for modifications to the City's current compensation system.
9. Guidelines for implementation and ongoing administration of the compensation program were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the City's pay scale stays current with changing economic and market conditions. The guidelines also provide for annual salary adjustments based on employee performance that meets or exceeds job expectations.

3. Findings and Recommendations

Conducting a comprehensive compensation study involves the analysis of substantial quantities of data collected from comparable employers and the City. We have evaluated the City's existing compensation program based on our analysis of the study data and the survey results. Using this information, we have developed recommendations for modifications to the City of Bemidji's compensation system.

A. Evaluation of the Current Compensation Program

Discussions with City personnel and a review of current compensation data indicates that many of the positions in the City of Bemidji are under-compensated in relation to other comparable organizations. Other findings indicate a wage problem demonstrated by:

- Concerns about the potential for future employee turnover and recruitment
- Difficulty hiring new personnel, especially for specialized positions such as technical, public safety and managerial
- Positions with comparable responsibilities requiring comparable education and experience that are assigned to different pay ranges

B. Pay Philosophy

A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we have emphasized references to performance in the pay philosophy discussion. As part of this Study, it is recommended that the City consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the City's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the City will pay individuals within a position
- Establishing rates of pay that allow the City to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a pay system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, managers, the City Council, and the public

C. Defining and Evaluating Job Classes

City employees completed individual Position Analysis Questionnaires (PAQs). Supervisors reviewed the PAQs and provided information for each position. Employees and supervisors both responded to questions regarding education and experience requirements, various job factors affecting positions, working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

We examined the PAQs and current job descriptions carefully to review the type of work performed and the qualifications of positions. If the work performed is essentially the same, positions can be consolidated into one job class, such as Administrative Assistant. Consolidating job titles, if practicable, can be beneficial for an organization as it can promote internal equity, particularly with comparable positions that exist in different departments. It also gives greater flexibility to supervisors in assigning work and supports employee cross training and professional development.

All job classes were reviewed to determine those positions that can be exempted from the overtime provisions of the federal Fair Labor Standards Act (FLSA) consistent with the regulations which took effect on August 23, 2004.

With the completion of the review of job descriptions, we utilized the SAFE job evaluation system, to review and rate each City position. The factors considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

Job evaluation results are found in Appendix I.

D. Developing A Salary Schedule

The process of developing a salary schedule draws substantially from market data. This data is obtained by conducting a survey of other comparable employers within the City's defined market. Respondents are asked to provide information about the structure of their pay plans, the minimum, maximum and actual salary rates of positions, years to maximum, number of steps, and information on additional compensation if relevant.

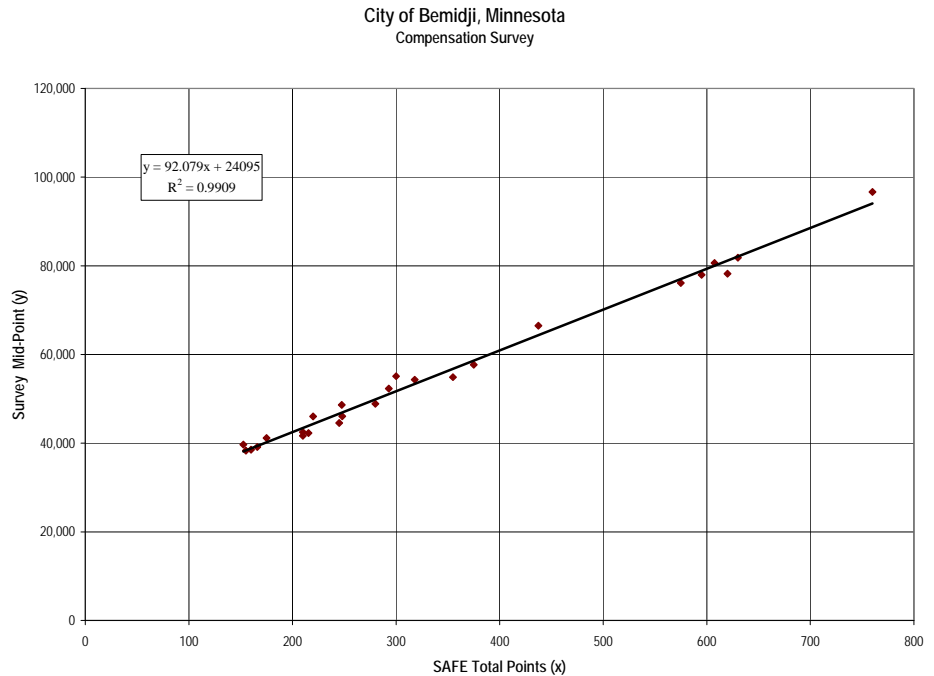
Survey Results. The salary survey included a series of questions designed to obtain information on a variety of pay practices. This survey was conducted using data from comparable employers in the region. The survey included 291 City positions. Of the 29 positions included in the survey, the information for 26 positions was used in analyzing the salary data. Three positions were not included as there was either inadequate or inconsistent information provided. A review of the salary ranges indicates that the salary ranges for the majority of the City of Bemidji positions included in the survey are below those of comparable organizations. City of Bemidji minimum salaries are, on average 6.61% below the market, midpoint salaries are 8.17% below and the maximums of the salary ranges are 9.43 below the average maximums reported by the survey participants.

A summary of the market survey results can be found in Appendix II.

Compensation Plans. A review of the compensation programs of the survey participants indicates that six (6) organizations that completed the survey utilize a step system, and two (2) use an open range system. The number of steps varied from 4 to 6, with an average of 4.67 steps. The percentage between steps was 5 percent (only 3 organizations provided this information). The number of grades in the pay plans averaged 21.5 with an average spread from minimum to maximum of 24%. The spread between grades ranges from 3% to 10% with an average of 6.6%.

Designing the Salary Schedule. The first step in designing a compensation plan is to create a salary curve using the salary survey data

for the City's positions and the corresponding job evaluation point factors for each position. This data produced the salary curve shown below. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



The recommended compensation plan was designed by establishing 26 pay grades with a 6.5 percent spread between pay grades. The midpoint of each pay grade generally corresponds with the market as defined by the salary survey. Each grade has 7 steps with 3.75% between steps. A proposed compensation plan was established based on the market comparables. The recommended compensation plan for City of Bemidji employees can be found in Appendix III of this report.

The consultant then assigned each position to the appropriate salary grade in the salary schedule. The List of Positions and Assignment to Salary Grade is shown in Appendix IV.

It is recommended that as part of this compensation plan, individual employee movement between the steps be based on individual employee performance. Employees should only receive step increases if their performance is satisfactory or better.

An established performance evaluation includes ongoing training of the system ensuring that supervisors in all departments consistently apply performance standards. When compensation is based on performance, employees look for assurance that managers will honestly evaluate performance and not inflate ratings in order to obtain a higher salary for

particular employees. Generally, such systems provide for a review by the City Manager's Office to provide a mechanism that helps supervisors apply performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six or 12 month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase. Employees who have satisfactory or better performance evaluations should expect annual wage increases.

4. Implementing the Recommended Salary Plan

A. Implementation

Employees can be placed onto the recommended wage schedule in several ways. To estimate implementation costs we used current employee salaries supplied by the City for all departments.

Option 1 – 2011 Implementation – 100% of Market

In Option 1 individual employees whose current wage is below the minimum of the proposed range would be placed on the first step of the proposed range for their position. Of the City’s 88 full-time and regularly scheduled part-time employees, 10 employees or 11.36% of the City’s workforce are compensated at a level which is below the minimum wage of the proposed wage scale for their position. The annual cost to bring these employees to the minimum of their proposed scale, with increases effective on the employee’s anniversary date is \$17,201.24. Employees whose current wage falls within the proposed range would be placed within the proposed schedule on the step closest to their current actual wage, without an employee receiving a decrease to their current wage. This wage increase would be effective on the employee’s anniversary date. The cost to place these individual employees onto the step closest to their current wage is \$52,099.75. This results in a total cost, along with the employees who are moved to the minimum of the range of \$69,301.00, which is a 1.60% increase.

Option 1 - DOH Showing Full Y1 Salary and Pro-rated Impact

	# of Staff	Current Full Salary	Proposed Full Salary	Pro Rated Difference	% Increase
Totals	88	4,337,265.73	4,453,229.21	69,301.00	1.60%
Employee Below Min	10	399,401.29	425,049.25	17,201.24	4.31%
Employee Within Range	75	3,799,773.24	3,890,088.77	52,099.75	1.37%
Employee Above Max	3	138,091.20	138,091.20	-	

Option 2 – 2011 Implementation - 95% of Market

Option 2 creates a wage schedule which is based on a 95% relationship to the market rather than at market average. In Option 2, once again, individual employees whose current wage is below the minimum of the proposed range would be placed on the first step of the proposed range for their position. Of the City’s 88 full-time and regularly scheduled part-time employees, 6 employees or 6.8% of the City’s workforce are compensated at a level which is below the minimum wage of the proposed wage scale for their position. The annual cost to bring these employees to the minimum of their proposed scale, with increases effective on the employee’s anniversary date is \$4,940.12. Employees whose current wage falls within the proposed range would be placed within the proposed schedule on the step closest to their current actual wage, without an employee receiving a decrease to their current wage. This wage increase would be effective on the employee’s

anniversary date. The cost to place these individual employees onto the step closest to their current wage is \$23,862.37. This results in a total cost, along with the employees who are moved to the minimum of the range of \$28,902.48, which is a 0.66% increase. **This is the option which is unanimously recommended by the City’s Labor Management Committee.**

Option 2 - Next Step - DOH Showing Full Y1 Salary and Pro-rated Impact

	# of Staff	Current Full Salary	Proposed Full Salary	Pro-Rated Difference	% Increase
Totals	88	4,337,265.73	4,389,273.46	28,802.48	0.66%
Employee Below Min	6	221,526.25	232,817.73	4,940.11	2.23%
Employee Within Range	73	3,667,967.46	3,708,683.71	23,862.37	0.65%
Employee Above Max	9	447,772.02	447,772.02		

B. Ongoing Administration

After initial implementation is achieved, the City will need to develop administration procedures that provide for annual salary adjustments based on market and economic conditions and adjustments that recognize individual performance.

Employee Adjustments. Employees will move through the wage schedule based on years of service and performance factors. An employee hired at the minimum wage rate who maintains satisfactory performance will move from the minimum to the maximum wage rate in approximately 6 years. Those with above satisfactory performance could move through the wage schedule in a shorter time frame.

Base adjustments. In 2012 and subsequent years it will be necessary for the City to adjust the salary schedules based on cost of living and other factors such as recruitment and retention issues. The City can establish a guideline for determining annual base adjustments. For example, the City could base it’s adjustment on the Consumer Price Index (CPI). The City could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the City maintains marketability among comparable regional organizations.

If the CPI for example, is 3.0 a 3.0 percent increase would be applied to the pay scale. In addition, employees would move to the next step of the wage schedule on their anniversary date, based on satisfactory performance. By making this base adjustment to all employee salaries, the City ensures that employees will not again fall behind the market.

C. Review of Fringe Benefits

The local government organizations that responded to the salary survey also provided information about their fringe benefit programs. Several observations can be made based on a review of the survey data.

- Holiday leave varies from 9 to 12 days per year, with an average of 11 holidays, five of the organizations also offered floating holidays. The City of Bemidji provides 10 days of holiday leave.
- The majority of respondents offer the traditional vacation and sick leave. The City of Bemidji offers vacation and sick leave to the Police Officer's Union and Paid Time Off (PTO) which includes vacation and sick leave for all other eligible City employees. The City's annual leave accumulations for vacation, sick leave and paid time off are comparable to that offered by survey participants.
- All organizations offer medical insurance. For 2010, the average monthly cost for single coverage is \$475 with an average employer contribution of 91.75%. For employee plus dependent coverage, the average cost among survey participants was \$1076, with an average contribution of 84%. Family insurance coverage had an average monthly cost of \$1221 with an average employer contribution of 81%. The City of Bemidji's cost for single coverage is \$518 with the City contribution 100% of the cost. For family coverage, the City contributes 55% of the \$1297 monthly cost.
- All of the organizations provided life insurance coverage as does the City of Bemidji..
- Some of the participating cities provide short-term and long-term disability insurance. The City of Bemidji provides short-term disability insurance to Police Department employees in accordance with the Union contract and provides long-term disability insurance for all employees..
- The majority of the organizations surveyed provide a deferred compensation program, with employees responsible for making contributions, which is consistent with the practices of the City of Bemidji.
- Ten of the respondents offer a Post Retirement Health Care Savings Plan, as does the City of Bemidji.

APPENDIX I

Job Evaluation Results

Position	Points
Clerk Typist	63
Liquor Store Clerk	68
Receptionist	88
Parking Enforcement Officer	98
Arena Worker I	100
Maintenance I - Parks	110
Driver	118
Maintenance Worker I - Streets	135
Maintenance II - Parks	152.5
Arena Worker II	155
Accounting Clerk	160
Legal Secretary	165
Administrative Assistant/Crime Analyst	165
Administrative Assistant - Police	165
Administrative Assistant - Public Works	165
Maintenance Worker II - Streets	166
Administrative Assistant/HR Technician	170
Administrative Assistant - Chief of Police	175
Engineering Technician I	175
Utility Operator I - Wastewater	185
Utility Operator I - Water/Sewer	185
Maintenance Technician - Streets	210
Utility Operator II - Wastewater	210
Special Events Coordinator	215
Utility Operator II - Water/Sewer	215.5
Foreman - Parks	220
Liquor Store Clerk - Lead	228
Engineering Technician II	245
Firefighter/EMT	247.5
Building Inspector	248
Assistant Treasurer	272.5
City Clerk	278
Police Officer	280
Utility Operator III - Wastewater	283.5
Utility Operator III - Water/Sewer	283.5
GIS Coordinator	293
Accountant	300
Detective	318
Police Sergeant	355
Building Official	375
Assistant City Attorney	383
Superintendent - Streets	432.5
Superintendent - Water/Sewer	432.5
Superintendent - Wastewater	437.5
Director - Community Development	442.5
Police Captain	460
Director - Parks and Recreation	530
Fire Chief	575
Finance Director	595
City Attorney	607.5
Police Chief	620
Director - Public Works/City Engineer	630
City Manager	760

APPENDIX II

Compensation Plan

	% Between Grades:	6.50%
	% Between Steps:	3.75%
Range:	24.72%	Starting Base Wage: \$ 23,930.53
		COLA Increase: 0%

Pts		Grade	Step						
			1	2	3	4	5	6	7
0	- 47	1	23,930.53	24,827.92	25,758.97	26,724.93	27,727.12	28,766.89	29,845.64
48	- 69	2	25,486.01	26,441.74	27,433.31	28,462.05	29,529.38	30,636.73	31,785.61
70	- 91	3	27,142.61	28,160.45	29,216.47	30,312.09	31,448.79	32,628.12	33,851.68
92	- 113	4	28,906.87	29,990.88	31,115.54	32,282.37	33,492.96	34,748.95	36,052.03
114	- 137	5	30,785.82	31,940.29	33,138.05	34,380.73	35,670.00	37,007.63	38,395.42
138	- 163	6	32,786.90	34,016.41	35,292.02	36,615.47	37,988.56	39,413.13	40,891.12
164	- 190	7	34,918.05	36,227.48	37,586.01	38,995.48	40,457.81	41,974.98	43,549.04
191	- 219	8	37,187.72	38,582.26	40,029.10	41,530.19	43,087.57	44,703.35	46,379.73
220	- 250	9	39,604.92	41,090.11	42,630.99	44,229.65	45,888.26	47,609.07	49,394.41
251	- 283	10	42,179.24	43,760.97	45,402.00	47,104.58	48,871.00	50,703.66	52,605.05
284	- 318	11	44,920.89	46,605.43	48,353.13	50,166.37	52,047.61	53,999.40	56,024.38
319	- 356	12	47,840.75	49,634.78	51,496.09	53,427.19	55,430.71	57,509.36	59,665.96
357	- 395	13	50,950.40	52,861.04	54,843.33	56,899.96	59,033.70	61,247.47	63,544.25
396	- 438	14	54,262.18	56,297.01	58,408.15	60,598.45	62,870.89	65,228.55	67,674.62
439	- 483	15	57,789.22	59,956.31	62,204.68	64,537.35	66,957.50	69,468.41	72,073.47
484	- 531	16	61,545.52	63,853.48	66,247.98	68,732.28	71,309.74	73,983.86	76,758.25
532	- 582	17	65,545.98	68,003.95	70,554.10	73,199.88	75,944.87	78,792.81	81,747.54
583	- 637	18	69,806.47	72,424.21	75,140.12	77,957.87	80,881.29	83,914.34	87,061.13
638	- 695	19	74,343.89	77,131.78	80,024.22	83,025.13	86,138.57	89,368.77	92,720.10
696	- 757	20	79,176.24	82,145.35	85,225.80	88,421.77	91,737.58	95,177.74	98,746.91
758	- 823	21	84,322.69	87,484.79	90,765.47	94,169.18	97,700.52	101,364.29	105,165.45
824	- 893	22	89,803.67	93,171.31	96,665.23	100,290.18	104,051.06	107,952.97	112,001.21
894	- 968	23	95,640.91	99,227.44	102,948.47	106,809.04	110,814.38	114,969.92	119,281.29
969	- 1048	24	101,857.57	105,677.23	109,640.12	113,751.63	118,017.31	122,442.96	127,034.57
1049	- 1132	25	108,478.31	112,546.24	116,766.73	121,145.48	125,688.44	130,401.75	135,291.82
1133	- 1223	26	115,529.40	119,861.75	124,356.57	129,019.94	133,858.19	138,877.87	144,085.79

APPENDIX III

Position Grade Assignment

Points	Department	Division	Title	Proposed			
				Grade	1	4	7
88	Finance	General	Receptionist	3	27,142.61	30,312.09	33,851.68
100	Parks and Recreation	N/A	Arena Worker I	4	28,906.87	32,282.37	36,052.03
110	Parks and Recreation	N/A	Maintenance I - Parks	4	28,906.87	32,282.37	36,052.03
118	Public Works	Water/Sewer	Driver	5	30,785.82	34,380.73	38,395.42
135	Public Works	Streets	Maintenance Worker I - Streets	5	30,785.82	34,380.73	38,395.42
160	Finance	General	Accounting Clerk	6	32,786.90	36,615.47	40,891.12
155	Parks and Recreation	N/A	Arena Worker II	6	32,786.90	36,615.47	40,891.12
152.5	Parks and Recreation	N/A	Maintenance II - Parks	6	32,786.90	36,615.47	40,891.12
175	Police	N/A	Administrative Assistant - Chief of Police	7	34,918.05	38,995.48	43,549.04
165	Police	N/A	Administrative Assistant - Police	7	34,918.05	38,995.48	43,549.04
165	Public Works	Administrative	Administrative Assistant - Public Works	7	34,918.05	38,995.48	43,549.04
165	Police	N/A	Administrative Assistant/Crime Analyst	7	34,918.05	38,995.48	43,549.04
170	Administration	General	Administrative Assistant/HR Technician	7	34,918.05	38,995.48	43,549.04
175	Public Works	Engineering	Engineering Technician I	7	34,918.05	38,995.48	43,549.04
165	Administration	Legal	Legal Secretary	7	34,918.05	38,995.48	43,549.04
166	Public Works	Streets	Maintenance Worker II - Streets	7	34,918.05	38,995.48	43,549.04
185	Public Works	Wastewater	Utility Operator I - Wastewater	7	34,918.05	38,995.48	43,549.04
185	Public Works	Water/Sewer	Utility Operator I - Water/Sewer	7	34,918.05	38,995.48	43,549.04
210	Public Works	Streets	Maintenance Technician - Streets	8	37,187.72	41,530.19	46,379.73
215	Parks and Recreation	N/A	Special Events Coordinator	8	37,187.72	41,530.19	46,379.73
210	Public Works	Wastewater	Utility Operator II - Wastewater	8	37,187.72	41,530.19	46,379.73
215.5	Public Works	Water/Sewer	Utility Operator II - Water/Sewer	8	37,187.72	41,530.19	46,379.73
248	Administration	Building	Building Inspector	9	39,604.92	44,229.65	49,394.41
245	Public Works	Engineering	Engineering Technician II	9	39,604.92	44,229.65	49,394.41
247.5	Fire	N/A	Firefighter/EMT	9	39,604.92	44,229.65	49,394.41
220	Parks and Recreation	N/A	Foreman - Parks	9	39,604.92	44,229.65	49,394.41
228	Finance	Liquor Store	Liquor Store Clerk - Lead	9	39,604.92	44,229.65	49,394.41
272.5	Finance	General	Assistant Treasurer	10	42,179.24	47,104.58	52,605.05
278	Administration	General	City Clerk	10	42,179.24	47,104.58	52,605.05
280	Police	N/A	Police Officer	10	42,179.24	47,104.58	52,605.05
283.5	Public Works	Wastewater	Utility Operator III - Wastewater	10	42,179.24	47,104.58	52,605.05
283.5	Public Works	Water/Sewer	Utility Operator III - Water/Sewer	10	42,179.24	47,104.58	52,605.05
300	Finance	General	Accountant	11	44,920.89	50,166.37	56,024.38
318	Police	N/A	Detective	11	44,920.89	50,166.37	56,024.38
293	Administration	GIS	GIS Coordinator	11	44,920.89	50,166.37	56,024.38
355	Police	N/A	Police Sergeant	12	47,840.75	53,427.19	59,665.96
383	Administration	Legal	Assistant City Attorney	13	50,950.40	56,899.96	63,544.25
375	Administration	Building	Building Official	13	50,950.40	56,899.96	63,544.25
432.5	Public Works	Streets	Superintendent - Streets	14	54,262.18	60,598.45	67,674.62
437.5	Public Works	Wastewater	Superintendent - Wastewater	14	54,262.18	60,598.45	67,674.62
432.5	Public Works	Water/Sewer	Superintendent - Water/Sewer	14	54,262.18	60,598.45	67,674.62
442.5	Administration	Community I	Director - Community Development	15	57,789.22	64,537.35	72,073.47
460	Police	N/A	Police Captain	15	57,789.22	64,537.35	72,073.47
530	Parks and Recreation	N/A	Director - Parks and Recreation	16	61,545.52	68,732.28	76,758.25
575	Fire	N/A	Fire Chief	17	65,545.98	73,199.88	81,747.54
607.5	Administration	Legal	City Attorney	18	69,806.47	77,957.87	87,061.13
630	Public Works	Administrative	Director - Public Works/City Engineer	18	69,806.47	77,957.87	87,061.13
595	Finance	General	Finance Director	18	69,806.47	77,957.87	87,061.13
620	Police	N/A	Police Chief	18	69,806.47	77,957.87	87,061.13
760	Administration	General	City Manager	21	84,322.69	94,169.18	105,165.45