

BEMIDJI CITY COUNCIL

Special Work Session Agenda

Tuesday, August 7, 2018

**City Hall
Conference Room
5:30 P.M.**



1. CALL TO ORDER / ROLL CALL
2. REVIEW COMPENSATION STUDY
3. ADJOURNMENT

NOTE: Please switch all cellphones and pagers to a non-audible function during Council and Committee meetings.

COUNCIL AGENDA ITEM



Meeting Date: August 7, 2018

Action Requested: Review Compensation Study

Prepared By: Nate Mathews, City Manager *Nate*

Background

The Council hired Springsted to complete a compensation study for all city positions on January 16, 2018. The last similar study was conducted in 2010. This year's study was facilitated by Ann Antonsen of Springsted and completed at the end of July as expected. Attached with this memo is her final report.

Cities periodically complete job classification/compensation studies every five to seven years to accomplish and address the following:

- Develop pay scale as an effective recruitment and retention tool
- Position duties and responsibilities changes
- Changes in City issues and service level complexity
- Organizational structure changes
- Union contract negotiation supporting documentation
- Determine pay equity compliance

The 2018 study involved two perspectives; 1) an in depth review of position duties, required training and experience, complexity of work performed, working conditions and impact of end results; and 2) wage comparison with external market.

The external market wage comparison considered other greater MN regional centers that have parallel complexity in their growing service levels, development activity and Event Center and State University presence. Bemidji has unique challenges including:

- Tax exempt property and related funding challenges
- Concentration of government employment
- Low median income levels
- Lower housing values
- Tourism impacts
- Complex and high level of development and construction projects
- Level of rental units
- Higher level of public safety calls and crime rates
- Extent and scope of fire protection service coverage
- Socio-economic issues
- Planning and expansion pressure at and around City borders

- Waste Water Plant on Mississippi River and lift station volume
- Water well field issues
- Airport

Compensation Study Findings:

The attached report provides details regarding the purpose of and process followed in conducting this study including comparable cities used and criteria utilized to evaluate positions. The study indicates on page 3 that City salary ranges are lower than the average salary ranges provided in comparable organizations. For example, our current salaries are 12% to 15% below average for both minimum and maximum salaries of the comparable organizations. In addition, it indicates that various internal pay relationship inequities exist within the City and the proposed new wages scale will correct this.

The report states the city may experience recruitment and retention issues if compensation levels remain below those in the marketplace. This is a timely point because our police department over the past month has been dealing with turnover and hiring challenges both of which are costly in terms of dollars and time not to mention organizational effectiveness and candidate quality.

Certain positions changed but most positions remained in the same. Of 61 positions examined, 33 remained unchanged in grade level. Remaining positions reflect adjustments in pay grade based on current job duties and responsibilities.

Recommendation

This meeting is to review and discuss the compensation study results and answer questions. I am asking Department Head staff to attend so as they can discuss this wage study with you and answer questions and provide feedback. No recommendations are being made at this time nor is a Council decision expected. Staff are working on implementation options and related cost, budget and levy impacts. A recommendation will be made at the Aug 27 closed work session, which we will hold for labor negotiations.



Classification and Compensation Study

The City of Bemidji, Minnesota

August 2018

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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 5, 2018

Mr. Nate Mathews
City Manager
City of Bemidji
317 4th Street NW
Bemidji, Minnesota 56601

Re: Classification and Compensation Study

Dear Mr. Mathews:

Springsted Incorporated is pleased to provide the City of Bemidji with the City's completed Classification and Compensation Study. The study provides an overview of the City's current classification and compensation system as it relates to all of the City's positions and our final report including the methodology used to update the classification and compensation system, options for implementing the compensation system and for addressing issues related to salary compression, and other compensation pay issues.

The study represents a thorough and comprehensive review of all aspects of the City's compensation system. The recommendations offered, we believe, will increase the market competitiveness of the City's compensation program within the regional marketplace and provide increased internal equity among City positions. Implementation of these recommendations will assist the City in attracting new employees, when necessary, and in retaining current employees needed to meet the City's service demands.

Springsted expresses its thanks to the City staff who completed Springsted's Position Analysis Questionnaires as we worked to verify their current job responsibilities and requirements. We particularly want to thank the members of the City's staff who supplied us with data and answered numerous questions, direction and feedback throughout the study. Springsted appreciates the privilege of serving the City and hope that we may be of assistance to you in the future.

Respectfully submitted,

Ann Antonsen

Ann Antonsen, Vice President
Consultant

1. Executive Summary

Springsted Incorporated completed a Classification and Compensation Study for the City of Bemidji, Minnesota in the summer of 2018. The study represents a comprehensive review of the components that affect an organization's compensation program – a review of job descriptions, current compensation structure, the City's compensation philosophy, regional market competitiveness of City salaries, the internal equity of salaries paid to comparable City positions, employee benefits, and ongoing maintenance and administration of the compensation system.

The City has encountered some situations that could be addressed by conducting a comprehensive classification and compensation study and implementing an up to date compensation system. Difficulty in recruiting and hiring new employees, candidate pools lacking the skill sets required for the position being recruited, and employee turnover in certain positions are all indications that the City's classification and compensation program may not be competitive within the regional market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies every five to seven years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus 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 may experience difficulty hiring people and increased employee turnover as employees seek jobs with other organizations that will pay the market rates for their skills and abilities. In today's economy, it is imperative to remain competitive and, in order to do so, it is necessary to monitor the regional marketplace. An organization must ensure market adjustments are provided to the salary scale to maintain their competitive position when resources are available. When a position is recruited several times due to a lack of qualified applicant pools willing to work at an advertised salary, this leads to smaller and smaller pools and breaks in service with responsibilities for the vacant position being assigned to other full-time staff.

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. There is also a substantial cost for turnover that comes with training of new employees.

Employees receive on-the-job training which diverts the attention of other employees away from their regular duties to assist in training. This is particularly true in the public safety area where significant State mandated

training is required before a provider can serve effectively and to ensure quality services are provided to the citizens and visitors of the community. For example, several Sheriffs and Police Chiefs that we have worked with have estimated the cost of training a new law enforcement officer to range between \$22,000 to \$42,000 per selected candidate dependent upon the jurisdiction.

Organizational effectiveness is affected as current employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expenditure reports, they will be demonstrated in performance data in the form of reduced service outcomes.

As the City continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the citizens of the City of Bemidji. Competition for a wide range of professions in the local government marketplace is becoming more intense each year as the private sector continues to attract workers to higher paying jobs, local government curriculums are decreased at the college level, benefit levels drop for local government employees, and other competing organizations increase their salaries to remain competitive and to meet demands for service in their communities and organizations.

The periodic review, which comes with completion of a comprehensive classification and compensation update, also enables an organization to account for changes in use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge, and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The primary purposes of the study that were identified by the City included:

- To attract and retain qualified workers;
- To provide equitable and competitive salaries for all workers of the City;
- Develop a salary structure that provides for internal equity and ensures external competitiveness with other municipalities in the City's geographic area; and
- Review current compensation practices and policies and develop recommendations for ongoing administration and maintenance of the proposed Classification and Compensation Plan.

The following study documents the review and evaluation of the City's existing compensation system and the methodology used to develop more competitive compensation levels. The study was conducted with extensive participation with City management staff and input from department heads and employees. Department heads were interviewed concerning the nature of their operations

and discussed particular issues they were having compensation and benefits issues and with employee recruitment and retention.

A compensation and benefits survey was developed and comprehensive wage 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 compensation program. The compensation program structure relied upon a review of compensation philosophy concepts that included:

- Providing fair and equitable compensation to employees in a more competitive and changing labor market
- Maintaining a competitive pay structure that takes into consideration the City's fiscal resources
- Ensuring that employee compensation reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all City departments

Major findings of the study can be summarized as follows:

- The salary ranges for City positions are lower than the average salary ranges provided in comparable organizations. Because the City's ranges are below average market rates, the City may experience difficulty hiring and retaining employees in certain positions. The City may also experience future turnover in positions that are paid at a higher rate by comparable organizations with which the City competes for employees. Our analysis of benchmark organizations indicated that the City's minimum salaries overall are 12.44% below the average minimum salaries, 13.90% below the average midpoint salaries, and 15.08% below the average maximum salary levels of the responding organizations surveyed. Based on the updated salary schedule developed as part of this study, we found that 17% of the City's workforce is paid at a rate below the proposed minimum salary rate of their newly assigned pay grade.
- Internal pay relationship inequities exist within the City. Positions that require similar minimum qualifications and have comparable responsibilities should be compensated at comparable levels. We reviewed all positions and then evaluated each position against standard criteria. Each position was then assigned to a pay grade that reflected its internal relationship to other City positions thereby ensuring equitable internal pay relationships.
- The study offers a recommended compensation plan and recognizes an implementation schedule that would be effective upon City Council adoption. The implementation schedule provides a strategy that ensures that all employees are paid at least at the minimum of their assigned pay grade.

2. Introduction

The City of Bemidji, Minnesota retained Springsted Incorporated to conduct a Classification and Compensation study in the winter of 2018. Completion of this study reflects a significant effort by City staff to provide polices and human resources related data, complete questionnaires and review information.

A comprehensive salary and benefits survey was conducted as part of this study with the City reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided by the entity surveyed, geographic proximity to the City of Bemidji and competition for employees. Forty-four (44) positions were included in the survey. Ten (10) public entities listed below, were invited to participate in the survey. The entities in bold provided information for the study, with 9 total responses:

- **City of Albert Lea**
- **Beltrami County**
- City of Faribault
- **City of Farmington**
- **City of Hastings**
- **City of Hibbing**
- **City of Mankato**
- **City of Northfield**
- **City of Red Wing**
- **City of Willmar**

In addition Springsted collected data from the Economic Research Institute which provides public sector data on a regional level which is updated on a quarterly basis. Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

3. Methodology

Springsted Incorporated used the following methodology to develop a new and revised classification system and compensation program for The City of Bemidji:

1. Springsted staff met with the City Manager and the Finance Director to establish a working relationship, review current policies and practices relating to the City's existing pay practices and to collect data on organizational structure, operations, and staffing in addition to identifying any specific departmental needs and concerns related to this study. This meeting also provided an opportunity to discuss the City's goals in conducting this study.
2. All department heads were also provided information explaining the purpose of the study and Springsted's approach to conducting the study. Individual meetings were conducted with each of the City's department heads to collect information on department structure, operations, and staffing, along with identifying any specific departmental needs and concerns related to this study.
3. The City provided copies of existing job descriptions, proposed job description updates, Position Analysis Questionnaire's (PAQs) which were completed by employees and their supervisor, the City's current pay scale and compensation policies.
4. The Springsted consultant team reviewed the PAQs completed by City employees upon their receipt and made preliminary classification decisions for the various positions in The City of Bemidji.
5. Springsted conducted a market survey of ten (10) communities identified in consultation with the City to determine the market for benchmarked positions as well as collecting regional private sector data.
6. Utilizing the information in the City's job descriptions and PAQs, all City positions were evaluated using Springsted's Systematic Analysis and Factor Evaluation (SAFE[®]) system to assist in assuring that the internal relationships of positions within the City were equitable. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
7. 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 scales stay current with changing economic and market conditions. The implementation options and the estimated costs are provided as part of this study.

4. Findings and Recommendations

Developing a classification system and compensation program involves the analysis of substantial quantities of data collected from employees, supervisors, 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 a compensation program for The City of Bemidji, which is described below. Options for implementing the recommended changes conclude this section.

A. Evaluation of the Current Compensation Program

Discussions with City personnel and review of compensation data indicate that employees of the City are under-compensated in relation to other comparable regional organizations when comparing actual salaries. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Difficulty recruiting employees in various positions
- Concerns about possible employee turnover because employees may leave to take higher paying jobs with other employers
- Positions with comparable responsibilities requiring comparable education and experience that are assigned to different pay grades resulting in pay differences

B. Compensation Philosophy

A compensation philosophy guides the design of a pay plan 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 compensation philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals.

In addition, movement of positions through the pay grades is an important topic for consideration of local governments. 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.

Movement of positions through the assigned salary grade is also an important consideration for employees and their supervisors to understand. Employees should have an understanding of how they may obtain pay increases whether it is by merit or some other form, so that they believe that they have a future in the community that they serve.

In consultation with the City's Management, Springsted staff developed a compensation philosophy framework guiding the compensation program development and the direction of this study. As part of this study, we recommend that the City consider these concepts in the adoption of a formal compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Developing a system of pay grades that state the minimum and maximum rates that the City will pay individuals within a job class and identify the midpoint of the range as the “market” rate
- Defining the City’s market area based on the nature of the job class requirements and the availability of potential candidates locally or state-wide
- 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 employees reflect changing economic conditions
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, the City Manager, City Council, and the public

C. Evaluating Positions

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 working conditions and the physical requirements of each job in compliance with the Americans with Disabilities Act (ADA).

Based on the information provided in the PAQs and the City’s current job descriptions, Springsted Incorporated’s SAFE® job evaluation system was utilized to evaluate, rate and rank each position in the City’s workforce to establish preliminary class assignments. Springsted staff then reviewed each position, assigned it to one (1) of six (6) skill levels, and evaluated the job based upon the nine (9) job factors listed below:

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

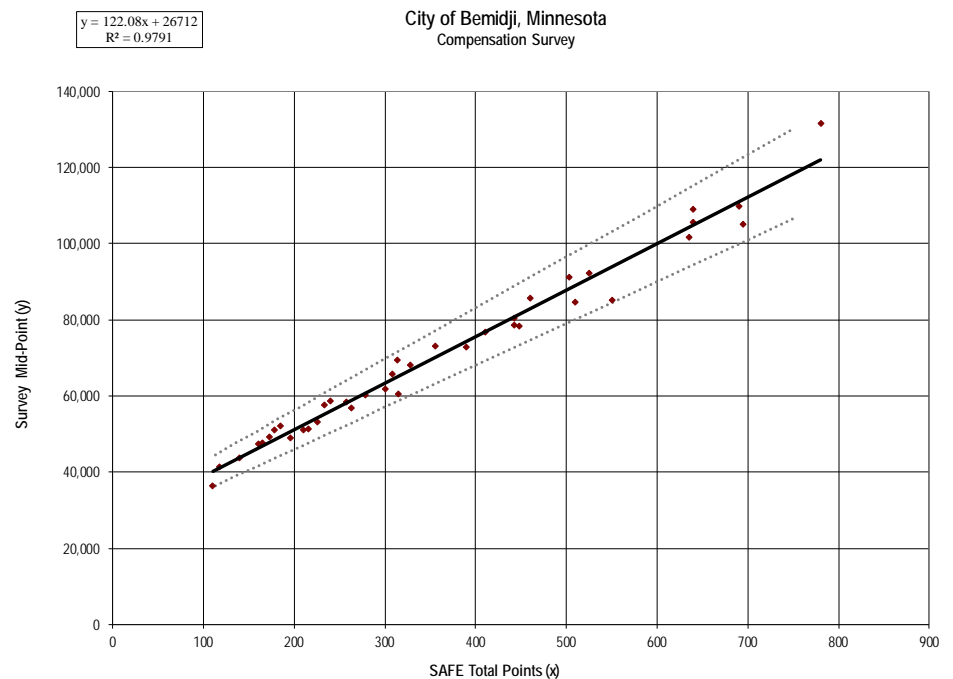
All positions were reviewed to determine those positions that qualify as exempt from the overtime provisions of the Federal Fair Labor Standards Act (FLSA) consistent with the current regulations.

D. Developing A Salary Schedule

The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the City’s defined market area; that is, who does the locality compete with for employees when vacancies occur? Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions, hours worked, number of employees, and information on additional compensation.

Survey Results. The survey included benchmarked positions covering a full range of positions from administrative support and maintenance positions to professional employees and department heads. A general summary of survey results appears in Appendix II. Job titles marked ‘DNU’ on the Salary Survey Summary were not used in developing the salary curve because positions did not match the position being surveyed or data received was inconsistent or inadequate.

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 benchmark positions and the corresponding job evaluation point factors for each benchmark 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 proposed pay scale contains twenty-five (25) pay grades, nine (9) steps per grades with a 3% spread between steps and a 6.5% separation between grades. The new pay plan can be found in Appendix III of this report. The recommended pay plan is the result of the analysis of the data received and reflects the market ranges of salaries as reported by competitors in the area.

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

5. Implementing the Recommended Salary Plan

Cost implementation options are being prepared, analyzed and reviewed for budget implications and will be presented and discussed at the closed City Council work session on August 27, 2018

Ongoing Administration

After initial implementation is achieved, the City should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions and the City's ability to pay. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the City's compensation schedule to maintain market competitiveness.

Base adjustments. It will be necessary for the City to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The City can establish a guideline for determining annual base adjustments. For example, the City could base its 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 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary. By making this base adjustment to all employee salaries, the City ensures that employees will not fall behind the market.

Recommendations

The City of Bemidji is a service-oriented organization. The City delivers services through its employees who are a major investment in the organization's infrastructure. The recommendations which will be presented on August 27 includes the analysis of significant amounts of information, which has been gathered from a variety of sources, carefully and objectively analyzed, and structured in a way that will provide a sound and fair system of compensating employees if followed carefully.

Appendix I

Annual Salary Adjustment – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

Benchmark Jobs – A group of jobs used as reference points for making pay comparisons with other organizations.

Class Description – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

Classification – The assignment of positions to appropriate positions and pay grades based on the results of a job evaluation.

Internal Equity – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

Job Class – A grouping of jobs that is considered to be substantially similar for pay purposes.

Job Evaluation – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all positions.

Line of Best Fit – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

Occupational Group – Jobs involving work of the same nature but requiring different skill and responsibility levels.

Pay Grade – A level within a salary schedule into which positions with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

Compensation Philosophy – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance, and administration of the pay system.

Performance Evaluation – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

Position Analysis Questionnaire (PAQ) – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

Progression through Pay Grades – Strategies that move employees through the pay grade.

Salary Survey – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

Appendix II

Appendix III

The City of Bemidji, Minnesota Pay Scale

						% Between Grades:	6.50%		
						% Between Steps:	3.0%	Range:	26.68%
						Starting midpoint:	35,798		
	Step								
Grade	1	2	3	4	5	6	7	8	9
1	31,806.06	32,760.24	33,743.05	34,755.34	35,798.00	36,871.94	37,978.10	39,117.44	40,290.96
2	33,873.45	34,889.66	35,936.35	37,014.44	38,124.87	39,268.62	40,446.67	41,660.07	42,909.88
3	36,075.23	37,157.48	38,272.21	39,420.38	40,602.99	41,821.08	43,075.71	44,367.98	45,699.02
4	38,420.12	39,572.72	40,759.90	41,982.70	43,242.18	44,539.45	45,875.63	47,251.90	48,669.46
5	40,917.43	42,144.95	43,409.30	44,711.58	46,052.92	47,434.51	48,857.55	50,323.27	51,832.97
6	43,577.06	44,884.37	46,230.90	47,617.83	49,046.36	50,517.75	52,033.29	53,594.28	55,202.11
7	46,409.57	47,801.85	49,235.91	50,712.99	52,234.38	53,801.41	55,415.45	57,077.91	58,790.25
8	49,426.19	50,908.97	52,436.24	54,009.33	55,629.61	57,298.50	59,017.45	60,787.98	62,611.62
9	52,638.89	54,218.06	55,844.60	57,519.94	59,245.54	61,022.90	62,853.59	64,739.20	66,681.37
10	56,060.42	57,742.23	59,474.50	61,258.73	63,096.49	64,989.39	66,939.07	68,947.24	71,015.66
11	59,704.35	61,495.48	63,340.34	65,240.55	67,197.77	69,213.70	71,290.11	73,428.81	75,631.68
12	63,585.13	65,492.68	67,457.46	69,481.19	71,565.62	73,712.59	75,923.97	78,201.69	80,547.74
13	67,718.16	69,749.71	71,842.20	73,997.46	76,217.39	78,503.91	80,859.03	83,284.80	85,783.34
14	72,119.84	74,283.44	76,511.94	78,807.30	81,171.52	83,606.66	86,114.86	88,698.31	91,359.26
15	76,807.63	79,111.86	81,485.22	83,929.77	86,447.67	89,041.10	91,712.33	94,463.70	97,297.61
16	81,800.13	84,254.13	86,781.76	89,385.21	92,066.76	94,828.77	97,673.63	100,603.84	103,621.95
17	87,117.14	89,730.65	92,422.57	95,195.25	98,051.10	100,992.64	104,022.42	107,143.09	110,357.38
18	92,779.75	95,563.14	98,430.04	101,382.94	104,424.43	107,557.16	110,783.87	114,107.39	117,530.61
19	98,810.43	101,774.75	104,827.99	107,972.83	111,212.01	114,548.37	117,984.83	121,524.37	125,170.10
20	105,233.11	108,390.11	111,641.81	114,991.06	118,440.79	121,994.02	125,653.84	129,423.45	133,306.16
21	112,073.26	115,435.46	118,898.53	122,465.48	126,139.45	129,923.63	133,821.34	137,835.98	141,971.06
22	119,358.03	122,938.77	126,626.93	130,425.74	134,338.51	138,368.67	142,519.73	146,795.32	151,199.18
23	127,116.30	130,929.79	134,857.68	138,903.41	143,070.51	147,362.63	151,783.51	156,337.01	161,027.12
24	135,378.86	139,440.22	143,623.43	147,932.13	152,370.10	156,941.20	161,649.44	166,498.92	171,493.89
25	144,178.48	148,503.84	152,958.95	157,547.72	162,274.15	167,142.38	172,156.65	177,321.35	182,640.99

Appendix IV

The City of Bemidji, Minnesota

Title and Grade Assignment

Department	Division	Title	Grade	Proposed		
				1	5	9
Administration	Legal	Legal Secretary	7	46,409.57	52,234.38	58,790.25
Administration	GIS	GIS/Storm Water/Site Analyst	8	49,426.19	55,629.61	62,611.62
Administration	General	City Clerk	9	52,638.89	59,245.54	66,681.37
Administration	General	Human Resources Coordinator	9	52,638.89	59,245.54	66,681.37
Administration	Building	Building Inspector	10	56,060.42	63,096.49	71,015.66
Administration	GIS	GIS Coordinator	12	63,585.13	71,565.62	80,547.74
Administration	Building	Building Official	14	72,119.84	81,171.52	91,359.26
Administration	Legal	Assistant City Attorney	16	81,800.13	92,066.76	103,621.95
Administration	Community Development	Community Development Director	16	81,800.13	92,066.76	103,621.95
Administration	Legal	City Attorney	19	98,810.43	111,212.01	125,170.10
Administration	General	City Manager	22	119,358.03	134,338.51	151,199.18
Finance	Liquor Store	Liquor Sales Associate	2	33,873.45	38,124.87	42,909.88
Finance	General	Receptionist	4	38,420.12	43,242.18	48,669.46
Finance	General	Accounting Clerk	6	43,577.06	49,046.36	55,202.11
Finance	Liquor Store	Lead Liquor Sales Associate	6	43,577.06	49,046.36	55,202.11
Finance	General	Lead Accounting Clerk	7	46,409.57	52,234.38	58,790.25
Finance	Liquor Store	Assistant Liquor Manager	9	52,638.89	59,245.54	66,681.37
Finance	General	Assistant Treasurer	10	56,060.42	63,096.49	71,015.66
Finance	General	Accountant	11	59,704.35	67,197.77	75,631.68
Finance	Liquor Store	Superintendent - Liquor Operations	14	72,119.84	81,171.52	91,359.26
Finance	General	Finance Director	19	98,810.43	111,212.01	125,170.10
Fire	N/A	Firefighter/EMT	9	52,638.89	59,245.54	66,681.37
Fire	N/A	Fire Chief	18	92,779.75	104,424.43	117,530.61
Parks and Recreation	N/A	Arena Worker I	3	36,075.23	40,602.99	45,699.02
Parks and Recreation	N/A	Maintenance I - Parks	4	38,420.12	43,242.18	48,669.46
Parks and Recreation	N/A	Arena Worker II	6	43,577.06	49,046.36	55,202.11
Parks and Recreation	N/A	Maintenance II - Parks	6	43,577.06	49,046.36	55,202.11
Parks and Recreation	N/A	Maintenance II - Parks and Gardens	6	43,577.06	49,046.36	55,202.11
Parks and Recreation	N/A	Parks Maintenance III	7	46,409.57	52,234.38	58,790.25
Parks and Recreation	N/A	Parks Foreman	9	52,638.89	59,245.54	66,681.37
Parks and Recreation	N/A	Recreation Coordinator	9	52,638.89	59,245.54	66,681.37
Parks and Recreation	N/A	Parks Superintendent	13	67,718.16	76,217.39	85,783.34
Parks and Recreation	N/A	Parks and Recreation Director	17	87,117.14	98,051.10	110,357.38
Planning	N/A	Administrative Assistant - Planning	6	43,577.06	49,046.36	55,202.11
Planning	N/A	Assistant Planner	11	59,704.35	67,197.77	75,631.68
Planning	N/A	Planning Director	16	81,800.13	92,066.76	103,621.95
Police	N/A	Community Service Officer	4	38,420.12	43,242.18	48,669.46
Police	N/A	Administrative Assistant - Chief of Police	6	43,577.06	49,046.36	55,202.11
Police	N/A	Crime Analyst	6	43,577.06	49,046.36	55,202.11
Police	N/A	Police Officer	10	56,060.42	63,096.49	71,015.66
Police	N/A	Police Detective	11	59,704.35	67,197.77	75,631.68
Police	N/A	Police Sergeant	13	67,718.16	76,217.39	85,783.34
Police	N/A	Police Captain	15	76,807.63	86,447.67	97,297.61
Police	N/A	Police Chief	19	98,810.43	111,212.01	125,170.10
Public Works	Streets	Maintenance Worker I - Streets	5	40,917.43	46,052.92	51,832.97
Public Works	Water/Sewer/Refuse	Refuse Driver	5	40,917.43	46,052.92	51,832.97
Public Works	Administration	Administrative Assistant - Public Works	6	43,577.06	49,046.36	55,202.11
Public Works	Wastewater	Utility Operator I - Wastewater	6	43,577.06	49,046.36	55,202.11
Public Works	Water/Sewer/Refuse	Utility Operator I - Water/Sewer	6	43,577.06	49,046.36	55,202.11
Public Works	Engineering	Engineering Technician I	7	46,409.57	52,234.38	58,790.25
Public Works	Streets	Maintenance Worker II - Streets	7	46,409.57	52,234.38	58,790.25
Public Works	Wastewater	Utility Operator II - Wastewater	7	46,409.57	52,234.38	58,790.25
Public Works	Water/Sewer/Refuse	Utility Operator II - Water/Sewer	7	46,409.57	52,234.38	58,790.25
Public Works	Streets	Maintenance Technician - Streets	8	49,426.19	55,629.61	62,611.62
Public Works	Wastewater	Utility Operator III - Wastewater	9	52,638.89	59,245.54	66,681.37
Public Works	Water/Sewer/Refuse	Utility Operator III - Water/Sewer	9	52,638.89	59,245.54	66,681.37
Public Works	Engineering	Engineering Technician II	10	56,060.42	63,096.49	71,015.66
Public Works	Streets	Superintendent - Streets	14	72,119.84	81,171.52	91,359.26
Public Works	Wastewater	Superintendent - Wastewater	14	72,119.84	81,171.52	91,359.26
Public Works	Water/Sewer/Refuse	Superintendent - Water/Sewer	14	72,119.84	81,171.52	91,359.26
Public Works	Engineering	Assistant City Engineer	15	76,807.63	86,447.67	97,297.61
Public Works	Administration	Director of Public Works/City Engineer	19	98,810.43	111,212.01	125,170.10
Sanford Center	N/A	Administrative Assistant	3	36,075.23	40,602.99	45,699.02
Sanford Center	N/A	Event Manager	10	56,060.42	63,096.49	71,015.66
Sanford Center	N/A	Executive Chef	10	56,060.42	63,096.49	71,015.66
Sanford Center	N/A	Facility Manager	10	56,060.42	63,096.49	71,015.66
Sanford Center	N/A	Sales Manager	10	56,060.42	63,096.49	71,015.66
Sanford Center	N/A	Ticket Office Manager	10	56,060.42	63,096.49	71,015.66
Sanford Center	N/A	Food and Beverage Manager	11	59,704.35	67,197.77	75,631.68
Sanford Center	N/A	Operations Manager	11	59,704.35	67,197.77	75,631.68
Sanford Center	N/A	Director of Food and Beverage	13	67,718.16	76,217.39	85,783.34
Sanford Center	N/A	Director of Operations	13	67,718.16	76,217.39	85,783.34
Sanford Center	N/A	Director of Sales and Marketing	13	67,718.16	76,217.39	85,783.34
Sanford Center	N/A	Director of Finance	14	72,119.84	81,171.52	91,359.26
Sanford Center	N/A	Executive Director	19	98,810.43	111,212.01	125,170.10