

# SPECIAL WORK SESSION AGENDA



**Casper City Council  
City Hall, Council Chambers  
Wednesday, May 20, 2020, 4:30 p.m.**

**This meeting will not be open to the public, per the order issued by Governor Gordon and the Natrona County Public Health Officer.**

*Work Sessions are always available for citizens to watch live on the City’s website (casperwy.gov) via YouTube and on cable channel 192. There is no public comment at work sessions, but citizens are welcome to email City Council with any questions or concerns at [councilcomments@casperwy.gov](mailto:councilcomments@casperwy.gov) before the work session.*

<b>Special Work Session Agenda</b>		Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Class & Comp Final Report	Direction Requested	60 min	4:30
2.	Recycling Option Follow-up	Direction Requested	30 min	5:30
3.	Capital Budget Follow-up	Direction Requested	30 min	6:00
4.	CAEDA and Health Department Funding Follow-up	Direction Requested	30 min	6:30
5.	Budget Session Follow-up	Direction Requested	90 min	7:00
Approximate End Time:				8:30

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April 30, 2020

Tracey Belser  
Support Services Director  
City of Casper  
200 N David  
Casper, WY 82601

Dear Tracey,

Thank you for the opportunity to work with the City on the Comprehensive Compensation and Classification Study. The scope of this project included a thorough review of the current pay structure and all positions within the City, as well as redefining the market and a custom compensation survey deployed to 18 participating organizations within that market. The end result is comprehensive redesign of the pay structure and classification listing as well as recommendations for implementation and ongoing maintenance that we believe will serve the City well for years to come.

This report will cover that full scope of work and will include an overview of our process and methodology, as well as our findings and recommendations.

We consider this report to be in final form.

Sincerely,

*Laurie Graves*

Laurie Graves  
President and Principal Consultant  
Graves Consulting, LLC

## Background

Graves Consulting responded to an RFP that the City issued in September 2019. After multiple rounds of interviews and questions, we were awarded the project and signed a contract in November 2019. Work commenced in mid-December 2019 with project kick off meetings with HR and with the entire City Leadership team.

## Overall Scope of Work

This Compensation and Classification Study included a comprehensive review of the City's current pay structure, a review of all job descriptions including supplemental Position Description Questionnaires from more than 100 current employees, a custom compensation survey that included 42 benchmark positions deployed to a defined market of 23 identified organizations, data for over 100 positions pulled from Employers Council and months of collaborative effort between Graves Consulting staff and members of the City's leadership team to create the findings and recommendations outlined below.

## Market

A foundational element for this project was the definition of an appropriate external market with which the City would compare itself. Graves Consulting facilitated a discussion with the City's leadership team during our first onsite visit for this purpose. The following Definition of Market statement was created:

*In general, the City wishes to compare its wages and benefits to other public and private employers in the Casper area and with comparable municipalities in the Northern Rocky Mountain Region. We understand that, based on location, the City doesn't directly compete with most of these employers. The intent is to create a defined market area that is large enough to provide statistically valid compensation data for the City's positions.*

*More specifically, the identified employers are:*

<b>Wyoming Municipalities</b>	<b>Other Wyoming Employers</b>	<b>Outside Municipalities</b>
Cheyenne	Casper College	Fort Collins, CO
Gillette	Natrona County	Grand Junction, CO
Jackson	Natrona County School District	Greeley, CO
Laramie	State of Wyoming	Longmont, CO
Rock Springs	Wyoming Medical Center	Loveland, CO
Sheridan		Idaho Falls, ID
		Pocatello, ID
		Billings, MT
		Bozeman, MT
		Missoula, MT
		Rapid City, SD
		Logan, UT

*For Fire-EMS positions, data from the Fire Protection Districts in Northern Colorado will also be included. Wages from employers outside of central Wyoming will be geographically adjusted to the Casper cost of living using data from Economic Research Institute.*

Graves Consulting then conducted a custom wage survey to collect compensation and benefits information on a total of 42 benchmark positions representing most departments within the City that was sent to each of the above organizations. Additionally, data for as many City positions as possible was extracted from the existing Employers Council survey for the jurisdictions that participate, primarily Sheridan, Cheyenne and the municipalities in Northern Colorado.

Of the 23 organizations from which data was requested, 15 participated in the custom survey. Additionally, we were able to obtain data from 4 additional organizations within the City’s defined market through the Employers Council survey. We believe this provided a very solid foundation on which to base our recommendations.

**Positions Included in Custom Survey:**

<b>Building Inspector</b>	<b>Fire Batallion Chief</b>	<b>Plumbing Inspector</b>
<b>Building Inspector Supervisor</b>	<b>Fire Captain</b>	<b>Police Chief</b>
<b>City Attorney</b>	<b>Fire Chief</b>	<b>Police Lieutenant</b>
<b>City Manager</b>	<b>Fire Engineer</b>	<b>Police Officer</b>
<b>Community Development Director</b>	<b>Fire Fighter</b>	<b>Police Officer - Master</b>
<b>CRR Officer I</b>	<b>Kennel Worker</b>	<b>Police Officer - Senior</b>
<b>CRR Officer II</b>	<b>Laborer</b>	<b>Police Sergeant</b>
<b>Customer Service Representative</b>	<b>Lifeguard II</b>	<b>Property Evidence Tech I</b>
<b>Deputy City Attorney</b>	<b>Metro Animal Services Manager</b>	<b>Public Safety TeleCommunicator II</b>
<b>Electrical Inspector</b>	<b>Municipal Court Judge</b>	<b>Public Services Director</b>
<b>Equipment Operator II</b>	<b>Network Administrator</b>	<b>Recreation Coordinator</b>
<b>Executive Assistant</b>	<b>Parks &amp; Rec Worker II</b>	<b>Risk Manager</b>
<b>Executive Legal Assistant</b>	<b>Parks &amp; Recreation Director</b>	<b>Support Services Director</b>
<b>Financial Services Director</b>	<b>Plant Mechanic I</b>	<b>Systems Analyst</b>

**Job Matching**

Job matching is the other foundational element of a comprehensive Compensation study, in addition to Market Definition. Ensuring that we understand the City’s positions well enough to choose accurate benchmarks is critical. Graves Consulting collected information on the City’s positions in several ways including, Job Description review, meetings with each Department Head, meetings with multiple employee groups throughout the City including all administrative positions and through Position Description Questionnaires (PDQs). These PDQs were completed by 105 employees from many departments in the City and provided insight into the span and scope of several positions.

In comparing jobs, we match as many City positions to the surveys as possible. Between the benchmark positions in the custom survey and the data available from EC, we were able to match 153 of the City’s 192 positions. The remaining 39 positions were “slotted” based on internal equity.

For available matches, we extract actual wages being paid for that job in the City's defined market. For some positions, the survey pay ranges are reviewed as well.

We use standard "best practices" when matching jobs and extracting data from pay surveys. For example:

- It is common to blend job matches when a City position matches with more than one survey job. We may combine survey positions to reflect the most accurate job match(es) available.
- We review the survey data sample size and do not include some matches with a limited sample size of data or where we believe an anomaly exists.
- We adjust some job matches as appropriate. For example, we may believe that a City position is a good match with a job, but we know that the City's position has higher requirements or licensures than the survey job. We may add a percentage to the survey result to reflect the complexity of the City's position. We also trend a result downward if we feel the City's position is at a slightly lower level than the survey position.

## Pay Structures and Classification

### General Government – Current State and Recommended

Currently, the City has a step-based pay structure that is divided into 5 pay bands, A-E. Each band has multiple pay grades that are 2.5% apart at the midpoint and are each 22% wide (distance from Minimum of the range to Maximum of the range) and incorporate 5 steps, each representing a 5% increase. There is a total of 53 pay grades across all of the bands. This structure includes all General Government positions within the City as well as the non-sworn police positions.

In addition to the City's concern about the market competitiveness of their pay ranges, it is our understanding that in excess of 50% of City employees are at the maximum of their pay ranges and many have been for several years. This is creating both pay compression issues and employee retention concerns that need to be addressed in this redesign.

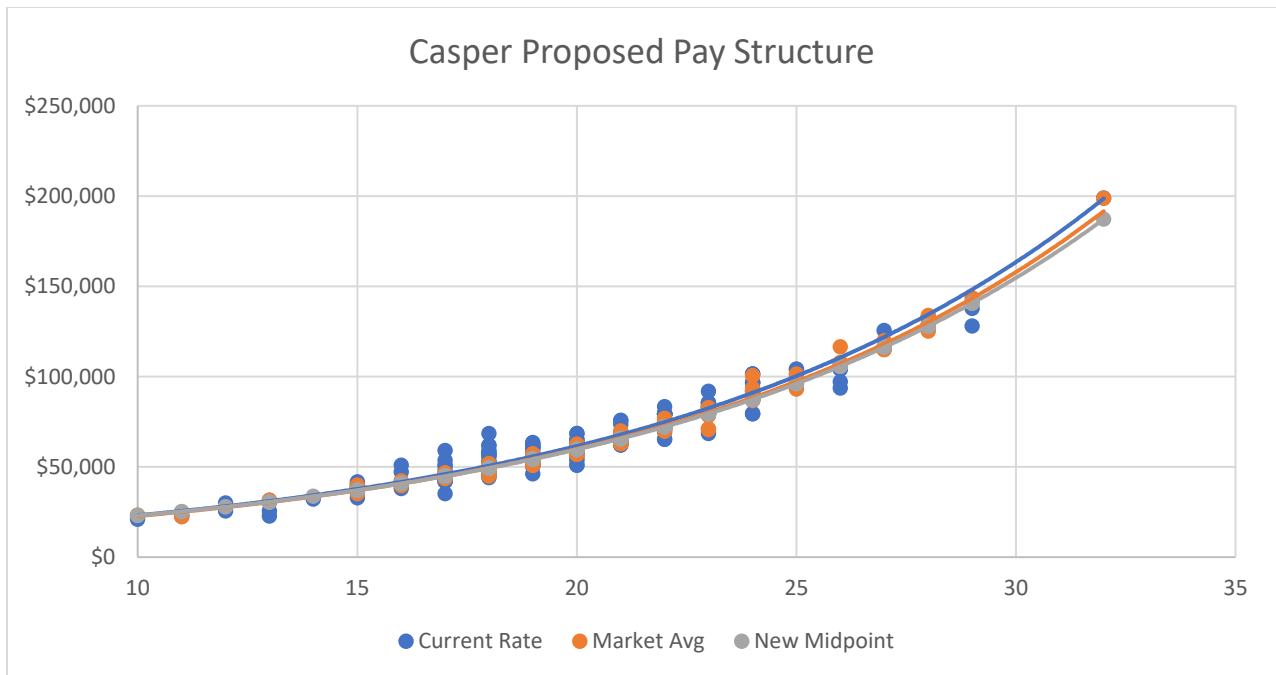
Graves Consulting is proposing a completely revised pay structure for General Government employees that is open range versus step-based. This means that while each grade still has a Minimum, Midpoint and Maximum, there are no predefined steps built in. This provides the City much greater flexibility to provide pay increases based on what's happening in the external market as well as available budget. Additionally, this new pay structure does not include bands, has fewer grades and wider ranges as well a larger distance between midpoints. We believe all of these changes this will allow the City more ability to address wage compression, move employees through the pay ranges at a more reasonable pace and make it easier for the City to move positions from one grade to another as market moves. Below is our proposed pay structure for General Government employees:

City of Casper - Proposed Pay Structure						
Grade	Min	Mid	Max		Range Spread	Midpoint Distance
10	\$19,574	\$23,000	\$26,426		35%	
11	\$21,532	\$25,300	\$29,068		35%	10%
12	\$23,685	\$27,830	\$31,975		35%	10%
13	\$26,054	\$30,613	\$35,172		35%	10%
14	\$28,659	\$33,674	\$38,690		35%	10%
15	\$31,525	\$37,042	\$42,559		35%	10%
16	\$34,677	\$40,746	\$46,814		35%	10%
17	\$38,145	\$44,820	\$51,496		35%	10%
18	\$41,960	\$49,303	\$56,645		35%	10%
19	\$46,156	\$54,233	\$62,310		35%	10%
20	\$50,771	\$59,656	\$68,541		35%	10%
21	\$55,848	\$65,622	\$75,395		35%	10%
22	\$60,153	\$72,184	\$84,214		40%	10%
23	\$66,169	\$79,402	\$92,636		40%	10%
24	\$72,785	\$87,342	\$101,900		40%	10%
25	\$80,064	\$96,077	\$112,089		40%	10%
26	\$88,070	\$105,684	\$123,298		40%	10%
27	\$96,877	\$116,253	\$135,628		40%	10%
28	\$106,565	\$127,878	\$149,191		40%	10%
29	\$117,222	\$140,666	\$164,110		40%	10%
30	\$128,944	\$154,732	\$180,521		40%	10%
31	\$141,838	\$170,206	\$198,573		40%	10%
32	\$156,022	\$187,226	\$218,431		40%	10%
33	\$171,624	\$205,949	\$240,274		40%	10%

Graves Consulting has prepared a new Classification Listing for all General Government employees for the City of Casper which indicates our proposed placement of all positions in the above pay structure.

See attached ***City of Casper – General Government Classification Listing - Proposed***

The following chart shows that with our proposed pay structure, the City’s positions are well aligned to market. The trendlines are all very aligned, with Current Rates being slightly farther above midpoints for the Management positions in the higher pay grades. This is what we normally expect to see, as many of these employees have longer tenure and years of experience in their roles.



### Police Sworn Positions – Current State and Recommended

Currently, the Police pay structure for sworn positions is set up similar to the General Government scale. It includes four pay bands, B-E, each with 5 steps and each 22% wide. In addition to the base pay reflected on this scale, there are a small amount of education-based additions to the hourly rates.

Similar to the General Government scales, there are some compression concerns as currently 25 of 60 officers are at step 5 and 9 more are at step 4. We are recommending that a step system be retained for Police. It has always been common to have Public Safety organizations on a step system and this has become more prevalent as the shortage of Police applicants has become extreme.

Attached is a proposed Police pay scale with two options for the City to consider. The overall structure on both is similar to the current structure but addresses compression and upward movement for the Officers.

The first option leaves the Police Officer and Senior Police Officer ranges at 22% wide with 5 steps but increases the rates for each step to better align to market. Then it adds one additional step to Master Police Officer and Sergeant and widens those ranges to 24%.

The second option, which is our recommended option, would combine Police Officer and Senior Police Officer into one wider range (28%) with 7 steps. Steps 1-4 remain at 5% but step 5 reduces to 4% and steps 6 and 7 are at 3%.

Additionally, under the current classification structure, a Police Officer is not eligible to become a Senior Police Officer. The Senior level is reserved for lateral candidates entering the Casper Police Department. Our recommended second option outlined above, combines the two and eliminates this limitation for internally trained Officers. We support this change as it would be more in line with other departments and their promotional opportunities.

### Fire Positions – Current State and Recommended

The Fire pay structure is very similar to the Police structure with grades that are 22% wide and comprised of 5 steps. We understand that Fire employees work a 48/96 schedule that includes 5 hours of guaranteed overtime per pay period, work a total of 2920 hours per year and receive additional incentive pay based on education and certifications that averages just over 5%. Currently, the department has 53 employees currently at step 5.

As with Police, we support retaining the Fire Department on a step system similar to their current structure. Also similar to Police, we recommend increasing the number of steps while decreasing the percentage between the steps to something less than five percent. Our only additional comment is that it is unusual to have positions at the Battalion Chief level be non-exempt. We would normally see these positions being Exempt level positions and not on a step system (more on the open range system model that we are proposing for the General Government employees). To support this, the 2019 Employers Council survey states that 88% of Battalion Chief positions are Exempt.

## Benefit Comparison and Recommendations

### Health Plans:

The City offers a very good variety of health plan choices, more than most in your defined market.

Employee cost for the health plans is very competitive as well. For comparison purposes, we looked specifically at the Standard PPO plans the City offers since that is the most prevalent. The amount the City charges employees for this coverage is less than most.

Our only suggestion would be to consider offering your lowest cost plan (the High Deductible PPO) with no cost sharing for employee only coverage. Three organizations in your market do that. The City already pays 96% of the cost so this would be a slight cost increase for the City but would be an additional benefit for current employees and a nice recruiting tool.

### Paid time off:

Almost all (12 of 13) the organizations in your defined market have separate Vacation and Sick plans, rather than combined PTO plans, similar to the City.

The City is competitive in most of the vacation accrual levels except the first one, up to four years of service. In your market, one respondent offers less time (40 hours), three offer the same amount (80 hours) and nine offer more (ranging from 96 to 140, with the average being right at 100 hours).

Our recommendation is to consider increasing vacation accruals for employees with less than 5 years of service to at least 96 hours.



### Retirement plans:

The City is very competitive for General Government employees. Your Employee contribution to the DC plan of 9.00% is higher than all 10 respondents. They range from 2.25% to 8.75%, with the average being 6.37%.

Your Employer contribution of 9.12% is higher than 7 respondents, lower than 3. The average is 10% but that is brought up significantly by Natrona County which contributes 15.37%. Almost everyone participates in Social Security, like the City. We do not have any recommended changes in this area.

When looking at Police retirement benefits, the picture is a little different. The Employee contribution of 8.60% is well aligned to market but the Employer contribution amount of 8.60% is lower than average. Of 10 responses, 2 are lower, 2 are the same and 6 are higher. The average Employer contribution across all respondents is 11%. Additionally, 8 of the 10 respondents do not include Police in Social Security, similar to the City.

We understand that the City contributes the minimum as required on all the pension plans with the Wyoming Retirement System. However, the employer can contribute more than is required as the minimum to the Wyoming Retirement System. Our recommendation is for the City to look at increasing the Employer contribution to Police over time to become more competitive. The respondents in your market range from 8% to 14.41%, with an average of 11%.

For Fire, we only had 7 respondents and the City looks well positioned regarding retirement benefits for both Employee and Employer contributions. We are not recommending any changes here.

## Additional Findings and Recommendations

There are several areas of specific note that came up during this project that we feel are important to include in our report. We have captured them in this section, in no particular order.

### Administrative Position Consolidation

In our discussions with employees and through our review of the current classification listing, we identified the opportunity to consolidate and align to market several Administrative positions, as well as remove some positions from the Administrative series that are more subject matter specific. As a result, we have consolidated 10 previous Administrative positions into 6 titles and pay grades. Additionally, we removed Administrative Services Rep from the Admin series and combined it with Customer Service Rep. We also removed Administrative Technician from the Admin Series and renamed it Financial Services Clerk.

### Supervisor Position FLSA Review

We reviewed the FLSA status of the City's Supervisor level positions and compared it to external market data. Based on this high-level review, we recommend the City examine any positions where there may be question of the current exempt classifications. A couple of positions that stood out in the market data to us that we'd specifically recommend further review to determine if they qualify as Exempt. They are:

- Plant Maintenance Supervisor

- Police Records Supervisor

### Tool Allowances for Fleet Maintenance

Another opportunity we identified in our discussions was regarding Fleet Mechanics and the tool allowance they receive. There is limited benchmark data available on this and the small amount we have says the City's current allowance of \$500 is about average. However, Fleet and Vehicle Mechanics have been getting increasingly difficult to hire and retain and we are beginning to see organizations increase this limit as it's relatively inexpensive (particularly in small departments) but is very meaningful to that group of employees.

### Assistant to the City Manager

Currently, there are two incumbents in this position with distinctly different job duties. While we do believe they should remain in the same pay grade, we recommend creating unique position titles and job descriptions for each that accurately reflect their duties.

### Education Requirements

Within the scope of this project, Graves Consulting was asked to review and evaluate the education and experience requirements for the City's positions. The primary way in which this was accomplished was through our external job matching. When selecting external benchmarks, we reviewed the existing job descriptions and aligned this to the benchmarks based on education and experience, among other factors. However, we would also recommend that the City add "equivalencies" to most of their job descriptions, allowing for candidates to satisfy the minimum requirements through either formal education or a combination of education and experience.

This can be done by establishing a structured equivalency process where years of experience are substituted for educational requirements based a set ratio (ie, 2 years of experience for every 1 year of formal education required). Our preferred approach, however, is a broader statement in all job descriptions that states that minimum requirements may be met through a combination of education and experience. This allows the City the greatest flexibility and therefore the largest group of possible candidates for all positions. The only exceptions to this would be for positions that must have strict education requirements for licensing or certification (ie, attorneys, engineers, etc...).

### Maintaining Internal Equity

With the addition of several levels and progressions of positions in the new pay structure as well as the open range design, we feel it's important once this structure is implemented that it be closely monitored for pay equity concerns. Specifically, we are recommending that all offers being made to new hires (or internal transfers) be made collaboratively with the HR Department so that an equity analysis can be run. This is a process where HR reviews the current pay rate for all incumbents in the position being hired, as well as all incumbents in that job progression (ie, level I, II, III or Lead), to ensure the new hire rate is not creating pay compression with existing employees. If that is the case, the City can either choose to alter the starting rate for the new hire or provided equity pay adjustments for the

current incumbent(s). We believe this is a very important practice to maintain equity and deal with compression before it becomes widespread and therefore more difficult and costly to fix.

### Addition/Alignment of Job Levels

As we mentioned above, there are several positions where we have added positions for progression and retention purposes, aligned positions based on internal equity and combined positions that had different titles but very similar duties and responsibilities. They are as follows:

- Utility Worker and Meter Service Worker – We aligned each level of these positions in the same pay grades and added a Meter Service Worker III
- Fleet Mechanic III – Added this level for progression and retention
- Combined Parks & Rec Worker I and Recreation Worker – duties were the same but required age minimums vary between Parks and Recreation
- Traffic Tech II – Added this level for progression and retention

## Implementation

Graves Consulting recommends implementing the proposed pay structure in a phased approach. The first phase would be simply moving all positions into the new pay grades and not making any pay adjustments. Phase Two could then be making pay adjustments for those employees whose pay rate falls below the minimum of their new range. Depending on budgets, Phases One and Two may be combined or be separate.

The next phase would be to run a compa-ratio calculation for all employees. This is simply a numeric representation of where an employee's pay rate falls within their range. A compa-ratio of 1 means that an employee is being paid exactly at midpoint. Numbers less than 1 indicate employees below midpoint and greater than 1 indicate pay rates above midpoint. As we've mentioned before, the City has many employees who have long tenure and experience in their roles and reasonably should be above midpoint in their pay range. Each incumbent should be individually analyzed to determine if their compa-ratio is appropriate for their tenure. Those that are determined to be lower than appropriate should be identified and a higher pro-rata portion of the City's pay increase budget should be focused on those positions each year.

This approach would require that the City be willing to award different pay increase percentages based on this assessment. We recommend a robust communication plan for employees to help them understand this process.

## Ongoing Maintenance and Movement Through Pay Ranges

Moving from a step-based structure to an open range plan means the City will need to develop a different process for determining how and when employees will receive pay increases. Similar to a step-based plan, there are normally two ways an employee can receive an increase. First, is when an employee receives a pay increase that moves them further up in their pay range. These increases are normally based on either annual across the board increase percentages or vary based on performance. Second, is when the pay structure is increased to keep pace with market. If the ranges increase, many organizations keep employees in the same relative position in the pay grade which results in a pay increase.

Timing for each type of increase is also something to consider. Would the City prefer to make both increases at once, on a common date, separate the timing but do each on a set date, or make market adjustments on a common date and movement through range increases on anniversary dates? There is not a right or wrong way, just budgeting and administrative issues to consider.

Graves Consulting does not have an opinion or recommendation on timing of the increases. We see this as entirely a matter of preference for the City. However, we do recommend that a process be developed regarding timing and expectation of annual increases that can be shared with all employees.

We would recommend adjusting the overall pay structure by a set percentage annually to stay current to market. Additionally, we would recommend that this percentage be based on a combination of what the Employer's Council Compensation Study says and what the City can afford. EC asks all participants each year how much they anticipate increasing their pay scales and how much they then anticipate increasing actual employee pay and publishes the results. We believe this information would be a good guideline for the City.

As an example, if the survey data says pay structures are increasing by 1.5% and pay is increasing by 3%. Assuming this is within budget, the City would increase all pay structures by 1.5% and keep employees in the same relative position in their pay grade. Then the City would increase all employees who are not at range max by an additional 1.5%. This would keep the City's pay structure current and keep employees moving up in their pay ranges, albeit rather slowly. We believe it's administratively easier to do this at the same time so that the City only has to administer pay increases once per year, but that's an internal decision.

One additional recommendation is to create an agreed upon approach to how pay increases will be handled for Police and Fire, on step-based plans, when budgets don't allow for fully funding market based pay increases for employees on the open range General Government scale. Step-plans have pre-built pay increases but they are rarely a guarantee of annual pay increases.

Graves Consulting believes that the City can internally manage the ongoing maintenance of the pay structures based on our guidance above. We would recommend having an external assessment (which could be more limited in scope than this Study) every three years or so. This will ensure that the pay structure increases that have been made are keeping the City tied to its defined market and would also assist in identifying positions that have moved more quickly and may need to be upgraded.

One last item we would like to mention for future consideration is the potential to break the City's General Government Pay Scale into Pay Families in the future. This is a common approach for municipalities similar in size. These pay families would include groupings of City positions such as Management, Professional, Labor/Trades, Technical, Administration, Police, Fire, etc. We are not recommending this exact breakdown, merely offering examples. Each pay family would have its own pay structure, but all would be set up similarly. The benefit of multiple pay families is that market sometimes moves differently for different types of positions and this would allow the City to make pay structure increases in varying amounts based on these pay families. For example, Management or Professional positions may not increase as quickly as Labor/Trades or Technical positions.

We believe this to be an appropriate future state for the City's pay structure but are not recommending it at this time because moving from the current step-based plan with pay bands to the proposed open range system is enough change for now.

## Summary

We believe the City's pay structure has been well maintained over time and that good internal processes for pay administration and maintenance exist. The HR team was able to quickly provide us with all requested information in a very organized fashion, provide all analysis that we needed and help facilitate discussions with several internal groups as necessary to complete this Study. From what we have observed, the City has sophisticated internal processes and systems that will allow for a smooth implementation and ongoing internal maintenance of the pay structure.

The changes to the structure that we are recommending are primarily for the purpose of addressing the concerns that were mentioned at the start of this project. Specifically, ensuring competitiveness to market, addressing pay compression and providing flexibility for the City. Additionally, we believe our recommendations will allow the City to have a simpler design that is more easily communicated to employees.

Under separate cover are three attachments:

- Proposed General Government Classification Listing
- Proposed Police Pay Structure (for sworn, non-exempt positions)
- Proposed Fire Pay Structure (pending Union negotiations)

We are available to discuss this report in further detail with you, Carter or any other members of the leadership team, City Council, or employees as you find appropriate.

City of Casper - General Government Classification Listing - Proposed						
Grade	Job Title		Min	Mid	Max	Range Spread
10		Hourly	\$9.41	\$11.06	\$12.70	
	Camp Leader (A2)	Bi-Weekly	\$753	\$885	\$1,016	
	Lifeguard I (A2)	Monthly	\$1,631	\$1,917	\$2,202	
		Annual	\$19,574	\$23,000	\$26,426	35%
11		Hourly	\$10.35	\$12.16	\$13.98	
	Lifeguard II (A4)	Bi-Weekly	\$828	\$973	\$1,118	
	Swim Instructor (A3)	Monthly	\$1,794	\$2,108	\$2,422	
		Annual	\$21,532	\$25,300	\$29,068	35%
12		Hourly	\$11.39	\$13.38	\$15.37	
	Head Lifeguard (B3)	Bi-Weekly	\$911	\$1,070	\$1,230	
	Shift Leader - Aquatics (B2)	Monthly	\$1,974	\$2,319	\$2,665	
		Annual	\$23,685	\$27,830	\$31,975	35%
13		Hourly	\$12.53	\$14.72	\$16.91	
	Administrative Clerk I (A8-A9)*	Bi-Weekly	\$1,002	\$1,177	\$1,353	
	Custodial Maintenance Worker (A14)	Monthly	\$2,171	\$2,551	\$2,931	
	Parks & Rec Worker I (A1)*	Annual	\$26,054	\$30,613	\$35,172	35%
	Ski Patrolman (A18)					
14		Hourly	\$13.78	\$16.19	\$18.60	
	Administrative Clerk II (A13)*	Bi-Weekly	\$1,102	\$1,295	\$1,488	
		Monthly	\$2,388	\$2,806	\$3,224	
		Annual	\$28,659	\$33,674	\$38,690	35%
15		Hourly	\$15.16	\$17.81	\$20.46	
	Administrative Assistant I (A21)*	Bi-Weekly	\$1,213	\$1,425	\$1,637	
	Court Clerk I (A25)	Monthly	\$2,627	\$3,087	\$3,547	
	Customer Service Representative (A21)*	Annual	\$31,525	\$37,042	\$42,559	35%
	Kennel Worker (A17)					
	Municipal Worker I (A18)					
	Parks & Rec Worker II (A18)					
Recreation Instructor I (A17)						
Water Plant Operator I (B17)						
WWTP Operator I (B17)						
16		Hourly	\$16.67	\$19.59	\$22.51	
	Administrative Assistant II (B17)	Bi-Weekly	\$1,334	\$1,567	\$1,801	
	Building Maintenance Worker I (A29)	Monthly	\$2,890	\$3,396	\$3,901	
	Court Clerk II (B19)	Annual	\$34,677	\$40,746	\$46,814	35%
		Hourly	\$18.34	\$21.55	\$24.76	
	Animal Protection Officer I (B17)	Bi-Weekly	\$1,467	\$1,724	\$1,981	
	Assistant Recreation Coordinator (B6)	Monthly	\$3,179	\$3,735	\$4,291	
	Equipment Operator I (B17)	Annual	\$38,145	\$44,820	\$51,496	35%
	Meter Service Worker I (A29)					
	Municipal Worker II (B25)					

\*Previously Admin Services Courier/Floater (A8) and Museum Education Worker (A9)

\*Includes previous Recreation Worker (A1)

\*Previously Balefill Clerk I

\*Includes previous Balefill Clerk II (A21) and Ticket Seller Lead (B5)

\*Includes previous Admin Services Rep

17	Parks & Rec Worker III (A25)						
	Permit Technician (B19)						
	Police Records Clerk (A25)						
	Public Safety TeleCommunicator I (B20)						
	Recreation Instructor II (B19)						
	Solid Waste Operator I (B21)						
	Utility Worker I (B15)						
<hr/>							
18	Administrative Assistant III*	Parks & Rec Worker IV (B19)	Hourly	\$20.17	\$23.70	\$27.23	
	Financial Services Clerk (or Tech)*	Payroll Technician (B23)	Bi-Weekly	\$1,614	\$1,896	\$2,179	
	Animal Protection Officer II (B20)	Police Fleet Coord (B21)	Monthly	\$3,497	\$4,109	\$4,720	
	Building Maintenance Worker II (B25)	Police Records Clerk - Lead (B21)	Annual	\$41,960	\$49,303	\$56,645	35%
	Code Enforcement Inspector I (B23)	Property Evidence Tech I (B21)					
	Community Services Officer (B21)	Public Safety TeleCommunicator II (B24)					
	Court Baliff (B21)	Records Mgmt Tech I*					
	Equipment Operator II (B25)	Signal Technician (B23)					
	Human Resources Tech (B23)	Traffic Technician (B19)					
	IT Technician I (B22)	Utility Worker II (B25)					
	Mechanic I (A29)	Victim Services Technician (B19)					
	Meter Service Worker II (B25)	Water Plant Operator II (B21)					
	Municipal Court Coordinator (B21)	WWTP Operator II (B21)					
Municipal Worker III (B19)							
<hr/>							
19			Hourly	\$22.19	\$26.07	\$29.96	
	Building Maintenance Worker III (B28)	Planner I (C3)	Bi-Weekly	\$1,775	\$2,086	\$2,397	
	Code Enforcement Inspector II (B29)	Plant Mechanic I (B19)	Monthly	\$3,846	\$4,519	\$5,193	
	Community Development Tech (B23)	Property Evidence Tech II (B23)	Annual	\$46,156	\$54,233	\$62,310	35%
	Community Relations Coord (B23)	Public Safety TeleCommunicator III (B26)					
	Cross Connection Control Inspector (B27)	Records Management Tech II*					
	Engineering Tech I (B23)	Recreation Coordinator (B21)					
	Equipment Operator III (B27)	Risk Management Support Tech (B19)					
	Executive Admin (B27)*	Solid Waste Operator II (B25)					
	IT Technician II (B28)	Utility Worker III (B27)					
	Laboratory Tech II (B28)	Water Plant Operator III (B27)					
	Mechanic II (B26)	WWTP Operator III (B27)					
	Meter Service Worker III (new)						
MPO Technician (B23)							
Municipal Court Technician (B23)							
Operations/Maintenance Coord (B27)							
<hr/>							
20			Hourly	\$24.41	\$28.68	\$32.95	
	Building Inspector (B31)	Solid Waste Operator III (B27)	Bi-Weekly	\$1,953	\$2,294	\$2,636	
	Criminal Intelligence Tech (B23)	Special Waste Technician (B27)	Monthly	\$4,231	\$4,971	\$5,712	
	Electrical Inspector (B31)	Utility GIS Technician (B23)	Annual	\$50,771	\$59,656	\$68,541	35%
	Engineering Tech II (B29)						
	GIS Technician (B23)						
	Golf Course Assistant Superintendent (C5)						
	Human Resources Specialist (C7)						
	Licensing Specialist (C7)						
	Mechanic III (new)						
	Museum Curator - Collections (B31)						
	Paralegal (B25)						
	Parks Crew Leader (B27)						
Plant Mechanic II (B27)							
Plumbing Inspector (B31)							
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\*Previously Admin Support Technician (B19)  
\*Previously Admin Technician (B21)

\*Only one level previously

\*Only one level previously

\*Includes Executive Assistant and Executive Legal Assistant





24	Parks Manager (D9)						
	Recreation Manager (D9)						
	Sanitary Sewer/Stormwater Manager (D11)						
	Streets & Traffic Manager (D9)						
	Water Distribution Manager (D11)						
	Water Treatment Plant Manager (D11)						
	WWTP Manager (D11)						
25			Hourly	\$38.49	\$46.19	\$53.89	
	Information Systems Manager (D12)		Bi-Weekly	\$3,079	\$3,695	\$4,311	
	Police Lieutenant (PC19)		Monthly	\$6,672	\$8,006	\$9,341	
	Public Utilities Manager (D12)		Annual	\$80,064	\$96,077	\$112,089	40%
	Risk Manager (D11)						
Solid Waste Manager (D11)							
26			Hourly	\$42.34	\$50.81	\$59.28	
	Assistant Financial Services Director (D12)		Bi-Weekly	\$3,387	\$4,065	\$4,742	
	Deputy City Attorney (D12)		Monthly	\$7,339	\$8,807	\$10,275	
	Deputy Fire Chief (FD10)		Annual	\$88,070	\$105,684	\$123,298	40%
	Municipal Court Judge (E3)						
27			Hourly	\$46.58	\$55.89	\$65.21	
	City Engineer (D12)		Bi-Weekly	\$3,726	\$4,471	\$5,216	
	Community Development Director (E1)		Monthly	\$8,073	\$9,688	\$11,302	
	Parks & Recreation Director (E1)		Annual	\$96,877	\$116,253	\$135,628	40%
	Police Captain (PD12)						
28			Hourly	\$51.23	\$61.48	\$71.73	
	Financial Services Director (E2)		Bi-Weekly	\$4,099	\$4,918	\$5,738	
	Fire Chief (FE1)		Monthly	\$8,880	\$10,657	\$12,433	
	Public Services Director (E2)		Annual	\$106,565	\$127,878	\$149,191	40%
	Support Services Director (E2)						
29			Hourly	\$56.36	\$67.63	\$78.90	
	City Attorney		Bi-Weekly	\$4,509	\$5,410	\$6,312	
	Police Chief		Monthly	\$9,769	\$11,722	\$13,676	
			Annual	\$117,222	\$140,666	\$164,110	40%
30			Hourly	\$61.99	\$74.39	\$86.79	
	vacant		Bi-Weekly	\$4,959	\$5,951	\$6,943	
			Monthly	\$10,745	\$12,894	\$15,043	
			Annual	\$128,944	\$154,732	\$180,521	40%
31			Hourly	\$68.19	\$81.83	\$95.47	
	vacant		Bi-Weekly	\$5,455	\$6,546	\$7,637	
			Monthly	\$11,820	\$14,184	\$16,548	
			Annual	\$141,838	\$170,206	\$198,573	40%
32			Hourly	\$75.01	\$90.01	\$105.01	
	City Manager		Bi-Weekly	\$6,001	\$7,201	\$8,401	
			Monthly	\$13,002	\$15,602	\$18,203	
			Annual	\$156,022	\$187,226	\$218,431	40%

33			<b>Hourly</b>	\$82.51	\$99.01	\$115.52	
	<i>vacant</i>		<b>Bi-Weekly</b>	\$6,601	\$7,921	\$9,241	
			<b>Monthly</b>	\$14,302	\$17,162	\$20,023	
			<b>Annual</b>	\$171,624	\$205,949	\$240,274	40%

## Proposed City of Casper Pay Schedule - Fire

<u>Grade</u>	<u>Position</u>	<u>Steps</u>	<u>Hourly Rate</u>	<u>Annualized Rate</u>	<u>Spread</u>	<u>Midpoint</u>
FT1	Fire Trainee	1	\$ 17.00	\$ 50,932		
FT2	Fire Trainee (Days)	1	\$ 24.49	\$ 50,939		
F10	Fire Fighter	1	\$ 18.56	\$ 55,608	24%	\$62,314
		2	\$ 19.50	\$ 58,416	5.0%	
		3	\$ 20.47	\$ 61,316	5.0%	
		4	\$ 21.51	\$ 64,433	5.1%	
		5	\$ 22.37	\$ 67,011	4.0%	
		6	\$ 23.04	\$ 69,021	3.0%	
F11	Engineer	1	\$ 20.41	\$ 61,162	24%	\$68,496
		2	\$ 21.43	\$ 64,217	5.0%	
		3	\$ 22.51	\$ 67,426	5.0%	
		4	\$ 23.63	\$ 70,790	5.0%	
		5	\$ 24.57	\$ 73,622	4.0%	
		6	\$ 25.31	\$ 75,830	3.0%	
F12	Captain CRR I	1	\$ 23.49	\$ 70,389	24%	\$78,812
		2	\$ 24.67	\$ 73,907	5.0%	
		3	\$ 25.88	\$ 77,548	4.9%	
		4	\$ 27.18	\$ 81,436	5.0%	
		5	\$ 28.27	\$ 84,694	4.0%	
		6	\$ 29.12	\$ 87,235	3.0%	
F13	Batallion Chief CRR II	1	\$ 25.83	\$ 77,394	24%	\$86,711
		2	\$ 27.13	\$ 81,282	5.0%	
		3	\$ 28.48	\$ 85,325	5.0%	
		4	\$ 29.92	\$ 89,645	5.1%	
		5	\$ 31.12	\$ 93,231	4.0%	
		6	\$ 32.05	\$ 96,028	3.0%	

**Option 1: City of Casper Pay Schedule - Police**

<u>Grade</u>	<u>Position</u>	<u>Steps</u>	<u>Hourly Rate</u>	<u>Annualized Rate</u>	<u>Spread</u>	<u>Midpoint</u>	
P10	Police Officer	1	\$ 27.03	\$ 56,222	20%	\$61,976	
		2	\$ 28.38	\$ 59,030			5.0%
		3	\$ 29.81	\$ 62,005			5.0%
		4	\$ 31.31	\$ 65,125			5.0%
		5	\$ 32.56	\$ 67,730			4.0%
P11	Senior Police Officer	1	\$ 29.81	\$ 62,005	20%	\$68,339	
		2	\$ 31.31	\$ 65,125			5.0%
		3	\$ 32.88	\$ 68,390			5.0%
		4	\$ 34.52	\$ 71,802			5.0%
		5	\$ 35.90	\$ 74,674			4.0%
P12	Master Police Officer	1	\$ 32.88	\$ 68,390	24%	\$76,599	
		2	\$ 34.52	\$ 71,810			5.0%
		3	\$ 36.25	\$ 75,400			5.0%
		4	\$ 38.06	\$ 79,170			5.0%
		5	\$ 39.59	\$ 82,337			4.0%
		6	\$ 40.77	\$ 84,807			3.0%
P13	Sergeant	1	\$ 36.25	\$ 75,400	24%	\$84,445	
		2	\$ 38.06	\$ 79,165			5.0%
		3	\$ 39.96	\$ 83,117			5.0%
		4	\$ 41.96	\$ 87,277			5.0%
		5	\$ 43.64	\$ 90,768			4.0%
		6	\$ 44.95	\$ 93,491			3.0%

**Option 2: City of Casper Pay Schedule - Police**

<u>Grade</u>	<u>Position</u>	<u>Steps</u>	<u>Hourly Rate</u>	<u>Annualized Rate</u>	<u>Spread</u>	<u>Midpoint</u>	
P10	Police Officer	1	\$ 27.03	\$ 56,222	28%	\$64,038	
		2	\$ 28.38	\$ 59,030			5.0%
		3	\$ 29.81	\$ 62,005			5.0%
		4	\$ 31.31	\$ 65,125			5.0%
		5	\$ 32.56	\$ 67,730			4.0%
		6	\$ 33.54	\$ 69,762			3.0%
		7	\$ 34.55	\$ 71,855			3.0%
P12	Master Police Officer	1	\$ 32.88	\$ 68,390	24%	\$76,599	
		2	\$ 34.52	\$ 71,810			5.0%
		3	\$ 36.25	\$ 75,400			5.0%
		4	\$ 38.06	\$ 79,170			5.0%
		5	\$ 39.59	\$ 82,337			4.0%
		6	\$ 40.77	\$ 84,807			3.0%
P13	Sergeant	1	\$ 36.25	\$ 75,400	24%	\$84,445	
		2	\$ 38.06	\$ 79,165			5.0%
		3	\$ 39.96	\$ 83,117			5.0%
		4	\$ 41.96	\$ 87,277			5.0%
		5	\$ 43.64	\$ 90,768			4.0%
		6	\$ 44.95	\$ 93,491			3.0%



# Compensation and Classification Study: Overview of Findings & Recommendations

City Council Work Session

April 14, 2020

# Project Intent & Scope

**Intent:** To recruit and retain top talent by ensuring all employees at the City of Casper are paid competitively to market and that the pay system is objective and transparent.

**Scope:** Provide recommendations to update the City's Pay Structure and provide a benefit comparison based on current, statistically valid market data from a defined market area that is appropriate for the City of Casper, including recommendations for implementation and ongoing maintenance.

# Overview of Process

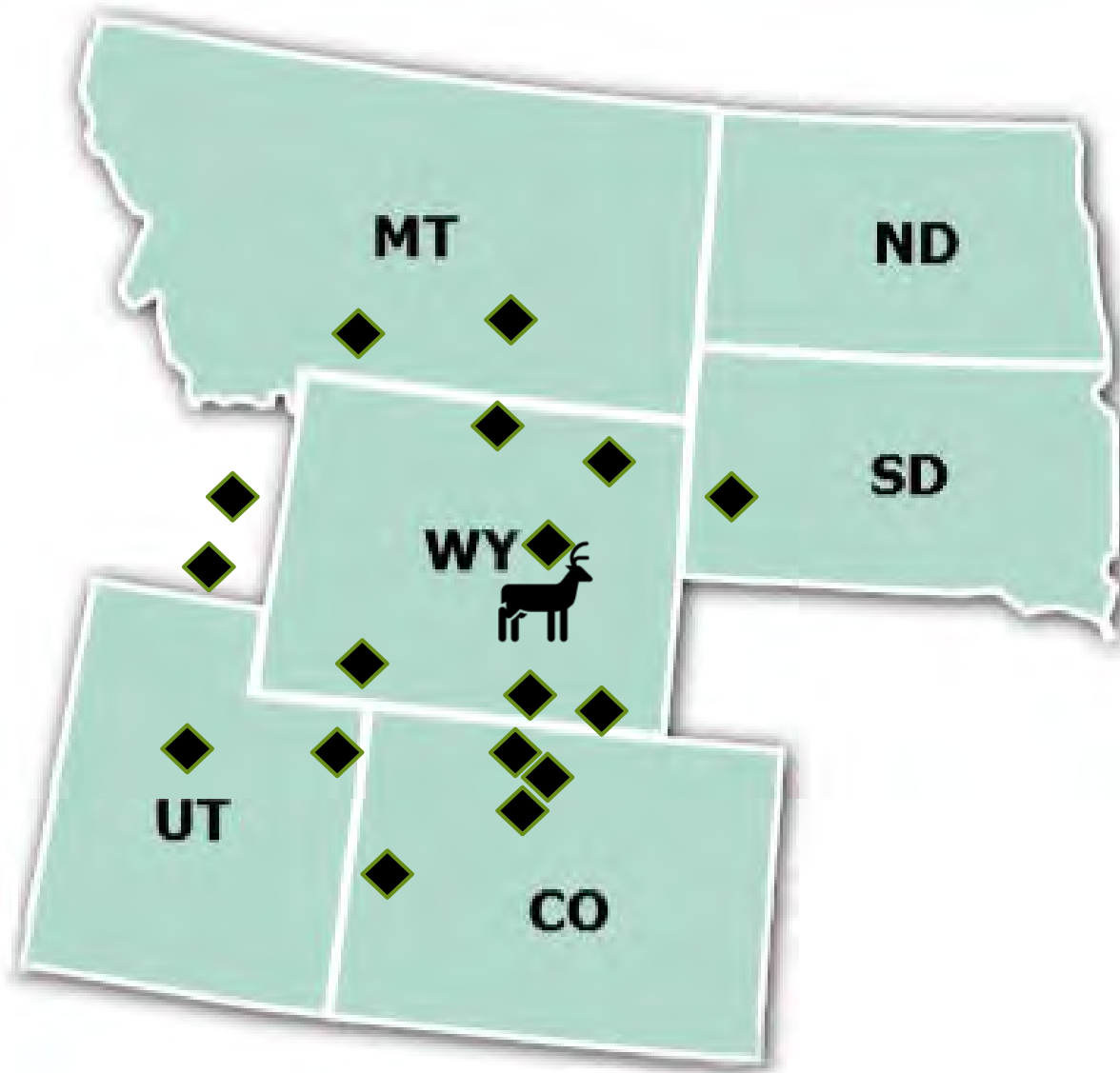
- ▶ Met with Leadership team at project kick off to understand current state/specific concerns and review positions
- ▶ Facilitated meeting with Leadership team to create a Definition of Market
- ▶ Met with All dept heads individually and with many teams and employee groups
- ▶ Deployed a Position Description Questionnaire to over 100 employees
- ▶ Shared project overview and deliverables with City Council and with all employees
- ▶ Designed, deployed and aggregated results from a custom Compensation survey to collect data on 42 positions as well as Benefits comparison information

# Overview of Process

- ▶ Pulled existing data from Employers Council survey for Northern Colorado
- ▶ Used data from Graves custom survey for benchmark positions (very good participation)
  - ▶ When duplicate data existed, we used the custom survey data as it is more recent
- ▶ We used the actual wages being paid to employees doing similar work for each position - based on JD review, PDQs and Dept meetings
- ▶ All data was geographically adjusted to Casper (using ERI)
- ▶ Adjusted benchmarks as necessary for span and scope of the role
- ▶ We matched 153 positions to market and “slotted” 39 positions based on those benchmarks and internal equity



# Market



## From Custom Survey:

- Cheyenne
- Gillette
- Laramie
- Rock Springs
- Sheridan
- Natrona County
- Natrona Schools
- State of Wyoming
- Fort Collins
- Idaho Falls
- Pocatello
- Billings
- Bozeman
- Rapid City
- Logan

## From EC Data:

- Grand Junction
- Greeley
- Longmont
- Loveland

\*No data from: Jackson, Casper College, Wyoming Med Center<sup>27</sup>, Missoula

# Proposed Pay Structures

## General Government -

- ▶ Range widths vary from 35% to 40% - versus previous 22% - much greater ability to move through range and be above market based on tenure
- ▶ Wider ranges also cause Minimums to go down - will need flexibility on hire-in rates
- ▶ No bands, all on one pay structure - easier to move positions with market and doesn't create 'silos'
- ▶ Midpoints are 10% apart - versus around 5% - less overlap and fewer ranges overall (from 53 to 24) - simple design is easier to communicate
- ▶ Built as an "open range" without predetermined steps for flexibility (but steps could be added using the same ranges)

# Proposed Pay Structure

City of Casper - Proposed Pay Structure					
Grade	Min	Mid	Max	Range Spread	Midpoint Distance
10	\$19,574	\$23,000	\$26,426	35%	
11	\$21,532	\$25,300	\$29,068	35%	10%
12	\$23,685	\$27,830	\$31,975	35%	10%
13	\$26,054	\$30,613	\$35,172	35%	10%
14	\$28,659	\$33,674	\$38,690	35%	10%
15	\$31,525	\$37,042	\$42,559	35%	10%
16	\$34,677	\$40,746	\$46,814	35%	10%
17	\$38,145	\$44,820	\$51,496	35%	10%
18	\$41,960	\$49,303	\$56,645	35%	10%
19	\$46,156	\$54,233	\$62,310	35%	10%
20	\$50,771	\$59,656	\$68,541	35%	10%
21	\$55,848	\$65,622	\$75,395	35%	10%
22	\$60,153	\$72,184	\$84,214	40%	10%
23	\$66,169	\$79,402	\$92,636	40%	10%
24	\$72,785	\$87,342	\$101,900	40%	10%
25	\$80,064	\$96,077	\$112,089	40%	10%
26	\$88,070	\$105,684	\$123,298	40%	10%
27	\$96,877	\$116,253	\$135,628	40%	10%
28	\$106,565	\$127,878	\$149,191	40%	10%
29	\$117,222	\$140,666	\$164,110	40%	10%
30	\$128,944	\$154,732	\$180,521	40%	10%
31	\$141,838	\$170,206	\$198,573	40%	10%
32	\$156,022	\$187,226	\$218,431	40%	10%
33	\$171,624	\$205,949	\$240,274	40%	10%

# High Level Impact of Proposed Changes

- ▶ Some positions changed relative position on the Classification listing (meaning they are higher or lower than positions they were grouped with before)
- ▶ 3 positions have incumbents below the Minimum of the new range
- ▶ 11 positions have incumbents above the Maximum of the new range
- ▶ 2-3% will be maxed out versus 53% currently
- ▶ Wider ranges provide much more “upside” potential for employees
- ▶ Open ranges eliminate the heavy “front loading” of the current structure
- ▶ Implementation will be easier since it’s an open range and most employees can be placed in new range without pay changes

# Proposed Police Pay Structure

- ▶ Keeping Non-Exempt Sworn Police positions on a step-based plan (all others remain on General Government open range scale)
- ▶ Provided two options for structure
  - ▶ First adds 1 step to Master Police Officer (6 steps) and slightly widens the range (24% versus 22%)
  - ▶ Second combines Police Officer and Senior Police Officer into a 7-step grade and widens the range (28% versus 22%) - **This is our recommended approach**
- ▶ Percentage increase for Steps 6 and 7 are less than 1-5
- ▶ All range Minimums and Maximums are above current - no Officers will receive less than current step program
- ▶ We recommend the City draft an agreed upon approach to how steps will be handled in the event the City budget prevents pay increases for General Gov't employees in the open range structure

# Benefits Comparison

## Health Plans - Competitive; One suggestion

- ▶ Very competitive in variety of health plans offered
- ▶ Competitive in employee cost across almost all offerings
- ▶ 3 organizations in Defined Market offer High Deductible option with \$0 cost for Employee Only coverage - **suggest the City consider this**

## Paid Time Off - Slightly Under Market; One recommendation

- ▶ City is competitive in all levels of vacation accrual other than 1-4 years of service
- ▶ Average of Market is 100 hours (range is 96-140) for 1-4 years
- ▶ **Recommending the City increase from 80 hours to 96 hours at that level**

## Retirement - Competitive for General Gov't; Under Market for Police

- ▶ City is very competitive for General Gov't DC contribution rates at 9.00%; Average of Market is 6.37% (range is 2.25%-8.75%)
- ▶ City is below market for employer contribution to DC plan for Police at 8.60%; Average of Market is 11.0% (range is 8%-14.41%) - **Recommending phased-in increase**

# Additional Recommendations

- ▶ Proposed a redesign of Administrative positions to consolidate and align with market
- ▶ Added additional levels for some positions for retention
- ▶ Potential reclass of three Supervisory positions from Exempt to Non-Exempt
- ▶ Recommending adding educational equivalencies to most Job Descriptions
- ▶ Proposing the City adopt a process to maintaining internal equity/prevent pay compression by involving HR in hiring rate decisions and making equity adjustments to incumbents when necessary
- ▶ Implementation will be a phased approach with phase one being placement of all employees in new range and only adjusting pay for those that fall below Minimum of new range

# Final Steps

- ▶ Finalize the written report for the City that includes:
  - ▶ Detailed overview of process, findings and recommendations
  - ▶ Proposed Pay Structures and Classification Listing
  - ▶ More detail on implementation and ongoing maintenance
- ▶ Present results to all Employees
  - ▶ Virtual or onsite, depending on timing



Questions?