



Logic Compensation Group  
Total Rewards Consulting

# Classification and Compensation Study

Prepared for the City of  
Independence, Iowa  
November 20, 2025

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## PART A: TRANSMITTAL LETTER

November 20, 2025

Matthew R. Schmitz  
City Manager  
331 1<sup>st</sup> Street E  
Independence, IA 50644

### Classification and Compensation Study

Dear City Representatives:

At Logic Compensation Group (Logic Comp), we know that compensation and classification systems are not just policies and procedure—they are people strategies. When thoughtfully designed and clearly communicated, they help organizations like the City of Independence (the City) recruit great talent, retain top performers, and build an engaged, future-ready workforce. This study (project) will focus on conducting a classification and compensation study of City employees in 55 positions.

What makes us different? We lead with people-first thinking and deep expertise in the public sector. Our senior team has guided more than 250 government organizations, including several in Iowa. We intentionally take on a limited number of projects to ensure focus and responsiveness. With extensive public sector knowledge, we are easy to work with, quick to respond, and fully committed to your success.

We are excited to propose a tailored, collaborative approach for your compensation & classification study. I will be the primary contact for the proposal discussion and am responsible for negotiating all terms and conditions with the City. Our proposal is valid for a minimum of 90 days. Should you need additional information regarding this proposal, please contact me directly at [Lori.Messer@LogicCompGroup.com](mailto:Lori.Messer@LogicCompGroup.com) or locally, Annette Hoefer, at [Annette.Hoefer@LogicCompGroup.com](mailto:Annette.Hoefer@LogicCompGroup.com) or (303) 916-9180.

Respectfully,



LOGIC COMPENSATION GROUP, LLC  
Lori Messer, Managing Director  
112 E. Palmcroft Drive, Tempe, AZ 85282  
Phone: (480) 431-4702

## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

### Logic Comp History and Structure

#### Logic Compensation Group, LLC

##### Lori Messer, Managing Director

112 E. Palmcroft Drive

Tempe, AZ 85282

Phone: (480) 431-4702

Email: Lori.Messer@LogicCompGroup.com

- FEIN Number: 84-2864177
- URL: <https://logiccompgroup.com>
- 100% Woman-Owned Firm
- Limited Liability Company owned by Lori Messer
- 7 staff members
- Project Manager, Annette Hoefer, Principal Consultant, located in Marion, Iowa, (303) 916-9180

Logic Compensation Group was established with a single goal in mind: to deliver thoughtful, tailored, and people-centric compensation and classification consulting to public sector organizations. Logic Compensation Group was founded in 2019 and is a limited liability company. Our management team has over 30 years of experience in providing classification and compensation services to public sector organizations nationwide. Our Managing Director and Principal Consultant have collaborated for over 20 years.

Unlike traditional firms driven by volume, Logic Comp operates on a low-overhead, high-engagement model. That means we take on fewer projects, go deeper with each client, and ensure our recommendations are not only strategic but also practical and sustainable.

We believe that a successful classification and compensation study is both a **technical exercise and a people journey**. That's why Logic Compensation Group blends best-practice methodologies with stakeholder engagement, transparent communication, and flexibility tailored to our client's unique needs.

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## Our Guiding Principles

- **Partner with purpose.** We view this work as a long-term collaboration—not a handoff.
- **Align systems to strategy.** Our approach connects classification and compensation design with your mission, vision, and future workforce goals.
- **Balance market data and internal equity.** We blend external pay benchmarking with internal equity tools to ensure fairness inside and out.
- **Communicate early and often.** Transparency drives buy-in. We will support clear messaging every step of the way.

Each study is led by either our Managing Director or Principal Consultant, both of whom bring extensive, hands-on experience with public sector clients and maintain direct oversight of every deliverable. Our leadership team doesn't just manage projects; they also roll up their sleeves and handle essential technical work. That includes crafting job descriptions, conducting interviews with staff and leadership, ensuring survey completion, analyzing pay data, and presenting findings to executive stakeholders.

Because of this fully engaged model, every consultant—at every level—continuously refines their technical expertise. We stay current by holding active memberships in top professional bodies such as WorldatWork, ICMA, and PSHRA. These memberships ensure we are plugged into the latest classification and compensation trends, research, and best practices. We also utilize Technical Advisors, each with their own specific area of expertise.

## Client Experience

We specialize in working with municipalities, counties, school districts, transit agencies, public safety departments, and other government entities. Our team has guided compensation and classification studies for public sector organizations ranging from 3 employees to over 10,000—and every time, we've delivered solutions grounded in clarity, collaboration, and care. The following is an abbreviated listing of our clients for which we have performed a similar scope of work. Those marked with an asterisk \* are recent clients within the last 3 years.

State	Organization	State	Organization
AZ	City of Cave Creek*	NC	City of Durham*
AZ	City of Tolleson	NV	Clark County*
AZ	Creighton School District*	OR	Crook County*
AZ	Kyrene School District*	OR	Hood River County*
AZ	Town of Queen Creek*	TX	Austin Firefighter Relief Retirement System
AZ	Town of Wickenburg	TX	City of Belton*
AZ	City of Chandler*	TX	City of Deer Park
AZ	City of Surprise	TX	City of Manvel
AZ	Valley Metro*	TX	City of Iowa Colony*
CA	City of La Quinta*	TX	City of Missouri City
CO	CO Office of Legislative Legal Services*	TX	City of Morgan Point Resort
CO	Gunnison County	TX	City of Richmond
CO	La Plata County*	TX	City of Taylor*
CO	Colorado Public Defender's Office*	TX	City of Alvin*
CO	Colorado Department of Law*	TX	Dallas Police and Fire Pension System
CO	Summit County*	TX	City of Lake Jackson
CO	Town of Breckenridge	WA	City of Seattle, Civil Attorney Division*
CO	Town of Frisco*	WA	City of Seattle, Seattle City Light Department*
CO	STRIDE Community Health	WA	City of Tacoma*
IA	City of Grinnell*	WA	Community Transit*
IA	Linn County*	WA	Kitsap Transit*
IA	City of West Des Moines	WA	Port of Moses Lake*
IA	City of Johnson	WA	City of SeaTac*
IA	Cedar Rapids Community Schools	WA	North County Regional Fire Authority*
IA	Des Moines Water Works	WA	Washington State Transit Insurance Pool*
KS	City of Pittsburg	WA	Port of Tacoma*
KS	City of Tonganoxie*	WI	State of Wisconsin Attorney's Association

Client satisfaction and exceeding expectations are the mission and goal of Logic Comp consultants. Quotes from our clients include:

"You are the most talented comp consultant I have ever worked with."

"We appreciated so very much all of the hard work and help you provided us in developing a great plan for the City."

"Thanks so much for all you do for us, never forgetting to recognize your prompt and thorough analysis 😊!"

"I rate Logic Compensation Group as a 10. Logic Compensation Group has become our vendor of choice for compensation projects. They consistently produce an excellent product that can be relied on for board decision-making and union negotiations."

## Resumes

Your study will be led and supported by senior professionals who bring a wealth of firsthand consulting and public sector experience.

### **LORI MESSER, MA, CCP – Managing Director**

**Study Responsibilities:** Lori is the Managing Director of the firm. During the City's study, Lori will be responsible for providing quality assurance in compensation technical work. In addition, Lori will serve as an additional contact for the City. Lori is based in Tempe, Arizona.

**Professional Background:** Lori has over 30 years of experience in compensation, serving as both a consultant and practitioner. Lori has managed classification and compensation studies for hundreds of public sector clients throughout her career. Additionally, Lori's consultative work has involved collaborating with a diverse range of public sector organizations, including states, cities, counties, school districts, colleges and universities, and special districts. Prior to starting the firm, Lori spent seven years working as a Senior Consultant and subsequently as the West Coast Office Principal Consultant for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Prior to this, Lori held various consultative human resources and compensation positions in high-tech, distribution, healthcare, and local government organizations.

Lori has a bachelor's degree in business administration from Arizona State University and a master's degree in education from the University of Phoenix. She is also a member of *WorldatWork* and has earned her CCP certification. Lori also serves on the Merit Board for the City of Tempe, Arizona.

Lori has acted as study manager on some of our largest studies, including:

- Clark County (Nevada)
- City of Chandler (Arizona)
- Valley Metro (Arizona)
- Scottsdale Unified School District (Arizona)
- Seattle City Light (Washington)
- City of Tacoma (Washington)
- Town of Cave Creek (Arizona)
- City of Surprise (Arizona)

### **ANNETTE HOEFER, MBA, CCP – Principal Consultant**

**Study Responsibilities:** Annette is a Principal Consultant of the firm. During the City's study, Annette will provide overall study management, act as the key consultant on the classification phase, and oversee all study deliverables. Annette is based in Marion, Iowa.

**Professional Background:** Annette has spent 30 years performing classification and compensation studies as a Senior Consultant with Lee & Burgess Associates, Fox Lawson & Associates, and Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Clients include cities, counties, states, and special districts such as utility and transit organizations. She has also occupied human resources positions in the healthcare, energy, and insurance industries as a compensation specialist.

Annette earned her bachelor's and master's degrees in business administration from the University of Iowa and her CCP certification. She has also previously served as a board member for the Rocky Mountain Compensation Association.

Annette has acted as study manager on the following studies, including:

- City of Durham (North Carolina)
- Kyrene School District (Arizona)
- Linn County (Iowa)
- City of Grinnell (Iowa)
- Des Moines Water Works (Iowa)
- City of Seattle Civil Division (Washington)
- State of Colorado Public Defender's Office (Colorado)
- State of Colorado Department of Law (Colorado)
- Community Transit (Washington)



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### **ANDREA GILLMORE, MSC, PMP - Consultant**

**Study Responsibilities:** Andrea is a Consultant of the firm. During the City's study, Andrea will serve as the key consultant for the compensation phase. Andrea is based in Phoenix, Arizona.

**Professional Background:** Andrea has over 15 years of experience serving state, county, and municipal public sector agencies in California and Arizona. Andrea specializes in management and human resources support, with a focus on compensation and study management over the past six years. Andrea has successfully completed multiple classification and compensation studies in the public sector. She understands the nuances and unique requirements that accompany government organizations, bringing a dedication and passion for developing custom solutions to meet stakeholder needs.

Andrea has a bachelor's degree in psychology from the University of Phoenix and a master's degree in counseling from the same institution. She is also a certified Project Management Professional (PMP).

### **MADELINE THOMAS, BS – Consultant**

**Study Responsibilities:** Madeline will provide additional support for all phases of the City's study. Madeline is based in Sacramento, California.

**Professional Background:** Madeline attended Arizona State University, earning a bachelor's degree in mathematics with a specialization in statistics. She is instrumental in managing our data capabilities and has worked in public sector consulting for over 3 years. Madeline is currently pursuing her CCP certification from *WorldatWork*.

### **KAREN WELCH, MBA, PMP – Consultant**

**Study Responsibilities:** Karen will provide support for both the compensation and classification phases of the City's study. Karen is based in Phoenix, Arizona.

**Professional Background:** Prior to joining the firm, Karen spent over two years working as a classification and compensation consultant for Gallagher Benefit Services' Human Resources and Compensation Consulting. Karen has direct experience supporting public sector and non-profit clients across the country in the performance of classification and compensation studies.

With that practical knowledge, combined with over 30 years of business experience, Karen understands the tremendous effort that it takes for organizations to identify, transform, and achieve their goals.

Karen has a bachelor's degree in business from Northern Arizona University and a master's in business administration from the University of Phoenix. Karen is also a certified Project Management Professional (PMP).

#### **BRUCE G. LAWSON, MPA, CCP, IPMA-SCP – Technical Advisor**

**Study Responsibilities:** Bruce serves as a Technical Advisor to the firm, providing technical direction and ensuring quality assurance on client studies. Bruce is based in Phoenix, Arizona.

**Professional Background:** Bruce has directed and performed classification and compensation studies for more than 35 years, both domestically and internationally. Bruce was a founder and Managing Partner with Fox Lawson & Associates LLC. Prior to forming Fox Lawson, he spent 15 years with Ernst & Young LLP, where he served as the National Director of their public sector compensation consulting practice. Bruce was a past National Managing Director for Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. He also served as City Manager in two California cities (Los Altos Hills and Belvedere), was the County Administrative Officer in Multnomah County in Portland, Oregon, Assistant City Manager/Personnel Director in Corvallis, Oregon, and Assistant to the City Administrator/Personnel Director in Placentia, CA.

Bruce has a master's degree in public administration from California State University at Fullerton, is a.b.d. in public administration from Golden Gate University in San Francisco and has earned his CCP certification from *WorldatWork*. He is also a member of several professional associations, including the College & University Professional Association for Human Resources, ICMA, PSHRA, the Society for Human Resources Management, and *WorldatWork*.

#### **SANDY SPELLMAN, MBA – Technical Advisor**

**Study Responsibilities:** Sandy provides technical review on communications and classification activities. Sandy is based in Tempe, Arizona.

**Professional Background:** Sandy has over 30 years of experience in comprehensive consulting with public sector organizations. She has conducted studies for over 15 years and specializes in areas such as classification, communications, human resource strategy and process, performance management, and employee and management focus group meetings. Sandy has worked with several types of organizations, including state, city, county, college, university, and federal government entities. Prior to joining the firm, Sandy was a Senior Consultant at Gallagher Benefit Services' Human Resources and Compensation Consulting public sector practice. Prior to Gallagher, she spent 18 years with Ernst & Young's consulting practices, where she was responsible for client and internal change management, communications, and training strategies. She has also held state executive and legislative positions addressing a wide range of human resources and related issues.

Sandy holds a bachelor's degree in Sociology and Political Science from Arizona State University, as well as a master's degree in Public Administration with an emphasis in Organizational Development from the same institution.

## PART C: PROJECT APPROACH AND WORK PLAN

### Project Objectives

For a comprehensive classification and compensation study, you need an experienced partner to identify, implement, evaluate, and guide your options. Effective programs help recruit, retain, and reward top employees while managing costs. Our strategy employs proven methods, utilizes highly qualified staff, and adopts a responsive approach to deliverables. We adapt our activities as needed, utilizing an agile process with frequent feedback loops to help you achieve your goals.

This comprehensive classification and compensation study will encompass approximately 55 positions. The study will consist of 5 phases, as outlined below. The work plan we present is based on decade's long experience and best practices and may or may not correspond directly to the RFP's proposed Scope of Services. However, within each phase, the City's intended tasks have been identified. Logic Comp's understanding of the objectives of the study is as follows:

- Ensure internal equity by creating a classification structure that incorporates logical career paths and utilizes a City-selected job evaluation system.
- Conduct a total compensation survey assessing market competitiveness and forming the basis for new compensation system and benefit program recommendations that are understandable and easy to administer.
- Create a total compensation philosophy addressing the City strategies for obtaining its objectives.
- Ensure that the resulting system and outcomes are compliant with applicable regulations and laws.
- Create and cost a multi-year implementation plan and maintenance plan for the City.

Please find the detailed project schedule following the Work Plan.

## Work Plan

### Phase I: Project Initiation and Orientation

We begin by listening—understanding the City's objectives, history, structure, and any existing pain points. In the first step of the study, Logic Comp will work closely with the City to set goals and ensure the study runs smoothly, stays on schedule, and remains within budget. Our approach focuses on understanding your organization's pay philosophy and market strategy. This helps us create a clear plan for aligning your pay structure with your goals. By understanding where your organization wants to position itself in the job market, we can design fair and competitive pay systems that meet your needs.

To keep you updated, we will hold bi-weekly meetings with the City's project manager or team. These meetings will help track progress and address any questions or concerns along the way. During this phase, we will:

- (3.1.1) Hold a study kickoff with stakeholders and department heads called the Study Team to confirm goals, the schedule, and milestones
- (3.1.2) Review job descriptions, pay structures, benefits programs, org charts, policies and procedures, contracts, and other related information
- (3.3.1) Update or develop a tailored classification and compensation philosophy
- Launch bi-weekly video check-ins with the City's Study Team

- (3.1.3) Design a stakeholder communication plan and PAQ (Position Analysis Questionnaire) orientation materials, including a video if requested
- Conduct employee PAQ and study introduction presentations

> **Key Deliverables:**

- Study Team meeting
- Detailed updated study schedule
- Philosophy document
- Communication plan
- Position Analysis Questionnaires (PAQ) form
- Employee PAQ presentations

> **Staff Allocation:** 90% Principal Consultant, 10% Consultant

> **On-Site Visits:** 1 to 2 days

## **Phase II: Classification and Job Analysis**

Classification involves understanding, verifying, and describing the nature and level of work within the organization. Data is gathered from existing job descriptions, employee-completed Position Analysis Questionnaires (PAQs), and individual and group employee interviews called focus groups. Recommended updates to the classification structure will be provided to the City, ensuring alignment with the organization's strategy and promoting appropriate career paths. Logic Comp consultants will discuss these recommendations with the City, making adjustments as needed.

Logic Comp will update and develop City job descriptions in a format approved by the City. The job descriptions will adhere to best practices and legal requirements, including the Americans with Disabilities Act and Equal Pay Act. Additionally, Logic Comp will make FLSA status recommendations for each classification.

Logic Comp will explore options with the City for managing internal equity among jobs, known as job evaluation. Options will be presented during the study initiation meeting for the organization's consideration. The selected method will be applied to approved job classifications to establish internal job alignment and, where appropriate, create career paths

for various positions. Training will be provided for City staff responsible for maintaining the system. The results of the job evaluation will be integrated with market data obtained in Phase III to develop new or updated pay structure(s). In this phase, we define the structure of work across the City. This involves:

- (3.2.1) Developing and reviewing completed PAQs
- (3.2.1) Conducting group or individual employee interviews or focus groups
- (3.2.3) Recommending classification structure and career path updates and FLSA status, and meeting with the City to discuss
- (3.2.2 and 3.4.2) Updating job descriptions
- (3.2.3) Applying a structured job evaluation methodology (e.g., Logic Leveling™)

> **Key Deliverables:**

- Updated class structure
- Employee focus groups
- Job evaluation results and training
- Job description updates
- FLSA recommendations

> **Staff Allocation:** 70% Principal Consultant, 30% Consultant

> **On-Site Visits:** Up to 4 days

### **Phase III: Compensation and Benefits Analysis**

Now we look outward—examining how the City's pay and benefits practices compare to the labor market. Through the survey process, data are gathered and analyzed to develop an updated pay system for City classifications. Logic Comp will work with the City to identify comparator organizations and benchmark jobs to include in the survey process.

A survey is created to collect the necessary data for comparing pay and benefits. This survey will be distributed to an approved list of comparator organizations. Private sector survey data may also be incorporated by using credible published survey sources, such as the Economic Research Institute's salary database, or by direct survey, as specified in the City's RFP.

Logic Comp will ensure the accuracy of received data and conduct a competitive analysis. Updated pay structure(s) will be developed based on market data and an assessment of internal job relationships. Benefit program comparisons will also be made. Logic Comp will provide implementation strategies and discuss with the City how it can transition from the existing system to the updated system. Logic Comp will also review and provide updated and aligned guidelines in managing individual pay and maintaining the pay system.

- (3.3.1) Identify benchmark jobs and comparator organizations
- (3.3.2) Develop and distribute a custom salary survey with approximately 55 classifications and selected benefits programs surveyed
- Analyze pay and benefits compensation practices and make recommendations
- (3.3.3, 3.4.1 and 3.4.3) Develop an updated pay plan(s) and provide up to 3 implementation strategies including compression analysis

> **Key Deliverables:**

- Survey
- Market survey summary
- Recommended pay structure(s)
- Benefits comparisons and recommendations
- Implementation and cost modeling

> **Staff Allocation:** 30% Principal Consultant, 70% Consultant

> **On-Site Visits:** 1 day

## **Phase IV: Final Reporting and Implementation**

We pull it all together—providing documentation, tools, and training to move forward confidently. A study report is prepared and presented by Logic Comp summarizing the processes of the study and the related findings and recommendations. Logic Comp consultants will provide in-depth explanations and deliverables throughout the process, and the final report will compile the comprehensive results of all study activities.

Following discussions with the City, the comprehensive report will be finalized. The final report will be presented to City administration by experienced Logic Comp consultants who have been involved in the study at each stage.

Logic Comp consultants will collaborate with the City to ensure the system can be managed independently after the study's completion. City staff responsible for managing the new system will receive detailed education and participate in the study wrap-up with members of the Logic Comp team. This involves:

- (3.4.2) Draft and present a comprehensive report for City review, including survey data
- Finalize recommendations based on feedback
- (3.4.3) Train City on system maintenance and future adjustments
- (3.4.2) Review and update of related policies and procedures
- (3.4.3) Present results to leadership and City Council

*> Key Deliverables:*

- Final report (Word or PowerPoint)
- Implementation guidance
- City education
- Updated policies and procedures

*> Staff Allocation:* 50% Principal Consultant, 50% Consultant

*>On-Site Visits:* 1 day

## **Phase V: Ongoing Client Support**

Our relationship does not end with the delivery of the final report. Logic Comp focuses on long-term, quality client relationships. For 12 months after study completion, we provide complimentary:

- Quarterly check-ins to support implementation
- On-call guidance for emerging issues or questions



- If the City needs additional help down the road, like new classifications or policy reviews, we are happy to provide support based on our hourly rates for that as well. But for the core study—we are in it together, start to finish.

> **Key Deliverables:** Touchpoint conversations, follow-up advice, optional extended services

> **Staff Allocation:** 100% Principal Consultant

## Quality Assurance Approach

Quality is a non-negotiable at Logic Compensation Group. We embed quality checks throughout each phase, not just at the finish line.

Here is what that looks like in practice:

- **Peer review:** Every major deliverable is reviewed by at least two consultants.
- **Team-wide visibility:** Our team collaborates using shared study logs, so each member has context and clarity.
- **Client clarity:** We present interim deliverables in digestible pieces so the City can ask questions and offer input without waiting until the end.
- **Documentation & transparency:** From survey tools to job evaluations, we provide explanations and clear audit trails for all methodologies used.
- **Sustainability:** We don't just deliver a final product—we empower City teams with the knowledge and tools to manage it going forward.

## Your Role: Partners in Success

To make this a smooth and successful process, we will ask you to collaborate with us in a few key ways:

- Provide access to current org charts, pay plans, policies, job descriptions, and other requested documentation
- Help coordinate internal communication and employee participation
- Schedule and participate in meetings, interviews, and department check-ins

- Review and approve deliverables at key study milestones
- Complete survey and assist with participant contacts
- Share internal feedback with Logic Comp as a single, consolidated response

We will provide templates, timelines, and structure to make all of this simple and straightforward. You bring the insights, and we will handle the heavy lifting.

## **Project Schedule**

To support the proposed scope of work, we've prepared a detailed schedule for each phase. This schedule represents the typical amount of time our clients spend conducting a study of this type. This schedule can also easily be shortened based on client priorities and will be updated according to the City's specific needs during Phase 1 because we know that best laid plans can change for our clients. Staff allocations are shown under each Phase of the Work Plan.

Classification & Compensation Study		Actual Timeline		
City of Independence Iowa		Project Duration	Start Date	End Date
		217	Jan 19	Aug 24
<b>Phase 1: Project Initiation</b>				
Task Item	Logic Comp or Client	Task Duration	Start Date	End Date
Project Initiation & File Setup	Logic Comp	10	Jan 19	Jan 30
Hold Initial Project Meeting	Logic Comp & Client	5	Jan 19	Jan 23
Client Provide Information per Materials Request	Client	10	Jan 19	Jan 30
Establish Draft Project Timeline	Logic Comp	5	Jan 19	Jan 23
Schedule Initial On-site Meetings	Logic Comp & Client	5	Jan 19	Jan 23
Prepare and Review Materials for On-site Meetings including PAQ	Logic Comp & Client	11	Jan 26	Feb 9
Hold On-Site Meetings	Logic Comp & Client	5	Feb 9	Feb 13
Compensation Philosophy Developed & Approved including Labor market	Logic Comp & Client	10	Feb 9	Feb 20
Communication Plan Recommendations Provided and Approved	Logic Comp & Client	10	Feb 9	Feb 20
Phase 1 Report Developed and Approved	Logic Comp & Client	11	Feb 20	Mar 6
			<b>Jan 19</b>	<b>Mar 6</b>
<b>Phase 2: Classification and Job Analysis</b>				
Task Item	Logic Comp or Client	Task Duration	Start Date	End Date
Client Distributes & Collects PAQs	Client	20	Feb 9	Mar 6
Set Up SharePoint Folders to Receive PAQs	Logic Comp	5	Feb 9	Feb 13
Review Existing Materials & PAQs	Logic Comp	10	Mar 9	Mar 20
Employee Focus Groups	Logic Comp & Client	5	Mar 23	Mar 27
Develop and present Class Recommendations	Logic Comp	8	Mar 30	Apr 8
Apply Job Evaluation	Logic Comp			
Client Review of Draft Class Structure	Client	8	Apr 8	Apr 17
Incorporate Feedback and Finalize Class Recommendations	Logic Comp	6	Apr 17	Apr 24
Provide FLSA Recommendations	Logic Comp	6	Apr 24	May 1
Draft and Approve Job Description Format	Logic Comp & Client	1	May 1	May 1
Compose and Review Job Descriptions	Logic Comp	56	May 1	Jul 17
Draft Phase 2 Report Delivered and Approved	Logic Comp & Client	9	May 1	May 13
			<b>Feb 9</b>	<b>Jul 17</b>
<b>Phase 3: Compensation and Benefits Analysis</b>				
Task Item	Logic Comp or Client	Task Duration	Start Date	End Date
Draft Survey Developed and Approved	Logic Comp	9	May 1	May 13
Client Send Email to Comparator Orgs	Client	1	May 13	May 13
Distribute Survey to Participants	Logic Comp	1	May 18	May 18
Surveys Due	Logic Comp	15	May 18	Jun 5
Survey Extension	Logic Comp	6	Jun 5	Jun 12
Data Validation & Analysis	Logic Comp	13	Jun 12	Jun 30
Draft Data Review of Information	Logic Comp	1	Jun 30	Jun 30
Draft Proposed Pay Structure & Allocate Jobs into Structure and Approval	Logic Comp	9	Jun 30	Jul 10
Draft Costing Options	Logic Comp	5	Jul 13	Jul 17
Client Review & Approval Pay Plan and Costing	Client	5	Jul 20	Jul 24
Draft Phase 3 Report and Approval	Logic Comp	7	Jul 24	Aug 3
			<b>May 1</b>	<b>Aug 3</b>
<b>Phase 4: Final Report and Implementation</b>				
Task Item	Logic Comp or Client	Task Duration	Start Date	End Date
Review and update related policies and procedures	Logic Comp	11	Jul 24	Aug 7
Draft Phase 4 Report for Final Report	Logic Comp	6	Aug 7	Aug 14
Client Review & Feedback or Approval of Phase 4 Report	Client	6	Aug 14	Aug 21
Final Report Delivered	Logic Comp	1	Aug 24	Aug 24
Report made to Council and stakeholders	Logic Comp & Client		TBD	TBD
Develop Participant Report	Logic Comp	6	Aug 3	Aug 10
Distribute Participant Report	Logic Comp		TBD	TBD
			<b>Aug 3</b>	<b>Aug 24</b>

## Sample Job Description and Report

Please refer to Appendix B. The job description and report are proprietary and intended solely for the designated client and may be shared only with authorized City of Independence representatives involved in evaluating consultant proposals. As with all our engagements, our analyses, recommendations, reports, and timelines are customized to address the unique needs of each client.

### PART D: REFERENCES

#### Reference 1:

<b>Client Name:</b>	Linn County Iowa
<b>Contact Person &amp; Title:</b>	Lisa Powell Human Resources Director
<b>Phone:</b>	(319) 892-5124
<b>Email:</b>	Lisa.Powell@linncountyiowa.gov
<b>Brief Description of Project:</b>	Since 2010, Annette Hoefer has provided services to this Midwest county, including reviewing performance management systems, developing an exceptional contribution plan, serving as a member of the oversight team, conducting job audits and evaluations, and conducting market studies. In 2018, Annette led a classification and compensation study for the County's management jobs, resulting in all recommendations being accepted by the Board of Supervisors. In 2021, 2023, and 2024, studies of bargaining unit jobs were completed. Annette continues advising the County's exceptional contribution committee on other classification and compensation issues. She is currently providing consulting services for the County's job update process in addition to conducting the first County-wide compensation study in over 30 years.

## Reference 2:

<b>Client Name:</b>	Des Moines Water Works
<b>Contact Person &amp; Title:</b>	Doug Garnett Director of Human Resources
<b>Phone:</b>	(515) 323-6211
<b>Email:</b>	garnett@dmww.com
<b>Brief Description of Project:</b>	This year, Logic Comp has conducted two pay studies for 1) non-represented jobs and 2) redesigned information technology jobs. The IT study also included job evaluation activities and alignment of the new jobs with the market.

## Reference 3:

<b>Client Name:</b>	City of Tonganoxie, KS
<b>Contact Person &amp; Title:</b>	Dan Porter Assistant City Manager
<b>Phone:</b>	(913)845-2620
<b>Email:</b>	dporter@tonganoxie.org
<b>Brief Description of Project:</b>	In 2021 and 2024, Logic Comp conducted a compensation study for this small, but growing Kansas City adjacent municipality. The first study resulted in the development of a formal pay structure and the second resulted in an update to that structure to meet the organization's changing needs.

## PART F: ACKNOWLEDGEMENT FORM/SECTION 4


By signing below, the undersigned, an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDY List Addenda Numbers received: Addendum No. 1 and Addendum No. 2

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The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.

2. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
3. The individual signing below is authorized to bind the firm to a contract.

<b>Signature:</b>	
<b>Printed Name:</b>	Lori Messer
<b>Title:</b>	Managing Director
<b>Date:</b>	11/15/2025



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## CONCLUSION

At Logic Compensation Group, we take pride in our team of seasoned experts specializing in classification and compensation for public sector organizations. Our mission is to provide exceptional client interaction and tailored services that stand out from the consulting crowd. We are excited about the prospect of being your go-to resource for this project and for supporting your organization's needs in the years ahead.

## APPENDIX A: PROPOSAL SUBMITTAL FORMS

### Section 1: Proposing Firm Information

Official Firm Name:	Logic Compensation Group, LLC
Mailing Address:	112 E. Palmcroft Drive Tempe, AZ 85282
Website:	www.logiccompgroup.com
Year Firm Established:	2019
Office Location Performing the Work:	Marion, Iowa
Primary Contact Person:	Lori Messer
Title:	Managing Director
Phone:	(480)431-4702
Email:	Lori.Messer@LogicCompGroup.com



## Section 2: Proposal Submission Checklist

Use this checklist to verify that all required elements are included in your proposal submission.

- [ X ] One (1) unbound original, five (5) bound copies, and one (1) electronic copy (USB flash drive) of the technical proposal.
- [ X ] One (1) sealed envelope containing the Cost Proposal , clearly marked on the exterior with: "SEALED COST PROPOSAL – SALARY STUDY".

### Technical Proposal Contents:

- [ X ] Part A: Transmittal Letter: A signed cover letter introducing your firm and affirming the proposal's validity for at least 90 days.
- [ X ] Part B: Firm Experience and Qualifications:
  - [ X ] Firm history, size, and ownership structure.
  - [ X ] Detailed experience with public sector classification and compensation studies.
  - [ X ] A list of at least five (5) similar projects for municipal clients within the last three (3) years.
  - [ X ] Complete resumes for the proposed Project Manager and all key personnel assigned to the project.
- [ X ] Part C: Project Approach and Work Plan:
  - [ X ] A detailed narrative describing your firm's understanding of the project and proposed methodology for each task in the Scope of Services.
  - [ X ] A detailed project work plan with a clear timeline, tasks, and milestones.
  - [ X ] A sample of a final report from a previous, similar municipal project.
  - [ X ] A sample of a job description from a previous, similar municipal project.
- [ X ] Part D: References:
  - [ X ] At least three (3) references from public sector clients (use Section 3 of this form).
- [ X ] Part F: Acknowledgement Form (Section 4 of this form): Signed and included in the proposal.

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Sealed Cost Proposal Contents:

- [ X ] All - inclusive, "not - to - exceed" total project cost.
- [ X ] Detailed cost breakdown by task/phase, including professional fees, estimated hours, and billing rates for each team member.
- [ X ] Schedule of hourly rates for any additional work requested outside the original Scope of Services.

### **Section 3: Client References**

Please see Part D: References.

## APPENDIX B

### Sample Job Description

#### Human Resources Technician

CLASS SERIES	BAND/GRADE/SUBGRADE	FLSA STATUS
Human Resources	B22	Non-Exempt

#### **CLASS SUMMARY:**

This class is a stand-alone class in the Human Resources series. Incumbents perform a variety of responsible paraprofessional and technical human resources support duties associated with recruitment and employee separation, compensation and classification, benefits administration, employee recognition programs, records maintenance, and risk management activities.

#### **DISTINGUISHING CHARACTERISTICS:**

Positions assigned to this classification perform journey-level human resources support functions requiring solid knowledge of transactional and/or operational standards for completing tasks and assignments of a varied nature.

#### **ESSENTIAL DUTIES:**

This class specification represents only the core areas of responsibilities; specific position assignments will vary depending on the department's needs.

- Schedules and coordinates recruitment and testing activities; posts advertisements; proctors exams; prepares interview materials; and notifies candidates of status.
- Coordinates pre-employment process including background checks and medical examinations for prospective employees.
- Prepares and processes documents necessary for hiring, separation, transfer, and other related employment activities.
- Assists with coordinating department and/or management activities, project schedules, relaying communications, researching information and providing related support.
- Compiles, formats and proofs complex documents, reports and other written materials.
- Conducts and coordinates onboarding for new employees, promotions, board and commission members, elected officials, and volunteers including preparing and processing all documents and reviewing for accuracy and completeness.
- Administers employment eligibility verification; and maintains accurate files.
- Ensures accurate recordkeeping and destruction of all employment-related documents.
- Processes insurance enrollment changes and works with benefit providers to resolve employee discrepancies or issues; verifies employee and dependent plan eligibility; answers questions regarding benefits, open enrollment, and related benefits information.
- Reviews, verifies, and processes personnel actions and related documents, including entering information into software and updating and maintaining various databases.
- Receives and processes leave documentation in accordance with applicable federal and state laws and regulations.

- Provides administrative support for HR matters, including responding to general inquiries, preparing correspondence, memoranda, reports, processing mail, performing data entry, and maintaining various schedules, records, and logs.
- Prepares and processes department agreements, contracts, and purchase order requisitions including processing invoices.
- Responds to routine salary survey requests, verification of employment, and employment records requests.
- Performs related duties as assigned.

## **MINIMUM QUALIFICATIONS:**

### **Education and Experience**

High School Diploma or GED and two (2) years of human resources experience; or an equivalent combination of education and experience sufficient to successfully perform the job's essential duties.

### **Licensing/Certifications**

- None

## **KNOWLEDGE OF:**

- Documentation and record keeping principles.
- Customer service principles.
- Basic recruitment principles and practices.
- Basic benefits administration principles and practices.
- Human Resources practices and principles.
- Applicable software (HRIS) systems and applications.
- Modern office procedures and equipment.
- Proper English usage, grammar, and punctuation.
- Customer service principles.
- Applicable local, state, and federal laws, rules, and regulations.

## **SKILL IN:**

- Providing customer service.
- Maintaining confidentiality.
- Preparing written reports and documents.
- Maintaining accurate and confidential records.
- Reviewing documents for completeness and accuracy.
- Comprehending and correctly interpreting a variety of informational documents.
- Performing basic math computation such as addition, subtraction, multiplication, and division.
- Operating a computer and relevant software applications.
- Applying applicable local, state, and federal laws, rules, and regulations.
- Operating modern office equipment.
- Maintaining effective working relationships with peers, public, and staff.
- Communication and interpersonal skills as applied to interaction with coworkers, supervisor, the general public, etc. sufficient to exchange or convey information and to receive work direction.

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**WORKING CONDITIONS/PHYSICAL DEMANDS:**

Positions in this class typically require: standing, sitting, walking, reaching, handling, fine dexterity, vision, hearing, and talking.

Sedentary: Exerting up to 10 lbs. occasionally or negligible weights frequently, sitting most of the time.

Incumbents in this position work in an indoor office environment and may experience sitting for extended periods of time.

**NOTE:**

The above job description is intended to represent only the key areas of responsibilities; specific position assignments will vary depending on the department's business needs.



# Compensation Study Report

Prepared for the City of Organization

April 2024

## SECTION 1: STUDY INTRODUCTION

The City of Organization engaged Logic Compensation Group (LCG) to conduct a salary survey to provide results that will be utilized to update the City's compensation system, which was established previously. The objectives of the study include the update of the compensation structures that:

- Establishes fair and equitable compensation relationships within the organization.
- Relates compensation to relevant market conditions outside the organization.
- Considers longevity and tenured employees relative to the City's pay ranges.

Specifically, the Logic Compensation Group was asked to:

- Evaluate the City's present wage structure to comparable positions in similar communities.
- Update current pay ranges due to City changes.
- Review internal equity between positions within the City.

The study encompassed 15 City job titles and included the following phases conducted between December 2023 and April 2023:

1. Study Initiation
2. Compensation Survey
3. Study Recommendations and Reports
4. Program Maintenance and Client Support

Phase 4, Program Maintenance and Client Support, is conducted quarterly over 12 months following study completion and implementation.

This report outlines the phases, processes, findings, and recommendations of the City's study. LCG has enjoyed working with the City in conducting this important study and is committed to continuing our partnership.

### **Your Logic Compensation Group Team:**

Annette Hoefer, Principal Consultant  
Madeline Messer, Associate Consultant  
[www.LogicCompGroup.com](http://www.LogicCompGroup.com)

## SECTION 2: STUDY STEPS AND RESULTS

Logic Compensation Group believes that the most successful compensation studies are those developed with the active participation of the organization's staff. The City's compensation plan should complement the organization's operating characteristics, philosophy, needs, objectives, and environment.

Therefore, our approach consisted of a series of logical and interrelated activities that provided City input throughout the study. The activities and results associated with the compensation study are detailed in the following sections.

### PHASE 1: STUDY INITIATION

#### OBJECTIVES

This phase focused on managing the study relationship between Logic Compensation Group and the City of Organization, understanding the current compensation system, and developing a framework to guide the remainder of the study. This phase outlined a roadmap for completing the study and the parameters surrounding how the study would be conducted.

#### PROCESS & METHODOLOGY

During the study initiation phase, LCG met with the City's designated Study Team, which consisted of the following individuals:

**City Manager: NAME**  
**Assistant City Manager: NAME**

The purpose of the meeting was to review the City's current classification and compensation programs to identify areas and aspects that appear to work well for the City and those areas of concern. Discussions were centered on changes to the City's compensation plan, job descriptions, study timeline, and City needs moving forward.

Study team meetings were scheduled to allow the LCG consultants and the City to discuss and review study progress, make timely decisions, and address any questions or concerns.

#### OUTCOMES & DELIVERABLES

Following the study initiation activities conducted with the City's Study Team, the following activities were completed:



- Identified the 20 organizations below as market comparators from which to collect survey data. These organizations were identified as comparators as they are organizations with which the City competes for qualified personnel, are located in a similar geographic area, offer similar services, and/or are of a similar size based on population. The following 20 organizations were surveyed:

#### Surveyed Organizations

City of Basehor, KS  
City of Bonner Springs, KS  
City of De Soto, KS  
City of Edgerton, KS  
City of Edwardsville, KS  
City of Eudora, KS  
City of Goddard, KS  
City of Lansing, KS  
City of Louisburg, KS  
City of Merriam, KS  
City of Mission, KS  
City of Mulvane, KS  
City of Osawatomie, KS  
City of Paola, KS  
City of Peculiar, MO  
City of Pleasant Hill, MO  
City of Roeland Park, KS  
City of Spring Hill, KS  
Douglas County, KS  
Leavenworth County, KS

## PHASE 2: COMPENSATION SURVEY

### OBJECTIVE

Logic Compensation Group developed a salary survey covering 15 City jobs. The survey collected information on actual salaries and salary ranges for these benchmark jobs, as well as organizational information.

Updated compensation plans were developed by coordinating the compensation study results with a review of the internal alignment of the City's jobs.

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## PROCESS & METHODOLOGY

The purpose of the data collection and analysis phase of the compensation study was to collect market data that would provide the desired information for comparison to the City and inform LCG's analysis and resulting recommendations to the City.

### **Developed Survey Parameters and Document**

At the directive of the City's Study Team, 15 jobs were included in the survey as benchmark jobs. Market data compiled for these benchmark classifications were utilized to determine the City's competitive market position of current pay levels and update the City's pay plan.

Targeted organizations in Kansas and Missouri were identified as the City's labor market. Comparator organizations identified during the Study Initiation phase are shown in the table on the following page. Sixteen of 20 organizations responded to the survey. This represents an 80% survey participation rate, indicating a high survey participation level.

### Comparator Market Organizations Surveyed

Surveyed Organizations	Participation Status
City of Basehor, KS	Active Participation
City of Bonner Springs, KS	Active Participation
City of De Soto, KS	Active Participation
City of Edgerton, KS	Active Participation
City of Edwardsville, KS	No Response
City of Eudora, KS	Active Participation
City of Goddard, KS	No Response
City of Lansing, KS	Active Participation
City of Louisburg, KS	Active Participation
City of Merriam, KS	Active Participation
City of Mission, KS	Active Participation
City of Mulvane, KS	No Response
City of Osawatomie, KS	Active Participation
City of Paola, KS	No Response
City of Peculiar, MO	Active Participation
City of Pleasant Hill, MO	Active Participation
City of Roeland Park, KS	Active Participation
City of Spring Hill, KS	Active Participation
Douglas County, KS	Active Participation
Leavenworth County, KS	Active Participation

LCG, in consultation with the City's Study Team, developed a customized survey document that was distributed to the public sector organizations identified in the table above.

The custom survey document covered 15 benchmark jobs. To assist comparator organizations in determining appropriate job matches based on duties and responsibilities rather than on job title alone, the survey document also contained job description summaries, FLSA status, supervision exercised, and required minimum qualifications for each benchmark job.

The survey document was previously submitted to the City under separate cover. Benchmark jobs are listed below.

### Benchmark Jobs

Benchmark	2023	2021
Administrative Assistant	X	X
Utility Billing Coordinator	X	X-Clerk
Assistant City Manager	X	X
Firefighter	X	X
Fire Lieutenant	X	
Fire Captain	X	X
Police Clerk	X	X
Police Officer	X	X
Police Corporal	X	
Police Sergeant	X	X
Police Chief	X	X
Maintenance Worker II	X	X
Maintenance Worker III	X	
Utilities Operator I	X	X
Utilities Operator II	X	

LCG consultants emailed the survey document to the surveyed organizations and continued to follow up with comparator organizations by email and telephone to confirm participation, answer questions, and validate comparator information. Prior to the distribution of the survey, the City's Assistant City Manager emailed the comparator organizations asking for survey participation.

Upon receipt of completed surveys, LCG performed the following activities to ensure data integrity and appropriate matching of jobs by comparator organizations:

- Reviewed all data submitted by comparator organizations;
- Performed outlier analysis to identify any extreme data; and
- Performed follow-ups with comparator organizations to clarify and validate any questions regarding data submitted.

## Survey Data Results

Following the quality assurance review, LCG compiled and provided to the City:

- Individual market data sheets detailing the market results for each benchmark job
- An aggregate assessment of how the City compared to the comparator market.
- Under separate cover, LCG delivered the market data sheets and aggregate summary results to the City for review, which served as an additional step in the validation and quality assurance process.

The overall results of the survey are summarized below.

### Summary of Comparator Organization Demographics and Comparisons

The table below summarizes the demographic characteristics of the City of Organization and the comparator market organizations.

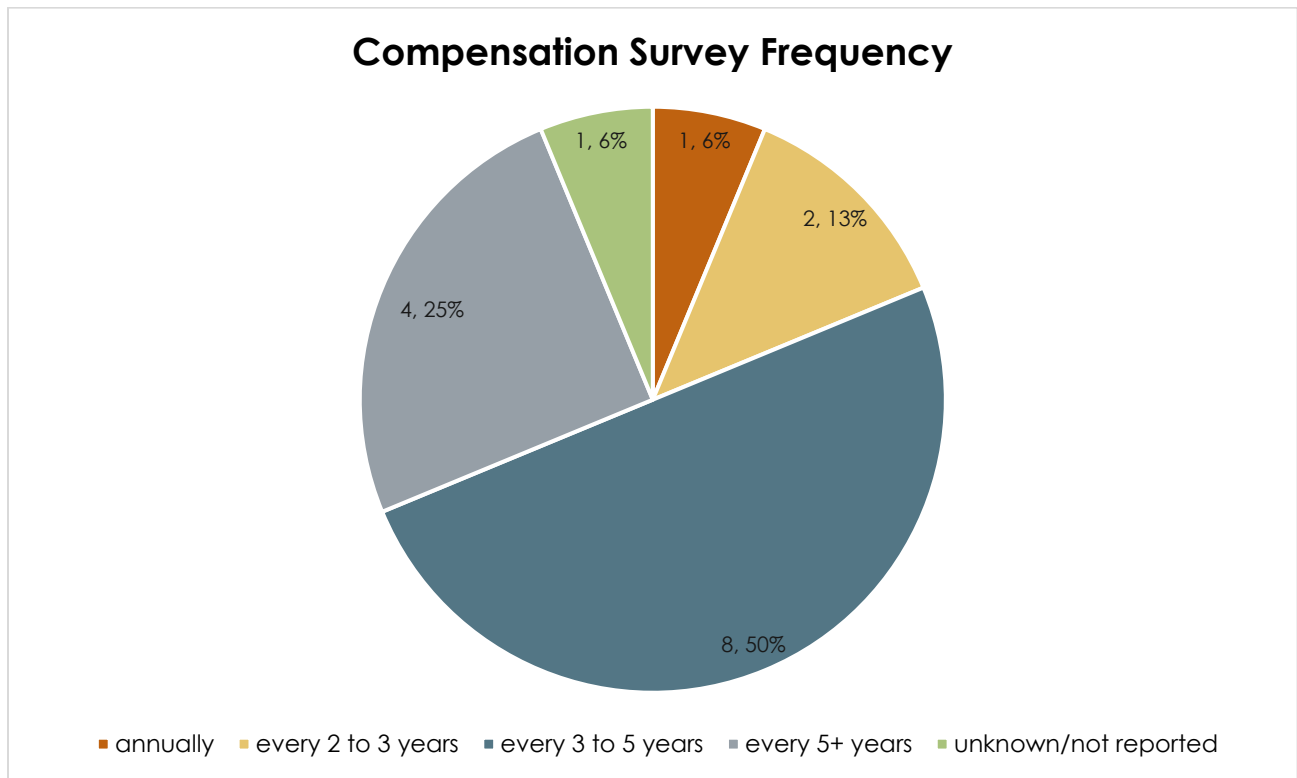
#### Organizational Data Summary

Organization Data	Total Customers	Total FTEs	# Job Titles
<b>City</b>	<b>5,850</b>	<b>37</b>	<b>25</b>
<b>AVERAGE</b>	19,069	106	101
<b>% of Market</b>	30.7%	35.0%	24.8%
<b>MEDIAN</b>	7,675	50	39
<b>% of Market</b>	76.2%	74.7%	64.1%
<b>LOW</b>	1,748	27	24
<b>HIGH</b>	120,000	500	744

Note: figures include County organizations

## Summary of Market Salary Survey Frequency

The chart below summarizes the frequency of compensation surveys by the participating market organizations. The City indicated a compensation survey frequency of every 3 to 5 years.



## Salary Data Results and Comparisons

Discussions regarding pay strategy and pay targets occurred in Phase I of the project. The City last conducted a comprehensive compensation analysis in 2021. The salary data collected during the survey was analyzed according to the City's pay strategies outlined below.

**For General jobs:** The City strives to provide pay ranges that are comparable to the **median** of its selected labor market (all organizations surveyed). The median of **actual salaries** paid in the City's identified labor market (known as the pay target) will serve as the basis for updating the City's pay range midpoints for non-sworn positions. This strategy establishes pay ranges that reflect actual pay within the market in which the City competes for talent. The midpoint represents the fully functional job rate within the respective pay range.

**For Police Jobs:** Determined during the last pay study, the City strives to provide a highly competitive starting salary for its Police Officers to attract talent and will utilize the **75<sup>th</sup> percentile** of the market **pay range minimum** to establish the City's Police Officer range minimum.

The range minimum for the Police Corporal position will be 7.5% higher than the Police Officer. The Police Corporal is a functional shift lead of Police Officers and reflects the City's progression of sworn police duties. In LCG's experience, lead worker jobs are typically paid between 5% and 10% higher than the jobs led, so the progression from Police Officer to Police Corporal is consistent with market practice.

Further, the City will utilize the **60<sup>th</sup> percentile** of the market's **pay range minimums** to establish the City's Police Sergeant range minimum. This allows for an appropriate differential between the Police Officer and the supervising Police Sergeant position. A minimum 15% differential is commonly used between individual contributor positions and supervisory positions to avoid compression.

The City will utilize the **50<sup>th</sup> percentile** of the market's **pay range minimum** to establish the City's Police Lieutenant/Deputy Police Chief range minimum. This maintains the minimum suggested differential between subordinate and supervisory jobs. The Police Chief job is found in the General Plan.

**For Fire Jobs:** Insufficient data was available to compare the City's benchmarks to all Fire benchmarks. In the previous study, the City established competitive pay ranges for Fire positions at **5% below** the market of corresponding **Police range minimums**. However, this strategy produced pay ranges that were not in alignment.

The market summary data is found in **Appendix A**. The data shown for each benchmark job in the market summary:

- excludes the City's data;
- includes data collected from all 16 surveyed organizations;
- has **not** been geographically adjusted to the City's location; and
- is effective as of January 15, 2024.

Benchmark jobs where fewer than 5 organizations reported matches were excluded from any analyses because fewer than 5 matches to a given benchmark are considered an insufficient sample size for drawing conclusions. These benchmarks and other statistics with data from fewer than 5 organizations are noted on each chart as "N/A". As indicated above, please note that insufficient data was collected for all Fire jobs.

The market difference for each benchmark job and for all jobs is calculated using the following formula and is represented as a percentage (%):

$$\frac{(\text{City salary} - \text{Market salary})}{\text{City salary}}$$

Therefore, a positive figure means that the City pays above the market, and a negative figure means that the City pays below the market. This calculation indicates the amount the City would need to adjust salary to align with the market. The overall market difference is not an average of all benchmark jobs' market differences but is calculated as follows and presented as a percentage (%):

$$\frac{(\text{Sum of all City salaries} - \text{Sum of all Market salaries})}{\text{Sum of all City salaries}}$$

*(Note: Salary data must be available for both the City and the market for a specific job's data to be included in this calculation.)*

The benchmark jobs are separated into three (3) specific job categories:

- 1) General: All non-sworn jobs and sworn executive police and fire jobs
- 2) Sworn Police: All non-executive sworn police jobs
- 3) Sworn Fire: All non-executive sworn fire jobs

The following demonstrates accepted compensation practice guidelines for determining market alignment of individual jobs and pay structures with regard to the City's stated pay strategy and pay target.

#### Market Alignment Intervals

Interval	Market Alignment
+/- 0% to 4.9%	Highly Aligned
+/- 5.0% to 9.9%	Aligned
+/- 10.0% to 14.9%	Misaligned
+/- >15.0%	Significantly Misaligned



The following tables show the aggregate comparison of the City's actual pay and salary ranges against the market. The pay target for each pay structure is highlighted in each table.

#### Overall Market Alignment at 50<sup>th</sup> Percentile – General

Pay	Market Difference	Market Alignment
Actual Salaries	-1.3%	Highly Aligned
City Midpoint to Market Actual Salaries	-9.9%	Aligned
Minimum	-15.2%	Significantly Misaligned
Midpoint	-12.3%	Misaligned
Maximum	-10.5%	Misaligned

#### Overall Market Alignment – Police

Pay	Market Difference	Market Alignment
Actual Salaries	-19.5%	Significantly Misaligned
Minimum	-19.7%	Significantly Misaligned
Midpoint	-19.1%	Significantly Misaligned
Maximum	-22.6%	Significantly Misaligned

#### Overall Market Alignment – Fire

Pay	Market Difference	Market Alignment
Actual Salaries	N/A	N/A
Minimum	N/A	N/A
Midpoint	N/A	N/A
Maximum	N/A	N/A

#### General Pay Structure

Based on the market alignment interval guidelines, the City's current General salary ranges are aligned with the market; however, they lag the market by 9.9%. The City's General pay structures are not competitive with the comparator market and are considered misaligned to significantly misaligned. Despite the misalignment of the salary ranges for the General group, from an aggregate perspective, the actual salaries being paid by the City, while slightly lagging, are considered competitive with the market. While these conclusions describe the

aggregate differences, individual job differences will vary, with some jobs being further above or below the market than the aggregate results.

### **Police Pay Structure**

Overall, for all pay comparisons, the City is considered significantly misaligned with the market. This structure includes the Police Officer, Corporal, Sergeant, and Major jobs. The Police Chief is included in the General structure.

### **Fire Pay Structure**

There was insufficient data from which to draw conclusions for the Fire Pay Structure because most of the City's stated labor market organizations did not have fire operations or utilized volunteer departments.

## **OUTCOMES & DELIVERABLES**

### **Salary Structure Development**

Utilizing the market data obtained from the salary survey, Logic Compensation Group integrated a review of internal equity with the survey data to update the City's three pay structures. Discussions with the City Study Team and LCG consultants addressed the placement of the City's current and new jobs within the proposed pay structures.

Some City job titles and functions have been updated in this pay structure to reflect changes in the City's operations and specific jobs. Job title updates were made at the direction of the City's Study Team, and these title changes will coincide with the implementation of this study.

The resulting pay structures are shown beginning on the next page and are based on the City's pay strategy for each group, internal equity considerations and external market data for each specific group of jobs. Some pay grades do not have job titles assigned; however, the structures allow for future jobs to be assigned to these pay grades based on growth and change in the City.

### Proposed General Classifications

The General Pay Structure was updated by 9.9%, and job placement updates and additions were made to the proposed structure.

Job Title	Grade
Seasonal/Temp Positions	1 a-d, 2, 3, 4
Maintenance Worker I	6
Administrative Assistant	7
Code Enforcement Officer	7
Police Civilian Clerk	7
Maintenance Worker II	7
Utility Billing Coordinator	8
Utilities Operator I	7
Utilities Operator II	9
Deputy City Clerk/Court Clerk	13
Maintenance Worker III	9
Building Inspector	11
Street Foreman	12
Utilities Superintendent	15
Public Works Director	17
Fire Chief	17
Police Chief	17
Assistant City Manager	19
City Manager	Unclassified
Administrative Coordinator	9

### Proposed General Pay Structure

Grade	Minimum	Midpoint	Maximum	Min Rate	Mid Rate	Max Rate	Range Width
1a				\$ 7.25	\$ 8.70	\$ 10.15	40%
1b				\$ 8.70	\$ 10.44	\$ 12.18	40%
1c				\$ 10.44	\$ 12.53	\$ 14.62	40%
1d				\$ 12.53	\$ 15.03	\$ 17.54	40%
2	\$ 28,826	\$ 36,032	\$ 43,238	\$ 13.86	\$ 17.32	\$ 20.79	50%
3	\$ 30,988	\$ 38,734	\$ 46,481	\$ 14.90	\$ 18.62	\$ 22.35	50%
4	\$ 33,311	\$ 41,639	\$ 49,967	\$ 16.01	\$ 20.02	\$ 24.02	50%
5	\$ 35,809	\$ 44,761	\$ 53,713	\$ 17.22	\$ 21.52	\$ 25.82	50%
6	\$ 38,495	\$ 48,119	\$ 57,743	\$ 18.51	\$ 23.13	\$ 27.76	50%
7	\$ 41,382	\$ 51,728	\$ 62,074	\$ 19.90	\$ 24.87	\$ 29.84	50%
8	\$ 44,485	\$ 55,607	\$ 66,729	\$ 21.39	\$ 26.73	\$ 32.08	50%
9	\$ 47,822	\$ 59,778	\$ 71,733	\$ 22.99	\$ 28.74	\$ 34.49	50%
10	\$ 51,409	\$ 64,261	\$ 77,113	\$ 24.72	\$ 30.89	\$ 37.07	50%
11	\$ 56,036	\$ 70,045	\$ 84,054	\$ 26.94	\$ 33.68	\$ 40.41	50%
12	\$ 61,079	\$ 76,349	\$ 91,618	\$ 29.36	\$ 36.71	\$ 44.05	50%
13	\$ 66,576	\$ 83,220	\$ 99,863	\$ 32.01	\$ 40.01	\$ 48.01	50%
14	\$ 72,569	\$ 90,710	\$ 108,852	\$ 34.89	\$ 43.61	\$ 52.33	50%
15	\$ 79,099	\$ 98,874	\$ 118,648	\$ 38.03	\$ 47.54	\$ 57.04	50%
16	\$ 86,218	\$ 107,772	\$ 129,327	\$ 41.45	\$ 51.81	\$ 62.18	50%
17	\$ 93,978	\$ 117,472	\$ 140,967	\$ 45.18	\$ 56.48	\$ 67.77	50%
18	\$ 102,436	\$ 128,044	\$ 153,653	\$ 49.25	\$ 61.56	\$ 73.87	50%
19	\$ 111,655	\$ 139,569	\$ 167,482	\$ 53.68	\$ 67.10	\$ 80.52	50%
20	\$ 121,703	\$ 152,129	\$ 182,555	\$ 58.51	\$ 73.14	\$ 87.77	50%

### Proposed Police Pay Structure

The Police Pay Structure was increased by 19.5% at the Police Officer and Police Corporal levels. The Police Sergeant and Major were adjusted based on an appropriate differential between levels. The Police Major is now an exempt job per the City.

Grade	Minimum	Midpoint	Maximum	Min Rate	Mid Rate	Max Rate	Range Width	Job Title
P1*	\$ 55,640	\$ 68,159	\$ 80,678	\$ 25.48	\$ 31.21	\$ 36.94	<b>45%</b>	Police Officer
P2*	\$ 59,813	\$ 73,271	\$ 86,730	\$ 27.39	\$ 33.55	\$ 39.71	<b>45%</b>	Police Corporal
P3*	\$ 68,785	\$ 84,262	\$ 99,738	\$ 31.50	\$ 38.58	\$ 45.67	<b>45%</b>	Police Sergeant
P4	\$ 82,542	\$ 101,114	\$ 119,686	\$ 39.68	\$ 48.61	\$ 57.54	<b>45%</b>	Police Major (EX)

\*Annual compensation amounts are based on 2,184 standard hours worked per year

### Proposed Fire Pay Structure

The Fire Pay Structure was increased by 9.9%, the same as the General structure. The Fire Lieutenant was placed within its own pay range. The Fire Deputy Chief/Codes Officer is now an exempt job per the City.

Grade	Minimum	Midpoint	Maximum	Min Rate	Mid Rate	Max Rate	Range Width	Job Title
F1**	\$ 45,507	\$ 55,746	\$ 65,985	\$ 16.51	\$ 20.23	\$ 23.94	<b>45%</b>	Firefighter
F2**	\$ 48,920	\$ 59,927	\$ 70,934	\$ 17.75	\$ 21.74	\$ 25.74	<b>45%</b>	Firefighter Lieutenant
F3**	\$ 59,511	\$ 72,900	\$ 86,290	\$ 21.59	\$ 26.45	\$ 31.31	<b>45%</b>	Fire Captain
F4	\$ 74,279	\$ 90,992	\$ 107,704	\$ 35.71	\$ 43.75	\$ 51.78	<b>45%</b>	Fire Deputy Chief/Codes Officer (EX)

\*\*Annual compensation amounts are based on 2,756 standard hours worked per year

### Implementation Costs

The City elected to calculate implementation costs internally for the proposed pay range structures.

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### **PHASE 3: STUDY RECOMMENDATIONS AND REPORTS**

In Phase 3, Logic Compensation Group prepared a draft report for the City's review. Following the City's feedback on the report, adjustments were incorporated to supplement and provide additional clarifications, and a final report was delivered.

Upon the City's Study Team's approval of the report, all files were delivered to the City under separate cover.

### **PHASE 4: PROGRAM MAINTENANCE AND CLIENT SUPPORT**

After all approvals, four one-hour follow-up meetings with the City's original Study Team member, the City Manager, and Assistant City Team Members were scheduled for 3 months, 6 months, 9 months, and 12 months following the City's implementation schedule. The purpose of these meetings is to assist the City with any questions it may have or address any unforeseen issues following the study's implementation.

									MARKET DATA COMPARISON AT 50 <sup>th</sup> PERCENTILE											
					CITY OF ORGANIZATION'S DATA				ACTUAL SALARY		RANGE MINIMUMS		RANGE MIDPOINTS		RANGE MAXIMUMS		RANK MidPt TO MidPt	CITY MidPt VS MKT 50 <sup>th</sup> SALARY	RANGE SPREADS	
MARKET DATA																				
Bench ID	Benchmark (City Title)	# Orgs	FLSA (NE vs. EX)	# Inc	Avg Salary	Range Min	Range MidPt	Range Max	Market 50th Salary	Market Diff City vs Mkt	Market 50th Range Min	Market Diff City vs Mkt	Market 50th Range MidPt	Market Diff City vs Mkt	Market 50th Range Max	Market Diff City vs Mkt				
GENERAL																				
1	Administrative Assistant	12	100% vs. 0%	25	\$47,632	\$32,584	\$40,729	\$48,875	\$51,695	-8.5%	\$41,566	-27.6%	\$50,449	-23.9%	\$59,552	-21.8%	11/13	-26.9%	50.0%	43.3%
2	Utility Billing Coordinator	10	100% vs. 0%	12	\$52,541	\$35,027	\$43,784	\$52,541	\$44,220	15.8%	\$40,749	-16.3%	\$48,886	-11.7%	\$57,701	-9.8%	8/11	-1.0%	50.0%	41.6%
3	Assistant City Manager	11	9% vs. 91%	11	\$121,974	\$93,208	\$116,510	\$139,812	\$128,479	-5.3%	\$96,071	-3.1%	\$117,851	-1.2%	\$140,966	-0.8%	6/11	-10.3%	50.0%	46.7%
7	Police Clerk	14	100% vs. 0%	22	\$52,541	\$35,027	\$43,784	\$52,541	\$48,644	7.4%	\$40,025	-14.3%	\$49,018	-12.0%	\$58,384	-11.1%	10/14	-11.1%	50.0%	45.9%
11	Police Chief	12	0% vs. 100%	12	\$106,387	\$85,512	\$106,890	\$128,268	\$121,718	-14.4%	\$105,538	-23.4%	\$128,373	-20.1%	\$149,382	-16.5%	9/12	-13.9%	50.0%	41.5%
12	Maintenance Worker II	15	100% vs. 0%	61	\$45,552	\$32,584	\$40,729	\$48,875	\$44,734	1.8%	\$42,145	-29.3%	\$50,449	-23.9%	\$59,395	-21.5%	14/15	-9.8%	50.0%	40.9%
13	Maintenance Worker III	12	100% vs. 0%	30	\$58,345	\$40,478	\$50,598	\$60,718	\$55,253	5.3%	\$44,972	-11.1%	\$56,696	-12.1%	\$67,574	-11.3%	11/12	-9.2%	50.0%	50.3%
14	Utilities Operator I	9	100% vs. 0%	21	\$46,967	\$37,654	\$47,068	\$56,482	\$43,896	6.5%	\$40,749	-8.2%	\$48,886	-3.9%	\$57,064	-1.0%	6/9	6.7%	50.0%	40.0%
15	Utilities Operator II	7	100% vs. 0%	13	N/A	N/A	N/A	N/A	\$56,551	N/A	\$45,613	N/A	\$55,213	N/A	\$64,813	N/A	N/A/6	N/A	N/A	42.1%
AGGREGATE COMPARISON									-1.3%		-15.2%		-12.3%		-10.5%			-9.9%	50.0%	43.6%

SWORN FIRE																				
4	Firefighter	3	100% vs. 0%	14	\$43,757	\$41,408	\$50,724	\$60,041	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2/4	N/A	45.0%	N/A
5	Fire Lieutenant	1	100% vs. 0%	2	\$50,614	\$41,408	\$50,724	\$60,041	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2/2	N/A	45.0%	N/A
6	Fire Captain	3	67% vs. 33%	5	\$70,278	\$54,150	\$66,333	\$78,517	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2/3	N/A	45.0%	N/A
AGGREGATE COMPARISON									N/A		N/A		N/A		N/A			N/A	45.0%	N/A

									MARKET DATA COMPARISON AT 75 <sup>th</sup> (OFFICER & CORPORAL) & 60 <sup>th</sup> (SERGEANT) PERCENTILE											
					CITY OF ORGANIZATION'S DATA				ACTUAL SALARY		RANGE MINIMUMS		RANGE MIDPOINTS		RANGE MAXIMUMS		RANK MidPt TO MidPt	CITY MidPt VS MKT %tile MIN	RANGE SPREADS	
MARKET DATA																				
Bench ID	Benchmark (City Title)	# Orgs	FLSA (NE vs. EX)	# Inc	Avg Salary	Range Min	Range MidPt	Range Max	Market %ile Salary	Market Diff City vs Mkt	Market %ile Range Min	Market Diff City vs Mkt	Market %ile Range MidPt	Market Diff City vs Mkt	Market %ile Range Max	Market Diff City vs Mkt				
SWORN POLICE																				
8	Police Officer	14	100% vs. 0%	171	\$50,765	\$46,561	\$57,037	\$67,513	\$60,590	-19.4%	\$53,551	-15.0%	\$67,086	-17.6%	\$85,652	-26.9%	12/14	-15.0%	45.0%	59.9%
9	Police Corporal	3	100% vs. 0%	19	\$56,850	\$50,053	\$61,315	\$72,577	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4/4	N/A	45.0%	N/A
10	Police Sergeant	14	100% vs. 0%	51	\$64,931	\$58,105	\$71,178	\$84,252	\$77,724	-19.7%	\$71,734	-23.5%	\$85,593	-20.3%	\$100,418	-19.2%	11/14	-23.5%	45.0%	40.0%
AGGREGATE COMPARISON									-19.5%		-19.7%		-19.1%		-22.6%			-19.7%	45.0%	50.0%