

## **STANDARD SERVICE PROVIDER CONTRACT**

This standard service provider contract is between San Juan County, a political subdivision of the State of Utah, and the following person or entity (the “Service Provider”):

|                   |                                                        |                        |                                     |
|-------------------|--------------------------------------------------------|------------------------|-------------------------------------|
| Service Provider: | Personnel Systems & Services                           | Contact Phone Number:  | (801) 269-8977                      |
| Contact Person:   | Mike Swallow                                           | Contact Email Address: | pss.mike@comcast.net                |
| Address:          | 1325 West Bluemont Drive<br>Salt Lake City, Utah 84123 | Type of Service:       | Job Analysis and Compensation Study |

San Juan County desires to obtain the services of a professional and competent service provider to provide the contractual services under this contract.

The Service Provider, who has represented to San Juan County that it is a competent and experienced service provider, desires to provide the contractual services under this contract.

The parties therefore agree as follows:

### **1. Scope of Services.** The Service Provider agrees as follows:

- A. Service Provider shall provide full services required for a Job Analysis and Validation Study which includes:
  - a. Conduct virtual meeting(s) with county management and/or designated staff to discuss philosophy, work plan and explain instruments.
- B. Determine customization needs, if any, for proposed instruments.
- C. Identify communication processes and methods to satisfy employee engagement expectations.
- D. Vendor will provide a Job Audit of each of the County functions including Employee Engagement and Job Description Preparation/Updates.
- E. Vendor will develop and deliver a customized job valuation instrument reflecting the employee “worth of work”; priorities. The Vendor will then perform the initial point factor valuation of each job based upon the finalized job description and prepare recommendations for job pay ranges. The instrument will compare each job against the public policy measures of responsibility, difficulty of work, job knowledge and work environment, etc. The scientific approach used in the construction of the factor tool is based upon “Law of Just-Noticeable-Difference.”
- F. Vendor will work with Management and HR Generalist in cooperation with the Vendor for the assignment of point values to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to meet and discuss job content. The fine-tuning exercise will constitute staff training in the job valuation methodology.
- G. Vendor will utilize the Technology Net, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, if requested by the county, complementary market data may be added to the data obtained through direct solicitation of targeted survey participants in the county market area as defined by management. Additional data sources may be used, i.e., Transparent Utah, Utah Department of Workforce Services, Economic Research Institute (ERI), etc.
- H. Labor Market Analysis: The Vendor will conduct a survey of base wages within a selected labor market for the county benchmark positions. The survey participants will be chosen by county management and represent various non-profit, public and private entities with whom the county desires to be competitive. It is recommended that this sample remain stable over the years to assure consistency in market evaluation.
- I. It is also recommended that the survey participants include “trend setters” thus enabling the county to ascertain the leadership position of the market. By knowing what market leaders are doing the county can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.
- J. Vendor will develop and deliver regression analysis graphic illustrations of the county’s comparative position with the defined market area and survey participants.
- K. Additional scope and services are further defined in Exhibit “A” Proposal

### **2. Compensation.**

- A. Upon the Service Provider’s completion of its duties under section 1 of this contract, San Juan County will pay the Service Provider not to exceed Thirty-One Thousand and Eighty-Five Dollars and No/100’s (\$31,085.00).
- B. San Juan County shall mail its payment to the Service Provider within 30 days after the Service Provider completes its duties under section 1 of this contract, unless the parties agree, in writing, to alternative payment arrangements.

- C. Service Provider shall disclose its tax identification or Social Security number to San Juan County before a check or payment will be made by San Juan County to Service Provider.
  - D. If this contract is terminated early, San Juan County will pay the Service Provider for the duties completed under section 1 of this contract through the date of early termination.
  - E. The Service Provider is responsible for any taxes, contributions, assessments, or fees, which arise from payments made by San Juan County to the Service Provider.
  - F. The Service Provider is responsible for paying all subcontractors, material providers, jobbers, or any other person who or entity that provides materials, services, equipment, utilities or otherwise at the request of Service Provider and in connection with or relating to this contract.
- 3. Effectiveness, Date, and Termination.** This contract will become effective when all parties have signed it. The date of this agreement will be the date this agreement is signed by the last party to sign it (as indicated by the date associated with that party's signature). This contract will terminate on December 31, 2022 at 11:59 p.m.
- 4. Early Termination.**
- A. San Juan County may terminate this contract if annual appropriations, as part of San Juan County's annual public budgeting process, are not made or are insufficient to pay the Service Provider. This termination will be effective at the time that San Juan County's notice is effective under section 8.
  - B. San Juan County may terminate this contract due to its dissatisfaction with the Service Provider's services, which termination will be effective at midnight on the fifth day after San Juan County's notice is effective under section 8.
  - C. San Juan County may terminate this contract for any reason, which termination will be effective at midnight on the 30<sup>th</sup> day after San Juan County's notice is effective under section 8.
  - D. San Juan County may terminate this contract, which termination will be effective at the time San Juan County's notice is effective under section 8, if:
    - (1) The Service Provider engages in or permits any unlawful or disruptive conduct or any activity not permitted by law, regulation, ordinance, this contract, and/or the policies of San Juan County; and
    - (2) The Service Provider fails to immediately cease such conduct or activity after notification by law enforcement, San Juan County, or otherwise.
  - E. Either party may terminate this contract after a material breach of this contract by the other party, which termination will be effective after the notice is effective under section 8.
- 5. Warranties.**
- A. The Service Provider warrants to San Juan County that:
    - (1) All services performed under this contract shall:
      - (a) Be of reasonable quality;
      - (b) Conform with reasonable professional standards; and
      - (c) Conform to codes, regulations, and laws.
      - (d) Materials, Plans, Artwork, Drawings, Brochures, Maps, and Documents produced under this contract will be owned by San Juan County upon completion. San Juan County may use these items in future projects or opportunities as the County needs arise without written consent or authorization from any other party.
  - B. Service Provider shall correct or replace any materials or equipment that do not satisfy subsections 5.A.(1)(a)-(d) within 30 days after San Juan County's notice is effective under section 8.
  - C. Service Provider shall correct any services performed that do not satisfy subsections 5.A.(2)(a)-(c) within 30 days after San Juan County's notice is effective under section 8.
  - D. The parties acknowledge that the warranties set forth in Title 70A, Chapter 2, Part 3, Utah Code Annotated, apply to this contract.
  - E. The Service Provider shall assign and deliver to San Juan County all manufacturers' warranties relating to the materials and equipment furnished under this contract as soon as reasonably possible, but in no event later than 10 days after this contract terminates.
- 6. Indemnification.** With respect to any judicial, administrative, or arbitration action, suit, claim, investigation, or proceeding ("Proceeding") against San Juan County, San Juan County's officers, employees, agents, consultants, advisors, and other representatives, and each of their heirs, executors, successors, and assignees ("San Juan County Indemnitees") that arises out of this contract or the acts or omissions of Service Provider (each, a "Claim"), Service Provider shall, for the duration of this contract and for a period of six years after the termination of this contract, indemnify those San Juan County Indemnitees against any amount awarded in, or paid in settlement of any Proceeding, including interest ("Loss") and any out-of-pocket expense incurred in defending a Proceeding or in any related investigation or negotiation, including court filing fees, court costs, arbitration fees, witness fees, and attorneys' and other professionals' fees and disbursements ("Litigation Expense")

(Loss and Litigation Expense means “Indemnifiable Losses”) arising out of that Proceeding, except to the extent that San Juan County negligently or intentionally caused those Indemnifiable Losses.

7. **Notices.** All notices must be in writing and must be delivered personally, by a nationally recognized overnight courier, or by United States mail, postage prepaid and addressed to the parties at their respective addresses set forth below, and the same shall be effective upon receipt if delivered personally, on the next business day if sent by overnight courier, or three business days after deposit in the United States mail, if mailed. The initial addresses of the parties shall be:

| <u>San Juan County</u>                                                     |                                                                                                          | <u>Service Provider</u>                                                                                        |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| San Juan County<br>Attn: Mack McDonald<br>PO Box 9<br>Monticello, UT 84535 | <u>With a copy to:</u><br>San Juan County<br>Attn: Attorney’s Office<br>PO Box 9<br>Monticello, UT 84535 | Personnel Systems and Services<br>Attn: Mike Swallow<br>1325 West Bluemont Drive<br>Salt Lake City, Utah 84123 |

8. **Independent Contractor.** The Service Provider shall perform this contract as an independent contractor. The Service Provider acknowledges that it and its representatives are not employees of San Juan County, and, thus, have no right to and shall not be provided with any San Juan County benefits.
9. **Conflict of Terms.** In the event of any conflict between the terms of this contract and any documents referenced in this contract or incorporated into this contract by reference, including exhibits or attachments to this contract, this contract shall control.
10. **Assignment Restricted.** Except with the prior written consent of the other party, each party shall not transfer, including by merger (whether that party is the surviving or disappearing entity), consolidation, dissolution, or operation of law:
- A. Any discretion granted under this contract;
  - B. Any right to satisfy a condition under this contract;
  - C. Any remedy under this contract; or
  - D. Any obligation imposed under this contract.
- Any purported transfer in violation of this section will be void.
11. **Waiver.** No waiver of satisfaction of a condition or nonperformance of an obligation under this contract will be effective unless it is in writing and signed by the party granting the waiver.
12. **Entire Contract; Amendment.** This contract, including all attachments, if any, constitutes the entire understanding between the parties with respect to the subject matter in this contract. Unless otherwise set forth in this contract, this contract supersedes all other agreements, whether written or oral, between the parties with respect to the subject matter in this contract. No amendment to this contract will be effective unless it is in writing and signed by both parties.
13. **Governing Law; Exclusive Jurisdiction.** Utah law governs any Proceeding brought by one party against the other party arising out of this contract. If either party brings any Proceedings against the other party arising out of this contract, that party may bring that Proceeding only in a state court located in San Juan County, Utah (for claims that may only be resolved through the federal courts, only in a federal court located in Salt Lake City, Utah), and each party hereby submits to the exclusive jurisdiction of such courts for purposes of any such proceeding.
14. **Severability.** The parties acknowledge that if a dispute between the parties arises out of this contract or the subject matter of this contract, the parties desire the court to interpret this contract as follows:
- A. With respect to any provision that it holds to be unenforceable, by modifying that provision to the minimum extent necessary to make it enforceable or, if that modification is not permitted by law, by disregarding that provision; and
  - B. If an unenforceable provision is modified or disregarded in accordance with this section, by holding that the rest of the contract will remain in effect as written.
15. **Counterparts, Digital Signatures, and Electronically Transmitted Signatures.** If the parties sign this contract in counterparts, each will be deemed an original but all counterparts together will constitute one contract. If the parties digitally sign this contract or electronically transmit signatures by email, such signatures will have the same force and effect as original signatures.

Each party is signing this contract on the date below the party's signature.

|                                                                                                                                                                                                                                 |                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <p>SAN JUAN COUNTY</p><br><br><p>By: _____</p> <p>San Juan County Board of County Commissioners</p> <p>Date: _____</p> <p>ATTEST:</p><br><br><p>_____<br/>Lyman Duncan<br/>San Juan County Clerk/Auditor</p> <p>Date: _____</p> | <p>PERSONNEL SYSTEM &amp; SERVICES</p><br><br><p>By: _____</p> <p>Mike Swallow</p> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|

EXHIBIT “A”  
PROPOSAL

# ***San Juan County***

## ***Proposal for A Job Analysis & Compensation Study***

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***October 4, 2022***

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***Prepared By***



***1325 W. Bluemont Dr.  
Salt Lake City, UT 84123  
801-269-8977  
personnelsystems@comcast.net***

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## INTRODUCTION

The development of a sound personnel management system begins with an organizational statement addressing the objectives of management related to achieving a predetermined employer status and labor market posture. Underlying the objectives is the organization's attitude or philosophy about work and workers. With this in mind the consultant assumes (1) that the **San Juan County** desires to achieve a reasonable level of competitiveness and maintain current standards in providing quality services by attracting and retaining the most qualified employees and (2) in order to avoid becoming a training ground for other employers, the county views it desirable to provide career development opportunities where ever possible, competitive compensation and commit other resources necessary to enhance the attractiveness of the city as an employer.

## PROJECT PHILOSOPHY

Personnel Systems & Services subscribes to and promotes equal pay for equal work, non-discrimination in employment and fair and good faith dealing in all employee-employer relationships. Management has the right to expect a fair day's labor for the daily wage provided. Employees have the right to expect a fair day's pay for the labor given. The appropriateness of the pay provided is a function of the market place, the organizations internal equity system, which establishes the value of the job to a specific employer, and the perceived value of the individual based upon job performance, which includes loyalty, dependability and competence.

The employee's perception of equity and consistency in pay practices may not result in greater productivity and efficiency while the perception of inequity and inconsistency will most always produce discontent.

## SERVICE AREAS

### JOB ANALYSIS, JOB DESCRIPTION UPDATE & DEVELOPMENT

The process of collecting facts about jobs sufficient to create or update job descriptions and specifications is the preliminary requirement necessary to complete job valuation. The description format includes job title, general purpose statements, and essential functions. The specifications for the job refer to those statements that describe personal characteristics, minimum qualifications, knowledge, skills, and abilities, or special qualifications that must be met for a job applicant to be considered eligible for the position. Completed documents are ADA compliant regarding essential functions of each individual position. This phase can be mitigated by having current and up-to-date job descriptions.

### JOB VALUATION

In cooperation with the County HR Director, the consultant will perform the review of the updated job descriptions to determine the internal equity job valuations. The objective of this phase of the project is to determine and establish the internal equity program that is ultimately attached to market data to create a formal pay plan. Additionally, the instrument will establish compliance with public policy defining legal criteria for the differentiation in pay for all county jobs. This process will assist the county to verify its own "worth of work" values most effective in the maintenance of a "**site validated**" internal equity methodology.

### LABOR MARKET ANALYSIS

A review of the labor market, the economic area in which you wish to compete, is essential to the overall success of the pay plan. The objective of the analysis is to achieve external competitiveness. This phase involves the completion of a survey of employer wages for benchmark positions. Using statistical measures and valuation techniques it is possible to determine your competitive position in the chosen market place including public and/or private employers, and then establish a specific posture regarding the most realistic market objectives in terms of pay ranges and methods of pay progression. Where does the county want to posture itself in the market place? As a trendsetter? A leading-edge competitor? At market parity? Or, as reasonably comparable?

### COMPENSATION POLICIES & PROCEDURES

This service involves providing at no cost a model compensation management policy which addresses method of progression from minimum to midpoint and from midpoint to maximum of the pay range. Additionally, an outline for creating an incentive program will be included. An optional phase to be referenced in the body of the proposal will be a comprehensive HR system audit.

## BASIS OF SOUND PAY PROGRAMS

As the county seeks to establish and maintain an effective compensation program it is recommended that consideration be given to some or all of the following:

1. Size and type of business: *The ability to pay certain rates, based upon revenues and financial resources.*
2. Organizational Philosophy: *The willingness to pay certain rates and attitudes about ranking among other employers within a selected labor market.*
3. Nature and Diversity of Work: *The degree of specialization, work variety, and technology (an element of the job classification methodology).*
4. Regional Economics: *The prevailing rates of pay and the rates of inflation.*
5. Availability of Labor Supply: *The competition for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.*
6. Value of Work Contribution: *The worth of a particular job to the organization (the overall value determined through classification methodology).*
7. Pay Supplements: *The total compensation comparability afforded through various incentives and discretionary benefits.*
8. Reputation of the Organization: *The competitiveness of pay and social recognition as high- or low-paying.*
9. Pay Progression Policy:
  - The learning curve impact associated with certain types of jobs.
  - Pay range uniformity vs. diversity (pay schedule design).
  - Length of Service.
  - Performance based increases.
  - Pay for knowledge or level of competency.
  - The use of "control rates" within the pay ranges.
10. Bonus and Incentive Plans:
  - The use of "non-scheduled" recognitions.
  - The use of non-monetary rewards.
11. Ownership Protection: *involves realistic consideration of resource limitations. The cost of administration should constantly be balanced against achieving the other objectives of the pay plan and overall personnel program.*

# SCOPE OF WORK

## JOB ANALYSIS & VALUATION STUDY

### PRE-PROJECT PLANNING

- A. Conduct virtual meeting(s) with county management and/or designated staff to discuss philosophy, work plan and explain instruments.
- B. Determine customization needs, if any, for proposed instruments.
- C. Identify communication processes and methods to satisfy employee engagement expectations.

### QUESTIONNAIRE ADMINISTRATION, COLLECTION & ONSITE PREPARATIONS

Step #1: The consultant will provide to MANAGEMENT staff the data collection instruments (along with instructions for completion) for distribution to fulltime and regular part-time employees. These instruments shall include a "Job Values" survey and may include a Position Analysis Questionnaire.

The Position Analysis Questionnaire (PAQ) will ask a variety of questions related to job duties, responsibilities, knowledge, skills, abilities, etc. This is a standard tool used to accumulate job facts for all job classifications. *This phase can be minimized or eliminated by using existing position descriptions as the primary instrument for updating. Employees may wish to use a combination of both documents to provide the greatest amount of written information regarding their position. Unique positions not previously included in the HR system would still require the use of the questionnaire.*

Step #2: MANAGEMENT staff to review a "Job Values Survey" instrument provided by the consultant to determine that the survey content addresses all the "worth of work" values of interest to the county. This process results in the delivery of a "site validated" job valuation (point factor) instrument consistent with those criteria set forth in the Job Classification and Fair Labor Standards Acts as the legitimate basis to differentiate the pay between jobs.

Step #3: MANAGEMENT distributes/emails a Google Doc weblink to all employees for participation in the values survey. The weblink instrument will provide the instructions for completion. In the email, the County Manager will specify the targeted completion date.

Step #4: Supervisors and MANAGEMENT staff review completed employee Position Analysis Questionnaires.

Step #5: Completed survey and questionnaires to be compiled and mailed or emailed to the consultant by MANAGEMENT staff. Values survey results will accumulate online and then summarized and provided to the MANAGEMENT staff and used to customize the internal equity instrument.

Step #6: If available, MANAGEMENT staff delivers electronic copies of existing/current job descriptions to the consultant.

Step #7: The consultant and audit team reviews all completed questionnaires and current job descriptions.

Step #8: MANAGEMENT staff to email the consultant an Excel file containing the **employee census** identifying employee first name, last name, location, department, job title, pay grade/band, pay range minimum and maximum and current actual pay.

### JOB AUDIT- EMPLOYEE ENGAGEMENT

Step #9: **Virtual Engagement:** The consultant will prepare an audit schedule and propose times for individual and group audits and deliver the proposed schedule to MANAGEMENT for review and distribution. A brief time will be allowed to shift and reschedule employees where the proposed schedule contains conflicts or poses attendance issues. This process will allow all employees opportunity for direct verbal input. All positions with one incumbent will be audited. Positions with more than one incumbent can be involved in group audits. Where necessary, onsite job audits will be scheduled. Each audit is to take approximately 45-60 minutes. **Mike Swallow will meet with all department heads.**

## **JOB DESCRIPTION PREPARATION**

Step #10: **Position Description Rough Draft:** Upon completing job audits the consultant will update or prepare rough draft descriptions describing general purpose, supervisory relationships, essential functions, minimum qualifications, knowledge, skills, abilities, and special qualifications required for the job. The drafts will be delivered to MANAGEMENT for review and distribution. This document should be reviewed and approved by both position incumbents, or a representative or representatives of the position, and supervisors. Individuals will be encouraged to make additions or deletions to the position description in cooperation with supervisors as needed to satisfy the perceptions of their jobs.

Rough draft documents will, if desired by the county, incorporate options for **career progression** utilizing job families and related logical structure.

Step #11: **Position Description Final Draft:** Upon receiving the reviewed and edited rough draft descriptions the consultant will finalize all changes and updates. Significant alterations may require follow-up audits by the Consultant to clarify significant differences in job perceptions.

## **JOB VALUATION & CLASSIFICATION**

Based upon the results of the "Job Values" survey the consultant will develop and deliver a customized job valuation instrument reflecting the employee "worth of work" priorities. The consultant will then perform the initial point factor valuation of each job based upon the finalized job description and prepare recommendations for job pay ranges. The instrument will compare each job against the public policy measures of responsibility, difficulty of work, job knowledge and work environment, etc. The scientific approach used in the construction of the factor tool is based upon Weber's "Law of Just-Noticeable-Difference."

Step #12: Consultant updates and recommends point factor valuation instrument and pay range options with consideration being given to various pay plan designs.

Step #13: The consultant applies the point valuation instrument to each job and creates the baseline for establishing internal equity and job valuation consistency.

Step #14: MANAGEMENT and assigned staff in cooperation with the consultant "fine-tunes" the assignment of point values to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to meet and discuss job content.

Step #15: During the fine-tuning process, the consultant, County HR Director and assigned MANAGEMENT staff work together to identify and determine possible classification consolidations, career path options, and job family progressions. The fine-tuning exercise will constitute staff training in the job valuation methodology.

## **SCOPE OF WORK MARKET COMPENSATION STUDY**

## **MARKET DATA COLLECTION & ANALYSIS**

Step #16: The consultant will utilize the **Technology Net**, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, if requested by the county, complementary market data may be added to the data obtained through direct solicitation of **targeted survey participants in the county market area as defined by management. Additional data sources may be used, i.e., Transparent Utah, Utah Department of Workforce Services, Economic Research Institute (ERI), etc.**

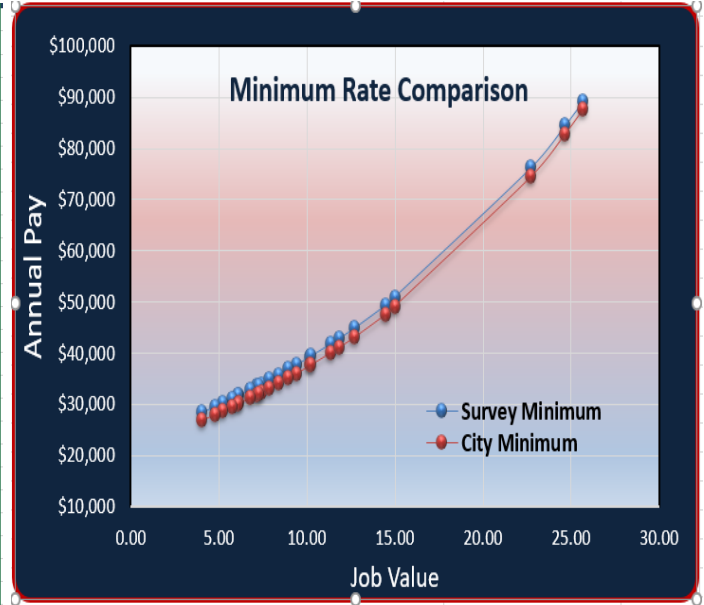
Step #17: **Labor Market Analysis:** The consultant will conduct a survey of base wages within a selected labor market for the county benchmark positions. The survey participants will be chosen by county management and represent various non-profit, public and private entities with whom the county desires to be competitive. It is recommended that this sample remain stable over the years to assure consistency in market evaluation.

It is also recommended that the survey participants include "trend setters", thus enabling the county to ascertain the leadership position of the market. By knowing what market leaders are doing the county can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.

Step #18: Consultant will develop and deliver regression analysis graphic illustrations of the county's comparative position with the defined market area and survey participants.

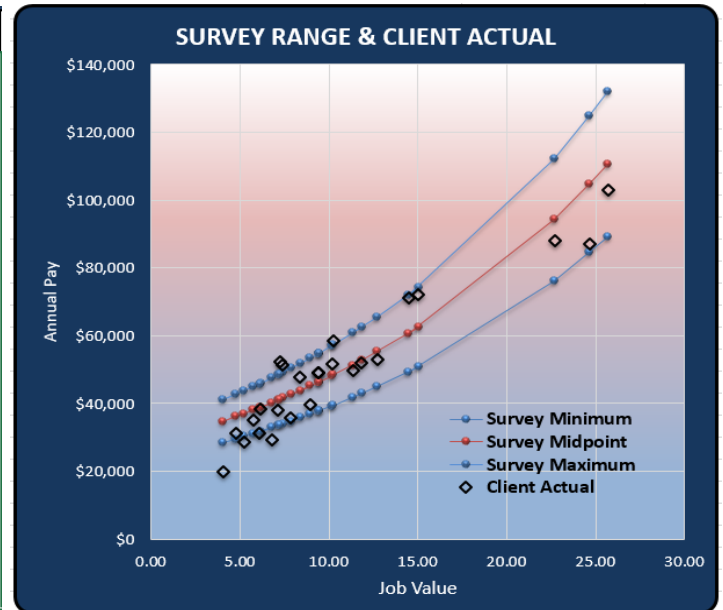
### Sample Analytical Chart #1

| Job Value | Survey Minimum | City Minimum | \$ Difference | % Difference | Job Title                                      |
|-----------|----------------|--------------|---------------|--------------|------------------------------------------------|
| 25.69     | \$89,236       | \$87,570     | -\$1,666      | -1.9%        | CITY MANAGER                                   |
| 24.67     | \$84,541       | \$82,819     | -\$1,722      | -2.1%        | POLICE CHIEF                                   |
| 22.70     | \$76,200       | \$74,401     | -\$1,800      | -2.4%        | COMMUNITY DEVELOPMENT DIRECTOR                 |
| 14.49     | \$49,368       | \$47,537     | -\$1,831      | -3.9%        | PUBLIC WORKS SUPERINTENDENT                    |
| 15.03     | \$50,793       | \$48,954     | -\$1,840      | -3.8%        | CITY TREASURER/HR DIRECTOR                     |
| 12.72     | \$44,969       | \$43,171     | -\$1,797      | -4.2%        | PARKS SUPERINTENDENT                           |
| 11.34     | \$41,803       | \$40,039     | -\$1,765      | -4.4%        | PUBLIC WORKS SUPERVISOR                        |
| 11.85     | \$42,941       | \$41,163     | -\$1,777      | -4.3%        | SERGEANT                                       |
| 10.18     | \$39,323       | \$37,590     | -\$1,734      | -4.6%        | CITY CLERK                                     |
| 10.25     | \$39,457       | \$37,721     | -\$1,735      | -4.6%        | POLICE OFFICER III                             |
| 9.41      | \$37,752       | \$36,041     | -\$1,711      | -4.7%        | POLICE OFFICER II                              |
| 8.40      | \$35,776       | \$34,095     | -\$1,681      | -4.9%        | UTILITY MAINTENANCE OPERATOR III               |
| 7.41      | \$33,962       | \$32,312     | -\$1,649      | -5.1%        | POLICE OFFICER I                               |
| 7.16      | \$33,514       | \$31,873     | -\$1,641      | -5.1%        | UTILITY MAINTENANCE OPERATOR II                |
| 7.25      | \$33,680       | \$32,036     | -\$1,644      | -5.1%        | COMMUNITY CENTER DIRECTOR                      |
| 6.16      | \$31,793       | \$30,185     | -\$1,608      | -5.3%        | UTILITY MAINTENANCE OPERATOR I                 |
| 7.86      | \$34,784       | \$33,120     | -\$1,664      | -5.0%        | ASSOCIATE PLANNER                              |
| 8.96      | \$36,851       | \$35,154     | -\$1,698      | -4.8%        | BUILDING INSPECTOR                             |
| 6.78      | \$32,855       | \$31,227     | -\$1,629      | -5.2%        | PARKS MAINTENANCE OPERATOR III/CEMETERY SEXTON |
| 6.11      | \$31,703       | \$30,098     | -\$1,606      | -5.3%        | ADMINISTRATIVE ASSISTANT                       |
| 5.73      | \$31,082       | \$29,489     | -\$1,593      | -5.4%        | DEPUTY TOWN TREASURER/RECEPTIONIST             |
| 5.23      | \$30,266       | \$28,691     | -\$1,576      | -5.5%        | PARKS MAINTENANCE OPERATOR I                   |
| 4.77      | \$29,546       | \$27,986     | -\$1,560      | -5.6%        | DEPUTY TOWN CLERK                              |
| 4.05      | \$28,438       | \$26,904     | -\$1,534      | -5.7%        | COMMUNITY CENTER ASSISTANT                     |



### Sample Analytical Chart #2

| Job Value | Survey Minimum | Survey Midpoint | Survey Maximum | Client Actual | Job Title                                     |
|-----------|----------------|-----------------|----------------|---------------|-----------------------------------------------|
| 25.69     | \$89,236       | \$110,523       | \$131,878      | \$102,898     | CITY MANAGER                                  |
| 24.67     | \$84,541       | \$104,643       | \$124,793      | \$87,198      | POLICE CHIEF                                  |
| 22.70     | \$76,200       | \$94,210        | \$112,231      | \$88,042      | COMMUNITY DEVELOPMENT DIRECTOR                |
| 14.49     | \$49,368       | \$60,737        | \$72,034       | \$71,126      | PUBLIC WORKS SUPERINTENDENT                   |
| 15.03     | \$50,793       | \$62,511        | \$74,160       | \$72,134      | CITY TREASURER/HR DIRECTOR                    |
| 12.72     | \$44,969       | \$55,267        | \$65,484       | \$53,107      | PARKS SUPERINTENDENT                          |
| 11.34     | \$41,803       | \$51,334        | \$60,778       | \$49,800      | PUBLIC WORKS SUPERVISOR                       |
| 11.85     | \$42,941       | \$52,747        | \$62,468       | \$52,100      | SERGEANT                                      |
| 10.18     | \$39,323       | \$48,255        | \$57,097       | \$51,722      | CITY CLERK                                    |
| 10.25     | \$39,457       | \$48,421        | \$57,296       | \$58,342      | POLICE OFFICER III                            |
| 9.41      | \$37,752       | \$46,307        | \$54,769       | \$48,932      | POLICE OFFICER II                             |
| 9.41      | \$37,752       | \$46,307        | \$54,769       | \$48,932      | POLICE OFFICER II                             |
| 9.41      | \$37,752       | \$46,307        | \$54,769       | \$48,932      | POLICE OFFICER II                             |
| 8.40      | \$35,776       | \$43,856        | \$51,841       | \$47,900      | UTILITY MAINTENANCE OPERATOR III              |
| 7.41      | \$33,962       | \$41,607        | \$49,157       | \$51,246      | POLICE OFFICER I                              |
| 7.16      | \$33,514       | \$41,053        | \$48,496       | \$38,072      | UTILITY MAINTENANCE OPERATOR II               |
| 7.25      | \$33,680       | \$41,259        | \$48,741       | \$52,371      | COMMUNITY CENTER DIRECTOR                     |
| 6.16      | \$31,793       | \$38,921        | \$45,952       | \$38,400      | UTILITY MAINTENANCE OPERATOR I                |
| 7.86      | \$34,784       | \$42,626        | \$50,374       | \$35,887      | ASSOCIATE PLANNER                             |
| 8.96      | \$36,851       | \$45,189        | \$53,434       | \$39,673      | BUILDING INSPECTOR                            |
| 6.78      | \$32,855       | \$40,237        | \$47,522       | \$29,300      | PARKS MAINTENANCE OPERATOR II/CEMETERY SEXTON |
| 6.11      | \$31,703       | \$38,811        | \$45,821       | \$31,215      | ADMINISTRATIVE ASSISTANT                      |
| 5.73      | \$31,082       | \$38,041        | \$44,903       | \$35,044      | DEPUTY TOWN TREASURER/RECEPTIONIST            |
| 5.23      | \$30,266       | \$37,032        | \$43,700       | \$28,598      | PARKS MAINTENANCE OPERATOR I                  |
| 4.77      | \$29,546       | \$36,140        | \$42,637       | \$31,215      | DEPUTY TOWN CLERK                             |
| 4.05      | \$28,438       | \$34,771        | \$41,005       | \$19,900      | COMMUNITY CENTER ASSISTANT                    |



**Innovation: Worth of Work (WOW)-No Pay Grades:** Now developed and available is an approach to compensation analysis that eliminates the use of pay grades, as illustrated above, but still retains the integrity of an internal equity maintenance methodology. Over the years there have always been complaints about pay grade structures that become manipulated. While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize and may eventually eliminate such fairness distortions. Based upon an internal equity valuation each job can have an **individualized market-based pay range**. The slightest variations between the worth of jobs based upon your entity's worth-of-work values can now be recognized resulting in base pay management that is not cumborsomely attached to a confining "pay grade system".

This approach **can also overcome the frustrations of "Broad Banding"** and eliminate the challenges of associating non-benchmarked jobs to the benchmark anchor. Here too, every job can be uniquely assigned a market derived pay rate.

**Innovation:** Fine-tuning pay ranges to address and **resolve market sensitive recruitment and retention issues** is a smooth dynamic of the No Pay Grade-Worth of Work system. An option to assist with this type of issue would be to explore the use of stand-alone or "silo" pay plans for those market sensitive job families, such as may be occurring in Public Safety, Public Power, Information Technology, Building Inspection or Public Health jobs.

## **SALARY STRUCTURE REVIEW & RECOMMENDATIONS**

- Step #19: The Consultant and County HR Director will finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market. After identifying market relationships, the county will select a level of competitiveness to be achieved in the design of the new pay plan or "plans" with consideration being given to targeted percentiles in the data's prevailing rates. Imbedded in the design of the pay plan is a feature labeled "competitive objective" enabling management to explore with the click of the mouse, options for pay range implementation. The learning curve philosophy may also be reflected in the development of ranges for various job classifications. Under the "No Pay Grade" alternative, each individual job classification/description will have an independent and separate pay range based upon market.
- Step #20: The Consultant will complete the full integration of the results of the job valuation phase of the study with the market compensation study.
- Step #21: The Consultant will Identify and calculate a **least cost implementation** plan and identify the placement of each employee in relation to their job's revised pay range and valuation. As needed, the consultant will create "phase-in" options based upon calculated economic impact. Additionally, an **"organizational reset"** and/or **"compression adjustment"** instrument will be explored.
- Step #22: The consultant will discuss with County HR Director the interest and value of opening an appeal window to allow employees to appeal their job's valuation and recommended pay range.

## **COMPREHENSIVE HR SYSTEMS, POLICIES & PROCEDURES AUDIT**

- Step #23: A consultant will be provided with copies of all policies and procedures regarding employees and employment within the organization and review all documents. The intent of the review is to ensure that all policies are properly worded, contain current requirements, and to mitigate liability by creating new policies to meet the current needs of the County and as required by law.
- Step #24: The Consultant will meet with the County HR Director, or other employee designated by the administration/mayor, and will perform an audit by asking a series of questions on hiring practices, benefits, compensation, records management, safety and security, discrimination and separation.
- Step #25: A comprehensive report of the findings will be provided, along with a detailed strategy of how to correct any shortfalls or any perceived weaknesses in policies or procedures to implement best practice.

## **ADDITIONAL CONSIDERATIONS/ PROJECT ENHANCEMENTS**

**Performance Management System:** A performance management and evaluation program will normally be designed in combination with one of two ways: (1) to be utilized to monitor employee, work unit, and organizational progress toward achieving established goals and objectives; and (2) to provide justification for pay increases, advancement, promotion, and incentive awards and job retention. In achieving option two, the success of the program will involve integrating the performance management and evaluation program into the other aspects of the total compensation system. Other compensation factors to be evaluated simultaneously would include some or all the following:

- A. **Base Pay:** This is the acceptable market range as determined through labor market analysis. The objective of the base pay program is to achieve a predetermined pay posture within the county's defined market area. One of four levels is usually pursued: 1) trend setting 2) competitive 3) parity or 4) comparable. The base pay plan is the companion to the job valuation system that is the method of determining internal equity for the purpose of establishing base pay. Movement through the base pay schedule would be determined by two factors- the learning curve concept and acceptable performance (the minimal level of job productivity that would justify job retention).
- B. **Incentive Award/Bonus Plan:** This system allows management to reward performance without compounding the costs in all other areas of compensation which are related to base pay (FICA, retirement, supplemental retirement, insurance, etc.). Such awards are one time, based upon predetermined criteria, can be given to individuals or work groups, and can be either monetary or non-monetary. Even benefits, such as additional annual leave could be used. Such reward systems would provide more financial control.
- C. **Longevity Pay:** Generally, such pay is attached to the base pay schedule. When so attached, this program does also compound other costs mentioned above. Annual leave schedules that allow employees to accumulate leave at increasing rates according to time in service are a form of longevity pay. When considering options for rewarding the dedicated, long service employee, annual leave can be supplemented by a lump sum cash program structured like annual accrual schedules. By separating items "b" and "c" from the base pay schedule, management will be better able to minimize the rewarding of mediocrity.
- D. **Cost-of-Living Adjustments:** This adjustment to the general base pay schedule is an estimate of market changes. The amount of such adjustments is determined regionally by the Bureau of Labor Statistics and reported as the consumer price index. This is a shortcut substitute to conducting a thorough labor market analysis. It is generally recommended that an organization conduct the labor market analysis at least every two or three years to rectify error produced by using CPI or some other market index.
- E. **Market Differentials:** This compensation practice comes into play when the supply and demand in the job market impacts certain types of jobs. It is identified through labor market analysis and shows up as an inconsistency between internal job value (valuation) and external market pay. These adjustments are temporary and are utilized as needed to retain quality employees who have recognized the marketability of their knowledge, skills, and abilities.

## **DELIVERABLE PRODUCT AND MATERIALS**

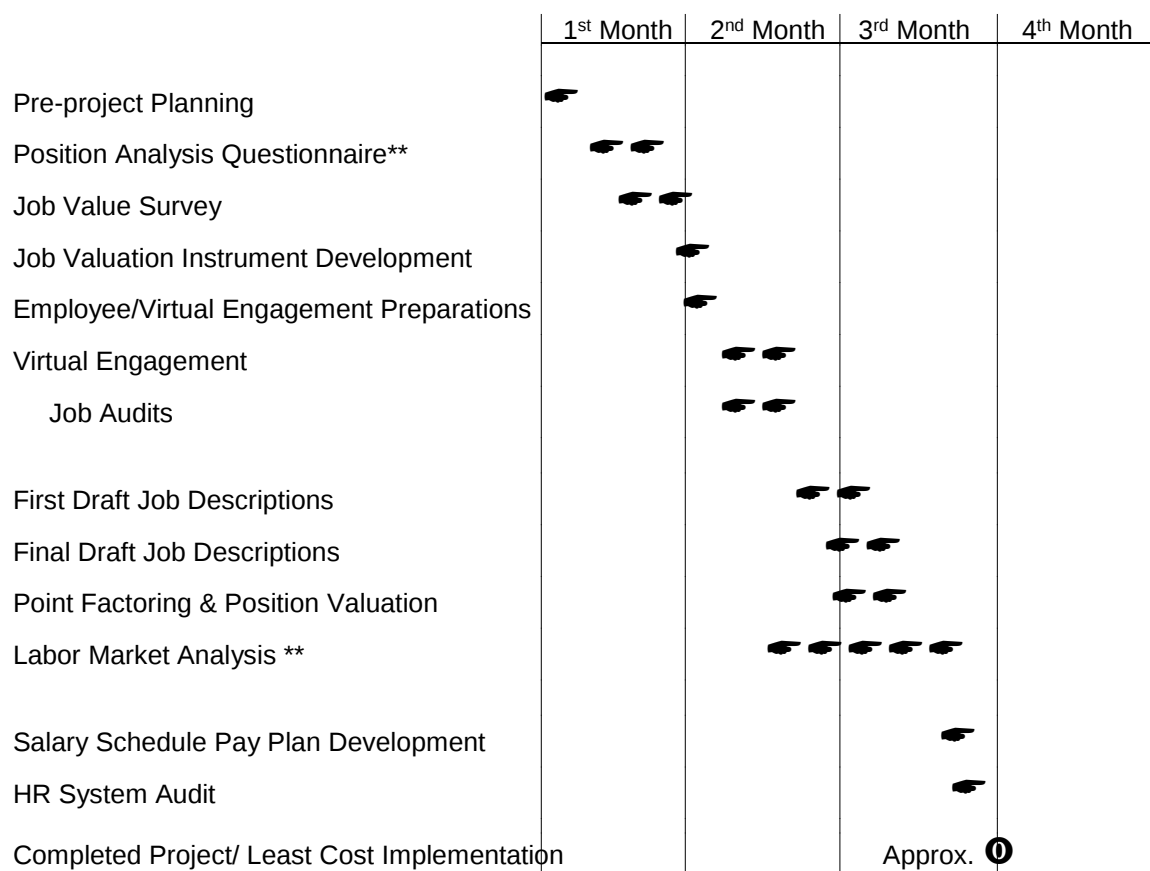
Upon conclusion of the project the consultant will provide the County with electronic copies of all project deliverables, i.e., new job descriptions, job evaluation instrument, job valuations, market data, market analysis and pay plan.

## **NEEDED DOCUMENTATION**

1. Electronic copy of current pay plan with ranges for all jobs.
2. Electronic copy of current employee census showing job titles and current actual pay.
3. Electronic copy of current employee census showing date of appointment to current position.
4. Electronic copy of all job descriptions.

## TIME REQUIREMENTS

### Wage & Salary Market Analysis Study



\*\* It is the consultant's experience that slowing in the time line can occur at these phases of the study. Generally, supervisors need to be insistent regarding employees completing and returning Values Survey and Position Analysis Questionnaire (PAQ) within the allocated time. Should such hurdles develop in the study, the target completion date could be over run. Commitment from all levels of management to promote the projects successful completion will be a key element.

① = Deliverable

# Compensation Study

## COST OF SERVICES

(Approximately 180 fulltime and regular part-time employees and approximately 115 job descriptions/classifications)

### **Program A-Job Descriptions**

- |                                                                                                                                       |            |
|---------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1. Questionnaire Administration & Review, approx. 50 @ \$25.00/ea.<br>With preliminary Organizational Analysis & Class Determinations | \$1,250.00 |
| 2. Virtual Job Audits <i>individual and group job audits, approx. 50 @ 60 min. ea.</i>                                                | \$3,750.00 |
| 3. Writing & rewriting of job descriptions approximately 115 @ \$75/ea.                                                               | \$8,625.00 |

|                         |                    |
|-------------------------|--------------------|
| <b>Total: Program A</b> | <b>\$13,625.00</b> |
|-------------------------|--------------------|

### **Program B-Job Valuation**

- |                                                                        |            |
|------------------------------------------------------------------------|------------|
| 1. Job Value Survey 80% of 180, 144 employees @ \$20 ea.               | \$2,880.00 |
| 2. Customization of Job Valuation Instrument                           | \$1,200.00 |
| 3. Job Analysis & Valuation (Internal Equity Assessment 115 @ \$50.00) | \$5,750.00 |

|                         |                   |
|-------------------------|-------------------|
| <b>Total: Program B</b> | <b>\$9,830.00</b> |
|-------------------------|-------------------|

### **Program C-Labor Market Wage/Salary Analysis**

- |                                                                             |            |
|-----------------------------------------------------------------------------|------------|
| 1. Labor Market Salary Survey and Analysis                                  | \$6,200.00 |
| 2. Pay Plan Integration & Recommendations - Compression Adjustment Analysis | \$2,000.00 |

|                            |                   |
|----------------------------|-------------------|
| <b>Sub-Total Program C</b> | <b>\$8,200.00</b> |
|----------------------------|-------------------|

|                                                  |                   |
|--------------------------------------------------|-------------------|
| <b>Technology Net Subscriber Discount @ 25%:</b> | <b>\$2,050.00</b> |
|--------------------------------------------------|-------------------|

|                         |                   |
|-------------------------|-------------------|
| <b>Total: Program C</b> | <b>\$6,150.00</b> |
|-------------------------|-------------------|

|                                 |                    |
|---------------------------------|--------------------|
| <b>Total Cost: Program A-C:</b> | <b>\$29,605.00</b> |
|---------------------------------|--------------------|

|                                          |                          |
|------------------------------------------|--------------------------|
| <b><u>All overhead Expenses @ 5%</u></b> | <b><u>\$1,480.00</u></b> |
|------------------------------------------|--------------------------|

|              |                    |
|--------------|--------------------|
| <b>Total</b> | <b>\$31,085.00</b> |
|--------------|--------------------|

**Payment Schedule:** Upon completion of virtual job audits - 25%. Upon delivery of first draft job descriptions- 25%.

Upon delivery of internal equity assignments, wage analysis, pay plan and final project materials, including least cost implementation estimate- 50%.

## **OPTIONAL**

### **Program D- HR Systems Audit & Policy & Procedure Recommendations**

- |                                                                                             |          |
|---------------------------------------------------------------------------------------------|----------|
| 1. Review of Policies and Operating Procedures                                              | \$500.00 |
| 2. Onsite/Virtual Audit                                                                     | \$500.00 |
| 3. Information Analysis, Best Practice Verification & Official Report, With Recommendations | \$500.00 |

|                         |                   |
|-------------------------|-------------------|
| <b>Total: Program D</b> | <b>\$1,500.00</b> |
|-------------------------|-------------------|

## MIKE SWALLOW PROFESSIONAL & BUSINESS PROFILE

### WORK EXPERIENCE (1976-2022)

**Technology Net, Inc.;** Partner and co-developer of the TechNet online Compensation Survey System. 900 Subscribers in Utah, Idaho, New Mexico, Wyoming, Colorado, Mid-American Regional Council (Kansas & Missouri), Kansas Association of Counties, Virginia Institute of Government/University of Virginia, Maryland Association of Counties and Maryland Municipal League. Established 2002.

**Personnel Systems & Services.** Currently providing technical assistance consulting services in human resource management systems consisting of: job analysis and classification, labor market compensation analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management, recruitment and selection, training and general HR management programs. Company established in 1988.

**Bureau Manager- Local Government MANAGEMENT/HR Consultant,** Bureau of Consulting Services, Department of Human Resource Management, State of Utah. Develop, market, coordinate and deliver technical assistance services to Utah cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis. Direct and coordinated state-wide and interstate salary and benefit surveys and analysis.

**Contract Consultant,** Emery County, Price City, Tooele City, Iron City, Tooele County and Carbon County Utah. In conjunction with State of Utah consulting duties, and under special contract, acted as advisor and resource to the Cities. Provided consultation related to policies, procedures, classification, compensation, recruitment, selection, discipline, termination and employee relations.

**Self Employed, Benefits Broker & Personnel Consultant.** Marketing and sales of individual and group benefits utilizing medical reimbursement plans, salary continuation plans, business continuation programs, stock redemption plans and 401(k) salary reduction plans. Performed private consulting to professionals and local governments. Developed business plans or proformas with income projections, cash flow analysis, balance sheets and break-even analysis. Worked as an associate to Ricketts and Associates-Risk Management/Vierra-CPA firm. Licensed to sell life, health and disability insurance.

**Idaho Association of Counties,** Boise, Idaho. Develop, market, coordinate and deliver technical assistance services to Idaho cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis.

**Current Retainers:** Eagle Mountain, UT; Heber City, UT; North Davis County Sewer District, UT; Washington City, UT.

**Current Projects:** Vineyard, UT; Alta, UT; Independence, MO; Daggett County, UT; Willard, UT; Taos, NM; Santa Clara, UT; Ouray, CO.

**Annual Projects Conducted via Technology Net:** Wasatch Compensation Group annual salary and benefit survey (Salt Lake City, West Valley, Murray, Sandy, Provo, Orem, Ogden, Layton, Park City, West Jordan, St. George, and South Salt Lake). Colorado Municipal League, Virginia Institute of Government/University of Virginia, Maryland Association of Counties, Maryland Municipal League, Kansas Association of Counties, Mid-America Regional Council (Kansas & Missouri).

## REFERENCES

Ms. Jennifer Vargo, Chief HR Officer, Independence, MO, 816-325-7390, [JVargo@indepmo.org](mailto:JVargo@indepmo.org)

Ms. Tammy Lindsey, HR Analyst, Independence, MO, 816-325-7320, [tlindsey@indepmo.org](mailto:tlindsey@indepmo.org)

Mr. Nathan Law, City Administrator, Louisburg, KS, 913-837-5839, [nlaw@louisburgkansas.gov](mailto:nlaw@louisburgkansas.gov)

Mr. David Kitchen, HR Manager, Lehi City, 801-768-7100, [dkitchen@lehi-ut.gov](mailto:dkitchen@lehi-ut.gov)

Ms. Melanie Alleavitch, HR Manager, Heber City, UT, 435-657-7902, [malleavitch@heberut.gov](mailto:malleavitch@heberut.gov)

Ms. Angela Valenzuela, HR Manager, Eagle Mountain, UT, 801-789-6604, [avalenzuela@emcity.org](mailto:avalenzuela@emcity.org)

Mr. Nathan Crane, Highland City Manager, UT, 801-772-4566; [NCrane@highlandcity.org](mailto:NCrane@highlandcity.org)

Ms. Natasha Hirschi, HR Manager, Cedar City, UT, 435-865-2880, [hnatasha@cedarcity.org](mailto:hnatasha@cedarcity.org)

Mr. Jamie Davidson, City Manager, Orem, UT, 801-229-7038, [jpdavidson@orem.org](mailto:jpdavidson@orem.org)

Mr. Seth Perrins, City Manager, Spanish Fork, UT, 801-804-4535, [sperrins@spanishfork.org](mailto:sperrins@spanishfork.org)

Mr. Ralf Barnes, HR Director, Wasatch Mental Health, UT, 801-852-4710, [rbarnes@wasatch.org](mailto:rbarnes@wasatch.org)

Ms. Jennifer Coates, Town Manager, Ridgway, CO, 970-626-5308 Ext. 212, [jcoates@town.ridgway.co.us](mailto:jcoates@town.ridgway.co.us)

Ms. Ruth Holyoak, HR Officer, 111 North 100 East, Washington City, UT, 435-656-6315; [rholyoak@washingtoncity.org](mailto:rholyoak@washingtoncity.org)

Ms. Melanie Marsh, Human Resources Director, Payson, UT, 801-465-5202, [melaniem@payson.org](mailto:melaniem@payson.org)

Ms. Rebecca Fritz, HR Director, Ouray, CO, 970-325-7062, [fritzr@cityofouray.com](mailto:fritzr@cityofouray.com)

Mr. Anthony Mortillaro, Executive Director, North Central Regional Transit District, NM, 505-629-4725, [anthonym@ncrtd.org](mailto:anthonym@ncrtd.org)

Mr. Mark Fratrack, Village Manager, Taos Ski Valley, NM, 575-776-8220, [mfratrack@vtsv.org](mailto:mfratrack@vtsv.org)

Mr. Dan Tarwater, HR Director, Las Vegas, NV, (702) 229-6011, [dtarwater@lasvegasnevada.gov](mailto:dtarwater@lasvegasnevada.gov)

Ms. Sue Brown, Compensation Administrator, Las Vegas, NV, (702) 229-6011, [sbrown@LasVegasNevada.GOV](mailto:sbrown@LasVegasNevada.GOV)

**Others Upon Request**

## PREVIOUS ENGAGEMENTS

### Classification, Compensation, Supervisor Training, Performance Management

#### UTAH

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p> Blanding<br/> Bluffdale<br/> Bountiful Water Sub-Conservancy District<br/> Box Elder County<br/> Brian Head Town<br/> Brigham City<br/> Cache County<br/> Canyonlands Natural History Association<br/> Carbon County Housing Authority<br/> Cedar City<br/> Centerfield<br/> Central Weber Sewer Improvement District<br/> Clearfield<br/> Daggett County<br/> Davis Applied Technology Center<br/> Davis School District<br/> Davis County<br/> Draper City<br/> East Carbon City<br/> Emery County<br/> Ephraim City<br/> Five County Association of Governments<br/> Garfield County<br/> Grand County<br/> Heber City<br/> Heber Light &amp; Power<br/> Heber Valley Railroad<br/> Helper<br/> Highland<br/> Holladay<br/> Hurricane<br/> Iron County<br/> Kearns Improvement District<br/> LaVerkin<br/> Layton<br/> Lehi City<br/> Mapleton<br/> Midvale City<br/> Moab<br/> Morgan County<br/> Mountainland Association of Governments<br/> Murray School District<br/> Neways International </p> | <p> North Davis County Sewer District<br/> North Pointe Solid Waste District<br/> Park City<br/> Phonex Corporation<br/> Pleasant Grove<br/> Price<br/> Provo<br/> Riverdale<br/> Salt Lake City Service Area #1<br/> San Juan County<br/> San Juan School District<br/> Santaquin<br/> Sevier Applied Technology Center<br/> Sevier County<br/> Six County Commissioners Organization<br/> Snyderville Recreation District<br/> South Davis County Fire Department<br/> South Jordan<br/> South Salt Lake<br/> Southeastern Utah Association of Governments<br/> Spanish Fork<br/> Springville<br/> State Board of Education (Utah)<br/> State Court Administrator, Office of<br/> Summit County<br/> Syracuse<br/> Taylorsville<br/> Taylorsville/Bennion Improvement District<br/> Timpanogos Special Service District<br/> Tooele County<br/> Tooele City<br/> Uintah Basin Applied Technology Center<br/> Uintah County<br/> Utah Risk Management Mutual Association<br/> Wasatch County<br/> Wasatch Front Regional Council<br/> Washington City<br/> Washington County<br/> Washington Terrace<br/> Wellington City<br/> West Jordan<br/> Woods Cross<br/> Zion Natural History Association </p> |
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#### IDAHO

|                                                                                                                                                                                                                                                      |                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p> Coeur d'Alene City<br/> Nampa City<br/> Idaho Falls City<br/> Benewah County<br/> Blaine County<br/> Bonner County<br/> Bonneville County<br/> Boundary County<br/> Canyon County<br/> Caribou County<br/> Canyon County Ambulance District </p> | <p> Custer County<br/> Gooding County<br/> Idaho County<br/> Kootenai County<br/> Lemhi County<br/> Madison County<br/> Minidoka County<br/> Owyhee County<br/> Power County<br/> Valley County </p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## NEW MEXICO

|                                                                                                                                              |                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| New Mexico Municipal League<br>New Mexico Finance Authority<br>Albuquerque<br>Ruidoso<br>Santa Fe<br>North Central Regional Transit District | Taos Ski Valley<br>Carlsbad<br>Town of Taos<br>Clovis |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|

## ALASKA / COLORADO / NEVADA / WYOMING / KANSAS / MISSOURI

|                                                                                                                                              |                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hoonah, AK<br>Cody, WY<br>Park County, WY<br>Lafayette, CO<br>Walsenburg, CO<br>Logan City, CO<br>Georgetown, CO<br>Ouray, CO<br>Ridgway, CO | Wheatland, WY<br>Torrington, WY<br>Wyoming Municipal Power Company, WY<br>Lander, WY<br>Central Wyoming College<br>Powell, WY<br><b>Louisburg, KS</b><br><b>Independence, MO</b><br><b>Las Vegas, NV</b> |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Other: National District Attorney Association, Washington DC/Arlington VA**

## Sample WOW-NPG Pay Plan Clients

|                                                    |                                         |
|----------------------------------------------------|-----------------------------------------|
| American Fork, UT                                  | Payson, UT                              |
| Blanding, UT                                       | Ridgway, CO                             |
| Canyon County Ambulance District, ID               | Rawlins, WY                             |
| Cedar City, UT                                     | Roosevelt, UT                           |
| Daggett County, UT                                 | Santa Clara, UT                         |
| Duchesne County, UT                                | Saratoga Springs, UT                    |
| Eagle Mountain, UT                                 | Socorro County, NM                      |
| Heber Light & Power, UT                            | Southwest Public Health, UT             |
| Highland, UT                                       | Spanish Fork, UT                        |
| Grand County, UT                                   | Springdale, UT                          |
| Iron County, UT                                    | Taos Ski Valley, NM                     |
| Idaho Falls, ID                                    | Taylorsville/Bennion Water District, UT |
| Lafayette, CO                                      | Timpanogos Special Service District, UT |
| Lehi, UT                                           | Uintah Basin Technical College, UT      |
| Murray, UT                                         | UTOPIA, UT                              |
| Moab, UT                                           | Wasatch Front Regional Council, UT      |
| Nampa, ID                                          | Wasatch Mental Health, UT               |
| Ouray, CO                                          | Washington County, UT                   |
| North Central Regional Transportation District, NM |                                         |

## **PROJECT TEAM**

### **Mike Swallow**

President of Personnel Systems & Services, Inc.; a human resource consulting company established in 1988 and a general partner of Technology Net, Inc., established in 2001. For 30 years Mike has been providing technical assistance as an independent consultant primarily to local government entities either as a staff consultant or independent consultant in various HR management areas, including job analysis and classification, labor market analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management & evaluation, recruitment and selection and supervisor training. Having been engaged by over 130 entities, Personnel Systems & Services has clients based in Utah, New Mexico, Idaho, Colorado, Wyoming, New Jersey and Alaska. The National District Attorney Association, Washington DC, is also a notable consulting engagement. Previous employers include the Utah Intergovernmental Personnel Agency, Idaho Association of Counties, State of Utah- DHRM, and Summit County. Academic credentials include a master's degree in public administration and a bachelor's degree in psychology from Brigham Young University.

### **Albert Foster**

Albert is the president of Facil HR and Express Evaluation, human resource consulting firms which specializes in policy, compliance, employee relations and performance management. For the past 15 years, Albert has consulted over 125 large and small businesses from Vermont to California on ways to keep them compliant, productive, and respected in their operations and industries. After working for Arthur J Gallagher, the third largest consulting firm in the world, and earning a Master's in Human Resources from Utah State University in 2012, Albert felt it was time to grab the bull by the horns, both figuratively and literally, and founded Facil HR in 2015. Facil is Latin for "Easy", and that is his intent, to make HR easy and relieve some of the administrative nightmares that small to mid-sized organizations consistently face. While working for Gallagher, he also managed and owned Custom Benefit Solutions, which he later sold in early 2015. CBS was a TPA specializing in COBRA, administration, flexible spending arrangements, and benefit plan compliance documents. Currently, Albert is also the CEO for a new company, Express Evaluations, a web-based performance management software methodology.

### **Gaylyn Larsen, SPHR**

Gaylyn boasts over 21 years of experience in local government human resource management, which experience is complimented by three years of full-time consulting. Her consulting engagements involved the development of job classification and compensation systems, and she has been a member of several job audit teams in connection with consulting engagements entered into by Personnel Systems & Services. Gaylyn is served as the Salt Lake County Sheriff Department's Human Resource Director for several years and the Human Resource Director for Wasatch Front Waste & Recycling District. Previously, she served as Human Resource Director for the City of St. George for nearly 8 years and as a Human Resource Analyst for the Utah State Tax Commission. Her academic credentials include a degree in Personnel & Industrial Relations with a minor in Economics. Now a free-lance consultant by invitation.

### **Jeff Monson**

Jeff has attained degrees in Business Management, Business Administration, and a Master's degree in Organizational Management. He has 15 years of training, program development, and human resource experience. Jeff gained much of his experience while working at Intermountain Health Care. During that time, he worked with a variety of employee and patient groups and committees and helped develop and implement effective communication techniques and behavioral modification programs. He also gained a wide range of experience from working with over 300 small- and medium-sized organizations, assisting them with human resource, benefit, and safety issues. Additionally, he has helped companies develop the necessary policies and procedures to become more effective and profitable. Various projects involved the resolution of issues between employers and employees regarding compliance issues, safety laws, and regulations. He was elected and serves as a member of the Board of Trustees for Kearns Oquirrh Park Fitness Center. Now a free-lance consultant by invitation.

### **Richard Morley**

Richard (Ric) holds a bachelor's degree in business administration and is a human resource professional with 20+ years of combined experience in human resource management, business, business development, purchasing, accounting, computers, and retail business management. With his experience crossing several disciplines, he brings multiple business talents to our consulting team. Since 1991 he has been involved in HR operations. This included the development of seminars in time management (Simple Time Management); serving as Director of Operations for a company that achieved over 50 million a year in sales (where he also developed the basis for the future HRIS system); serving as a team member providing HR consulting to local governments; and serving as Director of Human Resources for a small company where he was later promoted to Executive Vice President. Here he also developed an internet-based HRIS system that works with almost all payroll and human resource programs. Most recently, Ric assisted in forming a human resource company named HR Group Central whose focus is to provide customized HR technical assistance to small and large companies and until recently, having retired, served as the COO. Ric is a member of the SHRM and has been involved with various chamber organizations. Now a free-lance consultant by invitation.

### **George Sadowski, MBA, CUSA**

George holds a master's degree in business administration (MBA) and certified as a utilities safety administrator (CUSA) [National Safety Council Utilities Division]. He has 30+ years of combined experience in the environmental, health and safety industries as regulated by OSHA, EPA, DOT, to include aerospace (DOD), low level radioactive nuclear waste (NRC), mining (MSHA), FedEx Express (FAA, DOT, EPA), for public and private utilities/municipalities.

Pursuant to being the CEO and president of an HR/EHS consulting enterprise (HR Group Central), his leadership has been an asset to our consulting team. George has been involved in various operational ventures since 1984 that have ranged from development, training and educational compliance seminars dealing with said regulatory agencies.

Throughout his carrier, Mr. Sadowski has been involved and served in a number of civic and service organizations. He chaired the board of directors for Utah's largest water reclamation facility; was Chairman of the Board of Trustees for a local conservancy district; he served on a Chamber of Commerce's board of directors and was VP in the Utah Chapter of the American Society Safety Engineers (ASSE). Now a free-lance consultant by invitation.

### **Judy Thimakis**

Judy has a combined 27 years of human resource experience in private industry, higher education, and local government public administration. As a PhD, Judy has occupied a faculty position at the University of Phoenix, teaching in the master's and undergraduate programs. In a fulltime capacity, Judy works for American Fork City as the HR Manager, and has worked for Salt Lake County as the Executive Director of the Deputy Sheriff Merit Commission and Senior HR Consultant in the Human Resources Department. She managed the Compensation Department for the University of Utah and directed the HR functions in private industry. She is experienced in managing benefits, compensation, recruitment, employee relations, safety, training, law enforcement testing, law enforcement merit systems, and some information systems. Academically, Judy carries a Bachelor's Degree in Human Resources and a Master's Degree in Public Administration. She owns a Doctorate of Management where her dissertation subject was Gender and Leadership, a Comparative Study. She is trained in dispute resolution and is a Legislative Advocate, assisting with lobbying efforts for University of Utah. Judy has been active professionally serving on boards in the human resources area, including President, Vice President, and a board member for the Intermountain Compensation and Benefit Association (ICBA) and the International Public Management Association-Human Resources (IPMA-HR).

### **Kenneth Topham Jr., CEBS CPM**

Ken is a Technology Net, Inc. founder and general partner. He earned a B.S. degree in Business Administration from Southern Utah State College (now Southern Utah University) and an MBA from the University of Utah. He has professional designations as a Certified Employee Benefit Specialist (CEBS) from the Wharton School and the International Foundation of Employee Benefits Plans; and as a Certified Public Manager (CPM) from the University of Utah and the State of Utah. He is a past member and chairman of the Salt Lake Area Compensation and Benefits Group and previous member of the International Foundation of Employee Benefits Plans and of the International Society of Certified Employee Benefit Specialists. He was employed with the State of Utah for 30 years, with nearly 28 years' experience in the human resource management field. He has filled positions as Management Analyst in the Department of Transportation, Human Resource Director in the State Tax Commission, State Compensation Manager, State Benefits Manager, and HR Functional Manager during the State's development and implementation of a client/server Human Resource Management Information System. He was instrumental in developing and implementing the State's flexible benefits program, employee benefits profiles, annual benefits fairs, a health awareness training program, and the State's client/server human resource management information system. His last assignment with the State DHRM was as the State of Utah HR Special Projects Manager with assignment specifically in the area of local government services.

# *Appendix*

| Factor I- Job Knowledge<br>40%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |  |                                     | American Fork                                                         |                                                       |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | A                                                                                 | B                                   | C                                                                     | D                                                     | E                                                      | F                                                                                                                                                                                                                                                                                                                                                                   | G                                                       | H                                       |
| KNOWLEDGE, SKILLS & ABILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | FORMAL EDUCATION & TRAINING | Minimal Formal Education.                                                         | Graduation From High School Or GED. | High School, GED & up to 1 Year Of Job Related Training or Education. | 2 Years Of Job Related Training, or Associate Degree. | 4 Years of job related training, Or Bachelor's Degree. | 4 yr. degree plus 1 Year Of Graduate Work.                                                                                                                                                                                                                                                                                                                          | 2 Years Of Graduate Work, Masters Degree Or Equivalent. | Extensive Graduate Work Beyond Masters. |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   |                                     |                                                                       |                                                       |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
| 1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |                                                                                   | 0.68                                | 0.78                                                                  |                                                       |                                                        | <b>Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge:</b><br>I. Up to one (1) year of experience...5%<br>II. Up to three (3) years of experience...10%<br>III. Up to five (5) years of experience...20%<br>IV. Up to eight (8) years of experience...30%<br>V. Over eight (8) years of experience...40% |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 0.62                                                                              | 0.72                                | 0.82                                                                  |                                                       |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 0.65                                                                              | 0.75                                | 0.87                                                                  |                                                       |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
| 2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading, keyboard operations, common office equipment or basic hand and power tools.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                             | 0.77                                                                              | 0.89                                | 1.02                                                                  | 1.17                                                  |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 0.81                                                                              | 0.93                                | 1.07                                                                  | 1.23                                                  |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 0.85                                                                              | 0.98                                | 1.12                                                                  | 1.29                                                  |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
| 3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single funtion area or work specialization.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                             | 1.00                                                                              | 1.15                                | 1.33                                                                  | 1.53                                                  | 1.75                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 1.05                                                                              | 1.21                                | 1.39                                                                  | 1.60                                                  | 1.84                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 1.11                                                                              | 1.27                                | 1.46                                                                  | 1.68                                                  | 1.93                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
| 4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             | 1.30                                                                              | 1.50                                | 1.72                                                                  | 1.60                                                  | 1.84                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 1.37                                                                              | 1.57                                | 1.81                                                                  | 2.08                                                  | 2.39                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             | 1.44                                                                              | 1.65                                | 1.90                                                                  | 2.19                                                  | 2.51                                                   |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |
| 5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |                                                                                   | 1.95                                | 2.24                                                                  | 2.58                                                  | 2.96                                                   | 3.41                                                                                                                                                                                                                                                                                                                                                                | 3.92                                                    | 4.51                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   | 2.05                                | 2.35                                                                  | 2.71                                                  | 3.11                                                   | 3.58                                                                                                                                                                                                                                                                                                                                                                | 4.12                                                    | 4.73                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   | 2.15                                | 2.47                                                                  | 2.84                                                  | 3.27                                                   | 3.76                                                                                                                                                                                                                                                                                                                                                                | 4.32                                                    | 4.97                                    |
| 6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                             |                                                                                   |                                     | 2.91                                                                  | 3.35                                                  | 3.85                                                   | 4.43                                                                                                                                                                                                                                                                                                                                                                | 5.10                                                    | 5.86                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   |                                     | 3.06                                                                  | 3.52                                                  | 4.05                                                   | 4.65                                                                                                                                                                                                                                                                                                                                                                | 5.35                                                    | 6.15                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   |                                     | 3.21                                                                  | 3.69                                                  | 4.25                                                   | 4.89                                                                                                                                                                                                                                                                                                                                                                | 5.62                                                    | 6.46                                    |
| 7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             |                                                                                   |                                     |                                                                       | 4.36                                                  | 5.01                                                   | 5.76                                                                                                                                                                                                                                                                                                                                                                | 6.63                                                    | 7.62                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   |                                     |                                                                       | 4.57                                                  | 5.26                                                   | 6.05                                                                                                                                                                                                                                                                                                                                                                | 6.96                                                    | 8.00                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |                                                                                   |                                     |                                                                       | 4.80                                                  | 5.52                                                   | 6.35                                                                                                                                                                                                                                                                                                                                                                | 7.30                                                    |                                         |
| This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and precedents) and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry. Special requirements, certifications or licenses. <b>Award additional points as a percentage of the points awarded above for knowledge &amp; training for the following:</b> I. <b>Commercial drivers, applicator, operator licenses or specialized clerical certification...5%.</b> II. <b>Technical license or certification...10%</b> III. <b>Professional license or designation...20%.</b> Multiple credentials, licenses or certifications.....award an additional 5%. Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%. |                             |                                                                                   |                                     |                                                                       |                                                       |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |                                                         |                                         |

## Factor II- Responsibility 35%

### ACCOUNTABILITY & ACCURACY

### CONTROLS OVER THE WORK

|                                                                                                                                                                                                                                                                                            | A                                                                                                                                                                                     | B                                                                                                                                                                   | C                                                                                                                                                                      | D                                                                                                                                                                                  | E                                                                                                                                                                                                  | F                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                            | Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error. | Errors normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations. | Errors may result which affect one or more work group. Immediate Supervisors must remedy errors and generally assume full accountability. Impact may vary in severity. | Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree. | Errors may result affecting entire department. Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious. | Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. Impact demands executive action. Extensive Financial/legal implications |
| 1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.                                     | 0.94<br>0.98                                                                                                                                                                          | 1.16<br>1.22<br>1.28                                                                                                                                                | 1.51<br>1.58<br>1.66                                                                                                                                                   |                                                                                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                                                                                                                        |
| 2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used, but are limited.                                                                | 1.03<br>1.08<br>1.13                                                                                                                                                                  | 1.33<br>1.40<br>1.47                                                                                                                                                | 1.73<br>1.82<br>1.91                                                                                                                                                   |                                                                                                                                                                                    |                                                                                                                                                                                                    |                                                                                                                                                                                                                        |
| 3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.                                                                                      | 1.18<br>1.24<br>1.30                                                                                                                                                                  | 1.53<br>1.61<br>1.69                                                                                                                                                | 2.00<br>2.09<br>2.20                                                                                                                                                   | 2.59<br>2.72<br>2.86                                                                                                                                                               | 3.37<br>3.54<br>3.72                                                                                                                                                                               |                                                                                                                                                                                                                        |
| 4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines. |                                                                                                                                                                                       | 1.76<br>1.85<br>1.95                                                                                                                                                | 2.29<br>2.41<br>2.53                                                                                                                                                   | 2.98<br>3.13<br>3.29                                                                                                                                                               | 3.88<br>4.07<br>4.28                                                                                                                                                                               | 5.04<br>5.29<br>5.56                                                                                                                                                                                                   |
| 5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives                                                                                                                       |                                                                                                                                                                                       |                                                                                                                                                                     | 2.64<br>2.77<br>2.91                                                                                                                                                   | 3.43<br>3.60<br>3.78                                                                                                                                                               | 4.46<br>4.68<br>4.92                                                                                                                                                                               | 5.80<br>6.09<br>6.39                                                                                                                                                                                                   |
| 6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.                                                             |                                                                                                                                                                                       |                                                                                                                                                                     |                                                                                                                                                                        | 3.94<br>4.14<br>4.35                                                                                                                                                               | 5.13<br>5.38<br>5.65                                                                                                                                                                               | 6.67<br>7.00                                                                                                                                                                                                           |

Additional points are awarded for supervisory responsibility and public contacts as a percentage of the points awarded for responsibility:

**SUPERVISION:** I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.....15%. IV. Manages a department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....20%. **PUBLIC CONTACTS:** I. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% II. Contacts with people and/or managers regarding routine administrative or technical matters.....20%. III. Contacts with administrators or professionals in developing and soliciting cooperative relationships.....30% IV. Contacts with administrators with significant impact on programs, projects or policies.....40%. V. Contacts with legislative, executive or judicial officials affecting the purpose of the organization.....50%. **BUDGET:** I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget for more than one section or division, or for a department .....10%.

## Factor III- Difficulty of Work 15%

### JUDGMENT & DECISIONS REQUIRED

### COMPLEXITY & VARIETY OF WORK

|                                                                                                                                                                                                                                                                                                                                                            | A                    | B                                                                                                                                                                | C                                                                                                                                                            | D                                                                                                                                                                                        | E                                                                                                                                                        | F                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Little or no judgment or decisionmaking. Decisions limited to routine steps in performing well defined tasks or in determining the speed at which to perform.                                                                                                                                                                                              |                      | Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures. | Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative. | Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources. | Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation. | Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization. |
| 1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.                                                                                                                                                         | 0.40<br>0.42         | 0.50<br>0.52<br>0.55                                                                                                                                             |                                                                                                                                                              |                                                                                                                                                                                          |                                                                                                                                                          |                                                                                                                                                                  |
| 2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.                                                                                                                                           | 0.44<br>0.46<br>0.49 | 0.57<br>0.60<br>0.63                                                                                                                                             | 0.74<br>0.78<br>0.82                                                                                                                                         |                                                                                                                                                                                          |                                                                                                                                                          |                                                                                                                                                                  |
| 3. The work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.                                                                                                                                                                            | 0.51<br>0.53<br>0.56 | 0.66<br>0.69<br>0.73                                                                                                                                             | 0.86<br>0.90<br>0.94                                                                                                                                         | 1.11<br>1.17<br>1.23                                                                                                                                                                     |                                                                                                                                                          |                                                                                                                                                                  |
| 4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.                            |                      | 0.76<br>0.79<br>0.83                                                                                                                                             | 0.98<br>1.03<br>1.08                                                                                                                                         | 1.28<br>1.34<br>1.41                                                                                                                                                                     | 1.66<br>1.74<br>1.83                                                                                                                                     | 2.16<br>2.27<br>2.38                                                                                                                                             |
| 5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options. |                      | 0.87<br>0.91<br>0.96                                                                                                                                             | 1.13<br>1.19<br>1.25                                                                                                                                         | 1.47<br>1.54<br>1.62                                                                                                                                                                     | 1.91<br>2.01<br>2.11                                                                                                                                     | 2.48<br>2.61<br>2.74                                                                                                                                             |
| 6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement department or organization-wide goals and policies.                                                                                                                                                                        |                      |                                                                                                                                                                  |                                                                                                                                                              | 1.69<br>1.78<br>1.86                                                                                                                                                                     | 2.20<br>2.31<br>2.42                                                                                                                                     | 2.86<br>3.00                                                                                                                                                     |

**Award additional points for stress as a percentage of points awarded for difficulty of work:** This sub-factor attempts to recognize the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines. **SOME- 5% MODERATE- 10% CONSIDERABLE- 15% CRITICAL INCIDENT-20%**

## Factor IV- Work Environment 10%

### PHYSICAL EFFORT

### WORKING CONDITIONS

| A                                                                                                                                                                                                                                                                                                                               | B                                                                                                                                                                                                                                                                                                         | C                                                                                                                                                                                                                                                                                                                      | D                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Effort is minimal and is exerted only for short, intermittent periods. Effort involves light lifting of tools, objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations. | Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required. | Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position. Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required. | Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required. |

1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.

0.60

0.66

0.75

0.87

2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.

0.74

0.85

0.98

1.13

3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.

0.96

1.11

1.27

1.47

4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.

1.25

1.44

1.66

1.90

**Hazard Uncertainty:** For positions having tasks that place employees in historically life threatening situations (i.e., Fire, Police) add 100% to the base points awarded above for work environment. For positions which require the operation of maintenance or service equipment on city roadways, add 50%. For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, add 25%.

## American Fork Point Evaluation



### By Rank Order

| Point Evaluation |                                 |                                                                                                                                                                                                                        | Factor I      |              |                |              |                | Factor II      |             |              |        | Factor IV          |        | Factor III   |        |            |
|------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------|----------------|--------------|----------------|----------------|-------------|--------------|--------|--------------------|--------|--------------|--------|------------|
| Job Code         | Department                      | Job Title                                                                                                                                                                                                              | Job Knowledge | Years Exper. | Certs, License | Multi Certs. | Annual Recert. | Responsibility | Supervision | Public Cont. | Budget | Difficulty Of Work | Stress | Work Environ | Hazard | Total Pts. |
| ▼                | ▼                               | ▼                                                                                                                                                                                                                      | ▼             | ▼            | ▼              | ▼            | ▼              | ▼              | ▼           | ▼            | ▼      | ▼                  | ▼      | ▼            | ▼      | ▼          |
| 1000             | Executive                       | City Administrator                                                                                                                                                                                                     | 7.30          | 2.92         | 0.00           | 0.00         | 0.00           | 7.00           | 1.40        | 3.50         | 0.70   | 3.00               | 0.45   | 0.60         | 0.00   | 26.87      |
| 1200             | Fire                            | Fire Chief                                                                                                                                                                                                             | 5.52          | 2.21         | 0.55           | 0.00         | 0.28           | 5.38           | 1.08        | 2.69         | 0.54   | 2.31               | 0.46   | 0.78         | 0.19   | 22.00      |
| 1700             | Police                          | Police Chief                                                                                                                                                                                                           | 5.52          | 2.21         | 0.55           | 0.00         | 0.28           | 5.38           | 1.08        | 2.69         | 0.54   | 2.31               | 0.46   | 0.78         | 0.19   | 22.00      |
| 1800             | Public Works                    | Public Works Director                                                                                                                                                                                                  | 5.52          | 2.21         | 0.00           | 0.00         | 0.00           | 5.38           | 1.08        | 2.69         | 0.54   | 2.31               | 0.35   | 0.78         | 0.19   | 21.05      |
| 1500             | Parks & Recreation              | Parks & Recreation Director                                                                                                                                                                                            | 5.52          | 1.66         | 0.28           | 0.00         | 0.00           | 5.38           | 1.08        | 2.15         | 0.54   | 2.20               | 0.33   | 0.78         | 0.19   | 20.11      |
| 1010             | Executive                       | Total job valuation score translates into a market based pay range; the result of performing regression analysis, examining the relationship between the market price tag from a survey sample and the jobs valuation. |               |              |                |              |                |                |             |              |        |                    |        |              |        | 18.98      |
| 1205             | Fire                            |                                                                                                                                                                                                                        |               |              |                |              |                |                |             |              |        |                    |        |              |        | 18.72      |
| 1102             | Administrative Services/Finance |                                                                                                                                                                                                                        |               |              |                |              |                |                |             |              |        |                    |        |              |        | 18.36      |
| 1400             | Library                         |                                                                                                                                                                                                                        |               |              |                |              |                |                |             |              |        |                    |        |              |        | 18.06      |
| 1805             | Public Works                    | City Engineer/Regulatory Compliance Officer                                                                                                                                                                            | 4.25          | 1.27         | 0.85           | 0.21         | 0.21           | 4.68           | 0.70        | 1.87         | 0.47   | 2.01               | 0.30   | 0.78         | 0.19   | 17.80      |
| 1705             | Police                          | Deputy Police Chief                                                                                                                                                                                                    | 4.80          | 1.44         | 0.48           | 0.00         | 0.24           | 4.68           | 0.70        | 1.87         | 0.47   | 1.54               | 0.31   | 0.78         | 0.19   | 17.51      |
| 1015             | Executive                       | Human Resource Director                                                                                                                                                                                                | 4.25          | 0.85         | 0.00           | 0.00         | 0.00           | 5.80           | 0.00        | 2.32         | 0.29   | 2.61               | 0.39   | 0.60         | 0.00   | 17.10      |
| 1600             | Planning                        | Planning Director                                                                                                                                                                                                      | 5.52          | 1.66         | 0.00           | 0.00         | 0.00           | 4.68           | 0.47        | 1.87         | 0.47   | 1.54               | 0.23   | 0.60         | 0.00   | 17.05      |
| 1210             | Fire                            | Battalion Chief/Fire Marshal                                                                                                                                                                                           | 5.26          | 2.10         | 0.53           | 0.26         | 0.26           | 3.13           | 0.47        | 1.25         | 0.16   | 1.54               | 0.31   | 1.01         | 0.51   | 16.80      |
| 1300             | Information Technology          | IT/Broadband Director                                                                                                                                                                                                  | 4.25          | 0.85         | 0.42           | 0.21         | 0.21           | 4.68           | 0.70        | 1.87         | 0.47   | 1.54               | 0.23   | 0.89         | 0.00   | 16.34      |
| 1812             | Public Works                    | Engineer/Construction Manager                                                                                                                                                                                          | 4.25          | 1.27         | 0.85           | 0.00         | 0.21           | 3.94           | 0.59        | 1.58         | 0.39   | 2.01               | 0.30   | 0.66         | 0.16   | 16.22      |

Total job valuation score translates into a market based pay range; the result of performing regression analysis, examining the relationship between the market price tag from a survey sample and the jobs valuation.



# American Fork Compensation Study



## Proposed Pay Plan

### Hourly Pay Rates

### Monthly Pay Rates

### Annual Pay Rates

|                                                | Job Value | Pay Range |          |         | Job Value | Pay Range |          |          | Job Value | Pay Range |           |           | Range  |
|------------------------------------------------|-----------|-----------|----------|---------|-----------|-----------|----------|----------|-----------|-----------|-----------|-----------|--------|
|                                                |           | Minimum   | Midpoint | Maximum |           | Minimum   | Midpoint | Maximum  |           | Minimum   | Midpoint  | Maximum   |        |
| City Administrator                             | 26.87     | \$55.67   | \$69.59  | \$83.51 | 26.87     | \$9,649   | \$12,062 | \$14,474 | 26.87     | \$115,794 | \$144,742 | \$173,691 | 50.00% |
| Police Chief                                   | 22.00     | \$41.44   | \$51.80  | \$62.16 | 22.00     | \$7,183   | \$8,979  | \$10,775 | 22.00     | \$86,199  | \$107,749 | \$129,299 | 50.00% |
| Fire Chief                                     | 22.00     | \$41.44   | \$51.80  | \$62.16 | 22.00     | \$7,183   | \$8,979  | \$10,775 | 22.00     | \$86,199  | \$107,749 | \$129,299 | 50.00% |
| Public Works Director                          | 21.05     | \$39.14   | \$48.93  | \$58.71 | 21.05     | \$6,785   | \$8,481  | \$10,177 | 21.05     | \$81,416  | \$101,770 | \$122,124 | 50.00% |
| Parks & Recreation Director                    | 20.11     | \$36.98   | \$46.22  | \$55.46 | 20.11     | \$6,409   | \$8,012  | \$9,614  | 20.11     | \$76,911  | \$96,139  | \$115,367 | 50.00% |
| Public Relations/Economic Development Director | 18.98     | \$34.54   | \$43.18  | \$51.81 | 18.98     | \$5,987   | \$7,484  | \$8,981  | 18.98     | \$71,845  | \$89,807  | \$107,768 | 50.00% |
| Assistant Fire Chief                           | 18.72     | \$34.00   | \$42.50  | \$51.00 | 18.72     | \$5,893   | \$7,366  | \$8,839  | 18.72     | \$70,713  | \$88,392  | \$106,070 | 50.00% |
| Finance/Budget Officer                         | 18.36     | \$33.26   | \$41.58  | \$49.89 | 18.36     | \$5,765   | \$7,207  | \$8,648  | 18.36     | \$69,184  | \$86,480  | \$103,777 | 50.00% |
| Library Director                               | 18.06     | \$32.67   | \$40.83  | \$49.00 | 18.06     | \$5,662   | \$7,077  | \$8,493  | 18.06     | \$67,943  | \$84,929  | \$101,915 | 50.00% |
| City Engineer/Regulatory Compliance Officer    | 17.80     | \$32.16   | \$40.20  | \$48.24 | 17.80     | \$5,575   | \$6,968  | \$8,362  | 17.80     | \$66,896  | \$83,620  | \$100,345 | 50.00% |
| Deputy Police Chief                            | 17.51     | \$31.60   | \$39.51  | \$47.41 | 17.51     | \$5,478   | \$6,848  | \$8,217  | 17.51     | \$65,737  | \$82,171  | \$98,605  | 50.00% |
| Human Resource Director                        | 17.10     | \$30.83   | \$38.53  | \$46.24 | 17.10     | \$5,343   | \$6,679  | \$8,015  | 17.10     | \$64,118  | \$80,148  | \$96,178  | 50.00% |
| Planning Director                              | 17.05     | \$30.72   | \$38.40  | \$46.08 | 17.05     | \$5,325   | \$6,656  | \$7,987  | 17.05     | \$63,897  | \$79,871  | \$95,845  | 50.00% |
| Battalion Chief/Fire Marshal                   | 16.80     | \$30.26   | \$37.83  | \$45.39 | 16.80     | \$5,245   | \$6,557  | \$7,868  | 16.80     | \$62,944  | \$78,680  | \$94,416  | 50.00% |
| IT/Broadband Director                          | 16.34     | \$29.44   | \$36.80  | \$44.16 | 16.34     | \$5,103   | \$6,379  | \$7,655  | 16.34     | \$61,242  | \$76,552  | \$91,863  | 50.00% |
| Police Lieutenant                              | 16.06     | \$28.95   | \$36.18  | \$43.42 | 16.06     | \$5,017   | \$6,271  | \$7,526  | 16.06     | \$60,206  | \$75,258  | \$90,309  | 50.00% |
| Chief Building Official                        | 15.46     | \$27.90   | \$34.88  | \$41.86 | 15.46     | \$4,837   | \$6,046  | \$7,255  | 15.46     | \$58,042  | \$72,552  | \$87,063  | 50.00% |
| Police Sergeant                                | 14.55     | \$26.41   | \$33.01  | \$39.62 | 14.55     | \$4,578   | \$5,723  | \$6,867  | 14.55     | \$54,936  | \$68,670  | \$82,404  | 50.00% |
| Street Superintendent                          | 14.38     | \$26.15   | \$32.69  | \$39.23 | 14.38     | \$4,533   | \$5,666  | \$6,800  | 14.38     | \$54,398  | \$67,998  | \$81,597  | 50.00% |