

R-28-2022 - A Resolution Authorizing a Contract with Municipal Solutions, LLC, to Engage in Conducting a Compensation Survey for Staff

**City Council of the City of Glenarden, Maryland
2022 Legislation**

Resolution Number: R-28-2022
Introduced By: Derek D. Curtis, II, Council President
Co-Sponsor: At the request of the Administration
Public Hearing: Tuesday, April 19, 2022
Session: Regular Session
Date of Introduction: Monday, May 9, 2022

A Resolution Authorizing a Contract with Municipal Solutions, LLC, to Engage in Conducting a Compensation Survey for Staff

WHEREAS, the mission of the City of Glenarden is to provide excellent services and provide employment opportunities to the community; and

WHEREAS, it is the desire of the City of Glenarden to offer the best quality services and an appropriate salary to its employees for providing those services; and

WHEREAS, health insurance, transportation, and gas costs have risen significantly (especially within the past few years) and are expected to rise significantly more in the near future, as are other costs of living; and

WHEREAS, these compensation issues adversely impact staff at the City of Glenarden; and

WHEREAS, the City of Glenarden wishes to remain competitive in the market for all positions in its employee base; and

WHEREAS, the City of Glenarden has issued a request for proposals (RFP) for services by a qualified firm to determine and update the City's salaries and benefits; and

WHEREAS, two offerors responded to the RFP with scope of work herein attached; and

WHEREAS, staff has reviewed the proposals and Municipal Solutions, LLC is the best offeror in terms of scope of work, price, and qualifications.

NOW, THEREFORE, BE IT RESOLVED by the City Council of Glenarden, Maryland sitting in Regular Session this 9th day of May 2022 as follows:


1. That the City Council does approve the conducting of a Compensation Study by Municipal Solutions, LLC to include all City Employees with the intent of updating employee classification and compensation; and

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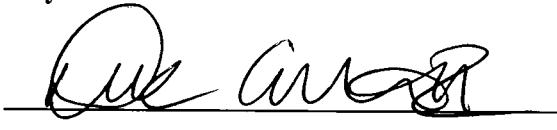
2. That the City Manager is authorized to enter into a contract with Municipal Solutions, LLC in the amount of Thirteen Thousand, Six Hundred and Twenty-two dollars (\$13, 622).
3. The foregoing source of funds shall be line item 7131.10.10.10 Professional Services

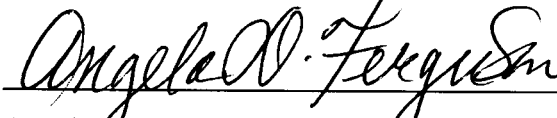
Date Approved: May 9th, 2022

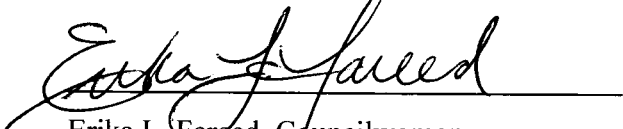
ATTEST:



Victoria Lewis, Council Clerk


City Council of Glenarden

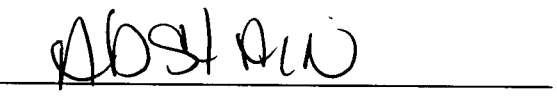

Derek D. Curtis, II, Council President

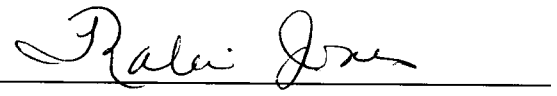

Angela D. Ferguson, Council Vice President


Erika L. Fareed, Councilwoman


Kathleen J. Guillaume, Councilwoman


Maurice A. Hairston, Councilman


James A. Herring, Councilman


Robin Jones, Councilwoman

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R-28-2022 - A Resolution Authorizing a Contract with Municipal Solutions, LLC, to Engage in Conducting a Compensation Survey for Staff

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Votes:

Yes 6
No 0
Abstain 1

9 March 2022

City of Glenarden

James R. Cousins, Jr., Municipal Center
8600 Glenarden Parkway
Glenarden, MD 20706 – 1522
Attn: Jordan McClung

RE: Engagement Letter for Salary & Benefits Study Services**Dear Mr. McClung:**

I would first like to thank you for the opportunity to assist you in updating the City's Salaries and Benefits. This engagement letter and draft scope of work included below represents the phases we recommend – in line with what we believe will bring you success. Note: our compensation and classification studies are generally completed between 90 and 120 days.

PROJECT OBJECTIVE & GOALS

This project will be the mechanism for finding and creating an appropriate baseline for adjusting salaries and compensation and appropriately forecasting and establishing employee salary and compensation expenditures for future years. Municipal Solutions LLC will Review the existing compensation system, analyze research, discuss findings with City administration and propose a salary and compensation plan that is fair and equitable to employees, fiscally sound, and rewards performance, merit, and further education / training in addition to length of service. Goals of this project are:

- a. *Review the current pay and classification plan and policies and procedures;*
- b. *Determine how well the plan meets organizational objectives and reflects current job content and organizational structure;*
- c. *Evaluate the current pay plan structure (i.e. number of pay grades, including recommended additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum and percentages between salary grades);*
- d. *Recommend a strategy for potential improvements including methodologies and estimated costs for implementation;*
- e. *Design professional certification incentive program to encourage career development.*

WORK PLAN

Our approach on this project follows a standard process we have used in more than 50 compensation and classification studies. Each item is explained in detail below:

- Step 1: Management & Department Head Orientation**
- Step 2: Internal Job Analysis including FLSA determination *(not included)***
- Step 3: Classification & Compensable Factors Analysis *(internal) (not included)***
- Step 4: Compensation: Regional Salary & Benefits Study *(external)***
- Step 5: Policy Review & Preliminary review with Management & Staff**
- Step 6: Report Finalization & Implementation Training**

See attached **Statement of Qualifications and Scope of Work** for schedule outlining work and completion dates.

STEP 1: ORIENTATION, MOBILIZATION AND STAFF KICK-OFF

Project Management will then conduct *on-site* or virtual orientation and briefing sessions for employees at appropriate levels to educate them on the goals of the study and potential outcomes, and to review existing organization structure and job descriptions and to familiarize the consultant team with the organization, its positions and reporting relationships.

STEP 2: JOB ANALYSIS (NOT INCLUDED)

~~Perform a limited Job Analysis / Job Survey of key 'anchor positions' (generally department heads). Provide job description surveys for all employees to provide specific insight into duties, knowledge, skills, and level of education required for the position. In positions where there are several employees, evaluations of select 'anchor' job classifications may be used in place of multiple job surveys. The process may involve our consultants conducting personal interviews with select Department Heads to review the selected job descriptions and job classifications. Once these two processes are completed, the job descriptions are rewritten to include 'compensable factors' language allowing us to tie job descriptions to the classification system~~

~~Consultants will use this information to:~~

- ~~➤ Determine if current job descriptions contain necessary language regarding the position's required education, skill level, knowledge, ability and more;~~
- ~~➤ Determine if the hierarchical relationships between pay classifications are appropriate;~~
- ~~➤ Update job descriptions with most recent requirements for training, education, knowledge, experience and skill levels; and~~
- ~~➤ Determine which positions are properly and improperly classified.~~

~~The Job Analysis / Job Survey is designed to be rapid with minimal imposition on daily routines.~~

STEP 3: CLASSIFICATION & COMPENSABLE FACTORS ANALYSIS (INTERNAL) (NOT INCLUDED)

- ~~➤ Review the job classification system, and propose amendments or a new classification system as necessary, including a review of management vs. non-management classification and policy to ensure that all employees are included within the appropriate job classification.~~
- ~~➤ Review all existing classifications using an empirical classification tool to correlate like positions internally and externally.~~

~~Results allow consultants to:~~

- ~~➤ Determine whether a position's associated salary range was appropriately assigned;~~
- ~~➤ Determine whether certain changes to existing classifications should be considered;~~
- ~~➤ Determine (with the results of the salary study) whether all positions are correctly compensated; and~~
- ~~➤ Recommend adjustments to the current Classification System.~~

STEP 4: REGIONAL SALARY & BENEFITS STUDY (EXTERNAL)

With the necessary evaluation tools in place, our consultants will contact the appropriate comparable communities previously proposed by Municipal Solutions and approved by senior management. Our consultants will personally contact other local government representatives for the Glenarden Compensation Study and send them a copy of our simple Survey. We will follow up with them personally to receive all the necessary data. Generally, we receive a 95% return / -response rate.

In the event that our efforts produce fewer than 10 comparables in a certain job classification, data from the alternate communities will be examined and relevant information will be included from comparable positions as appropriate. If the examination of the primary and alternate communities fails to produce a comparable salary position comparison, the Compensable Factors analysis is helpful in determining a close comparison for internal classification. Positions with less than 10 comparables will be notated in the report and tables with an asterisk (*) for reconciliation. Our approach is simple:

- *Work with City staff to determine the most comparable communities to collect data from, called Primary and Alternate Communities;*
- *Contact each community to obtain personnel salary information (including minimums, midpoints and maximums as well as current salaries) for each position;*
- *Gather data from these communities concerning benefits. Obtain least six (6) comparable positions from Primary Communities for comparison purposes. Where we do not have six comparisons from Primary Communities, Alternate Communities are used if available;*
- *Use online-survey or paper survey instrument to obtain information from comparables;*
- *Input the data as necessary; and*
- *Communicate with the agencies until the data is obtained or unavailable.*

STEP 5: POLICY REVIEW & PRELIMINARY REVIEW W/ MANAGEMENT STAFF

We will have ongoing meetings with the City Manager / Administrator & Department Heads and select employees to review the preliminary findings of this report and 'dial-in' the accuracy and relevancy of the findings of our analysis. Where verification identifies errors in the salary research corrections, these issues will be discussed and considered. Where an organizational structure or pay / grade system from another City illustrates an alternative, we will incorporate this into our recommendations.

- *Provide a comparative assessment with data relating to salaries and benefits policies and standards of comparable communities (includes retirement, insurances, vacation, sick leave, etc);*
- *Review and make simple and appropriate recommendations of necessary amendments to the City's employee policies and procedures. Identify the appropriateness of other key compensation practices within the City including pay for performance, skill pay, executive compensation, shift differentials, special assignment pay, out of class pay, specialty pay, on-call pay, bilingual pay, education pay, etc. Note: this is not a full rewrite, rather a cursory review and recommendations. Additional consultations are considered 'additional work' and billed at a reduced hourly rate. Present alternatives and recommendations for implementing new or revised benefits policies (if necessary);*
- *Recommend an adjusted or new salary range table, encompassing all City classified positions;*
- *Review the current performance evaluation methods, practices and tools; and*
- *Recommend a performance evaluation tool that improves supervisor-employee communication, employee performance and correlates with recommended adjustments to the employee compensation plan.*

STEP 6: REPORT FINALIZATION & IMPLEMENTATION TRAINING

Once the new system has been determined suitable for the City key employees will need to be trained on its implementation and sustainability. We will conduct ongoing training throughout the performance of each element to minimize the cost, while increasing the benefits to staff and ensuring the long-term success of the new system.

- *Recommend an implementation & maintenance strategy for the new system;*
- *Recommend a maintenance system or procedures that will be used to keep the salary system current and equitable. Software / data (spreadsheets and documents) will be provided by the consultant to expedite and simplify future updates;*
- *Provide a procedure manual and training for Human Resources Director and key Employees to enable them to maintain the recommended classification system and pay plans (if desired); and*
- *Provide hands-on training for key staff.*

Final training on the implementation of the new system occurs after the Final Report has been presented and approved.

PRINCIPAL STAFF TO BE ASSIGNED

- **David Evertsen** is the Principal and CEO of Municipal Solutions and has been a local government consultant to more than 800 public institutions in the United States and Internationally. He will serve as *Project Manager* for the study.
- **Cristian & Roberto Morelli**, Cristian recently graduated with his Master's Degree in International Relations. As *Analysts*, he and Roberto assist Municipal Solutions on executive searches and compensation studies. They are practitioners of government and incredibly-gifted researchers and writers.
- **Becky Smith** has assisted in successfully conducting 100s of resume evaluations and background investigations of candidates. She will assist in candidate evaluation, employment and education verification, reference checks and the assembling of candidate information and background reports and will serve as Senior Analyst on this project.
- **Alan & Gale Larsen** have assisted Municipal Solutions on multiple compensation studies and executive searches. They are fluent in human resource management and salary and benefits analysis.

Note: These or other Consultants and Analysts may be used to complete the project.

DELIVERABLES & TIMING

Item	Task / Milestones	Timing
I.	Mobilize / Staff Orientation	w/in 5 days of Notice to Proceed (NtoP)
II.	Internal Job Analysis	begins immediately
III.	Classification Analysis (<i>internal</i>)	begins immediately
IV.	Compensation Analysis (<i>external</i>)	begins after Comp. and Class. analysis
V.	Policy Review / Preliminary review	begins after Comp. and Class. analysis
VI.	Report Finalized & Training Begins	ongoing

Deliverables	Estimated Timing
Preliminary Report	w/in 45 days from Notice to Proceed
Final Report	w/in 45 days of Preliminary Report
Total Project Completion Timeline	90 Days (3 months)

***Additional training may be requested by the Town for an additional expense. All electronic materials (research spreadsheets, data) to be provided to the client. # of printed and bound copies to be determined.**

FEE

Municipal Solutions' rates are structured one of three ways: Project-based, Hourly Rate-based, or Reduced Hourly Rate-based. Project-based rates are determined by overall project scope, time required for completion and the likelihood of variable costs or shifting timelines.

Normally, Hourly Rate-based rates average between \$125-\$250 per hour but can vary depending upon the complexity / risk of the project, municipal organization and / or service level complexity, size and budget of the municipality, regional factors, the priority requested by a client, the levels of cooperative and independent effort, and the time constraints necessary to complete the work.

For purposes of this assignment, a Project-based price of \$13,622 is offered for the performance of work as detailed. Below is our estimates, however it has been our experience that we spend significantly more time with the client than we ever include in our billing.

Preparation & Mobilization				Policies & Procedures			
General Staff Briefing (w/prep)	\$ 150	3	\$450	Review of existing documents & recommended revisions*	\$ 150	12	\$1,800
				Performance Pay & Personnel Evaluation Systems	\$ 150	6	\$900
Job Description Review / Revision				Organizational Streamlining Assessment			
Job Description Audits w. Dept. Heads	\$ 150	0	\$0	Organizational Streamlining Assessment	\$ 125	TBD	-
Implementation & Maintenance Training	\$ 150	0	\$0	Customer Service Training	\$ 125	TBD	-
				Goal-Setting Council Retreat	\$ 125	TBD	-
				Prepare new Job Descriptions	\$ 125	TBD	-
				Clarification / Updating documents for staff	\$ 125	TBD	-
Classification System				TOTAL PROJECT (A - D)			
Determine Correct Values of Job Classes	\$ 150	0	\$0				\$1 \$12,160
Review & Recommendations	\$ 150	0	\$0	EXPENSES (not to exceed)			\$1,472
Implementation & Maintenance Training	\$ 150	0	\$0	TOTAL PROJECT W/ EXPENSES			\$13,622
				<i>use of phone and internet technology to reduce expense to the City. Depending on findings and direction from City Management and Council, additional consultation might be required or requested.</i>			
Salary & Benefits Survey				Expenses to include:			
Salary & Benefits Research	\$ 150	26	\$3,900	Airfare for one onsite workshop and presentation			
Data Analysis & Spreadsheet Input	\$ 150	24	\$3,600	Hotel and Meals at IRS local per diem x 2 days			
Assess Results	\$ 150	12	\$1,800	Rental Car at regional Mid-size Rate x 2 days			
Create / Recommend New Comp. Plan & Policies	\$ 150	8	\$1,200	\$400 for copies, binding, postage and contingency			
Implementation Workshop, Presentation & Training	\$ 150	2	\$300				

Costs associated with candidate travel for interviews and on-site work are included. Internal project status worksheets are kept by the Consultant to ensure all projects do not exceed the amount contracted. Unless otherwise stated in this agreement, clients are billed in 'progress payments' payable within 15 days of invoice date. Invoices will not be itemized. This project will be billed as follows:

- 30% due immediately upon the execution of this agreement.
- 30% due within 15 days of submittal of Preliminary Report.
- 40% due within 15 business days of submittal of the Final Report.

Because Municipal Solutions, LLC consultants are specialists and practitioners in various fields and professions, retaining the best, but affordable team members is essential to the success of this project. Consultant delays may occur if consultants become incapable of meeting within the specified timeline, due to illness or scheduling conflict. Consultant will put forth every effort to mitigate such occurrences, however the client will be accommodating if such delays occur.

Additional meetings or unexpected client delays (i.e. delayed information, return visits, presentations, edits or revisions and approvals) will be billed as additional expense if incurred. Under such circumstances, the client will be billed actual costs associated with local per diem for # days x # persons; airfare and related travel expenses for # persons.

OTHER

The City has the ultimate responsibility for identifying a project manager or contact for the course of this project, and outlining necessary outcomes of this agreement. The Consultant has the responsibility of providing timely and accurate information, communications, and the results in fulfilling the established objectives and tasks of this agreement. This responsibility includes the maintenance of adequate records and internal controls and the safeguarding of accomplished tasks. Our agreement cannot be relied upon to disclose every problem in the relationship; however, both parties agree to notify each other immediately if any such matters come to one or the other's attention. We have confidence that the relationship will greatly benefit both parties.

Unexpected or changing circumstances may be encountered during the engagement, therefore, changes may be necessary, by the request of either party, without revision to the terms of this Agreement, though it is also understood that changes should be reduced to writing. Client also understands that many of our consultants are practitioners in other public agencies, which will require some flexibility in scheduling arrangements, adjustments of deadlines and substitution of consultants (if necessary).

Municipal Solutions cannot provide an assurance that a 'perfect' product will be rendered. However, all efforts will be made to ensure the best product possible for the client. Circumstances may arise in which it is necessary for us to modify our efforts or withdraw from the engagement. The City also reserves the right to terminate the engagement. To mitigate the effects of such circumstances, the findings or reasons for concern, modification or withdrawal will be communicated clearly by each party to this agreement, and reduced to writing as often as possible. Both parties agree to work in good faith to avoid any delay or premature termination in the relationship. If Municipal Solutions withdraws from this engagement, it shall provide the City with all work papers and data developed up to the date of withdrawal. If either party withdraws from or terminates this Letter of Engagement the parties agree to negotiate fair and equitable compensation for services rendered.

The City agrees that all records, documentation, and information in its possession in connection with our engagement will be made available to us, and Consultant agrees that all records, documentation, and information in our possession in connection with our engagement will be disclosed one to another, and that consultant will have the full cooperation of the City's personnel, under the direction of its Principal, for the efficient and effective completion of the requested services.

Both parties agree that the City shall own any document, record, product or information created by the parties under this Letter of Engagement. The City shall not have to pay any party for the use or continued use of any document created under this Letter of Engagement, and the City shall not prohibit Consultant from using any product from this engagement for marketing, promotional and sales purposes.

Municipal Solutions LLC is an independent contractor to the City in the performance of this Letter of Engagement. This Letter of Engagement does not create a partnership, joint venture, employment relationship or any other legal relationship other than independent contractor between the City and Municipal Solutions, LLC and Municipal Solutions, LLC's consultants.

This Letter of Engagement is to be governed and interpreted under the laws of New Mexico, exclusive if its principals governing conflicts or choice of laws. Any litigation related to this Letter of Engagement shall be brought in Arizona State courts located in Maricopa County, Arizona.

Potential Equipment / Space Needed:

City agrees to provide the necessary documents listed in Appendix A and also agrees to make space available for consultants while onsite including access to Internet, photocopiers, telephones as necessary. As is appropriate to minimize expenses, the following is requested to be provided by the City:

- *Dedicated work space for both days (i.e. conference room with space for 3-4).*

- Individual 'meeting' spaces in each department or division for sit-down or face-to-face meetings (i.e. space for 3-4).
- Internet access for web research and email correspondence (send and receive capability).
- Use of Printer, Photocopier and telephone equipment while on-site.

Municipal Solutions consultants use electronic communication via email, Skype or other mediums to maintain efficiency and reduce project costs while offsite.

Insurance

Municipal Solutions, LLC carries a \$1 Million / \$2 Million commercial comprehensive, E & O and automotive liability insurance policy through the Hartford, and Philadelphia Insurance and carries workers compensation insurance as required by law. The City shall be listed as an insured party and certificate holder on such policy or policies of insurance. Certificates of Insurance can be provided upon notice request.

Indemnification

Mutual Indemnity. To the fullest extent permitted by law, each Party shall indemnify, defend and hold the other Party, its governing board or body, officers, departments, employees and agents, harmless from and against any and all suits, actions, legal or administrative proceedings, claims, demands, liens, losses, fines or penalties, damages, liability, interest, and attorneys', consultants' and accountants' fees or costs, and expenses of whatsoever kind and nature, resulting from or arising out of any act or omission of the indemnifying Party, its agents, employees or anyone acting under its direction or control, whether intentional, negligent, grossly negligent, or amounting to a breach of contract, in connection with or incident to the performance of this Agreement. The City's obligations under the paragraph are subject to the provisions and limitations of the New Mexico's Local Government Tort Claims limitations, funds appropriated for that purpose, and the limits of any applicable policy or policies of insurance.

Signatures

This letter outlines the basic understanding of the work to be performed in this engagement. Please indicate the City's acceptance by signing below so that we can begin our efforts.



For City of Glenarden

For Municipal Solutions, LLC

_____ Title

_____ Title

_____ Signature

_____ Signature

Date: _____

Date: _____

APPENDIX A

A project of this scope mandates full cooperation of all participating agencies and internal departments, including Finance, City Clerk, IT, etc., and especially the cooperation of the agencies that will potentially be affected by our work: Human Resources, Information Technology and others.

During the Pre-assessment phase, department staff will be provided a list of documents, details and data which will be needed by the consultants. Documents which may be requested include (but are not limited to) the following:

General Information:

- Prepared public information regarding local economics, demographics, and statistics.

Staff Contact Information

- Internal Telephone and Email list.

Rules, Policies & Procedures

- Personnel Manual/Policies and Procedures, including purchasing, vehicle use, customer service, operational policies, etc.

Organizational Structure/Personnel

- Current Organizational Chart including all classified positions in all departments, divisions, boards & commissions (include Enterprise Funds).
- Total Personnel by department current and last five (5) years.
- Current Employee Classification System, including pay grades and ranges for positions, employees by classification and their current pay grades and ranges.
- Copies of Job Descriptions for all classified positions.

Accounting, Budget, Finance, Revenue & Expenditure Analysis:

- Operating Budgets for Fiscal Year and previous two years. Include any special revenue or enterprise funds.

City of Glenarden Salary and Benefits Price Quote

REVitalize Consultants, LLC is submitting this price quote in response to the City of Glenarden's invitation for firms to submit a price quote for services that involve analyzing the City of Glenarden's Salary & Benefits practices, and providing the City with a condensed Compensation Study.

Who We Are

We are a small agile team of multi-disciplinarian professionals, who are committed to improving processes and profit for organizations of all sizes to deliver **EPOCH** results.

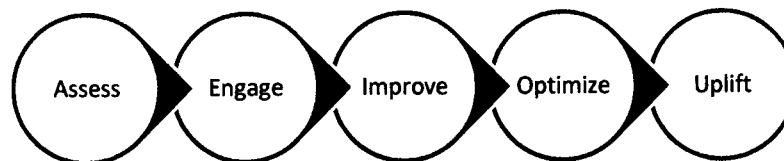
Our Core Principles are **EXCELLENCE, PERFORMANCE, OUTCOMES, CONSISTENCY, HARMONY.**

We provide executive consulting services to private and public management, program, and project teams. We critically analyze organizational strategies, goals, and business plans to customize and implement innovative solutions to better serve our clients and the customers they serve.

What We Do

As your Business Consultant and Business Advisor, the REVitalize Consulting Group (RCG) will help you maintain and improve operations by providing professional subject matter expertise to sustain and improve your processes and procedures. Our highly skilled professionals offer strategic planning, executive coaching/mentoring, proposal development, grants management, HR support, and financial management services.

The REVitalize Model

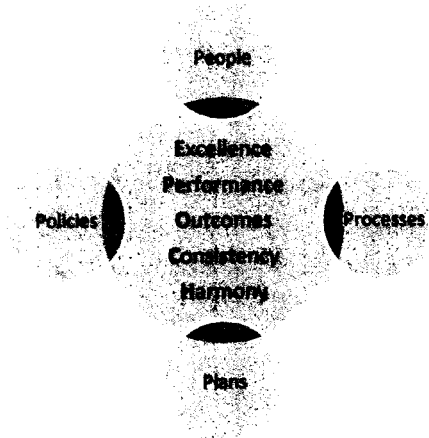


We assess what you do and how you get it done. We engage employees, clients customers and stakeholders. We improve processes, performance, profits and services. We optimize resources, capital, and efforts. We uplift communities, neighborhoods, churches, homes, schools, and businesses.

Our core competencies

If you are a startup company or organization with decades of experience, we can help you develop, recapture and sustain business growth in your market segment. Our core competencies are Organizational Development, Employee Development and Technical Assistance.

We will work with the City of Glenarden to produce EPOCH results.



Our Approach

REVitalize Consultants, LLC will help the City of Glenarden accurately adjust salaries and compare the City’s Compensation System with other similar-sized Municipalities. We will lead the effort for the City of Glenarden to find and create an appropriate baseline for adjusting salaries and compensation; appropriately forecasting and establishing employee salaries as well as compensation for future years to come by reviewing the existing compensation system, analyzing, and discussing findings with the City Manager. Subsequently, REVitalize Consultants will propose a salary and compensation plan that is fair and equitable to the employees, fiscally sound, rewards performance, merit, and length of service.

Cost Proposal

Task	Project Schedule	Cost
Kickoff Meeting	Within 5 days of award	\$2,000.00
Project Management Plan	Within 10 days of award	\$8,000.00
Current State Evaluation	Days 10-20	\$8,000.00
Benchmarking Analysis	Days 10-20	\$8,000.00
Strategic Process Improvement Plan	Days 10-30	\$10,000.00
Career Development Plan	Days 20-60	\$20,000.00
Exit Meetings and Way Forward Plan	Days 45-60	\$4,000.00
TOTALS		\$60,000.00

REVitalize Consultants, LLC is pleased to submit the above price quote and look forward to working with the City of Glenarden.

Sincerely,

Reginald E. Vance, Ph.D.
 REVitalize Consultants, LLC CEO
 202-641-0832

PROFESSIONAL RESUME
VANCE, REGINALD ERIC, PH.D.
9816 Ruby Lockhart Boulevard
Mitchellville, MD 20721
Email: reggievance@yahoo.com
Phone: (202) 641-0832

EDUCATION

John F. Kennedy School of Government 2016
Executive Education Certificate
Senior Executive Fellows (SEF) Program
Cambridge, Massachusetts

Federal Executive Institute (FEI) 2011
Leadership for a Democratic Society (LDS) Certificate
Charlottesville, VA

Ph.D. Public Policy and Urban Affairs (Finance) 2006
Nelson Mandela School of Public Policy
Southern University and A&M College
Baton Rouge, Louisiana

M.A. Mass Communications 1989
Southern University and A&M College

B.A. Broadcast Journalism 1987
Southern University and A&M College

CERTIFICATIONS

Lean Six Sigma Black Belt Certification| Teleos Executive Coaching Certificate of Completion|
Contracting Officers' Representative (COR) Certification| Federal Acquisition Certification for Program
and Project Managers (FAC-P/PM) Senior Level

PROFESSIONAL PROFILE

My professional background includes, but is not limited to talent and performance management, employee development, budgeting and finance, leadership development, training, executive coaching, as well as program and project and program management.

- **Strong leadership, managerial, analytical and organizational skills** obtained over a 30 year professional career, with success in numerous support and leadership positions.
- **Significant budget formulation and execution experience** gained from years of hands on practical application of best business practices.
- **Creator, developer and mentor** of an international collegiate internship program that included students from the United States of America, Africa, France and South Korea.
- **Leader and manager of change** with experience in leading people to achieve continuous business process improvement and productivity enhancement.
- **Strategic planner and operations leader** adept at setting the vision, developing the mission and providing leadership and direction that fosters goal achievement and organizational success.
- **Highly self-motivated, industrious and enthusiastic** leader who consistently generates spirited teamwork; commitment to excellence based on a proven autonomy, authority and accountability model. skilled motivator, developer, advisor, mentor and trainer.

WORK EXPERIENCE

Senior Executive Advisor

From: 11/1/2021 – Present
City of Annapolis, Maryland
160 Duke of Gloucester Street
Annapolis, MD 21401

As the Senior Executive Advisor to the City of Annapolis, Maryland, I provide consulting services to various management, program, and project teams, including the Mayor, City Council, City Manager, and senior level Department heads. Study and examine budgets, staffing models, organizational goals, strategies, and business plans to determine what changes and process improvements are implemented to better serve the city's executive team and the citizens they serve. This includes facilitating an effective means for the City of Annapolis to develop, implement, and manage processes that improve administration of federal, state, public and private grants, funds, policies, and programs.

Key Accomplishments

- Negotiated the first ever Interagency Personnel Agreement (IPA) between the City of Annapolis and the Federal Government (Department of Veterans Affairs)
- Developed Executive-level and Department-level engagement plans that help guide budget formulation, strategic planning and resource management
- Conducted facility review that resulted in immediate process improvements for maintenance protocols that ensures cleanliness, reduces chances of COVID-19 infections, and improves staff accountability
- Developed, designed, conducted and finalized the first ever City of Annapolis Department of Recreation and Parks S.W.O.T. Analysis as a benchmark for strategic planning and business development

Director, Enterprise Operations - Human Capital Service Center (HCSC)

From: 6/2018 – Present
U.S. Department of Veterans Affairs
810 Vermont Avenue, NW
Washington, D.C. 20420

Key Accomplishments

- Led the Office of Enterprise Support Services (OESS) Contracts Review Lean Six Sigma Black Belt project that resulted in 36% cost reductions totaling nearly \$32 Million
- Served on the VA Modernization Team that delivered the VA high-level Plan for Reorganizing Federal Government and Reducing the Federal Civilian Workforce in response to OMB's M-17-22
- Coached several OESS employees during their Lean Six Sigma Green Belt projects that produced streamlined process as well as cost and time savings
- Served on the VA HR Future State Working group that delivered two potential HR operating models, including an enterprise-wide shared services approach
- Deployed TMS 2.0, contributing to the VA future state enterprise Learning Management solution.

Interim Executive Director, Human Resource Enterprise Center – Office of Enterprise Support Services (OESS)

From: 1/2017 – 6/2018
U.S. Department of Veterans Affairs
810 Vermont Avenue, NW
Washington, D.C. 20420

As an additional duty, I was responsible for executing the Senior Executive Service (SES) duties of the Director of the Human Resources Enterprise Center (HREC) to lead and manage HREC's efforts to deliver Department-wide support services, improve support services capability and performance and optimize existing support service delivery processes.

I am responsible for developing and leading the newly formed Human Resource Enterprise Center (HREC) to deliver best-in-class human resource (HR) services and capabilities to VA's Administrations and Staff Offices, allowing them to focus on delivering world-class benefits and services to Veterans and eligible beneficiaries.

Key Accomplishments

- Led the Office of Enterprise Support Services (OESS) Contracts Review Lean Six Sigma Black Belt project that resulted in 36% cost reductions totaling nearly \$32 Million
- Served on the VA Modernization Team that delivered the VA high-level Plan for Reorganizing Federal Government and Reducing the Federal Civilian Workforce in response to OMB's M-17-22
- Coached several OESS employees during their Lean Six Sigma Green Belt projects that produced streamlined process as well as cost and time savings
- Served on the VA HR Future State Working group that delivered two potential HR operating models, including an enterprise-wide shared services approach
- Deployed TMS 2.0, contributing to the VA future state enterprise Learning Management solution.

Director, Policy and Resource Management (Acting) – VA Learning University (VALU)

From: 5/2012 – To: 8/2012
U.S. Department of Veterans Affairs – Office of Human Resources and Administration (HR&A)
810 Vermont Avenue, NW
Washington, D.C. 20420

As an additional responsibility, I served as the principal manager responsible for the integration of human resources management, administrative functions, budget formulation, execution, and reporting. I represented VA in inter-agency planning and development of Government-wide and joint operations and policies.

Key Accomplishments

- Directed, planned, implemented and managed VA-wide educational training policies, financial resources and contracting actions totaling more than \$200 million dollars
- Improved prioritization and funding processes that led to decreased time from budget submission to actual funding
- Established efficient communication and feedback protocols that reduced errors and re-work by 20%
- Assured audit readiness for all VALU programs and projects that contributed to reduced number of audit findings

- Reduced current year unobligated and prior year unliquidated balances that saved the government more than three million dollars

Director, Learning Infrastructure – VA Office of Enterprise Support Services (OESS)

From: 1/2017 – 10/2019

Formerly Director, Learning Infrastructure – VA Learning University (VALU)

From: 8/2010 – 12/2016

U.S. Department of Veterans Affairs
810 Vermont Avenue, NW
Washington, D.C. 20420

I am responsible for building coalitions, partnerships and teams to design and manage the learning technology operations and infrastructure for department-wide education, leadership development, learning and training delivery systems. I leveraged previous federal, enterprise-level and customer-centric experiences to establish an integrated learning delivery system across the VA.

On many occasions, I performed the duties of Acting Dean, VA Learning University (SES). That experience, as well as my present position, requires me to plan, initiate, implement, monitor and control organizational-wide strategies. This includes establishing the vision for delivering a shared services strategy, which will improve service delivery and reduce cost.

Key Accomplishments

- Designed, developed, and deployed the largest non-Department of Defense computer-based, training system in the federal government, serving more than 500,000 end users, more than 16,000 system administrators and nearly 900 Domain Managers
- Developed and managed multiple Human Capital Investment Plan (HCIP) and VA Office of Information Technology (OIT) contracts totaling nearly \$20 million dollars to support and sustain multiple learning delivery and auxiliary systems
- Led the Training Leaders Council (TLC) Learning Technology and Innovation Subcommittee
- Led Department-wide Employee Experience and Engagement Leadership Development Program Forum and developed a process improvement plan to decrease costs by 5%, while increasing throughput by 10%
 - Developed the strategy for sustaining a leadership development continuum
 - Led a Lean Six Sigma Kaizen event to design an integrated VA Strategy regarding Outreach, Application and Candidate Selection for VA Leadership Development programs with more than 1,000 applicants per year

Business Manager and Executive Assistant to the ADCIO

From: 2/2009 – To: 8/2010

U.S. Department of Veterans Affairs – OI&T Office of Enterprise Development (OED)
470 L’Enfant Plaza East, S.W.
Washington, D.C. 20024-2135

I served as the senior expert analyst and advisor for Medical Health Care Information Technology (IT) programs and operations. I managed a multi-year, multi-billion dollar budget.

Key Accomplishments

- 1. Developed and managed multiple Human Capital Investment Plan (HCIP) and VA Office of Information Technology (OIT) contracts totaling nearly \$50 million dollars annually
- 2. Contributed to the design and deployment of the VA Project Management Accountability System (PMAS) that resulted in 20% decrease in project slippage and costs overruns

- I developed the process to coordinate and conduct PMAS audits and gate reviews

Senior Manager

From: 11/2008 – To: 2/2009

Brooks and Associates, CPA

9701 Apollo Drive Largo, MD 20774

I directed business and employee development efforts for a Certified Public Accounting firm in the Washington, D.C. Metropolitan area. I secured a major contract to conduct the FY 2007 Budget Execution Independent Review for the United States Department of Veterans Affairs. I developed, and conducted an extensive audit of financial transactions totaling over \$200 million dollars.

Key Accomplishment

- Secured a major contract to conduct the FY 2007 Budget Execution Independent Review for the United States Department of Veterans Affairs.
- Developed and conducted an extensive VA Office of Information and Technology audit of financial transactions totaling over \$200 million dollars
- Developed employee development strategy to close skills gaps and increase productivity
- Developed financial management and program management courses for delivery to more than 200 federal government employees

Chief – Office of Business and Finance

From: 12/2003 To: 11/2008

U.S. Department of the Interior/National Park Service – Office of the Chief Information Officer

1201 Eye Street, NW

Washington, D.C. 20005

I led and managed the administrative and financial management activities including procurement, acquisition of goods, services and supplies, contracting, budget, finance, personnel, payroll, office space and property management. I provided professional advice to senior executives on all administrative functions, particularly budget and finance, as well as maintained a liaison role with other offices, government agencies, and civic organizations.

Key Accomplishments

- Developed, coordinated and maintained an integrated system of budget and financial services for the Office of the Chief Information Officer (OCIO)
- Developed and executed the staffing plan for the first ever NPS CIO office
- Managed OCIO, National Information Systems Center (NISC), National Information Technology Center (NITC) and Cyber Security budgets of approximately \$60 million
- Developed and executed space plans for more than 100 current and future employees
- Developed the oversight plan for internal and external audits
- Served as the Contracting Officer's Representative (COR) on contracts supporting OCIO, NISC and NITC

Management/Budget Analyst

From: 5/2003 To: 11/2003

U.S. Department of the Interior/National Park Service – Washington Budget Office (90 Day Detail)
1849 C Street, N.W.
Washington, D.C. 20240

I served as a Management/Budget Analyst responsible for performing a variety of analytical functions supporting management of the NPS Washington D.C. Budget Formulation Office. I analyzed and evaluated services provided by the Budget Office as they related to administrative functions of the Washington Service Office (WASO) office and support of regional offices and National Parks.

Key Accomplishments

- Coordinated and managed key aspects of Department of the Interior's NPS Budget submission to Office of Management and Budget (OMB)
- Responded to budget directives pursuant to the President's agenda, Congressional mandates, Office of Management and Budget (OMB) requests, Secretary of the Interior's Orders and National Park Service (NPS) Director's initiatives

Adjunct Professor

From: 01/2003 To: 12/2003

University of Alaska-Anchorage
3211 Providence Drive Anchorage, Alaska 99508

I set goals and objectives for graduate students to achieve high levels of academic understanding of the theoretical and practical applications of Public Administration.

Key Accomplishments

- Increased students' aptitude in the process of learning and the relationship between theory and practice. Taught models and theories for making administrative decisions
- Developed and improved students' analytical and written communication skills

Program/Management Analyst

From: 08/2001 To: 03/2002

U.S. Department of the Interior/National Park Service – Denali National Park and Preserve
2525 Gambell Street Anchorage, Alaska 99505

I coordinated and developed management policies, budget processes and administrative changes in Denali National Park and Preserve. I supervised and assisted in the gathering of critical data needed to evaluate the effectiveness of various park-wide programs.

Key Accomplishments

- Led the effort to restructure budget formulation at the division and park levels. This effort led to a streamlined process that reduced work load and increase efficiencies
- Performed analysis to identify program, organizational, and park priorities
- Served as the park-wide coordinator for the Government Performance and Results Act (GPRA)
- Authored and published the Denali National Park and Preserve Comprehensive Budget Analysis 1998-2001
- Authored and published the Tuskegee Partnership General Survey for Supervisors 2001



CITY OF NORTH POLE, ALASKA

CLASSIFICATION & COMPENSATION STUDY

FINAL REPORT

- Job Surveys / Job Description Analysis •
- Classification System Analysis • Salary & Benefits Research •
- Recommended Changes & Impacts •



City of North Pole, Alaska
125 Snowman Lane
North Pole AK 99705
Attn: Mayor Mike Welch



MUNICIPAL SOLUTIONS
EFFICIENCY — TECHNOLOGY — SAFETY

Municipal Solutions LLC
Local Government Services
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal

Prepared for:

City of North Pole, Alaska

125 Snowman Lane

North Pole AK 99705

Attn: Mayor Mike Welch

Prepared by:

Municipal Solutions LLC

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SECTION I: STUDY OVERVIEW & EXECUTIVE SUMMARY

Study Overview

Municipal Solutions, llc of Goodyear, AZ was hired to review the City of North Pole's employee pay classification and compensation system (salaries and benefits) to recommend improvements in the system. Our work was designed to be the instrument for finding and creating an appropriate baseline for adjusting salaries and compensation and appropriately forecasting and establishing employee salary and compensation expenditures for future years. Our team was tasked with reviewing the existing compensation system, analyzing research provided by other local governments, and discussing findings and recommendations with City administration which may include: *proposing a salary and compensation plan that is fair and equitable to employees, fiscally sound, and rewards performance, merit, and further education / training in addition to length of service.*

Goals of this project were:

- ✓ *Review the current pay and classification plan and policies and procedures to analyze strengths and limitations;*
- ✓ *Determine how well the plan meets organizational objectives and reflects current job content and organizational structure;*
- ✓ *Evaluate the current pay plan structure (i.e., number of pay grades, including recommended additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum and percentages between salary grades) against a 'market' of regional comparable public agencies;*
- ✓ *Recommend a strategy for potential improvements including methodologies and estimated costs for implementation and;*
- ✓ *Propose a professional certification incentive program to encourage career development and merit-based pay.*

The following benchmarks / milestones have been completed:

Item	Status Complete
Item 1: Management & Department Head Orientation; ongoing contact	100%
Item 2: Formal Job Audit of all Classified Positions	100%
Item 3: Classification System & Compensable Factors Analysis (<i>internal</i>)	100%
Item 4: Regional Salary & Benefits Study and Comparative Analysis (<i>external</i>)	100%
Item 5: Review Policy & Final Report with Management & Staff	75%*
Item 6: Finalization of the Report & Implementation Training	50%**

**To be adjusted after presentation / discussion of the draft Final Report with City Council.*

***To be completed after presentation of Final Report.*

This analysis is nearly complete and is provided as a *draft* Final Report with the recommendations that the City should discuss before adopting.

Executive Summary

Consultants and Analysts were pleasantly surprised at the results of the study. Similar studies with other local governments often yield serious findings with significant fiscal impact. Such is not the case here.

Overall, the City of North Pole is not going to see a negative fiscal impact from this study.

- ✓ **Job Descriptions.** Antiquated and need to be standardized. Multiple job descriptions need to be eliminated. Standard terminology needs to be adopted and a universal Compensable Factors system needs to tie Job Descriptions directly to the Classification and Compensation system. Some positions are so unique that they appear to combine multiple classifications (i.e. HR Manager / Clerk / CIO or Director of City Services). In such cases, separate job descriptions should be created to allow for unique duties, knowledge, education, experience, and responsibilities to be clearly delineated – and then, if necessary – assigned to a uniquely-skilled individual.

Job Description findings and recommendations are found beginning on page 17.

- ✓ **Job & Pay Classifications.** Compression exists among and between current classifications. The good news is, this can easily be corrected – with room for future changes to avoid future compression. Consultants are recommending a new Classification System.

Findings and recommendations relating to Job and Pay Classifications begin on page 23.

- ✓ **Actual Pay vs. Market Research.** No employees appear to be paid under the currently established pay range minimum. With past client cities, when we observe individuals being paid under the minimum of the established range, this inequity often creates an unanticipated spending which needs to be reconciled. In such instances, the fiscal impact can be well into the \$100,000s. Broadly, pay inequities do not exist, however there are a handful of positions which are not properly compensated (HR Manager / City Clerk / CIO, Director of City Services, and some utility positions). Consultants are recommending some equalization of pay among a few positions.

While the City of North Pole's *current salaries* are good, the *pay ranges* could to be more competitive. Consultants are recommending new Pay Ranges for all classifications.

Analysis and research results, findings and recommendations relating to salaries begin on page 23.

- ✓ **Employee Benefits.** With the exception of Accrual of Vacation and Sick Leave, there are no significant differences in benefits among the comparable cities, boroughs and towns. There are, however, several areas where the City of North Pole might improve quality of benefits while also decreasing costs to the City and to the Employee. Overall, the City of North Pole's benefits are highly competitive.

Consultants are recommending the formation of a 5-7 member Benefits Committee to further explore and recommend changes to the city's Employee Benefits options.

A fascinating comparison of municipal budgets & personnel-related expenditures starts on page 33. A summary of our benefits findings and recommendations begins on page 34.

- ✓ **Policies.** Three key policies appear to be missing – and easily corrected:
- (a) policies regarding pay increases, how to make them and guidelines to be followed by management,
 - (b) standardization of Personnel Evaluations, when and how to do them, what format to follow, and how they are tied to merit increases, and
 - (c) policies regarding Professional Development, Succession Planning and Professional Development.

Consultants are recommending the creation and adoption of these policies to increase the value the City and its residents receive from personnel-related expenses and work quality from municipal employees.

Specific policy findings and recommendations begin on page 42, and samples / examples have been provided in Appendix F and G.

Special thanks to the following individuals for developing the necessary personal contacts and for ongoing assistance of:

- **Mike Welch**, *Mayor* for facilitating open access to all employees, and for his patience with the length of the study & report completion process.
- **Aaron Rhoades**, *City Clerk / Human Resources Director* for his diligence and success in obtaining necessary salary & benefits data from some local governments.
- **Tricia Fogarty**, *Finance Director* for her patience with the data analysis and frequent financial questions for clarification on policy.
- **Chief Steve Dutra & Lt. Jeromey Lindhag, Chiefs Heineken and former Chief Jeff Coon, and Mr. Bill Butler** for hours of video calls to clarify compensation and classification-related questions.
- **City Attorney, Zane Wilson** for additional clarification and discussion.
- **Municipal Solutions Team** including **Sean Pogue**, *Senior Associate*, **Suzanne Tungate** and **Alan Larson**, *Senior Analysts* and **Cristian Morelli**, *Analyst* for their diligence in in contacting, obtaining and analyzing salary and benefits data from public agencies.

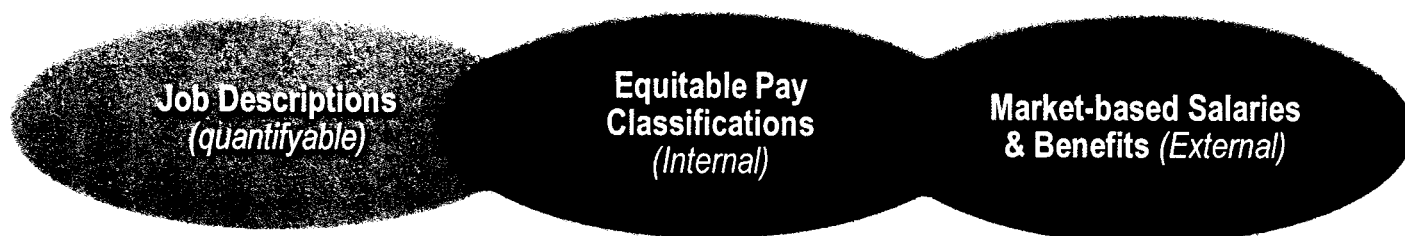


SECTION II: APPROACH & METHODOLOGY

Essential links in Employee Classification & Compensation Systems

Every organization has functions which need to be performed. How those functions are organized and assigned are essential questions to any HR / Salary / Organizational Analysis. Once the key functions of an organization have been determined and an organizational structure created and implemented, it is necessary to create job descriptions detailing the work which must be performed to achieve the intended outcomes of an organization. Determining appropriate rates of pay for all job classifications is critical prior to hiring new employees.

Illustration #1: The Modern Classification & Compensation System



Modern Classification & Compensation Systems in local government are critically linked by three 'systems': *job descriptions, classification system and market-based salary ranges*. Under these modern systems, job descriptions contain specific (and quantifiable) language to help distinguish one position among all other positions and create an internal hierarchy. This hierarchy becomes the classification system. With a classification system in place, market-based salary range data is obtained and used to provide a basis for assigning salary ranges to the classifications. Once a compensation system is complete, these systems must be managed effectively, or pay inequities will stem from one or more of these three areas.

The 4-Phase Analysis

All cities and counties have positions which have equity issues that are not simple to resolve. These issues cannot be addressed with a simply market study. Many issues relating to classification and compensation are complex and interrelated which is why our audit includes 4 elements. To avoid potential for error, assure accuracy, and restore any imbalance in existing classification and compensation systems, our four-phase analysis involves: *Pre-assessment, Job Survey and Job Description Audit, Compensable Factors Analysis and Market Wage & Classification Analysis*.

Illustration #2: Our 4-Phase Analysis



Our approach on this project follows a standard process we have used in more than 50 compensation and classification studies. The steps are:

Analysis Phase 1: Pre-Assessment & Management Orientation

Analysis Phase 2: Job Description Survey & Audit

Analysis Phase 3: Classification Audit: Compensable Factors Analysis (*internal*)

Analysis Phase 4: Compensation Audit: Regional Salary & Benefits Study (*external*)

Upon completion of the analysis phases, the following activities work towards completion of the Final Report and Implementation of consultant recommendations

Policy Review & Preliminary review with Management & Staff

Report Finalization & Implementation Training on Phase-in Plan

Each step is explained in detail on the following pages.

PHASE 1: PRE-ASSESSMENT & MANAGEMENT ORIENTATION

The consultant team gathered information from City staff and reviewed a wide-range of information to better understand the operations of the City of North Pole, necessary to meet the goals and objectives of the study.

Our project team met *virtually* with the Mayor and Department Managers in early October to review the objectives of the project and to establish an effective timeline for deliverables. Together, they reviewed the purpose of the study, the process to be followed, and the importance of employee their participation in the study.

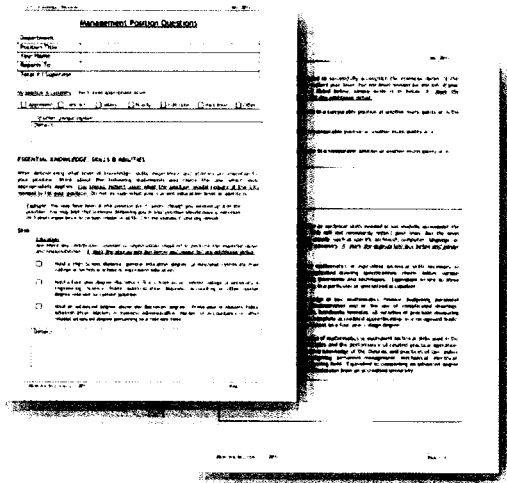
The initial meeting was followed by job surveys to each employee to clarify appropriate compensable factors and duties, a salary and benefits survey was sent to primary communities, and numerous face-to-face and telephone interviews with staff from these communities were conducted to answer questions and clarify all data. Active participation of Senior Management was essential to the success of the results and recommendations of this report.

Issues and concerns that were very important to Staff brought up during this initial meeting and in follow-up conversations have been discussed, investigated and considered throughout our work and our analysis to date. Concerns of the City's Management Team regarding this study – including regional factors and characteristics of unique positions - have been incorporated into this Final Report.

PHASE 2: JOB DESCRIPTION SURVEY & AUDIT

Consultants administered the Job Description surveys and conducted face-to-face (Zoom) interviews with all Department Heads as part of the job description analysis and revision, as well as administering the classification analysis. The Job Surveys / Job Audits are designed to be rapid and complete with minimal imposition from employees' daily routine.

As part of the Compensable Factors analysis, consultants reviewed more than 114 job descriptions (various versions and dates) to obtain a clearer understanding of levels of education, knowledge, experience, reporting relationships, working environment and level of physical and mental effort to be expected. This information was valuable in assuring accuracy of Market Study comparisons but it also extremely valuable for the following reasons:



1. Clarifying duties, responsibilities and reporting relationships of each position;
2. Providing Management the ability to hold employees accountable;
3. Providing Management the ability to take necessary disciplinary actions and reduce risk of legal action; and
4. Providing a reliable basis for evaluating the position for salary increases.

Job Survey Results were used to determine which positions performed certain municipal functions to ensure that the most appropriate comparison was used.

We asked employees in those positions to respond to a series of questions regarding the current required levels of knowledge, skills, abilities, education and other factors their *position* requires. This was completed by nearly all employees within 3-4 days.

Job Surveys completed by each employee helped to determine the appropriate levels of education, knowledge, experience for each position. Management employees were asked to identify the position's levels of skill (*education, experience, and knowledge*), responsibility (*budget, operations, and interpersonal work*) and community (*networking*), and non-management employees identified the level of effort (*physical and mental demand*) and working conditions to be expected in their position. Each job survey was weighted and scored, and the data was used to evaluate whether certain classifications were internally equitable or needing adjustment.

Job audits were necessary to:

- ✓ Create a simulated Classification System of all North Pole positions;
- ✓ Analyze the existing Classification System for inequities;
- ✓ Recommend adjustments and corrections to assure clarity and accountability within an updated Classification System;
- ✓ Establish fair and equitable pay ranges to assure employees are assigned to the most appropriate pay classification; and
- ✓ Reduce the risk the City might otherwise experience in human resource litigation.

We used this information to:

- Determine if the hierarchical relationships between classified positions are appropriate; and
- Determine which positions are properly and improperly classified.

Revisions to job descriptions – while not part of this assignment – should be completed per the recommendations in this study, and in conjunction with the approval and adoption of the new classification system and pay ranges.

Results of the Job Audit are displayed in the Compensable Factors Analysis in the supplemental documents and Appendices.

Table 1: Compensable Factors: Weighted Factors

In addition to its future use in creating new job descriptions, data collected from the Job Surveys was used in determining appropriate levels of compensation. A **Compensable Factors** tool was used to allow a comparison of different positions within the City's organization. Each position was evaluated, ratings were assigned and a total score developed for each position. Discussions with Department Heads further clarified the scores. (See Tables 1 & 2 below for illustrations and **Appendix A** for complete details). Results allowed us to:

- o Determine whether a position's associated salary range was appropriately assigned,
- o Determine whether certain changes to existing classifications should be considered,
- o Determine (with the market salary results) whether all positions are correctly compensated, and
- o Recommend adjustments to the current Classification System.

Table 1: Compensable Factors: Weighted Factors

Factors	Degrees	1st	2nd	3rd
Skill				
1 Education		12.5	25.0	50.0
2 Experience		15.0	30.0	60.0
3 Knowledge		17.5	35.0	70.0
Responsibility				
4 Budget		10.0	20.0	40.0
5 Oversee Operations		6.3	12.5	25.0
6 Work with others		6.3	12.5	25.0
Community				
7 Networking		12.5	25.0	50.0
		80.0	160.0	320.0

Factors	Degrees	1st	2nd	3rd
Skill				
1 Education		7.5	15.0	30.0
2 Experience		12.5	25.0	50.0
3 Knowledge		15.0	30.0	60.0
Effort				
4 Physical Demand		10.0	20.0	40.0
5 Mental Dem and		7.5	15.0	30.0
Job Conditions				
6 Working Conditions		12.5	25.0	50.0
		65.0	130.0	260.0

Using the common language / terminology of the Job Surveys, all job descriptions can be standardized and the Compensable Factors System can be easily understood and maintained by the City staff in the future. The Job Surveys should be used (a) whenever a new or restructured position is considered, and (b) when a position is considered for re-classification.

Table 2: Compensable Factors for Comparison & Classification:
Management positions (sample)

Position	Total Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	320		12.50		15.00		17.50		19.00		6.25		6.25		12.50	320
Reserved	310		12.50		15.00		17.50		19.00		6.25		6.25		12.50	310
Reserved	300		12.50		15.00		17.50		19.00		6.25		6.25		12.50	300
City Accountant / CFO	295	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	295
Police Chief	295	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Fire Chief	295	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Director of City Services	292.50	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	292.50
Deputy City Manager (proposed new)	292.50	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	292.50
Reserved	270		12.50		15.00		17.50		19.00		6.25		6.25		12.50	270
City Clerk / HR Manager / PIO	262.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
HR Director / PIO (proposed new)	262.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
Deputy Fire Chief	250	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Police Lieutenant	250	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Senior Accountant (proposed new)	245	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	245
City Clerk (proposed new)	232.50	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	232.50
Police Sergeant	221.25	2	25.00	3	60.00	3	70.00	1	10.00	1	6.25	3	25.00	2	25.00	221.25
Reserved	210		12.50		15.00		17.50		19.00		6.25		6.25		12.50	210
Reserved	200		12.50		15.00		17.50		19.00		6.25		6.25		12.50	200

A more complete explanation of the Job Survey, Classification System, and the Compensable Factors and their application is included in the supplemental information in the Appendix.

4. COMPENSATION AUDIT: REGIONAL SALARY & BENEFITS STUDY

With the necessary evaluation tools in place, our consultants contacted the appropriate comparable communities previously proposed by Municipal Solutions and approved by senior management. Benefit, job classification and salary range information were gathered from the following communities based on:

- a. Regional proximity to the City of North Pole,
- b. Similarity to the City in budget, population size and tax base, and
- c. Similarity in services provided.

Obtaining data from other cities and agencies is always a challenge. Obtaining salary and benefits information requires direct and often constant contact with each of the agencies. Our consultants personally contacted representatives in each of the primary communities and asked them to send a copy of their Pay Classifications / Grades and full details on employee Benefits. Obtaining comparison data for most of the positions was not easy but most communities were able to provide the information while being limited on staff resources.

Some agencies took between 2-3 months to provide us any usable salary or benefits data – despite committing to do so. Due to the timing of budget preparation in Alaska, COVID-19, and the variable nature of data gathering in general, our efforts exhaustive and to ensure that proper comparisons were appropriately identified, and enough comparisons were received for statistical significance. Only in two instances did we encounter an unwillingness to accommodate the request for information. This report reflects the most current salary and benefits data we could acquire.

Initially, consultants and analysts contacted the following communities to be used as primary comparisons which included:

Table 3: Cities, Towns, Counties, and Organizations Surveyed

City of Bethel	City of Cordova	City of Fairbanks	City & Borough of Juneau
Borough of Bristol Bay	Borough of Haines	Central Matsu Fire Dept.	Borough of Fairbanks North Star
City of Homer	City of Kenai	UAF Police Department	Fairbanks International Airport PD
City of Ketchikan	City of Kodiak	Fort Wainright	Fort Greeley
Borough of Kodiak Island	City of Palmer	Clear Air Station	
City & Borough of Sitka	City of Soldotna		
City of Valdez	City of Wasilla		
City & Borough of Wrangell			

Most of the cities and towns we gathered information from had a formalized pay or compensation plans. Their step systems – grades ranges – varied widely among these local governments. Some have multiple pay and compensation plans for collective bargaining units. Some local governments only reported actual pay – which is noted in the ‘notes’ column of the report. Most communities we observed appeared to distribute key municipal functions in a manner which compare to most positions in North Pole. Most of the local governments had a *very close* comparisons / matches for each of North Pole’s. In several instances, some cities job classifications lacked sufficient data, sufficient comparables, or positions didn’t appear appropriate to use as a comparison. While all positions don’t always clearly align with a counterpart position in North Pole, careful analysis of the materials provided and follow-up with local government representatives – and North Pole Department Heads – helped to assure close apples-to-apples comparisons were used.

In the event that a classified North Pole position lacked fewer than 6 comparables in other communities, data from the alternate communities were examined and relevant information was included from comparable positions as appropriate. If after examining the primary and alternate communities failed to produce a comparable salary position comparison, the Compensable Factors analysis absorbs the rare positions and helps determine a close comparison for internal classification.

Ms. Tungate, Mr. Larson and Mr. Morelli also assisted in direct communication with each comparator municipalities and special agencies. Overall, the consulting team was responsible for:

1. *obtaining data from each of the participating cities and agencies,*
2. *performing data entry,*
3. *contact with communities to ensure enough accurate data was collected, and*
4. *assisting in the entry of salary and benefits data and analysis.*

Some agencies have opted not to provide any information while others provided full policies and collective bargaining agreements and studies – some consisting of more than 500 pages. Data was not received from all agencies.

This report addresses only the analysis of current versus market average salaries for most classified positions. Where consultants were unable to identify enough comparable positions, benchmarking will occur through the use of the Compensable Factors Analysis Tool in recommending an appropriate salary range.

Policy Discussion & Preliminary Review with Management & Staff *(complete)*

Throughout the project, we continued to have ongoing meetings with the City Clerk, Finance Director, Police Chief, Fire Chief, Deputy Fire Chief, City Accountant and Mayor to review the findings of this report and 'dial-in' the accuracy and relevancy of the findings of our analysis. Where verification identified errors in the job descriptions, job classifications, or salary research corrections, these issues were discussed and considered. Where an organizational structure, job description, classification or pay / grade system from another city illustrates an alternative, we have incorporated these changes into our recommendations.

Policy Discussion & Final Review with Council & Staff *(pending)*

As with many of our studies, we anticipate a Work Session with the Council upon delivery of the Final Report – whether during a regular meeting or in a special session – to provide Council Members the opportunity to understand what the data is telling us, to allow the public an opportunity to learn about the 'true value' of a public servant, and why we recommended what we recommend.

This *draft* Final Report represents the 'reportable' efforts of the consultant's efforts and is intended for *final* discussion with City Administration before final adoption. After any remaining feedback has been the consultant's presentation to the City Council – either from Councilmembers or Employees, final adjustments will be made to the recommendations and incorporated into the submitted version of the Final Report.

Report Finalization & Implementation Training *(pending)*

Final training on the implementation of the new system occurs after the Final Report has been presented and approved. As implementation can be a challenge – particularly if salary adjustments, freezes, increases or changes to benefits plans are recommended - we expect to discuss our recommendations with the Council to put them into context with the current financial and economic conditions of the City.

Once the new system has been determined suitable for the City, key employees will need to be trained on its implementation and sustainability. Training on the new system – including use of all tools, surveys, spreadsheets will be made available to designated key staff who will be designated as custodians of these materials. The HR Director and Finance Director are generally recommended. Consultants will go through all materials and make sure implementation of recommendations is efficient. Effective and sustainable.

Specific employees – most likely the HR Manager and City Accountant will become the custodians and guardians of the new system. We will conduct training of each element to assure the most effective implementation and utilization of the new Classification System and Pay Ranges to assure the highest the benefits to staff and assuring the long-term success.



SECTION III: FINDINGS & RECOMMENDATIONS

1. Job Descriptions: Inconsistent, Missing, Multiple or Obsolete Job Descriptions

- a. All positions need current descriptions. Many of the job descriptions for the 26 classifications do not follow a common form or format. Some appear to have been updated in several years. Key functions, duties and relationships in some job descriptions were confusing and unclear to existing employees and managers. Many are not consistent with the duties the employee currently performs, and the necessary skill levels, education, level of knowledge and experience required for the position. This was evidenced by the additional duties and responsibilities provided to us by staff during the Job Survey process. Some descriptions required re-working and/or were out of date with respect to standard terminology.

Recommendation: With multiple or redundant versions of some Job Description, consolidation of some descriptions is recommended.

2. Job Descriptions: Most Job Descriptions are not FLSA / ADA compliant

- a. Some of the Job Descriptions appear to have been updated recently and nicely correlate with one another in form and format, many do not appear to have been updated in several years.
- b. Sections of some job descriptions misinterpret key language of the ADA to include the entire job duties as Essential Job Functions and as a result, many descriptions are not consistent with the requirements of the Fair Labor Standards Act (FLSA) and the American with Disabilities Act (ADA) exposing the City to potential liabilities.
 - (a) Several policies need clarification: *Management / non-Management, Exempt / non-Exempt, Salary / Hourly, Overtime, Workweek, and Pay Period*. No clear policies could lead to waste, fraud or abuse. **See Finding #20 below.**

Recommendations: Job descriptions need to be streamlined to avoid unnecessarily complicating the document, providing clarity to employees, accountability in reporting relationships, and minimize risk/exposure to the City.

3. Job Descriptions: More emphasis on 'Essential Functions' is needed, not just 'Duties and Responsibilities'

- a. Some Job Descriptions contain duties and responsibilities which are not essential, while other job descriptions omit critical data. Cross department assignments or distinguishing characteristics of positions with similar titles are unclear, and in some instances reporting relationships are also unclear.

Recommendation: Same as #2 above.

4. Job Descriptions: Not linked to empirical classification system

Current Job Descriptions are not uniformly tied to compensation with any empirical method. Without a method of tying job descriptions to the classification empirically, human-error and time can cause misclassifications and establishment of inappropriate rates of pay.

Recommendation: Adopt the recommended Classification System. See #6 below.

5. Job Classifications: Not Enough unique Pay Classifications

After careful review, interviews and examination of job descriptions it was determined that some current Job Classifications warrant separate classifications. Creating separate classifications minimizes the potential for narrow-banding some jobs that are uniquely different which creates pay inequity.

Recommendation: Adopt the recommended Classification System. See #6 below.

6. Job Classifications: Classification inequities exist

- a. The City's current Classification System inequitably bands some of the 24 positions narrowly into 15 separate classifications. There is no clear distinction for Management and non-Management positions, and the existing classification system does not appear allow for easy evaluation of a position according to a common set of 'compensable factors.'

Table 4: Existing North Pole Classifications & Grades

See Appendix A for more details.

Position	Classification	Range 1	Range 2	Range 3	Range 4	Range 5	Range 6	Range 7	Range 8	Range 9	Range 10	Range 11	Range 12	Range 13	Range 14	Range 15	Range 16	Range 17	Range 18	Range 19	Range 20	
Mayor	15	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750
Police Chief	14	4558	4895	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992	7992
Fire Chief	14	4558	4895	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992	7992
City Clerk/HR	14	4558	4895	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992	7992
City Ass.	14	4558	4895	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992	7992
Director of City Svcs	14	4558	4895	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992	7992
		26.30	27.09	28.74	29.09	30.49	31.40	32.35	33.32	34.32	35.35	36.41	37.50	38.62	39.78	40.97	42.20	43.47	44.77	46.12		
Police Lt	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363	7363
Deputy Fire Chief	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363	7363
Public Works Supervisor	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363	7363
Utility Supervisor	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363	7363
		24.23	24.96	25.71	26.48	27.27	28.09	28.93	29.80	30.69	31.61	32.56	33.54	34.55	35.59	36.65	37.75	38.88	40.05	41.25	42.49	42.49
Police Sergeant	12	4077	4199	4325	4455	4589	4726	4868	5014	5165	5320	5479	5644	5813	5987	6167	6352	6542	6739	6941	7149	7149
Police Detective	12	3945	4063	4185	4311	4440	4573	4711	4852	4997	5147	5302	5461	5625	5795	5967	6146	6331	6520	6716	6918	6918
		25.52	26.23	26.97	27.72	28.49	29.28	30.09	30.91	31.75	32.61	33.49	34.39	35.31	36.25	37.21	38.19	39.19	40.21	41.25	42.31	42.31
Police Officer	10	3858	3953	4072	4194	4320	4449	4588	4720	4862	5008	5158	5313	5472	5636	5805	5979	6159	6344	6534	6730	6730
		22.14	22.80	23.49	24.19	24.92	25.67	26.44	27.23	28.05	28.89	29.75	30.63	31.52	32.43	33.36	34.31	35.28	36.27	37.29	38.32	38.32
Utility Operator	9	3708	3819	3934	4052	4173	4299	4428	4560	4697	4838	4983	5133	5287	5445	5609	5777	5950	6129	6313	6502	6502
		21.39	22.05	22.80	23.57	24.37	25.19	26.03	26.89	27.78	28.69	29.61	30.56	31.53	32.52	33.53	34.56	35.61	36.68	37.77	38.87	38.87
Public Works Assistant	8	3515	3620	3729	3841	3956	4075	4197	4323	4453	4586	4724	4866	5012	5162	5317	5476	5641	5810	5984	6164	6164
Utility Assistant	8	3515	3620	3729	3841	3956	4075	4197	4323	4453	4586	4724	4866	5012	5162	5317	5476	5641	5810	5984	6164	6164
		20.27	20.98	21.70	22.45	23.21	23.99	24.79	25.61	26.45	27.31	28.19	29.09	29.99	30.91	31.85	32.81	33.79	34.79	35.81	36.84	36.84
Records Mgr/Archivist	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478	5478
Admin Asst/ Billing Clerk	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478	5478
Admin Asst/Evidence Custodian	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478	5478
		18.02	18.56	19.12	19.69	20.28	20.89	21.52	22.16	22.83	23.51	24.22	24.94	25.69	26.46	27.26	28.07	28.92	29.78	30.66	31.56	31.56
Fire Captain	6	4077	4199	4325	4455	4589	4726	4868	5014	5165	5320	5479	5644	5813	5987	6167	6352	6542	6739	6941	7149	7149
		17.70	18.23	18.78	19.34	19.92	20.52	21.15	21.77	22.42	23.09	23.79	24.50	25.24	25.99	26.77	27.58	28.40	29.25	30.13	31.04	31.04
Fire Lieutenant	5	3922	4050	4171	4297	4426	4558	4695	4836	4981	5130	5284	5443	5606	5774	5948	6126	6310	6499	6694	6895	6895
		17.07	17.58	18.11	18.65	19.21	19.79	20.38	20.99	21.62	22.27	22.94	23.63	24.34	25.07	25.82	26.59	27.39	28.21	29.06	29.93	29.93
Fire Engineer	4	3858	3953	4072	4194	4320	4449	4588	4720	4862	5008	5158	5313	5472	5636	5805	5979	6159	6344	6534	6730	6730
		16.66	17.16	17.67	18.20	18.75	19.31	19.89	20.49	21.10	21.74	22.39	23.06	23.75	24.47	25.20	25.95	26.73	27.54	28.36	29.21	29.21
Police Officer Recruit	3																					
Wage at Academy		13.00																				
Firefighter	2	3347	3447	3551	3657	3767	3880	3996	4116	4240	4367	4498	4633	4772	4915	5063	5215	5371	5532	5698	5869	5869
		14.53	14.97	15.41	15.88	16.35	16.84	17.35	17.87	18.41	18.96	19.53	20.11	20.72	21.34	21.98	22.64	23.32	24.02	24.74	25.48	25.48
Deputy Fire Engineer	1																					
		12.52																				

- b. Job classifications do not appear to tie directly to a standardized set of 'compensable factors' for management and non-management including: education, experience or knowledge required to perform the position requirements, physical, mental and networking responsibilities, and fiduciary and personnel (management) responsibilities (if any). See Table 5a & 5b (below).
- c. Some employees within the same classification appear to be performing uniquely different work or have significantly different compensable factors (certifications and / or skills, education, etc.) warranting a separate classification.

Examples: More than one individual performing the duties of Utility Operator clearly have different functions due to a higher certification and experience with electronics. Utility Assistant is similarly observed.

- d. Based on the Compensable Factors Analysis, some of the pre-existing positions appeared to be mis-classified and are either under-classified with the duties actually being performed or over-classified by the duties assigned or being performed. This is illustrated in the Current Class / Grade column of Tables 6a & 6b (below).

Example: One management position - the City Clerk has a current class / grade of 14 – similar to Police Chief, Fire Chief, and City Accountant / CFO, however the Compensable Factors Analysis illustrates significant differences which would require it to be classified at a lower classification.

HOWEVER – the duties of Human Resource Director / Manager roles are significantly higher than Clerk and proportionate to Police Chief and Fire Chief.

Also, several non-Management positions appear grossly misclassified including: Fire Captain, Public Works Assistant, Police Officer Recruit, Firefighter / EMT, Firefighter Recruit, Fire Engineer, Utility Assistant and Evidence Custodian.

Table 5a: Classification Analysis for Management Positions

See Appendix A for more details.

Position	Education		Experience		Knowledge		Skill		Physical		Networking		Total Points		
	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points			
City Accountant / CFO	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	295
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Fire Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Deputy City Manager (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Reserved		12.50		15.00		17.50		10.00		6.25		6.25		12.50	270
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	282.50
HR Director / PIO (proposed new)	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	282.50
Deputy Fire Chief	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Police Lieutenant	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Senior Accountant (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	245
City Clerk (proposed new)	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	232.50

Table 5b: Classification Analysis for non-Management Positions

See Appendix A for more details.

Position	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	250.00
Utility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	265.00
Police Sergeant	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	220.00
Public Works Supervisor	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	215.00
Fire Captain	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	265.00
Public Works Assistant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	95.00
Fire Engineer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
Utility Operator (Operator I & II proposed)	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
City Planner (proposed)	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	167.50
Firefighter / EMT	1	7.5	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	162.50
Police Officer	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	195.00
AP Tax & License Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	145.00
AR / Utility Billing Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	145.00
Police Officer Recruit	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0	177.50
Utility Assistant II (proposed)	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	140.00
Fiscal Accounting / Fund Accounting	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Deputy Clerk (proposed)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Firefighter Recruit (proposed)	2	15.0	1	12.5	1	15.0	2	20.0	2	15.0	3	50.0	127.50
Records Manager / Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5	122.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	110.00
Executive Assistant (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Utility Assistant I	1	7.5	1	12.5	1	15.0	3	40.0	1	7.5	3	50.0	132.50
Administrative Assistant PWD (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Fire	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	90.00
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	1	7.5	2	25.0	87.50
Receptionist Admin	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	72.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	60.00

Without standardized language to be included in Job Descriptions, it is very difficult to maintain pay equity (fairness) among positions and puts the City at risk / exposure. Adopting a 'measurable', transparent and standardized classification system will ultimately allow the City to (a) assign an appropriate pay range for adjusted classifications, (b) assure appropriate compensation for all employees, (c) accurately forecast financial impact of salaries over multiple budget years, and (d) minimize risk / exposure to the City.

Below is the recommended new classification system – which has been tested against the Market (illustrated later).

Table 6b: Broad-banding of Current & Proposed Pay Grades: Management
(w/ proposed grade changes)

Reserved	320	320		25
Reserved	310	310-319		24
Reserved	300	300-309		23
Police Chief	295		14	
Fire Chief	295	290-299	14	22
City Accountant / CFO	295		14	
Deputy City Manager (proposed new)	282.50	280-289	15	21
Director of City Services	282.50		14	
Reserved	270	270-279		20
City Clerk / HR Manager / PIO	262.50	260-269	NEW	19
HR Director / PIO (proposed new)	262.50		NEW	
Deputy Fire Chief	250	250-259	13	18
Police Lieutenant	250		13	
Senior Accountant (proposed new)	245	240-249	NEW	17
City Clerk (proposed new)	232.50	230-239	14	16
Police Sergeant	221.25	220-229	12	15

Table 6b: Broad-banding of Current & Proposed Pay Grades: non-Management
(w/ proposed grade changes)

Police Sergeant	260	260	12	21
Reserved	250	250-259	-	20
Utility Supervisor	245	240-249	13	19
Fire Captain	245		6	19
Reserved	230	230-239	-	18
Police Detective	225	220-229	11	17
Public Works Supervisor	215	210-219	13	16
Reserved	200	200-209		15
Utility Operator II (proposed)	195		-	14
Public Works Assistant	190	190-199	8	14
Police Officer	190		10	14
Fire Lieutenant	190		5	14
Building Technician	185	180-189	-	13
Police Officer Recruit	177.50		3	12
Utility Operator (Operator I & II proposed)	170	170-179	-	12
Fire Engineer	170		4	12
City Planner (proposed)	167.50	160-169	-	11
Firefighter / EMT	162.50		2	11
	150	150-159		10
AP Tax & License Clerk (revised)	145		7	9
AR / Utility Billing Clerk (revised)	145	140-149	7	9
Utility Assistant II (proposed)	140		-	9
Fiscal Accounting / Fund Accounting Clerk	132.50		7	8
Deputy Clerk (proposed)	132.50	130-139	-	8
Utility Assistant I	132.50		8	8
Firefighter Recruit (proposed)	127.50		1	7
Evidence Cust / Rec. Mgr / Archivist	122.50	120-129	7	7
Reserved	110	110-119	-	6
Executive Assistant (proposed)	107.50		-	5
Administrative Assistant PWD (proposed)	107.50		-	5
Administrative Assistant Police	107.50	100-109	-	5
Administrative Assistant Fire	107.50		-	5
Records Preparation Clerk	107.50		7	5
Reserved	90	90-99		4
General Laborer (Summer Help)	87.50	80-89	-	3
Receptionist Admin	72.50	70-79	-	2
Reserved	60	60-69		1

Note: Broad-banding is a practice of creating parity among similar positions to reduce inequity in compensation and number of classifications for easy administration.

Recommendations:

- (a) Adopt the recommended Classification System based on Compensable Factors Analysis including the new Grades. Classifications should be expanded, retitled (and compensated) differently. When uniquely classified positions are classified within the same range, this creates (unfair) inequity in compensation inequity. An equitable classification system minimizes risk / exposure to the City, while also assuring transparency and equity among all positions.
- (b) Create separate classifications to reduce the potential and risk of misclassification and salary inequity, AND are valuable in assuring unique positions have been identified and salary ranges affixed – regardless of whether they are budgeted. Specifically, create the following new classifications:
- Deputy City Manager
 - Utility Operator II
 - Deputy City Clerk
 - Firefighter Recruit
 - General Laborer
 - HR Director / PIO
 - Utility Operator I
 - Utility Assistant II
 - Executive Assistant
 - Senior Accountant
 - City Planner
 - Utility Assistant I
 - Administrative Asst (PWD)
- Deputy City Manager Classification: used simply as a baseline for the CAO roles. Many communities have an actual salary for their Mayor, and consultants created a baseline for future reference – regardless of the actual final title.
 - Utility Operator: appears to be two separate classifications compressed into one, and employee pay demonstrates inequity as a result. Recommending two separate classifications I & II
 - City Planner: recommended for classification purposes and future reference.
 - Deputy City Clerk: recommended for classification purposes and future use.
 - Firefighter Recruit: recommended for classification purposes and future use.
 - Executive Assistant: recommended for classification purposes and future use in all departments.
 - General Laborer: recommended for classification purposes and future reference
- (c) Revise the following classifications to differentiate these positions, reduce risk of misclassification and salary inequity:
- AP Tax & License Clerk
 - AR / Utility Billing Clerk
- AR, AP, Utility Billing Clerk: Currently two employees serving under an aggregated title. Job Surveys and interviews determined that these are there are TWO unique positions and recommend classifications appropriate for what they do.

7. Job Classifications: Positions with difficult-to-observe comparisons

Several classified positions in the City of North Pole appear to be unique in that comparable positions in communities, and were difficult to identify or did not exist at all. All cities have unique classifications which emphasizes the need for an internally and externally-based equitable classification system. Without an empirically-based classification system which rank-orders compensable factors such as levels of education, years of experience, and the physical working environment, all positions (not just irregular and new positions) cannot be properly classified and salary disparity is likely to occur.

Positions with difficult to observe comparisons (less than 6 or not exact comparables) include:

- City Clerk / HR Manager / PIO
- Director of City Services
- City Accountant / CFO

Most comparable communities have classifications for City Clerk, HR Manager or Director, and / or Public Information Officer, however most do not have a combined classification with all three key functions. This occurrence in North Pole creates pay compression and inequity.

- City Accountant / CFO: Title listed in the Code, generally has high levels of Compensable Factors (education, experience, knowledge, etc.) which is directly tied to both classification within the pay system AND a high rate of pay. According to the Compensable Factors Analysis and Market Salary Study results – a junior CFO position is warranted.
- City Clerk / HR Manager / PIO: Our Job Surveys and Compensable Factors Analysis identified that the City Clerk is performing HR Functions as well as some Public Information duties. The Compensable Factors (levels of education, experience, knowledge, etc.), the need for two separate classifications for HR Manager and City Clerk. Most municipalities have separate classifications, and unique pay ranges for each.
- Director of City Services is also a unique position in the that City of North Pole combines the functions of Public Works Director with Building Official, Planner, Code Enforcement and more.

Recommendations: See 6b above.

8. Salaries: Current minimum Pay Ranges are consistently *too low and too wide* when compared to the Market – more significantly for Management than for non-Management positions

Results from the market research clearly illustrates that the width of North Pole's salary ranges (between minimum and maximum salary) is much broader than comparable cities, towns and boroughs. On average, North Pole's Management classifications are \$40,000 wide while the comparable communities are much narrower. See Table 7a and 7b below.

Recommendations: All recommendations for #8-13 are included at the end of Finding #13.

Table 7a: Salary Range Width for Management Positions

See Appendix C for more details.

Police Chief	\$ 54,704	\$ 95,930	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	\$ 54,704	\$ 95,930	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	\$ 54,704	\$ 95,930	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	\$ 69,000	-	-	\$94,828	\$133,007	\$38,179
Director of City Services	\$ 54,704	\$ 95,930	\$41,226	\$91,383	\$121,703	\$30,319
Reserved						
City Clerk / HR Manager / PIO						
HR Director / PIO (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	\$ 49,192	\$ 86,258	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\$ 49,192	\$ 86,258	\$37,066	\$79,735	\$105,820	\$26,085
Senior Accountant (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$75,374	\$108,618	\$33,243
Police Sergeant	\$ 48,924	\$ 85,788	\$36,864	\$68,083	\$94,935	\$26,852

Table 7b: Salary Range Width for non-Management Positions

Police Sergeant	\$48,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852
Reserved						
Utility Supervisor	\$49,192	\$86,258	\$37,066	\$68,396	\$92,629	\$24,233
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved						
Police Detective	\$47,340	\$83,016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344
Reserved						
Utility Operator II (proposed)						
Public Works Assistant	\$42,180	\$73,968	\$31,788	\$61,423	\$82,792	\$21,369
Police Officer	\$46,056	\$80,760	\$34,704	\$69,464	\$83,340	\$23,875
Fire Lieutenant	\$47,184	\$82,740	\$35,556	\$64,825	\$76,205	\$21,380
Building Technician				\$65,278	\$77,384	\$22,106
Police Officer Recruit	\$46,056	\$80,760	\$34,704	\$66,024	\$78,757	\$22,733
Utility Operator (Operator I & II proposed)	\$44,491	\$78,021	\$33,530	\$66,382	\$77,224	\$20,842
Fire Engineer	\$46,056	\$80,760	\$34,704	\$66,257	\$74,323	\$18,117
City Planner (proposed)						
Firefighter / EMT	\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580
AP Tax & License Clerk (revised)	\$37,482	\$65,728	\$28,246	\$47,016	\$63,407	\$16,392
AR / Utility Billing Clerk (revised)	\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316
Utility Assistant II (proposed)						
Fiscal Accounting / Fund Accounting Clerk				\$65,004	\$74,525	\$19,521
Deputy Clerk (proposed)				\$62,273	\$71,72	\$19,448
Utility Assistant I	\$42,180	\$73,968	\$31,788	\$47,792	\$65,653	\$17,862
Firefighter Recruit (proposed)						
Evidence Cust / Rec. Mgr / Archivist	\$37,482	\$65,728	\$28,246	\$47,383	\$64,966	\$17,583
Reserved						
Executive Assistant (proposed)				\$51,878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)	\$37,488	\$65,736		\$45,334	\$62,218	\$16,884
Administrative Assistant Police	\$37,488	\$65,736		\$44,432	\$61,930	\$17,499
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499
Records Preparation Clerk	\$37,488	\$65,736	\$28,248	\$46,189	\$62,329	\$16,140

9. Salaries: The City's current minimum and maximum pay ranges for Management and non-Management positions are lower than the market minimum, with some exceptions*

Non-Management classification pay ranges slightly are more consistent with the market, but is more pronounced for Management positions. See Tables 8a & 8b below.

***The current maximum pay ranges for the following positions are higher than the market:**

- Senior Accountant
- Utility Operator
- AP / Tax & License Clerk
- Evidence Custodian
- Fire Lieutenant
- Fire Engineer
- AR Utility Billing Clerk
- Administrative Assistants
- Police Officer Recruit
- Firefighter / EMT
- Utility Assistant

***The current maximum pay ranges for the following positions are *significantly under* the market:**

- Public Works Assistant (*significantly under*)
- Fire Captain (*significantly under*)
- Utility Assistant I (*significantly over*).
- Police Sergeant (*significantly under*)
- Fire Engineer (*slightly over*)

Table 8a: Minimum & Maximum Salary Ranges for Management Positions

See Appendix C for more details.

Police Chief	\$ 54,704	\$ 95,930	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	\$ 54,704	\$ 95,930	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	\$ 54,704	\$ 95,930	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	\$ 69,000	-	-	\$94,828	\$133,007	\$38,179
Director of City Services	\$ 54,704	\$ 95,930	\$41,226	\$91,383	\$121,703	\$30,319
Reserved						
City Clerk / HR Manager / PIO						
HR Director / PIO (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	\$ 49,192	\$ 86,258	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\$ 49,192	\$ 86,258	\$37,066	\$79,735	\$105,820	\$26,085
Senior Accountant (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$75,374	\$108,618	\$33,243
Police Sergeant	\$ 48,924	\$ 85,788	\$36,864	\$68,083	\$94,935	\$26,852

Table 8b: Minimum & Maximum Salary Ranges for non-Management Positions

See Appendix C for more details.

Police Sergeant	\$48,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852
Reserved						
Utility Supervisor	\$49,192	\$86,258	\$37,066	\$68,396	\$92,629	\$24,233
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved						
Police Detective	\$47,340	\$83,016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344
Reserved						

Table 8c: Minimum & Maximum Salary Ranges for non-Management Positions (continued)

See Appendix C for more details.

<i>Utility Operator II (proposed)</i>	-	-	-	-	-	-
Public Works Assistant	\$42,180	\$73,968	\$31,788	\$61,423	\$82,792	\$21,369
Police Officer	\$46,056	\$80,760	\$34,704	\$59,464	\$83,340	\$23,875
Fire Lieutenant	\$47,184	\$82,740	\$35,556	\$54,825	\$76,205	\$21,380
Building Technician	-	-	-	\$55,278	\$77,384	\$22,105
Police Officer Recruit	\$46,056	\$80,760	\$34,704	\$56,024	\$78,757	\$22,733
Utility Operator (Operator I & II proposed)	\$44,491	\$78,021	\$33,530	\$56,382	\$77,224	\$20,842
Fire Engineer	\$46,056	\$80,760	\$34,704	\$56,257	\$74,373	\$18,117
City Planner (proposed)	-	-	-	-	-	-
Firefighter / EMT	\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580
Reserved	-	-	-	-	-	-
AP Tax & License Clerk (revised)	\$37,482	\$65,728	\$28,246	\$47,016	\$63,407	\$16,392
AR / Utility Billing Clerk (revised)	\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316
Utility Assistant II (proposed)	-	-	-	-	-	-
Fiscal Accounting / Fund Accounting Clerk	-	-	-	\$55,004	\$74,525	\$19,521
Deputy Clerk (proposed)	-	-	-	\$52,273	\$71,721	\$19,448
Utility Assistant I	\$42,180	\$73,968	\$31,788	\$47,792	\$65,653	\$17,862
Firefighter Recruit (proposed)	-	-	-	-	-	-
Evidence Cust / Rec. Mgr / Archivist	\$37,482	\$65,728	\$28,246	\$47,383	\$64,966	\$17,583
Reserved	-	-	-	-	-	-
Executive Assistant (proposed)	-	-	-	\$51,878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)	\$37,488	\$65,736	-	\$45,334	\$62,218	\$16,884
Administrative Assistant Police	\$37,488	\$65,736	-	\$44,432	\$61,930	\$17,499
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499
Records Preparation Clerk	\$37,488	\$65,736	\$28,248	\$46,189	\$62,329	\$16,140

10. Salaries: Actual Salaries for all employees are above the current pay range minimum*

All employees at the highest rate of pay within each classification appear to be receiving pay at or above the minimum level of pay required in the current pay ranges. Some employees may be currently being paid at a rate lower than the minimum. If any employees are paid at a rate lower than the current minimum, their minimum salary should be increased (in the least) to the minimum of the pay grade (and higher if warranted).

See Table 9a & 9b for details – noted classifications are highlighted in RED.

11. Salaries: Actual Salaries for some employees are above the current pay range maximum

Several Management and non-Management employees within the current pay ranges system are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details – noted classifications are highlighted in RED.

Management Positions over the *current maximum salary range* include:

- Director of City Services (significantly over \$68,000)
- Police Chief (significantly over \$17,000)
- Deputy Fire Chief (maxed. top of range)
- Fire Chief (significantly over \$6,000)
- Police Lieutenant (maxed. top of range)

Non-Management Positions over the *current maximum salary range* include:

- Utility Supervisor (significantly over \$29,000)
- Utility Operator (over \$9,500)
- AP Tax & License Clerk (over \$4,000)
- Police Detective (maxed. top of range)
- Police Officer (maxed. top of range)

Table 9a: Actual Pay vs. Pay Ranges - Management Positions

See Appendix C for more details.

Position	Actual Pay	Under Min (X=yes)		Over Max (X=yes)		Under Min (X=yes)		Over Max (X=yes)	
Police Chief	\$112,882	\$ 54,704		\$ 95,930	X	\$96,659		\$131,366	
Fire Chief	\$101,700	\$ 54,704		\$ 95,930	X	\$86,217		\$120,189	
City Accountant / CFO	\$78,000	\$ 54,704		\$ 95,930		\$91,651	X	\$124,959	
Deputy City Manager (proposed new)	\$70,366	\$ 69,000		-		\$94,828	X	\$133,007	
Director of City Services	\$164,154	\$ 54,704		\$ 95,930	X	\$91,383		\$121,703	X
Reserved									
City Clerk / HR Manager / PIO	\$61,568								
HR Director / PIO (proposed new)	\$61,568	\$ 54,704		\$ 95,930		\$79,084	X	\$107,596	
Deputy Fire Chief	\$86,258	\$ 49,192		\$ 86,258	X	\$83,030		\$108,382	
Police Lieutenant	\$86,258	\$ 49,192		\$ 86,258	X	\$79,735		\$105,820	
Senior Accountant (proposed new)	\$78,000	\$ 54,704		\$ 95,930		\$68,898		\$93,233	
City Clerk (proposed new)	\$61,568	\$ 54,704		\$ 95,930		\$75,374	X	\$108,618	
Police Sergeant	\$78,499	\$ 48,924		\$ 85,788		\$68,083		\$94,935	

Table 9b: Actual Pay vs. Pay Ranges - non-Management Positions

See Appendix C for more details.

Position	Actual Pay	Under Min (X=yes)		Over Max (X=yes)		Under Min (X=yes)		Over Max (X=yes)	
Police Sergeant	\$78,499	\$48,924		\$85,788		\$68,083		\$94,935	
Reserved	-	-		-		-		-	
Utility Supervisor	\$115,523	\$49,192		\$86,258	X	\$68,396		\$92,629	X
Fire Captain	\$78,498	\$48,924		\$85,788		\$70,547		\$95,267	
Reserved	-	-		-		-		-	
Police Detective	\$85,026	\$47,340		\$83,016	X	\$63,779		\$96,510	X
Public Works Supervisor	\$81,307	\$49,200		\$84,268		\$67,453		\$93,797	
Reserved	-	-		-		-		-	
Utility Operator II (proposed)	-	-		-		-		-	
Public Works Assistant	\$58,365	\$42,180		\$73,968		\$61,423	X	\$82,792	
Police Officer	\$80,746	\$46,056		\$80,760	X	\$59,464		\$83,340	
Fire Lieutenant	\$67,276	\$47,184		\$82,740		\$54,825		\$76,205	
Building Technician	-	-		-		\$55,278		\$77,384	
Police Officer Recruit	-	\$46,056		\$80,760		\$56,024		\$78,757	
Utility Operator (Operator I & II proposed)	\$87,526	\$44,491		\$78,021	X	\$56,382		\$77,224	X
Fire Engineer	\$65,313	\$46,056		\$80,760		\$56,257		\$74,373	
City Planner (proposed)	-	-		-		-		-	
Firefighter / EMT	\$55,584	\$40,164		\$70,428		\$48,302		\$67,882	
Reserved	-	-		-		-		-	
AP Tax & License Clerk (revised)	\$65,742	\$37,482		\$65,728	X	\$47,016		\$63,407	X
AR / Utility Billing Clerk (revised)	\$47,487	\$37,482		\$65,728		\$46,170		\$62,486	
Utility Assistant II (proposed)	-	-		-		-		-	
Fiscal Accounting / Fund Accounting Clerk	\$60,154	-		-		\$55,004		\$74,525	
Deputy Clerk (proposed)	-	-		-		\$52,273		\$71,721	
Utility Assistant I	\$65,686	\$42,180		\$73,968		\$47,792		\$65,653	X
Firefighter Recruit (proposed)	-	-		-		-		-	
Evidence Cust / Rec. Mgr / Archivist	\$46,093	\$37,482		\$65,728		\$47,383	X	\$64,966	
Reserved	-	-		-		-		-	
Executive Assistant (proposed)	-	-		-		\$51,878		\$70,208	
Administrative Assistant PWD (proposed)	-	\$37,488		\$65,736		\$45,334		\$62,218	
Administrative Assistant Police	\$46,093	\$37,488		\$65,736		\$44,432		\$61,930	
Administrative Assistant Fire	\$46,093	\$37,488		\$65,736		\$44,432		\$61,930	
Records Preparation Clerk	-	\$37,488		\$65,736		\$46,189		\$62,329	

12. Salaries: Actual Salaries for some employees are below the 'market' minimum

Several Management and non-Management employees appear to be paid below the *current market pay range minimum*. See Table 9a & 9b for details – noted classifications are highlighted in RED.

Management Positions under the *current minimum 'market' salary range* include:

- City Accountant / CFO (under \$13,000 as Finance Director, in range as Senior Accountant) *
- City Clerk (under \$8,500 as Clerk only, under \$17,500 as City Clerk / HR Manager / PIO.

* appear to be mis-classified. Current classification does not compare to market comparables.

Non-Management Positions under the *current minimum 'market' salary range* include:

- Public Works Assistant (under, \$1,500)
- Evidence Custodian / Records Archivist (\$1,300)

13. Salaries: Actual salaries for some employees are above the 'market' maximum

Several Management and non-Management employees within the market analysis are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details – noted classifications are highlighted in RED.

Management Positions above the *current maximum 'market' salary range* include:

- Director of City Services (significantly over, \$43,000)

Non-Management Positions over the *current maximum 'market' salary range* include:

- Utility Supervisor (significantly over, \$23,000)
- Police Detective (slightly over, \$1,500)
- Utility Operator (significantly \$11,500)
- Police Officer (not all, maxed, top of range)
- AP Tax & License Clerk (over \$6,300)
- Utility Assistant (at maximum)

Salary Recommendations for #8 - 13:

- (b) Employee salaries who exceed the current range should be frozen (*until new pay ranges are adopted*) to maintain equity within the existing system, assure fair employee compensation and minimize risk / liability to the City. See Tables 10a & 10b below for proposed new pay ranges.

Management positions with recommended pay freezes:

- Police Chief
- Fire Chief
- Director of City Services
- Deputy Fire Chief
- Police Lieutenant

Non-Management

- Police Detective
- Utility Supervisor*
- Utility Operator*
- Police Officer
- Utility Assistant*
- AP Tax & License Clerk*

- (c) All positions impacted by Moose Creek development should have a Pay Differential (see Recommendation #14).

- (d) Adopt the proposed new Pay Scale for Management and Non-Management classifications.

Positions *below* the *new range minimum* should be brought to (at the least) the range minimum. Positions *exceeding* the *new range maximum* should be frozen.

Samples provided below include 1.5% step and 3.0% step options.

1.5% Option: 22 to 29 steps at 1.5% intervals, maximum step varies %.

Management - 1.5% Steps												
Points	Grade	Minimum									Maximum	
		1	2	3	4	5	6	7	8	9		
320.00	25	\$ 88,386	\$ 120,829	\$ 122,641	\$ 124,461	\$ 126,348	\$ 128,243	\$ 130,167	\$ 132,119	\$ 134,013		1.43%
310.00	24	\$ 84,177	\$ 115,075	\$ 116,801	\$ 118,553	\$ 120,331	\$ 122,136	\$ 123,968	\$ 125,828	\$ 127,027		0.95%
300.00	23	\$ 80,169	\$ 109,596	\$ 111,240	\$ 112,908	\$ 114,602	\$ 116,321	\$ 118,066	\$ 119,837	\$ 120,405		0.47%
290.00	22	\$ 76,351	\$ 104,376	\$ 105,942	\$ 107,531	\$ 109,144	\$ 110,781	\$ 112,443	\$ 114,129	\$ 114,129		1.50%
280.00	21	\$ 72,715	\$ 99,406	\$ 100,897	\$ 102,410	\$ 103,946	\$ 105,505	\$ 107,088	\$ 108,178	\$ 108,178		1.02%
270.00	20	\$ 69,252	\$ 94,671	\$ 96,092	\$ 97,533	\$ 98,996	\$ 100,481	\$ 101,988	\$ 102,538	\$ 102,538		0.54%
260.00	19	\$ 65,954	\$ 90,163	\$ 91,515	\$ 92,888	\$ 94,281	\$ 95,696	\$ 97,131	\$ 97,192	\$ 97,192		0.06%
250.00	18	\$ 62,813	\$ 85,869	\$ 87,157	\$ 88,464	\$ 89,791	\$ 91,138	\$ 92,125	\$ 92,125	\$ 92,125		1.08%
240.00	17	\$ 59,822	\$ 81,780	\$ 83,007	\$ 84,252	\$ 85,516	\$ 86,798	\$ 87,322	\$ 87,322	\$ 87,322		0.60%
230.00	16	\$ 56,973	\$ 77,885	\$ 79,054	\$ 80,239	\$ 81,443	\$ 82,665	\$ 82,770	\$ 82,770	\$ 82,770		0.13%
220.00	15	\$ 54,260	\$ 74,177	\$ 75,289	\$ 76,419	\$ 77,565	\$ 78,493	\$ 78,493	\$ 78,493	\$ 78,493		1.15%
210.00	14	\$ 51,676	\$ 70,644	\$ 71,704	\$ 72,779	\$ 73,871	\$ 74,363	\$ 74,363	\$ 74,363	\$ 74,363		0.67%
200.00	13	\$ 49,215	\$ 67,280	\$ 68,289	\$ 69,313	\$ 70,353	\$ 70,488	\$ 70,488	\$ 70,488	\$ 70,488		0.19%
190.00	12	\$ 46,871	\$ 64,075	\$ 65,036	\$ 66,012	\$ 66,813	\$ 66,813	\$ 66,813	\$ 66,813	\$ 66,813		1.21%
180.00	11	\$ 44,639	\$ 61,024	\$ 61,939	\$ 62,869	\$ 63,330	\$ 63,330	\$ 63,330	\$ 63,330	\$ 63,330		0.73%
170.00	10	\$ 42,513	\$ 58,118	\$ 58,989	\$ 59,874	\$ 60,028	\$ 60,028	\$ 60,028	\$ 60,028	\$ 60,028		0.26%
160.00	9	\$ 40,489	\$ 55,351	\$ 56,181	\$ 56,999	\$ 56,999	\$ 56,999	\$ 56,999	\$ 56,999	\$ 56,999		1.28%
150.00	8	\$ 38,561	\$ 52,715	\$ 53,506	\$ 53,933	\$ 53,933	\$ 53,933	\$ 53,933	\$ 53,933	\$ 53,933		0.80%
140.00	7	\$ 36,725	\$ 50,205	\$ 50,958	\$ 51,121	\$ 51,121	\$ 51,121	\$ 51,121	\$ 51,121	\$ 51,121		0.32%
130.00	6	\$ 34,976	\$ 47,814	\$ 48,436	\$ 48,436	\$ 48,436	\$ 48,436	\$ 48,436	\$ 48,436	\$ 48,436		1.34%
120.00	5	\$ 33,310	\$ 45,537	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930		0.86%
110.00	4	\$ 31,724	\$ 43,369	\$ 43,369	\$ 43,369	\$ 43,369	\$ 43,369	\$ 43,369	\$ 43,369	\$ 43,369		0.39%
100.00	3	\$ 30,213	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266		1.41%
90.00	2	\$ 28,774	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115		0.93%
80.00	1	\$ 27,404	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076		0.45%

3% Option: 12 to 16 steps at 3% intervals, last step varies in %

Management - 3% Steps									
Points	Grade	Minimum						Maximum	
		1	12	13	14	15	16		
320.00	25	\$ 88,386	\$ 122,347	\$ 126,017	\$ 129,798	\$ 133,692	\$ 134,013		0.24%
310.00	24	\$ 84,177	\$ 116,521	\$ 120,016	\$ 123,617	\$ 127,027	\$ 127,027	2.76%	
300.00	23	\$ 80,169	\$ 110,973	\$ 114,302	\$ 117,731	\$ 120,405	\$ 120,405	2.27%	
290.00	22	\$ 76,351	\$ 105,688	\$ 108,868	\$ 112,124	\$ 114,120	\$ 114,120	1.79%	
280.00	21	\$ 72,715	\$ 100,656	\$ 103,674	\$ 106,784	\$ 108,178	\$ 108,178	1.31%	
270.00	20	\$ 69,252	\$ 95,861	\$ 98,737	\$ 101,689	\$ 102,538	\$ 102,538	0.83%	
260.00	19	\$ 65,954	\$ 91,296	\$ 94,035	\$ 96,856	\$ 97,192	\$ 97,192	0.35%	
250.00	18	\$ 62,813	\$ 86,948	\$ 89,556	\$ 92,125	\$ 92,125	\$ 92,125	2.87%	
240.00	17	\$ 59,822	\$ 82,808	\$ 85,292	\$ 87,322	\$ 87,322	\$ 87,322	2.38%	
230.00	16	\$ 56,973	\$ 78,864	\$ 81,230	\$ 82,770	\$ 82,770	\$ 82,770	1.90%	
220.00	15	\$ 54,260	\$ 75,109	\$ 77,362	\$ 78,455	\$ 78,455	\$ 78,455	1.41%	
210.00	14	\$ 51,676	\$ 71,532	\$ 73,678	\$ 74,365	\$ 74,365	\$ 74,365	0.93%	
200.00	13	\$ 49,215	\$ 68,125	\$ 70,169	\$ 70,488	\$ 70,488	\$ 70,488	0.45%	
190.00	12	\$ 46,871	\$ 64,880	\$ 66,813	\$ 66,813	\$ 66,813	\$ 66,813	2.98%	
180.00	11	\$ 44,639	\$ 61,791	\$ 63,330	\$ 63,330	\$ 63,330	\$ 63,330	2.49%	
170.00	10	\$ 42,513	\$ 58,848	\$ 60,028	\$ 60,028	\$ 60,028	\$ 60,028	2.01%	
160.00	9	\$ 40,489	\$ 56,046	\$ 56,899	\$ 56,899	\$ 56,899	\$ 56,899	1.52%	
150.00	8	\$ 38,561	\$ 53,377	\$ 53,933	\$ 53,933	\$ 53,933	\$ 53,933	1.04%	
140.00	7	\$ 36,725	\$ 50,836	\$ 51,121	\$ 51,121	\$ 51,121	\$ 51,121	0.56%	
130.00	6	\$ 34,976	\$ 48,415	\$ 48,456	\$ 48,456	\$ 48,456	\$ 48,456	0.08%	
120.00	5	\$ 33,310	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930	\$ 45,930	2.60%	
110.00	4	\$ 31,724	\$ 43,536	\$ 43,536	\$ 43,536	\$ 43,536	\$ 43,536	2.11%	
100.00	3	\$ 30,213	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	\$ 41,266	1.63%	
90.00	2	\$ 28,774	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	\$ 39,115	1.15%	
80-89	1	\$ 27,404	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	\$ 37,076	0.67%	

Table 10b: Proposed New Pay Ranges – non-Management Positions

See Appendix D for more details.

Position	Step	Min	Mid	Max	Step	Min	Mid	Max	New Salary			
									Minimum	Maximum	Minimum	Maximum
Police Sergeant	260	21	\$78,499	\$48,924	\$85,788	\$68,083	\$94,935	\$67,424	\$112,375	\$32,42	\$54,01	
Reserved	250-259	20						\$64,956	\$108,261	\$31,23	\$52,05	
Juvenile Supervisor	240-249	19	\$75,521	\$49,192	\$56,255	\$68,396	\$91,639	\$62,578	\$104,298	\$30,09	\$50,14	
Fire Captain	230-239	18	\$78,498	\$48,924	\$85,788	\$70,547	\$95,267	\$62,578	\$104,298	\$30,09	\$50,14	
Reserved	220-229	17						\$60,287	\$100,480	\$28,98	\$48,31	
Police Detective	220-229	17	\$88,326	\$47,340	\$81,316	\$63,779	\$86,513	\$58,080	\$96,802	\$27,92	\$46,54	
Public Works Supervisor	210-219	16	\$81,307	\$49,200	\$86,248	\$67,453	\$93,797	\$55,954	\$93,258	\$26,90	\$44,84	
Reserved	200-209	15						\$53,906	\$89,844	\$25,92	\$43,19	
Utility Operator II (proposed)		14						\$51,933	\$86,555	\$24,97	\$41,61	
Public Works Assistant	190-199	14	\$58,365	\$42,180	\$73,948	\$61,423	\$82,792	\$51,933	\$86,555	\$24,97	\$41,61	
Police Officer		14	\$80,746	\$46,056	\$80,760	\$59,464	\$83,340	\$51,933	\$86,555	\$24,97	\$41,61	
Fire Lieutenant		14	\$67,276	\$47,184	\$82,740	\$54,825	\$76,205	\$51,933	\$86,555	\$24,97	\$41,61	
Building Technician	180-189	13				\$55,378	\$77,384	\$50,032	\$83,386	\$24,05	\$40,09	
Police Officer Recruit		12		\$46,056	\$80,760	\$56,024	\$78,757	\$48,200	\$80,333	\$23,17	\$38,62	
Utility Operator (Operator I & II proposed)	170-179	12	\$87,326	\$46,491	\$78,021	\$56,382	\$77,324	\$48,200	\$80,333	\$23,17	\$38,62	
Fire Engineer		12	\$65,313	\$46,056	\$80,760	\$56,257	\$74,373	\$48,200	\$80,333	\$23,17	\$38,62	
City Planner (proposed)		11						\$46,435	\$77,392	\$22,32	\$37,21	
Firefighter - Det	160-169	11	\$55,584	\$40,164	\$70,428	\$48,302	\$67,882	\$46,435	\$77,392	\$22,32	\$37,21	
Reserved	150-159	10						\$44,735	\$74,599	\$21,51	\$35,85	
AP Tax & License Clerk (revised)		9	\$65,716	\$37,482	\$65,728	\$47,016	\$63,307	\$43,097	\$71,829	\$20,72	\$34,53	
AR / Utility Billing Clerk (revised)	140-149	9	\$47,487	\$37,482	\$65,728	\$46,170	\$62,486	\$43,097	\$71,829	\$20,72	\$34,53	
Utility Assistant II (proposed)		9						\$43,097	\$71,829	\$20,72	\$34,53	
Fiscal Accounting / Fund Accounting Clerk		8	\$60,154			\$55,004	\$74,525	\$41,519	\$69,199	\$19,96	\$33,27	
Deputy Clerk (proposed)	130-139	8				\$52,273	\$71,721	\$41,519	\$69,199	\$19,96	\$33,27	
Utility Assistant I		8	\$65,686	\$42,180	\$73,948	\$47,792	\$65,653	\$41,519	\$69,199	\$19,96	\$33,27	
Firefighter Recruit (proposed)		7						\$39,999	\$66,666	\$19,23	\$32,05	
Evidence Cust / Rec. Mgr / Archivist	120-129	7	\$66,091	\$37,482	\$65,728	\$47,363	\$64,966	\$39,999	\$66,666	\$19,23	\$32,05	
Reserved	110-119	6						\$38,535	\$64,225	\$18,53	\$30,88	
Executive Assistant (proposed)		5				\$51,878	\$70,208	\$37,124	\$61,874	\$17,85	\$29,75	
Administrative Assistant PWD (proposed)		5		\$37,488	\$65,736	\$45,334	\$62,218	\$37,124	\$61,874	\$17,85	\$29,75	
Administrative Assistant Police	100-109	5	\$46,093	\$37,488	\$65,736	\$44,432	\$61,930	\$37,124	\$61,874	\$17,85	\$29,75	
Administrative Assistant Fire		5	\$46,093	\$37,488	\$65,736	\$44,432	\$61,930	\$37,124	\$61,874	\$17,85	\$29,75	
Records Preparator Clerk		5		\$37,488	\$65,736	\$46,189	\$62,329	\$37,124	\$61,874	\$17,85	\$29,75	
Reserved	90-99	4						\$35,765	\$59,609	\$17,19	\$28,66	
General Laborer (Summer Help)	80-89	3						\$34,456	\$57,427	\$16,57	\$27,61	
Receptionist Admin	70-79	2						\$33,195	\$55,325	\$15,96	\$26,60	
Reserved	60-69	1						\$31,980	\$53,300	\$15,38	\$25,63	

1.5% Option: 36 steps at 1.5% intervals, last step .46%

Step	Min	Mid	Max	%
260	\$ 67,424	\$ 86,843	\$ 112,375	0.46%
250	\$ 64,956	\$ 83,665	\$ 108,261	0.46%
240	\$ 62,578	\$ 80,602	\$ 104,298	0.46%
230	\$ 60,287	\$ 77,651	\$ 100,480	0.46%
220	\$ 58,080	\$ 74,808	\$ 96,802	0.46%
210	\$ 55,954	\$ 72,070	\$ 93,258	0.46%
200	\$ 53,906	\$ 69,432	\$ 89,844	0.46%
190	\$ 51,933	\$ 66,891	\$ 86,555	0.46%
180	\$ 50,032	\$ 64,442	\$ 83,386	0.46%
170	\$ 48,200	\$ 62,083	\$ 80,333	0.46%
160	\$ 46,435	\$ 59,809	\$ 77,392	0.46%
150	\$ 44,735	\$ 57,620	\$ 74,559	0.46%
140	\$ 43,097	\$ 55,510	\$ 71,829	0.46%
130	\$ 41,519	\$ 53,477	\$ 69,199	0.46%
120	\$ 39,999	\$ 51,520	\$ 66,666	0.46%
110	\$ 38,535	\$ 49,634	\$ 64,225	0.46%
100	\$ 37,124	\$ 47,816	\$ 61,874	0.46%
90	\$ 35,765	\$ 46,066	\$ 59,609	0.46%
80	\$ 34,456	\$ 44,380	\$ 57,427	0.46%
70	\$ 33,195	\$ 42,756	\$ 55,325	0.46%
60	\$ 31,980	\$ 41,191	\$ 53,300	0.46%

3% Option: 19 steps at 3% intervals, last step .85%

non-Management 3% Steps				
Pay Step	Grade	Min	Max	Step
260	21	\$ 67,424	\$ 85,411	\$ 112,375
250	20	\$ 64,956	\$ 82,284	\$ 108,261
240	19	\$ 62,578	\$ 79,272	\$ 104,298
230	18	\$ 60,287	\$ 76,370	\$ 100,480
220	17	\$ 58,080	\$ 73,574	\$ 96,802
210	16	\$ 55,954	\$ 70,881	\$ 93,258
200	15	\$ 53,906	\$ 68,287	\$ 89,844
190	14	\$ 51,933	\$ 65,787	\$ 86,555
180	13	\$ 50,032	\$ 63,379	\$ 83,386
170	12	\$ 48,200	\$ 61,058	\$ 80,333
160	11	\$ 46,435	\$ 58,822	\$ 77,392
150	10	\$ 44,735	\$ 56,669	\$ 74,559
140	9	\$ 43,097	\$ 54,594	\$ 71,829
130	8	\$ 41,519	\$ 52,595	\$ 69,199
120	7	\$ 39,999	\$ 50,670	\$ 66,666
110	6	\$ 38,535	\$ 48,815	\$ 64,225
100	5	\$ 37,124	\$ 47,028	\$ 61,874
90	4	\$ 35,765	\$ 45,306	\$ 59,609
80	3	\$ 34,456	\$ 43,648	\$ 57,427
70	2	\$ 33,195	\$ 42,050	\$ 55,325
60	1	31980	\$ 40,511	\$ 53,300
		3.00%		0.84%

14. Salaries: Abuse / Inequity of Pay Differentials. Application of 'special conditions' creates pay inequity and opens the City up for litigation if (a) practice is not policy, and (b) if policy is not uniformly applied

In researching the observed pay inequities of some utility positions, consultants became acquainted with the current practice of paying some employees for additional impact to their position beyond their normal duties - outside the maximum pay range. Consultants are familiar with the significant impact that commercial / residential developments and utility projects can have on a local government, however best-practices in Financial Management AND Risk Management.

Positions likely impacted by Moose Creek:

- Administrative / Legal positions: *City Attorney & Mayor*
- Finance positions: *City Accountant / CFO*
- Clerical positions: *City Clerk / Human Resources, AP License Clerk, AR Utility Billing Clerk, Fiscal / Fund Accounting Clerk, Records Clerk*
- Utility positions: *Utility Supervisor, Utility Operator, Utility Assistant*

Salary Recommendation for #14:

- (a) Determine of actual / anticipated *general* impact on overall municipal resources and services,
- (b) Determine of actual / anticipated *specific* impact on every position affected,
- (c) Create of a uniform policy regarding compensation such as pay differentials, how they apply, when they are to go into effect and when they are to be discontinued*, and
- (d) Determine and memorialization of \$ amounts and salary adjustments*, if any.

* Note: IRS guidelines must be followed with regards to Exempt and non-Exempt employees, accumulation of pay-based benefits calculations, overtime, leave, retirement, etc.

15. Personnel Budgets: Comparison of Local Government Budgets and distribution of Personnel Expenses illustrates that:

- (a) Staffing Levels: NP has more 30% employees per capita than comparable cities (see note below),
- (b) NP spends 2.74% more of its Gen. Fund Budget on Personnel Expenses,
- (c) NP spends 2.43% more of its Gen. Fund Personnel Expenses on Salaries, and 2.43% less of its Gen. Fund Personnel Expenses on Benefits

Table 11a: Local Government – General Fund Personnel Expense Comparison

See Appendix B for more details.

City/Town	Population	Employees	Employees per Capita	Personnel Expenses	Personnel Expenses per Capita	Personnel Expenses % of Gen. Fund
Borough of Fairbanks North Star	97,581	405	4.15	\$257,323,148	\$37,563,100	15%
City of Fairbanks	31,516	192	6.09	\$35,898,820	\$24,324,069	68%
City & Borough of Juneau	32,000	1805	56.40	\$369,928,500	\$219,037,600	59%
City of Wasilla	10,529	135	12.80	\$20,582,140	\$14,881,223	72%
City & Borough of Sitka	8,647	95	11.03	\$31,408,943	\$12,889,847	41%
City of Ketchikan	8,289	177	21.35	\$64,362,428	\$23,056,073	36%
City of Kenai	7,778	91	11.74	\$16,873,839	\$12,487,564	74%
City of Palmer	7,306	71	9.65	\$11,612,724	\$8,152,793	70%
City of Bethel	6,600	60	9.09	\$13,165,225	\$8,049,869	61%
City of Kodiak	5,968	134	22.45	\$40,654,886	\$17,981,692	44%
City of Homer	5,810	108	18.59	\$12,874,350	\$8,647,865	67%
City of Soldotna	4,689	73	15.63	\$13,529,340	\$8,297,740	61%
City of Valdez	3,834	134	35.02	\$58,960,000	\$20,100,000	34%
City & Borough of Wrangell	2,503	48	18.98	\$4,906,932	\$3,727,110	76%
Borough of Haines	2,474	54	21.62	\$19,728,710	\$3,310,159	17%
City of Cordova	2,160	58	26.85	\$16,508,435	\$6,521,403	40%
Borough of Bristol Bay	891	-	-	-	-	-
Borough of Kodiak Island	13,345	46	3.45	\$47,978,722	-	-
Median	8,963	96.37	11.63	\$11,612,724	\$12,889,700	66.99%
City of North Pole	2,200	49	22.27	\$ 3,395,356	\$ 3,967,306	62.92%

Table 11b: Local Government General Fund Budgets – Salary & Benefits Comparison

City/Town	Total General Fund Budget	Personnel Expenses %	Personnel Expenses	Salaries %	Salaries	Benefits %	Benefits
Borough of Fairbanks North Star	\$23,990,550	64%	\$59,236	36%	\$13,572,550	31%	\$33,512
City of Fairbanks	\$16,841,522	69%	\$87,716	31%	\$7,482,547	38%	\$38,972
City & Borough of Juneau	\$135,250,100	62%	\$74,941	38%	\$83,787,500	33%	\$46,426
City of Wasilla	\$9,970,419	67%	\$73,992	41%	\$4,910,804	42%	\$36,444
City & Borough of Sitka	\$7,644,283	59%	\$80,154	41%	\$5,245,564	39%	\$55,002
City of Ketchikan	\$15,997,613	69%	\$90,382	31%	\$7,058,460	42%	\$39,878
City of Kenai	\$7,250,506	58%	\$79,371	42%	\$5,237,058	41%	\$57,330
City of Palmer	\$4,827,388	59%	\$68,474	41%	\$3,325,405	39%	\$47,169
City of Bethel	\$4,870,940	61%	\$81,182	39%	\$3,178,929	45%	\$52,982
City of Kodiak	\$9,967,002	55%	\$74,381	34%	\$8,014,690	37%	\$59,811
City of Homer	\$5,721,270	66%	\$52,975	34%	\$2,926,595	30%	\$27,098
City of Soldotna	\$5,823,199	70%	\$79,433	30%	\$2,474,541	37%	\$33,754
City of Valdez	-	-	-	-	-	-	-
City & Borough of Wrangell	\$2,315,412	62%	\$48,746	38%	\$1,411,698	38%	\$29,720
Borough of Haines	\$2,065,303	62%	\$38,604	38%	\$1,244,856	37%	\$23,268
City of Cordova	\$4,084,917	63%	\$70,430	37%	\$2,436,486	37%	\$42,008
Borough of Bristol Bay	-	-	-	-	-	-	-
Borough of Kodiak Island	-	-	-	-	-	-	-
Median	\$7,250,506	62.39%	\$74,381	37.09%	\$1,919,899	37.09%	\$39,878
City of North Pole	\$ 2,571,963	64.82%	\$62,487	36.10%	\$ 1,395,534	36.10%	\$28,400

Note: While the study reflects a 30% staffing level per capita higher in North Pole than comparable Cities, this is NOT UNUSUAL for smaller communities to need a greater number of employees to fulfill the range of service needs of a self-serving community.

If North Pole were closer to a multi-city metropolitan area, the City would benefit from:

- *mutual-aid / automatic aid in public safety.*
- *public-public partnerships between North Pole and other local governments, and*
- *the potential of public-private partnerships which some services potentially being offered by a private company.*

Unfortunately, North Pole is 12-miles from the nearest large city, but nothing akin to large, multi-city / town metropolitan areas like Kansas City, Phoenix, Salt Lake City, Seattle, or even Anchorage. As a result, consultants aren't too concerned with the appearance of overstaffing.

A *work-flow analysis* would clearly determine whether employees in various positions are appropriately skilled and properly placed. If a significant number of employees lack the expected KSAs (knowledge, skills, abilities, education, etc.), then it could be possible that North Pole is paying for more employees who can do less. Conversely, if the analysis determines that staff have KSAs at a higher-than-expected level, the City would be getting a bargain.

Note: Before any reduction in workforce is considered, the City must conduct a staffing-level / workflow analysis to (a) determine which departments might be overstaffed, and (b) to consider realignment of staff to meet program demands the community's desired service levels expected of the community.

Benefits Recommendations for #15:

- (a) Conduct a **Workflow & Staffing Level Analysis** to determine if employees meet the minimum expected levels of education, experience, skills, etc. This analysis would determine the appropriate level of staffing, deficient KSAs, proper alignment / realignment of staffing resources, and efficiency, effectiveness and fiscal impact of staffing realignment or reduction.
- (b) Consider a **re-distribution of fiscal resources to either Salaries or Benefits** if savings can be realized. Example: if the Benefits / Health Care Committee is successful in exploring and identifying improved service options with cost savings, those cost savings can be reapportioned to salaries or savings.

16. Benefits: There are opportunities for North Pole to promote its competitiveness and to further improve the health care costs. Several Findings are reported below.

(a) Salary & Pay Increase Policies:

- **Steps & Grades.** The City of North Pole's current classification system is rather simple, and comparable with the majority of the other comparison cities. Cities like Sitka, Bethell, Kenai, Ketchikan and Wasilla maintain three (3) separate classification systems – Police, Fire, and General Employees. Wasilla maintains 4. Unfortunately, North Pole's system is slightly too simplified, in that it compresses positions which have enough differing characteristics into common classifications, which results in wage compression. This causes pay inequity as well as creates risk to the City for litigation for unfair labor practices.

Table 12a: Benefits Comparisons: Salary Scales: # of Steps & Grades

See Appendix E for more details.

Borough of Haines	16 Grades, 15 Steps	w/ regular plan	w/ regular plan
C&B Juneau	8 Grades, 13 Steps		
City of Sitka	30 Grades, 15 Steps non-Ext 7 Gr, 13 St	8 Grades, 15 Steps	6 Grades, 14 Steps
City of Wrangell	Fac-Main 16 Gr, 13 St Exempt 11 Gr, 13 St	w/ regular plan	w/ regular plan
City of Bethel	9 Grades, 31 Steps	6 Grades, 20 steps	6 Grades, 20 steps
City of Cordova	N/A	N/A	N/A
City of Kenai	24 Gen. Class: 9 St 5 Dept Heads: Min-Max only	N/A	5 Classifications: 5 Steps
City of Ketchikan	>890 Grades, 21 Steps Pub Emp: 190 Clas, 21 Steps Util: 281 Class, 21 Steps	Part of General Grid	190 Classifications, 17 Grades, 90 Steps
City of Valdez	33 Grades (use 28), 10 St	w/ regular plan	w/ regular plan
City of Wasilla	4 Unions Gen: 11 Grades, 13 Steps Salaries EEs: 7 Gr, 13 St	12 Grades, 17 Steps	General Table

- **% between Steps:** Unlike the City of North Pole's 3%, only two of our surveyed comparable cities' had a % step increase greater than 2.5% (Valdez & Palmer, 3.5%) for classifications in their pay systems.

Table 12b: Benefits Comparisons: % or \$ Between Steps

See Appendix E for more details.

Borough of Haines	\$0.50	\$0.50	\$0.50
City of Palmer	3.5%	3.5%	3.5%
City of Bethel	2.4%	2.4%	2.4%
City of Fairbanks	Not defined	Not defined	Not defined
City of Sitka	2.5%	2.48%	2%
City of Wrangell	2%	2%	2%
City of Bethel	2.4%	2.4%	2.4%
City of Kodiak	Min-Mid-Max only	same	same
City of Kenai	2.44% (steps 1-2) 2.27% (steps 4-7) 2.08% (steps 8-9) 24.24% (between Mgr. Min-Max)	same	same
City of Ketchikan	2%	2%	2%
City of Valdez	3.5%	3.5%	3.5%
City of Soldotna	EEs 3%	2.5%	2.5%

- **Cost of Living Adjustment (COLA):** Most comparable cities adjust their COLA annually, unless it is contained within a 3-4-year collective bargaining agreement. City of North Pole does not appear to have a standard policy – though historically COLA appears to have been 3% - does not mean this is permanent and should be adjusted annually by the Consumer Price Index (CPI) for the region.

Table 12c: Benefits Comparisons: Cost of Living Adjustment (COLA): % and Frequency

See Appendix E for more details.

Borough of Haines	-	-	-
C&B Juneau	-	-	-
City of Homer	-	-	-
City of Wasilla	1.64% 2020; Adjusted annually	2-3.5% Every 4 years	2-3.5% Every 4 years
City of Bethel	-	-	-
City of Fairbanks	Not defined	Not defined	Not defined
City of Sitka	1.5% (Salary Survey every 5 years)	1 step (2.48%)	1 step (2%)
City of Wrangell	1.9% avg, 1 step per year	same	Same
City of Bethel	-	-	-
City of Kodiak	GE: 2.5% Merit; 2.38% COLA	2.38%	2.38%
City of Kenai	-	-	-
City of Ketchikan	2% Annually approved; inconsistent (3% 2009, 2% 2012, 1% 2014, 0% 2015, 2.5 2016-17; 1.6% 2018; 2% 2019-20)	2%; Annually approved	2%; Annually approved
City of Valdez	-	-	-
City of Soldotna	-	-	-

(b) **Vacation Leave:**

- **Months of Service Required:** At least eight (8) cities – *Bristol Bay, Fairbanks, Ketchikan, Kenai, Haines, Juneau, Sitka, and North Pole* have a combined Vacation & Sick Leave. Generally, all employees accrue from date of hire, but cannot use until the end of 30 days or the defined probationary period. Ketchikan, Sitka and Wrangell require 6 months before use. Several cities allow for immediate use: *Haines, Juneau, Bethel, Kenai, Palmer, Soldotna.*

By comparison, North Pole's 90-day waiting period is fairly reasonable, but could be more liberal / flexible.

- **Number of Days carried-over annually:** The City of North Pole allows a maximum carry-over of 80 hours (10 days) per year. **This creates a current unfunded liability of \$278,240 per year,** however this liability is not significantly larger the comparative cities generally (Cordova, 77.5; Homer, 80; Kodiak, 60/97;).

The City of Cordova only allows 37 -use-it-or-lose-it days, Sitka allows a maximum of 720 hours (90 days) per year, and Haines & Ketchikan have no limit on the amount of carry-over of leave annually in an employee's leave bank.

- Number of Days Earned per year: Varies significantly by city and within General Employees, Police and Fire within each city. Below is a sample

Table 12d: Benefits Comparisons: Paid Vacation by Comparison
See Appendix E for full details.

PAID VACATION			
City / Town / County / Borough	Gen. Employees	Police	Fire
Borough of Bristol Bay	1 yr - 13 days 2 yrs - 16 days 3 yrs - 21.75 days 10 yrs - 34.76 days	1 yr - 13 days 2 yrs - 16 days 3 yrs - 21.75 days 10 yrs - 34.76 days	1 yr - 13 days 2 yrs - 16 days 3 yrs - 21.75 days 10 yrs - 34.76 days
Borough of Haines	PTO Combined 0-3 years: 160 hours / year (20.8 hr days) 4-6 years: 200 hours / year (25.8 hr days) 7-9 years: 240 hours / year (30.8 hr days) 10+ years: 256 hours / year (32.8 hr days)	PTO Combined 0-3 years: 160 hours / year (20.8 hr days) 4-6 years: 200 hours / year (25.8 hr days) 7-9 years: 240 hours / year (30.8 hr days) 10+ years: 256 hours / year (32.8 hr days)	PTO Combined 0-3 years: 160 hours / year (20.8 hr days) 4-6 years: 200 hours / year (25.8 hr days) 7-9 years: 240 hours / year (30.8 hr days) 10+ years: 256 hours / year (32.8 hr days)
City & Borough of Sitka	1 yr - 36 - 13 days 4-7 - 19 days 8+ yrs - 23 days Max 40 hours of sick leave automatically converted to vacation each calendar year	Year 1 - 18 days 2 - 4 - 24 days 5 - 8 - 27 days 9 - 12 - 30 days 13+ yrs - 36 days	1 yr - 36 - 13 days 4-7 - 19 days 8-10 yrs - 23 days 11+ - 31 days Max 40 hours of sick leave automatically converted to vacation each calendar year
City & Borough of Wrangell	1 yr - 10 days 2 yrs - 15 days 3 yrs - 20 days 10 yrs - 25 days 15 yr - 30 days 20 yrs - 30 days	1 yr - 10 days 2 yrs - 15 days 3 yrs - 20 days 10 yrs - 25 days 15 yr - 30 days 20 yrs - 30 days	1 yr - 10 days 2 yrs - 15 days 3 yrs - 20 days 10 yrs - 25 days 15 yr - 30 days 20 yrs - 30 days
City of Bethel	Full time employees: - 2 years - 12 hours per month 2 years - 3 yrs - 14 hours per month 3 years - 10 yrs - 16 hours per month 10 years - 15 yrs - 18 hours per month 15 years - 20 yrs - 20 hours per month 20+ years - 22 hours per month Part time employees: - 2 yrs - 6 hours per month 2 years - 3 yrs - 8 hours per month 3 years - 10 yrs - 10 hours per month 10 years - 15 yrs - 12 hours per month 15 years - 20 yrs - 14 hours per month 20+ years - 16 hours per month	Full time employees: - 2 years - 12 hours per month 2 years - 3 yrs - 14 hours per month 3 years - 10 yrs - 16 hours per month 10 years - 15 yrs - 18 hours per month 15 years - 20 yrs - 20 hours per month 20+ years - 22 hours per month Part time employees: - 2 yrs - 6 hours per month 2 years - 3 yrs - 8 hours per month 3 years - 10 yrs - 10 hours per month 10 years - 15 yrs - 12 hours per month 15 years - 20 yrs - 14 hours per month 20+ years - 16 hours per month	Full time employees: - 2 yrs - 12 hours per month 2 years - 3 yrs - 14 hours per month 3 years - 10 yrs - 16 hours per month 10 years - 15 yrs - 18 hours per month 15 years - 20 yrs - 20 hours per month 20+ years - 22 hours per month Part time employees: - 2 yrs - 6 hours per month 2 years - 3 yrs - 8 hours per month 3 years - 10 yrs - 10 hours per month 10 years - 15 yrs - 12 hours per month 15 years - 20 yrs - 14 hours per month 20+ years - 16 hours per month
City of Cordova	1 yr - 12 days 2 yrs - 12 days 3 yrs - 18 days 10 yrs - 24 days 15 yr - 28 days 20 yrs - 28 days	1 yr - 12 days 2 yrs - 12 days 3 yrs - 18 days 10 yrs - 24 days 15 yr - 28 days 20 yrs - 28 days	1 yr - 12 days 2 yrs - 12 days 3 yrs - 18 days 10 yrs - 24 days 15 yr - 28 days 20 yrs - 28 days
City of Homer	15 yr - 5.54 hrs pay pd - 144.06 hrs yr 2nd yr - 6.46 hrs pay pd - 167.96 hrs yr 3rd yr - 7.38 hrs pay pd - 191.86 hrs yr 4th yr - 8.31 hrs pay pd - 216.06 hours yr 5th yr - 9.23 hrs pay pd - 239.96 hours yr 15 yr plus - 10.77 hrs pay pd - 280.02 hours yr	15 yr - 5.54 hrs pay pd - 144.06 hrs yr 2nd yr - 6.46 hrs pay pd - 167.96 hrs yr 3rd yr - 7.38 hrs pay pd - 191.86 hrs yr 4th yr - 8.31 hrs pay pd - 216.06 hours yr 5th yr - 9.23 hrs pay pd - 239.96 hours yr 15 yr plus - 10.77 hrs pay pd - 280.02 hours yr	15 yr - 5.54 hrs pay pd - 144.06 hrs yr 2nd yr - 6.46 hrs pay pd - 167.96 hrs yr 3rd yr - 7.38 hrs pay pd - 191.86 hrs yr 4th yr - 8.31 hrs pay pd - 216.06 hours yr 5th yr - 9.23 hrs pay pd - 239.96 hours yr 15 yr plus - 10.77 hrs pay pd - 280.02 hours yr
City of Valdez	1 day - 24 days 1-3 yrs - 27 days 4-10 y - 30 days 10+ yrs - 39 days	1 day - 24 days 1-3 yrs - 27 days 4-10 y - 30 days 10+ yrs - 39 days	1 day - 24 days 1-3 yrs - 27 days 4-10 y - 30 days 10+ yrs - 39 days
City of Wasilla	12 hrs / mo - 3 yr 16 hrs / mo - 3 yr 20+ hr -	12 hrs / mo - 3 yr 16 hrs / mo - 3 yr 20+ hr -	12 hrs / mo - 3 yr 16 hrs / mo - 3 yr 20+ hr -
City of North Pole	FT hired after Jan 1990 0 - 2 yr 10.75 hr/wk 2 yr - 4y 17.3 hrs/wk 5 - yr 21.8 hrs. /wk FT hired prior to 1990 0 - 1 yr 12 hr /wk/yr 3yr 18 hr/wk 4+ yrs 24 hr /wk Separate Leave policies for Administrative, Court, Military, Funeral, Training, Incentive; Voluntary Leave Bank option for Medical & Maternity; Compensatory time accrual: 1 1/2x excess hours worked. MAX: 8 hours	Separate Leave policies for Administrative, Court, Military, Funeral, Training, Incentive; Voluntary Leave Bank option for Medical & Maternity; Compensatory time accrual: 1 1/2x excess hours worked. MAX: 8 hours	FT hired after Jan 1990 - Weekly cycle 0 - 2 yr 14.25 hrs / wk per 19-day cycle 2 yr - 4y 23 hrs / wk per 19-day cycle 5 - yr 28.75 hrs / wk per 19-day cycle Separate Leave policies for Administrative, Court, Military, Funeral, Training, Incentive; Voluntary Leave Bank option for Medical & Maternity; Compensatory time accrual: 1 1/2x excess hours worked. MAX: 120 hours

- Pay for Unused:** Bristol Bay is the only city with a 'use-it-or-lose-it' policy. Most other cities are Comparable to North Pole - with nearly all of the comparable cities requiring a minimum bank of 80 hours carried over annually, and a full-pay out of 80 hours (10 days) upon separation or termination.

- Ketchikan permits a maximum of 50 days to be carried over and paid-out upon separation.
- (c) **Sick Leave:** Sick Leave policies among comparable cities appear comparable to North Pole.
 - **Months of Service Required:** Generally, all employees accrue from date of hire, but cannot use until the end of 30 days or the defined probationary period. At least eight (8) cities – *Bristol Bay, Fairbanks, Ketchikan, Kenai, Haines, Juneau, Sitka, and North Pole* have a combined Sick & Vacation Leave.
 - **Number of Days Earned per year:** North Pole allows 13 days earned per year, not significantly different with other communities (Wrangell, 12; Cordova, 12, Ketchikan, 12; Kodiak, 13). The City of Sitka offers 18 days per year.

Table 12e: Benefits Comparisons: Sick Leave by Comparison
See Appendix E for more details.

SICK LEAVE												
City / Town / County / Borough	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire
Borough of Bristol Bay	-	-	-	Combined	Combined	Combined	-	-	-	-	-	-
Borough of Haines	see paid vacation, City has PTO	-	-	-	-	-	-	-	-	-	-	-
City & Borough of Juneau	see paid vacation, City has PTO	-	-	-	-	-	-	-	-	-	-	-
City & Borough of Sitka	Eligible From Date of Hire	Vacation and Sick Leave Combined into Personal Leave	Eligible From Date of Hire	18 Days	Vacation and Sick Leave Combined into Personal Leave	18 Days	720 Hours	Vacation and Sick Leave Combined into Personal Leave	720 Hours	\$1.00 Per Hour Upon Separation or Termination	Vacation and Sick Leave Combined into Personal Leave	No
City & Borough of Wrangell	Eligible From Date of Hire	Eligible From Date of Hire	Eligible From Date of Hire	12	12	12	yes 480 HRS ?	yes 480 HRS ?	yes 480 HRS ?	NO	no	no
City of Bethel	First biweekly pay period	First biweekly pay period	First biweekly pay period	6 hours per month	7 hours per month	8 hours per month	720	720	720	Only if have worked 11 years + 1 day	Only if have worked 11 years + 1 day	Only if have worked 11 years + 1 day
City of Cordova	-	-	-	12	12	12	Yes 77.5	Yes 77.5	Yes 77.5	yes	yes	yes
City of Fairbanks	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined
City of Homer	-	-	-	40 hrs	40 hrs	40 hrs	a max of 80 hrs	a max of 80 hrs	a max of 80 hrs	NO	NO	NO
City of Kenai	see paid vacation, City has PTO	-	-	-	-	-	-	-	-	-	-	-
City of Ketchikan	See Vacation	See Vacation	See Vacation	12 Days	12	12	All	All	All	No	no	no
City of Kodiak	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	4 hours per pay period	4 hours per pay period	4 hrs/day / gpd FD	480 non-combined 587 combined	638 non-combined 779 combined	638 non-combined 779 combined	EE may cash-in 2x per year, must leave 80 hours balance. (emergency cash-in allowed)	EE may cash-in 2x per year, must leave 80 hours balance. (emergency cash-in allowed)	EE may cash-in 2x per year, must leave 80 hours balance. (emergency cash-in allowed)
City of Palmer	-	-	-	Combined	Combined	Combined	Combined	-	-	-	-	-
City of Soldotna	-	See Previous Tab	See Previous Tab	Combined	Combined	Combined	-	-	-	no	no	no
City of Valdez	30 days	30 days	30 days	Combined	Combined	Combined	?	?	?	?	?	?
City of Wasilla	-	-	-	Combined	Combined	Combined	Yes all	Yes All	Yes All	Yes 25%	Yes 25%	Yes 25%
City of North Pole	90 days, however hours accrue from first day of employment.	90 days, however hours accrue from first day of employment.	90 days, however hours accrue from first day of employment.	320hrs combined w Sick Leave. When an employee's leave accrual reaches the maximum limit, they must elect either to receive monetary compensation or take leave	320hrs combined w Sick Leave. When an employee's leave accrual reaches the maximum limit, they must elect either to receive monetary compensation or take leave	420 hours combined w Sick Leave. When an employee's leave accrual reaches the maximum limit, they must elect either to receive monetary compensation or take leave	Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Option to cash-out max 120 hours / year, or donate to Emergency Leave Bank for other employee use.	Combined w Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Combined w Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Combined w Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.

- **Number of Days carried-over annually:** The City of North Pole allows a maximum carry-over of 80 hours (10 days) per year. **This creates a current unfunded liability of \$278,240 per year**, however this liability is not significantly larger the comparative cities generally (Cordova, 77.5; Homer, 80; Kodiak, 60/97).

The City of Cordova only allows 37 -use-it-or-lose-it days, Sitka allows a maximum of 720 hours (90 days) per year, and Ketchikan has no limit on the amount of carry-over of leave annually in an employee's leave bank.

- **Pay for Unused:** This benefit varies significantly among cities. For example, some cities do not allow for cash-out of Sick Leave (Wrangell, Homer, Ketchikan, Sotdona), but other cities allow cash-out – often all of what is earned and not used in a year, and cash-out upon termination varies (Fairbanks, 240 hours/30 days; Wasilla, 25% /80 hrs / 10 days; Kodiak, 80 hrs / 10 days; North Pole, 80 hrs / 10 days). Cordova pays up to 37 days at full value.

Most of the communities maintain an emergency Bank for employees to make donations of unused Sick Leave for other employees to use in case of an emergency. Policies on use vary.

- **Unfunded Vacation and Sick Leave:** As stated above, **North Pole has a substantial unfunded liabilities** --vacation and sick leave combined is \$278,240. Annual accrual and carry-over limitations and payout amounts of sick and vacation pay is an ongoing burden that is not formally recognized in the budget process.

(d) **Group Insurance:** Comparable boroughs and cities use a variety of health-care providers including: *Premera / Blue Cross / Blue Shield (6), Meritain (2), Aetna (2), self-funding (2) and 4 didn't specify provider names.*

The City of North Pole appears to pay on the high-end of the cost spectrum (\$1,600 / month for employee Medical / Dental / Vision insurance. Distribution of City / Employee / Dependent costs appear to be in line with how other comparable Cities are distributing costs for these benefits.

Table 13: Benefits Comparisons: Medical, Dental, Vision and Life / Disability

See Appendix E for more details.

Borough of Haines	100% / 0% 90% (\$1,500) / 10% Depend: \$136-220	Incl. w/ Medical	Incl. w/ Medical	Available at EE cost.
C&B Juneau	100% / 0% Depend: \$0-311 + Flex \$113-220 if in Wellness	Incl. w/ Medical 0% / 100%	Incl. w/ Medical	City pays 100% for \$300,000 policy
City of Sitka	90% / 10% (\$176 – 311) Depend: City 90 / EE 10	Incl. w/ Medical	Incl. w/ Medical	\$2,000 Life \$5,000 AD&D City pays 100%
City of Wrangell	85% or 90%* / 15% or 10%* (if in Wellness Plan)	Incl. w/ Medical (\$1,500 value)	Incl. w/ Medical	\$30,000 Life / AD&D City pays 100%
City of Bethel	98% / 2% (EE pays \$25 / mo) Depend: EE+1 \$50; Fam \$75	Incl. w/ Medical	Incl. w/ Medical	100% / 0%
City of Cordova	Self-funded	80% / 20%	Incl. w/ Dental	N/A
City of Kenai	FT: 88% (\$949) / 12% (\$123) PT: 50% (\$519) / 50% (\$519) Depend: EE \$1,800 to \$2,700	Incl. w/ Medical	Incl. w/ Medical	100% / 0%
City of Ketchikan	90% / 10% Depend: 90% / 10%	Incl. w/ Medical	Incl. w/ Medical	Incl. w/ Medical
City of Valdez	96% / 4%	96% / 4%	96% / 4%	96% / 4%
City of Wasilla	100% (\$1,600-\$1,755/mo.) / 0% (\$0 to \$15/mo.)	100% / 0%	100% / 0%	City pays for \$50,000 policy

Unlike other cities with multiple collective bargaining agreements, the City of North Pole does not significantly deviate between general employees and public safety employees.

Recommendations: below

- (e) **Paid Holidays:** The number of paid holidays does not vary significantly from other comparable public agencies – most of which provide 10-11 paid holidays.

Table 14: Benefits Comparisons: Paid Holidays

See Appendix E for more details.

PAID HOLIDAYS																
City / Town / County / Borough	Memorial Day	March Luther King Day	President's Day	Seward Day	Memorial Day	Independence Day	Labor Day	Alaska Day	Mothers Day	Thanksgiving Day	Day after Thanksgiving	Christmas Eve	Christmas Day	Day after Christmas	New Years Eve	Brady / Personal
Borough of Bristol Bay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borough of Haines	X	-	X	-	X	X	X	X	X	X	X	X	X	-	-	-
City of Fairbanks	X	X	X	-	X	X	X	X	X	X	-	-	X	-	-	-
City & Borough of Juneau	X	X	X	X	X	X	X	X	X	X	X	-	X	-	-	-
City & Borough of Sika	X	Police Only	X	Police Only	X	X	X	X	X	X	-	-	X	-	-	-
City & Borough of Wrangell	X	X	X	X	X	X	X	X	X	X	-	-	X	-	-	-
City of Bethel	X	-	X	-	X	X	X	X	X	X	X	-	X	-	-	1 floating holiday/ y
City of Cordova	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
City of Homer	X	-	X	X	X	X	X	X	X	X	X	-	X	-	-	-
City of Kenai	X	-	X	-	X	X	X	X	X	X	X	-	X	-	-	1 floating holiday/ y
City of Ketchikan	X	X	X	X	X	X	X	X	X	X	X	-	X	-	-	-
City of Kodiak	X	X	X	X	X	X	X	X	X	X	-	-	X	-	-	today
City of Palmer	X	-	X	-	X	X	X	-	X	X	X	-	X	-	-	2 floating
City of Soldotna	X	-	X	-	X	X	X	X	X	X	X	-	X	-	-	1 floating holiday/ y
City of Valdez	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7.5 hrs
City of Wasilla	X	X	X	-	X	-	-	-	-	-	-	-	-	-	-	1 floating holiday/ y
City of North Pole	X	X	X	-	X	X	X	-	X	X	-	X	-	X	-	1 Personal Holiday

Recommendations: below

- e. **Retirement:** The City of North Pole appears to be very consistent with its retirement plans and pension liabilities. Distribution of City / Employee contributions appear to be in line with other comparable cities.

Unlike other cities with multiple collective bargaining agreements, the City of North Pole does not significantly deviate between general employees and public safety employees.

Table 15: Benefits Comparisons: Retirement & Pensions

See Appendix E for more details.

Borough of Haines	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	N/A
C&B Juneau	Alaska PERS	\$5 up to 5%	5 years	Employee Assistance Plan
City of Sitka	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	ICMA, Waddell & Reid, 457 @ 100% EE expense
City of Wrangell	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	457, no details No EAP
City of Bethel	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	EAP + reduced water & sewer
City of Cordova	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	N/A
City of Kenai	Alaska PERS	4% of first \$37,500 wages (\$1,500)	5 years	N/A
City of Ketchikan	Alaska PERS	N/A	5 years	457, no details
City of Valdez	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	457 up to \$19,500
City of Wasilla	Alaska PERS	22% / 8% PERS Tier 4 EEs after 7/1/2006	5 years	N/A

(f) **Pension & Deferred Compensation:** Did not receive enough detailed information.

Benefits System Recommendations for #16 a - d:

- (a) Consider adding additional alternatives for Employee-funded retirement plans such as ICMA, Health Savings Accounts. And Health Insurance Benefit (HIB) in lieu of City / Employee enrollment.
- (b) Form a **Council / Employee Benefits Committee** to meet regularly and review current benefits, alternatives and recommend potential changes to the Mayor and City Council. Such a committee should consist of:
 - one to three (1 - 3) Councilmember,
 - the Human Resources Director,
 - the Finance Director,
 - and two (2) staff from the two largest departments by (a) budget and (b) # of employees.

In North Pole this would likely be the Director of City Services and Chief of Police.

Councilmembers are not generally HR or Finance experts however it is important that elected officials understand the mechanics and details of the City's benefits system, and how it impacts (a) employee attraction, morale and retention, and (b) short and long-term *fiscal health* of the City. Rather than surprise elected officials with changes to salaries and benefits, elected officials participating in the Benefits Committee will provide long-term continuity and success of the City's budget

Objectives of the Committee would be:

- Set specific goals, milestones and deadlines for research and committee member updates.
- Administer a Benefits Survey to the Employees.
- Review Benefits Survey; discuss what the value / need from the City' program.
- Review the benefits details provided by the comparable local governments.
- Contact other Boroughs / Cities to investigate details of their benefits policies.
- Create a draft report with recommendations for the City Council – with cost alternatives and benefits analysis.

17. Policy: Missing policy for pay increase recommendations

Pay increases appear to be arbitrary, position-specific, and not based on a rational nexus. Consultants were unable to identify the presence of a **standardized employee salary increase policy** including an easy-to-follow step and grade system for each classification.

18. Policy: Personnel Evaluations are not standardized and systematically tied to pay increases

Consultants were unable to identify a **standardized evaluation format / process** which is used by all departments. In fact, it appears that various departments use different tools for evaluation, and these tools do not appear to be comprehensive enough to support either a performance / merit-based salary increases or career planning.

19. Policy: Career, Succession Planning and Professional Development appears to be lacking; negatively impacting Employee Retention

- (a) Staff retention is not simply a function of salaries and benefits, but also a by-product of a positive work culture which enhances personal and professional growth opportunities. An opportunity exists within North Pole to improve **Succession Planning** and **Career Planning** within the organization for each position to provide employees with knowledge about future job opportunities and value of continued city employment. No succession plans or succession planning or career planning activities were observed during consultations with staff.

Additionally, while employee longevity and start-date information was not collected as part of this study, the City needs to know how many employees will retire within 5 to 10 years, and require department heads to work with staff to develop succession plans for key positions. Often cities are not prepared for the resulting impact as employees leave with vast experience and knowledge.

Attainment of job-related certifications and education have costs. Many of the agencies in the Education Pay Incentives Chart (below) offer, upon degree completion, a monetary amount per year (\$100 to \$250 per year), or an hourly differential.

20. Policy: Several policies need clarification. Management / non-Management, Exempt / non-Exempt, Salary / Hourly, Overtime, Workweek, and Pay Period.

- (a) There is no clear definition of Management vs. non-Management positions, which are designated as Exempt or Salaried, and which are designated non-Exempt or hourly. IRS Tax Code and the Fair Labor Standards Act (FLSA) regulations outline the conditions for such designations and how overtime calculations should be made. Without this clarity in North Pole, the potential for poor time management to occur, which could lead to waste, fraud or abuse of time management and overtime by employees, causing the City greater personnel expenses than are necessary or efficient.

Table 16: Sample Education Pay Incentives

See Appendix F for more details.

<u>ADMINISTRATIVE</u>	<u>Hourly Rate Increase</u>	<u>% of Step Increase</u>
Clerk or Deputy Clerk		
25 points – Municipal Clerk's Certification	\$0.25	25%
50 points – Municipal Clerk's Certification	\$0.50	25%
75 points – Municipal Clerk's Certification	\$0.75	25%
IIMC Certification	\$1.25	1.5%
<i>Other incentive goals as appropriate</i>		
Finance Director or Accounting Staff		
Certified Public Finance (CPFO) Officer Exams	\$0.50	1.5%
Certified Public Finance Officer (CPFO) Designation	\$1.50	1.5%
Unqualified Audit Opinion	\$0.25	5%
GFOA Recognized Outstanding Budget	\$0.50	5%
GFOA Recognized Outstanding Financial Statements	\$0.50	5%
Training towards Risk Manager Certification	\$0.25	5%
Risk Manager Certification	\$0.25	1.5%
<i>Other incentive goals as appropriate</i>		
	Option 1	Option 2
<u>GENERAL / WATER / SEWER / STREETS / PARK</u>	<u>Hourly Rate Increase</u>	<u>% of Step Increase</u>
General		
Commercial Drivers License (CDL)	\$0.50	5%
Commercial Pesticide Applicator	\$0.50	25%
Water		
D Water Treatment License	\$0.25	5%
C Water Treatment License	\$0.75	5%
B Water Treatment License	\$1.25	5%
A Water Treatment License	\$2.00	5%
Class I Water Distribution Certificate	\$0.25	5%
Class II Water Distribution Certificate	\$0.50	5%
Class III Water Distribution Certificate	\$0.75	5%

Recommendations for Findings #17, 18, 19 & 20:

- (a) Adopt a standard *maximum* 1.5% Merit-based Pay Increase Policy.
- (b) Adopt a standard **Performance Evaluation** which involves an *annual* Work Plan with activities (certifications, education, skills development, training, etc.) directly tied to Pay Increases - up to 3 x .5% attached is recommended. See Appendix G for details.
- (c) Base up to 1.5% of pay increases on performance / merit and *added value* to the City, not simply COLA or longevity. See Appendix F for details.
- (d) Adopt the Classification System which delineates management and non-management.
- (e) Review and update the City's Personnel Policies and Procedures Manual to clearly define Management, non-Management, Exempt, non-Exempt, Salary, Hourly, work-week, overtime and other important policies relating to compensation.



SECTION IV: EXHIBITS & APPENDIX

Exhibits / Appendices to the Final Report include:

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3. <i>Sick Leave</i>	
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APPENDIX A: COMPENSABLE FACTORS CLASSIFICATION GUIDELINES, JOB SURVEYS & ASSESSMENT RESULTS

The following outlines how and why the consultants used this tool in comparing positions.

Pre-developed Compensable Factors are used as a method of comparing positions that are normally difficult to compare – Police Chief to Library Assistant to Recreation Worker to any other position. Specifically, this tool is used to:

- (a) determine the unique characteristics of a position in the City,
- (b) the unique characteristics of any position in comparison to another,
- (c) to determine common 'bands' or uniquely similar positions and
- (d) to compare these 'common positions' with the existing pay grades to determine whether they are equitable – internally and externally.

This tool can be very useful in determining internal and external equity of pay classifications and associated pay grades.

These factors involve quantifying the knowledge, skills, abilities and experience necessary to perform each job. They vary from position to position and depend on supervisory requirements as well as the manual requirements. For example, a mechanic must perform physical labor in a potentially hazardous working environment. It does not require, however, that the position oversee a budget or network with the community. The City Clerk, on the hand, must do the latter but not the former (*unless, of course, he has a hostile council creating an environment which is hazardous to his health*). An example for how our compensable factor for education works is below. A complete list and a definition for each is listed below.

Skills Example

Education:

First Degree: High school diploma or equivalent.

Second Degree: Two year degree from an accredited college or junior college.

Third Degree: Bachelor's degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field.

If the position required a high school degree, the position would be considered first degree in terms of education. If it required a Bachelors degree, it would be considered a third degree position in terms of education. Note that a full explanation of the compensable factors is provided in this Appendix. Additionally the weighting of the factors varies according to the level of the position. It is, for example, very important for the City Clerk to have a Bachelors Degree while is it not for a mechanic. Differences between Management and non-Management are explained below.

Management Compensable Factors

Skill

Education:

- First Degree: Holder of High School Diploma or equivalent education.
- Second Degree: Holder of a **Bachelors degree** in Engineering, Science, Public Administration, Business, Accounting or other related degree pertaining to a relevant field.
- Third Degree: Holder of an **advanced degree** above the Bachelors degree. Preferable in Masters Public Administration, Masters in Business Administration, Masters of Accountancy or other related advanced degree pertaining to a relevant field.

Experience:

- First Degree: Less than 3 years experience in a comparable position at another City or city or in the private sector.
- Second Degree: Three to five years experience in a comparable position at another City or city or in the private sector.
- Third Degree: More than 5 years experience in a comparable position at another City or city or in the private sector.

Knowledge:

- First Degree: Use of mathematics with the use of complicated drawing, specifications, charts, tables; various types of precision measuring interments. Equivalent to one to three years' applied trades training in a particular or specialized occupation.
- Second Degree: Use of intermediate knowledge of law, mathematics, finance, budgeting, personnel management and public administration and or the use of complicated drawings, specifications, charts, tables, handbooks formulas; all varieties of precision measuring instruments. Equivalent to complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a four-year college.
- Third Degree: Use of a high mathematics involved in the application of business principles and the performance of related practical operation, together with a comprehensive knowledge of the theories and practices of law, public administration, finance, budgeting, personnel management, mechanical, electrical, chemical, civil, or like engineering field. Equivalent to completing an advanced degree form an accredited university.

Responsibility

Budget:

- First Degree: Responsible for general oversight of funds and some distribution to various entities.
- Second Degree: Responsible for oversight of funds, assisting in the writing of grants and proposals to support the Department's operations budget, and / or facilitating intergovernmental financial support for municipal operations.

Third Degree: Responsible for the oversight of Department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principal source to the Department's operations budget or the City's General Fund, and / or facilitating intergovernmental financial support for operations.

Oversee Operations:

First Degree: General oversight of operation with in a functional area.

Second Degree: Responsibility of an area with moderate control of various staff and resource support within a functional area.

Third Degree: Major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.

Work with Others:

First Degree: Works with others within a functional area.

Second Degree: Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.

Third Degree: Works in an extensive capacity within other functional areas, including making recommendations to the City Council (or other Boards and Commissions) on various issues.

Community

Networking:

First Degree Works with community on various issues and internal matters dealing with managers in functional area.

Second Degree Work with community on various issues for internal matters and external matters. Handles all cross-functional interactions as needed. **Occasionally informs** the public or responds to public comment, or informs residents and groups on City issues.

Third Degree Works with community on various issues in community development and business issues. **Regularly informs** the public, responds to public comment, or informs residents and groups on City issues.

Non-Management Compensable Factors

Skill

Education:

- First Degree: Holder of High School Diploma or equivalent education.
- Second Degree: Holder of an applied science degree or at least two year of secondary education at an accredited college.
- Third Degree: Holder of a Bachelors degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field.

Experience:

- First Degree: Less than five years of experience in a similar position.
- Second Degree: Five years experience at a related position or at least three years of experience in the next lower position.
- Third Degree: Eight years or more experience at a related position or at least five years of experience in the next lower position.

Knowledge:

- First Degree: Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; **where interpretation is not required. Beginner's knowledge of basic computer and technical skills.**
- Second Degree: Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Simple use of formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data **where interpretation is required. Intermediate knowledge of basic computer and technical skills.**
- Third Degree: Use of mathematics with the use of complicated drawings, specifications, charts, tables, and various types of precision measuring instruments. Equivalent to one to three years applied trades training in a particular or specialized occupation. **Advanced knowledge of basic computer and technical skills.**

Effort

Physical Demand:

- First Degree: Light lifting of objects that are generally less than 20 pounds with assistance. General office work with limited (organizational) filling of documents. Minimal standing, walking, crawling or climbing.
- Second Degree: Medium to heavy lifting of objects that are generally less than 50 pounds with assistance, occasional climbing and carrying of objects. General office or file and documents maintenance work with recurring movement, lifting or frequency. Recurring standing, walking, crawling or climbing.

Third Degree Medium to heavy lifting of objects that may exceed more than 50 pounds with assistance. General office work and medium to heavy file and document maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment. High frequency of standing, walking, crawling or climbing.

Mental Demand:

First Degree: Requires little or no decision making for day to day operations of a functional area. Often takes direction from superiors when performing tasks.

Second Degree: Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Superiors have delegated certain authority over general tasks.

Third Degree: Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipment.

Job Conditions

Working Conditions:

First Degree Works in non-hazardous conditions and have general contact with internal and external customers.

Second Degree Occasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.

Third Degree Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external customers on a regular basis.



Job Surveys: Management & Non-Management

EMPLOYEE JOB DESCRIPTION SURVEY MANAGEMENT POSITIONS - KEY ELEMENTS

Introduction & Overview:

Municipal Solutions, llc is currently gathering salary and compensation data from other comparable communities throughout the region to ensure employee salaries and benefits in North Pole are competitive and appropriate. As part of this work, revisions to the City's Job Descriptions are being made to ensure that all descriptions meet current legal standards, better correlate with compensation and provide clarity to the individual currently in that position.

This survey is used to determine whether certain key elements are properly identified and contained in current job description to adequately reflect the essential levels of experience, education, skill and effort that distinguish one position from another. Such distinction and similarities help to ensure appropriate levels of compensation between all City staff and among similar positions other communities.

Please take a few minutes to consider your position and suggest appropriate responses for each question.

In order to ensure the results from regional research, they need to clearly understand the KSAs (levels of knowledge, skills and abilities), levels of education, experience, and levels of effort and responsibility that is appropriate for someone in your **position**. The survey is not an evaluation of the person currently employed in this position, nor should it reflect the current employee's KSAs. Rather this survey is designed to be completed by the person currently employed in this position, and reflect what the position itself requires for anyone filling the position.

NOTE: Whether or not you meet these requirements is not important, They are not changing the functional duties of the job descriptions at this time.

Instructions:

1. **All employees, including part-time and seasonal employees, should complete the following survey.**
2. If the position you are currently in is considered 'Management', please fill out the Management survey only.
3. If your position is considered 'non-Management', please fill out the non-Management survey only. Seasonal employees and volunteers are to fill out the non-Management survey only.
4. If you don't know the appropriate answer to a question, leave the box blank and offer a recommendation and comment in the 'Details' box.
5. Give the results to Aaron by Friday, October 2nd by 5:00 PM.
6. Aaron will collect and deliver to Dave Evertsen, *Principal*.

If you have any questions, please call David Evertsen directly at 623.207.1309 or email at devertsen@municipalsolutions.org.

Management Position Questions

Department:	
Position Title:	
Your Name:	
Reports To:	
Total # I Supervise	

My position is currently: (check most appropriate boxes)

- Appointed
 Contract
 Salary
 Hourly
 Full-time
 Part-time
 Other

(if other, please explain)

Details:

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability.

Example: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? *X* Mark the appropriate box below and please list any additional detail.

- Hold a High School diploma, general education degree, professional certificate from college or technical school or equivalent education.
- Hold a Four-year degree (Bachelor's (B.A.)) from an accredited college or university in Engineering, Science, Public Administration, Business, Accounting or other related degree relevant to current position.
- Hold an advanced degree above the Bachelors degree. Preferable in Masters Public Administration, Masters in Business Administration, Masters of Accountancy or other related advanced degree pertaining to a relevant field.

Details:

Experience:

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below. X Mark the appropriate box below and please list any additional detail.

- Less than 3 years experience in a comparable position at another municipality or in the private sector.
- 3 to 5 years experience in a comparable position at another municipality or in the private sector.
- More than 5 years experience in a comparable position at another municipality or in the private sector.

Details:

Knowledge:

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary. X Mark the appropriate box below and please list any additional detail.

- Use of basic knowledge in mathematics or equivalent technical skills necessary to review and prepare of complicated drawing, specifications, charts, tables; various types of precision measuring interments and techniques. Equivalent to one to three years' applied trades training in a particular or specialized occupation.
- Use of intermediate knowledge of law, mathematics, finance, budgeting, personnel management and public administration and or the use of complicated drawings, specifications, charts, tables, handbooks formulas; all varieties of precision measuring instruments. Equivalent to complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a four-year college degree.
- Use of an advanced knowledge of mathematics or equivalent technical skills used in the application of business principles and the performance of related practical operation, together with a comprehensive knowledge of the theories and practices of law, public administration, finance, budgeting, personnel management, mechanical, electrical, chemical, civil, or like engineering field. Equivalent to completing an advanced degree (Masters, Juris Doctorate or Doctorate) from an accredited university.

Details:

Responsibility

Budget:

What level of finance / budget oversight does this position require? To what degree is this position responsible for the department's budget, expenses, purchasing, revenue, and rates for services it provides. X Mark the appropriate box below.

- Responsible for limited oversight of funds and some distribution to various entities, including purchasing, payroll, and documentation. In this position, such authority is generally delegated, infrequent or limited in authority.
- Responsible for moderate oversight of funds, assisting in the writing of grants and proposals to support the Department's operational budget, and / or facilitating intergovernmental financial support for municipal operations. Moderate oversight of funds & distribution, processing & overseeing purchasing, payroll, & documentation for example.
- Responsible for extensive oversight of department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principal source to the department's operations budget or the General Fund, and / or facilitating intergovernmental financial support for operations. Principal accountability for the Department's budget and fiscal management falls under this position's responsibility.

Details:

Oversee Operations:

Please select the level of oversight needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. X Mark the appropriate box below and please list any additional detail.

- Requires responsibility for and general oversight over **one or two departmental operations** or functional areas with limited control of staff and financial resources within the department.
- Requires an intermediate level of responsibility for and oversight of **multiple departmental operations** or functional areas with moderate control of various staff and resource support within those functional areas, sometimes requiring interdepartmental coordination of staff and resources.
- Requires major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.

Details:

Working with Others:

Please select the level of interaction needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job.

X Mark the appropriate box below and please list any additional detail.

- Works with others within a functional area.
- Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.
- Works in an extensive capacity within other functional areas, including making recommendations to the Commission (or other Boards / Commissions) on various issues.

Details:

Community:

Networking:

Does this position require that a person interact with people within and outside of the organization? Select one of the following characteristics that most appropriately describe the networking responsibilities and duties of the position. Please mark the appropriate box. Provide additional detail below if necessary.

- Work to resolve various issues and internal matters through managers or supervisors dealing with community residents or businesses only within my department or functional area.
- Work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters and / or handle some cross-departmental or cross-functional interactions as necessary. This position is required to inform the public or responds to public comment, informs residents and groups on City issues.
- Frequently work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters media or press on various issues in community development and business issues. **Regularly informs** the public, responds to public comment, meets or corresponds with press or media, and informs residents and groups on City issues often in person.

X Mark all that apply.

<input type="checkbox"/>	Residents (Youth)	<input type="checkbox"/>	Residents (Adults)
<input type="checkbox"/>	Local Elected Officials	<input type="checkbox"/>	Regional & State Elected Officials
<input type="checkbox"/>	Local News Media	<input type="checkbox"/>	Regional & State Media
<input type="checkbox"/>	County Department Heads	<input type="checkbox"/>	State Agency / Department Heads
<input type="checkbox"/>	Local Businesses	<input type="checkbox"/>	Regional Professional Associations
<input type="checkbox"/>	Council of Governments	<input type="checkbox"/>	Community Groups (Rotary, Lions, other...)
<input type="checkbox"/>	Others:	<input type="checkbox"/>	Others:

Duties: Please comment on or list your duties as currently assigned.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Klo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.

Non-Management Position Questions

Department:	
Position Title:	
Your Name:	
Reports To:	
Total # I Supervise	

My position is currently: (check most appropriate)

- Appointed
 Contract
 Salary
 Hourly
 Full-time
 Part-time
 Seasonal
 Other

(if other, please explain)

Details:

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability is.

Example: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? X Mark the appropriate box below and please list any additional detail.

- No prior training; less than high school education.
- High school diploma or general education degree (GED); post-high school education or professional certificate from college or technical school.
- Two or Four-year degree (Associate's (A.A.) or Bachelor's (B.A.)) from an accredited college or university.

Details:

Experience:

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below.

X Mark the appropriate box below and please list any additional detail.

- No prior experience to one year experience.
- One to three years experience at a related or next lower position.
- More than three years experience (please detail below) at a related or next lower position.

Details:

Knowledge:

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary.

X Mark the appropriate box below and please list any additional detail.

- Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; **where interpretation is not required.** Beginner's knowledge of basic computer and technical skills.
- Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Use of simple formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data **where some interpretation is required.** Intermediate knowledge of basic computer and technical skills.
- Use of mathematics with the use of complex drawings, specifications, charts, tables, and various types of precision measuring instruments - **where regular interpretation is required.** Advanced knowledge of basic computer and technical skills.

Details:

Effort

Physical Demand:

Does this position require that weight be lifted or force be exerted? If so, how much and how often? (e.g. once a day, once a week, twice a year, etc.).

X Mark the appropriate box below.

- Infrequent lifting of heavy objects that generally does not require assistance. General office work with minimal recurring movement including filling of documents, lifting standing, bending, stooping, walking, crawling or climbing.
- Potential for recurring lifting of heavy objects that generally requires assistance. General office or file and documents maintenance work or work with recurring movement, lifting, standing, bending, walking, crawling or climbing.
- Potential for frequent lifting of objects that often requires assistance. General office work and medium to heavy file and document maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment, and standing, walking, crawling or climbing.

Details:

Mental Demand:

Please select the level mental effort needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job.

X Mark the appropriate box below and please list any additional detail.

- Requires little or no decision making for day to day operations of a functional area. Often receives guidance from superiors when performing tasks.
- Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Requires reading and comprehending simple instructions, preparation of simple correspondence and memos, and the ability to effectively present information to the supervisor. Occasionally receives guidance from superiors when performing tasks.
- Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipment. Superiors have delegated certain authority over general tasks. Requires ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Requires ability to write routine reports and correspondence, and the ability to speak effectively before groups of employees or residents. Rarely needs to receive guidance from superiors when performing tasks.

Details:

Job Conditions

Working Conditions:

Select one of the following characteristics that most appropriately describe the working conditions of the position. Provide additional detail below if necessary.

X Mark the appropriate box below and please list any additional detail.

- Works in non-hazardous conditions; limited general contact with other employees and / or external customers.
- Works in semi-hazardous or occasionally hazardous conditions; regular contact with employees and external customers. Position can require attention to special projects that require employee to consult external help from other functional areas.
- Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external customers on a regular basis.

X Mark all that apply.

Noise:		Environmental Conditions:		Other Conditions: (describe)	
<input type="checkbox"/>	None	<input type="checkbox"/>	Wet or Humid	<input type="checkbox"/>	
<input type="checkbox"/>	Low	<input type="checkbox"/>	Work near moving parts	<input type="checkbox"/>	
<input type="checkbox"/>	Moderate	<input type="checkbox"/>	Work in high, precarious places	<input type="checkbox"/>	
<input type="checkbox"/>	High	<input type="checkbox"/>	Fumes or Airborne Particles	<input type="checkbox"/>	
		<input type="checkbox"/>	Toxic or Caustic chemicals	<input type="checkbox"/>	
		<input type="checkbox"/>	Outdoor weather conditions	<input type="checkbox"/>	
		<input type="checkbox"/>	Extreme Cold (non-weather)	<input type="checkbox"/>	
		<input type="checkbox"/>	Extreme Heat (non-weather)	<input type="checkbox"/>	
		<input type="checkbox"/>	Risk of Electrical Shock	<input type="checkbox"/>	
		<input type="checkbox"/>	Work with Explosives	<input type="checkbox"/>	
		<input type="checkbox"/>	Risk of Radiation	<input type="checkbox"/>	
		<input type="checkbox"/>	Vibration	<input type="checkbox"/>	

Contact with Others:

Does this position require that a person interact with people within and outside of the organization? Please mark the appropriate box.

X Mark all that apply.

<input type="checkbox"/>	Residents (Adults, Youth)
<input type="checkbox"/>	Developers
<input type="checkbox"/>	Vendors
<input type="checkbox"/>	Council Members
<input type="checkbox"/>	Other elected officials
<input type="checkbox"/>	County or State Agencies
<input type="checkbox"/>	Others:

Duties: Please comment on or list your duties as currently assigned.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Kilo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.



RESULTS OF COMPENSABLE FACTORS ANALYSIS

Compensable Factors for Comparison & Classification: Management

Initial Survey Results – Management

	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	3	25.00	3	50.00	Steve Dutra
Fire Chief	2	25.00	2	30.00	2	35.00	3	40.00	3	25.00	3	25.00	3	50.00	Geoff Coon (listed 1 or 2 on Education)
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	Aaron Rhodes
City Accountant / CFO	1	12.50	3	60.00	2	35.00	3	40.00	3	25.00	2	12.50	2	25.00	Tricia Fogarty (should be Bachelors 2)
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	2	25.00	Bill Butler puts emphasis on experience
Police Lieutenant	1	12.50	3	60.00	2	35.00	2	20.00	3	25.00	3	25.00	2	25.00	Jerome K. Llanag (put 1 for education)
Deputy Fire Chief	1	12.50	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	Chad Heineken (put 1 for education)

Finalized Results – Management

	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
City Accountant / CFO	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	212.50
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	212.50
Fire Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	212.50
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	212.50
Deputy City Manager (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	212.50
Reserved		12.50		15.00		17.50		10.00		6.25		6.25		12.50	70.00
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	212.50
HR Director / PIO (proposed new)	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	212.50
Deputy Fire Chief	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	212.50
Police Lieutenant	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	212.50
Senior Accountant (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	212.50
City Clerk (proposed new)	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	212.50

Compensable Factors for Comparison & Classification: non-Management

Initial Survey Results – non-Management

	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points
Administration												
AP Tax & License Clerk	2	15.0	3	50.0	2	30.0	2	20.0	2	15.0	2	25.0
AR, Utility Billing Clerk	2	15.0	3	50.0	2	30.0	2	20.0	2	15.0	2	25.0
Deputy Accountant	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5
Records Manager/ Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5
Special Assistant to the Mayor	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5
Receptionist	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5
Public Works / Utilities												
Public Works Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0
Utility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0
Public Works Assistant	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0
Utility Operator II (proposed re-title)	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0
Utility Operator I (proposed new)	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0
Utility Assistant	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0
Utility Assistant	2	15.0	2	25.0	3	60.0	3	40.0	3	30.0	3	50.0
Utility Assistant / General Laborer	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0
General Laborer (Summer Help)	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	2	25.0
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	3	30.0	3	50.0
Administrative Assistant PWD	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5
Police Department												
Police Sergeant	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0
Police Detective	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0
Police Detective	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0
Police Officer		7.5		12.5		15.0		10.0		7.5		12.5
Police Officer	2	15.0	2	25.0	1	15.0	3	40.0	3	30.0	3	50.0
Police Officer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	2	25.0
Police Officer	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0
Police Officer Recruit	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0
Evidence Custodian / Dispatcher	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	2	25.0
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5
Fire Department												
Fire Captain	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0
Fire Captain	3	30.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0
Fire Lieutenant	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0
Fire Engineer / EMT	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0
Firefighter / EMT	2	15.0	1	12.5	1	15.0	3	40.0	3	30.0	3	50.0
Firefighter / EMT	2	15.0	2	25.0	3	60.0	3	40.0	3	30.0	3	50.0
Firefighter / EMT	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0
Administrative Assistant Fire	2	15.0	2	25.0	1	15.0	2	20.0	2	15.0	3	50.0
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0
City Planner	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5

Terri Nelson
 Terri Nelson
 Michelle Peede

 Cody Lougee (put 2 for Knowledge)
 Paul Trissei (left last one blank; make equal to PW Super)
 Thomas Blaire (put 3 for knowledge)
 James Donovan (put 2 and 3 in education, changed WC to 3)
new classification
 Randy Binkley (put 2 for knowledge, changed to 1 Education)
 Robert Sonnenburg JR (put 2 Ed, 2 Exp, 3 Know, 3 Mental)
 Chris Lindsoe (put 2 for Ed and 3 for Mental)
 John Linell (left Knowledge blank)
 Tessa Longec

 Bruce Milne, Jed Smith, Phil McBroom
 Kurt Lockwood
 Nathan Werner
 James McBroom
 Sydney Rosenbalm
 Jake Tibbits
 Benjamin Wages
 Rachael Wing
 Alison Trubacz

 Andrew Hamilton
 Richard Hagen II
 Sam Sanders
 Erik Winkler, Kyle Fagerstrom (put 3 on education)
 Tanya St-uart (add into the salary mix) Michael Crane (Eng)
 Calla Westcott
 Linsey Longridge
 Justin Reardon put 1&2 for knowledge
 Michelle Myhill (put 1 & 2 on knowledge)

Finalized Results – non-Management

	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	250.00
Utility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	245.00
Police Sergeant	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	260.00
Public Works Supervisor	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	245.00
Fire Captain	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	265.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	260.00
Utility Operator II (proposed)	2	15.0	3	50.0	2	30.0	2	20.0	3	30.0	3	50.0	195.00
Police Detective	2	15.0	3	50.0	3	60.0	2	20.0	3	30.0	3	50.0	225.00
Public Works Assistant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	185.00
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	185.00
Fire Engineer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	185.00
Utility Operator (Operator I & II proposed)	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
City Planner (proposed)	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	165.00
Firefighter / EMT	1	7.5	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	165.00
Police Officer	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
AP Tax & License Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	165.00
AR / Utility Billing Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	165.00
Police Officer Recruit	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0	177.50
Utility Assistant II (proposed)	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	140.00
Fiscal Accounting / Fund Accounting	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Deputy Clerk (proposed)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Firefighter Recruit (proposed)	2	15.0	1	12.5	1	15.0	2	20.0	2	15.0	3	50.0	137.50
Records Manager / Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5	122.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	110.00
Executive Assistant (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Utility Assistant I	1	7.5	1	12.5	1	15.0	3	40.0	1	7.5	3	50.0	132.50
Administrative Assistant PWD (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Fire	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	90.00
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	1	7.5	2	25.0	67.50
Receptionist Admin	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	72.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	60.00



APPENDIX B: GENERAL FUND PERSONNEL COSTS VS. COMPARABLE CITIES

Table 11a: Local Government – General Fund Personnel Expense Comparison

City / Town	Population	Employees	Per Capita	Salary	Benefits	Total
Borough of Fairbanks North Star	97,581	405	4.15	\$257,323,148	\$37,563,100	15%
City of Fairbanks	31,516	192	6.09	\$35,898,820	\$24,324,069	68%
City & Borough of Juneau	32,000	1805	56.40	\$369,928,500	\$219,037,600	59%
City of Wasilla	10,529	135	12.80	\$20,582,140	\$14,881,223	72%
City & Borough of Sitka	8,647	95	11.03	\$31,408,943	\$12,889,847	41%
City of Ketchikan	8,289	177	21.35	\$64,362,428	\$23,056,073	36%
City of Kenai	7,778	91	11.74	\$16,873,839	\$12,487,564	74%
City of Palmer	7,306	71	9.65	\$11,612,724	\$8,152,793	70%
City of Bethel	6,600	60	9.09	\$13,165,225	\$8,049,869	61%
City of Kodiak	5,968	134	22.45	\$40,654,886	\$17,981,692	44%
City of Homer	5,810	108	18.59	\$12,874,350	\$8,647,865	67%
City of Soldotna	4,689	73	15.63	\$13,529,340	\$8,297,740	61%
City of Valdez	3,834	134	35.02	\$58,960,000	\$20,100,000	34%
City & Borough of Wrangell	2,503	48	18.98	\$4,906,932	\$3,727,110	76%
Borough of Haines	2,474	54	21.62	\$19,728,710	\$3,310,159	17%
City of Cordova	2,160	58	26.85	\$16,508,435	\$6,521,403	40%
Borough of Bristol Bay	891	-	-	-	-	-
Borough of Kodiak Island	13,345	46	3.45	\$47,978,722	-	-
Median	6,963	65.37	15.63	\$28,598,955	\$12,889,795	45.16%
City of North Pole	2,200	49	22.27	\$ 6,305,356	\$ 3,967,386	62.92%

Table 11b: Local Government General Fund Budgets – Salary & Benefits Comparison

City / Town	Total General Fund	Personnel % of Total	Personnel	Total	Personnel % of Total	Personnel
Borough of Fairbanks North Star	\$23,990,550	64%	\$59,236	\$13,572,550	36%	\$33,512
City of Fairbanks	\$16,841,522	69%	\$87,716	\$7,482,547	31%	\$38,972
City & Borough of Juneau	\$135,250,100	62%	\$74,941	\$83,787,500	38%	\$46,426
City of Wasilla	\$9,970,419	67%	\$73,992	\$4,910,804	33%	\$36,444
City & Borough of Sitka	\$7,644,283	59%	\$80,154	\$5,245,564	41%	\$55,002
City of Ketchikan	\$15,997,613	69%	\$90,382	\$7,058,460	31%	\$39,878
City of Kenai	\$7,250,506	58%	\$79,371	\$5,237,058	42%	\$57,330
City of Palmer	\$4,827,388	59%	\$68,474	\$3,325,405	41%	\$47,169
City of Bethel	\$4,870,940	61%	\$81,182	\$3,178,929	39%	\$52,982
City of Kodiak	\$9,967,002	55%	\$74,381	\$8,014,690	45%	\$59,811
City of Homer	\$5,721,270	66%	\$52,975	\$2,926,595	34%	\$27,098
City of Soldotna	\$5,823,199	70%	\$79,433	\$2,474,541	30%	\$33,754
City of Valdez	-	-	-	-	-	-
City & Borough of Wrangell	\$2,315,412	62%	\$48,746	\$1,411,698	38%	\$29,720
Borough of Haines	\$2,065,303	62%	\$38,604	\$1,244,856	38%	\$23,268
City of Cordova	\$4,084,917	63%	\$70,430	\$2,436,486	37%	\$42,008
Borough of Bristol Bay	-	-	-	-	-	-
Borough of Kodiak Island	-	-	-	-	-	-
Median	\$7,250,506	62.92%	\$74,381	\$4,910,804	37.07%	\$38,972
City of North Pole	\$ 2,571,863	64.82%	\$62,487	\$ 1,305,534	35.18%	\$28,499



APPENDIX C: SALARY SURVEY RESULTS

Salary Survey Results: Position-by-Position comparisons

Primary Agencies	Population	Position Title	Min	Mid	Max	Notes
City of Fairbanks	31,516	Chief of Staff	-	-	-	Actual: \$110,628. Mayor: \$86,507
City & Borough of Juneau	32,000	no response	-	-	-	
Borough of Kodiak Island	13,345	no response	-	-	-	
City of Wasilla	10,529	Mayor	\$101,933	\$118,657	\$135,603	
City & Borough of Sitka	8,647	Administrator	-	-	-	Administrator has contract \$129,168
City of Ketchikan	8,289	Assistant City Manager	\$128,119	\$148,688	\$172,558	
City of Kenai	7,778	undetermined	-	-	-	
City of Palmer	7,306	Directors	\$ 70,554	\$ 92,186	\$117,270	Highest paid personnel listed
City of Bethel	6,600	undetermined	-	-	-	provided scale, with no legend.
City of Kodiak	5,968	Deputy City Manager	\$ 89,376	\$111,714	\$134,052	City Manager has contract
City of Homer	5,810	no comparable	-	-	-	
City of Soldotna	4,689	Assistant to the City Manager	\$ 75,504	\$ 86,559	\$ 97,614	City Manager has contract \$137,000
City of Valdez	3,834	Assistant City Manager	\$103,482	\$122,213	\$140,944	City Manager has contract
City & Borough of Wrangell	2,509	no comparable	-	-	-	Police Chief highest paid personnel listed \$96.4k to \$121.8k.
Borough of Haines	2,474	undetermined	-	-	-	
City of Cordova	2,160	undetermined	-	-	-	
Market Average			\$ 94,828	\$ 113,336	\$ 133,007	
City of North Pole	2,200	FY Current Current FY Range	\$ 84,704	\$ 73,512	\$ 95,930	Mayor Welch

Primary Agencies	Population	Position Title	Min	Mid	Max	Notes
City of Fairbanks	31,516	City Clerk	-	-	-	Current \$91,790
City & Borough of Juneau	32,000	no response	-	-	-	
Borough of Kodiak Island	13,345	no response	-	-	-	
City of Wasilla	10,529	City Clerk	\$101,933	\$118,657	\$135,603	
City & Borough of Sitka	8,647	Municipal Clerk	\$ 86,133	\$ 102,440	\$121,680	
City of Ketchikan	8,289	No Comparable Position	-	-	-	Deputy Clerk \$45.4k to \$61.1k. Highest Clerk Classification
City of Kenai	7,778	City Clerk	-	-	-	Clerk does not have a grade level!
City of Palmer	7,306	Deputy Clerk	\$ 46,738	\$ 60,819	\$ 77,147	
City of Bethel	6,600	undetermined	-	-	-	provided scale, with no legend.
City of Kodiak	5,968	Deputy Clerk / Records	\$ 66,693	\$ 83,366	\$100,040	City clerk has contract
City of Homer	5,810	City Clerk	-	-	-	Current: \$102,981
City of Soldotna	4,689	City Clerk	-	-	-	Deputy Clerk \$63.1k to \$81.7k. City clerk has contract \$102,600
City of Valdez	3,834	City Clerk	-	-	-	Deputy Clerk \$68.8k to \$93.9k. City clerk has contract
City & Borough of Wrangell	2,509	No Comparable Position	-	-	-	Accounting Generalist \$48.2k to \$60.8k
Borough of Haines	2,474	Not listed	-	-	-	
City of Cordova	2,160	undetermined	-	-	-	
Market Average			\$ 75,374	\$ 91,321	\$108,618	
City of North Pole	2,200	FY Current Current FY Range	\$ 61,000	\$ 52,500	\$ 65,930	Aaron Rhodes

Primary Agencies	Population	Position Title	Min	Mid	Max	Notes
City of Fairbanks	31,516	HR Director	-	-	-	Current \$94,328
City & Borough of Juneau	32,000	no response	-	-	-	
Borough of Kodiak Island	13,345	no response	-	-	-	
City of Wasilla	10,529	HR Generalist	\$ 59,904	\$ 69,722	\$ 79,685	HR Director not listed
City & Borough of Sitka	8,647	HR Director	\$ 90,438	\$ 107,515	\$127,795	
City of Ketchikan	8,289	HR Manager	\$ 95,264	\$110,558	\$128,307	
City of Kenai	7,778	HR Director	\$ 91,603	\$100,755	\$109,928	
City of Palmer	7,306	HR Specialist	\$ 56,306	\$ 73,424	\$ 93,267	
City of Bethel	6,600	undetermined	-	-	-	provided scale, with no legend.
City of Kodiak	5,968	HR Manager	\$ 66,693	\$ 83,366	\$100,040	exempt
City of Homer	5,810	Human Resources Manager	-	-	-	Current: \$100,786
City of Soldotna	4,689	Accountant / HR Manager	\$ 75,504	\$ 86,559	\$ 97,614	
City of Valdez	3,834	HR Director	\$ 96,757	\$114,169	\$131,580	
City & Borough of Wrangell	2,509	Finance Director	\$ 79,284	\$ 89,112	\$ 100,152	HR Director not listed
Borough of Haines	2,474	Not listed	-	-	-	
City of Cordova	2,160	undetermined	-	-	-	
Market Average			\$ 79,084	\$ 92,798	\$107,596	
City of North Pole	2,200	FY Current Current FY Range	\$ 54,300	\$ 37,512	\$ 55,930	Aaron Rhodes

Primary Agencies	Population	Position Title	Min	Mid	Max	Notes
City of Fairbanks	31,516	Chief Finance Officer	\$ 101,234	\$112,486	\$ 123,739	
City & Borough of Juneau	32,000	no response	-	-	-	
Borough of Kodiak Island	13,345	no response	-	-	-	
City of Wasilla	10,529	Director of Finance	\$101,900	\$118,750	\$135,600	
City & Borough of Sitka	8,647	Chief Finance & Administrative Officer	\$109,900	\$132,600	\$155,300	
City of Ketchikan	8,289	Treasury / Sr. Accountant	\$ 62,607	\$ 73,464	\$ 84,322	Finance Director \$113.3k to \$152.5k
City of Kenai	7,778	Finance Director	\$106,122	\$123,099	\$140,076	
City of Palmer	7,306	Finance Director	\$ 70,554	\$ 92,186	\$117,270	
City of Bethel	6,600	undetermined	-	-	-	provided scale, with no legend.
City of Kodiak	5,968	Finance Director	\$ 85,106	\$ 106,383	\$127,660	
City of Homer	5,810	Finance Director	-	-	-	Current: \$136,591
City of Soldotna	4,689	Finance Director	\$ 96,325	\$110,428	\$124,530	
City of Valdez	3,834	Finance Director	\$103,482	\$122,213	\$140,944	
City & Borough of Wrangell	2,509	Finance Director	\$ 79,284	\$ 89,112	\$ 100,152	
Borough of Haines	2,474	Not listed	-	-	-	
City of Cordova	2,160	undetermined	-	-	-	
Market Average			\$ 91,651	\$ 108,072	\$ 124,959	
City of North Pole	2,200	FY Current Current FY Range	\$ 78,600	\$ 73,512	\$ 95,930	Patricia Fogarty

Senior Accountant					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	General Ledger Accountant / Grants Mgr	\$ 83,262	\$ 92,508	\$ 101,754
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	Controller	\$ 92,668	\$ 107,972	\$ 123,276
City & Borough of Sitka	8,647	Supervisory Senior Accountant	\$ 69,264	\$ 83,995	\$ 97,926
City of Ketchikan	8,289	Treasury / Sr. Accountant	\$ 62,607	\$ 73,464	\$ 84,322
City of Kenai	7,778	Finance Manager	\$ 79,061	\$ 173,930	\$ 94,869
City of Palmer	7,306	Finance Manager	\$ 56,306		\$ 93,267
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Senior Fiscal Analyst	\$ 59,779	\$ 149,448	\$ 89,669
City of Homer	5,810	General Ledger Accountant			
City of Soldotna	4,689	undetermined			
City of Valdez	3,834	Comptroller			
City & Borough of Wrangell	2,509	Accounting Specialist / Deputy Clerk	\$ 48,235	\$ 109,013	\$ 60,778
Borough of Haines	2,474	undetermined			
City of Cordova	2,160	undetermined			
Market Average			\$ 68,898	\$ 112,047	\$ 93,233
City of North Pole	2,200	PY Current			
		Current PY Range			

Director of Finance \$101.9k to \$135.6k
 Chief Finance & Administrative Officer \$109.9k to \$155.3k
 Finance Director \$113.3k to \$152.5k
 Finance Director \$106.1k to \$140.1k
 Finance Director \$70.6k to \$117.3k provided scale, with no legend.
 Finance Director \$85.1k to \$127.7k Current: \$74,459
 Finance Director \$96.3k to \$124.5k
 Finance Director \$103.5k to \$140.9k
 Finance Director \$79.3k to \$100.2k

Patricia Fogarty

AR AP Clerk (Gen. Inv. & Exp. Inv.)					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Accounting Specialist	\$ 59,259	\$ 65,842	\$ 72,426
City & Borough of Juneau	32,000	no response			
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	Finance Clerk I	\$ 40,914	\$ 47,611	\$ 54,413
City & Borough of Sitka	8,647	Utility / Harbor Billing Clerk	\$ 43,701	\$ 51,917	\$ 61,714
City of Ketchikan	8,289	Accounts Payable Coordinator	\$ 45,594	\$ 52,936	\$ 61,464
City of Kenai	7,778	Accounting Technician I	\$ 53,518	\$ 58,864	\$ 64,230
City of Palmer	7,306	Accounting Technician I	\$ 40,373	\$ 52,437	\$ 66,456
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Fiscal Specialist	\$ 41,366	\$ 51,707	\$ 62,048
City of Homer	5,810	Accounting Specialist I / Accounts Payable			
City of Soldotna	4,689	Account Clerk III	\$ 55,328	\$ 63,440	\$ 71,552
City of Valdez	3,834	Customer Service Rep / Accountant	\$ 55,896	\$ 66,268	\$ 76,640
City & Borough of Wrangell	2,509	Accounting / Utility Accounts Clerk	\$ 38,584	\$ 43,243	\$ 48,506
Borough of Haines	2,474	Accounting Clerk II	\$ 42,640	\$ 50,336	\$ 58,032
City of Cordova	2,160	undetermined			
Market Average			\$ 47,016	\$ 54,904	\$ 63,407
City of North Pole	2,200	PY Current			
		Current PY Range			

grade not listed, used grade 25
 provided scale, with no legend.
 Current: \$63,669
 Accounting Clerk I \$33.3k to \$47.9k

Terri Nelson

Utility Billing Clerk					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Accounting Specialist	\$ 59,259	\$ 65,842	\$ 72,426
City & Borough of Juneau	32,000	no response			
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	Finance Clerk I	\$ 40,914	\$ 47,611	\$ 54,413
City & Borough of Sitka	8,647	Utility / Harbor Billing Clerk	\$ 43,701	\$ 51,917	\$ 61,714
City of Ketchikan	8,289	Accounts Payable Coordinator	\$ 45,594	\$ 52,936	\$ 61,464
City of Kenai	7,778	Accounting Technician I	\$ 53,518	\$ 58,864	\$ 64,230
City of Palmer	7,306	Accounting Technician I	\$ 40,373	\$ 52,437	\$ 66,456
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Fiscal Specialist	\$ 41,366	\$ 51,707	\$ 62,048
City of Homer	5,810	undetermined			
City of Soldotna	4,689	Account Clerk III	\$ 55,328	\$ 63,440	\$ 71,552
City of Valdez	3,834	Customer Service Rep / Accountant	\$ 55,896	\$ 66,268	\$ 76,640
City & Borough of Wrangell	2,509	Accounting / Utility Accounts Clerk	\$ 38,584	\$ 43,243	\$ 48,506
Borough of Haines	2,474	Accounting Clerk I	\$ 33,342	\$ 40,622	\$ 47,902
City of Cordova	2,160	undetermined			
Market Average			\$ 46,170	\$ 54,081	\$ 62,486
City of North Pole	2,200	PY Current			
		Current PY Range			

grade not listed, used grade 25
 provided scale, with no legend.

M. Swanson

Accountant / Fiscal Agt / Fund Acct					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Accounting Specialist	\$ 59,259	\$ 65,842	\$ 72,426
City & Borough of Juneau	32,000	no response			
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	Finance Clerk III	\$ 49,504	\$ 57,689	\$ 65,874
City & Borough of Sitka	8,647	Accountant	\$ 54,059	\$ 64,272	\$ 76,378
City of Ketchikan	8,289	Senior Accountant	\$ 62,607	\$ 72,657	\$ 84,322
City of Kenai	7,778	Accountant	\$ 71,739	\$ 78,915	\$ 86,091
City of Palmer	7,306	Accounting Technician II	\$ 46,378	\$ 61,763	\$ 77,147
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Senior Fiscal Analyst	\$ 59,786	\$ 74,732	\$ 89,679
City of Homer	5,810	Accounting Specialist I / Accounts Payable			
City of Soldotna	4,689	undetermined			
City of Valdez	3,834	undetermined			
City & Borough of Wrangell	2,509	Accounting Generalist / Deputy Clerk	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Accountant II	\$ 43,472	\$ 50,752	\$ 58,032
City of Cordova	2,160	undetermined			
Market Average			\$ 55,004	\$ 64,527	\$ 74,525
City of North Pole	2,200	PY Current			
		Current PY Range			

GL Accountant / Grants Manager \$83.2k to \$101.8k
 Tax Auditor / Accountant \$69.6k to \$92.6k
 Finance Manager \$56.3k to \$93.3k provided scale, with no legend.
 exempt
 Current: \$63,669
 Accountant / HR Manager \$75.5k to \$97.6k
 Comptroller / Analyst \$73.9k to \$100.3

Michelle Peede

Deputy Clerk					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Deputy City Clerk	\$ 53,934	\$ 61,922	\$ 69,909
City & Borough of Juneau	32,000	no response	-	-	-
Borough of Kodiak Island	13,345	no response	-	-	-
City of Wasilla	10,529	Deputy City Clerk	\$ 59,904	\$ 69,722	\$ 79,685
City & Borough of Sitka	8,647	Deputy Clerk / Records Clerk	\$ 54,059	\$ 64,272	\$ 76,378
City of Ketchikan	8,289	Deputy Clerk / Records Mgr	\$ 45,386	\$ 52,666	\$ 61,110
City of Kenai	7,778	None	-	-	-
City of Palmer	7,306	Deputy Clerk	\$ 46,738	\$ 60,819	\$ 77,147
City of Bethel	6,600	undetermined	-	-	-
City of Kodiak	5,968	Assistant Clerk	\$ 39,065	\$ 48,832	\$ 58,598
City of Homer	5,810	Deputy City Clerk	-	-	-
City of Soldotna	4,689	Deputy Clerk	\$ 63,128	\$ 72,395	\$ 81,661
City of Valdez	3,834	Deputy Clerk	\$ 68,809	\$ 81,363	\$ 93,917
City & Borough of Wrangell	2,509	Accounting Generalist / Deputy Clerk	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Deputy Clerk	\$ 43,472	\$ 50,752	\$ 58,032
City of Cordova	2,160	undetermined	-	-	-
Market Average			\$ 52,273	\$ 61,606	\$ 71,721
City of North Pole	2,200	FY Current			
		Current FY Range			

provided scale, with no legend.
Current: \$74,440

Records Preparation Clerk					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Administrative Assistant	\$ 53,934	\$ 59,935	\$ 65,936
City & Borough of Juneau	32,000	no response	-	-	-
Borough of Kodiak Island	13,345	no response	-	-	-
City of Wasilla	10,529	Planning Clerk	\$ 49,504	\$ 57,637	\$ 65,874
City & Borough of Sitka	8,647	Office Assistant	\$ 37,253	\$ 44,346	\$ 52,666
City of Ketchikan	8,289	None	-	-	-
City of Kenai	7,778	Administrative Assistant	\$ 51,002	\$ 56,098	\$ 61,194
City of Palmer	7,306	Administrative Assistant - Comm Dev	\$ 37,149	\$ 48,235	\$ 61,090
City of Bethel	6,600	undetermined	-	-	-
City of Kodiak	5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048
City of Homer	5,810	undetermined	-	-	-
City of Soldotna	4,689	Administrative Assistant	\$ 50,523	\$ 57,897	\$ 65,270
City of Valdez	3,834	Administrative Assistant	\$ 59,812	\$ 70,902	\$ 81,991
City & Borough of Wrangell	2,509	Public Works Administrative Assistant	\$ 42,182	\$ 47,507	\$ 53,498
Borough of Haines	2,474	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726
City of Cordova	2,160	undetermined	-	-	-
Market Average			\$ 46,189	\$ 54,071	\$ 62,329
City of North Pole	2,200	FY Current			
		Current FY Range			

Did not have grade assigned used grade 23
provided scale, with no legend.

Records Manager / Archivist					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Deputy City Clerk	\$ 53,934	\$ 61,922	\$ 69,909
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response	-	-	-
City of Wasilla	10,529	Records & Communications Manager	\$ 76,585	\$ 89,149	\$ 101,881
City & Borough of Sitka	8,647	Deputy Clerk / Records Clerk	\$ 54,059	\$ 64,272	\$ 76,378
City of Ketchikan	8,289	Deputy Clerk / Records Mgr	\$ 45,386	\$ 52,666	\$ 61,110
City of Kenai	7,778	City Clerk Dept Admin Assistant	\$ 51,002	\$ 56,098	\$ 61,194
City of Palmer	7,306	Deputy Clerk	\$ 46,738	\$ 60,819	\$ 77,147
City of Bethel	6,600	undetermined	-	-	-
City of Kodiak	5,968	Assistant Clerk	\$ 39,065	\$ 48,832	\$ 58,598
City of Homer	5,810	undetermined	-	-	-
City of Soldotna	4,689	None	-	-	-
City of Valdez	3,834	Records Manager	\$ 59,812	\$ 70,902	\$ 81,991
City & Borough of Wrangell	2,509	Accounting Generalist / Deputy Clerk	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Curator / Archivist II	\$ 41,330	\$ 48,610	\$ 55,890
City of Cordova	2,160	undetermined	-	-	-
Market Average			\$ 51,357	\$ 59,940	\$ 70,467
City of North Pole	2,200	FY Current			
		Current FY Range			

provided scale, with no legend.
Deputy Clerk / Records?

Special Asst to the Mayor					
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Executive Assistant	-	-	-
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response	-	-	-
City of Wasilla	10,529	Executive Assistant to the Mayor	\$ 63,294	\$ 73,676	\$ 84,199
City & Borough of Sitka	8,647	Administrative Coordinator	\$ 50,086	\$ 59,509	\$ 70,637
City of Ketchikan	8,289	Executive Assistant	\$ 50,086	\$ 58,198	\$ 67,475
City of Kenai	7,778	Assistant to the City Manager	\$ 79,061	\$ 86,965	\$ 94,869
City of Palmer	7,306	Administrative Asst - Mayor	\$ 37,149	\$ 48,235	\$ 61,090
City of Bethel	6,600	undetermined	-	-	-
City of Kodiak	5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048
City of Homer	5,810	Executive Administrative Assistant	-	-	-
City of Soldotna	4,689	Administrative Assistant	\$ 50,523	\$ 57,897	\$ 65,270
City of Valdez	3,834	Administration Administrative Assistant	\$ 59,812	\$ 70,902	\$ 81,991
City & Borough of Wrangell	2,509	Administrative Assistant - Police	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726
City of Cordova	2,160	undetermined	-	-	-
Market Average			\$ 51,878	\$ 60,766	\$ 70,208
City of North Pole	2,200	FY Current			
		Current FY Range			

Current \$71,490
provided scale, with no legend.
Current \$102,002

Receptionist			Min	Mid	Max	Notes
Primary Agencies	Population	Position Title				
City of Fairbanks	31,516	Administrative Assistant	\$ 46,821	\$ 56,347	\$ 65,874	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Administrative Assistant	\$ 34,070	\$ 39,666	\$ 45,386	
City & Borough of Sitka	8,647	Office Assistant	\$ 37,253	\$ 44,346	\$ 52,666	Did not have grade assigned used grade 23
City of Ketchikan	8,289	Office Services Technician	\$ 39,354	\$ 45,656	\$ 52,998	
City of Kenai	7,778	Administrative Assistant	\$ 51,002	\$ 56,098	\$ 61,194	
City of Palmer	7,306	Receptionist & Cashier	\$ 33,904	\$ 43,950	\$ 55,598	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048	
City of Homer	5,810	No comparable				
City of Soldotna	4,689	Administrative Assistant	\$ 50,523	\$ 57,897	\$ 65,270	
City of Valdez	3,834	Customer Service Rep / Admin Assistant	\$ 55,896	\$ 66,268	\$ 76,640	
City & Borough of Wrangell	2,509	Accounting / Utility Accounts Clerk	\$ 38,584	\$ 43,243	\$ 48,506	
Borough of Haines	2,474	Office Assistant I	\$ 25,813	\$ 33,093	\$ 40,373	
City of Cordova	2,160	undetermined				
Market Average			\$ 41,326	\$ 48,934	\$ 56,999	
City of North Pole	2,200	FY Current Current FY Range				

Police Chief			Min	Mid	Max	Notes
Primary Agencies	Population	Position Title				
City of Fairbanks	31,516	Police Chief	\$108,971	\$121,077	\$133,182	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Chief of Police	\$101,933	\$118,657	\$135,603	
City & Borough of Sitka	8,647	Police Chief	\$ 95,035	\$112,902	\$134,202	Police Chief is listed as grade 38, but current wage is \$174,990 per year 2080 hrs
City of Ketchikan	8,289	Police Chief	\$107,782	\$125,086	\$145,167	
City of Kenai	7,778	Police Chief	\$100,944	\$117,100	\$133,256	
City of Palmer	7,306	Police Chief	\$ 70,554	\$ 92,186	\$117,270	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Chief of Police	\$ 85,106	\$106,383	\$127,660	
City of Homer	5,810	Police Chief				Current \$126,000
City of Soldotna	4,689	Police Chief	\$ 96,325	\$110,428	\$124,530	
City of Valdez	3,834	Public Safety / LEO Chief	\$103,482	\$122,213	\$140,944	
City & Borough of Wrangell	2,509	Police Chief	\$ 96,456	\$108,420	\$121,848	
Borough of Haines	2,474	Not listed				
City of Cordova	2,160	undetermined				
Market Average			\$ 96,659	\$113,445	\$131,366	
City of North Pole	2,200	FY Current Current FY Range				Steve Dutra

Police Lieutenant			Min	Mid	Max	Notes
Primary Agencies	Population	Position Title				
City of Fairbanks	31,516	Police Lieutenant	\$ 84,448	\$ 96,086	\$107,723	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Police Lieutenant	\$ 84,242	\$ 98,064	\$112,069	
City & Borough of Sitka	8,647	Lieutenant	\$ 78,042	\$ 92,768	\$110,261	Lieutenant - Services is listed as grade 34 but current wages are \$125,008, 2080
City of Ketchikan	8,289	Police Lieutenant	\$ 82,160	\$ 95,347	\$110,656	
City of Kenai	7,778	Police Lieutenant	\$ 87,194	\$ 95,909	\$104,624	
City of Palmer	7,306	None				
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Lieutenant	\$ 66,693	\$ 83,366	\$100,040	
City of Homer	5,810	Police Lieutenant				Current \$109,200
City of Soldotna	4,689	Police Lieutenant	\$ 83,138	\$ 95,358	\$107,578	
City of Valdez	3,834	Law Enforcement Lieutenant	\$ 84,681	\$ 99,791	\$114,901	
City & Borough of Wrangell	2,509	Police Lieutenant	\$ 67,018	\$ 75,254	\$ 84,531	
Borough of Haines	2,474	Not listed				
City of Cordova	2,160	undetermined				
Market Average			\$ 79,735	\$ 92,438	\$105,820	
City of North Pole	2,200	FY Current Current FY Range				Jeremy Lindhag

Deputy Police Chief			Min	Mid	Max	Notes
Primary Agencies	Population	Position Title				
City of Fairbanks	31,516	None				
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Deputy Chief of Police	\$ 92,668	\$107,870	\$123,276	
City & Borough of Sitka	8,647	None				
City of Ketchikan	8,289	Deputy Police Chief	\$ 92,940	\$107,861	\$125,177	
City of Kenai	7,778	None				
City of Palmer	7,306	Commander	\$ 56,306	\$ 73,424	\$ 93,267	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	None				
City of Homer	5,810	None				Police Lieutenant - Current \$109,200
City of Soldotna	4,689	None				
City of Valdez	3,834	Public Safety Tech Supervisor	\$ 84,681	\$ 99,791	\$114,901	
City & Borough of Wrangell	2,509	None				
Borough of Haines	2,474	Not listed				
City of Cordova	2,160	undetermined				
Market Average			\$ 81,649	\$ 97,237	\$114,155	
City of North Pole	2,200	FY Current Current FY Range				

Police Sergeant						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Sergeant	\$ 73,986	\$ 86,060	\$ 98,134	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Police Sergeant	\$ 79,622	\$ 97,178	\$ 116,106	
City & Borough of Sitka	8,647	Police Sergeant	\$ 64,480	\$ 76,648	\$ 85,072	
City of Ketchikan	8,289	Police Sergeant	\$ 71,552	\$ 83,034	\$ 96,408	
City of Kenai	7,778	Police Sergeant	\$ 79,061	\$ 86,965	\$ 94,869	
City of Palmer	7,306	Police Sergeant	\$ 53,102	\$ 69,243	\$ 87,984	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Sergeant	\$ 59,786	\$ 74,732	\$ 89,679	
City of Homer	5,810	Police Officer IV (Sergeant)				Current \$102,733
City of Soldotna	4,689	Police Sergeant	\$ 76,627	\$ 93,787	\$ 110,947	
City of Valdez	3,834	Law Enforcement Sergeant	\$ 79,211	\$ 93,215	\$ 107,218	
City & Borough of Wrangell	2,509	Police Sergeant	\$ 64,355	\$ 72,280	\$ 81,224	
Borough of Haines	2,474	Police Sergeant	\$ 56,514	\$ 63,794	\$ 71,074	
City of Cordova	2,160	undetermined				
Secondary Agencies						
Borough of Fairbanks North Star						
UAF Police Department		Senior Police Officer (PO III)	\$ 58,698	\$ 67,475	\$ 100,506	
Fairbanks International Airport PD						
Fort Wainright						
Fort Greeley						
Clear Air Station						
Alaska Department of Public Safety						
Market Average			\$ 68,083	\$ 80,367	\$ 94,935	
City of North Pole	2,200	FY Current				* Highest: P. McBroom and Milne; J. Smith (\$67,735)
		Current FY Range				

Police Detective						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Detective	\$ 72,530	\$ 83,450	\$ 94,370	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Investigator	\$ 71,573	\$ 87,464	\$ 104,499	
City & Borough of Sitka	8,647	Police Officer - Detective	\$ 60,320	\$ 71,698	\$ 79,581	
City of Ketchikan	8,289	Police Detective	\$ 63,253	\$ 73,362	\$ 85,176	
City of Kenai	7,778	Police Sergeant	\$ 79,061	\$ 78,915	\$ 94,869	Police Officer \$71.7k to \$86.1k
City of Palmer	7,306	Police Sergeant - Detective	\$ 53,102	\$ 69,243	\$ 87,984	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Specialist / Detective	\$ 48,272	\$ 60,341	\$ 72,408	
City of Homer	5,810	Police Officer III / Investigator				Current \$76,185
City of Soldotna	4,689	None				
City of Valdez	3,834	LEO	\$ 68,809	\$ 81,363	\$ 93,917	
City & Borough of Wrangell	2,509	Police Sergeant	\$ 64,355	\$ 66,685	\$ 81,224	Police Officer \$59.4k to \$74.9k
Borough of Haines	2,474	Police Sergeant	\$ 56,514	\$ 63,794	\$ 71,074	
City of Cordova	2,160	undetermined				
Market Average			\$ 63,779	\$ 73,631	\$ 86,510	
City of North Pole	2,200	FY Current				* Highest: K. Lockwood; N. Werner (\$75,941)
		Current FY Range				

Police Officer						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Officer	\$ 63,253	\$ 76,138	\$ 89,024	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Police Officer I	\$ 58,074	\$ 70,866	\$ 84,677	
City & Borough of Sitka	8,647	Police Officer	\$ 60,320	\$ 71,698	\$ 79,581	
City of Ketchikan	8,289	Police Officer	\$ 60,216	\$ 69,867	\$ 81,120	
City of Kenai	7,778	Police Officer	\$ 71,739	\$ 78,915	\$ 86,091	
City of Palmer	7,306	Police Officer II	\$ 49,941	\$ 65,104	\$ 82,638	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Officer	\$ 45,973	\$ 57,466	\$ 68,958	
City of Homer	5,810	Police Officer II				Current \$79,813
City of Soldotna	4,689	Police Officer	\$ 67,267	\$ 82,389	\$ 97,510	
City of Valdez	3,834	LEO	\$ 68,809	\$ 81,363	\$ 93,917	
City & Borough of Wrangell	2,509	Police Officer	\$ 59,384	\$ 66,685	\$ 74,880	
Borough of Haines	2,474	Police Officer II	\$ 54,350	\$ 61,630	\$ 68,910	
City of Cordova	2,160	undetermined				
Secondary Agencies						
Borough of Fairbanks North Star						
UAF Police Department		Police Officer II	\$ 54,246	\$ 59,301	\$ 92,768	
Fairbanks International Airport PD						
Fort Wainright						
Fort Greeley						
Clear Air Station						
Alaska Department of Public Safety						
Market Average			\$ 59,464	\$ 70,118	\$ 83,340	
City of North Pole	2,200	FY Current				* Highest: B. Wages; J. Tibbits, J. McBroom (\$63,752), S. Rosenbalm (\$61,880)
		Current FY Range				

Police Officer Recruit						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Police Officer	\$ 63,253	\$ 76,138	\$ 89,024	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Probationary Officer	\$ 52,208	\$ 63,794	\$ 76,232	
City & Borough of Sitka	8,647	Police Officer	\$ 57,200	\$ 71,698	\$ 79,581	
City of Ketchikan	8,289	Police Officer	\$ 60,216	\$ 69,867	\$ 81,120	No specific listing for recruit
City of Kenai	7,778	Police Officer	\$ 71,739	\$ 78,915	\$ 86,091	No specific listing for recruit
City of Palmer	7,306	Police Officer I	\$ 43,555	\$ 56,638	\$ 71,843	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Officer	\$ 45,973	\$ 57,466	\$ 68,958	No specific listing for recruit
City of Homer	5,810	Police Officer II				Current \$70,543
City of Soldotna	4,689	Police Officer	\$ 67,267	\$ 82,389	\$ 97,510	No specific listing for recruit
City of Valdez	3,834	LEO	\$ 68,809	\$ 81,363	\$ 93,917	No specific listing for recruit
City & Borough of Wrangell	2,509	Police Officer Recruit	\$ 46,114	\$ 51,709	\$ 58,053	
Borough of Haines	2,474	Police Officer in Training	\$ 50,586	\$ 57,866	\$ 65,146	
City of Cordova	2,160	undetermined				
Secondary Agencies						
Borough of Fairbanks North Star						
UAF Police Department		Police Officer I	\$ 45,365	\$ 56,971	\$ 77,605	
Fairbanks International Airport PD						
Fort Wainright						
Fort Greeley						
Clear Air Station						
Alaska Department of Public Safety						\$26.93
Market Average			\$ 56,024	\$ 67,068	\$ 78,757	
City of North Pole	2,200	FY Current				
		Current FY Range	\$ 46,216	\$ 47,396	\$ 60,760	

Evidence Cust / Rec. Mgr / Archivist						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Evidence Custodian	\$ 46,821	\$ 56,347	\$ 65,874	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Admin Assistant	\$ 47,070	\$ 57,408	\$ 68,619	
City & Borough of Sitka	8,647	Dispatch & Records Clerk	\$ 43,638	\$ 51,875	\$ 57,574	
City of Ketchikan	8,289	Evidence Custodian	\$ 45,885	\$ 53,269	\$ 61,776	
City of Kenai	7,778	Administrative Assistant	\$ 53,518	\$ 58,864	\$ 64,230	
City of Palmer	7,306	Evidence & Records Custodian	\$ 40,373	\$ 52,437	\$ 66,456	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Police Service Specialist	\$ 41,366	\$ 51,707	\$ 62,048	
City of Homer	5,810	Admin Asst. Evidence / Records				Current \$53,559
City of Soldotna	4,689	Admin. Assistant / Evidence Custodian	\$ 55,328	\$ 63,440	\$ 71,552	
City of Valdez	3,834	Public Safety Technician	\$ 59,812	\$ 70,902	\$ 81,991	
City & Borough of Wrangell	2,509	Admin. Assistant - Police	\$ 48,235	\$ 54,122	\$ 60,778	
Borough of Haines	2,474	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726	
City of Cordova	2,160	undetermined				
Secondary Agencies						
Borough of Fairbanks North Star						
UAF Police Department		Evidence Custodian / Dispatch				no wage information given
Fairbanks International Airport PD						
Fort Wainright						
Fort Greeley						
Clear Air Station						
Alaska Department of Public Safety						Rachael Wing
Market Average			\$ 47,383	\$ 56,074	\$ 64,966	
City of North Pole	2,200	FY Current				
		Current FY Range	\$ 37,408	\$ 46,346	\$ 49,726	

Administrative Assistant Police						Notes
Primary Agencies	Population	Position Title	Min	Mid	Max	
City of Fairbanks	31,516	Administrative Assistant	\$ 46,821	\$ 56,347	\$ 65,874	
City & Borough of Juneau	32,000					
Borough of Kodiak Island	13,345	no response				
City of Wasilla	10,529	Admin Assistant	\$ 47,070	\$ 57,408	\$ 68,619	
City & Borough of Sitka	8,647	Office Assistant	\$ 37,253	\$ 44,346	\$ 52,666	Did not have grade assigned used grade 23
City of Ketchikan	8,289	Administrative Assistant	\$ 45,386	\$ 52,666	\$ 61,110	
City of Kenai	7,778	Administrative Assistant	\$ 53,518	\$ 58,864	\$ 64,230	
City of Palmer	7,306	Administrative Assistant - Public Safety	\$ 37,149	\$ 48,235	\$ 61,090	
City of Bethel	6,600	undetermined				provided scale, with no legend.
City of Kodiak	5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048	
City of Homer	5,810	Admin. Asst. Police				Current \$54,898
City of Soldotna	4,689	Admin. Assist / Evidence Custodian	\$ 55,328	\$ 63,440	\$ 71,552	
City of Valdez	3,834	Public Safety / LE Admin. Assistant	\$ 59,812	\$ 70,902	\$ 81,991	
City & Borough of Wrangell	2,509	Admin. Assistant - Police	\$ 48,235	\$ 54,122	\$ 60,778	
Borough of Haines	2,474	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726	
City of Cordova	2,160	undetermined				
Secondary Agencies						
Borough of Fairbanks North Star						
UAF Police Department		Admin Assistant - Public Safety				no wage information given
Fairbanks International Airport PD						
Fort Wainright						
Fort Greeley						
Clear Air Station						
Alaska Department of Public Safety						
Market Average			\$ 46,464	\$ 54,953	\$ 63,971	
City of North Pole	2,200	FY Current				
		Current FY Range	\$ 37,408	\$ 50,371	\$ 49,726	*Highest: R. Wing, A. Trubacz (\$44,762)

Fire Chief		Population	Position Title	Min	Mid	Max	
Primary Agencies							
City of Fairbanks	31,516	Fire Chief	\$ 108,971	\$ 121,077	\$ 133,182		
City & Borough of Juneau	32,000						
Borough of Kodiak Island	13,345	no response					
City of Wasilla	10,529	None					
City & Borough of Sitka	8,647	Fire Chief	\$ 86,133	\$ 102,440	\$ 121,680		
City of Ketchikan	8,289	Fire Chief	\$ 100,087	\$ 116,154	\$ 134,802		
City of Kenai	7,778	Fire Chief	\$ 96,108	\$ 111,483	\$ 126,857		
City of Palmer	7,306	Fire Chief	\$ 70,554	\$ 92,186	\$ 117,270		
City of Bethel	6,600	Fire Chief	\$ 66,007	\$ 85,395	\$ 104,782		
City of Kodiak	5,968	Fire Chief	\$ 82,807	\$ 103,508	\$ 124,210	2080 hours	
City of Homer	5,810	Fire Chief					Current \$113,285
City of Soldotna / Central Emerg. Svcs	4,689	undetermined					
City of Valdez	3,834	Fire / EMS Chief	\$ 103,482	\$ 122,213	\$ 140,944		
City & Borough of Wrangell	2,509	Fire Chief	\$ 61,800	\$ 69,384	\$ 77,976		
Borough of Haines	2,474	Not listed					
City of Cordova	2,160	undetermined					
Secondary Agencies							
Central Matsu Fire Department		undetermined					
Market Average			\$ 86,217	\$ 102,649	\$ 120,189		
City of North Pole	2,200	FY Current	\$ 80,000	\$ 90,000	\$ 100,000		Chad Heineken
		Current FY Range	\$ 70,000	\$ 73,500	\$ 80,000		

Deputy Fire Chief		Population	Position Title	Min	Mid	Max	
Primary Agencies							
City of Fairbanks	31,516	Assistant Fire Chief	\$ 89,773	\$ 99,746	\$ 109,720		generally we prefer results for 6 positions for statistical accuracy.
City & Borough of Juneau	32,000						
Borough of Kodiak Island	13,345	no response					
City of Wasilla	10,529	Provided by Fire District (below)					
City & Borough of Sitka	8,647	None					Chief and Captain
City of Ketchikan	8,289	Assistant Fire Chief	\$ 88,462	\$ 102,664	\$ 119,145		
City of Kenai	7,778	Deputy Chief	\$ 87,194	\$ 95,909	\$ 104,624		
City of Palmer	7,306	No comparable					
City of Bethel	6,600	undetermined					provided scale, with no legend.
City of Kodiak	5,968	Deputy Fire Chief	\$ 66,693	\$ 83,366	\$ 100,040	2080 hours	
City of Homer	5,810	None					
City of Soldotna / Central Emerg. Svcs	4,689	undetermined					
City of Valdez	3,834	None					
City & Borough of Wrangell	2,509	None					
Borough of Haines	2,474	Not listed					
City of Cordova	2,160	undetermined					
Secondary Agencies							
Central Matsu Fire Department		undetermined					
Market Average			\$ 83,030	\$ 95,421	\$ 108,382		
City of North Pole	2,200	FY Current	\$ 60,000	\$ 70,000	\$ 80,000		Chad Heineken (former salary)
		Current FY Range	\$ 45,000	\$ 50,000	\$ 55,000		

Fire Captain		Population	Position Title	Min	Mid	Max	
Primary Agencies							
City of Fairbanks	31,516	Battalion Chief	\$ 72,238	\$ 66,394	\$ 83,762		Fire Captain \$66.4k to \$77.9k
City & Borough of Juneau	32,000						
Borough of Kodiak Island	13,345	no response					
City of Wasilla	10,529	None					
City & Borough of Sitka	8,647	BMS Fire Captain	\$ 85,438	\$ 98,143	\$ 108,376	2496 hours	
City of Ketchikan	8,289	Fire Captain	\$ 70,834	\$ 82,206	\$ 95,403		
City of Kenai	7,778	Battalion Chief	\$ 71,532	\$ 56,368	\$ 85,850		
City of Palmer	7,306	Fire Training Coordinator	\$ 49,941	\$ 65,104	\$ 82,638		
City of Bethel	6,600	Fire Captain	\$ 75,399	\$ 92,300	\$ 109,200		
City of Kodiak	5,968	Fire Captain	\$ 59,785	\$ 74,739	\$ 89,692	2764 hours	
City of Homer	5,810	Fire Captain					Current \$79,556
City of Soldotna / Central Emerg. Svcs	4,689	undetermined					
City of Valdez	3,834	Fire / EMS Captain	\$ 79,211	\$ 66,394	\$ 107,218		
City & Borough of Wrangell	2,509	undetermined					FF Medic Trainer (\$45k to 60.7k)
Borough of Haines	2,474	No Comparable					FF EMT Training Officer (\$48.4 to \$63k)
City of Cordova	2,160	No Comparable					
Secondary Agencies							
Central Matsu Fire Department		undetermined					
Market Average			\$ 70,547	\$ 75,206	\$ 95,267		
City of North Pole	2,200	FY Current	\$ 50,000	\$ 60,000	\$ 70,000		Highest: S. McGilvray; R. Hagen (\$76,231); A. Martin (\$73,992)
		Current FY Range	\$ 40,000	\$ 48,000	\$ 58,000		

Fire Lieutenant		Population	Position Title	Min	Mid	Max	
Primary Agencies							
City of Fairbanks	31,516	Battalion Chief	\$ 72,238	\$ 83,762			
City & Borough of Juneau	32,000						
Borough of Kodiak Island	13,345	no response					
City of Wasilla	10,529	None					
City & Borough of Sitka	8,647	None					
City of Ketchikan	8,289	Fire Marshal	\$ 70,845	\$ 82,264	\$ 95,430		
City of Kenai	7,778	Fire Marshal	\$ 53,830	\$ 59,218	\$ 64,605		
City of Palmer	7,306	Fire Training Coordinator	\$ 49,941	\$ 65,104	\$ 82,638		
City of Bethel	6,600	undetermined					provided scale, with no legend.
City of Kodiak	5,968	Firefighter / EMT III	\$ 43,671	\$ 54,589	\$ 65,507	2764 hours	
City of Homer	5,810	Firefighter / EMT					Current \$59,256
City of Soldotna / Central Emerg. Svcs	4,689	undetermined					
City of Valdez	3,834	Fire / EMS Lieutenant	\$ 68,809	\$ 81,363	\$ 93,917		
City & Borough of Wrangell	2,509	Fire / Medic / Trainer	\$ 48,235	\$ 54,122	\$ 60,778		
Borough of Haines	2,474	Firefighter / EMT Training Officer	\$ 48,443	\$ 55,723	\$ 63,003		
City of Cordova	2,160	undetermined					
Secondary Agencies							
Central Matsu Fire Department		undetermined					
Market Average			\$ 54,825	\$ 65,578	\$ 76,205		
City of North Pole	2,200	FY Current	\$ 47,276	\$ 57,276	\$ 67,276		Highest: S. Sanders; Winkler (\$65,313); G. Galvin (no salary)
		Current FY Range	\$ 47,184	\$ 51,000	\$ 52,740		

Fire Engineer			Notes		
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Driver	\$ 61,256	\$ 72,779	
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	No comparable			
City & Borough of Sitka	8,647	Senior Fire Engineer	\$ 77,725	\$ 89,282	\$ 98,592
City of Ketchikan	8,289	Senior Fire Medic	\$ 64,172	\$ 74,474	\$ 86,430
City of Kenai	7,778	Fire Engineer	\$ 48,818	\$ 53,706	\$ 58,573
City of Palmer	7,306	no comparable			
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Firefighter / EMT II	\$ 41,377	\$ 51,714	\$ 62,052
City of Homer	5,810	Firefighter / EMT			
City of Soldotna / Central Emerg. Svcs	4,689	undetermined			
City of Valdez	3,834	Fire / EMS Engineer	\$ 59,812	\$ 70,902	\$ 81,991
City & Borough of Wrangell	2,509	no comparable			
Borough of Haines	2,474	Firefighter / EMT	\$ 45,635	\$ 52,915	\$ 60,195
City of Cordova	2,160	undetermined			
Borough of Bristol Bay	891	undetermined			
Secondary Agencies					
Central Matsu Fire Department		undetermined			
Market Average			\$ 56,257	\$ 64,893	\$ 74,373
City of North Pole	2,200	FY Current	\$ 56,311	\$ 64,945	\$ 74,419
		Current FY Range	\$ 56,311 - \$ 64,945	\$ 64,945 - \$ 74,419	\$ 74,419 - \$ 83,893

Notes: 2496 hours
Fire Training Coordinator \$49.9k to \$82.6k provided scale, with no legend.
2764 hours
Current \$57,776
Fire / Medic / Trainer \$48.2k to \$60.8k
Highest: K. Fagerstrom, M. Crane & Tanya Stugart (\$61,886)

Firefighter			Notes		
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Firefighter	\$ 37,648	\$ 53,508	\$ 69,368
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	None			
City & Borough of Sitka	8,647	Fire Engineer / EMT I	\$ 51,992	\$ 59,729	\$ 65,944
City of Ketchikan	8,289	Firefighter / EMT	\$ 58,137	\$ 67,469	\$ 78,302
City of Kenai	7,778	Firefighter	\$ 44,262	\$ 48,693	\$ 53,123
City of Palmer	7,306	Fire Training Coordinator	\$ 49,941	\$ 65,104	\$ 82,638
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Firefighter / EMT I	\$ 39,055	\$ 48,840	\$ 58,597
City of Homer	5,810	Firefighter / EMT			
City of Soldotna / Central Emerg. Svcs	4,689	undetermined			
City of Valdez	3,834	Fire / EMS Engineer	\$ 59,812	\$ 70,902	\$ 81,991
City & Borough of Wrangell	2,509	Fire / Medic / Trainer	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Firefighter / EMT	\$ 45,635	\$ 52,915	\$ 60,195
City of Cordova	2,160	undetermined			
Borough of Bristol Bay	891	undetermined			
Secondary Agencies					
Central Matsu Fire Department		undetermined			
Market Average			\$ 48,302	\$ 57,920	\$ 67,882
City of North Pole	2,200	FY Current	\$ 48,357	\$ 57,975	\$ 67,939
		Current FY Range	\$ 48,357 - \$ 57,975	\$ 57,975 - \$ 67,939	\$ 67,939 - \$ 77,903

Notes: 2496 hours
provided scale, with no legend.
2764 hours
Current \$ 56,367
Highest: J. Reardon; C. Wescott & L. Longridge (\$46,456)

Administrative Assistant Fire			Notes		
Primary Agencies	Population	Position Title	Min	Mid	Max
City of Fairbanks	31,516	Administrative Assistant	\$ 58,053	\$ 68,120	
City & Borough of Juneau	32,000				
Borough of Kodiak Island	13,345	no response			
City of Wasilla	10,529	None			
City & Borough of Sitka	8,647	Office Assistant	\$ 37,253	\$ 44,346	\$ 52,666
City of Ketchikan	8,289	Administrative Assistant	\$ 45,386	\$ 52,666	\$ 61,110
City of Kenai	7,778	Administrative Assistant	\$ 51,002	\$ 56,098	\$ 61,194
City of Palmer	7,306	Administrative Assistant - Public Safety	\$ 37,149	\$ 48,235	\$ 61,090
City of Bethel	6,600	undetermined			
City of Kodiak	5,968	Administrative Specialist	\$ 41,366	\$ 51,707	\$ 62,048
City of Homer	5,810	Administrative Assistant			
City of Soldotna / Central Emerg. Svcs	4,689	undetermined			
City of Valdez	3,834	Fire / EMS Admin. Assistant	\$ 55,896	\$ 66,268	\$ 76,640
City & Borough of Wrangell	2,509	Admin. Assistant - Police	\$ 48,235	\$ 54,122	\$ 60,778
Borough of Haines	2,474	Administrative Assistant II	\$ 39,166	\$ 46,446	\$ 53,726
City of Cordova	2,160	undetermined			
Borough of Bristol Bay	891	undetermined			
Secondary Agencies					
Central Matsu Fire Department		undetermined			
Market Average			\$ 44,432	\$ 53,104	\$ 61,930
City of North Pole	2,200	FY Current	\$ 44,487	\$ 53,159	\$ 62,084
		Current FY Range	\$ 44,487 - \$ 53,159	\$ 53,159 - \$ 62,084	\$ 62,084 - \$ 71,008

Notes: Did not have grade assigned used grade 23
provided scale, with no legend.
2080 hours
New - no range provided
M. Myhill

Salary Survey Results: Actual Salary, Current vs. Market Range (Management)

			Under Min (X=yes)	Over Max (X=yes)		Under Min (X=yes)	Over Max (X=yes)	
Reserved								
Reserved								
Reserved								
Police Chief	\$112,882	\$ 54,704	\$ 95,930	X	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	\$101,700	\$ 54,704	\$ 95,930	X	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	\$78,000	\$ 54,704	\$ 95,930		\$41,226	\$91,651	X \$124,959	\$33,308
Deputy City Manager (proposed new)	\$70,366	\$ 69,000				\$94,828	X	\$133,007
Director of City Services	\$164,154	\$ 54,704	\$ 95,930	X	\$41,226	\$91,383	\$121,703	X \$30,319
Reserved								
City Clerk / HR Manager / PIO	\$61,568							
HR Director / PIO (proposed new)	\$61,568	\$ 54,704	\$ 95,930		\$41,226	\$79,084	X	\$107,596
Deputy Fire Chief	\$86,258	\$ 49,192	\$ 86,258	X	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\$86,258	\$ 49,192	\$ 86,258	X	\$37,066	\$79,735	\$105,820	\$26,085
Senior Accountant (proposed new)	\$78,000	\$ 54,704	\$ 95,930		\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	\$61,568	\$ 54,704	\$ 95,930		\$41,226	\$75,374	X	\$108,618
Police Sergeant	\$78,499	\$ 48,924	\$ 85,788		\$36,864	\$68,083	\$94,935	\$26,852
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0
Reserved					\$0			\$0

Salary Survey Results: Actual Salary, Current vs. Market Range (non-Management)

			Under Min (X=yes)		Over Max (X=yes)		Under Min (X=yes)		Over Max (X=yes)	
Police Sergeant	\$78,499	\$48,924		\$85,788		\$36,864	\$68,083		\$94,935	\$26,852
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
Utility Supervisor	\$115,523	\$49,192		\$86,258	X	\$37,066	\$68,396		\$92,629	X
Fire Captain	\$78,498	\$48,924		\$85,788		\$36,864	\$70,547		\$95,267	\$24,720
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
Police Detective	\$88,026	\$47,340		\$83,016	X	\$35,676	\$63,779		\$86,510	X
Public Works Supervisor	\$81,307	\$49,200		\$86,268		\$37,068	\$67,453		\$93,797	\$26,344
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
<i>Utility Operator II (proposed)</i>	-	-	-	-	-	-	-	-	-	-
Public Works Assistant	\$58,365	\$42,180		\$73,968		\$31,788	\$61,423	X	\$82,792	\$21,369
Police Officer	\$80,746	\$46,056		\$80,760	X	\$34,704	\$59,464		\$83,340	\$23,875
Fire Lieutenant	\$67,276	\$47,184		\$82,740		\$35,556	\$54,825		\$76,205	\$21,380
Building Technician	-	-	-	-	-	-	\$55,278		\$77,384	\$22,105
Police Officer Recruit	-	\$46,056		\$80,760		\$34,704	\$56,024		\$78,757	\$22,733
Utility Operator (Operator I & II proposed)	\$87,526	\$44,491		\$78,021	X	\$33,530	\$56,382		\$77,224	X
Fire Engineer	\$65,313	\$46,056		\$80,760		\$34,704	\$56,257		\$74,373	\$18,117
<i>City Planner (proposed)</i>	-	-	-	-	-	-	-	-	-	-
Firefighter / EMT	\$55,584	\$40,164		\$70,428		\$30,264	\$48,302		\$67,882	\$19,580
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
AP Tax & License Clerk (revised)	\$69,742	\$37,482		\$65,728	X	\$28,246	\$47,016		\$63,407	X
AR / Utility Billing Clerk (revised)	\$47,487	\$37,482		\$65,728		\$28,246	\$46,170		\$62,486	\$16,316
<i>Utility Assistant II (proposed)</i>	-	-	-	-	-	-	-	-	-	-
Fiscal Accounting / Fund Accounting Clerk	\$60,154	-		-		-	\$55,004		\$74,525	\$19,521
<i>Deputy Clerk (proposed)</i>	-	-	-	-	-	-	\$52,273		\$71,721	\$19,448
Utility Assistant I	\$65,686	\$42,180		\$73,968		\$31,788	\$47,792		\$65,653	X
<i>Firefighter Recruit (proposed)</i>	-	-	-	-	-	-	-	-	-	-
Evidence Cust / Rec. Mgr / Archivist	\$46,093	\$37,482		\$65,728		\$28,246	\$47,383	X	\$64,966	\$17,583
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
<i>Executive Assistant (proposed)</i>	-	-	-	-	-	-	\$51,878		\$70,208	\$18,330
<i>Administrative Assistant PWD (proposed)</i>	-	\$37,488		\$65,736		-	\$45,334		\$62,218	\$16,884
Administrative Assistant Police	\$46,093	\$37,488		\$65,736		-	\$44,432		\$61,930	\$17,499
Administrative Assistant Fire	\$46,093	\$37,488		\$65,736		\$28,248	\$44,432		\$61,930	\$17,499
Records Preparation Clerk	-	\$37,488		\$65,736		\$28,248	\$46,189		\$62,329	\$16,140
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-
General Laborer (Summer Help)	-	-	-	-	-	-	-	-	-	-
Receptionist Admin	-	-	-	-	-	-	-	-	-	-
<i>Reserved</i>	-	-	-	-	-	-	-	-	-	-

APPENDIX D: NEW JOB CLASSIFICATIONS AND PROPOSED PAY RANGES

Management Pay Classifications: Existing vs. Proposed

<i>Reserved</i>	320	320		25
<i>Reserved</i>	310	310-319		24
<i>Reserved</i>	300	300-309		23
Police Chief	295	290-299	14	22
Fire Chief	295		14	
City Accountant / CFO	295		14	
<i>Deputy City Manager (proposed new)</i>	282.50	280-289	15	21
Director of City Services	282.50		14	
<i>Reserved</i>	270	270-279		20
City Clerk / HR Manager / PIO	262.50	260-269	NEW	19
<i>HR Director / PIO (proposed new)</i>	262.50		NEW	
Deputy Fire Chief	250	250-259	13	18
Police Lieutenant	250		13	
<i>Senior Accountant (proposed new)</i>	245	240-249	NEW	17
<i>City Clerk (proposed new)</i>	232.50	230-239	14	16
Police Sergeant	221.25	220-229	12	15
<i>Reserved</i>	210	210-219		14
<i>Reserved</i>	200	200-209		13
<i>Reserved</i>	190	190-199		12
<i>Reserved</i>	180	180-189		11
<i>Reserved</i>	170	170-179		10
<i>Reserved</i>	160	160-169		9
<i>Reserved</i>	150	150-159		8
<i>Reserved</i>	140	140-149		7
<i>Reserved</i>	130	130-139		6
<i>Reserved</i>	120	120-129		5
<i>Reserved</i>	110	110-119		4
<i>Reserved</i>	100	100-109		3
<i>Reserved</i>	90	90-99		2
<i>Reserved</i>	80	80-89		1

Non-Management Pay Classifications: Existing vs. Proposed

Police Sergeant	260	260	12	21
<i>Reserved</i>	250	250-259	-	20
Utility Supervisor	245	240-249	13	19
Fire Captain	245		6	19
<i>Reserved</i>	230	230-239	-	18
Police Detective	225	220-229	11	17
Public Works Supervisor	215	210-219	13	16
<i>Reserved</i>	200	200-209		15
Utility Operator II (proposed)	195		-	14
Public Works Assistant	190	190-199	8	14
Police Officer	190		10	14
Fire Lieutenant	190		5	14
Building Technician	185	180-189	-	13
Police Officer Recruit	177.50		3	12
Utility Operator (Operator I & II proposed)	170	170-179	-	12
Fire Engineer	170		4	12
<i>City Planner (proposed)</i>	167.50		-	11
Firefighter / EMT	162.50	160-169	2	11
<i>Reserved</i>	150	150-159		10
<i>AP Tax & License Clerk (revised)</i>	145		7	9
<i>AR / Utility Billing Clerk (revised)</i>	145	140-149	7	9
<i>Utility Assistant II (proposed)</i>	140		-	9
Fiscal Accounting / Fund Accounting Clerk	132.50		7	8
Deputy Clerk (proposed)	132.50	130-139	-	8
Utility Assistant I	132.50		8	8
<i>Firefighter Recruit (proposed)</i>	127.50	120-129	1	7
Evidence Cust / Rec. Mgr / Archivist	122.50		7	7
<i>Reserved</i>	110	110-119	-	6
<i>Executive Assistant (proposed)</i>	107.50		-	5
<i>Administrative Assistant PWD (proposed)</i>	107.50		-	5
Administrative Assistant Police	107.50	100-109	-	5
Administrative Assistant Fire	107.50		-	5
Records Preparation Clerk	107.50		7	5
<i>Reserved</i>	90	90-99		4
General Laborer (Summer Help)	87.50	80-89	-	3
Receptionist Admin	72.50	70-79	-	2
<i>Reserved</i>	60	60-69		1

Management Pay Classifications: New Proposed

	New Salary Minimum	New Salary Maximum	Over Max (X=yes)	New Hourly Minimum	New Hourly Maximum
Reserved	\$88,386	\$134,013		\$42.49	\$64.43
Reserved	\$84,177	\$127,027		\$40.47	\$61.07
Reserved	\$80,169	\$120,405		\$38.54	\$57.89
Police Chief	\$112,882	\$114,128		\$36.71	\$54.87
Fire Chief	\$101,700	\$114,128		\$36.71	\$54.87
City Accountant / CFO	\$78,000	\$114,128		\$36.71	\$54.87
Deputy City Manager (proposed new)	\$70,366	\$108,178	X	\$34.96	\$52.01
Director of City Services	\$164,154	\$108,178	X	\$34.96	\$52.01
Reserved	\$69,252	\$102,538		\$33.29	\$49.30
City Clerk / HR Manager / PIO	\$61,568	\$97,192	X	\$31.71	\$46.73
HR Director / PIO (proposed new)	\$61,568	\$97,192	X	\$31.71	\$46.73
Deputy Fire Chief	\$86,258	\$92,125		\$30.20	\$44.29
Police Lieutenant	\$86,258	\$92,125		\$30.20	\$44.29
Senior Accountant (proposed new)	\$78,000	\$87,322		\$28.76	\$41.98
City Clerk (proposed new)	\$61,568	\$82,770		\$27.39	\$39.79
Police Sergeant	\$78,499	\$78,455	X	\$26.09	\$37.72
Reserved	\$51,676	\$74,365		\$24.84	\$35.75
Reserved	\$49,215	\$70,488		\$23.66	\$33.89
Reserved	\$46,871	\$66,813		\$22.53	\$32.12
Reserved	\$44,639	\$63,330		\$21.46	\$30.45
Reserved	\$42,513	\$60,028		\$20.44	\$28.86
Reserved	\$40,489	\$56,899		\$19.47	\$27.36
Reserved	\$38,561	\$53,933		\$18.54	\$25.93
Reserved	\$36,725	\$51,121		\$17.66	\$24.58
Reserved	\$34,976	\$48,456		\$16.82	\$23.30
Reserved	\$33,310	\$45,930		\$16.01	\$22.08
Reserved	\$31,724	\$43,536		\$15.25	\$20.93
Reserved	\$30,213	\$41,266		\$14.53	\$19.84
Reserved	\$28,774	\$39,115		\$13.83	\$18.81
Reserved	\$27,404	\$37,076		\$13.18	\$17.83

Non-Management Pay Classifications: New Proposed

		New Salary Minimum	Under New Range (X=yes)	New Salary Maximum	Over New Range (X=yes)	New Hourly Minimum	New Hourly Maximum
Police Sergeant	\$78,499	\$67,424		\$112,375		\$32.42	\$54.03
<i>Reserved</i>	-	\$64,956		\$108,261		\$31.23	\$52.05
Utility Supervisor	\$115,523	\$62,578		\$104,298	X	\$30.09	\$50.14
Fire Captain	\$78,498	\$62,578		\$104,298		\$30.09	\$50.14
<i>Reserved</i>	-	\$60,287		\$100,480		\$28.98	\$48.31
Police Detective	\$88,026	\$58,080		\$96,802		\$27.92	\$46.54
Public Works Supervisor	\$81,307	\$55,954		\$93,258		\$26.90	\$44.84
<i>Reserved</i>	-	\$53,906		\$89,844		\$25.92	\$43.19
<i>Utility Operator II (proposed)</i>	-	\$51,933		\$86,555		\$24.97	\$41.61
Public Works Assistant	\$58,365	\$51,933		\$86,555		\$24.97	\$41.61
Police Officer	\$80,746	\$51,933		\$86,555		\$24.97	\$41.61
Fire Lieutenant	\$67,276	\$51,933		\$86,555		\$24.97	\$41.61
Building Technician	-	\$50,032		\$83,386		\$24.05	\$40.09
Police Officer Recruit	-	\$48,200		\$80,333		\$23.17	\$38.62
<i>Utility Operator (Operator I & II proposed)</i>	\$87,526	\$48,200		\$80,333	X	\$23.17	\$38.62
Fire Engineer	\$65,313	\$48,200		\$80,333		\$23.17	\$38.62
City Planner (proposed)	-	\$46,435		\$77,392		\$22.32	\$37.21
Firefighter / EMT	\$55,584	\$46,435		\$77,392		\$22.32	\$37.21
<i>Reserved</i>	-	\$44,735		\$74,559		\$21.51	\$35.85
<i>AP Tax & License Clerk (revised)</i>	\$69,742	\$43,097		\$71,829		\$20.72	\$34.53
<i>AR / Utility Billing Clerk (revised)</i>	\$47,487	\$43,097		\$71,829		\$20.72	\$34.53
<i>Utility Assistant II (proposed)</i>	-	\$43,097		\$71,829		\$20.72	\$34.53
Fiscal Accounting / Fund Accounting Clerk	\$60,154	\$41,519		\$69,199		\$19.96	\$33.27
<i>Deputy Clerk (proposed)</i>	-	\$41,519		\$69,199		\$19.96	\$33.27
Utility Assistant I	\$65,686	\$41,519		\$69,199		\$19.96	\$33.27
<i>Firefighter Recruit (proposed)</i>	-	\$39,999		\$66,666		\$19.23	\$32.05
Evidence Cust / Rec. Mgr / Archivist	\$46,093	\$39,999		\$66,666		\$19.23	\$32.05
<i>Reserved</i>	-	\$38,535		\$64,225		\$18.53	\$30.88
<i>Executive Assistant (proposed)</i>	-	\$37,124		\$61,874		\$17.85	\$29.75
<i>Administrative Assistant PWD (proposed)</i>	-	\$37,124		\$61,874		\$17.85	\$29.75
Administrative Assistant Police	\$46,093	\$37,124		\$61,874		\$17.85	\$29.75
Administrative Assistant Fire	\$46,093	\$37,124		\$61,874		\$17.85	\$29.75
Records Preparation Clerk	-	\$37,124		\$61,874		\$17.85	\$29.75
<i>Reserved</i>	-	\$35,765		\$59,609		\$17.19	\$28.66
General Laborer (Summer Help)	-	\$34,456		\$57,427		\$16.57	\$27.61
Receptionist Admin	-	\$33,195		\$55,325		\$15.96	\$26.60
<i>Reserved</i>	-	\$31,980		\$53,300		\$15.38	\$25.63

Non-Management Pay Classifications: New Proposed (1.5% & 3% examples)

Class	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
260	\$ 67,424	\$ 68,435	\$ 69,462	\$ 70,504	\$ 71,561	\$ 72,635	\$ 73,724	\$ 74,830	\$ 75,953	\$ 77,092	\$ 78,248	\$ 79,422	\$ 80,613	\$ 81,823	\$ 83,050	\$ 84,296	\$ 85,560	\$ 86,843
250	\$ 64,956	\$ 65,930	\$ 66,919	\$ 67,923	\$ 68,942	\$ 69,976	\$ 71,026	\$ 72,091	\$ 73,172	\$ 74,270	\$ 75,384	\$ 76,515	\$ 77,663	\$ 78,828	\$ 80,010	\$ 81,210	\$ 82,428	\$ 83,665
240	\$ 62,578	\$ 63,517	\$ 64,469	\$ 65,436	\$ 66,418	\$ 67,414	\$ 68,425	\$ 69,450	\$ 70,489	\$ 71,551	\$ 72,624	\$ 73,714	\$ 74,819	\$ 75,942	\$ 77,081	\$ 78,237	\$ 79,411	\$ 80,602
230	\$ 60,287	\$ 61,191	\$ 62,109	\$ 63,041	\$ 63,986	\$ 64,946	\$ 65,920	\$ 66,909	\$ 67,913	\$ 68,932	\$ 69,966	\$ 71,015	\$ 72,080	\$ 73,161	\$ 74,259	\$ 75,373	\$ 76,503	\$ 77,651
220	\$ 58,080	\$ 58,951	\$ 59,835	\$ 60,733	\$ 61,644	\$ 62,569	\$ 63,507	\$ 64,458	\$ 65,427	\$ 66,408	\$ 67,404	\$ 68,415	\$ 69,442	\$ 70,483	\$ 71,540	\$ 72,613	\$ 73,703	\$ 74,808
210	\$ 55,954	\$ 56,793	\$ 57,645	\$ 58,510	\$ 59,388	\$ 60,278	\$ 61,183	\$ 62,100	\$ 63,032	\$ 63,977	\$ 64,937	\$ 65,911	\$ 66,900	\$ 67,903	\$ 68,922	\$ 69,955	\$ 71,005	\$ 72,070
200	\$ 53,906	\$ 54,715	\$ 55,535	\$ 56,368	\$ 57,214	\$ 58,072	\$ 58,943	\$ 59,827	\$ 60,725	\$ 61,636	\$ 62,560	\$ 63,499	\$ 64,451	\$ 65,418	\$ 66,399	\$ 67,395	\$ 68,406	\$ 69,432
190	\$ 51,933	\$ 52,712	\$ 53,503	\$ 54,305	\$ 55,120	\$ 55,949	\$ 56,786	\$ 57,638	\$ 58,502	\$ 59,380	\$ 60,270	\$ 61,174	\$ 62,092	\$ 63,023	\$ 63,969	\$ 64,928	\$ 65,902	\$ 66,891
180	\$ 50,032	\$ 50,782	\$ 51,544	\$ 52,317	\$ 53,102	\$ 53,899	\$ 54,707	\$ 55,528	\$ 56,361	\$ 57,206	\$ 58,064	\$ 58,935	\$ 59,819	\$ 60,716	\$ 61,627	\$ 62,552	\$ 63,490	\$ 64,441
170	\$ 48,200	\$ 48,923	\$ 49,657	\$ 50,402	\$ 51,158	\$ 51,925	\$ 52,704	\$ 53,495	\$ 54,297	\$ 55,111	\$ 55,938	\$ 56,777	\$ 57,629	\$ 58,493	\$ 59,371	\$ 60,261	\$ 61,165	\$ 62,083
160	\$ 46,435	\$ 47,132	\$ 47,838	\$ 48,556	\$ 49,284	\$ 50,024	\$ 50,774	\$ 51,536	\$ 52,309	\$ 53,093	\$ 53,886	\$ 54,698	\$ 55,519	\$ 56,351	\$ 57,197	\$ 58,055	\$ 58,925	\$ 59,809
150	\$ 44,735	\$ 45,406	\$ 46,087	\$ 46,778	\$ 47,480	\$ 48,192	\$ 48,915	\$ 49,649	\$ 50,394	\$ 51,150	\$ 51,917	\$ 52,696	\$ 53,486	\$ 54,288	\$ 55,103	\$ 55,929	\$ 56,768	\$ 57,620
140	\$ 43,097	\$ 43,743	\$ 44,400	\$ 45,066	\$ 45,742	\$ 46,428	\$ 47,124	\$ 47,831	\$ 48,548	\$ 49,277	\$ 50,016	\$ 50,765	\$ 51,528	\$ 52,300	\$ 53,081	\$ 53,881	\$ 54,689	\$ 55,517
130	\$ 41,519	\$ 42,142	\$ 42,774	\$ 43,416	\$ 44,067	\$ 44,728	\$ 45,399	\$ 46,080	\$ 46,771	\$ 47,472	\$ 48,184	\$ 48,907	\$ 49,641	\$ 50,385	\$ 51,141	\$ 51,908	\$ 52,687	\$ 53,477
120	\$ 39,999	\$ 40,599	\$ 41,208	\$ 41,826	\$ 42,453	\$ 43,090	\$ 43,737	\$ 44,393	\$ 45,059	\$ 45,734	\$ 46,420	\$ 47,117	\$ 47,824	\$ 48,541	\$ 49,269	\$ 50,008	\$ 50,758	\$ 51,520
110	\$ 38,535	\$ 39,113	\$ 39,700	\$ 40,295	\$ 40,900	\$ 41,513	\$ 42,136	\$ 42,768	\$ 43,409	\$ 44,061	\$ 44,721	\$ 45,392	\$ 46,073	\$ 46,764	\$ 47,466	\$ 48,178	\$ 48,900	\$ 49,634
100	\$ 37,124	\$ 37,681	\$ 38,246	\$ 38,820	\$ 39,402	\$ 39,993	\$ 40,593	\$ 41,202	\$ 41,820	\$ 42,447	\$ 43,084	\$ 43,730	\$ 44,386	\$ 45,052	\$ 45,728	\$ 46,414	\$ 47,110	\$ 47,816
90	\$ 35,765	\$ 36,301	\$ 36,846	\$ 37,399	\$ 37,960	\$ 38,529	\$ 39,107	\$ 39,694	\$ 40,289	\$ 40,893	\$ 41,507	\$ 42,129	\$ 42,761	\$ 43,403	\$ 44,054	\$ 44,715	\$ 45,385	\$ 46,064
80	\$ 34,456	\$ 34,973	\$ 35,497	\$ 36,030	\$ 36,570	\$ 37,119	\$ 37,676	\$ 38,241	\$ 38,814	\$ 39,397	\$ 39,988	\$ 40,587	\$ 41,196	\$ 41,814	\$ 42,441	\$ 43,078	\$ 43,724	\$ 44,380
70	\$ 33,195	\$ 33,693	\$ 34,198	\$ 34,711	\$ 35,232	\$ 35,760	\$ 36,297	\$ 36,841	\$ 37,394	\$ 37,955	\$ 38,524	\$ 39,102	\$ 39,689	\$ 40,284	\$ 40,888	\$ 41,501	\$ 42,124	\$ 42,756
60	\$ 31,980	\$ 32,460	\$ 32,947	\$ 33,441	\$ 33,942	\$ 34,452	\$ 34,968	\$ 35,493	\$ 36,025	\$ 36,566	\$ 37,114	\$ 37,671	\$ 38,236	\$ 38,809	\$ 39,392	\$ 39,982	\$ 40,582	\$ 41,191
86,843	\$ 89,468	\$ 90,810	\$ 92,173	\$ 93,555	\$ 94,958	\$ 96,383	\$ 97,829	\$ 99,294	\$ 100,785	\$ 102,297	\$ 103,833	\$ 105,389	\$ 106,970	\$ 108,575	\$ 110,203	\$ 111,856	\$ 113,525	\$ 115,209
83,665	\$ 84,920	\$ 86,193	\$ 87,486	\$ 88,799	\$ 90,131	\$ 91,483	\$ 92,855	\$ 94,248	\$ 95,661	\$ 97,096	\$ 98,553	\$ 100,031	\$ 101,531	\$ 103,054	\$ 104,600	\$ 106,169	\$ 107,762	\$ 109,381
80,602	\$ 81,811	\$ 83,038	\$ 84,283	\$ 85,548	\$ 86,831	\$ 88,133	\$ 89,455	\$ 90,797	\$ 92,159	\$ 93,542	\$ 94,945	\$ 96,369	\$ 97,814	\$ 99,282	\$ 100,771	\$ 102,282	\$ 103,817	\$ 104,298
77,651	\$ 78,816	\$ 79,998	\$ 81,198	\$ 82,416	\$ 83,652	\$ 84,907	\$ 86,180	\$ 87,473	\$ 88,785	\$ 90,117	\$ 91,468	\$ 92,841	\$ 94,233	\$ 95,647	\$ 97,082	\$ 98,538	\$ 100,016	\$ 100,490
74,808	\$ 75,930	\$ 77,069	\$ 78,225	\$ 79,399	\$ 80,590	\$ 81,799	\$ 83,028	\$ 84,271	\$ 85,535	\$ 86,818	\$ 88,120	\$ 89,442	\$ 90,784	\$ 92,145	\$ 93,528	\$ 94,931	\$ 96,355	\$ 96,802
72,070	\$ 73,151	\$ 74,248	\$ 75,362	\$ 76,492	\$ 77,640	\$ 78,804	\$ 79,985	\$ 81,186	\$ 82,404	\$ 83,640	\$ 84,895	\$ 86,168	\$ 87,461	\$ 88,772	\$ 90,104	\$ 91,465	\$ 92,827	\$ 93,258
69,432	\$ 70,474	\$ 71,531	\$ 72,604	\$ 73,693	\$ 74,798	\$ 75,920	\$ 77,059	\$ 78,215	\$ 79,388	\$ 80,570	\$ 81,767	\$ 82,984	\$ 84,219	\$ 85,473	\$ 86,746	\$ 88,038	\$ 89,340	\$ 89,844
66,891	\$ 67,894	\$ 68,913	\$ 69,946	\$ 70,995	\$ 72,060	\$ 73,141	\$ 74,238	\$ 75,352	\$ 76,482	\$ 77,629	\$ 78,794	\$ 79,976	\$ 81,175	\$ 82,393	\$ 83,629	\$ 84,883	\$ 86,157	\$ 86,555
64,442	\$ 65,409	\$ 66,390	\$ 67,386	\$ 68,397	\$ 69,423	\$ 70,464	\$ 71,521	\$ 72,594	\$ 73,683	\$ 74,788	\$ 75,910	\$ 77,048	\$ 78,204	\$ 79,377	\$ 80,568	\$ 81,778	\$ 83,003	\$ 83,386
62,083	\$ 63,014	\$ 63,959	\$ 64,918	\$ 65,892	\$ 66,881	\$ 67,884	\$ 68,902	\$ 69,936	\$ 70,985	\$ 72,049	\$ 73,130	\$ 74,227	\$ 75,340	\$ 76,471	\$ 77,618	\$ 78,782	\$ 79,964	\$ 80,333
59,809	\$ 60,706	\$ 61,617	\$ 62,541	\$ 63,479	\$ 64,432	\$ 65,399	\$ 66,379	\$ 67,375	\$ 68,388	\$ 69,411	\$ 70,452	\$ 71,509	\$ 72,582	\$ 73,670	\$ 74,775	\$ 75,897	\$ 77,035	\$ 77,392
57,020	\$ 58,494	\$ 59,361	\$ 60,252	\$ 61,155	\$ 62,073	\$ 63,004	\$ 63,949	\$ 64,908	\$ 65,881	\$ 66,870	\$ 67,873	\$ 68,891	\$ 69,924	\$ 70,973	\$ 72,038	\$ 73,118	\$ 74,216	\$ 74,569
55,510	\$ 56,342	\$ 57,188	\$ 58,045	\$ 58,916	\$ 59,800	\$ 60,697	\$ 61,607	\$ 62,531	\$ 63,469	\$ 64,427	\$ 65,396	\$ 66,376	\$ 67,364	\$ 68,371	\$ 69,400	\$ 70,441	\$ 71,498	\$ 71,829
53,077	\$ 54,279	\$ 55,094	\$ 55,920	\$ 56,758	\$ 57,610	\$ 58,474	\$ 59,352	\$ 60,242	\$ 61,145	\$ 62,063	\$ 62,994	\$ 63,938	\$ 64,896	\$ 65,871	\$ 66,859	\$ 67,862	\$ 68,880	\$ 69,189
51,520	\$ 52,292	\$ 53,077	\$ 53,873	\$ 54,681	\$ 55,501	\$ 56,334	\$ 57,179	\$ 58,036	\$ 58,907	\$ 59,791	\$ 60,688	\$ 61,598	\$ 62,520	\$ 63,453	\$ 64,411	\$ 65,378	\$ 66,358	\$ 66,666
49,634	\$ 50,378	\$ 51,134	\$ 51,901	\$ 52,680	\$ 53,470	\$ 54,272	\$ 55,086	\$ 55,912	\$ 56,751	\$ 57,602	\$ 58,466	\$ 59,343	\$ 60,233	\$ 61,137	\$ 62,056	\$ 62,989	\$ 63,929	\$ 64,225
47,816	\$ 48,534	\$ 49,267	\$ 50,001	\$ 50,751	\$ 51,512	\$ 52,285	\$ 53,069	\$ 53,865	\$ 54,673	\$ 55,493	\$ 56,325	\$ 57,170	\$ 58,028	\$ 58,898	\$ 59,782	\$ 60,678	\$ 61,589	\$ 61,874
46,068	\$ 46,757	\$ 47,458	\$ 48,170	\$ 48,893	\$ 49,628	\$ 50,371	\$ 51,126	\$ 51,893	\$ 52,671	\$ 53,462	\$ 54,263	\$ 55,077	\$ 55,894	\$ 56,742	\$ 57,599	\$ 58,467	\$ 59,334	\$ 59,609
44,380	\$ 45,046	\$ 45,721	\$ 46,407	\$ 47,103	\$ 47,810	\$ 48,527	\$ 49,255	\$ 49,994	\$ 50,744	\$ 51,505	\$ 52,277	\$ 53,062	\$ 53,857	\$ 54,665	\$ 55,485	\$ 56,318	\$ 57,162	\$ 57,427
42,756	\$ 43,397	\$ 44,048	\$ 44,709	\$ 45,379	\$ 46,050	\$ 46,731	\$ 47,422	\$ 48,124	\$ 48,837	\$ 49,560	\$ 50,294	\$ 51,039	\$ 51,794	\$ 52,559	\$ 53,335	\$ 54,121	\$ 54,918	\$ 55,325
41,191	\$ 41,809	\$ 42,436	\$ 43,072	\$ 43,719	\$ 44,374	\$ 45,040	\$ 45,715	\$ 46,401	\$ 47,097	\$ 47,804	\$ 48,521	\$ 49,249	\$ 49,987	\$ 50,737	\$ 51,498	\$ 52,271	\$ 53,055	\$ 53,300

260	\$	67,424	\$	69,447	\$	71,530	\$	73,676	\$	75,886	\$	78,163	\$	80,508	\$	82,923	\$	85,411	\$	87,973	\$	90,612	\$	93,331	\$	96,131	\$	99,014	\$	101,985	\$	105,044	\$	108,196	\$	111,442	\$	114,775		
250	\$	64,956	\$	66,905	\$	68,912	\$	70,979	\$	73,109	\$	75,302	\$	77,561	\$	79,888	\$	82,284	\$	84,753	\$	87,295	\$	89,914	\$	92,612	\$	95,390	\$	98,252	\$	101,199	\$	104,235	\$	107,362	\$	110,482		
240	\$	62,578	\$	64,455	\$	66,389	\$	68,381	\$	70,432	\$	72,545	\$	74,721	\$	76,963	\$	79,272	\$	81,650	\$	84,100	\$	86,623	\$	89,222	\$	91,898	\$	94,655	\$	97,494	\$	100,419	\$	103,432	\$	106,533		
230	\$	60,287	\$	62,096	\$	63,958	\$	65,877	\$	67,854	\$	69,889	\$	71,986	\$	74,143	\$	76,374	\$	78,661	\$	81,021	\$	83,455	\$	85,965	\$	88,532	\$	91,169	\$	93,825	\$	96,445	\$	99,045	\$	101,665		
220	\$	58,080	\$	59,822	\$	61,617	\$	63,466	\$	65,370	\$	67,331	\$	69,351	\$	71,431	\$	73,574	\$	75,781	\$	78,055	\$	80,396	\$	82,808	\$	85,292	\$	87,851	\$	90,487	\$	93,201	\$	95,997	\$	98,802		
210	\$	55,954	\$	57,633	\$	59,342	\$	61,142	\$	62,977	\$	64,866	\$	66,812	\$	68,816	\$	70,881	\$	73,007	\$	75,197	\$	77,453	\$	79,777	\$	82,170	\$	84,635	\$	87,175	\$	89,790	\$	92,483	\$	95,256		
200	\$	53,906	\$	55,523	\$	57,189	\$	58,905	\$	60,672	\$	62,492	\$	64,367	\$	66,298	\$	68,287	\$	70,335	\$	72,445	\$	74,619	\$	76,857	\$	79,163	\$	81,538	\$	83,984	\$	86,503	\$	89,094	\$	91,764		
190	\$	51,933	\$	53,491	\$	55,096	\$	56,749	\$	58,451	\$	60,205	\$	62,011	\$	63,871	\$	65,787	\$	67,761	\$	69,794	\$	71,887	\$	74,044	\$	76,265	\$	78,553	\$	80,910	\$	83,337	\$	85,837	\$	88,404		
180	\$	50,022	\$	51,533	\$	53,079	\$	54,671	\$	56,311	\$	58,001	\$	59,741	\$	61,533	\$	63,379	\$	65,280	\$	67,239	\$	69,256	\$	71,334	\$	73,474	\$	75,678	\$	77,948	\$	80,287	\$	82,695	\$	85,166		
170	\$	48,200	\$	49,646	\$	51,135	\$	52,669	\$	54,250	\$	55,877	\$	57,553	\$	59,280	\$	61,058	\$	62,890	\$	64,777	\$	66,720	\$	68,722	\$	70,783	\$	72,907	\$	75,094	\$	77,347	\$	79,667	\$	82,055		
160	\$	46,435	\$	47,828	\$	49,263	\$	50,741	\$	52,263	\$	53,831	\$	55,446	\$	57,109	\$	58,822	\$	60,587	\$	62,405	\$	64,277	\$	66,205	\$	68,191	\$	70,237	\$	72,344	\$	74,515	\$	76,750	\$	79,050		
150	\$	44,735	\$	46,077	\$	47,459	\$	48,883	\$	50,350	\$	51,860	\$	53,416	\$	55,018	\$	56,669	\$	58,369	\$	60,120	\$	61,924	\$	63,781	\$	65,695	\$	67,668	\$	69,696	\$	71,787	\$	73,940	\$	76,155		
140	\$	43,097	\$	44,390	\$	45,722	\$	47,093	\$	48,506	\$	49,961	\$	51,460	\$	53,004	\$	54,594	\$	56,232	\$	57,919	\$	59,656	\$	61,446	\$	63,288	\$	65,189	\$	67,144	\$	69,158	\$	71,233	\$	73,369		
130	\$	41,519	\$	42,765	\$	44,048	\$	45,369	\$	46,730	\$	48,132	\$	49,576	\$	51,063	\$	52,595	\$	54,173	\$	55,796	\$	57,472	\$	59,198	\$	60,972	\$	62,801	\$	64,685	\$	66,625	\$	68,625	\$	70,687	\$	72,812
120	\$	39,999	\$	41,199	\$	42,435	\$	43,708	\$	45,019	\$	46,370	\$	47,761	\$	49,194	\$	50,670	\$	52,190	\$	53,755	\$	55,368	\$	57,029	\$	58,740	\$	60,502	\$	62,317	\$	64,187	\$	66,112	\$	68,096		
110	\$	38,535	\$	39,691	\$	40,882	\$	42,108	\$	43,371	\$	44,673	\$	46,015	\$	47,393	\$	48,815	\$	50,279	\$	51,788	\$	53,341	\$	54,942	\$	56,590	\$	58,288	\$	60,036	\$	61,837	\$	63,692	\$	65,602		
100	\$	37,124	\$	38,238	\$	39,385	\$	40,566	\$	41,783	\$	43,037	\$	44,328	\$	45,658	\$	47,028	\$	48,438	\$	49,889	\$	51,388	\$	52,930	\$	54,516	\$	56,153	\$	57,838	\$	59,573	\$	61,360	\$	63,194		
90	\$	35,765	\$	36,838	\$	37,943	\$	39,081	\$	40,254	\$	41,461	\$	42,705	\$	43,986	\$	45,306	\$	46,665	\$	48,065	\$	49,507	\$	50,992	\$	52,522	\$	54,098	\$	55,721	\$	57,392	\$	59,114	\$	60,887		
80	\$	34,456	\$	35,490	\$	36,554	\$	37,651	\$	38,781	\$	39,944	\$	41,142	\$	42,377	\$	43,648	\$	44,957	\$	46,306	\$	47,695	\$	49,126	\$	50,600	\$	52,118	\$	53,681	\$	55,282	\$	56,951	\$	58,695		
70	\$	33,195	\$	34,191	\$	35,217	\$	36,273	\$	37,361	\$	38,482	\$	39,637	\$	40,826	\$	42,050	\$	43,312	\$	44,611	\$	45,949	\$	47,328	\$	48,748	\$	50,210	\$	51,717	\$	53,268	\$	54,865	\$	56,509		
60	\$	31,980	\$	32,939	\$	33,928	\$	34,945	\$	35,994	\$	37,074	\$	38,186	\$	39,331	\$	40,511	\$	41,727	\$	42,978	\$	44,268	\$	45,596	\$	46,964	\$	48,373	\$	49,824	\$	51,319	\$	52,858	\$	54,442		

APPENDIX E: BENEFITS SURVEY RESULTS

Salary & Pay Increases

SALARY & PAY INCREASES

City / Town / County / Borough	Step Increments	Grade	Step	Sub-Emphasis	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate
Borough of Bristol Bay	16 grades 15 steps	Part of the General Grid																
Borough of Haines	Grades 8 - 13 Steps	Part of the General Grid																
City & Borough of Juneau	30 Grades 15 Steps	8 Grades 15 Steps																
City & Borough of Sitka	30 Grades 15 Steps	8 Grades 15 Steps																
City & Borough of Wrangell	31 Steps 9 Grades	Included in the Gen. Employee																
City of Bethel	31 Steps 9 Grades	20 Steps 6 Grades																
City of Cordova	20 Steps, all separate pay rates; no separation of public safety classes	No separate pay scale																
City of Fairbanks	24 Grades 15 Steps	24 Grades 15 Steps																
City of Homer	24 Grades 15 Steps	24 Grades 15 Steps																
City of Kenai	24 Grades 15 Steps	24 Grades 15 Steps																
City of Ketchikan	24 Grades 15 Steps	24 Grades 15 Steps																
City of Kodiak	24 Grades 15 Steps	24 Grades 15 Steps																
City of Palmer	24 Grades 15 Steps	24 Grades 15 Steps																
City of Soldotna	24 Grades 15 Steps	24 Grades 15 Steps																
City of Valdez	24 Grades 15 Steps	24 Grades 15 Steps																
City of Wasilla	24 Grades 15 Steps	24 Grades 15 Steps																
City of North Pole	24 Grades 15 Steps	24 Grades 15 Steps																

SALARY & PAY INCREASES

City/Town/County/Borough	Job Description	Grade	Step	Rate	Step	Rate	Step	Rate	Notes
Borough of Bristol Bay									
Borough of Haines									
City & Borough of Juneau									
City & Borough of Sitka	By Committee Decision (not active)	None	None	None	None	None	None	None	None
City & Borough of Wrangell	Upon Approval By Borough Manager	None	None	None	None	None	None	None	None
City of Bethel									
City of Cordova									
City of Fairbanks	not defined	not defined	not defined	not defined	not defined	not defined	not defined	not defined	Fairbanks has a rudimentary compensation system...consists, roughly, of 4 as a grade, there is no pre-negotiated pay system, rather, pay is set by job and 2 per hour calculations for health insurance, pension and legal services, per month calculations for Life Insurance, and holidays per 8 hours.
City of Homer									
City of Kenai									
City of Ketchikan									Management agreement required. New employees who are assisted with their moving and relocation expenses are not eligible for the relocation program. The relocation program is available to employees who have been with the City for at least 90 days and who are in the lowest pay grade. The City service voluntary or involuntary from the City service within three (3) years after their date of employment. The reimbursement will be provided as follows: (maximum February 18, 2010, by Resolution No. 10-2335) 100% if termination occurs before completing 12 months service 50% if termination occurs after 12 months but before 18 months service 25% if termination occurs after 18 months but before 24 months service 10% if termination occurs after 24 months but before 30 months service 0% if termination occurs after 30 months but before 36 months service 0% if termination occurs after 36 months service
City of Kodiak	1.50	2.50	Longevity only factored when considering for step, not pay	Longevity only factored when considering for step, not pay	2.5%	2.5%	2.5%	2.5%	
City of Palmer			There is a longevity step with a 3.5% increase with each step. There is a 3.5% increase with each step.	There is a longevity step with a 3.5% increase with each step. There is a 3.5% increase with each step.					
City of Soldotna			# Grade 7 rate 2.5% each step	# Grade 7 rate 2.5% each step					6 months Probationary / Phase 1 Yr
City of Valdez			3 - 3 Yr Increment Steps each	3 - 3 Yr Increment Steps each					
City of Wasilla	undetermined	1 Step 2.5%	see information in step	see information in step	3.5%	3.5%	3.5%	3.5%	
City of North Pole	COIA & merit don't appear to be separated to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	COIA & merit don't appear to be reported.	Pay / merit differentials add to other differentials. Merit pay for (Final Training Officer) = \$2,700 for active staffing. Merit pay for (Check-off pay) in the same or higher. Merit pay for (Check-off pay) / (See attached page)

City / Town / County / Borough	Gen. Employees		Police		Fire		Police		Gen. Employees		Police		Fire	
	Gen. Employees	Fire	Police	Police	Gen. Employees	Fire	Police	Police	Gen. Employees	Fire	Police	Police	Gen. Employees	Fire
City of Anchorage	6 mo	6 mo	6 mo	6 mo	50 More with City Managers approval	50 More with City Managers approval	50 More with City Managers approval	50 More with City Managers approval	100% 100%	100% 100%	100% 100%	100% 100%	100% 100%	100% 100%
City of Kodiak	90 days	60 days	60 days	60 days	60 days 480 days combined 547 hours Also Combined	60 days 480 days combined 547 hours Also Combined	60 days 480 days combined 547 hours Also Combined	60 days 480 days combined 547 hours Also Combined	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation	Yes Receive pay rather than leave Must leave 80 hrs. on the books. Yes Paid on Termination or Separation
City of Palmer	immediate, 8 PTO	immediate, 8 PTO	immediate, 8 PTO	immediate, 8 PTO	All up to maximum (800hrs) Can request pay, lose the maximum	All up to maximum (800hrs) Can request pay, lose the maximum	All up to maximum (800hrs) Can request pay, lose the maximum	All up to maximum (800hrs) Can request pay, lose the maximum	Must use up 80 hrs. must be paid on books Termination or Separation	Must use up 80 hrs. must be paid on books Termination or Separation	Must use up 80 hrs. must be paid on books Termination or Separation	Must use up 80 hrs. must be paid on books Termination or Separation	Must use up 80 hrs. must be paid on books Termination or Separation	Must use up 80 hrs. must be paid on books Termination or Separation
City of Soldotna	First day period	First day period	First day period	First day period	720 hrs. Cash out the balance on leave form	720 hrs. Cash out the balance on leave form	720 hrs. Cash out the balance on leave form	720 hrs. Cash out the balance on leave form	100 hrs	100 hrs	100 hrs	100 hrs	100 hrs	100 hrs
City of Valdez	30 days	30 days	30 days	30 days	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max	800 hrs. 800 hrs if paid after 1997. Paid for hours over max
City of Wasilla	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	12 hrs in 5 1/2 yr 15 hrs in 6 1/2 yr 20% 6 1/2	All accrued hours cashed in when employee terminates	All accrued hours cashed in when employee terminates	All accrued hours cashed in when employee terminates	All accrued hours cashed in when employee terminates	All accrued hours cashed in when employee terminates	All accrued hours cashed in when employee terminates
City of North Pole	60 days, however hours earned may be used for other employment.	60 days, however hours earned may be used for other employment.	60 days, however hours earned may be used for other employment.	60 days, however hours earned may be used for other employment.	PT: 120 hrs. 120 hrs if paid after 1997. Paid for hours over max	PT: 120 hrs. 120 hrs if paid after 1997. Paid for hours over max	PT: 120 hrs. 120 hrs if paid after 1997. Paid for hours over max	PT: 120 hrs. 120 hrs if paid after 1997. Paid for hours over max	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates	420 hours combined or 1500 hours Employees are allowed to cash in but must maintain 80 hours. All accrued hours cashed in when employee terminates

PAID VACATION

Sick Leave

SICK LEAVE									
City / Town / County / Borough	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire	Gen. Employees	Police	Fire
Borough of Bristol Bay	see paid vacation, City has PTO			Combined	Combined	Combined			
Borough of Haines	see paid vacation, City has PTO								
City & Borough of Juneau	Eligible From Date of Hire	Vacation and Sick Leave Combined into Personal Leave	Eligible From Date of Hire	18 Days	Vacation and Sick Leave Combined into Personal Leave	18 Days	720 Hours	Vacation and Sick Leave Combined into Personal Leave	770 Hours
City & Borough of Sitka	Eligible From Date of Hire	Eligible From Date of Hire	Eligible From Date of Hire	12	12	12	yes 480 HRS ?	yes 480 HRS ?	yes 480 HRS ?
City & Borough of Wrangell	First biweekly pay period	First biweekly pay period	First biweekly pay period	6 hours per month	7 hours per month	8 hours per month	720	720	720
City of Bethel	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	12	12	12	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined
City of Cordova							Yes 77.5	Yes 77.5	Yes 77.5
City of Fairbanks	see paid vacation Hours are combined	see paid vacation Hours are combined	see paid vacation Hours are combined	40 hrs	40 hrs	40 hrs	a max of 80 hrs	a max of 80 hrs	a max of 80 hrs
City of Homer	see paid vacation, City has PTO								
City of Kenai	See Vacation	See Vacation	See Vacation	12 Days	12	12	All	All	All
City of Ketchikan	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	Available from Date of Hire, but must be taken before annual leave is taken to cover an illness	4 hours per pay period	4 hours per pay period	4 hours per pay period, provided however that Fire Department employees on platoon system accrue sick leave at 1.33 times the normal rate	480 non-combined 587 combined	638 non-combined 779 combined	638 non-combined 779 combined
City of Kodiak				Combined	Combined	Combined	Combined	Combined	Combined
City of Palmer				Combined	Combined	Combined	?	?	?
City of Soldotna	See Previous Tab	See Previous Tab	See Previous Tab	Combined	Combined	Combined	Yes all	Yes All	Yes All
City of Valdez	30 days	30 days	30 days	Combined	Combined	Combined			
City of Wasilla				Combined	Combined	Combined			
City of North Pole	90 days, however hours accrue from the day of employment.	90 days, however hours accrue from the day of employment.	90 days, however hours accrue from first day of employment.	320hrs combined w Sick Leave. When an employee's leave accrual reaches the maximum limit they must elect either to receive monetary compensation or take leave	320hrs combined w Sick Leave. When an employee's leave accrual reaches the maximum limit they must elect either to receive monetary compensation or take leave	430 hours combined w Sick Leave. When an employee's leave accrual reaches the maximum limit they must elect either to receive monetary compensation or take leave	Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Option to cash-out max 120 hours / year, or donate to Emergency Leave Bank for other employee use.	Option to cash-out max 120 hours / year, or donate to Emergency Leave Bank for other employee use.

SICK LEAVE		Gen. Employees	Police	Fire
City / Town / County / Borough				
Borough of Bristol Bay				Jury Duty not defined, Bereavement - 5 days, Military - 5 days per year
Borough of Haines				
City & Borough of Juneau				
City & Borough of Sitka	\$1.00 Per Hour Upon Separation or Termination	Vacation and Sick Leave Combined into Personal Leave	No	Maternity leave; Jury duty, Military leave, Bereavement - 5 days, Floating Holidays 2.5 days May convert maximum of 40 hours of sick leave to vacation each calendar year.
City & Borough of Wrangell	NO	no	no	Jury Duty - 10 days, Funeral leave - 5 days
City of Bethel	Only if have worked 11 years + 1 day	Only if have worked 11 years + 1 day	Only if have worked 11 years + 1 day	Birthday leave - 40 hrs. Bereavement per yr. hrs each for NY Eve and Christmas eve
City of Cordova	yes	yes	yes	Bereavement - 5 days, Jury duty, Military leave
City of Fairbanks	see paid vacation hours are combined	see paid vacation hours are combined	see paid vacation hours are combined	Jury Duty - must turn over jury duty check, Military duty, depending on CBA, 216 hrs. ... 15 days - must turn over portion of check
City of Homer	NO	NO	NO	Birthday leave - 40 hrs. Bereavement per yr. hrs each for NY Eve and Christmas eve 1 day each for 20 & 30 yr anniversary voting leave if needed Jury duty
City of Kenai				Jury Duty, Bereavement 3 days
City of Ketchikan	NO	no	no	Jury Duty - as needed, Military duty - 16 days, Bereavement - 5 days Maternity 8 weeks
City of Kodiak	EE may cash-in 2x per year, must leave 80 hour balance (emergency cash-in allowed)	EE may cash-in 2x per year, must leave 80 hours balance (emergency cash-in allowed)	EE may cash-in 2x per year, must leave 80 hours balance (emergency cash-in allowed)	Jury Duty, Military - 17 days 5 days of Bereavement plus 2 days if required for travel PT Employees proportionally accrue sick leave at same rate as Fulltime. Temporary Employees do not accrue Leave.
City of Palmer				Jury Duty, Bereavement 3 days
City of Soldotna	no	no	no	Jury Duty, Bereavement - 40hrs in state & 4hrs days out of state
City of Valdez	?	?	?	18 hours volunteer leave, Military Leave, Wellness Program, Employee Christmas Party, 1 APT day per month, Jury Duty - as needed, 1 day volunteer leave with approval from City Manager, FMLA-75 hrs.
City of Wasilla	Yes 25%	Yes 25%	Yes 25%	Jury & Military Duty - as needed, Bereavement - 4 days
City of North Pole	Combined w/ Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Combined w/ Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Combined w/ Sick Leave Option to cash-out max 80 hours / year, or donate to Emergency Leave Bank for other employee use.	Indefinite Jury duty, 3 days Bereavement, 16 weeks FMLA

Group Insurance - General Employees

GROUP INSURANCE (GENERAL EMPLOYEES)							
City / Town / County / Borough	Medical Plan	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution
Borough of Bristol Bay	Premiera						
Borough of Haines	Union provided	\$1,542	Yellow plan 50 Blue plan \$136 / month	50	Yellow plan \$113 / month Blue plan \$220 / month	Included with Medical	Included with Medical
City & Borough of Juneau	depending on union	100%	Economy plan EE 50, Standard plan \$140/mo. Flex Spending Plan available	50	Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Dental Buy Up \$24.92 / mo EE \$48 / mo Family
City & Borough of Sitka	Blue Cross Of Washington & Alaska	90%	10%	90%	10%	Included with Medical	Included with Medical
City & Borough of Wrangell	Premiera Blue Cross Blue Shield of Alaska Heritage plus plan	85%, 90% if in Wellness Plan	15%, 10 % if in Wellness Plan	85%, 90% if in Wellness Plan	15%, 10 % if in Wellness Plan	Included with Medical - a \$1500 plan	Included with Medical
City of Bethel	Premiera Blue Cross Blue Shield of Alaska	100%	EE Only \$25 /mo	Included with Medical	EE+ \$50 / mo EE+ Family \$75 / mo	Included with Medical	Included with Medical
City of Cordova	Self-funded plan/medical Network is first choice	not included in prem	not included in prem	not included in prem	not included in prem	80%	20%
City of Fairbanks	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract
City of Homer		0.885324308					
City of Kenai	Premiera Blue Cross Blue Shield of Alaska FT, PT over 15 hours a week	FT \$949.59 PT \$519.00	FT \$123 PT \$519	FT EC \$1,799.23 FT ES \$1,975.06 FT EF \$2,694.41 (PT - ES/EC/EF \$497)	PT EC \$1,325 PT ES \$1,523 PT EF \$2,331	Included with Medical	Included with Medical
City of Ketchikan	Blue Cross / Blue Shield	90%	10%	90%	10%	Included with Medical	Included with Medical
City of Kodiak	Aetna FT and PT with 30 hours per week	100%	0%	100%	0%	Included with Medical	Included with Medical
City of Palmer	Meritain Health	100% plus \$2000 per FT to an HRA insurance deductible, co-pays, prescriptions but not over the counter meds	0%	85%	15%	Included with Medical	Included with Medical
City of Soldotna	Aetna for Regular FT, Regular PT & Elected Officials	90%	10%	75%	25%	Included with Medical	Included with Medical
City of Valdez	Meritain FT, permanent part time/regular permanent FT	96%	4%	96%	4%	96%	4%
City of Wasilla	Yes varies by Agreement for FT Medical, Dental, Vision, Prescription, Cost varies by agreement	1) Non-Reps, L302 - City pays 100% at a current rate of \$1,622 per month (18 L302 members and 45 Non-Reps belong to the L302/612 Operating Engineers Health Fund) 2) 8341 - City pays 100% at a current rate of 1,487.16 (5 members belonging to the Alaska Laborers Trust) 3) WPDA - City pays \$1,739.52 99% Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	1) 0% 2) 0% 3) WPDA - City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 / mo (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	1) Non-Reps, L302 - City pays 100% at a current rate of \$1,622 per month (18 L302 members and 45 Non-Reps belong to the L302/612 Operating Engineers Health Fund) 2) 8341 - City pays 100% at a current rate of 1,487.16 (5 members belonging to the Alaska Laborers Trust) 3) WPDA - City pays \$1,739.52 99% Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	1) 0% 2) 0% 3) WPDA - City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	1) Non-Reps, L302 - City pays 100% at a current rate of \$1,622 per month (18 L302 members and 45 Non-Reps belong to the L302/612 Operating Engineers Health Fund) 2) 8341 - City pays 100% at a current rate of 1,487.16 (5 members belonging to the Alaska Laborers Trust) 3) WPDA - City pays \$1,739.52 99% Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	1) 0% 2) 0% 3) WPDA - City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%
City of North Pole	Combined Med-Dental-Vision Meritain - (Self Insured)	\$850 per EE per Pay Pk.	\$23.00 per pay pd EE only \$90 per pay pd for Dependent Coverage (no limit on # of Dependents)	\$850 per EE per Pay Pk.	\$23.00 per pay pd EE only \$90 per pay pd for Dependent Coverage (no limit on # of Dependents)	\$850 per EE per Pay Pk.	\$23.00 per pay pd EE only \$90 per pay pd for Dependent Coverage (no limit on # of Dependents)

GROUP INSURANCE (GENERAL EMPLOYEES)									
City / Town / County / Borough	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	Medical for Council
Borough of Bristol Bay									
Borough of Haines	Included with Medical	Included with Medical	\$0	available	\$0	Available	\$0	available	
City & Borough of Juneau	Included with Medical	Included with Medical	\$0	100% up to \$300,000	\$0	100%	0%	100%	Hearing exam at 100% (up to \$400) & hardware (hearing aids) up to \$3000 every three years.
City & Borough of Sitka	Included with Medical	Included with Medical	\$2,000 Life \$5,000 AD&D 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	Employee Assistance Plan Provides Free Mental Health Counseling
City & Borough of Wrangell	Included with Medical	Included with Medical	\$30,000 Life/AD&D Policy 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	The borough also offers an HRA plan which the employees pay the first \$1000 of the medical deductible and the borough pay the other \$2000
City of Bethel	Included with Medical	Included with Medical	100%	0%	100%	0%	100%	0%	
City of Cordova	Included In Dental	Included In Dental							
City of Fairbanks	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	* Plans & rates vary Depending on Union Contract	
City of Homer									
City of Kenai	Included with Medical	Included with Medical	100%	supplemental available	0%	Available			Flexible Spending Account funded by EE
City of Ketchikan	Included with Medical	Included with Medical							
City of Kodiak	Included with Medical	Included with Medical							
City of Palmer	Included with Medical	Included with Medical							
City of Soldotna	Included with Medical	Included with Medical	City provides \$7000	employee can purchase additional up to \$60k					
City of Valdez	96%	4%		Portable options life insurance					Elected Officials
City of Wasilla	1. 0% 2. 0% 3. WFOA - City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month 150 members belong to the L3021612 Operating Engineers Health Fund 13	0	Life insurance up to \$50,000 paid by City						
City of North Pole	\$850 per EE per Pay Pd.	\$23.99 per pay pd EE only \$90 per pay pd for Dependents Coverage (no limit on # of Dependents)	City provides \$50,000 policy to each EE. May elect to get more.	Only if EE elects for dependents of group coverage.	City pays 100%. Limit ____ days.	EE pays 50%. Limit ____ days.	City pays 100%. Limit ____ days.	EE pays 50%. Limit ____ days.	No benefits for Council Mayor only.

Group Insurance – Police

GROUP INSURANCE (Police)							
City / Town / County / Borough	Type (Employer Paid, Cost)						
	Medical Plan	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution
Borough of Bristol Bay	-	-	-	-	-	-	-
Borough of Haines	Union provided	\$1,542	Yellow plan \$0 Blue plan \$136 / month	\$0	Yellow plan \$113 / month Blue plan \$220 / month	Included with Medical	Included with Medical
City & Borough of Juneau	Premera Blue Cross Blue Shield of Alaska	100%	Economy plan EE \$0, Standard plan \$140/mo Flex Spending Plan available		Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Included with Medical
City & Borough of Sitka	Blue Cross Of Washington & Alaska	100%	0%	100%	0%	100%	0%
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Premera Blue Cross Blue Shield of Alaska	100%	EE Only \$25 /mo	Included with Medical	EE+1 \$50 / mo EE+ Family \$75 / mo	Included with Medical	Included with Medical
City of Cordova	-	-	-	-	-	-	-
City of Fairbanks	-	-	-	-	-	-	-
City of Homer	-	-	-	-	-	-	-
City of Kenai	-	-	-	-	-	-	-
City of Ketchikan	PSEA	83%	ASEA/psea Option A \$295 ASEA/psea Option B	0%	\$125	Included with Medical	Included with Medical
City of Kodiak	Aetna FT and PT with 30 hrs per week	100 00%	0.00%	100 00%	0.00%	Included with Medical	Included with Medical
City of Palmer	-	-	-	-	-	-	-
City of Soldotna	-	-	-	-	-	-	-
City of Valdez	meritain ft, permanent part timeregular pennane11t	96%	4%	96%	4%	96%	4%
City of Wasilla	Operating Engineers Health Fund	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	3. WPDA – City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%
City of North Pole	Self Insured using Meritain Health to administer the program and process claims	20,800 per year per employee	Pays 621.40 per year	-	If elected the employee pays 2,340 per year for dependent coverage	Included in Medical	Included in Medical

GROUP INSURANCE (Police)									
City / Town / County / Borough	Type (Employer Paid, Cost)								
	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	
Borough of Bristol Bay	-	-	-	-	-	-	-	-	-
Borough of Haines	Included with Medical	Included with Medical	\$0	available	\$0	Available	\$0	available	
City & Borough of Juneau	Included with Medical	Dental Buy Up \$24.92 / mo EE \$48 / mo Family	\$0	100% up to \$300,000	\$0	100%	0%	100%	Hearing exam at 100% (up to \$400) & hardware (hearing-aids) up to \$3000 every three years.
City & Borough of Sitka	100%	0%	\$2,000 Life \$5,000 AD&D 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	Employee Assistance Plan Provides Free Mental Health Counseling
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Included with Medical	Included with Medical	100%	0%	100%	0%	100%	0%	
City of Cordova	-	-	-	-	-	-	-	-	-
City of Fairbanks	-	-	-	-	-	-	-	-	-
City of Homer	-	-	-	-	-	-	-	-	-
City of Kenai	-	-	-	-	-	-	-	-	-
City of Ketchikan	Included with Medical	Included with Medical	Including in insurance all get \$50k						
City of Kodiak	Included with Medical	Included with Medical							
City of Palmer	-	-	-	-	-	-	-	-	-
City of Soldotna	-	-	-	-	-	-	-	-	-
City of Valdez	96%	4%	-	-	-	-	-	-	-
City of Wasilla	WPDA - City pays \$1,739.52 99% , Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund)	3. WPDA - City pays \$1,739.52, Employee pays \$15.48, Total premium \$1,755 per month (50 members belong to the L302/612 Operating Engineers Health Fund) 1%	Life Insurance up to \$50,000 paid by City						EAP Available - paid by City
City of North Pole	Included in Medical	Included in Medical	Pays for 80,000 of coverage per employee	Can elect for more coverage	100%	0	100%	0	

Group Insurance – Fire

GROUP INSURANCE (Fire)							
City / Town / County / Borough	Type (Employer Paid, Cost)						
	Medical	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution
Borough of Bristol Bay	-	-	-	-	-	-	-
Borough of Haines	Union provided	\$1,542	Yellow plan \$0 Blue plan \$136 / month	50	Yellow plan \$113 / month Blue plan \$220 / month	Included with Medical	Included with Medical
City & Borough of Juneau	Premera Blue Cross Blue Shield of Alaska	100%	Economy plan EE \$0, Standard plan \$140/mo Flex Spending Plan available		Economy Plan \$176.40/mo Standard Plan \$310.80/mo	Included with Medical	Included with Medical
City & Borough of Sitka	Blue Cross Of Washington & Alaska	90%	10%	90%	10%	90%	10%
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Premera Blue Cross Blue Shield of Alaska	100%	EE Only \$25 /mo	Included with Medical	EE+1 \$50 / mo EE+ Family \$75 / mo	Included with Medical	Included with Medical
City of Cordova	-	-	-	-	-	-	-
City of Fairbanks	-	-	-	-	-	-	-
City of Homer	-	-	-	-	-	-	-
City of Kenai	-	-	-	-	-	-	-
City of Ketchikan	International Association of Fire Fighters NWWFT	82%	18%	95%	5%	Included with Medical	Included with Medical
City of Kodiak	Aetna FT and PT with 30 hrs per week	100.00%	0.00%	100.00%	0.00%	Included with Medical	Included with Medical
City of Palmer	-	-	-	-	-	-	-
City of Soldotna	-	-	-	-	-	-	-
City of Valdez	-	-	-	-	-	-	-
City of Wasilla	-	-	-	-	-	-	-
City of North Pole	SAMPLE	80%	40%	80%	40%	80	40

GROUP INSURANCE (Fire)									
City / Town / County / Borough	Type (Employer Paid, Cost)								
	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	City Contribution	EE Contribution	
Borough of Bristol Bay	-	-	-	-	-	-	-	-	-
Borough of Haines	Included with Medical	Included with Medical	\$0	available	\$0	Available	\$0	available	
City & Borough of Juneau	Included with Medical	Dental Buy Up \$24.92 / mo EE \$48 / mo Family	\$0	100% up to \$300,000	\$0	100%	0%	100%	Hearing exam at 100% (up to \$400) & hardware (hearing-aids) up to \$3000 every three years.
City & Borough of Sitka	90%	10%	\$2,000 Life \$5,000 AD&D 100% Premium Paid By Employer	None	Not Provided	Not Provided	Not Provided	Not Provided	Employee Assistance Plan Provides Free Mental Health Counseling
City & Borough of Wrangell	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees	Same as General Employees
City of Bethel	Included with Medical	Included with Medical	100%	0%	100%	0%	100%	0%	
City of Cordova	-	-	-	-	-	-	-	-	-
City of Fairbanks	-	-	-	-	-	-	-	-	-
City of Homer	-	-	-	-	-	-	-	-	-
City of Kenai	-	-	100%	If want supplemental	0%	100%	-	-	-
City of Ketchikan	Included with Medical	Included with Medical	-	-	-	-	-	-	-
City of Kodiak	Included with Medical	Included with Medical	-	-	-	-	-	-	-
City of Palmer	-	-	-	-	-	-	-	-	-
City of Soldotna	-	-	-	-	-	-	-	-	-
City of Valdez	-	-	-	-	-	-	-	-	-
City of Wasilla	-	-	-	-	-	-	-	-	-
City of North Pole	60%	40%	60%	40%	0	0	0	0	Flexible Savings Account

Paid Holidays

PAID HOLIDAYS																	
City / Town / County / Borough	New Year's Day	Martin Luther King Day	President's Day	Seward's Day	Memorial Day	Independence Day	Labor Day	Alaska Day	Veterans Day	Thanksgiving Day	Day after Thanksgiving	Christmas Eve	Christmas Day	Day after Christmas	New Year's Eve	Birthday/Personal Day	Other
Borough of Bristol Bay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borough of Haines	X	-	X	-	X	X	X	X	X	X	X	X	X	-	-	-	-
City of Fairbanks	X	X	X	-	X	X	X	X	X	X	-	-	X	-	-	-	-
City & Borough of Juneau	X	X	X	X	X	X	X	X	X	X	-	-	X	-	-	-	Seward's Day (March 30)
City & Borough of Sitka	X	Police Only	X	Police Only	X	X	X	X	X	X	-	-	X	-	-	-	Floating Holidays: 20 hours Issued on anniversary date the first year and then on July 1st. No Floating Holidays For Police
City & Borough of Wrangell	X	X	X	X	X	X	X	X	X	X	-	-	X	-	-	-	-
City of Bethel	X	-	X	-	X	X	X	X	X	X	-	X	-	-	-	1 floating holiday / yr	Chief Eddie Hoffman Day 2nd Friday in December
City of Cordova	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
City of Homer	X	-	X	X	X	X	X	X	X	X	-	X	-	-	-	-	-
City of Kenai	X	-	X	-	X	X	X	X	X	X	-	X	-	-	-	1 floating holiday / yr	-
City of Ketchikan	X	X	X	X	X	X	X	X	X	X	-	X	-	-	-	-	1 Day floating Holiday Police and Fire Department Given an additional Floating Holiday
City of Kodiak	X	X	X	X	X	X	X	X	X	X	-	X	-	-	-	bday	-
City of Palmer	X	-	X	-	X	X	X	-	X	X	-	X	-	-	-	2 floating	-
City of Soldotna	X	-	X	-	X	X	X	X	X	X	-	X	-	-	-	1 floating holiday / yr	May be taken upon 2 weeks' notice w/ Dept Head approval. Must be taken during the calendar year accrued. Shall not accrue and may not be cashed in as Personal Leave
City of Valdez	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7.5 hrs	2.5 days for Brevment
City of Wasilla	X	X	X	-	X	-	-	-	-	-	-	-	-	-	-	1 floating holiday / yr	-
City of North Pole	X	X	X	-	X	X	X	-	X	X	-	X	-	X	-	X	1 Personal Holiday

General Employee Retirement

RETIREMENT & OTHER BENEFITS									
City / Town / County / Borough	G.E.E.	Police	Fire	G.E.E.	Police	Fire	G.E.E.	Police	Fire
Borough of Bristol Bay									
Borough of Haines	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City & Borough of Juneau	PERS	PERS	PERS				\$5 up to 5%	\$5 up to 5%	\$5 up to 5%
City & Borough of Sitka	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City & Borough of Wrangell	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Bethel	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Cordova	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Fairbanks		PERS	PERS				Varies	Varies	Varies
City of Homer									
City of Kenai	PERS	PERS	PERS				Paid by ER 4% of first \$37,500 of wages (\$1,500)	Paid by ER 4% of first \$37,500 of wages (\$1,500)	Paid by ER 4% of first \$37,500 of wages (\$1,500)
City of Ketchikan	PERS								
City of Kodiak	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Palmer	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Soldotna									
City of Valdez	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of Wasilla	PERS	PERS	PERS	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 1/2/3 Employees Hired Before 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006	PERS Tier 4 Employees Hired After 7/1/2006
City of North Pole	SAMPLE	PERS, Plan 5	PERS, Fire Plan 5	Yes	Yes	Yes	Available, but City does not contribute. No match.	Available, but City does not contribute. No match.	Available, but City does not contribute. No match.

RETIREMENT & OTHER BENEFITS										
City / Town / County / Borough	0.EE	Police	Fire	0.EE	Police	Fire	0.EE	Police	Fire	
Borough of Bristol Bay										
Borough of Haines	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City & Borough of Juneau	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City & Borough of Sitka	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City & Borough of Wrangell	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Bethel	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Cordova	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Fairbanks	Pension Per hour Range of \$15 - \$6	2%	2%				Varies	Varies	Varies	Survey indicates other plans offered but varies
City of Homer										
City of Kenai	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Ketchikan										
City of Kodiak	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Palmer	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Soldotna										
City of Valdez	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of Wasilla	2%	2%	2%	8%	8%	8%	5 years	5 years	5 years	
City of North Pole	City pays 2% for each EE salary.	City pays 2% for each EE salary.	City pays 2% for each EE salary.	8%	8%	8%	Tier 1: 5yrs Tier 2: 6yrs	Tier 1: 5yrs Tier 2: 6yrs	Tier 1: 5yrs Tier 2: 6yrs	Tier 2 and EE's hired after July 1, 2013.

APPENDIX F. PROPOSED INCENTIVE PAY EXAMPLES

Overview

Career development is an important factor which should be an integral part of any personnel program and budget. Facilitating the career and skills development of staff has the potential to create a better educated staff, making them more qualified and capable to meet a higher quality and quantity of work. As part of the evaluation feedback and work planning process, the City should consider implementing a system for rewarding employees who acquire certain licenses, achieve professional designations, and achieve other specified objectives pertaining to professional development.

The following examples are sited for consideration. Communities with more departments (Fire, Police, Library, etc) should develop similar goals and values for as appropriate.

(SAMPLE)

<u>ADMINISTRATIVE</u>	Option 1	Option 2
	<u>Hourly Rate Increase</u>	<u>% or Step Increase</u>
Clerk or Deputy Clerk		
25 points – Municipal Clerk’s Certification	\$0.25	.25%
50 points – Municipal Clerk’s Certification	\$0.50	.25%
75 points – Municipal Clerk’s Certification	\$0.75	.25%
IIMC Certification	\$1.25	1.5%
<i>Other incentive goals as appropriate.</i>		
Finance Director or Accounting Staff		
Certified Public Finance (CPFO) Officer Exams	\$0.50	1.5%
Certified Public Finance Officer (CPFO) Designation	\$1.50	1.5%
Unqualified Audit Opinion	\$0.25	.5%
GFOA Recognized Outstanding Budget	\$0.50	.5%
GFOA Recognized Outstanding Financial Statements	\$0.50	.5%
Training towards Risk Manager Certification	\$0.25	.5%
Risk Manager Certification	\$0.25	1.5%
<i>Other incentive goals as appropriate.</i>		
Administrative Assistants / Secretaries / Office Support		
MOUS Certification – Access	\$0.25	.5%
MOUS Certification - Excel	\$0.25	.5%
MOUS Certification – Word	\$0.25	.5%
MOUS Certification – Power Point	\$0.25	.5%
<i>Other incentive goals as appropriate.</i>		
City Administrator / Department Heads		
Accomplishment of Annual Council Goals	\$ undetermined	
Expenditures <95% of Budgeted Expenditures	\$ undetermined	
Tax Revenues > 20% Above Budgeted Revenue	\$ undetermined	
Annual Council Goals Achievement – Bonus	\$ undetermined	
<i>Other incentive goals as appropriate.</i>		

<u>GENERAL / WATER / SEWER / STREETS / PARK</u>	Option 1	Option 2
	<u>Hourly Rate Increase</u>	<u>% or Step Increase</u>
General		
Commercial Drivers License (CDL)	\$0.50	.5%
Commercial Pesticide Applicator	\$0.50	.25%
Water		
D Water Treatment License	\$0.25	.5%
C Water Treatment License	\$0.75	.5%
B Water Treatment License	\$1.25	.5%
A Water Treatment License	\$2.00	.5%
Class I Water Distribution Certificate	\$0.25	.5%
Class II Water Distribution Certificate	\$0.50	.5%
Class III Water Distribution Certificate	\$0.75	.5%
Back Flow Testor Certificate	\$0.50	.5%
Waste Water		
D Waste Water Treatment License	\$0.25	.5%
C Waste Water Treatment License	\$0.75	.5%
B Waste Water Treatment License	\$1.25	.5%
A Waster Water Treatment License	\$2.00	.5%
<u>OTHER</u>		
40 hours Continuing Education	\$0.25	.25%
New Service Implementation	\$0.10	.75%
Grant Revenue (\$5,000 to \$12,000) – Bonus	2% of Revenue	.75%
Grant Revenue (>\$12,500) – Bonus	\$250 or % of Revenue	.50%
Recreation Program Enrollment – 10% Increase Bonus	\$ undetermined	.75%
Building Inspection Inquiry Response Time – 24-hours (monthly avg)	\$ undetermined	.50%
Plan Review – 15 day Average Response Time per planset	\$ undetermined	.50%

APPENDIX G: PROPOSED 360° PERFORMANCE EVALUATION

The 360° Evaluation

360 degree feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, or co-workers. Most 360 degree feedback tools are also responded to by each individual in a self assessment. 360 degree feedback allows each individual to understand how his or her effectiveness as an employee, co-worker, or staff member is viewed by others. The most effective processes provide feedback that is based on behaviors and performance that other employees can see. The feedback provides insight about the skills, attributes and behaviors desired in the organization to accomplish the mission, vision, and goals and live the values that are important to most any organization. The feedback is firmly planted in behaviors needed to exceed customer and organizational expectations. With that said, this tool has many positive aspects and many proponents which are outlined below.

The 1999 State of the Industry Report, from the American Society for Training and Development (ASTD), reviewed the training practices of more than 750 firms. Fifty-five firms, described by ASTD as leading edge in their training approaches, rely heavily on employee feedback, including 360 degree feedback and peer review, for individual development plans and annual performance reviews. Seventy-five percent of these companies provided individual development plans, and 33 percent provided 360 degree feedback for most of their employees in 1998, compared to 50 percent and 10 percent in 1997, according to ASTD.

Using the Evaluation

There are four essentials to benefiting from the 360° evaluation method:

- **Selecting the Evaluators:** People who are chosen as Evaluators, usually choices shared by the organization and employee, generally interact routinely with the person receiving feedback.
- **The Evaluation Process:** One of the key purposes of the 360° Evaluation is the opportunity to address the misperceptions employees and supervisors have regarding the importance a position’s skills and attributes requires. The overall purpose of the feedback evaluation tool is to assist each individual to understand his or her strengths and weaknesses, to contribute insights into aspects of his or her work needing professional development, and to facilitate a productive dialogue between employee and supervisor. Each evaluation contains a series of 15 questions, and the evaluator is asked to respond to what he or she feels is the *Relevant Importance* of a certain skill or attribute *to the position*, then respond to what they feel is the *Performance Level* Tables 1 & 2 illustrates how this is done.

Table 1: Weighted Factors & Performance Rating

0=Does not apply to position 1=Relevant to position 2=Important to position 3=Crucial to position	1=Unsatisfactory 2=Needs Improvement 3=Good 4=Very Good 5=Excellent
--	---

Table 2: Evaluating the Position and the Employee

A. PRACTICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job performance.

Comments: _____

$\text{Weight} \quad \times \quad \text{Performance Level} = \text{_____}$

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures.

Comments: _____

$\text{Weight} \quad \times \quad \text{Performance Level} = \text{_____}$

- **Using / reviewing the feedback report:** Employee and manager have the opportunity to discuss perceived and actual performance, identify areas of excellence and areas of improvement, and develop a work plan by establishing specific performance expectations and goals that are to be achieved within a defined timeframe.

Table 3: Evaluation Report: Individual & Supervisor

Evaluators	George T.	Jerry S.	Karen B.	Beverly T.	EMPLOYEE	6	7	8	Mgr	Average
Evaluator	3	3	2	2	1				3	2.3

Evaluators	George T.	Jerry S.	Karen B.	Beverly T.	EMPLOYEE	6	7	8	Mgr	Average
Evaluator	4	3	2	4	5				3	3.5

- **Managing / integrating the report into performance management:** Generally, each organization already has a defined pay and incentive program. Rather than completely modify this system, the 360* evaluation tool can be integrated into the existing salary and compensation plan with little or no changes whatsoever. It is generally recommended that organizations without a pay-for-performance standard adopt a pay incentive or reward system to increase effectiveness of this tool. **See Incentive Pay Goals and Values in the next section.**

The following sections will describe the pros and cons of the 360 degree feedback evaluation tool.

Positive Attributes of the 360° Evaluation Tool

Organizations that are happy with the 360 degree component of their performance management systems identify these positive features of the process. These features will manifest themselves in well-managed, well-integrated 360 degree processes.

- Improved Feedback From More Sources:** Provides well-rounded feedback from peers, reporting staff, co-workers, and supervisors. This can be a definite improvement over feedback from a single individual. 360 feedback can also save managers' time in that they can spend less energy providing feedback as more people participate in the process. Co-worker perception is important and the process helps people understand how other employees view their work.
- Team Development:** Helps team members learn to work more effectively together. (Teams know more about how team members are performing than their supervisor.) Multirater feedback makes team members more accountable to each other as they share the knowledge that they will provide input on each members' performance. A well-planned process can improve communication and team development.

Table 4: Evaluation Report: Team Development

Evaluators	Finance Dir	City Attorney	Public Works Director	Police Chief	Fire Chief	Library Director	Planning Director	Recreation Director	Town Manager	
Finance Dir	2.0	3.9	4.3	3.0	3.3	3.8	4.1	3.8	4.2	3.6
City Attorney	3.6	4.0	4.8	3.6	3.3	4.0	4.7	3.8	3.9	4.0
Public Works Director	2.4	4.2	4.2	2.7	3.2	3.5	4.7	3.8	3.3	3.6
Police Chief	3.7	4.9	4.7	3.4	3.7	4.0	4.9	4.0	4.1	4.2
Fire Chief	3.4	4.1	4.7	3.6	3.1	3.9	4.5	3.7	4.0	3.9
Library Director	3.2	3.8	4.0	3.0	3.0	4.3	3.6	3.5	3.7	3.6
Planning Director	3.0	4.0	4.9	2.8	3.0	3.0	3.0	4.2	3.5	3.5
Recreation Director	3.3	4.0	4.5	3.2	3.1	3.9	4.0	3.7	3.4	3.7
Town Manager	3.1	3.8	4.0	X	3.7	2.6	4.6	X	3.3	3.6

- Personal and Organizational Performance Development:** 360 degree feedback is one of the best methods for understanding personal and organizational developmental needs.
- Responsibility for Career Development:** For many reasons, organizations are no longer responsible for developing the careers of their employees, if they ever were. Multirater feedback can provide excellent information to an individual about what she needs to do to enhance her career. Additionally, many employees feel 360 degree feedback is more accurate, more reflective of their performance, and more validating than prior feedback from the supervisor alone. This makes the information more useful for both career and personal development. **See Incentive Pay Goals and Values in the next section.**
- Reduced Discrimination Risk:** When feedback comes from a number of individuals in various job functions, discrimination because of race, age, gender, and so on, is reduced. The "horns and halo"

effect, in which a supervisor rates performance based on her most recent interactions with the employee, is also minimized.

- **Improved Customer Service:** Especially in feedback processes that involve the internal or external customer, each person receives valuable feedback about the quality of his product or services. This feedback should enable the individual to improve the quality, reliability, promptness, and comprehensiveness of these products and services.
- **Training Needs Assessment:** Multirater feedback provides comprehensive information about organization training needs and thus allows planning for classes, cross-functional responsibilities, and cross-training.

Drawbacks of the 360° Evaluation Tool

For every good point about 360 degree feedback systems, detractors and people who have had bad experiences with such systems, can offer the down side. Understanding the down side is important because it gives you a roadmap of the things to avoid when you implement a 360 degree evaluation process. Helping an organization determine if such a tool will be effective in improving the overall performance or an organization and its personnel is important when considering any performance measurement tool.

Following are potential problems with 360 degree feedback processes and a recommended solution for each.

- **Exceptional Expectations for the Process:** 360 degree feedback is not the same as a performance management system. It is merely a part of the feedback and development that such a system offers within an organization. Additionally, proponents may lead participants to expect too much from this feedback system in their efforts to obtain organizational support for implementation. Make sure the 360 feedback is integrated into a complete performance management system.
- **Design Process Downfalls:** Often, a 360 process arrives as a recommendation from the HR department or is shepherded in by an executive who learned about the process at a seminar or in a book. Just as an organization implements any planned change, the implementation of 360 feedback should follow effective change management guidelines. A cross-section of the people who will have to live with and utilize the process should explore and develop the process for your organization.
- **Failure to Connect the Process:** For a 360 feedback process to work, it must be connected with the overall strategic aims of your organization. If you have identified competencies or have comprehensive job descriptions, give people feedback on their performance of the expected competencies and job duties. The system will fail if it is an add-on rather than a supporter of your organization's fundamental direction and requirements. It must function as a measure of your accomplishment of your organization's big and long term picture.
- **Insufficient Training and Process Understanding:** Employees who will participate in a 360 process need training about the process, how to provide constructive feedback, how to interpret results, and more. Failure to provide the appropriate amount of training and information can sink a process quickly.
- **Insufficient Information:** Since 360 degree feedback processes are currently usually anonymous, people receiving feedback have no recourse if they want to further understand the feedback. They

have no one to ask for clarification of unclear comments or more information about particular ratings and their basis. For this reason and for the points listed in the several bullet points following this one, developing 360 process coaches is important. Supervisors, HR staff people, interested managers and others are taught to assist people to understand their feedback. They are trained to help people develop action plans based upon the feedback.

- **Focus on Negatives and Weaknesses:** At least one recent book, *First Break All the Rules: What Great Managers Do Differently*, advises that great managers focus on employee strengths, not weaknesses. The authors said, "People don't change that much, Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough."
- **Rater Inexperience and Ineffectiveness:** In addition to the insufficient training organizations provide both people receiving feedback and people providing feedback, there are numerous ways raters go wrong. They may inflate ratings to make an employee look good. They may deflate ratings to make an individual look bad. They may informally band together to make the system artificially inflate everyone's performance. Checks and balances must prevent these pitfalls.
- **Paperwork / Computer Data Entry Overload:** Need I say much more here? Traditional evaluations required two people and one form. Multirater feedback ups the sheer number of people participating in the process and the consequent organization time invested.

Conclusion

As with any performance feedback process, it can provide you with a profoundly supportive, organization affirming method for promoting employee growth and development. In rare cases, the results of this type of evaluation process saps morale, destroys motivation, enables disenfranchised employees to go for the jugular or plot and scheme revenge scenarios. Most often, however, it can increase positive, powerful problem solving for customers or set people off on journeys to identify the guilty, the feedback provider who rated their performance less than perfect.

Which scenario will your organization choose? It's all in the details. Think profoundly before you move forward; learn from the mistakes of others; assess your organization's readiness. Apply effective change management strategies to planning and implementation. Do the right things right and you will add a powerful tool to your performance management and enhancement toolkit!

Performance Evaluation for Professional Development

For 360° Evaluation, see attached information.

Employee Name:	PERFORMANCE RATING	
Position Title:	WEIGHT	LEVEL OF PERFORMANCE
Department:	0=Does not apply to position	1=Unsatisfactory
In Position Since:	1=Relevant to position	2=Needs Improvement
Hire Date:	2=Important to position	3=Good
Evaluator: Date:	3=Crucial to position	4=Very Good
		5=Excellent

A. PRACTICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job performance.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

C. JUDGEMENT - Understands impact of actions in advance; includes the degree to which the employee's decisions are sound.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

D. QUANTITY OF WORK - Volume of acceptable work produced.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

E. QUALITY OF WORK - Effective application of work knowledge to produce accurate, repeatable results.

Comments:

____	X	____	=	____
Weight		Performance Level		

F. FOLLOW-THROUGH - Takes independent action as needed to move assigned projects to completion, constantly monitors work in progress.

Comments:

____	X	____	=	____
Weight		Performance Level		

G. INITIATIVE / MOTIVATION - Independantly seeks ways to improve efficiency of unit and its contribution to the goals of the entire organization; works with supervisor on implementation or improvements.

Comments:

____	X	____	=	____
Weight		Performance Level		

H. PROBLEM SOLVING - Identifies problems, gathers and analyzes facts to determine probable causes; proposes viable solutions to supervisor.

Comments:

____	X	____	=	____
Weight		Performance Level		

I. COOPERATION - Relates effectively to co-workers and supervisors in all units to maximize efficient achievement of Department and organization-wide goals.

Comments:

____	X	____	=	____
Weight		Performance Level		

J. PLANNING / ORGANIZATION - Ability to establish in advancean appropriate course of action to accomplish assigned tasks within the limits of time and budget.

Comments:

____	X	____	=	____
Weight		Performance Level		

K. ORAL COMMUNICATIONS - Ability to effectively express ideas in individual or group situations. Ideas are clear, concise, and easily understood.

Comments:

Weight X Performance Level = _____

L. WRITTEN COMMUNICATIONS - Written work conveys message in clear, concise language with proper grammatical form.

Comments:

Weight X Performance Level = _____

M. LEADERSHIP - In a supervisory role, the employee is effective in getting work accomplished through others.

Comments:

Weight X Performance Level = _____

N. ATTENTION TO SAFETY - Understands and applies safe working practices. Observes work methods to detect and correct unsafe practices.

Comments:

Weight X Performance Level = _____

O. DEPENDABILITY - Can be relied upon to be punctual to work; is flexible in adjusting to changing priorities and willingly makes self available for extra work at critical times.

Comments:

Weight X Performance Level = _____

GRAND TOTAL

A
B

TOTAL

OVERALL PERFORMANCE (B/A Rounded to the nearest tenth)

SCORE	OVERALL LEVEL OF PERFORMANCE DEFINED
1	UNSATISFACTORY - Extended unacceptable performance calling for immediate and substantial improvement, or serving as grounds for disciplinary action, up to and including grounds for dismissal
2	NEEDS IMPROVEMENT - Performance which does not meet minimum level of acceptability, and is not good enough to warrant recognition or greater responsibility.
3	GOOD - Consistently dependable and competent performance of the job.
4	VERY GOOD - Significant and clearly identifiable contributions to the job. Overall performance is noticeably better than good.
5	EXCELLENT - Demonstrably distinguished performance of all aspects of the job responsibilities. An extremely valuable performer.

**EMPLOYEE POST-EVALUATION PROFESSIONAL DEVELOPMENT PLAN
(TO BE FILLED OUT BY SUPERVISOR & EMPLOYEE)**

Appraiser's Comments on Overall Level of Performance:

II. EMPLOYEE'S PRESENT POSITION: Is the employee properly placed? Y N
If no, please explain: _____

III. SIGNIFICANT EMPLOYEE ACCOMPLISHMENTS: Indicate any significant employee accomplishments during the appraisal period.

IV. SPECIFIC PERFORMANCE OBJECTIVES: Indicate specific performance objectives to be accomplished by the employee before the next appraisal.

V. DEVELOPMENT PLAN: Indicate formal training and / or projects required of employee during the next 12 months or Budget Year.

SPECIAL NOTE

In signing this form, the employee acknowledges only that this appraisal has been reviewed by the employee and the supervisor. This signature does not imply that the employee agrees with the appraisal, either in whole or in part.

EMPLOYEE'S SIGNATURE	DATE
_____	_____
SUPERVISOR'S SIGNATURE	DATE
_____	_____
CHIEF ADMINISTRATOR'S SIGNATURE	DATE
_____	_____

*Employee comments (optional):

