
City of Mayer, Minnesota



CLASSIFICATION and COMPENSATION STUDY

FINAL REPORT

July 30, 2018



DDA
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EXECUTIVE SUMMARY

Introduction

In January 2018, the City of Mayer, Minnesota, retained David Drown Associates to conduct a classification and compensation study for four positions. During an on-site conference in April between the consultant and City Administrator Maggie McCullum, the project scope and strategy was discussed. The study would cover four jobs plus a Public Works Director position, would include a market analysis of all positions, and a customized benefit survey to selected benchmark communities.

Job Description Review

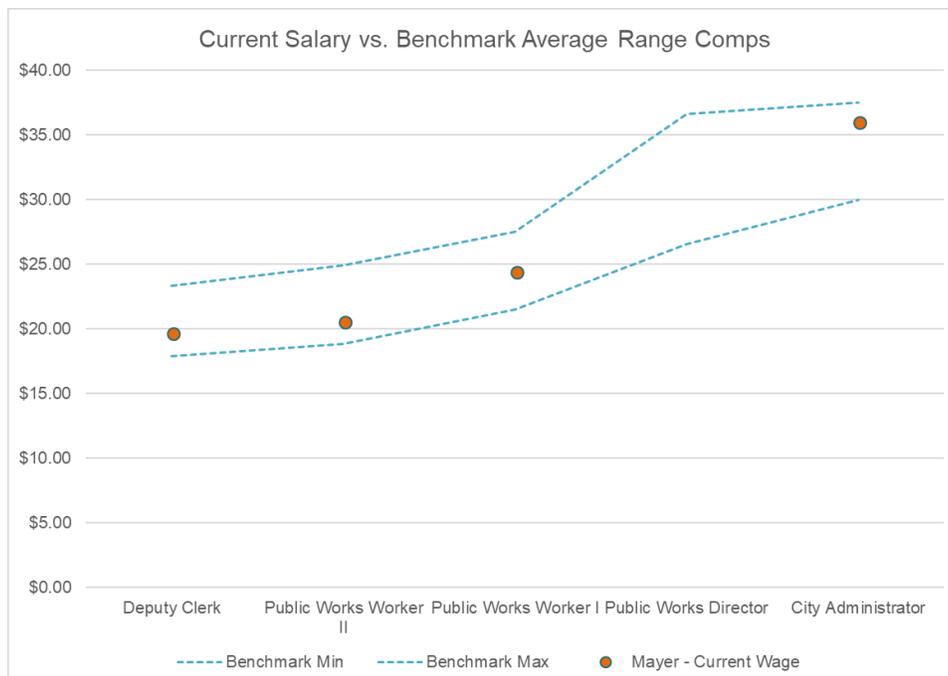
As part of the Study, the job descriptions were updated and subsequently approved by the City Council on June 11, 2018.

Market Wage and Benefit Analysis

Total compensation is everything an organization provides an employee in exchange for providing physical and mental labor. It includes base salary, benefits, perks, on-site amenities and additional fringe benefits. Total compensation indicates that an employee is making more than their base salary.

Findings

The graph below illustrates Mayer's current pay rate by benchmark position in comparison to the market minimum and market maximum. All positions are paid within market range; meaning that the City is not under, or over, paying their employees in relation to its selected market of comparable communities.



Compensation Plan Options

There are two primary options for the new compensation plan, an open range system or a step system.

1. Open range system - An open range salary structure is a salary range with a minimum and maximum value, with no steps in between. An employee's salary can be at any point between the range minimum and maximum. Employees progress through the range via merit increases, based on performance, or via equity adjustments.
2. Step system - A step-based salary structure divides a salary range into a series of steps. Employees progress through their job's salary range over time, usually based upon the years of satisfactory service.

The chart below shows the new system. Please note that the salary range is the same for an open range or step system. DDA-HR is recommending the implementation of a step system for the City of Mayer.

Job Title	Points Awarded Using JET System	Proposed Grade (after using JET System)	Salary Range	Mayer's Current 2018 Salary
Administrator/Treasurer	644	21	\$29-64 – 39.12	\$36.06
Deputy Clerk	235	6	\$17.88 – 23.60	\$19.75
Public Works Worker I	366	13	\$21.25 – 28.05	\$25.43
Public Works Worker II	240	7	\$18.50 – 24.42	\$22.91
Public Works Director	530	18	\$26.73 – 35.28	N/A

Implementation

2019 Budget Impact (represents the cost to implement the study)

Cost to provide a 1.5% increase to all employees	\$ 3,148*
Cost of grade increase and step increase for all eligible employees	\$ <u>6,278*</u>
Total Implementation Cost to Move into Step System and Provide 1.5% COLA	\$ 9,426*
2019 Payroll Budget:	\$219,314

(*not including employer share of payroll/employment taxes)

2020 budget impact

Assuming all employees receive satisfactory ratings on their performance evaluations and therefore received step increases, the City can anticipate a 4.4% increase from 2019 to \$229,018. If the City added a 1.5% cost of living increase the 2020 payroll budget for these four positions to \$232,139.

INTRODUCTION

In today's marketplace, employees are an organization's greatest asset. A well-designed compensation system aligns with an organization's goals and is in tune with current industry standards. An effective compensation system helps organizations attract and retain talented employees. A classification and compensation system will provide the framework for determining how employees will be paid by comparing internal and external markets.

The City of Mayer, Minnesota, retained David Drown Associates to Conduct a Classification and Compensation Study for four positions in January of 2018. During an on-site conference in April between the consultant and City Administrator Maggie McCullum, the project scope and approach was discussed. It was determined the study would cover four jobs, plus a Public Works Director position, and would include market analysis of all positions, a customized benefit survey to selected benchmark communities and a wage analysis on benchmark positions.

PROCESS & PAY PHILOSOPHY

As mentioned, our Consultant held an on-site conference with City Administrator McCullum. The meeting provided an opportunity to discuss the organization's goals in reviewing the pay philosophy, review current policies and practices relating to the City's existing pay practices, and obtain data on the programs and materials currently used. Several themes associated with the existing system were identified:

- The City Administrator directly manages all positions: Public Works Worker I, Public Works Worker II and Deputy Clerk.
- There is not a lot of tenure within the City Organization.
- The City does not have an established pay structure or pay philosophy; currently annual cost of living increases.
- The City would like to examine model language to help define its pay philosophy.
- There are concerns about the potential for future employee turnover and recruitment; therefore, a survey would be beneficial in how Mayer stacks up in terms of its overall compensation package in relation to comparable organizations.
- Some job positions have titles and responsibilities that are unique to Mayer, and comparison with surrounding communities is very difficult.

To assure these and other concerns are properly addressed, it was agreed that the Study would incorporate each of the following elements:

- A comparative analysis of the wages and benefits paid for select benchmark jobs with selected communities in the region to evaluate market competitiveness.
- Examples of policy language regarding pay philosophies from other communities (see Appendix 1).
- A plan for implementation showing budget impacts.

While the City's Compensation Plan does not specifically outline a complete Pay Philosophy, the consultant observed the following:

- The City Council feels it is important to pay their employees fairly and competitively.
- They City Council would be open to looking at a 5, 7 and 10-step pay scale.
- There are no unions.

JOB DESCRIPTION REVIEW

As part of the Study, the job descriptions were updated to include the essential duties of a position, the required education, experience, training, licensure and certification requirements, and the skills and abilities required to perform the essential duties of a position. The job descriptions were reviewed by the Personnel Committee and approved by the City Council on June 11, 2018. Copies of all updated job descriptions are included in Appendix A.

MARKET WAGE AND BENEFIT ANALYSIS

Total compensation is everything an organization provides an employee in exchange for providing physical and mental labor. It includes base salary, benefits, perks, on-site amenities and additional fringe benefits. Total compensation indicates that an employee is making more than their base salary. Total compensation is important when determining an organization's pay philosophy, or where the organization wants to be in relation to the market.

Wage Analysis

A Market Wage and Benefit Analysis was conducted for five (5) job positions:

- * City Administrator/Treasurer
- * Deputy Clerk
- * Public Works Director (*Proposed March 2019*)
- * Public Works Worker I
- * Public Works Worker II

A comprehensive market analysis was conducted with selected comparable, or benchmark, communities as approved by the City Council at their June 2018 meeting. These communities were selected as benchmarks due to similar tax capacity, annual budget, payroll and benefit information, number of staff, utilities and recreational assets.

The following 19 benchmark communities were included in our wage analysis (seven of the communities provided extensive survey responses, which are indicated in bold below):

Benchmark Communities for City Positions

Aitkin	Cottonwood	Marine on St. Croix	Mountain Lake	St. Bonifacious
Birchwood	Glencoe	Mayer	Norwood Young America	Watertown
Bird Island	Lakefield	Minneota	Slayton	Waverly
Cologne	Lester Prairie	Montrose	Spring Park	Winsted

FINDINGS

The City's four (4) job positions, and a proposed Public Works Director position, were included in the survey to determine the average current market pay for positions, the average minimum and maximum market pay for positions.

In addition to performing a wage analysis for all positions we treated all positions as benchmark jobs. Benchmarking each of the positions provided a comparison of specific experience and education needed for each position, size of departments, supervision duties, reporting structure, average actual pay, average minimum and maximum pay rates and staffing.

Benchmark Jobs

The chart below illustrates a summary of the survey results from the responding communities regarding the market education requirement, experience requirement, non-exempt or exempt status, average number of employees in each position by organization and average tenure per position. The salary information came from benchmark community survey results and the annual LMC/AMC Salary Survey.

Job Position	Minimum Education	Required Experience (years)	Exempt/ Non-Exempt	Avg # of EEs in pos.	Avg Tenure	Min/Max Market Pay Range	Mayer Actual Wage (2018)
Administrator/Treasurer	Bachelor's Degree	2.5 years	Exempt	1	12.75	\$29.96-37.51	\$36.06
Deputy Clerk	HS/Training	1 year	Non-exempt	1	7	\$17.86-23.29	\$19.75
Public Works Director	HS, Licensure in Water/WW	5 years	Non-exempt	1	18.25	\$26.58-36.60	N/A
PW Worker I	HS Degree	1 year	Non-exempt	1	6.5	\$21.47-27.52	\$25.43
PW Worker II	HS Degree	1 year	Non-exempt	1.25	4.25	\$18.83-24.87	\$22.91

Benchmark Benefits

Mayer is relatively competitive in its overall benefits. Mayer exceeds other comparable cities by offering such benefits as on-call pay and contributions toward employee dental insurance premium. Areas in which Mayer is less competitive in comparison to its benchmark communities are in uniform allowance, bereavement, comp time for non-exempt employees, contribution toward health insurance premiums and life insurance coverage, and offering short-term and long-term disability insurance. The above information, in addition to offering competitive wages, should be considered when establishing Mayer's salary ranges.

The tables found in Appendix B outline detailed information on the benefits offered by comparable cities responding to the wage survey.

Public Works Departments in Comparable Communities

With a potential change in the Public Works Department in the City of Mayer in 2019, we included survey questions regarding the structure of public works departments in comparable communities. The below data is provided for the purpose of being able to easily compare organizations in terms of the services they provide, the organizational structure of the position, supervisory responsibilities of the position and overall responsibilities of the position. The following organizations provided information regarding their public works department:

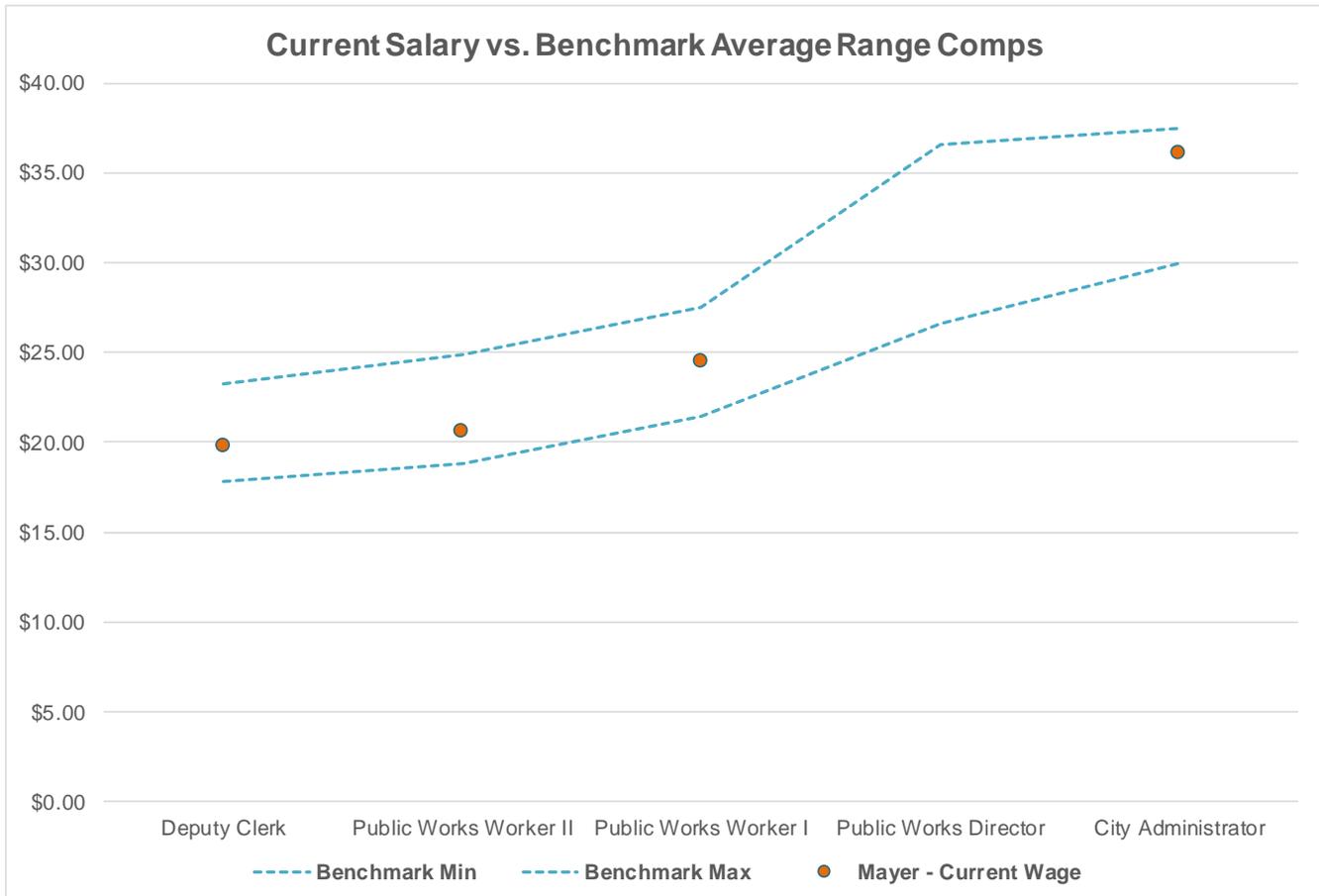
Public Works Departments Details

City	PW Employees	Dept Head Title	Water	Sewer	Storm Sewer	Electric	Gas	Educ/Exp of Dpt Head	Employee Job Title
Aitkin	3	Street Commissioner	No	Yes	Yes	No	No	High School	Street Department Employee
Birchwood	2	City Administrator	Yes	Yes	Yes	Off	Off	Bachelor's Degree	On-call Water Superintendent; on-call sewer maintenance; on-call maintenance workers
Bird Island	2	Maint./Utility Supervisor	Yes	Yes	Yes	No	No	Have Class C Water and Class D Wastewater operator's certificates; 1 year of experience	Maintenance/water/wastewater worker
Lakefield	3	UTILITY FOREMAN	Yes	No	No	Yes	No	CLASS "A" LICENSED JOURNEYMAN & CLASS C WATER LICENSE 4 YRS EXPERIENCE IN PLANT OPERATIONS AND 2 YRS IN MANAGEMENT	2 APPRENTICE LINEPERSON POSITIONS
Lester Prairie	2	Lead Maintenance Worker	No	No	Yes	No	No	High School Degree / 5 years exp.	Maintenance Worker 1, Part Time Snow Removal Staff, Part Time Summer Maintenance Staff

Mountain Lake	4	Elec superintendent & water/wastewater superintendent	Yes	Yes	Yes	Yes	No	Electric-need to be a lineman Water/Sewer-need license	Lineman and public works
Norwood Young America	7 public services include streets, park, water & sewer	Public Services Director	Yes	Yes	Yes	No	No	high school diploma, 3+ years' experience	Public Service Technicians
Waverly	4	Maintenance Supervisor	Yes	Yes	Yes	Off	Off	Based on experience and receipt of applicable licenses	Senior Maintenance Workers and Maintenance Worker, Seasonal Compost Supervisor, Seasonal mowing staff
Mayer	2	Currently PW1	Yes	Yes	Yes	No	No	5-7 years in PW; HS Diploma/GED; multiple licenses	PWII

Mayer Current Salaries vs. Benchmark Average Salary Ranges Chart

The below graph illustrates Mayer's current rate by position in comparison to the Market Minimum and Market Maximum wage ranges. We observe that all positions are within market range; meaning that the City is not under, or over, paying their employees in relation to its selected market of comparable communities.



PROPOSED CLASSIFICATIONS

A classification plan (or points assigned to a job) defines the internal relationship among positions. This relationship is developed based on an evaluation of each position within an organization.

Following the Council's adoption of the job descriptions in June, the Consultant reviewed Mayer's current pay structure and past Pay Equity Reports. Each job was classified with our Job Evaluation Tool (JET). Our tool is created to objectively and accurately define and evaluate the duties, responsibilities, tasks, authority, conditions, work environment and level of each job. In addition, the tool examines the education and experience needed to perform the position.

The criteria examined included:

- **Qualifications:** education and experience
- **Decision Making:** level of decision, impact on organization, leadership, establishes policies and formulates strategic direction
- **Problem solving:** technical, interpersonal and managerial problem solving
- **Nature of Relationships:** internal working, external working, supervision, management, relationship with teamwork, relationship with customer, effect on the morale of employees and culture, perception and reputation
- **Effort:** physical and mental
- **Conditions/Hazards:** possibility/frequency of illness or injury, physical work environment, amount of travel and exposure to demanding interactions with the public

Our JET tool allowed us to test each of the jobs using a precise point structure which is driven directly from the job; unlike the State's broad and imperfect benchmark. The State does not account for conditions and requirements of a job. Instead, the State system looks at generic job categories. Using a customized approach like JET, allows the City to justify how its jobs are rated and awarded points. Using our JET tool accurately aligns employees with the job description and takes into consideration internal equity.

Per our JET, we identified the following results:

Job Titles	Points Awarded Using JET System	Mayer's 2018 Salary
Administrator/Treasurer	644	\$36.06
Deputy Clerk	235	\$19.75
Public Works Worker I	366	\$25.43
Public Works Worker II	240	\$22.91
Public Works Director	530	N/A

COMPENSATION PLAN OPTIONS

After analyzing substantial quantities of data collected from wage and benefit survey information from Mayer's benchmark communities, we have developed two options for modification to the City's compensation system:

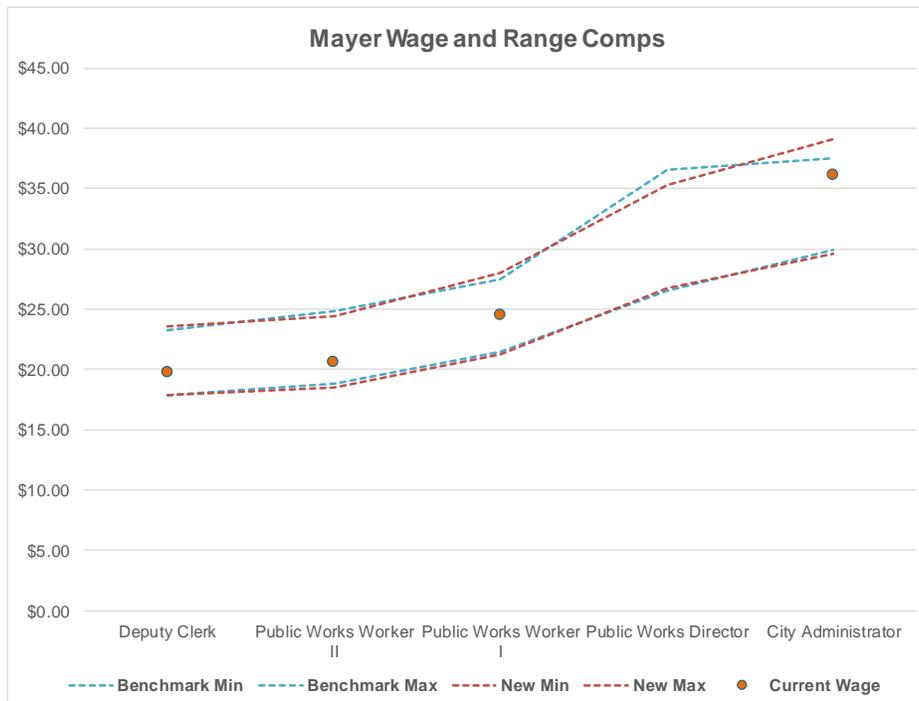
Open Range

An open range salary structure is a salary range with a minimum and maximum value, with no steps in between. An employee's salary can be at any point between the range minimum and maximum. Employees progress through the range via merit increases, based on performance or via equity adjustments.

Job Title	Points	Mayer Current Actual Wage (2018)	Proposed Range based on Study
Administrator/Treasurer	644	\$36.06	\$29-64 – 39.12
Deputy Clerk	235	\$19.75	\$17.88 – 23.60
Public Works Worker I	366	\$25.43	\$21.25 – 28.05
Public Works Worker II	240	\$22.91	\$18.50 – 24.42
Public Works Director	530	N/A	\$26.73 – 35.28

You'll note the proposed range is not significantly different from the Benchmark average salary range. However, this range ensures the City is meeting internal *and* external pay equity.

The graph below illustrates how closely the proposed pay structure mirrors the average wage range of Mayer's benchmark communities. It would create wage ranges that are consistent with the market; and are consistent with internal percent between ranges. The wage ranges can be implemented in a step system or open range.



Step System

A step-based salary structure divides a salary range into a series of steps. Employees progress through their job's salary range over time, usually based upon the years of satisfactory service. Over time, employees are eventually paid at the top of their range for their job.

Based on the survey responses from Mayer's comparable communities, the average step system is a nine-step pay scale system. For Mayer, the consultant would recommend an eight-step system which mirrors the proposed minimum and maximum salary ranges listed in the Open Range. Adopting an 8-step pay system means employees would earn an approximate salary increase of 3.9% each year. Adopting an eight-step pay system assures that within eight years, an employee will earn a competitive salary equivalent to the top of the pay range of Mayer's comparable communities.

NOTE: Council may elect to adopt a cost of living adjustment in addition to the step increases.

City of Mayer, Minnesota											
Salary System Grades & Salary Ranges											
Grade	Evaluation Points		Range Steps								
	Point Minimum	Point Maximum	1	2	3	4	5	6	7	8	
1	160	170	\$11.00	\$11.50	\$12.01	\$12.51	\$13.01	\$13.51	\$14.02	\$14.52	
2	171	182	\$12.10	\$12.65	\$13.21	\$13.76	\$14.31	\$14.87	\$15.42	\$15.97	
3	183	195	\$13.31	\$13.92	\$14.53	\$15.14	\$15.74	\$16.35	\$16.96	\$17.57	
4	196	209	\$14.71	\$15.38	\$16.05	\$16.72	\$17.40	\$18.07	\$18.74	\$19.41	
5	210	223	\$16.25	\$16.99	\$17.74	\$18.48	\$19.22	\$19.97	\$20.71	\$21.45	
6	224	239	\$17.88	\$18.69	\$19.51	\$20.33	\$21.15	\$21.96	\$22.78	\$23.60	
7	240	256	\$18.50	\$19.35	\$20.19	\$21.04	\$21.89	\$22.73	\$23.58	\$24.42	
8	257	274	\$18.87	\$19.74	\$20.60	\$21.46	\$22.32	\$23.19	\$24.05	\$24.91	
9	275	293	\$19.25	\$20.13	\$21.01	\$21.89	\$22.77	\$23.65	\$24.53	\$25.41	
10	294	314	\$19.64	\$20.53	\$21.43	\$22.33	\$23.23	\$24.12	\$25.02	\$25.92	
11	315	336	\$20.03	\$20.94	\$21.86	\$22.77	\$23.69	\$24.61	\$25.52	\$26.44	
12	337	359	\$20.63	\$21.57	\$22.51	\$23.46	\$24.40	\$25.34	\$26.29	\$27.23	
13	360	385	\$21.25	\$22.22	\$23.19	\$24.16	\$25.13	\$26.10	\$27.08	\$28.05	
14	386	412	\$22.31	\$23.33	\$24.35	\$25.37	\$26.39	\$27.41	\$28.43	\$29.45	
15	413	440	\$23.43	\$24.50	\$25.57	\$26.64	\$27.71	\$28.78	\$29.85	\$30.92	
16	441	471	\$24.60	\$25.72	\$26.85	\$27.97	\$29.09	\$30.22	\$31.34	\$32.47	
17	472	504	\$25.83	\$27.01	\$28.19	\$29.37	\$30.55	\$31.73	\$32.91	\$34.09	
18	505	540	\$26.73	\$27.95	\$29.17	\$30.40	\$31.62	\$32.84	\$34.06	\$35.28	
19	541	578	\$27.67	\$28.93	\$30.20	\$31.46	\$32.73	\$33.99	\$35.25	\$36.52	
20	579	618	\$28.63	\$29.94	\$31.25	\$32.56	\$33.87	\$35.18	\$36.49	\$37.80	
21	619	661	\$29.64	\$30.99	\$32.35	\$33.70	\$35.06	\$36.41	\$37.77	\$39.12	

*Average 3.9% increase between steps.

The below chart demonstrates how each position would be placed, associated grade and range, on the 8-step pay scale:

Job Title	Points Awarded Using JET System	Proposed Grade (after using JET System)	Grade Associated Range (Steps 1-8)	Mayer's Current 2018 Salary
Administrator/Treasurer	644	21	\$29-64 – 39.12	\$36.06
Deputy Clerk	235	6	\$17.88 – 23.60	\$19.75
Public Works Worker I	366	13	\$21.25 – 28.05	\$25.43
Public Works Worker II	240	7	\$18.50 – 24.42	\$22.91
Public Works Director	530	18	\$26.73 – 35.28	N/A

The benefits for adopting the proposed step system include:

- The City is able to predict and budget annual payroll increases utilizing an adopted salary step system.
- Employees have a visual in which to understand their growth and earning potential within the City. Note: PERA retirement benefit is calculated on an employee's high-five (years) salary.
- The City can be assured that the pay system is competitive with its comparable market of benchmark communities.

Utilizing the City's current system of issuing annual cost of living increases makes budget planning less predictable and employees cannot foresee their growth potential.

Meeting Pay Equity Standards

The purpose of this study was to provide a tri-pong approach in establishing a fair and equitable compensation system. Based on the information from the benefits and wage analysis of the City's comparable communities, we used external market data, job evaluation and classification results and an internal equity measure. We can now determine how Mayer's internal pay range stacks up in terms of external pay equity.

The State's pay equity test examines an organization's internal pay equity. The State doesn't look at what any other organizations are paying (e.g. Mayer's neighboring communities). The State is strictly concerned about whether the organization is treating males and females fairly in terms of pay based on a job position's complexity, responsibility, knowledge, skills and abilities. The State's Pay Equity Test is to determine, after evaluating comparable work value (job points), whether females are paid less than males on average; and if underpayment of females is statistically significant.

The open range and the recommended 8-step salary range would ensure the City meets both the state's pay equity standards and external pay equity.

IMPLEMENTATION

Designing a compensation plan involves the analysis of substantial quantities of data collected from comparable employers and the organization. We have evaluated Mayer's existing compensation program utilizing our analysis of the Pay Equity study data and the survey results.

The objective in a successful compensation and classification study is to:

- 1) Attract and retain qualified employees;
- 2) Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities are classified together;
- 3) Provide salaries commensurate with assigned duties;
- 4) Clearly outline promotional opportunities and provide recognizable compensation growth;
- 5) Provide justifiable pay differential between individual classes;
- 6) Conform to the standards set by the Minnesota Department of Management and Budget (MMB) for compliance with pay equity, Fair Labor Standards Action as well as all other pertinent laws; and
- 7) Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

2019 Budget Impact

Overall, the City of Mayer offers competitive pay and benefits. If the City were to adopt a pay philosophy stating that the City Council has determined that employee salaries will be market based in order to be competitive, then the proposed 8-step pay plan is the best pay system for the City of Mayer. To demonstrate how adopting an 8-step pay system can affect the City's operating budget we have laid out the implementation costs in the next section.

Cost into Step System w/ 1.5% COLA and Step Increase

Mayer's wages in 2018 are \$209,888 for four positions: City Administrator, Deputy Clerk, Public Works Worker I and Public Works Worker II.

If the City were to keep the old system and approve a 1.5% cost of living adjustment to its employees in 2019, payroll would increase 1.5% to \$213,036. This is a budget increase of \$3,148 from 2018.

The proposed 8-step pay system would move all employees into the proposed step system and promote the Public Works Worker I into the Director position in March 2019. This would also assume that all employees would receive a 1.5% COLA and a step increase.

If the City were to implement the proposed 8-step system and assure employees they will enjoy not less than a 1.5% salary increase all while promoting the Public Works Worker I to a Director position in March 2019, the total wages would increase to \$219,314. This reflects a 4.49% increase.

Cost to provide a 1.5% increase to all employees	\$ 3,148*
Cost of grade increase and step increase for all eligible employees	<u>6,278*</u>
Total Implementation Cost to Move into Step System and Provide 1.5% COLA	\$ 9,426*
2019 Payroll Budget:	\$219,314

*(*not including employer share of payroll/employment taxes)*

2020 Budget Impact

Assuming all employees receive satisfactory ratings on their performance evaluations and received step increases, the City can anticipate a 4.4% increase from 2019 to \$229,018. This reflects a \$9,704 increase from 2019.

OPTION: Adding a 1.5% cost of living increase in addition to the step increases would increase the budget by 6.0%; bringing the 2020 payroll budget for these four positions to \$232,139.

	<i>Estimated Payroll Budget*</i>	<i>Add Impact*</i>
2018 Budgeted Payroll	\$209,888	
2019 1.5% COLA		\$3,148
2019 Cost of Grade/Step Increase		\$6,278
2019 Budgeted Payroll	\$219,314	
2020 Cost of Grade/Step Increase		\$9,704
2020 Budgeted Payroll	\$229,018	

**These figures do not include the employer's share of payroll/employment taxes.*

ONGOING ADMINISTRATION

A well-constructed and managed base pay program achieves the following objectives that are an important part in attracting and retaining qualified construction professionals.

- The program establishes fairness in pay among job positions
- The program insures competitive pay rates
- The program helps direct work activity toward the City Council's objectives
- The program helps to control payroll costs
- The program complies with laws & regulations; non-compliance can result in a reduction of LGA
- The program is effective and efficient

Each of these objectives must be understood from the perspective of employees and organization management because the base pay program must satisfy the needs of both. It is recommended that the City consider addressing the following areas:

- Adopt a pay philosophy that reflects the City's
- Revise and adopt a Pay Philosophy that reflects the City's total compensation philosophy (examples in Appendix C)
- Evaluate the plan and adjust annually to the plan
- Consider DDA's ongoing maintenance agreement which allows the City of Mayer to continue working with DDA.

As a result, DDA would provide the services listed below on an annual basis on a graduated annual cost of:

Year 1	Year 2	Year 3	Year 4
\$625.00	\$1,250.00	\$1,875.00	\$1,875.00

Ongoing Maintenance Agreement

Update 1/3 of Job Descriptions	We will review and update one third of all job descriptions annually. The client may add additional jobs which are new or for which job duties have been substantially changed. Process is same as our full-service C&C product – including employee appeal.
Market Comparison of Same 1/3 Job Descriptions	We will complete a market comparison for all jobs included above. We use data from the AMC/LMC Salary survey or other sources for a comparison group of no more than 12 entities.
Benefit Review	We will administer a benchmark survey every three-years to include benefits to benchmark communities. This survey can be customized per client's request.
Annual Update of Salary Plan	We will provide you with information regarding applicable changes and shifts in salary and benefits, changes in workforce characteristics, and use this information to thoughtfully update your compensation salary structure as needed. You will have the ability adjust your system based on real life data.
Pay Equity Reporting	We will prepare and submit a pay equity report every three years as required by law.
Salary Reporting	We will organize and submit salary and other information to the AMC/LMC salary survey data base.
Payroll Implementation	We will assist with payroll increase and budget implementation for current year and ongoing years.

APPENDIX A – FINAL JOB DESCRIPTIONS

City Administrator/Treasurer



City of Mayer

Department:	Administration
Reports To:	City Council
Supervisory Duties:	Public Works Fire Department Deputy Clerk
FLSA Status:	Exempt
Last Updated:	June 2018

Position Summary

Under the general direction of the City Council, the City Administrator/Treasurer is the Chief Administrative Officer for the City and plans and directs all City operations in line with objectives and guidelines established by the City Council. The Administrator oversees all financial and administrative functions, personnel, planning and engineering activities, all public works operations, sewer and water utilities, volunteer, fire protection, and contracted police protection coordination. This position exercises general and administrative supervision over all city employees either directly or through subordinate supervisors; and coordinates planning, legal, building and engineering activities. The City Administrator is responsible for advising the City Council regarding the impact of policy decisions and representing the interests of the city in metropolitan and state activities as delegated by the City Council. Acting also as Treasurer, this position is responsible for the proper financial administration of the City. The Administrator represents the City of Mayer by working with residents and non-residents in a professional manner.

Essential Duties and Responsibilities

Directs and manages all aspects of the financial and administrative operations for the city, including making recommendations regarding policy development and financial planning – 30%

- Assesses funding and investment needs; meets with investment advisors.
- Coordinates public improvement and bond issue activity.
- Prepares annual budget and works with department heads in preparation of their proposed budgets.
- Works with the Clerk to coordinate the preparation of financial statements, financial reports, special analyses, and information reports for presentation to the City Council.
- Reviews expenditures, receipts, and quarterly budget reports; discusses changes and unexpected expenses with department heads and/or Council; transfers funds as authorized by the Council.
- Pays claims or oversees payment of such according to Council guidelines and sound financial practices.
- Reviews and audits time sheets.
- Manages the bid process including assisting in bid openings, reviewing bids, and highlighting areas for review by the City Attorney and City Engineer.
- Tracks assessments paid, verifies and coordinates record keeping with the County; works with engineers to calculate individual assessments in accordance with regulations.
- Prepares information and assists outside auditing firm with annual audit.
- Oversees utility billing and all aspects related to utility billing.
- Ensures efficient conduct of all municipal affairs within overall city objectives and in accordance with state statutes and regulations pertaining to the functions of the City Treasurer.

Communicates with the City Council to develop priorities for new and existing activities of government – 55%

- Attends meetings of the City Council; arranges and publishes notices of meetings and public hearings as required by law; ensures appropriate parties are notified.
- Records minutes of public meetings and maintains accurate and complete records of all actions including resolutions, ordinances, and minutes.
- Prepares City Council, Parks Commission, EDA and Personnel Committee packets and supporting reports, recommendations and action plans; assists with setting and coordinating agendas and/or transmits communication to affected individuals and Council members to ensure proper information flow.
- Directs research at the request of the Council and presents analysis of the strengths and weaknesses of various options.
- Educates the City Council about City services and presents optional approaches for improvement of services.
- Assists the Council and committees in coordinating, administering, and processing requests, concerns, and problems on a variety of city issues to improve the health, safety, welfare and economic development of the City, including improved methods of operation, replacement or upgrading of equipment and exploration of grants or other funding sources.
- Transmits works requests, communications, and directives to appropriate staff, other agencies, general public, contractors, and consultants.
- Evaluates services provided by the City and develops options for improving services or matching services more closely to citizen needs.
- Represents the city in the negotiation, coordination, and oversight of a wide range of management, administrative, consulting, legal and other service contracts and agreements as authorized by the City Council.
- Seeks to identify common ground among competing interests and facilitates a productive working relationship among staff and Council.
- Takes a leadership role in projects involving initiatives approved by the Council.
- Negotiates and administers contracts for City services with outside agencies.
- Represents the city at various local, regional, and state meetings and functions; represents the city in cooperatively working with other governmental agencies and officials on matters of mutual interests.
- Monitors proposed regulations and legislation affecting the City.
- Communicates and monitors short-term/long-term goals, objectives, and policies of Council.
- Manages all City communications via newsletters, website, and social media.

Provides supervision, leadership, oversight and involvement in the activities of all City department heads and administrative staff – 10%

- Provides recommendations to the Council regarding employment and removal of City staff; makes recommendations regarding employee salary/benefits packages and conditions of employment.
- Administers the hiring process, ensuring that appropriate procedures are followed.
- Manages daily and annual performance of staff directly and through department heads.
- Plans, develops and directs personnel programs, policies and procedures designed to maximize work potential and interests of each employee and to effectively accomplish the city's goals and objectives.
- Takes a leadership role in development of employment policy, staff compensation, and benefit plans.
- Assists in planning, managing, and coordinating special projects.
- Ensures all employees are trained in workplace safety and works through department supervisors to ensure that best practices are followed.
- Coordinates City benefit programs.
- Ensures compliance with OSHA regulations.
- Coordinates unemployment compensation and worker's compensation issues and claims.
- Conducts annual personnel reviews; coordinates all phases of personnel administration, including control over personnel files.

Other duties as assigned or apparent – 5%

The Administrator may encounter not-public data in the course of these duties. Any access to not-public data should be strictly limited to accessing the data that are necessary to fulfill the employment responsibility. While data are being accessed, the Administrator should take reasonable measures to ensure the not-public data are not accessed by individuals without a work reason. Once the work reason to access the data is reasonably finished, the Employee must properly store the not-public data according to the provisions of the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13).

If a new work assignment requires access to not-public data, the Administrator is permitted to access not-public data for the work assignment purposes only. Any access to not-public data must be strictly limited to the data necessary to complete the work assignment and after the assignment is completed, the employee's work assignment no longer requires access.

Qualifications

Education

A four-year degree in public administration, political science, community development, business, finance or related degree, and one to three years of responsible public sector administrative and supervisory experience, or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this position, are required qualifications. Desirable qualifications include a master's degree in one of the above fields which may substitute for one year of the required experience.

Requirements

- Valid MN driver's license required.
- Have an advanced understanding of City Government including state and local municipal laws.
- Knowledge of financial policies and procedures including municipal budget process.
- Excellent administrative skills in areas of economic and community development, fiscal management, project management and accountability.
- Familiarity with growth issues, land use planning, zoning, code enforcement and special assignments.
- Excellent collaborative management skills, including experience in hiring, managing, delegating, training and development of staff.
- General knowledge of current computer-based programs used by the City.
- Ability to perform general clerical work requiring a high degree of accuracy, and ability to efficiently organize work tasks in a timely manner including during stressful situations, under deadlines, and with frequent interruptions.
- Ability to formulate strategic direction in keeping with the overall organizational mission, with broad guidance/governance; provide overall guidance to management.
- Ability to perform arithmetic computations accurately and quickly.
- Ability to research, review, prioritize, and/or analyze data.
- Basic internet skills and knowledge.
- Proficiency at reading, interpreting, and communicating applicable federal and State laws, City ordinances and departmental policies and procedures, and relevant reference materials.
- Ability to deal confidently and effectively with members of the public, both in person and on the telephone.
- Ability to communicate effectively with the public, staff, City Administrator and City Council both verbally and in writing.
- Ability to work independently without supervision.
- Ability to remain calm when dealing with difficult people/situations and exemplify an enthusiastic, resourceful, and effective service attitude.
- Ability to establish and maintain effective working relationships with community groups, commissions, elected officials, and the general public.
- Regular interaction with persons of influence involving considerable tact, discretion, and persuasion to negotiate important agreements or elicit desired behaviors.

Physical Demands and Working Conditions

- Work complexity is widely varied involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures, and methods to fit unusual and complex situations.
- Work is light to moderate, requiring sitting for extended periods and variably intermittent walking, standing, bending or stooping, working with arms above shoulders, kneeling, or squatting.
- The employee is required to have hand and arm dexterity adequate to allow for continuous keyboarding.
- This position requires lifting, carrying, pushing, or pulling up to 50 pounds occasionally for tasks such as folding tables, desk furniture, setting up rooms for meetings, carrying supply boxes and file drawers.
- There may be occasional exposure to hostile or aggressive behavior by members of the general public and therefore some mental effort and stress can be anticipated resulting in frustration.
- Intermittent driving is required to bring deposits to the bank.
- This position occasionally works with high detail and deadlines.

Equipment Utilized

- Uses a variety of equipment typical to a traditional office setting including but not limited to personal computers, scanner, 10-key adding machine, typewriter, printers, audiovisual equipment, telephones, and copy machines.
- Occasionally drives to conduct City related business, attend meetings, trainings and conferences.
- Computer word processing, utility and accounting software and spreadsheets.

City Deputy Clerk



City of Mayer

Department:	Administration
Reports To:	City Administrator
Supervisory Duties:	None
FLSA Status:	Non-Exempt
Last Updated:	June 2018

Position Summary

Under the general supervision of the City Administrator, the Deputy Clerk is responsible for performing skilled clerical work processing water and sewer bills and payments, assisting with banking, and acting as a receptionist for the City Hall. The Deputy Clerk also performs general clerical work and assists with accounts payable and receivable. This position involves responsibility for performing administrative and professional work managing the finances and accounting, maintaining the records of the City, assisting with elections, and other related duties as required.

Essential Duties and Responsibilities

Performs receptionist and general clerical support to provide coverage and services at City Hall – 50%

- Opens and closes the City Office building.
- Greets the public, determines the nature of business, provides information, answers questions, researches files, and/or refers as appropriate.
- Sorts, opens, and delivers morning mail and runs errands including to the post office and bank.
- Receives and handles requests, complaints, and information from the public or transmits to staff and/or City Council.
- Prepares new resident packets, sends list of new residents to School District and Welcome Neighbor, and enters new residents in house identification report.
- Posts agendas, monitors and maintains City communications via social media and on City electronic sign.
- Provides certified copies of proceedings and records of the City upon request.
- Prepares and mails Public Nuisance Letters as necessary.
- Performs other duties when assigned by City Administrator/City Council.

Provide general support to the City Administrator and Public Works in accounts payables and receivables, bank deposits and utilities – 25%

- Sets up new and verifies existing utility account information and accepts payments for water and sewer bills.
- Maintains, updates, and loads routes to handheld meter readers for Public Works. Schedules meter repairs and new installs for Public Works.
- Manages online payment vendor and enters online payments.
- Prints final meter reading work orders, final utility accounts, schedules installs for Public Works, and enters new readings.
- Manages customer use of hydrant meters and related invoicing.
- Prepares monthly water and sewer bills by calculating, printing, reviewing, sorting, and mailing. Prints water and sewer reports.
- Prepares and mails delinquent letters.

- Performs all payroll functions and prepares accounts payable and receivable transactions including coding and posting information to automated journals.
- Retrieves utility payments from utility payment box and handles customer complaints, questions, and adjustments as needed. Balances batches and makes deposits.
- Generates checks for bill payments and generates invoices for accounts receivables.
- Maintains cash box.
- Balances bank statements.
- Reports Quarterly Sales & Use, Building Surcharge, and other State reports.

Performs miscellaneous administrative duties for City Staff and Elected Officials -20%

- Prepares Community Center rental contracts and manages community center schedule and set-up for events.
- Prepares and sets up for Council Meetings. Takes and prepares Council Meeting Minutes.
- Completes applications for alcohol licenses. Orders and sells dog licenses and issues building permits for the City.
- Researches property files, set-backs, and elevations; provides lot surveys, maintains and files all correspondence for individual properties.
- Corresponds and researches info for Zoning Official, Planner, Building Inspector, and City Engineer.
- Gathers and prepares reports for City Council, Public Works, WWTF, and Fire Departments. Prints budget reports for Department Heads and Administrator.
- Resets antennas at City Hall, Water Plant and 1st MN Bank.
- Performs maintenance and cleaning as necessary, including but not limited to vacuuming, cleaning windows and counters.
- Empties recycling bins and rolls 90-gallon bin to curb.
- Assists with local elections including requiring training, preparing ballots, and receiving candidate filings; provides supplies for polling places; posts and publishes notices of election; coordinates details with County certifying results for Council, etc.
- Prepares and conducts Background Checks as needed.
- Participates in professional staff development. Participates in training and education opportunities to maintain and improve proficiency. Attends and participates in professional organizations. Associates with agents and departments from other cities to learn about and maintain professionalism.

Other duties as assigned or apparent – 5%

The Employee may encounter not-public data in the course of these duties. Any access to not-public data should be strictly limited to accessing the data that are necessary to fulfill the employment responsibility. While data are being accessed, the Employee should take reasonable measures to ensure the not-public data are not accessed by individuals without a work reason. Once the work reason to access the data is reasonably finished, the Employee must properly store the not-public data according to the provisions of the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13).

If a new work assignment requires access to not-public data, the Employee is permitted to access not-public data for the work assignment purposes only. Any access to not-public data must be strictly limited to the data necessary to complete the work assignment and after the assignment is completed, the employee's work assignment no longer requires access.

Qualifications

Education

A high school diploma or GED and two years receptionist, customer service and or clerical experience or any equivalent combination of education, training and experience, which provides the requisite knowledge, skills and abilities for this position, are required. Desirable qualifications include bachelor's degree, experience working in City government and with the public, experience in utility operation and billing, accounting background in AR/AP, and proficiency in use of Microsoft Word, Excel and Banyon.

Requirements

- Valid MN driver's license required.
- Have an advanced understanding of City Government.
- General knowledge of current computer-based programs used by the City of the ability to gain proficiency during employee probation period.
- Ability to perform general clerical work requiring a high degree of accuracy and ability to efficiently organize work tasks in a timely manner, including during stressful situations, under deadlines, and with frequent interruptions.
- Knowledge of office procedures, filing systems, record keeping, and accounting procedures.
- Ability to perform arithmetic computations accurately and quickly.
- Ability to review, classify, categorize, prioritize, and/or analyze data.
- Basic internet skills and knowledge.
- Proficiency at reading, interpreting, and communicating applicable federal and State laws, City ordinances and departmental policies and procedures, and relevant reference materials.
- Ability to deal confidently and effectively with members of the public, both in person and on the telephone.
- Ability to communicate effectively with the public, staff, City Administrator, and City Council both verbally and in writing.
- Ability to work independently without supervision.
- Ability to remain calm when dealing with difficult people/situations and exemplify an enthusiastic, resourceful, and effective service attitude.
- Ability to establish and maintain effective working relationships with community groups, commissions, elected officials, and the general public.

Physical Demands and Working Conditions

- Work is light to moderate, requiring sitting for extended periods and variably intermittent walking, standing, bending, or stooping, working with arms above shoulders, kneeling, or squatting.
- The employee is required to have hand and arm dexterity adequate to allow for continuous keyboarding.
- This position requires lifting, carrying, pushing, or pulling up to 50 pounds occasionally.
- There may be occasional exposure to hostile or aggressive behavior by members of the general public and therefore some mental effort and stress can be anticipated resulting in frustration.
- Intermittent driving is required to bring deposits to the bank.
- This position occasionally works with high detail and deadlines.

Equipment Utilized

- Uses a variety of equipment typical to a traditional office setting including but not limited to personal computers, scanner, 10-key adding machine, typewriter, printers, audiovisual equipment, telephones, and copy machines.
- Occasionally drives to make bank deposits, conduct city related business, attend meetings, trainings, and conferences.
- Computer word processing, utility and accounting software, and spreadsheets.
- Ability to utilize vacuum intermittently.

Public Works Director



City of Mayer

Department:	Public Works
Reports To:	City Administrator
Supervisory Duties:	Public Works Employees (FT & Seasonal)
FLSA Status:	Non-Exempt
Last Updated:	June 2018

Position Summary

Under the limited direction of the City Administrator, the Public Works Director directs and administers the maintenance and operations activities of the utility, street, parks, water and wastewater treatment facilities. The Public Works Director evaluates the need for public works improvements in the City and makes recommendations for construction and maintenance programs, as well as participates in developing long-range capital improvement projects. This position includes preparation of the annual budget for the water, wastewater, parks, and streets department. The Public Works Director addresses resident requests and complaints in person, over the phone, or by email. This position attends Park Board/City Council Meetings on a regular basis. The Public Works Director participates in Safety Committee Meetings and trainings and assists with department policy implementation and enforcement. This position includes performing advanced technical work overseeing the operations, planning purchases, and staffing for the department, and related work as apparent or assigned.

Essential Duties and Responsibilities

Supervises, directs, performs the operations of the Public Works Department – 50%

- Prepares monthly reports to present at City Council Meetings on a regular basis.
- Oversees contractors hired by the City and ensures that the job is done correctly, within budget, and completed on time.
- Writes proposals for Council action related to equipment replacement, construction projects, facility improvements, etc.
- Calls and receives bids from contractors.
- Attends and leads safety meetings and assists with all necessary safety precautions.
- Accepts special projects or other responsibilities necessary to benefit the general operation of the City.
- Recommends and implements City established policies.
- Sets policies and goals, prepares work schedules, assigns and reviews work for the department operations with top management guidance.
- Approves overtime and recalls employees during emergencies.

Manages the operations of the water and wastewater facilities; prepares administrative reports and tests regularly – 15%

- Performs computer data entry work as necessary to operate the WWTP and Water Treatment Facility.
- Prepares reports to comply with MPCA reporting requirements for the WWTP.
- Constructs, operates, maintains, and repairs wells and water towers used for the production and distribution of water. Takes static levels and performs testing and control of chemical treatment.
- Constructs, operates, maintains, and repairs water mains, hydrants, water meters and other related items.
- Performs water service connections and installs water meters and performs other related work.

- Maintains accurate records, reports, and logging of all pertinent information required by state and federal law for water and wastewater treatment operations. Work includes preparation of necessary data and reports to other governmental agencies as required.
- Constructs, operates, maintains, and repairs the WWT system which includes collection, treatment, and disposal of sludge.
- Performs the required sampling, testing, and lab work necessary in water and WWT operations.
- Maintains and repairs sanitary sewer mains, manholes, flow meters, lift stations, storm sewer mains, and catch basins.
- Maintains buildings and grounds in the water and wastewater department.

Manages and provides maintenance duties of all City parks and playground equipment – 10%

- Attends Park Board Meetings on a monthly basis.
- Repairs and maintains playground equipment, benches, picnic tables, Park Restrooms/Shelters, etc.
- Maintains playground areas with sand, gravel, dirt, grass, etc.; keeps area free of trash and debris, as necessary; keeps trash barrels available and empty.
- Mows, trims, and weeds park grass areas; fertilizes area each spring and fall.
- Sprays fence lines, ballfields, etc. as necessary.
- Performs tree inspections.

Oversees and maintains City streets, alleys, public sidewalks, storm sewer systems, and other public areas – 10%

- Keeps areas clear of bottles, glass, cans, trash, and other debris.
- Maintains street signs; installs or replaces signs as necessary.
- Performs blacktop maintenance, patches potholes, repairs roadways for seal coat and overlay.
- Provides barricades and other warnings to motorists and/or pedestrian accidents that occur on City streets or public places.
- Cleans drainage systems, ditches, and catch basins, and repairs drainage pipe, tile, and catch basins as needed.
- Paints yellow stripes denoting NO PARKING areas of curbing.
- Maintains buildings including City Hall, Public Works Maintenance buildings, and Fire Station.
- Keeps all buildings secured and locked when not in use.
- Performs building maintenance, repair, and cleaning as necessary.
- Performs exterior maintenance of municipal buildings and keeps areas presentable and orderly.
- Makes buildings accessible to authorized individuals or groups in timely manner as coordinated with the City Administrator.

Operates city vehicles and equipment on a continuous basis – 10%

Other duties as assigned or apparent – 5%

The Public Works Director may encounter not-public data in the course of these duties. Any access to not-public data should be strictly limited to accessing the data that are necessary to fulfill the employment responsibility. While data are being accessed, the Employee should take reasonable measures to ensure the not-public data are not accessed by individuals without a work reason. Once the work reason to access the data is reasonably finished, the Employee must properly store the not-public data according to the provisions of the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13).

If a new work assignment requires access to not-public data, the Employee is permitted to access not-public data for the work assignment purposes only. Any access to not-public data must be strictly limited to the data necessary to complete the work assignment and after the assignment is completed, the Employee's work assignment no longer requires access.

Qualifications

Education

Minimum of five years of responsible public works or related experience including at least two years in utilities, supervisory experience, Class A Wastewater license, and Class C Water license, Class IV Biosolids license, or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this position are required. Preferred qualifications include three to five years of public works or related experience and two years of specialized training in mechanical repair of industrial and motorized vehicles.

Requirements

- Valid MN commercial driver's license, Class A, with air brake endorsement required; or must obtain a license within six months of hire.
- Within six months of hire, the Employee must acquire certification in Class IV Biosolids.
- Excellent collaborative management skills, including experience in hiring, managing, delegating, training and development of staff.
- Employee must maintain a driving record acceptable to the City of Mayer.
- Must comply with DOT testing requirements and regulations for the operation of City motor vehicles.
- Obtain and maintain Class A Wastewater and Class C Water licenses.
- Ability to safely operate power tools of various shapes and sizes for multiple tasks.
- General knowledge of current computer-based programs necessary to comply with MPCA requirements and complete necessary reports required by the MN DOH.
- Ability to operate large industrial equipment, trucks, snowplows and other heavy equipment.
- Ability to perform essential functions of position during required hours of service, and work hours outside of normal working day on an as-needed basis as the needs of the City require.
- Ability to perform problem solving, mechanical and analytical skills, and arithmetic computations accurately and quickly.
- Basic internet skills and knowledge.
- Knowledge of the principles and procedures as applied to the operation and light maintenance of trucks, lawn mowers, tractors, trimmers, pay loader, and similar machinery.
- Ability to communicate effectively in English, both in oral and written formats.
- Ability to concentrate and use reasoning and good judgment.
- Ability to establish and achieve priorities in the work environment.
- Must be able to socially, physically, and mentally perform all essential functions of the position in the working conditions described. Must be able to perform sustained physical labor of medium difficulty for prolonged periods of time.
- Ability to work in confined spaces, which may require the use of a self-contained breathing apparatus.
- Knowledge of the principles and practices applied to ballfields, playground areas, and lawn care.
- Skill in analyzing, interpreting, and executing oral and written instructions.
- Ability to make decisions in accordance with established policies and procedures.
- Ability to operate a mechanical wastewater plant and collect, test and conduct labs necessary for water and wastewater treatment operations.
- Must possess requisite knowledge of state and federal water/wastewater rules required as part of the operation of the water/wastewater system.
- Ability to research, review, prioritize, and/or analyze data.
- Proficiency at reading, interpreting, and communicating applicable federal and State laws, City ordinances and departmental policies and procedures, and relevant reference materials.
- Ability to deal confidently and effectively with members of the public, both in person and on the telephone.
- Ability to communicate effectively with the public, staff, City Administrator and City Council both verbally and in writing.
- Ability to work independently without supervision.
- Ability to remain calm when dealing with difficult people/situations and exemplify an enthusiastic, resourceful, and effective service attitude.

- Ability to establish and maintain effective working relationships with community groups, commissions, elected officials, and the general public.
- Regular interaction with persons of influence involving considerable tact, discretion, and persuasion to negotiate important agreements or elicit desired behaviors.

Physical Demands and Working Conditions

- Work complexity requires application of a variety of procedures, policies and/or precedents and moderate analytical ability in adapting standard methods to fit facts and conditions, using generally prescribed procedures.
- This position requires an application of a variety of procedures, policies, and/or precedents and moderate analytical ability in adopting standard methods to fit facts and conditions, using generally prescribed procedures.
- Work is moderate to heavy, requiring walking, standing, kneeling, or squatting, bending, or stooping, driving and working around moving mechanical parts for extended periods; there is variably occasional sitting, working with arms above shoulders, and exposure to moving mechanical parts and precarious spaces.
- The Employee is required to have hand and arm dexterity adequate to operate tools, equipment, and machinery.
- This position requires lifting, carrying, pushing, or pulling of over 60 pounds occasionally.
- There may be occasional exposure to hostile or aggressive behavior by members of the general public, frequent work with high detail and deadlines, and therefore some mental effort and stress resulting in frustration can be anticipated.
- There is occasional exposure to wet conditions, noise, sickening or annoying odors, vehicle exhaust, grease, oil, and grime. This position occasionally works in confined spaces. This type of work requires the use of protective safety apparel and equipment.
- Frequent exposure to toxic/caustic materials, exposure to high air/hydraulic pressures, rusty parts, blood borne pathogens, and slippery conditions.
- Employee may be required to work weekends, nights, and holidays as required by weather and road maintenance conditions.
- Driving and work is primarily performed in all, including extreme, weather conditions

Equipment Utilized

- Uses a variety of equipment, tools and machinery typical for a public works department including but not limited to riding mower, one-ton plow truck, City truck, skid loader, weed whip, various power tools, Kubota, and tractor.
- Drives City truck and related equipment to conduct public works maintenance tasks and attend meetings and trainings.
- Use of computer and related software to operate WWTP and complete necessary reports.

Public Works Worker I



City of Mayer

Last Updated:

June 2018

Department:

Pub

Reports To:

City Adm

Supervisory Duties:

Public Works Dept. (FT and S

FLSA Status:

No

Position Summary

Under the limited direction of the City Administrator, the Public Works Worker I directs and administers the maintenance and operations activities of the utility, street, parks, water and wastewater treatment facilities. The Public Works Worker I evaluates the need for public works improvements in the City and makes recommendations for construction and maintenance programs, as well as participates in developing long-range capital improvement projects. This position includes preparation of the annual budget for the water, wastewater, parks, and streets department. The Public Works Worker I addresses resident requests and complaints in person, over the phone, or by email. This position attends Park Board/City Council Meetings on a regular basis. The Public Works Worker I participates in Safety Committee Meetings and trainings and assists with department policy implementation and enforcement. This position includes performing advanced technical work overseeing the operations, planning purchases, and staffing for the department, and related work as apparent or assigned.

Essential Duties and Responsibilities

Oversees, directs, performs the operations of the Public Works Department – 50%

- Prepares monthly reports to present at City Council Meetings on a regular basis.
- Oversees contractors hired by the City and ensures that the job is done correctly, within budget, and completed on time.
- Writes proposals for Council action related to equipment replacement, construction projects, facility improvements, etc.
- Calls and receives bids from contractors.
- Attends and leads safety meetings and assists with all necessary safety precautions.
- Accepts special projects or other responsibilities necessary to benefit the general operation of the City.
- Recommends and implements City established policies.
- Sets policies and goals, prepares work schedules, assigns and reviews work for the department operations with top management guidance.

Manages the operations of the Water Treatment Facility; prepares administrative reports and tests regularly – 15%

- Performs computer data entry work as necessary to operate the Water Treatment Facility.
- Constructs, operates, maintains, and repairs wells and water towers used for the production and distribution of water. Takes static levels and performs testing and control of chemical treatment.
- Constructs, operates, maintains, and repairs water mains, hydrants, water meters and other related items.
- Performs water service connections and installs water meters and performs other related work.
- Maintains accurate records, reports, and logging of all pertinent information required by state and federal law for water treatment operations. Work includes preparation of necessary data and reports to other governmental agencies as required.

- Performs the required sampling, testing, and lab work necessary in water operations.
- Maintains buildings and grounds in the water department.

Manages and provides maintenance duties of all City parks and playground equipment – 10%

- Attends Park Board Meetings on a monthly basis.
- Repairs and maintains playground equipment, benches, picnic tables, Park Restrooms/Shelters, etc.
- Maintains playground areas with sand, gravel, dirt, grass, etc.; keeps area free of trash and debris, as necessary; keeps trash barrels available and empty.
- Mows, trims, and weeds park grass areas; fertilizes area each spring and fall.
- Sprays fence lines, ballfields, etc. as necessary.
- Performs tree inspections.

Oversees and maintains City streets, alleys, public sidewalks, storm sewer systems, and other public areas – 10%

- Keeps areas clear of bottles, glass, cans, trash, and other debris.
- Maintains street signs; installs or replaces signs as necessary.
- Performs blacktop maintenance, patches potholes, repairs roadways for seal coat and overlay.
- Provides barricades and other warnings to motorists and/or pedestrian accidents that occur on City streets or public places.
- Cleans drainage systems, ditches, and catch basins, and repairs drainage pipe, tile, and catch basins as needed.
- Paints yellow stripes denoting NO PARKING areas of curbing.
- Maintains buildings including City Hall, Public Works Maintenance buildings, and Fire Station.
- Keeps all buildings secured and locked when not in use.
- Performs building maintenance, repair, and cleaning as necessary.
- Performs exterior maintenance of municipal buildings and keeps areas presentable and orderly.
- Makes buildings accessible to authorized individuals or groups in timely manner as coordinated with the City Administrator.

Operates city vehicles and equipment on a continuous basis – 10%

Other duties as assigned or apparent – 5%

The Public Works Worker I may encounter not-public data in the course of these duties. Any access to not-public data should be strictly limited to accessing the data that are necessary to fulfill the employment responsibility. While data are being accessed, the Employee should take reasonable measures to ensure the not-public data are not accessed by individuals without a work reason. Once the work reason to access the data is reasonably finished, the Employee must properly store the not-public data according to the provisions of the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13).

If a new work assignment requires access to not-public data, the Employee is permitted to access not-public data for the work assignment purposes only. Any access to not-public data must be strictly limited to the data necessary to complete the work assignment and after the assignment is completed, the employee's work assignment no longer requires access.

Qualifications

Education

A high school diploma or GED and one to three years of public works or related experience, Class B Wastewater license, and Class C Water license or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this position are required. Preferred qualifications include two years of specialized training in mechanical repair of industrial and motorized vehicles.

Requirements

- Valid MN commercial driver's license, Class A, with air brake endorsement required; or must obtain a license within six months of hire.
- Within six months of hire, the Employee must acquire certification in Class IV Biosolids.
- Employee must maintain a driving record acceptable to the City of Mayer.
- Must comply with DOT testing requirements and regulations for the operation of City motor vehicles.
- Obtain and maintain Class B Wastewater and Class C Water licenses.
- Ability to safely operate power tools of various shapes and sizes for multiple tasks.
- General knowledge of current computer-based programs necessary to comply with MPCA requirements and complete necessary reports required by the MN DOH.
- Ability to operate large industrial equipment, trucks, snowplows and other heavy equipment.
- Ability to perform essential functions of position during required hours of service, and work hours outside of normal working day on an as-needed basis as the needs of the City require.
- Ability to perform problem solving, mechanical and analytical skills, and arithmetic computations accurately and quickly.
- Knowledge of the principles and procedures as applied to the operation and light maintenance of trucks, lawn mowers, tractors, trimmers, pay loader, and similar machinery.
- Ability to communicate effectively in English, both in oral and written formats.
- Ability to concentrate and use reasoning and good judgment.
- Ability to establish and achieve priorities in the work environment.
- Must be able to socially, physically, and mentally perform all essential functions of the position in the working conditions described. Must be able to perform sustained physical labor of medium difficulty for prolonged periods of time.
- Ability to work in confined spaces, which may require the use of a self-contained breathing apparatus.
- Knowledge of the principles and practices applied to ballfields, playground areas, and lawn care.
- Skill in analyzing, interpreting, and executing oral and written instructions.
- Ability to make decisions in accordance with established policies and procedures.
- Ability to operate a mechanical wastewater plant and collect, test and conduct labs necessary for water and wastewater treatment operations.
- Ability to establish and maintain positive and effective working relationships with all employees, City Administrator, members of the public, and other government agencies.
- Must possess requisite knowledge of state and federal water/wastewater rules required as part of the operation of the water/wastewater system.

Physical Demands and Working Conditions

- Work complexity requires application of a variety of procedures, policies and/or precedents and moderate analytical ability in adapting standard methods to fit facts and conditions, using generally prescribed procedures.
- This position requires an application of a variety of procedures, policies, and/or precedents and moderate analytical ability in adopting standard methods to fit facts and conditions, using generally prescribed procedures.

- Work is moderate to heavy, requiring walking, standing, kneeling, or squatting, bending, or stooping, driving and working around moving mechanical parts for extended periods; there is variably occasional sitting, working with arms above shoulders, and exposure to moving mechanical parts and precarious spaces.
- The employee is required to have hand and arm dexterity adequate to operate tools, equipment, and machinery.
- This position requires lifting, carrying, pushing, or pulling of over 60 pounds occasionally.
- There may be occasional exposure to hostile or aggressive behavior by members of the general public, frequent work with high detail and deadlines, and therefore some mental effort and stress resulting in frustration can be anticipated.
- There is occasional exposure to wet conditions, noise, sickening or annoying odors, vehicle exhaust, grease, oil, and grime. This position occasionally works in confined spaces. This type of work requires the use of protective safety apparel and equipment.
- Frequent exposure to toxic/caustic materials, exposure to high air/hydraulic pressures, rusty parts, blood borne pathogens, and slippery conditions.
- Employee may be required to work weekends, nights, and holidays as required by weather and road maintenance conditions.
- Driving and work is primarily performed in all, including extreme, weather conditions.

Equipment Utilized

- Uses a variety of equipment, tools and machinery typical for a public works department including but not limited to riding mower, one-ton plow truck, City truck, skid loader, weed whip, various power tools, Kubota, and tractor.
- Drives City truck and related equipment to conduct public works maintenance tasks and attend meetings and trainings.
- Use of computer and related software to operate WWTP and complete necessary reports.

Public Works Worker II



City of Mayer

Last Updated:

June 2018

Department:

Pub

Reports To:

Public Works

Supervisory Duties:

FLSA Status:

No

Position Summary

Under the limited supervision of the Public Works Worker I, the Public Works Worker II performs maintenance of all City parks, playground equipment, buildings, streets, and storm sewers, in addition to assisting with various jobs/duties in the water and wastewater departments. The Public Works Worker II is responsible for operating equipment such as trucks, tractors plows, grader, sweeper backhoe, roller, and other heavy equipment.

Essential Duties and Responsibilities

Assists in maintaining wastewater and water systems – 35%

- Performs computer data entry work as necessary to operate the WWTP and Water Treatment Facility.
- Prepares reports to comply with MPCA reporting requirements for the WWTP.
- Constructs, operates, maintains, and repairs wells and water towers used for the production and distribution of water. Takes static levels and performs testing and control of chemical treatment.
- Constructs, operates, maintains, and repairs water mains, hydrants, water meters, and other related items.
- Performs water service connections and installs water meters and performs other related work.
- Maintains accurate records, reports and logging of all pertinent information required by state and federal law for water and wastewater treatment operations. Work includes preparation of necessary data and reports to other governmental agencies as required.
- Constructs, operates, maintains, and repairs the WWT system which includes collection, treatment, and disposal of sludge.
- Performs the required sampling, testing, and lab work necessary in water and WWT operations.
- Maintains and repairs sanitary sewer mains, manholes, flow meters, lift stations, storm sewer mains, and catch basins.
- Maintains buildings and grounds in the water and wastewater departments.

Provides maintenance duties of all City parks and playground equipment – 30%

- Repairs and maintains playground equipment, benches, picnic tables, Park Restrooms/Shelters, etc.
- Maintains playground areas with sand, gravel, dirt, grass, etc.; keeps area free of trash and debris, as necessary; keeps trash barrels available and empty.
- Mows, trims, and weeds park grass areas; fertilizes area each spring and fall.
- Sprays fence lines, ballfields, etc. as necessary.

Maintains City streets, alleys, public sidewalks, storm sewer systems and other public areas – 20%

- Keeps areas clear of bottles, glass, cans, trash and other debris.
- Maintains street signs; installs or replaces signs as necessary.
- Performs blacktop maintenance, patches potholes, repairs roadways for seal coat and overlay.
- Provides barricades and other warnings to motorists and/or pedestrian accidents that occur on City streets or public places.
- Cleans drainage systems, ditches, and catch basins, and repairs drainage pipe, tile, and catch basins as needed.
- Stripes crosswalks, turn lanes, parking lots, and designated handicapped parking.
- Maintains buildings including City Hall, Public Works Maintenance buildings, and Fire Station.
- Keeps all buildings secured and locked when not in use.
- Performs building maintenance, repair and cleaning as necessary.
- Performs exterior maintenance of municipal buildings and keeps areas presentable and orderly.
- Makes buildings accessible to authorized individuals or groups in timely manner as coordinated with the City Administrator.

Ensures city vehicles and equipment are properly maintained – 10%

Other duties as assigned or apparent – 5%

The Employee may encounter not-public data in the course of these duties. Any access to not-public data should be strictly limited to accessing the data that are necessary to fulfill the employment responsibility. While data are being accessed, the Employee should take reasonable measures to ensure the not-public data are not accessed by individuals without a work reason. Once the work reason to access the data is reasonably finished, the Employee must properly store the not-public data according to the provisions of the Minnesota Government Data Practices Act (Minnesota Statutes, Chapter 13).

If a new work assignment requires access to not-public data, the Employee is permitted to access not-public data for the work assignment purposes only. Any access to not-public data must be strictly limited to the data necessary to complete the work assignment and after the assignment is completed, the employee's work assignment no longer requires access.

Qualifications

Education

A high school diploma or GED and one to three of public works or related experience, or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this position are required. Preferred qualifications include two years of specialized training in mechanical repair of industrial and motorized vehicles and Class D Wastewater and Class D Water licenses.

Requirements

- Valid MN commercial driver's license, Class A, with air brake endorsement required; or must obtain a license within six months of hire.
- Employee must maintain a driving record acceptable to the City of Mayer.
- Must comply with DOT testing requirements and regulations for the operation of City motor vehicles.
- Obtain and maintain Class A Wastewater and Class C Water licenses. The Class A wastewater license must be acquired within two years of hire and the Class C Water license within the first year of hire.
- Ability to safely operate power tools of various shapes and sizes for multiple tasks.
- General knowledge of current computer-based programs necessary to comply with MPCA requirements and complete necessary reports required by the MN DOH.
- Ability to operate large industrial equipment, trucks, snowplows, and other heavy equipment.

- Ability to perform essential functions of position during required hours of service, and work hours outside of normal working day on an as-needed basis as the needs of the City require.
- Ability to perform problem solving, mechanical and analytical skills, and arithmetic computations accurately and quickly.
- Knowledge of the principles and procedures as applied to the operation and light maintenance of trucks, lawn mowers, tractors, trimmers, pay loader, and similar machinery.
- Ability to communicate effectively in English, both in oral and written formats.
- Ability to concentrate and use reasoning and good judgment.
- Ability to establish and achieve priorities in the work environment.
- Must be able to socially, physically, and mentally perform all essential functions of the position in the working conditions described. Must be able to perform sustained physical labor of medium difficulty for prolonged periods of time.
- Ability to work in confined spaces, which may require the use of a self-contained breathing apparatus.
- Ability to work independently with limited supervision.
- Knowledge of the principles and practices applied to ballfields, playground areas, and lawn care.
- Skill in analyzing, interpreting, and executing oral and written instructions.
- Ability to make decisions in accordance with established policies and procedures.
- Ability to operate a mechanical wastewater plant and collect, test, and conduct labs necessary for water and wastewater treatment operations.
- Ability to establish and maintain positive and effective working relationships with all employees, City Administrator, members of the public, and other government agencies.
- Must possess requisite knowledge of state and federal water/wastewater rules required as part of the operation of the water/wastewater system.

Physical Demands and Working Conditions

- Work complexity is based on fairly standard procedures and tasks where basic analytical ability is required. Detailed guidelines and procedures are generally used to make decisions or determine actions.
- Work is moderate to heavy, requiring walking, standing, and sitting for extended periods and variably frequent bending or stooping, and kneeling or squatting. The Employee can anticipate occasional work with arms above shoulders and exposure to moving mechanical parts and precarious spaces.
- The employee is required to have hand and arm dexterity adequate to operate tools, equipment, and machinery.
- This position requires lifting, carrying, pushing, or pulling of over 60 pounds occasionally.
- There may be occasional exposure to hostile or aggressive behavior by members of the general public and therefore limited mental effort and stress can be anticipated.
- There is frequent exposure to noise, sickening or annoying odors, vehicle exhaust, grease, oil, and grime. This position occasionally works in confined spaces. This type of work requires the use of protective safety apparel and equipment.
- Frequent exposure to toxic/caustic materials, risk of electrical shock, exposure to high air/hydraulic pressures, rusty parts-grinding, blood borne pathogens, and slippery conditions.
- Employee may be required to work weekends, nights, and holidays as required by weather and road maintenance conditions.
- Due to exposure to routine roadway work and exposure to high volumes of traffic, speed, inattentive and impatient drivers, this position requires attention to moderate detail.
- Driving and work is primarily performed in all, including extreme, weather conditions.

Equipment Utilized

- Uses a variety of equipment, tools and machinery typical for a public works department including but not limited to riding mower, City truck, skid loader, weed whip, Kubota, and tractor.
- Drives City truck and related equipment to conduct public works maintenance tasks and attend meetings and trainings.
- Use of computer and related software to operate WWTP and complete necessary reports.

APPENDIX B – BENEFITS CHARTS

General Information

City	FT Employ	PT Employ	Annual Payroll*	Paid Holidays	Max Vacation/PTO	Min Vacation/PTO	Sick Days	Payout PTO Quit Terminated	Payout Sick Quit Terminated
Aitkin	15	42	\$865,156	14	21	12	12	Yes	Yes
Bird Island	4	37.5	230,394	10.5	20	5	6	No	No
Lakefield	11.75	89.75	850,460	9	22	12	12	Yes	No
Lester Prairie	7	6	533,375	11	20	5	12	Yes if Quit, No if Term	Yes if Quit, No if Term
Mountain Lake	16	61	887,439	10	25	10	12	No response	No response
Norwood Young America	11.5	57	1,109,504	12	27	16.5	PTO	Yes if Quit, No if Term	PTO
Waverly	9	49	453,784	9	20	5	6	Yes	Yes
AVERAGE	10	49	\$704,302	10.75	22	9	10	-	-
Mayer	2.5	32	\$236,643	10	31	16	PTO	Yes if Quit; No if Term	PTO

Source: MN Office of the State Auditor: 2016 Data on Governmental Funds, Indebtedness & Enterprises; Comparable Community Surveys
Payroll*: Includes General, Fire, Streets, Parks & Enterprise Employees

Compensation Plan

City	COLA 2018	COLA 2019	COLA 2010	COLA 2021	Pay for Perform	# Grades	Starting Pay Low Grade	Starting Pay High Grade	# Steps in Grade	Grade Top to Bottom	Earn Step Increase
Aitkin	2.50%	Step 3%	3%	3%	No	20	\$13.73	\$41.52	9	78%	Negotiation
Birchwood	N/A	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A
Bird Island	3%	3%	3%	3%	No	4	\$14.45	\$22.73	7	84%	Nothing-do your job
Lakefield	2%	2%	2%	2%	Yes	12	\$14.47	\$27.26	23 (Not every year)	Approx. 50%	Supervisor Approval (annually)
Lester Prairie	2%	2%	2%	2%	No	16	\$11.90	\$28.53	9	25%	1 year of exp.
Mountain Lake	1%	2%	?	?		15	?	?	9	?	?
Norwood Young America	2	2	2	2	No	20	\$10.69	\$36.47	10	2.50%	Annual increase
Waverly	3%	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A
AVERAGE	1.9%	2%	2.4%	2.4%	No	11	\$13.05	\$31.30	9	-	-
Mayer	3.40%	N/A	N/A	N/A	No	N/A	N/A	N/A	N/A	N/A	N/A

Additional Benefits

City	Union Same	On Call	Call Back	Hazard Pay	Uniform	Shift Diff	Availability	Non-Exempt Comp	Exempt Comp	Longevity Pay	Bereavement
Aitkin	Yes	No	Yes	No	Yes	Yes	No	Yes	No	Yes	Yes
Bird Island		No	No	No	No	No	No	Yes	Yes	No	Yes
Lakefield		Yes	No	No	No	Yes	No	Yes	No	No	Yes
Lester Prairie		No	No	No	Yes	No	No	No	No	No	Yes
Norwood Young America		Yes	Yes	No	Yes	No	No	Yes	No	No	Yes
Waverly								Yes	Yes		
AVERAGE That offer benefit	N/A	50%	33%	0%	50%	33%	0%	71%	29%	17%	83%
Mayer		Yes	No	No	No	No	No	No	No	No	No

Health Insurance

City	# HC Plans	Avg \$ Individ	Avg \$ Family	HD Plans Employer Contrib.	HD Opt Out \$	Dental	Dental Emp Cost Ind.	Dental Emp Cost Family
Aitkin	1	\$1,151.66	\$1,151.66	No	No	Yes	\$70.92/mo.	\$70.92/mo.
Birchwood	N/A			No		No		
Bird Island	1	\$958/mo.	\$1,558	No	No	No		
Lakefield	1	\$2,871/60%	\$7,752/53%	Yes	No	Yes	NONE	NONE
Lester Prairie	0	Cash In lieu \$9,600				No		
Mountain Lake	1	\$409.28	\$1,361.70					
Norwood Young America	1	based on age, approx \$600	based on age, approx \$1,200	Yes	No	Yes	\$16/mo.	\$32/mo.
Waverly	2	500/mo.	300/mo.	No	No	Yes	Included in \$800/mo. allowance	Included in \$800/mo. allowance
AVERAGE	1	\$644.77	\$1,016.77	25% offer	No	57% offer	-	-
Mayer	1	\$500/mo. depend on age	\$800/mo.	No	No	Yes	\$46.70/mo.	

Health Care

City	Vision	Vision Employer Cost/Individ	Vision Employer Cost/Family	Flex Spend	Flex Plan Employer \$
Aitkin	Yes	\$12.75	\$12.75	No	-
Birchwood	No			No	
Bird Island	No			Yes	0
Lakefield	Yes	NONE	NONE	Yes	HSA \$1,320/2,520
Lester Prairie	No			No	
Mountain Lake					\$3,300 family/ \$1,000 single
Norwood Young America	No			Yes	85% of the cost
Waverly	No			No	
AVERAGE	28% offer	-	-	43% offer	-
Mayer	No			Yes	

Life & Disability

City	Amt of Life Insurance	Cost to Employer	Supplemental Limit	Supplement Cost Employer	ST Disability	ST Disability Employer Cost	LT Disability	LT Disability Employer Cost
Aitkin	\$50,000 (Full Time)	\$5.10	No	-	Yes	0	Yes	0
Bird Island	25,000	0	\$5,000 spouse	0	No		No	
Lakefield	15,000	\$3.60 PER MONTH	500,000/250,000	NONE	No		No	
Lester Prairie	Not Offered		Not Offered		No		No	
Mountain Lake	10,000	\$1.70 per month	No					
Norwood Young America	10,000	full amount, different with age and wage	yes, 2,500	full amount based on age	Yes	based on wage and age	Yes	based on age and wage
Waverly	Depends on age	employee paid	800/mo. emp+family	800/mo. per family	Yes	employee paid	Yes	employee paid
AVERAGE	\$22,000	-	-	-	50% offer	-	50% offer	-
Mayer	\$10,000	\$0 for 10,000			No	will offer in 2019	No	will offer in 2019

Miscellaneous Benefits

City	Tuition	Wellness	Daycare	Work from Home	Admin in Pay Plan	Car	Housing	Relocation
Aitkin	No	No	No	No	No	No	No	No
Birchwood	No	No	No	Yes	Yes	No	No	No
Bird Island	Yes	No	No	No	Yes	No	No	No
Lakefield	Yes	Yes	No	No	Yes	No	No	No
Lester Prairie	No	No	No	No	Yes	No	No	No
Norwood Young America	Yes	No	No	No	Yes	No	No	No
Waverly	No	No	No	No	Yes	No	No	No
AVERAGE that offer benefit	43%	14%	0%	14%	86%	0%	0%	0%
Mayer	No	No	No	No	Yes	No	No	No

Comp Time Application

City	Narrative
Aitkin	As overtime with limits on amounts that can be banked.
Birchwood	Administrator only. Reasonable extent in consideration of extraordinary time expenditures.
Bird Island	Exempt: earn 1 hour for every hr. over 40; Non-exempt: at a rate of 1.5 for hours worked over 40 in a week.
Lakefield	At a rate of 1.5 for hours worked over 40 in a week.
Lester Prairie	We don't pay comp time. We pay overtime, but overtime is extremely limited.
Mountain Lake	Can accumulate and get paid out once per year
Norwood Young America	At a rate of 1.5 for hours worked over 40 in a week.
Waverly	One and one-half hours accrued with a max of 200 hours banked. The excess is paid out in the employee's paycheck as regular time.

APPENDIX C – EXAMPLES OF PAY PHILOSOPHIES

Attached are four examples of pay philosophies from other communities that are to be used as a resource for the Mayer City Council when determining its pay philosophy. It is important for the City to review all policy changes with the City Attorney prior to adoption.

Example 1.

The City of Arvada offers employees a competitive pay plan. The City of Arvada Pay Plan reflects the City's Total Compensation Philosophy. This philosophy includes being an employer of choice in the Denver/Boulder region by attracting and retaining highly talented and engaged employees. Developed in partnership with the members of City Council, this philosophy serves to guide staff in the management of the City's compensation practices. It ensures that the pay plan is updated with competitive market-based salaries and managed in a manner that is fiscally responsible and within the City's ability to fund.

The City's compensation philosophy should embrace the following points:

1. The City strives to provide a total compensation program that is competitive among all peer and competitor organizations in the defined marketplace. However, knowing that the public-sector market has some turnover.
2. Benchmarking of classifications is used as a best practice for compensation of similar positions. It is recommended to update the compensation structure annually based on the market wage increase and to conduct a market compensation study every 5 years.
3. Pay adjustments are conducted through a step system.
4. Non-cash compensation policies, such as additional time off, flex scheduling, should be reviewed annually for competitiveness, cost effectiveness and their value to employees and to the City.
5. Review job descriptions every 2-3 years and update.

Example 2.

It is the policy of the City of Portsmouth to establish a fair and uniform human resource management system for its employees in order to ensure the most effective delivery of services to the citizens of Portsmouth. The pay philosophy of the City is:

"We believe our workforce is committed to do the best job in delivering services to our citizens. In order to attract and retain this highly prepared workforce, our pay plan must be stable, clear, equitable, flexible, predictable, simple and objective."

- To achieve this:
- Pay will be market based.
- Portsmouth's market shall be defined in reference to salaries paid in the following Hampton Roads cities: Chesapeake, Hampton, Newport News, Norfolk, Suffolk and Virginia Beach.

It shall be policy that:

City employees shall be paid in relation to the value of work they perform based on a market-based pay system. Employment and classifications will be made without regard to sex, race, religion, national origin, disability, age, or political affiliation.

The City Council has overall authority for administration of the City's Classification and Pay Plan, and may make adjustments and modifications as needed. Under the direction of the City Council, the City Administrator/Manager is responsible for the daily administration of the Classification and Pay Plan. This includes classifications and compensation studies, conducting salary surveys, and overseeing compliance with Federal, State, and local laws governing wages and hours of work.

Example 3.

PAY PHILOSOPHY

Caltech attracts, recruits, and supports individuals who have the intellect, passion, energy, and courage to tackle complex problems in new ways. That's why it's so important to attract, motivate and retain the best and brightest employees with the skills needed to achieve Caltech's mission. The City's Compensation Program is designed to meet the needs of a dynamic and unique workforce whose focus is on talent, customer service and a team attitude.

Salaries are a critical component of compensation, which is why we take into account an individual's knowledge, skills, and abilities as it relates to the requirements of a position. In addition, we continually evaluate our salaries to ensure they remain both competitive and equitable.

Example 4.

Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to the community; that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions that are most likely to affect recruitment and retention of employees.

Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles govern compensation programs:

- Pay programs are intended to be competitive at a minimum with the average pay of comparator organizations in the primary labor market. The primary labor market is currently defined as the Cities of:
- In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably published compensation survey data.

- Every 3-5 years, the City will conduct a market study of benchmark positions to determine the competitive posture of the organization and propose a plan of action. The City may determine if a classification needs review in the interim.
- If an average salary falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City will propose action necessary to align the position or classification with the competitive marketplace for implementation in the next fiscal year or sooner, if financially feasible.

General Salary Adjustments

Annually, the City Administrator/Manager will recommend a budget for general salary adjustments that is based upon:

- Overall competitive posture of the organization.
- Market rate adjustments.
- Comparator organizations in the primary labor market.
- Financial affordability.

Pay Scales

The City will promulgate pay scales for all employees that will provide information on salary increases that an employee may expect from year-to-year if performing satisfactorily. In the public safety classifications, the pay scale schedules will differ from the general employee classifications.

For City employees, the annual increases in base salaries from year to year will be based on meeting established performance standards. In all cases, employees will know performance expectations to advance in-grade and career development opportunities to advance to another grade.

The specific schedules will be competitive at 100% (Approved by City Council – Item #) of the average pay levels for the relevant labor market and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of performance-merit. Such increases are recognition of performance that meets and exceeds expectations. Merit increases are not automatic.

All employees should be made aware that such increases are recognition of performance that meets and exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

Career Development Increases

The City will develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparable with those in the primary labor market. Such a structure enables existing employees in career jobs within the City to receive pay increases in addition to merit and enables the City to target its pay to those employees who grow in skill and capability.

Education and Tuition Assistance

An objective of compensation is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City will prepare and disseminate procedures for applying for and receiving

education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average of the budgets for the primary comparator jurisdictions

Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. “Revenue” is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base. As with all budget decisions, merit increases, market rate adjustments and funds for other employee benefits are subject to annual appropriation.