

City of Great Bend Kansas Proposed Preliminary 2018 Compensation Structure

Job Title	Salary Range		
	Min	Mid	Max
Level 19			
City Administrator	\$105,600	\$132,000	\$158,400
Level 18			
	\$95,630	\$119,540	\$143,450
Level 17			
Attorney III	\$86,620	\$108,280	\$129,940
Level 16			
Assistant City Administrator Finance Director	\$78,460	\$98,080	\$117,700
Level 15			
Director Public Lands Director Public Works Fire Chief Police Chief	\$71,070	\$88,840	\$106,610
Level 14			
Assistant Director Public Works Assistant Police Chief City Engineer Convention and Visitors Bureau Director Deputy Fire Chief	\$64,380	\$80,470	\$96,560
Level 13			
Assistant City Engineer City Clerk Human Resource Director	\$58,310	\$72,890	\$87,470
Level 12			
Engineering Aide III Research/ Project Coordinator Street Superintendent Utility Superintendent Water Pollution Control Superintendent Water Superintendent Zoo Director	\$52,820	\$66,020	\$79,220
Level 11			
Assistant Director Public Lands Building Official/ Code Enforcement Director Engineering Assistant Police Lieutenant	\$47,840	\$59,800	\$71,760
Level 10			
Airport Manager Engineering Aide II Engineering Technician II Fire Inspector Mechanic III Municipal Court Administrator Operator III Wastewater Plant Manager	\$43,340	\$54,170	\$65,000

Level 9			
Building Inspector II	\$39,260	\$49,070	\$58,890
Cemetery Supervisor			
City Sanitarian			
Community Coordinator			
Convention Center Manager			
Deputy City Clerk			
Engineering Aide			
Engineering Technician I			
Park Mechanic			
Park Supervisor			
Police Investigator			
Shop Mechanic			
Street Supervisor			
Visitor Service Coordinator			
Water Pollution Control Supervisor			
Water Supervisor			
Level 8			
Assistant CVB Director	\$35,560	\$44,450	\$53,340
Assistant Mechanic			
Building Inspector I			
Code Enforcement Officer			
Code Enforcement Officer/ Assistant Building Inspector			
Customer Service Rep III			
Laboratory Technician			
Traffic Safety Technician			
Water Operator III			
Zoo Curator			
Level 7			
Airport Service Person II	\$32,210	\$40,260	\$48,310
Customer Service Rep II			
Education Coordinator			
Legal Secretary			
Maintenance III			
Operator 2			
Park Technician			
WPC Operator II (Collections)			
WPC Operator II (Plant)			
Zoo Center Education Coordinator			
Zoo Curator/ Supervisor			
Zoo Supervisor			
Level 6			
Administrative Assistant	\$29,180	\$36,470	\$43,760
Department Secretary			
Municipal Court Clerk			
Operator 1			
Public Lands Dept Secretary			
Traffic Signal Technician			
Vet Assistant/ Zookeeper II			
Visitor Service Representative/ CVB Support Staff			

WPC Operator I (Plant)			
WPC Operator I Collections			
Level 5			
Assistant City Sanitarian	\$26,420	\$33,030	\$39,640
Associate Zookeeper			
Cemetery Service Person III			
Customer Service Rep I			
Customer Service/ Raptor Center			
Detective Secretary/ Evidence Custodian			
Inspection Service Permit Technician			
Maintenance II			
Meter Reader			
Municipal Court Assistant			
Park Maintenance II			
Records Clerk			
Service Person 2			
WPC Service Person II (Collections)			
Level 4			
Cemetery Service person II	\$23,940	\$29,920	\$35,910
Custodian			
Maintenance I			
Park Maintenance			
Service Person 1			
WPC Service Person I (Collections)			
WPC Service Person I (Plant)			
Zoo Maintenance			
Zookeeper 1			
Level 3			
	\$21,680	\$27,100	\$32,520
Level 2			
	\$19,730	\$24,660	\$29,590
Level 1			
Assistant to Youth Coordinator/ Public Relations Officer	\$17,950	\$22,440	\$26,930
Cemetery Service person I			

Great Bend Kansas Police Structure

	<u>Entry</u>	<u>Max</u>
Police Officer I	\$36,800.00	\$52,470.00
Police Officer II	\$37,950.00	\$55,730.00
Corporal	\$40,680.00	\$58,200.00
Detective	\$41,970.00	\$63,830.00
Sergeant	\$47,016.00	\$73,780.00
Lieutenant	\$49,760.00	\$75,740.00
Police Captain	\$60,930.00	\$86,100.00
Assistant Police Chief	\$64,380.00	\$96,560.00
Police Chief	\$71,070.00	\$106,610.00

Great Bend Kansas Firefighter Structure

	<u>Entry</u>	<u>Max</u>
Entry Firefighter	\$36,490.00	\$52,030.00
Firefighter EMT	\$36,490.00	\$52,030.00
Firefighter AEMT	\$40,260.00	\$57,400.00
Firefighter Paramedic	\$43,090.00	\$61,440.00
Firefighter Engineer Basic	\$38,765.00	\$55,270.00
Firefighter Engineer AEMT	\$41,960.00	\$59,830.00
Firefighter Engineer AEMT	\$41,960.00	\$59,830.00
Firefighter Engineer Paramedic	\$45,240.00	\$66,300.00
Captain	\$53,185.00	\$75,830.00
Battalion Chief	\$60,930.00	\$86,100.00
Deputy Fire Chief	\$64,380.00	\$96,560.00
Fire Chief	\$71,070.00	\$106,610.00

BENEFITS ANALYSIS

The second component of this project was includes an analysis of employee benefits. Our experience has shown that the best approach to developing a reliable assessment of employee benefits is to compare the surveying entity to "like" entities. Information was publicly available from the Kansas Municipal League Salary and Personnel Survey for the following benefits:

- Paid Time Off: Vacation, Holidays, Personal Days; Sick
- Health Benefits
- Retirement

VACATION

The City's vacation policy is competitive in years one through ten. The City offers 96 hours annually for years one through five and 120 hours at year ten. The market average is 90 hours at year one, 111 at year five and 120 hours at year ten. The City is less than competitive in years fifteen and beyond. At fifteen years and above, the City offers 144 hours while the average for year 15 is 157 and for 20 years and above the average is 171 hours.

	# of Vacation Hours Employees Accrue per Year of Employment				
	1 Year	5 Years	10 Years	15 Years	20 Years
Great Bend	96	96	120	144	144
Average	90	111	135	157	171
Mode	80	120	120	160	160
A	192	208	223	241	257
B	104	104	143	143	143
C	96	96	128	144	176
D	88	88	120	152	152
E	80	80	120	160	160
F	80	120	120	160	160
G	80	120	136	160	168
H	80	120	144	160	160
I	80	120	120	160	200
J	80	96	128	128	160
K	80	96	112	144	160
L	40	80	120	128	160
M	4	5	6	7	7

HOLIDAYS, PERSONAL AND SICK

The City is not very competitive with its holiday and personal leave. On average the market offers approximately 10 days combined while the City offers eight. Sick time and accumulation varied and we found that the City is within a reasonable range as it relates to sick leave hours granted annually. The City's accrual however is lower than the average. Unlike the City of Great Bend, most municipalities do not pay out sick leave upon separation.

	Holidays and Personal Days			Sick Time Accumulation		Pay Out for Unused Sick Leave	
	Paid holidays observed each year	Paid personal days offered per year	Total	# of sick leave hours employees are granted each year	Maximum # of sick hours that may be accumulated	At employee separation?	At retirement?
Great Bend	8	0	8	96/144	480/750	Yes if maxed	Yes if maxed
Average	9	1	10	84	745	4 yes/ 9 no	6 yes/ 7 no
Mode	9	0	9	96	960		
A	9	0	9	0	0	no	no
B	9	0	9	96	720	no	no
C	10	2	12	96	576	no	no
D	10.5	0	10.5	104	720, 1080 Fire/EMS	no	no
E	11	0	11	12	960*	yes	yes
F	7	3	10	96	limited	yes	yes
G	10	2	12	48	1040	no	yes
H	12	1	13	96	960	no	no
I	9	0	9	96	unlimited	no	no
J	11	1	12	96		yes	yes
K	9	1	10	96	960	no	no
L	6	2	8	96	unlimited	no	yes
M	8	2	10	96	520	yes	yes

HEALTH INSURANCE

The City's cost of health insurance is less than the average of the municipalities included in the survey in all categories: employee only, employee and spouse, employee and dependents, and family coverage. The percentage of premium paid by the City is fairly consistent with market averages. On average, the City of Great Bend contributes slightly less in premiums for single coverage and slightly higher for family coverage.

	Premiums for an Employee Only			Premiums for an Employee and Spouse			Premiums for an Employee and Dependents		
	% City Pays	% Employee Pays	Total Premium	% City Pays	% Employee Pays	Total Premium	% City Pays	% Employee Pays	Total Premium
Great Bend	83%	17%	\$377.00	83%	17%	\$961.68	83%	17%	\$927.53
Average	89%	11%	\$528.34	81%	19%	\$1,131.85	82%	18%	\$1,084.99
E	90	10	\$574.26	90	10	\$1,315.12	90	10	\$1,315.12
B	76	24	\$517.61						
C	86	14	\$420.39	78	22	\$902.64	78	22	\$883.38
A	92	8	\$451.17	92	8	\$970.03	92	8	\$902.35
F	90	10	\$440.24	80	20	\$946.15	80	20	\$912.02
G	80	20	\$462.61	37.2	62.8	\$993.27	41	59	\$903.26
H	96	4	\$509.00	86	14	\$1,092.00	88	12	\$1,063.00
I	100	0	\$586.00						
D	78	22	\$497.04	78	22	\$1,066.62	80	20	\$1,045.02
M	100	0	\$940.35	100	0	\$2,021.76	100	0	\$1,880.70
L	100	0	\$409.44	85	15	\$879.09	85	15	\$860.04
J	80	20	\$532.00						
K	100	0		100	0		100	0	

	Premiums for a Family			Health Savings Account		Group Life Insurance		Dental Plan
	% City Pays	% Employee Pays	Total Premium	City offer a plan?	Does the city contribute ?	City offer a plan?	% of premium paid by city	City offer a group dental plan?
Great Bend	83%	17%	\$ 1,168.13	Yes	No	Yes	50%	Yes
Average	78%	22%	\$1,564.17	6 yes/ 7 no	1 yes/ 10 no	11 yes/ 2 no	100	12 yes/1 no
E	90	10	\$1,315.12	yes	no	yes	100	yes
B				no	no	no		yes
C	78	22	\$1,365.62	no		yes	100	yes
A	92	8	\$1,421.21	no		yes	100	yes
F	70	30	\$1,415.66	yes	no	yes	100	yes
G	26	74	\$1,421.72	no	no	yes	100	yes
H	89	11	\$1,647.00	no	no	yes	100	yes
I	73	27	\$1,290.00	no	no	no		yes
D	80	20	\$1,609.72	yes	no	yes	100	no
M	100	0	\$2,962.11	yes	no	yes	100	yes
L	85	15	\$1,329.68	yes	no	yes	100	yes
J	80	20	\$1,428.00	no	no	yes	100	yes
K	100	0		yes	yes	yes	100	yes

RETIREMENT

It is difficult to accurately compare the City of Great Bend's retirement benefits. The City, unlike all of the survey participants does not participate in KPERS—the State of Kansas' municipality retirement system. The City like other municipalities does offer a deferred compensation plan. Unlike the majority however, the City does contribute to the plan. Furthermore, most of the entities offer COLA adjustments, unlike the City of Great Bend. See Chart below.

	KPERS		KP&F		Deferred Compensation		Salary Increases		Other
	City Employees	No	Police Officers	Firefighters	Additional options to enroll in a deferred comp plan?	City contribute to this plan?	Longevity pay and/or increases?	COLA adjustments?	Any other substantial benefits?
Great Bend	No	No	No	No	Yes	Yes	Yes	No	We offer a 457 plan that the city does not contribute to. We offer a 401(a) that the city does make a contribution to
Average	13 yes/ 0 no	11 yes/ 2 no	11 yes/ 2 no	11 yes/ 2 no	13 yes/ 0 no	12 no	11 yes/ 2 no	9 yes/ 4 no	
E	yes	yes	yes	yes	yes	no	yes	yes	Please note, the City of Dodge City pays 100% of the premium for single insureds on the City's single high deductible plan. Rates provided above were for our Option 2 plan (\$1000Single ded/\$3000 family).
B	yes	yes	yes	yes	yes	Yes if an employee gives 1% the City gives 5.74% (only KPERS employees)	yes	no	Vision Supplemental Life YMCA Section 125
C	yes	yes	yes	yes	yes	no	yes	yes	

A	yes	yes	yes	yes	yes	no	yes	yes	yes	—COLA adjustments are given as needed (not guaranteed). —Life insurance provided by the City is through KPERS. — We provide Short Term Disability Insurance with a 70% payout at no charge for our employees. —We offer a no-cost health insurance option (MOP: 6350/12700). —Dental plans are 100% paid by employees. —Longevity Bonus between 2% & 7% per year after 5 years of employment. —Fire employees (56 work week) have a different PTO chart.
F	yes	yes	yes	yes	yes	no	yes	yes	no	
G	yes	yes	yes	yes	yes	no	yes	yes	yes	Paid Time off is the predominant form of compensatory time for non-union workers.
H	yes	yes	yes	yes	yes	no	yes	yes	no	
I	yes	yes	yes	yes	yes	no	no	no	yes	\$2000.00 Death Benefit (cost is nothing to employee -- voluntary benefits -cancer/vision/flex spending/short term disability/life insurance-all paid for by the employee
D	yes	yes	yes	yes	yes		yes	yes	yes	
M	yes	yes	yes	yes	yes	no	no	no	no	
L	yes	no	no	yes	yes	no	yes	yes	yes	
J	yes	yes	yes	yes	yes	no	yes	yes	yes	Various wellness incentives are offered.
K	yes	no	no	yes	yes	no	yes	yes	yes	

CITY OF GREAT BEND KANSAS

SALARY ADMINISTRATION POLICIES & PROCEDURES

April 10, 2018

INTRODUCTION

POLICY

It is the policy of the City to administer pay in such a manner as to attract, motivate and retain the most highly qualified personnel available.

It is the intention of the City to evaluate positions in a consistent manner and place them in an appropriate pay structure that is competitive within our industry, local community and region.

We also intend to compensate each employee on the basis of his/her performance and contribution to the accomplishment of the City's objectives and provide incentives toward individual growth through a merit increase program.

The contents of this manual are presented as a matter of information only. While the City wholeheartedly believes in the plans, policies and procedures described herein, they are not conditions of employment. The City reserves the rights to modify, revoke, suspend, terminate or change any or all such plans, policies, in whole or in part, at any time, with or without notice. The language used in this manual is not intended to create, nor is it to be construed to constitute a contract between the City and any one or all of its employees.

SALARY MANUAL OBJECTIVE

This manual outlines the basic components of the City's compensation program to assist management in administering salaries. It is designed to cover most situations that may arise. If an exceptional situation occurs, please notify the City Administrator before proceeding. A course of action will be recommended that will ensure the City's salary actions are consistently fair and equitable.

COMMUNICATION OF SALARY INFORMATION TO EMPLOYEES

Communication with employees regarding the salary structure as it impacts their current position is important for motivation. Employees will generally receive information about their position upon hire and when evaluated. Information at these times should be restricted to:

- Beginning rate of pay.
- Dates of performance and salary reviews.
- Increases are based on performance and are not automatic.
- Employee's current rate of pay.
- Effective date of any pay change and the new rate of pay.
- Minimum, midpoint and maximum of the employee's pay range.
- Date of the next merit review, which is normally twelve (12) months after the last review.

ADMINISTRATION OF THE PROGRAM

This pay administration manual provides the City with the basic tools to assist in making pay decisions.

PAY STRUCTURE

The pay structure is reviewed periodically by the City to ensure that it remains competitive with local, regional and industry market pay. Management will receive the pay levels and position titles for all employees reporting to them.

Increases to the pay ranges do not result in a general "across the board" increase. Employees will be rewarded based on their individual performance.

SALARY LEVEL

The salary level is a numerical level assigned to each job that has been formally described and evaluated. This level reflects the job's evaluation and the dollar value currently being paid in the competitive labor market for positions in that level.

SALARY RANGE

Each salary level is assigned a dollar range that includes a minimum, midpoint, and maximum.

1. **Minimum:** The salary range minimum represents the lowest salary an employee should be paid when assigned the duties of a position in a particular level. This does not necessarily suggest that the minimum is the exclusive hiring rate, but new employees should generally not be paid less than the minimum. An employee's hiring rate should be determined by his or her qualifications and how they meet the required knowledge, skills, abilities, and experience as described in the job description.
2. **Midpoint:** The salary range midpoint is considered to be the current market rate for the job. Employees who are fully qualified and experienced in all aspects of their job should normally be paid at or near the salary range midpoint. Due to the annual increases in the salary range, however, an employee may be in a job classification for several years before reaching the midpoint of the salary range.

3. **Maximum:** The highest salary that can be paid for positions in a pay level is the salary range maximum. The salary range maximum is determined by establishing a reasonable percentage spread between the minimum and maximum rates. The additional portion of the range above the midpoint provides adequate opportunity for individual salary growth and ample opportunity for salary differentiation based upon performance.

PART-TIME PERSONNEL

Part-Time Personnel - Such personnel will receive an hourly rate corresponding to the level of position, when a defined position description exists. In all other cases, appropriate management will establish the hourly rate.

HIRING - STARTING RATES

Normally, new employees should be hired in the first quartile of the pay range established for that position unless a different pay rate is specifically requested, documented, and justified by a department director and approved by the City Administrator. Where an individual is unusually well qualified, the starting pay may be up to the midpoint of the range. Employment above the midpoint of the pay range is considered an exception to policy and requires prior review and approval. It is important not to hire an employee at too high a level within the range unless qualifications warrant the rate. This would tend to limit the opportunity for pay advancement, thereby immediately reducing the incentive that should be provided by the range.

PERFORMANCE REVIEWS

It is the intent of the City to make pay increases and related personnel actions based on an individual's merit; the employee's performance in his/her assigned position and overall contribution.

Salary planning will occur annually. As a part of that process, the supervisors will evaluate the overall performance level of their employees. *The personnel policies and procedures manual outline the procedure for performance reviews.* Approval of the review must be secured from the

appropriate personnel, who, in addition to approving the review, will be responsible for ensuring that an accurate measure of performance ratings exists among employees.

The review form should be forwarded to the next higher level of management for review of objectivity and organizational consistency. Concerns and/or approval on reviews will be noted and returned to the originating manager for review with the employee.

The supervisor and the employee must review the performance that has occurred and both must understand what was good about performance and what can be done to improve it. Each approved review will be retained in the personnel file.

INCREASE PROCESS

Salary increases are based upon individual employee performance, as determined in the performance management process. No increase will be provided to any employee receiving an overall unacceptable performance ranking.

Generally, the majority of employees assigned to a specific level will be clustered around the midpoint of the salary range. An employee with limited experience in a specific job, and satisfactory performance will normally be just below the midpoint. Employees with more experience and better performance should be placed at or slightly above the midpoint. Length of employment with the City and an employee's consistently outstanding contribution over a longer period of time are reasons his or her salary would be at or near the maximum of the salary range.

SALARY ADJUSTMENTS

Special Pay Adjustments - Special pay adjustments may be made in certain instances as a means of recognizing and alleviating pay compression brought on by increases in starting pay for entry-level positions.

A director or manager recognizing the need for a special pay adjustment for an employee must submit a request, a recent performance review, and supporting documentation. Normally, special pay

adjustments should be given no more than once a year to any qualified employee. They may be given when salary ranges are adjusted and employee's salaries must be adjusted to meet the new range minimum or when internal equity problems need to be addressed with corrective measures.

Position Transfer - A position transfer is the lateral movement of an employee from one position to another in the same salary level. Normally, it does not warrant any type of promotional increase. The former director or manager and the new director or manager will collaborate on the performance review and recommend an appropriate merit increase at the annual review.

Downgrade Change - If changing conditions or unsatisfactory performance require a transfer to a position in a lower level, a downward adjustment to the employee's pay will be made if the current pay rate exceeds the maximum rate of the new position.

Promotional Increases - Promotions are defined as the indefinite movement of an employee to a position with a definite increase in responsibility and authority, a clear-cut change in duties, and a change to a higher salary level.

Promotions may occur at any time during the year, without regard to the employee's normal salary review date. Upon the effective date of the promotion, a regular full-time employee is eligible for a promotion pay increase of not less than 5%. In determining the amount of the promotional increase:

- Identify the level at which employee is currently being paid.
- Assume satisfactory performance.
- Promotional increases should not normally take an employee beyond the salary range midpoint.
- If that amount would leave the employee below minimum, recommend an amount that, if possible, would bring the employee to the minimum.

Introductory Period Increases - New full-time employees who successfully complete their "introductory" period will be considered regular employees and shall be eligible for a pay increase, based on performance, up to 5%, at that time.

Lump-Sum Salary Adjustments - Lump-Sum Salary Adjustments are defined as a monetary reward given to employees whose performance justifies recognition. The employee may receive a lump-sum salary adjustment for a one-time special contribution to the organization or as a reward for continued

high performance when the employee is at the range maximum and ineligible for further salary increases.

OUT-OF-RANGE PROCEDURES

Below Range - For employees paid below the minimum of the range assigned for their position level, increases may be recommended by the manager each six months, including requesting additional dollars during the normal performance review increase. This should continue until such time as the employee is within range.

Exceed Range - For employees paid at or above the maximum of the range assigned for their position level, special treatment may take place such as: increased time qualification for salary increases (every-other year or every eighteen months) or a lump-sum salary adjustment, etc. The amount provided would normally be less than the percentages received by employees within the range. At such time that the annual salary range movement catches and overtakes the employee's salary level, the employee will then be administered within the plan as defined previously.