

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
OCTOBER 20, 2020 AGENDA

Subject:	Type:	Submitted By:
CLASSIFICATION AND COMPENSATION STUDY	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	KEVIN POKORNY DIRECTOR OF ADMINISTRATIVE SERVICES

SYNOPSIS

A Classification, Compensation and Benefits study has been completed in accordance with the Pay for Performance Compensation policy. Bob Bjorklund of Bjorklund Compensation Consulting will be present at the Council meeting to present the final results. Council is being asked to accept the study by a simple motion.

FISCAL IMPACT

N/A – Council will need to take additional action to implement the study recommendations at a future date.

RECOMMENDATION

Acceptance

BACKGROUND

On February 4, 2020, the City Council awarded Bjorklund Compensation Consulting, LLC, (BCC) a contract to conduct a Classification, Compensation and Benefit Study. The City's Pay for Performance Compensation Policy establishes that these studies be conducted on a regular basis in order to maintain an equitable, comparable and non-discriminatory wage and salary structure.

An internal employee committee worked with BCC to establish the general process for the study. All of the City's job descriptions were reviewed by Mr. Bjorklund and employee interviews were conducted for each current job title. Additionally, each position was rated on four criteria and the points total was used to establish a jobs rating table. Finally, a salary and benefits survey was conducted. Recommendations for salary ranges and position placement within the ranges were based on both the jobs rating and the market data. The salary ranges for a handful of positions were impacted by special circumstances or market conditions and those are pointed out in the final report.

Results of the market study indicated that La Vista's salary ranges were generally below the market by approximately 8.9% on the minimum end and 8.6% on the maximum side. This is not a complete surprise as the City has not made annual adjustments to the ranges. The new salary structure recommended by BCC closely mirrors the market, with ranges positioned in the 50th percentile. Complete data and analysis can be found in BCC's final report, a copy of which has been provided, and will be reviewed at the Council meeting. The Managing Directors and Managers were provided draft copies of these reports for feedback and questions prior to finalization.

The annual financial impact of implementing the proposed full-time salary structure is \$72,191 over 12 months or approximately \$54,143 for a 9 month period. This cost is a result of bringing employees who are outside of the new ranges up to the minimums. A majority of employees will **not** see an increase in salary as a result of this study as their current wage remains within the range proposed for their position. No changes to benefits are being proposed based on the study. The recommendation would be to implement the new salary structure in January of 2021.

CLASSIFICATION & COMPENSATION STUDY

FINAL REPORT

Prepared For:
CITY OF LA VISTA, NE

August 2020

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Appendices:

- 1. Salary Survey Technical Report: (Delivered Under Separate Cover and CD)**
- 2. CLASSIFICATION MATRIX HANDBOOK (Delivered Under Separate Cover. FOR HR USE ONLY-Not To Be Copied or Distributed)**

I. INTRODUCTION

February 22, 2020, Bjorklund Compensation Consulting (BCC), LLC began the process to conduct a comprehensive classification and compensation study of all identified full-time job titles for the City that would be fair, better aligned with the market, and to better position the organization to meet its HR needs and goals. The objectives of the study were to:

- Work closely with the City's Project Committee in the design and processes of the study at key deliverable points the study;
- Study all positions as part of the study;
- Evaluate all classification titles using job evaluation to align job classes internally;
- Conduct a salary and benefits survey;
- Update and/or design a new pay structure(s) for the City;
- Formulate an implementation plan (costing) associated with adopting the pay plan.
- Prepare a classification manual to aid the organization in maintaining the classification and compensation program in the future.

The following sections of the report outline the procedures followed during the course of the study and our findings and recommendations.



II. METHODOLOGY

A. Conducted Preliminary Meetings

- BCC met with representatives of the City's Project Committee to gather information concerning your current situation, issues, concerns and general approach to pay. The organization provided preliminary information concerning its human resources policies and procedures, job descriptions, pay rates, benefit information, pay-for-performance plan documents, and other general information for BCC to review.
- BCC reviewed the general process of the study to assure all parties understood the proposal, tasks to be performed during the study, and any additional options or expected activities beyond the scope of the proposal or original study.
- The Project Committee determined that individual employee interviews be performed in each of the current job titles under study rather than just conduct manager/department head interviews.
- The committee provided information concerning some of the strengths and weaknesses of the current classification and compensation plan. The results of my initial meeting and a review of documents suggested some of the following issues:
 - a) The former study did not provide any sufficient documentation concerning the job rating outcomes or training to allow the City to determine how job outcomes and total points were derived at during the study.
 - b) The belief that the City has been falling behind the market due to increases in the pay structure being insufficient to keep pace with market practices or where the City did not provide any pay structure



improvements at all.

II. METHODOLOGY

A. Conducted Preliminary Meetings (Cont.)

- c) While the Committee was uncertain, it was believed that the City positioned itself at the 75th percentile of the market.
- d) The performance management system installed by the City seems to involve a considerable amount of work, as it should, and for the most part is accepted by employees although not universally.
- e) There does not seem to be a systematic ongoing process in place for the review and updating of job descriptions, review of job ratings, ongoing assessment of market or jobs subject to specific market pressures.
- f) There did not seem to be a clear consensus regarding the overall competitiveness of the City's overall benefit plan.
 - o Due to COVID-19, BCC conducted a Zoom conference with employees to provide an overview of the study process, steps and tools to be utilized during the study.

B. Studied All Jobs: Conducted Job Analysis



BCC reviewed all job descriptions provided by Human Resources and then conducted follow up employee interviews with employees in each of the existing jobs in the City being part of the study. In total, BCC completed approximately 56 employee interviews.

II. METHODOLOGY (CONT.)

B. Studied All Jobs: Conducted Job Analysis (Cont.)

Interviews permitted BCC to expand upon, clarify and understand the expectations and responsibilities of each position. Interviews also permitted us to compare and contrast responsibilities in similar or adjacent job classes during the interview process and assist in making comparisons of benchmark jobs in the survey.

C. Conducted Job Grading

- Using the job information collected in the position descriptions and interviews, BCC assessed the duties and responsibility level of positions and attached a preliminary job rating to each of the proposed classification titles using the Classification Matrix System (CMS) of job evaluation.
- The HR Department also requested that BCC evaluate part-time and seasonal position descriptions provided by the City. HR did not request interviews but wanted the job ratings to provide assistance determining pay for part-time and seasonal positions utilized by the City.
- BCC documented all rating outcomes of each Factor and Subfactor utilized by CMS on a spreadsheet for ease by the City in ongoing documentation and maintenance of the job evaluation system and changes over time.
- BCC prepared and provided a classification manual for the City outlining the methodology, forms used in the conduct of the study, worksheets that than be maintained by the City in documenting ratings, reviews



and job changes over time, recommended policies, procedures, or processes that may be used by the City.



II. METHODOLOGY (CONT.)

C. Conducted Job Grading (Cont.)

- BCC met with the Project Committee to review the preliminary job ratings. Based upon their comments or concerns, BCC reviewed its rating recommendations and made revisions provided they were justified within the job evaluation criteria of the CMS and consistent with the information outlined in the job descriptions or any employee's job expectations.

D. Conducted A Salary and Benefits Survey & Designed a New Pay Structure

- BCC designed a salary and benefits survey questionnaire to collect salary information.
- BCC worked with the Project Committee to identify comparable benchmark jobs and benchmark organizations in which to collect salary and benefits information.
- BCC collected, summarized and analyzed all survey data.
- BCC analyzed the salary data and proposed a new pay structure (e.g. salary ranges) for all City jobs.
- BCC met with the Project Committee to review the preliminary market findings, a proposed pay plan, and options/costs for implementing the new pay plan(s).



II. METHODOLOGY (CONT.)

E. Conducted Training, Prepared and Presented Final Report

- BCC prepared a manual for the exclusive use of the HR Department in the application and maintenance of the job evaluation system, potential policies and procedures to follow in maintaining the system over time. In addition, BCC provided all the forms, spreadsheets and documents to provide documentation and materials to aid in the maintenance of the program. BCC then conducted a training session with HR to cover the job evaluation principles, the criteria and application of the CMS system of job evaluation, and the spreadsheet that can be utilized to document and maintain changes over time.
- BCC prepared a final report and presented the final report to the City Council outlining our findings and recommendations of the study. At the time of the report preparation, it had not been decided whether to conduct employee meeting(s) to provide an overview of the findings due to COVID issues.



III. FINDINGS & RECOMMENDATIONS

A. Recommend Job Ratings and Grade Assignments

- BCC applied the Classification Matrix System (CMS) of job evaluation to determine the responsibility level of each job within the City. This resulted in a ranking of classifications from top to bottom. The final outcome or ranking of classifications within an organization is also known as a "job hierarchy". Based upon the similarity of job points (e.g. rating outcome), jobs of similar point value were assigned on a preliminary basis to similar salary ranges for similar pay treatment.
- Results of the job hierarchy were reviewed with the Project Committee and comments and concerns were addressed when appropriate with the rating criteria and job expectations detailed in the job descriptions.
- As a final step, a few positions were reallocated to salary grades based upon the findings for the market study and market pressures uncovered to indicate an adjustment to a higher salary grade that may have been indicated by the job ratings alone. This will be covered in more detail in our outline of the market and survey findings.
- The job rating results assures jobs are aligned fairly on the basis of internal responsibility not market or other external factors. The job ratings are used to slot jobs to salary ranges. The use of job evaluation and the resulting job ratings addresses the issue of "internal pay equity". This is one of the three key concepts in establishing a fair and objective classification and compensation system.
- Table I shows the results of the finalized job rankings, grade placement and the resulting job hierarchy.



Proposed Classification Title:	Total Points	TABLE I	
		Salary Grade	Market Grade Adj
City Administrator	2210	31	
Asst City Administrator/Dir Community Svcs	1775	28	
Chief of Police/Director Public Safety	1765	28	
Director of Public Works	1745	28	
Director of Administrative Services	1705	28	
Deputy Director of Public Works	1280	24	
Director of Community Development	1255	24	25
Director of Finance	1160	23	24
Director of Human Resources	1160	23	
City Engineer***	1155	23	24
Library Director	1080	22	
Police Captain	1065	22	23
Recreation Director	1060	22	
Deputy Community Development Director	1050	21	
Police Training Coordinator	1020	21	
City Clerk***	975	20	22
Chief Building Official	920	20	
Information Technology Manager	920	20	
Park Superintendent	910	20	
Street Superintendent	910	20	
Assistant Recreation Director	875	19	
Building Superintendent	860	19	
Planner	855	19	
Accountant	850	19	
Police Sergeant	840	19	
Librarian III	830	18	
Community Relations Coordinator	815	18	
Operations Manager	800	18	
Senior Services Manager	800	18	
Assistant To City Administrator	775	18	
Finance Analyst	775	18	



Proposed Classification Title:	Total Points	TABLE I	
		Salary Grade	Market Grade Adj
Police Officer	750	17	
Youth & Adults Sports Manager	735	17	
Assistant Planner	720	17	
Librarian II	680	16	
Building Inspector II	670	16	
Librarian I	660	15	
Communications Specialist (if filled Coord would go to Grd 20)	660	15	
Shop Foreman	650	15	
Human Resources Generalist	650	15	
Police Records Manager	600	14	
Building Technician	595	14	
Sign/Signal Technician	595	14	
Park Foreman	575	14	
Sewer Foreman	575	14	
Street Foreman	575	14	
Deputy City Clerk	555	13	
Executive Assistant	535	13	
Building Inspector I	520	12	
Code Enforcement Officer	520	12	
Street Maintenance II	480	11	
Park Maintenance II	480	11	
Sewer Maintenance II	480	11	
Mechanic	460	11	
Building Maintenance Worker II	460	11	
Pool Manager	460	11	
Administrative Assistant III	440	10	
Street Maintenance Worker I	410	9	
Park Maintenance Worker I	410	9	
Sewer Maintenance Worker I	410	9	
Building Maintenance Worker I	410	9	
Evidence Technician	390	9	



Proposed Classification Title:	Total Points	TABLE I	
		Salary Grade	Market Grade Adj
Administrative Assistant II	370	8	
Permit Technician	370	8	
Assistant Pool Manager	335	7	
Lifeguard	315	6	
Special Services Driver	315	6	
Administrative Assistant I	295	5	
Police Data Entry Clerk	295	5	6
Recreation Attendant	295	5	
Circulation Clerk II	295	5	
PT Receptionist	295	5	
Parks Laborer/PT-Seasonal	260	4	
Shop Assistant	260	4	
Street Laborer	260	4	
Custodian	260	4	
Circulation Clerk I	220	2	
<i>*** Rating change reflects City's discretion and recommendation not BCC's rating recommendation</i>			

- The assignment of jobs to salary ranges was based total points and the application of the Grade Placement chart outlined in Table II and then, as noted above a reallocation of a few jobs due to specific market pressures, only.



Table II

Grade Determination Chart

Grade Assignment	Point Minimum	Point Maximum
1	200	216
2	217	234
3	235	254
4	255	276
5	277	299
6	300	324
7	325	351
8	352	380
9	381	411
10	412	445
11	446	482
12	483	522
13	523	564
14	565	611
15	612	661
16	662	715
17	716	773
18	774	836
19	837	904
20	905	977
21	978	1056
22	1057	1142
23	1143	1234
24	1235	1334
25	1335	1442
26	1443	1558
27	1559	1684
28	1685	1820
29	1821	1966
30	1967	2125
31	2126	2296
32	2297	2481



III. FINDINGS & RECOMMENDATIONS

- As can be seen in Table I, each of the City's jobs was assigned to one of 32 possible different salary ranges. The job evaluation point spread is 8% between salary grades on the chart. The criteria used to assign positions involved examining four factors set forth in the Classification Matrix System. They include:

Classification Matrix System (CMS)

<u>Factor:</u>	<u>Relative Weighting:</u>
Factor 1: Knowledge & Skills	52%
Sub-factors:	
a. Nature of Assignments	
b. Occupational Skill Level	
Factor 2: Supervisory Authority	20%
Sub-factors:	
a. Level of Supervisory Responsibility	
b. Extent of Supervisory Responsibility	
Factor 3: Public Relations	20%
Sub-factors:	
a. Customer Relations	
b. Governmental Relations	
Factor 4: Working Conditions	8%
Sub-factors:	
a. Physical Effort	
b. Risks and Hazards	



III. FINDINGS & RECOMMENDATIONS

B. Salary Survey Findings:

- In cooperation with the Project Committee, the salary and benefits survey questionnaire was distributed to 21 comparable organizations. Of the 21 organizations, only 9 organizations decided to participant for a survey participation rate of 45%. Survey participation may have been impacted by COVID and the considerable detail of benefit information contained in the survey. Participants were selected in the basis of geographic, historic comparisons, and/or similar size/characteristics.

Participating Organizations:

Organizations Participating:

City of Ralston, NE
Sarpy County, NE
City of Kearney, NE
City of Johnston, IA
City of Papillion, NE

Organizations Participating

Douglas County, NE
City of Omaha, NE
City of Ankeny, IA
City of Grand Island, NE

Non-Participating Survey Participants:

City of Council Bluffs, IA; City of Urbandale, IA; City of Coralville, IA; City of Waukee, IA; City of Lenexa, KS; Prairie Village, KS;
City of Blue Springs, MO; City of Liberty, MO; Papillion-La Vista School District, NE; Metropolitan Utilities District, NE;
City of Bellevue, NE

Published Sources:

Bureau of Labor Statistics, Wage Occupational Survey, Omaha and Council Bluff, May 2019. Wage data was aged by 2%.



- BCC worked with the Project Committee to select 34 benchmark positions to gather salary information on. Benchmark jobs were selected based upon the following criteria: 1) duties of the selected job would be fairly consistent across survey participants; 2) benchmark jobs selected would cover the spectrum of responsibility levels across the organization; 3) cover jobs in the various departments; and 4) cover as many of the employees in the organization as possible. The Project Committee selected the following jobs to collect salary data on as benchmark jobs on the following page.

LIST OF BENCHMARK POSITIONS

- 1) City Administrator
- 2) Assistant City Administrator/Director of Community Services
- 3) Community Development Director
- 4) Chief Building Official
- 5) Building Inspector II
- 6) Recreation Director
- 7) Chief of Police/Director of Public Safety
- 8) Police Captain
- 9) Police Sergeant
- 10) Police Officer
- 11) Director of Public Works
- 12) City Engineer
- 13) Street Superintendent
- 14) Street Foreman
- 15) Park Foreman
- 16) Sewer Foreman



- 17) Shop Foreman
- 18) Mechanic

III. FINDINGS & RECOMMENDATIONS

LIST OF BENCHMARK POSITIONS

- 19) Maintenance Worker I – Parks
- 20) Maintenance Worker I – Building
- 21) Maintenance Worker II – Sewer
- 22) Maintenance Worker II – Streets
- 23) Director of Finance
- 24) Accountant
- 25) City Clerk
- 26) Human Resources Generalist
- 27) Librarian II
- 28) Executive Assistant to the City Administrator
- 29) Administrative Assistant III
- 30) Administrative Assistant II
- 31) Administrative Assistant I
- 32) Police Data Entry Clerk
- 33) Lifeguard
- 34) Recreation Attendant



III. FINDINGS & RECOMMENDATIONS

B. Salary Survey Findings (cont.):

BCC analyzed the market data using two different methods. One method used was to examine market data on a job-by-job basis to assess the competitiveness of your current pay rates to the market. The second approach was a statistical trend analysis (i.e. linear regression analysis) of current pay rates, market rates and job evaluation outcomes to assess differences between the market and your current pay structure.

Exhibit I on the next page shows the analysis of the job-by-job analysis of your pay rates to the corresponding rates reported in the market. This analysis suggests the following:

- On average, market starting median pay rates are approximately 8.9% higher than La Vista's average starting (minimum) pay.
- On average, the market median average pay is approximately 5.6% higher than the City's average pay.
- On average, the market median maximum pay rate is approximately 8.6% higher than the City's maximum pay.

The second approach to assessing the competitiveness of your pay program involves using a trend analysis or a procedure that plots a “best line of fit” using the job ratings and the market pay data or your pay data. Graph I-IV illustrates the results of this analysis graphically. This is a powerful statistical smoothing approach utilized by HR practitioners in designing salary structures that mirror market pay practices. The trend analysis summarized in Exhibit II predicted similar cost percentage differences between your pay rates and the market as compared to Exhibit I. Exhibit II



shows the predicted pay rates or values along the pay lines in Graphs I – IV generated by the linear regression analysis (trend analysis).



City of La Vista - 2020
Analysis of Benchmark Salaries by Benchmark

Exhibit I

Benchmark Comparison of Median Salaries									
Benchmark Title:	La Vista Salary Range Minimum	Market Median Starting Salary	% Diff	La Vista Average Salary	Market Average Median Salary	% Diff	La Vista Salary Range Maximum No Longevity	Market Median Salary Maximum No Longevity	% Diff
City Administrator	\$61.39			\$75.96	\$71.10	-6.8%	\$75.96	\$76.86	1.2%
Asst. City Administrator/Dir of Community Svcs	\$42.66	\$46.10	7.5%	\$59.91	\$58.27	-2.8%	\$64.00	\$63.54	-0.7%
Community Development Director	\$38.62	\$47.89	19.3%	\$50.84	\$57.71	11.9%	\$54.92	\$63.37	13.3%
Chief Building Official	\$29.11	\$33.17	12.2%	\$34.65	\$39.08	11.3%	\$37.92	\$47.49	20.1%
Building Inspector II	\$22.21	\$25.19	11.8%	\$26.63	\$30.16	11.7%	\$28.60	\$34.06	16.0%
Recreation Director	\$36.34	\$40.88	11.1%	\$47.70	\$49.98	4.6%	\$50.59	\$55.57	9.0%
Chief of Police/Director of Public Safety	\$42.66	\$49.05	13.0%	\$61.35	\$64.41	4.8%	\$64.00	\$71.06	9.9%
Police Captain	\$36.34	\$41.70	12.8%	\$48.89	\$53.60	8.8%	\$50.59	\$55.43	8.7%
Police Sergeant	\$39.97	\$34.43	-16.1%	\$43.83	\$41.60	-5.4%	\$44.27	\$43.82	-1.0%
Police Officer	\$26.20	\$26.59	1.4%	\$33.96	\$32.30	-5.1%	\$37.37	\$36.34	-2.8%
Director of Public Works	\$42.66	\$48.02	11.2%	\$56.26	\$59.51	5.5%	\$64.00	\$65.92	2.9%
City Engineer	\$38.62	\$40.68	5.1%	\$53.97	\$45.42	-18.8%	\$54.92	\$53.74	-2.2%
Street Superintendent	\$29.11	\$33.39	12.8%	\$32.10	\$39.10	17.9%	\$37.92	\$46.09	17.7%
Street Foreman	\$23.16	\$26.11	11.3%	\$29.37	\$31.55	6.9%	\$29.37	\$33.43	12.1%
Park Foreman	\$23.16	\$23.35	0.8%	\$28.74	\$27.99	-2.7%	\$29.37	\$30.74	4.4%
Sewer Foreman	\$23.16	\$25.89	10.5%	\$26.50	\$30.57	13.3%	\$29.37	\$35.71	17.8%
Shop Foreman	\$23.16	\$26.09	11.2%	\$29.37	\$29.89	1.7%	\$29.37	\$32.44	9.5%
Maintenance Worker I - Parks	\$15.64	\$19.46	19.6%	\$17.68	\$23.14	23.6%	\$22.05	\$26.33	16.2%
Maintenance Worker I - Building	\$15.64	\$17.44	10.3%	\$18.85	\$20.14	6.4%	\$22.05	\$23.46	6.0%
Maintenance Worker II - Sewer	\$17.20	\$20.75	17.1%	\$21.92	\$26.86	18.4%	\$24.25	\$27.74	12.6%
Maintenance Worker II - Streets	\$17.20	\$20.92	17.8%	\$20.98	\$24.63	14.8%	\$24.25	\$26.38	8.1%
Director of Finance	\$38.62	\$45.73	15.5%	\$51.01	\$57.69	11.6%	\$54.92	\$67.44	18.6%
Accountant	\$26.54	\$26.44	-0.4%	\$31.25	\$35.32	11.5%	\$34.02	\$39.58	14.0%
City Clerk	\$36.34	\$34.81	-4.4%	\$50.59	\$44.43	-13.9%	\$50.59	\$49.69	-1.8%
Human Resources Generalist	\$23.16	\$23.38	0.9%	\$26.24	\$28.91	9.2%	\$29.37	\$33.94	13.5%
Librarian II	\$22.21	\$27.23	18.4%	\$25.97	\$30.98	16.2%	\$28.60	\$36.98	22.7%
Executive Assistant to the City Administrator	\$23.16	\$22.06	-5.0%	\$28.14	\$31.69	11.2%	\$29.37	\$33.40	12.1%
Administrative Assistant III	\$17.20	\$21.36	19.5%	\$19.82	\$25.83	23.3%	\$24.25	\$27.58	12.1%
Administrative Assistant II	\$15.64	\$18.70	16.4%	\$19.00	\$22.22	14.5%	\$22.05	\$25.02	11.9%
Administrative Assistant I	\$14.95	\$14.15	-5.7%	\$18.64	\$17.04	-9.4%	\$20.18	\$19.93	-1.3%
Police Data Entry Clerk	\$14.95	\$17.89	16.4%	\$16.63	\$22.51	26.1%	\$20.18	\$24.51	17.7%
Lifeguard	\$10.50	\$10.20	-2.9%	\$10.80	\$10.88	0.7%	\$13.65	\$11.25	-21.3%
Recreation Attendant	\$10.50	\$9.57	-9.7%	\$10.81	\$11.02	1.9%	\$13.65	\$11.32	-20.6%
Totals:	\$836.59	\$918.56		\$1,128.36	\$1,195.49		\$1,215.97	\$1,330.09	
Excluded: Mechanic poor match	Summary Statistics:								
	Average % Differences 8.92%			Average % Differences 5.61%			Average % Differences 8.58%		



La Vista Trend Analysis Trend Minimum and Maximum Pay

Graph I



City of La Vista - 2020
Trend Analysis of Median Market Data

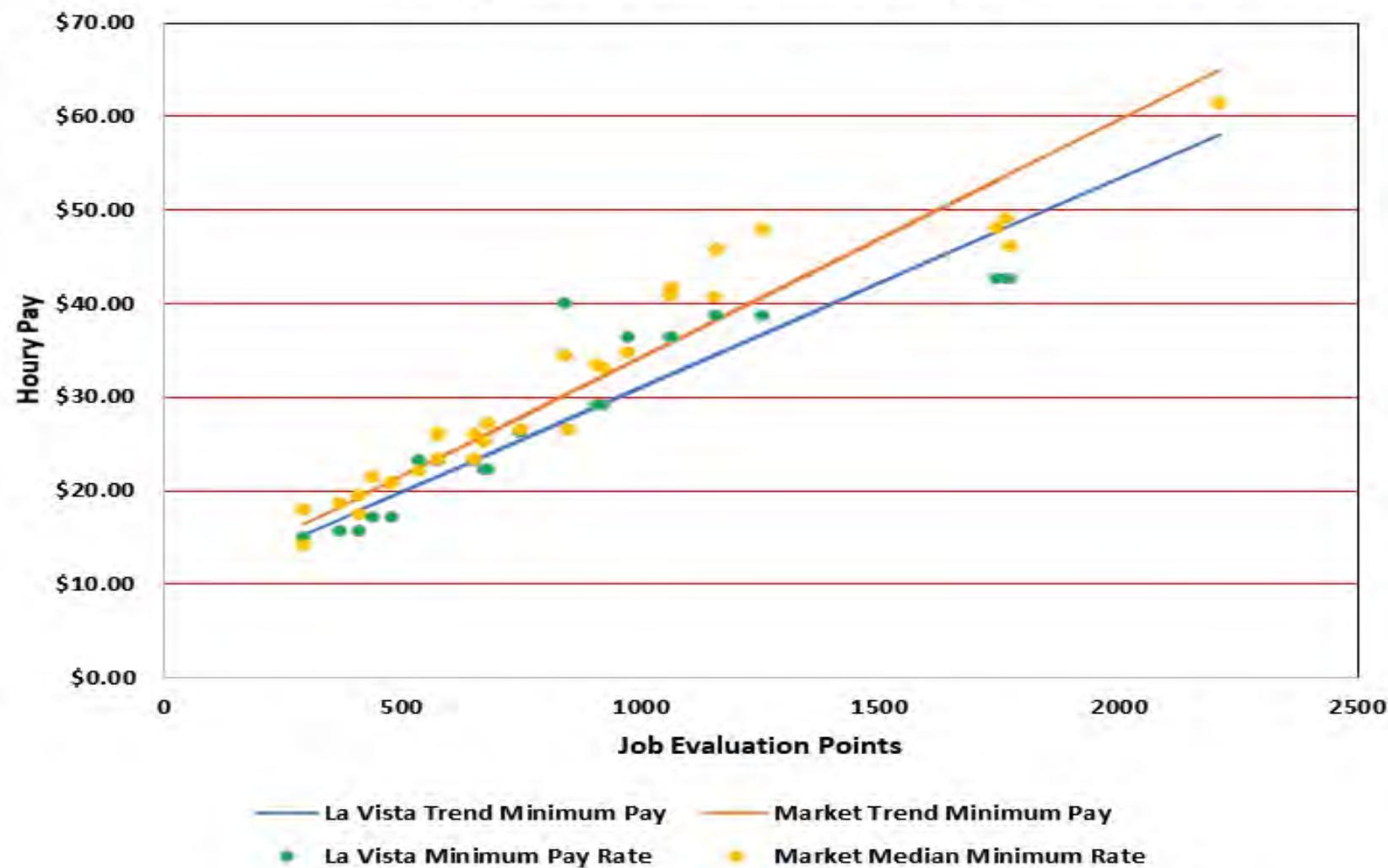
Exhibit II

Trend Analysis of Median (50th Percentile) Salary Data										
Job Points	Benchmark Title:	Trend La Vista Range Minimum	Market Trend Median Starting Salary	% Diff	Trends La Vista Average Salary	Market Trend Median Avg Salary	% Diff	Trend La Vista Range Maximum No Longevity	Market Trend Median Maximum Salary No Longevity	% Diff
2210	City Administrator	\$58.07	\$64.91	10.5%	\$80.35	\$81.50	1.4%	\$84.72	\$90.96	6.9%
1775	Asst. City Administrator/Dir of Community Svcs	\$48.37	\$53.91	10.3%	\$65.92	\$67.41	2.2%	\$69.80	\$75.22	7.2%
1255	Community Development Director	\$36.77	\$40.75	9.8%	\$48.68	\$50.56	3.7%	\$51.96	\$56.40	7.9%
920	Chief Building Official	\$29.29	\$32.27	9.2%	\$37.57	\$39.71	5.4%	\$40.47	\$44.27	8.6%
670	Building Inspector II	\$23.71	\$25.95	8.6%	\$29.28	\$31.61	7.4%	\$31.89	\$35.22	9.5%
1060	Recreation Director	\$32.42	\$35.82	9.5%	\$42.21	\$44.24	4.6%	\$45.27	\$49.34	8.2%
1765	Chief of Police/Director of Public Safety	\$48.15	\$53.65	10.3%	\$65.59	\$67.08	2.2%	\$69.45	\$74.86	7.2%
1065	Police Captain	\$32.53	\$35.94	9.5%	\$42.37	\$44.41	4.6%	\$45.44	\$49.52	8.2%
840	Police Sergeant	\$27.51	\$30.25	9.1%	\$34.91	\$37.12	5.9%	\$37.72	\$41.37	8.8%
750	Police Officer	\$25.50	\$27.97	8.8%	\$31.93	\$34.20	6.6%	\$34.63	\$38.12	9.1%
1745	Director of Public Works	\$47.70	\$53.15	10.3%	\$64.93	\$66.43	2.3%	\$68.77	\$74.13	7.2%
1155	City Engineer	\$34.53	\$38.22	9.6%	\$45.36	\$47.32	4.1%	\$48.53	\$52.78	8.1%
910	Street Superintendent	\$29.07	\$32.02	9.2%	\$37.23	\$39.38	5.5%	\$40.12	\$43.91	8.6%
575	Street Foreman	\$21.59	\$23.55	8.3%	\$26.13	\$28.53	8.4%	\$28.63	\$31.78	9.9%
575	Park Foreman	\$21.59	\$23.55	8.3%	\$26.13	\$28.53	8.4%	\$28.63	\$31.78	9.9%
575	Sewer Foreman	\$21.59	\$23.55	8.3%	\$26.13	\$28.53	8.4%	\$28.63	\$31.78	9.9%
650	Shop Foreman	\$23.27	\$25.44	8.6%	\$28.61	\$30.96	7.6%	\$31.20	\$34.50	9.5%
410	Maintenance Worker I - Parks	\$17.91	\$19.37	7.5%	\$20.65	\$23.19	10.9%	\$22.97	\$25.81	11.0%
410	Maintenance Worker I - Building	\$17.91	\$19.37	7.5%	\$20.65	\$23.19	10.9%	\$22.97	\$25.81	11.0%
480	Maintenance Worker II - Sewer	\$19.47	\$21.14	7.9%	\$22.98	\$25.45	9.7%	\$25.37	\$28.34	10.5%
480	Maintenance Worker II - Streets	\$19.47	\$21.14	7.9%	\$22.98	\$25.45	9.7%	\$25.37	\$28.34	10.5%
1160	Director of Finance	\$34.65	\$38.35	9.7%	\$45.53	\$47.48	4.1%	\$48.70	\$52.96	8.0%
850	Accountant	\$27.73	\$30.50	9.1%	\$35.25	\$37.44	5.9%	\$38.06	\$41.74	8.8%
975	City Clerk	\$30.52	\$33.67	9.3%	\$39.39	\$41.49	5.1%	\$42.35	\$46.26	8.5%
650	Human Resources Generalist	\$23.27	\$25.44	8.6%	\$28.61	\$30.96	7.6%	\$31.20	\$34.50	9.5%
680	Librarian II	\$23.94	\$26.20	8.6%	\$29.61	\$31.93	7.3%	\$32.23	\$35.58	9.4%
535	Executive Assistant to the City Administrator	\$20.70	\$22.53	8.1%	\$24.80	\$27.24	8.9%	\$27.26	\$30.34	10.1%
440	Administrative Assistant III	\$18.58	\$20.13	7.7%	\$21.65	\$24.16	10.4%	\$24.00	\$26.90	10.8%
370	Administrative Assistant II	\$17.02	\$18.36	7.3%	\$19.33	\$21.89	11.7%	\$21.60	\$24.36	11.3%
295	Administrative Assistant I	\$15.35	\$16.46	6.8%	\$16.84	\$19.46	13.5%	\$19.03	\$21.65	12.1%
295	Police Data Entry Clerk	\$15.35	\$16.46	6.8%	\$16.84	\$19.46	13.5%	\$19.03	\$21.65	12.1%
315	Lifeguard	\$15.79	\$16.97	6.9%	\$17.50	\$20.11	13.0%	\$19.71	\$22.37	11.9%
295	Recreation Attendant	\$15.35	\$16.46	6.8%	\$16.84	\$19.46	13.5%	\$19.03	\$21.65	12.1%
Summary Totals:		\$894.66	\$983.47		\$1,098.40	\$1,166.32		\$1,185.99	\$1,300.18	
Summary Statistics:										
Average % Differences				Average % Differences			Average % Differences			
9.03%				5.82%			8.78%			

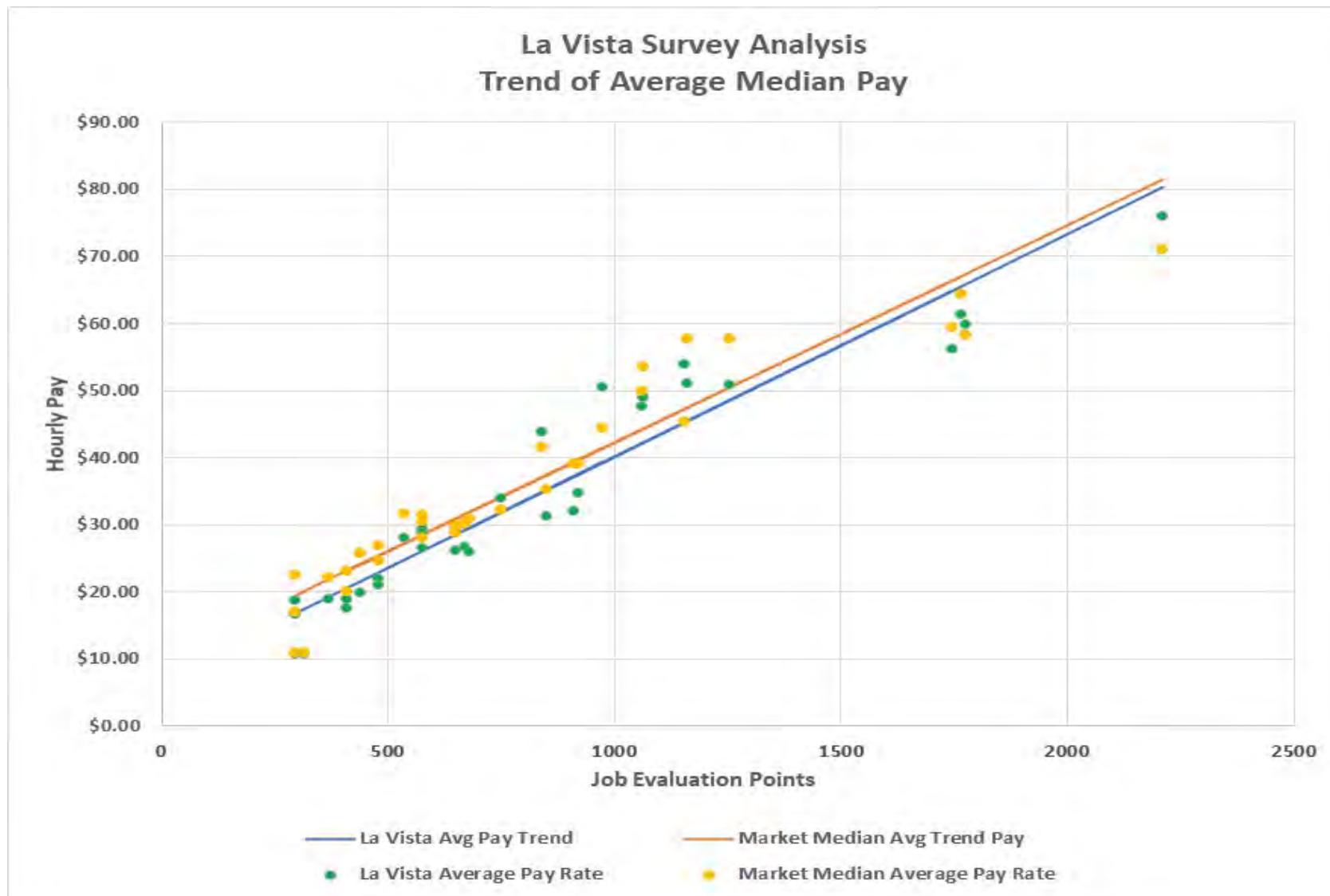


La Vista Survey
Analysis of Minimum Trend Pay

Graph II

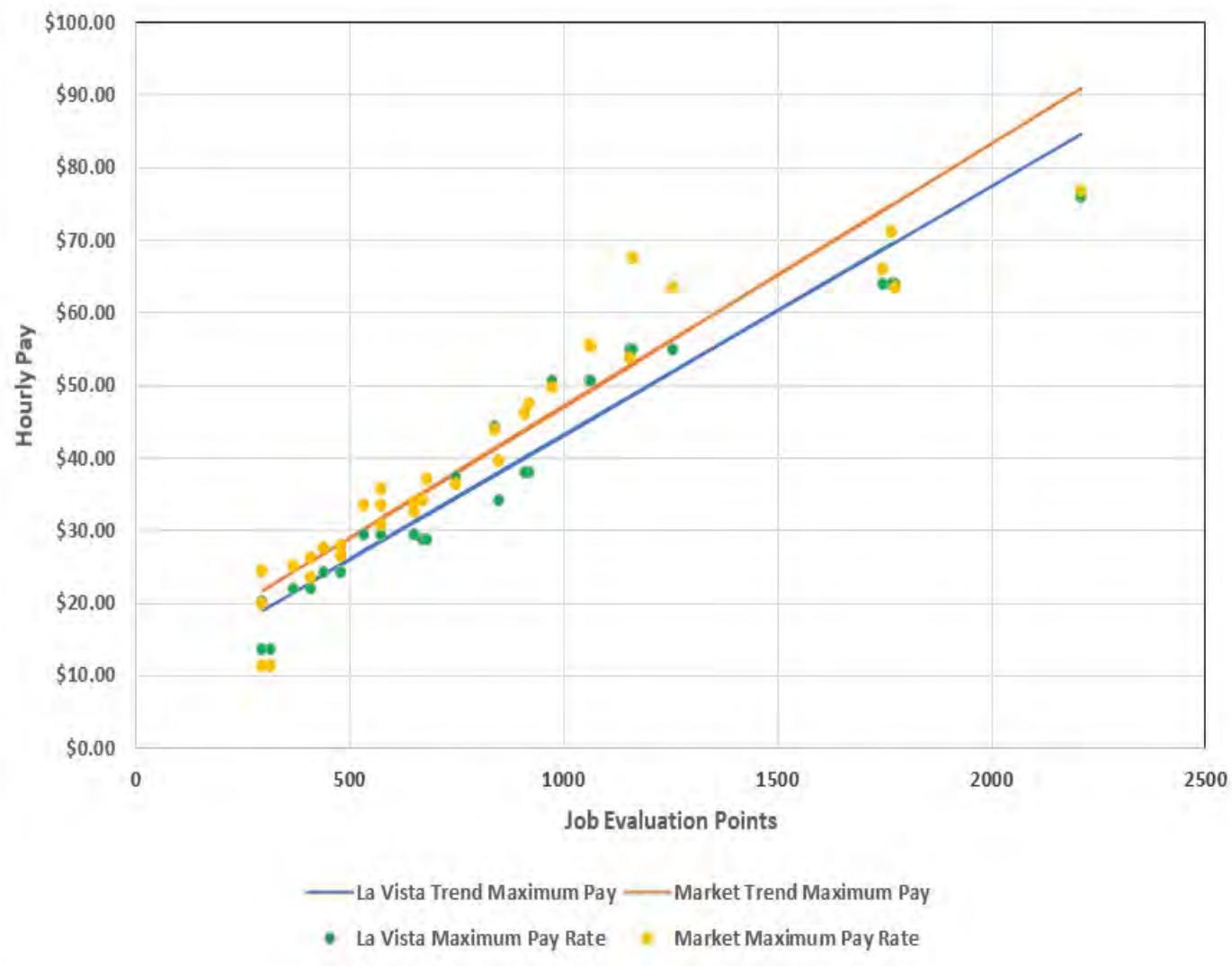


Graph III



La Vista Survey Analysis Trend of Maximum Pay

Graph IV



III. FINDINGS & RECOMMENDATIONS

B. Salary Survey Findings (Cont.):

Graph II-IV on the prior pages show generally show:

- A consistent pattern of market rates falling above La Vista's corresponding pay rates. The graphs show that whether examining minimum pay, average pay or maximum pay, La Vista is falling consistently below market pay rates.
- For the most part, market and La Vista pay lines show there is a close relationship between job points and market pay rates and your pay rates. In other words, as the responsibility level of jobs increase the market pays more and so does the City. This is demonstrated by how the pay lines parallel one another and the high correlations obtained.
- The correlation between La Vista pay and job rating outcomes were in the range of $r=.93$ to $r=.94$. The correlation between CMS ratings and market pay was between $r=.94$ to $r=.95$.
- Graph II and IV showing the analysis of minimum and maximum pay respectively where the analysis suggests that La Vista's pay is more competitive for jobs of lower responsibility level than higher responsibility.
- Graph III ,the analysis of median average pay, suggests that jobs of higher responsibility level are being paid closer to corresponding market pay rates as compared to jobs of lower responsibility level.



Graph I shows the predicted market pay lines of median minimum and maximum rates. BCC also plotted the current pay rates of your existing jobs to show the relative placement of your current pay rates in relation to the statistical pay lines generated by the analysis for market pay rates.



III. FINDINGS & RECOMMENDATIONS

D. Salary Structure Recommendations:

BCC wanted to design a pay structure that closely mirrored the market implications. Our analysis showed that the difference between the market maximum pay line and market minimum pay line varied between 40% to 31% and a relative average salary spread difference of approximately 36%. Since your salary ranges currently have a salary range spread of between 50% and approximately 30%, I decided to design the pay structure for non-represented employees covered under the study as follows:

- BCC utilized the market maximum as the control point for designing the new pay plan.
- The maximum pay rate of each salary grade was set at the predicted 50th percentile (median) of the market maximum plus an additional 1.5% increase to the proposed pay structure to bring the structure current to 2021.
- The minimum of each range was then set at 40% below the maximum pay rate. While the range spread is higher than typically found in lower responsibility levels (generally 30% being the most common), you have a performance based pay program and that generally requires a greater salary range spread to offer flexibility in addressing different levels of performance and employee contributions.
- This structure resulted in a midpoint difference between grades at approximately 5.5%
- The salary ranges were left open to be consistent with your current pay administrative program and your merit based pay program.

The proposed salary plan for non-represented positions covered under the study discussed above is outlined below in Exhibit III:



Exhibit III

Proposed Salary Structure For Full-Time Positions							
Job Mdpt Value	Salary Grade	Hrly Salary Range Minimum		Hrly Salary Range Midpoint		Hrly Salary Range Maximum	Salary Range Spread
2389	32	\$70.62		\$84.76		\$98.90	40%
2211	31	\$65.95		\$79.16		\$92.36	40%
2046	30	\$61.62		\$73.96		\$86.30	40%
1894	29	\$57.63		\$69.18		\$80.72	40%
1752	28	\$53.91		\$64.70		\$75.50	40%
1622	27	\$50.50		\$60.61		\$70.73	40%
1501	26	\$47.32		\$56.80		\$66.28	40%
1388	25	\$44.36		\$53.24		\$62.13	40%
1285	24	\$41.66		\$50.00		\$58.34	40%
1188	23	\$39.11		\$46.95		\$54.78	40%
1099	22	\$36.78		\$44.14		\$51.51	40%
1017	21	\$34.63		\$41.56		\$48.50	40%
941	20	\$32.63		\$39.17		\$45.71	40%
870	19	\$30.77		\$36.93		\$43.10	40%
805	18	\$29.07		\$34.89		\$40.71	40%
744	17	\$27.47		\$32.97		\$38.47	40%
688	16	\$26.00		\$31.20		\$36.41	40%
636	15	\$24.63		\$29.57		\$34.50	40%
588	14	\$23.37		\$28.06		\$32.74	40%
544	13	\$22.22		\$26.67		\$31.12	40%
502	12	\$21.12		\$25.35		\$29.58	40%
464	11	\$20.12		\$24.15		\$28.18	40%
429	10	\$19.20		\$23.05		\$26.90	40%
396	9	\$18.34		\$22.01		\$25.68	40%
366	8	\$17.55		\$21.07		\$24.58	40%
338	7	\$16.82		\$20.18		\$23.55	40%
312	6	\$16.13		\$19.37		\$22.60	40%
288	5	\$15.51		\$18.61		\$21.72	40%
265	4	\$14.90		\$17.89		\$20.87	40%
245	3	\$14.38		\$17.26		\$20.14	40%
226	2	\$13.88		\$16.66		\$19.44	40%



III. FINDINGS & RECOMMENDATIONS (Cont.)

The initial cost to implement the proposed pay plan structure was determined by examining each employee rate and then:

- Adjusting employees 2021 pay rates below the proposed minimum to the minimum of the range;
- Employee rates over the maximum would be “red-circled” and frozen until pay plan increases capture their pay rate at which time they would be adjusted to the maximum of their assigned grade.

The cost associated with implementing the pay plan is as follows:

- After the City has granted approved employee increases for 2021, the cost to bring all employees up to the minimum of the proposed salary range is .92% or an annual cost impact of \$72,191 for 12 months or approximately \$54,143 for a 9 month period.

At the conclusion of studies, employees seem to always express the desire to retain their relative placement within the salary structure. For example, if an employee is already at the top of the range, they wish to remain at the top of the range. This approach is generally to cost prohibitive for most public jurisdiction. To estimate the cost of this, BCC determined each employee’s compa-ratio (current pay/current salary range midpoint). To place all employees into the new pay structure based upon their former compa-ratio, the implementation cost would be 8.85% of estimated payroll. For this reason, BCC ruled against this approach. The advantage of just bringing employees to the minimum, if below the minimum, is that it is relatively cost effective and establishes ranges that are competitive within the market. The negative is that some employees with longer service might find their pay similar to or equal to a new hires pay rate in that job classification.

We would also recommend that annually the City determine how much to increase the salary structure to maintain the pay plans and to keep pace with the market. Since you have open ranges, the cost to adjust ranges annually will only



impact new hires or employees over the pay range who have been “red-circled” and will involve minimal cost for non-union positions covered under the pay-for-performance system.

III. FINDINGS & RECOMMENDATIONS

Special Market Considerations/Job Treatment:

After putting together the proposed salary structure prior to granting the 1.5% 2021 structure increase, BCC examined the midpoints of the proposed salary ranges against 1) the median average market rates for benchmark job classes surveyed or 2) the predicted 50th percentile median pay line value for jobs not included as a benchmark job. This reconciliation is a necessary process to assure a pay program that recognizes both the dual consideration of external vs. internal pay fairness. This additional analysis is performed to identify any job where there may be unique market pressures on selected jobs that may warrant closer examination.

Jobs were identified for special treatment when there was difference of 15% or greater between the market median average pay rates vs. the proposed new grade midpoint. When this threshold of 15% or greater was indicated it suggested that special market consideration should be taken into account. Our analysis suggested that the following classifications met the 15% threshold and required special market treatment. They were as follows:

- Community Development Director moved to Grade 24 to Grade 25
- Finance Director moved from Grade 23 to Grade 24
- Police Captain moved from Grade 22 to Grade 23
- City Clerk moved from Grade 20 to 21. Note job did not meet market threshold but moved to Grade 22 per Project Committee request against BCC’s recommendation.
- Police Data Entry Clerk went from Grade 5 to Grade 6
- City Engineer moved to Grade 24 from Grade 23. Note job did not meet market threshold but moved to Grade 24 per Project Committee request against BCC’s recommendation.

Jobs earmarked for special consideration should be closely examined in subsequent years to assess whether or not the market has changed and whether or not a “special market” treatment is still appropriate and justified. Should the market



change significantly, BCC would recommend reassigning the job to the salary range originally assigned in Table I.

III. FINDINGS AND RECOMMENDATIONS

E. Performance Management Review:

While not a specific deliverable of the current study, the Project Committee asked that I review the City performance manual and procedures. I was generally impressed with the comprehensiveness of the procedures and processes associated with your plan. Specifically, the plan provides for:

- Peer review
- Several scheduled manager/employee reviews throughout the performance cycle
- Training for evaluators
- A dedicated staff person to oversee the performance management process
- Evaluation criterion defined and permitting flexibility per job requirements
- Goal setting included as a component of the evaluation process

As with any performance management system, it involves a considerable amount of time and dedication to manage the process, assure evaluators are following the processes, and mechanisms in place to adjust the system as needs, organizational philosophy or culture change over time. There are three areas that the City might examine in the future.

One area I might change is to examine flat performance increases across evaluated performance levels. Rather than giving, for example, a 3% increase for “meets expectations” to any employee with that outcome, many performance management plans tie performance increase to both the performance rating and the placement of an individual within their salary range. The principle of this approach is to try to reward new employees who meet expectations or exceed



expectations at a higher % increase to bring them to the midpoint (market rate if you will) of the range at a faster rate. Conversely, your long term employees should be expected to perform at higher levels to achieve similar performance increases as in the past or as compared to less experienced employees with similar performance ratings.

III. FINDINGS AND RECOMMENDATIONS

E. Performance Management Review: (cont.)

For example, a performance plan of this nature might be structured in the following manner. The organization would examine the % of performance increase in the cells of the plan annually based upon financial constraints.

Performance Outcome	Salary Range 1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceeds Expectations	9%	7%	5%	4%
Meets Expectations	5%	4%	2%	1%
Needs Improvement	4%	2%	1%	0%
Unacceptable	2%	0%	0%	0%

Secondly, I did not see under your current plan provide any differential weighting of goal attainment vs. competencies. Again, many performance plans recognize the long-term commitment to achieving specific and stated job objectives on the part of employees and tend to place greater importance on this component of job performance. Since management and professional jobs generally have greater flexibility and influence on goal attainment, it is sometimes advisable to also have more than one performance evaluation tool to better fit all employees.

Thirdly, average employee step plans include step increases and pay structure increases. A step increase of 2.5% and structure increase of 2% generally results in an average increase of 4.5%. Under a merit-based system, organizations



attempt to target meets expectations at or slightly above that level to keep pace with market and to recognize the greater effort on the part of employees to achieve that level of increase under a merit system



III. FINDINGS AND RECOMMENDATIONS

F. Benefits Analysis:

The salary and benefits survey technical report provided under separate cover provides significantly more benefit detail, survey responses, and differences than is outline here . A general summary of our findings are outlined in the pages that follow:

F.1 Paid Time Off: BCC summarized survey data for holidays, vacations, and sick leave provisions for all survey respondents. The table below shows paid time off benefits provided by La Vista are competitive and generally higher than the average survey respondent. It becomes increasingly more competitive for employees with 15-25 years or seniority.

Organization	TOTAL DAYS: PAID TIME OFF (VACATION, HOLIDAYS, SICK LEAVE)						
	YEARS OF SERVICE (5-10 YESRS USED FOR BENCHMARK COSTING						
Organization	0>2 Yrs	2<5 Yrs	5<10 Yrs	10<15 Yrs	15< 20 Yrs	20<25 Yrs	25+ Yrs
City of La Vista	34	36	40	45	49	50	50
City of Omaha	42	42	48	48	48	48	48
Sarpy County	35.5	35.5	40.5	45.5	46.5	48	50
City of Ralston	33	35	40	45	46	46	46
City of Ankeny	30	30	35	40	45	45	50
City of Papillion	34	34	39	44	47	47	47
City of Grand Island	32	33	37	39	42	44	46
Douglas County	38	38	41	46	51	51	51
City of Kearney	35	35	40	40	45	45	45
City of Johnson	33.6	33.6	38.6	43.27	48.21	48.21	48.21
Average # of Days:	34.8	35.1	39.9	43.4	46.5	46.9	47.9
Percent Difference:	2.3%	-2.5%	-0.3%	-3.6%	-5.3%	-6.6%	-4.4%

III. FINDINGS & RECOMMENDATIONS (Cont.)

F.2 Estimated Summary of Hourly Insurance Employer Benefit Costs: Figures reported here include retirement, paid time off, deferred compensation paid by employer, and single insurance benefit costs paid by employer. Again, these are best estimates given the data reported by respondents, the formats provided, etc. Data shows respondents on average of 17.9% higher benefit hourly rates than the City of La Vista. Benefits as a % of median average pay for respondents was 13.04% higher than La Vista's % of average pay. Figures reported should be considered only rough estimates due to differences in survey respondent reported formats, exclusions, or combinations of provided benefits being reported.

COMPARISON OF PAID BENEFITS - HOURLY AND AS A PERCENTAGE OF AVERAGE/MEDIAN SALARY							
Job Title	City of La Vista Estimated Hrly Benefits	Median Market Estimated Hrly Benefits	Difference	Average Pay City of La Vista Benefits As A % of Pay (Salary)	Median Market Benefits As A % of Pay (Salary)	Difference	
City Administrator	\$19.45	\$20.13	3.36%	25.60%	28.30%	9.54%	
Asst. City Administrator/Dir of Community Svcs	\$16.02	\$18.32	12.55%	26.70%	31.40%	14.97%	
Community Development Director	\$14.08	\$18.16	22.47%	27.70%	31.48%	12.01%	
Chief Building Official	\$10.62	\$14.83	28.39%	30.60%	37.90%	19.26%	
Building Inspector II	\$8.90	\$11.16	20.25%	33.40%	37.00%	9.73%	
Recreation Director	\$13.41	\$16.46	18.53%	28.10%	32.90%	14.59%	
Chief of Police/Director of Public Safety	\$16.94	\$19.02	10.94%	27.60%	29.50%	6.44%	
Police Captain	\$14.15	\$17.34	18.40%	28.90%	32.35%	10.66%	
Police Sergeant	\$13.02	\$13.86	6.06%	27.70%	33.30%	16.82%	
Police Officer	\$10.81	\$11.54	6.33%	31.83%	35.70%	10.84%	
Director of Public Works	\$15.24	\$17.55	13.16%	27.08%	29.50%	8.20%	
City Engineer	\$14.75	\$15.27	3.41%	27.33%	33.61%	18.68%	
Street Superintendent	\$10.07	\$12.97	22.36%	31.37%	33.20%	5.51%	
Street Foreman	\$9.49	\$11.02	13.88%	32.28%	34.92%	7.56%	
Park Foreman	\$9.36	\$10.91	14.21%	32.57%	39.00%	16.49%	
Sewer Foreman	\$8.88	\$11.36	21.83%	33.50%	37.20%	9.95%	
Shop Foreman	\$9.49	\$10.76	11.80%	32.31%	36.00%	10.25%	
Maintenance Worker I - Parks	\$6.99	\$9.14	23.52%	39.53%	39.52%	-0.03%	
Maintenance Worker I - Building	\$7.24	\$9.61	24.66%	38.41%	47.70%	19.48%	
Maintenance Worker II - Sewer	\$7.90	\$10.62	25.61%	36.04%	39.50%	8.76%	
Maintenance Worker II - Streets	\$7.70	\$10.20	24.51%	36.70%	41.40%	11.35%	
Director of Finance	\$14.12	\$18.62	24.17%	27.68%	32.30%	14.30%	
Accountant	\$9.89	\$14.31	30.89%	31.65%	40.53%	21.91%	
City Clerk	\$14.03	\$13.09	-7.18%	27.73%	31.30%	11.41%	
Human Resources Generalist	\$8.82	\$11.16	20.97%	33.61%	38.60%	12.93%	
Librarian II	\$8.76	\$11.22	21.93%	33.71%	36.20%	6.88%	
Executive Assistant to the City Administrator	\$9.23	\$13.30	30.60%	32.80%	42.00%	21.90%	
Administrative Assistant III	\$7.45	\$11.31	34.13%	37.59%	43.80%	14.18%	
Administrative Assistant II	\$7.27	\$9.46	23.15%	38.26%	42.60%	10.19%	
Administrative Assistant I	\$7.20	\$10.19	29.34%	38.63%	59.79%	35.39%	
Police Data Entry Clerk	\$6.77	\$8.72	22.36%	40.70%	38.75%	-5.03%	
Total:	\$338.05	\$411.61		997.61%	1147.25%		
Average Hrly Benefit:	\$10.90	\$13.28	Average % Paid	32.18%	37.01%		
Average Hrly Diff:	17.87%		Average % Paid Diff:	13.04%			

III. FINDINGS & RECOMMENDATIONS (Cont.)

F.3 Table of Estimated Employer Contribution Insurance Costs (for single employee only): Insurance summary below suggests that there is a significant difference between overall insurance costs paid by the City vs. market average with health care contributions paid by the City contributing to the biggest cost difference.

	Hourly Employer Cost Estimates: Single Only						Est Total Ins.
	Vision Ins	Dental Ins	Life Ins	Health Ins	Deferred Comp	Disability Ins	
Organization	Employer Costs						
City of La Vista	\$0.00	\$0.14	\$0.02	\$3.05	\$0.00		\$3.21
City of Omaha	\$0.21	\$0.00		\$3.42	\$0.84	\$0.00	\$4.47
Sarpy County	\$0.00	\$0.21	\$0.05	\$5.42	\$0.50		\$6.18
City of Ralston	\$0.04	\$0.36		\$4.86			\$5.26
City of Ankeny	\$0.00	n/a		\$3.10	\$0.00		\$3.10
City of Papillion	\$0.00		\$0.03	\$3.83	\$0.00	\$0.08	\$3.94
City of Grand Island		\$0.08		\$3.13			\$3.21
Douglas County	\$0.00	\$0.12	n/a	\$4.33			\$4.45
City of Kearney	\$0.00	\$0.23	n/a	\$4.59			\$4.82
City of Johnston	\$0.00	\$0.10		\$3.10	\$0.00		\$3.20
Average Hourly Ins. Difference:	\$0.03	\$0.16	\$0.04	\$3.98	\$0.27	\$0.04	\$4.29 25.2%

III. FINDINGS & RECOMMENDATIONS (Cont.)

F.4 Health Insurance Benefit Summary: As can be seen from the Table below there is a substantial difference between the employer contribution and employee contribution amounts.

HEALTH INSURANCE										
Organization	Employer Contribution Single-Mo.	Employer Contribution Family-Mo	Employee Contribution Single-Mo.	Employee Contribution Family-Mo	In-Network Deductible Single-Yr.	In-Network Deductible Family-Yr.	(HRA) Health Reimbursement Arrangement	Est In-Network out-of-pocket max Single	Est In-Network out-of-pocket max Family	co-ins Split in network svcs
City of Omaha	\$593.71	\$1,662.71	\$67.44	\$188.86	\$2,800.00	\$5,600.00	No			
Sarpy County	\$940	\$2,089	\$104	\$428	\$500	\$1,000	No	\$3,700	\$7,400	80/20
City of Ralston	\$843	\$2,402	\$43	\$355	\$1,000	\$2,000	No	\$4,000.00	\$8,000.00	80/20
City of Ankeny	\$539	\$1,407	\$60	\$157	\$1,725	\$1,425	No	\$1,500.00	\$4,200.00	100% after copay
City of Grand Island	\$484	\$1,371	\$76	\$259	\$3,000	\$5,500	yes/\$58 mo.	\$3,000.00	\$5,500.00	100% after deduct
Douglas County	\$750	\$1,696	\$56	\$297	\$600	\$1,200	No	\$2,100.00	\$4,200.00	80/20
City of Papillion	\$664	\$1,926	\$108	\$314	\$500	\$1,500	No	\$2,500.00	\$5,000.00	80/20
City of Kearney	\$796	\$1,354	\$141	\$239	\$1,000	\$3,000				80/20
City of Johnston	\$537	\$1,416	\$60	\$316	\$500	\$1,000	No	\$1,500.00	\$3,000.00	80/20
Average	\$682.94	\$1,702.67	\$79.48	\$283.73	\$1,291.67	\$2,469.44		\$2,614.29	\$5,328.57	
City of La Vista	\$529.1	\$1,326.7	\$115.98	\$544.1	\$1,000	\$2,000	Yes	\$3,000	\$6,000	80/20
Difference:	22.5%	22.1%	-45.9%	-91.8%	22.6%	19.0%		-14.8%	-12.6%	

G: Prepared Job Evaluation Manual and Handbook and Conducted Training:

Lastly, BCC prepared a job evaluation manual or handbook outlining the procedures, criteria and evaluation process of the Classification Matrix System (CMS). In addition, the manual outlines some policies and procedures for the City that it might wish to consider in maintaining the system in the future. Again, as with any policy, you should carefully consider the policies and procedures given your current policies, employee relation concerns, your organizational philosophy, and needs. The manual also includes all of the forms, spreadsheets, and templates that the City needs to maintain the system with or without our assistance. BCC will provide training to HR staff and personnel so the system can be used in a consistent and fair manner in the future. This manual is for the sole use and benefit of HR staff and the evaluation forms, criteria and matrices are for internal use and not to be distributed without the consent of BCC, LLC.



BCC wishes to thank the employees, the Project Committee and especially the HR Department staff for their assistance and support during the conduct of the study. I have enjoyed working with you and hope to provide ongoing support and assistance to the City in maintaining your classification and compensation program in the coming years.

Respectfully,

A handwritten signature in black ink, appearing to read "Robert Bjorklund".

Robert Bjorklund, Project Manager