



STAFF REPORT

DATE: November 6, 2024

AGENDA ITEM: Compensation Plan Update and Implementation

TO: Mayor and Council

SUBMITTED BY: Karissa Goers, Administrative Services Director

BACKGROUND:

The administrative services director reviews the compensation plan annually and makes recommendations based on best practices and city policy. In developing the 2025 proposed changes I consulted the League of Minnesota Cities model policy and reviewed HR resources from SHRM.

ISSUE BEFORE COMMISSION:

Should Council approve the proposed changes to the compensation plan effective 1/1/25?

PROPOSAL DETAILS/ANALYSIS:

Changes were made to condense language, making the plan more concise and easier to follow and some changes were necessary to make it more transparent on how and when pay changes will be made and under what circumstances. The intent of these changes is to lay a clear path of how the City handles compensation.

Changes:

- Updated the title from compensation policy to plan. We have a compensation policy in our personnel policy so calling this the plan differentiates the two.
- Plan updates – same information from the “actions taken to review, update and maintain the plan” section in a more concise manner.
- Market analysis – indicates how compensation will be affected if there is a deviation after completing a market analysis.
- New Hires – added language about compensation for new hires and probationary employees.
- Annual Increases – added clarification about new hires in their probationary period receiving the annual increase but not moving a step until their probationary period ends.
- Added language and definitions regarding promotions, demotions, and reclassifications
- Added language about career development increases – the City should continually be looking to reward and retain current employees. This is an incentive plan for career development.

This compensation plan includes the proposed 2025 position grades and salary range and steps. The 2025 rates reflect an increase of 3.0% above the 2024 rates. The proposed rates allow the City to remain competitive in the market.

FISCAL IMPACT:

January 1st increases have been provided in the 2025 budget.

OPTIONS:

- 1) Approve the Compensation Plan as drafted
- 2) Amend and then Approve the Compensation Plan
- 3) Do not make any changes to the Compensation Plan

AND

- 1) Approve the 2025 salary range as presented
- 2) Do not approve the 2025 salary range.

RECOMMENDATION:

“Motion to approve the Compensation Plan as drafted.” AND

“Motion to approve 2025 salary range and steps.”

ATTACHMENT:

- Redlined Draft Compensation Plan
- Clean Revised Compensation Plan
- Position Grades
- 2025 Salary Range and Steps





City of Lake Elmo Compensation Plan Policy

I. Purpose:

The City of Lake Elmo intends to establish, administer, maintain and regularly update an internal job evaluation hierarchy that is consistent with the Local Government Pay Equity Act. The city also intends to establish, administer, maintain and regularly update a pay structure covering all the jobs within the city and in line with the stated compensation strategy. that is appropriate to the breadth and depth of services being offered to and provided for the City and is also affordable within available resources. The pay structure is reviewed regularly to ensure financial funding is available to administer the plan and that any changes in the plan are approved by the City Council. In addition, Finally, the city intends to maintain supplemental benefits (insurance, holiday/paid time off schedules, etc) that meet state and federal laws, are competitive with the market, and also affordable within available resources. fit within the city's financial budget.

~~This policy establishes the guidelines for all non-represented city positions with the exception of elected officials, temporary or seasonal positions and paid on call firefighters. Compensation for seasonal or temporary employees and paid on call firefighters will be set by the City Council at the time of hire, or on an annual basis.~~

II. ADMINISTRATIVE GUIDELINES

A. Participation

~~This policy outlines the guidelines for all non-represented city positions excluding elected officials, temporary or seasonal positions and paid on call firefighters. Compensation for seasonal or temporary employees and paid on call firefighters will be set by the City Council at the time of hire, or on an annual basis.~~

B. Key Objectives of the Classification and Compensation Plan

- Attract and retain qualified employees to provide services to city residents.
- Maintain a plan that is consistent with the city's compensation strategy; equitable and competitive.
- Maintain a plan that is clear and easy to communicate to city employees.
- Maintain compliance with the Minnesota Local Government Pay Equity Act.
- Maintain compliance with all applicable local, State and Federal laws and regulations that affect the plan.
- To do so efficiently and effectively thereby being fiscally responsible to the interests of the taxpayer.

C. Accountability for Administration of the Plan

The City Council has ~~the~~ authority over the plan and must provide the final approval before the plan is implemented. The City Administrator (with guidance from the Administrative Services Director) oversees the implementation and administration of the plan as approved by the City Council.

D. Plan Updates

The Administration department will annually review all aspects of the Plan to determine the degree to which it remains consistent with the city's total compensation philosophy. Annual review of the Plan will include reviewing, verifying, and updating as necessary, the administrative guidelines, plan components, job descriptions, job evaluations, and salary ranges. Any recommended changes due to internal organization modifications, external market factors, strategic planning, administrative considerations, or other relevant issues will be proposed to City Council in a timely manner.

The position grades and salary range and steps established by this plan must be annually confirmed by the City Council.

III. Compensation Plan Elements:

~~In addition to the key objectives of compensation, there are three factors in the City's compensation plan. All three of the factors must be balanced when administering the compensation plan.~~

A. Objective

The City intends to provide its employees equitable compensation and financial incentives, to the extent permitted by law, to promote the attainment of the highest levels of performance and organizational contribution. The City recognizes that the Compensation Plan is a key factor in the City's ability to attract, retain, and motivate well-qualified individuals to participate in the achievement of its objectives. Therefore, the City of Lake Elmo's Compensation Plan is based on the principles of internal and external pay equity.

B. Job Classification

Job Classification is the process of determining the rank/grade of position descriptions. The City shall utilize a point-factor job evaluation methodology. The City has adopted Baker-Tilly's SAFE® system to classify job descriptions.

C. Job Evaluation

Through the City's job evaluation process, the city ensures that appropriate relationships between classifications and jobs are established and maintained over time through the application of periodic job description review processes and reorganization studies, when appropriate.

4. D. Salary Structure

The Compensation Plan consists of fifteen (15) salary grades with a corresponding salary range of pay for each grade. Pay rates ~~Salary ranges for each grade~~ shall have a minimum and maximum range step with eleven (11) ~~corresponding steps within in~~ each grade. There is an increase of 34% from the minimum to the maximum step. ~~For non-union employees, the Compensation Plan applicable to a job classification shall be determined by the grade assignment of the job evaluation profile.~~

For every position subject to this plan, compensation must be assigned using the salary range and grade classification. In determining or evaluating compensation levels, the Administrative Services Director must maintain a schedule of comparative compensation amounts for all positions covered under the plan. For non-union employees, the salary grade applicable to a job classification shall be determined by the grade assignment of the job evaluation profile.

2. ~~Job Evaluation/Internal Equity~~

- ~~The City shall utilize a point factor job evaluation methodology.~~
- ~~Positions are assigned to a grade to create a total point profile for new and existing job classifications based on the breadth and depth in each classification.~~

3. E. Market Comparison

- The City Council will determine the appropriate market to be used in developing this planschedule and in supplemental compensation reviews.
- The primary labor market is currently defined as ten to eighteen cities chosen based on:
 - o Proximity of location
 - o Similarity in the type of services being provided
 - o Population size
- From time-to-time the City may recommend that other comparators should be used, where information from the primary labor market is considered insufficient to attract/retain specific positions or classification groups.

F. Market Analysis

The City Administrator may approve a market analysis for a job classification as requested by a Department Director or initiated by the Administrative Services Director. When a market analysis for a specific job classification indicates that the assigned salary range mid-point deviates, positively or negatively, from the market by more than 10%, the job classification may be placed at an established salary range that most closely corresponds to the applicable market rate. All market adjustments will be re-evaluated on a regular basis.

G. New Hires

New employees may be hired at a wage up to the midpoint of the pay grade. The City Administrator or appropriate department head may recommend new employees be hired at a rate above the midpoint of the pay grade for their

classification based upon qualifications and experience, subject to approval by the City Council.

A probationary employee may advance to the next pay step after satisfactorily completing six months of employment which meets performance expectations, based upon a recommendation from their supervisor subject to approval of the City Administrator.

The employee will then follow the annual increases as defined in Section H.

~~Compensation is largely based on wage/salary grades and steps within the salary grade. For any position subject to this policy, compensation must be assigned using an eleven step grid within each salary grade, with an increase of 34% from the minimum to the maximum step. In determining or evaluating compensation levels, the City Administrator must maintain a schedule of comparative compensation amounts for all positions covered under the policy.~~

~~A new employee must be hired at the pay grade minimum whenever possible. The City Administrator or appropriate department head may recommend the new employee be hired at a rate above the minimum of the pay grade for his/her classification based upon qualifications and experience, subject to approval by the City Council.~~

~~A probationary employee may advance to the next pay step after satisfactorily completing six months of employment which meets performance expectations, based upon a recommendation from their supervisor subject to approval of the City Administrator.~~

H. Annual Increases

Subject to Council approval of the compensation plan, every year ~~thereafter,~~ on or about January 1st, regular employees who have completed their probationary period ~~an employee~~ may advance to the next pay step after satisfactorily completing another year of employment which meets the performance expectations until ~~he or she~~they reaches the grade maximum.

New hires who are in their probationary period at the time of the annual increase will not move to the next pay step until their 6th month anniversary, however, they will move to the corresponding step in the new salary range, i.e., if they are at step 3 in the current plan they will move to step 3 in the next plan.

~~If an employee does not have satisfactory performance, they will not advance to the next pay step and may be placed on a performance improvement plan. Determination of satisfactory performance must be recommended to the City Administrator by the immediate supervisor on forms prescribed by the City Administrator.~~ Administrative Services Director. Employees who are at or above the grade maximum will receive the predetermined cost-of-living-adjustment (COLA) based on a satisfactory performance review.

Actions Taken to Review, Update and Maintain the Plan:

Elements of the plan will be reviewed annually to determine the degree to which it remains consistent with the city's total compensation philosophy. Actions to be taken may include:

1. ~~Review, verification, and any required updating of job descriptions for all positions covered by this policy.~~
2. ~~Review, verification and any required updating of job evaluations on all positions covered by this policy, following established reclassification policies and procedures.~~
3. ~~Review, verification and consideration of current market survey data collected from the cities selected for comparison, ensuring that there are no questionable data that may give an incorrect pattern of pay for one or more positions.~~
4. ~~Review and consideration of appropriate changes to the established base pay structure based on patterns of current market survey data, ensuring that there will be continuing integrity in administration of the current or revised pay structure.~~
5. ~~Review and consideration of changes to the city's supplemental benefits covering paid time off.~~
6. ~~Review and consideration of required and/or appropriate changes to the written description of the plan.~~

~~The pay grades and rates established by this policy must be annually confirmed by the City Council through adoption of the budget and resolution establishing the grades and steps for each job classification.~~

I. Promotion

A promotion is defined as the selection of an internal candidate through the competitive process into a position at a higher salary range of classification. The employee's salary increase will generally be about 10% of their current step per pay grade promoted. The salary increase will be capped at around 20%, and the employee will be placed at the closest corresponding step in the new salary grade. Adjustments will be based on internal equity considerations and approved by the Administrative Services Director.

Employees placed into a new position through promotion will enter a 6-month probationary period and may advance to the next pay step after satisfactorily completing the probationary period.

J. Demotion

Involuntary

An involuntary demotion is defined as a reassignment from one position to another, which has a lower salary range or classification because of a performance-based consequence or other disciplinary procedure. The employee's salary is subject to adjustment on a case-by-case basis as approved by the City Administrator.

Voluntary

A voluntary demotion is defined as the selection of an internal candidate through the competitive process into a position at a lower salary range or classification. The employee's salary reduction will generally be no greater than 10% of their current step

per pay grade reduced. The salary reduction will be capped at 20%. The employee will be placed at the closest corresponding step in the new salary grade. Adjustments will be based on internal equity considerations and approved by the Administrative Services Director.

Reorganization

If a demotion is the result of a reorganization or unforeseen organization or structure changes and if the affected employee's salary is above the new salary range maximum, the salary is frozen until such time as the salary is within the new salary range.

K. Reclassification

A reclassification is defined as movement to another salary grade because of approved changes in job duties significantly modifying the position responsibilities.

The City ensures that job descriptions are evaluated as changes to services, processes, and related job duties occur. Department Directors may request that a job description be evaluated by the Administrative Services Director.

Positions may be reclassified with no change in salary grade, upward (higher classification/salary grade) or downward (lower classification/salary grade).

When a position is reclassified to a higher salary grade, employees are eligible for a salary increase and placement in the new salary range at their current step (with the increase capped at 20%).

Reclassification downward generally results in no immediate change to the employee's salary. The employee's salary will be placed in the closest corresponding step on the salary range. If the employee's salary is above the salary range maximum for the new classification, the salary is frozen until such time as the salary is within the new salary range.

When downward reclassification results in an employee's salary exceeding the maximum of the new salary range, the salary is not increased for any reason, including annual COLA increases, until such time that the salary is within the designated salary range. Reclassification of a job class does not change the employee's anniversary date.

L. Career Development Increases

The City has developed a procedure to provide a step increase to recognize the attainment of career specific certifications, licenses, 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 a step increase in addition to the annual increase and enables the City to target its pay to those employees who grow in skill and capability. Career Development Increases need to be recommended by the Department Director and approved by the City Administrator and Administrative Services Director and requested through the Completion of Career Development Request for Step Increase form.

M. Modifications or Exceptions

The City administrator may approve exceptions to the plan. These will generally involve internal and labor market equity considerations, salary adjustments, or unusual circumstances and will occur only upon the recommendation of the Administrative Services Director and upon approval of City Council.

N. General Provisions

General Provisions:

Nothing within this compensation plan is a guarantee of employment and compensation, and nothing is to be construed as a commitment to continue the City of Lake Elmo Compensation Plan for more than one calendar year at a time. All components of this plan are set forth as guidelines to assist in establishing appropriate compensation. The provisions of this plan supersede all other compensation considerations. Compensation schedules will be maintained and updated as appendices to this plan in accordance with following plan provisions.

Appendix I:

Position Grades

Appendix II:

Salary Range and Steps ~~Plan~~

Appendix III:

Career Development Procedure



City of Lake Elmo Compensation Plan

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Salary Range and Steps

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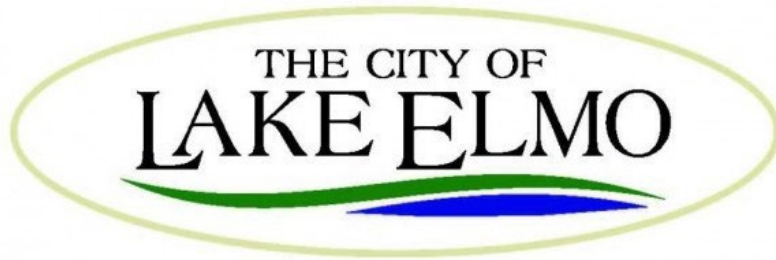
Effective 1/1/25

City of Lake Elmo Position Grades

Department	Job Title	FLSA Status	Grade
Administration	City Administrator	Exempt	14
Fire	Fire Chief	Exempt	13
Public Works	Public Works Director	Exempt	13
Administration	Director of Administrative Services	Exempt	12
Finance	Finance Director	Exempt	12
Community Development	Community Development Director	Exempt	12
Fire	Assistant Fire Chief/Fire Inspector	Exempt	10
Public Works	Assistant Public Works Director	Exempt	10
Community Development	Building Official	Exempt	10
Finance	Finance Coordinator	Exempt	9
Community Development	Senior City Planner	Exempt	9
Administration	City Clerk	Exempt	8
Community Development	Plan Reviewer	Exempt	8
Community Development	Building Inspector	Non - Exempt	7
Public Works	Lead Worker	Non - Exempt	7
Community Development	City Planner	Non - Exempt	7
Administration	Communications Coordinator	Non - Exempt	7
Fire	Firefighter	Non - Exempt	5
Administration	Deputy City Clerk	Non - Exempt	5
Finance	Payroll Clerk	Non - Exempt	5
Public Works	Operator I	Non - Exempt	5
Public Works	Operator II	Non - Exempt	4
Community Development	Permit Technician	Non - Exempt	4
Finance	Utility Billing Clerk	Non - Exempt	4
Community Development	Planning Assistant	Non - Exempt	4
Public Works	Operator III	Non - Exempt	3
Public Works	PW Maintenance Worker	Non - Exempt	2

2025 Salary Range and Steps

Grade/Step	1	2	3	4	5	6	7	8	9	10	11
1	\$38,906	\$40,073	\$41,275	\$42,514	\$43,789	\$45,103	\$46,456	\$47,849	\$49,285	\$50,764	\$52,286
	\$18.70	\$19.27	\$19.84	\$20.44	\$21.05	\$21.68	\$22.33	\$23.00	\$23.69	\$24.41	\$25.14
2	\$42,795	\$44,078	\$45,402	\$46,764	\$48,167	\$49,613	\$51,102	\$52,635	\$54,214	\$55,841	\$57,517
	\$20.57	\$21.19	\$21.83	\$22.48	\$23.16	\$23.85	\$24.57	\$25.31	\$26.06	\$26.85	\$27.65
3	\$47,075	\$48,488	\$49,942	\$51,441	\$52,984	\$54,574	\$56,211	\$57,897	\$59,635	\$61,424	\$63,267
	\$22.63	\$23.31	\$24.01	\$24.73	\$25.47	\$26.24	\$27.02	\$27.84	\$28.67	\$29.53	\$30.42
4	\$51,784	\$53,337	\$54,938	\$56,586	\$58,283	\$60,032	\$61,833	\$63,688	\$65,598	\$67,566	\$69,593
	\$24.90	\$25.64	\$26.41	\$27.20	\$28.02	\$28.86	\$29.73	\$30.62	\$31.54	\$32.48	\$33.46
5	\$56,962	\$58,671	\$60,431	\$62,244	\$64,112	\$66,036	\$68,017	\$70,057	\$72,159	\$74,324	\$76,553
	\$27.39	\$28.21	\$29.05	\$29.93	\$30.82	\$31.75	\$32.70	\$33.68	\$34.69	\$35.73	\$36.80
6	\$62,661	\$64,541	\$66,477	\$68,471	\$70,525	\$72,640	\$74,819	\$77,063	\$79,374	\$81,756	\$84,208
	\$30.13	\$31.03	\$31.96	\$32.92	\$33.91	\$34.92	\$35.97	\$37.05	\$38.16	\$39.31	\$40.48
7	\$68,926	\$70,993	\$73,122	\$75,316	\$77,576	\$79,904	\$82,301	\$84,771	\$87,314	\$89,932	\$92,630
	\$33.14	\$34.13	\$35.16	\$36.21	\$37.30	\$38.42	\$39.57	\$40.76	\$41.98	\$43.24	\$44.53
8	\$75,817	\$78,092	\$80,434	\$82,847	\$85,333	\$87,894	\$90,530	\$93,246	\$96,044	\$98,925	\$101,894
	\$36.45	\$37.54	\$38.67	\$39.83	\$41.03	\$42.26	\$43.52	\$44.83	\$46.17	\$47.56	\$48.99
9	\$83,400	\$85,902	\$88,479	\$91,133	\$93,867	\$96,683	\$99,584	\$102,571	\$105,648	\$108,818	\$112,082
	\$40.10	\$41.30	\$42.54	\$43.81	\$45.13	\$46.48	\$47.88	\$49.31	\$50.79	\$52.32	\$53.89
10	\$91,741	\$94,493	\$97,328	\$100,247	\$103,254	\$106,351	\$109,540	\$112,828	\$116,212	\$119,699	\$123,290
	\$44.11	\$45.43	\$46.79	\$48.20	\$49.64	\$51.13	\$52.66	\$54.24	\$55.87	\$57.55	\$59.27
11	\$100,913	\$103,940	\$107,059	\$110,270	\$113,578	\$116,986	\$120,495	\$124,110	\$127,832	\$131,667	\$135,617
	\$48.52	\$49.97	\$51.47	\$53.01	\$54.60	\$56.24	\$57.93	\$59.67	\$61.46	\$63.30	\$65.20
12	\$111,003	\$114,333	\$117,765	\$121,298	\$124,936	\$128,685	\$132,545	\$136,521	\$140,617	\$144,836	\$149,181
	\$53.37	\$54.97	\$56.62	\$58.32	\$60.07	\$61.87	\$63.72	\$65.64	\$67.60	\$69.63	\$71.72
13	\$122,103	\$125,766	\$129,539	\$133,426	\$137,430	\$141,553	\$145,801	\$150,175	\$154,680	\$159,320	\$164,100
	\$58.70	\$60.46	\$62.28	\$64.15	\$66.07	\$68.05	\$70.10	\$72.20	\$74.37	\$76.60	\$78.89
14	\$134,315	\$138,344	\$142,494	\$146,770	\$151,173	\$155,709	\$160,380	\$165,192	\$170,148	\$175,252	\$180,510
	\$64.57	\$66.51	\$68.51	\$70.56	\$72.68	\$74.86	\$77.11	\$79.42	\$81.80	\$84.26	\$86.78
15	\$147,746	\$152,179	\$156,744	\$161,447	\$166,290	\$171,279	\$176,417	\$181,710	\$187,161	\$192,776	\$198,560
	\$71.03	\$73.16	\$75.36	\$77.62	\$79.95	\$82.35	\$84.82	\$87.36	\$89.98	\$92.68	\$95.46



**COMPLETION OF CAREER DEVELOPMENT
REQUEST FOR STEP INCREASE**

Please submit to Administrative Services Director upon completion of Career Development along with copies of any supporting documentation (diplomas, licenses, certifications, etc.)

Employee Name		Current Position Grade	
Position		Current Step	
Supervisor		Proposed Step	

Training Required	Courses Taken	Actual Completion Dates
<i>Licenses/Certifications</i>		

Supervisor's comments supporting increase and work completed to attain certifications/licenses/training.

Supervisor Signature Date

City Administrator Signature Date

Administrative Services Signature Date

For Admin Use Only	
Effective Date _____	
Current Wage _____	New Wage _____
Union _____	OT Eligible _____
Approval Date _____	Payroll Notified _____