

**TOWN OF MEAD, COLORADO
RESOLUTION NO. 79-R-2022**

**A RESOLUTION OF THE TOWN OF MEAD, COLORADO, APPROVING
UPDATED COMPENSATION STRUCTURE GUIDELINES
FOR EMPLOYEES**

WHEREAS, the Town of Mead (“Town”) recognizes the need to be competitive in the employment market by rewarding and retaining good employees while responsibly using citizen’s money; and

WHEREAS, the Town desires to implement a pay philosophy which recruits and retains the most qualified candidates, rewards longevity in position, and allows for assessment of employee’s individual performance; and

WHEREAS, in 2021, the Board of Trustees most recently updated the compensation structure guidelines for employees, by adoption of Resolution No. 61-R-2021; and

WHEREAS, the Town entered into an Agreement for Professional Services with Graves Consulting, LLC, (the “Compensation Consultant”), to conduct compensation consulting services including designing an updated salary structure and step plan, providing a high level comparison of the benefit plan along with completing and submitting a methodology report to the Town (the “Report”); and

WHEREAS, the Report has been completed and provided to the Town; and

WHEREAS, the Board of Trustees desires to accept the Report set forth in **Exhibit A** (2022 Compensation and Benefits Study); and

WHEREAS, utilizing the findings and conclusions set forth in the Report, the Compensation Consultant has presented a recommended pay structure for Town employees based on a review of public and private organizations within the Town’s market area; and

WHEREAS, it is the intent of the Board of Trustees to utilize the recommended pay structure beginning immediately as a guideline for personnel expenditures.

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of the Town of Mead, Weld County, Colorado, that:

Section 1. The Report, as set forth in **Exhibit A**, and as completed by the Compensation Consultant is hereby accepted.

Section 2. The salary ranges set forth in **Exhibit B** (Town of Mead Compensation Structure 11012022) and the step recommendations set forth in **Exhibit C** (Mead Police Department Pay Rates 11012022), as prepared by the Compensation Consultant, will be used, in conjunction with annual performance reviews per the Town of Mead Employee Handbook, as a guide for future pay discussions.

Section 3. The salary ranges set forth in Exhibits B and C may be updated annually by resolution of the Board of Trustees.

Section 4. Effective Date. This resolution shall become effective immediately upon adoption.

Section 5. Repealer. All resolutions, or parts thereof, in conflict with this resolution are hereby repealed, provided that such repealer shall not repeal the repealer clauses of such resolution nor revive any resolution thereby.

Section 6. Certification. The Town Clerk shall certify to the passage of this resolution and make not less than one copy of the adopted resolution available for inspection by the public during regular business hours.

INTRODUCED, READ, PASSED, AND ADOPTED THIS 1st DAY OF NOVEMBER, 2022.

ATTEST:

By: 

Mary E. Strutt, MMC, Town Clerk



TOWN OF MEAD

By: 

Colleen G. Whitlow, Mayor



September 13, 2022

Helen Migchelbrink
Town Manager
Town of Mead, CO
441 Third Street
Mead, CO 80542

Dear Helen,

Thank you for the opportunity to work with the Town on a Compensation and Benefits Study. The Compensation and Benefits Study project included a thorough review of the current pay structure and all positions within the Town, redefining the market, benchmarking all full and part time positions using current market data.

The end result is comprehensive redesign of the pay structure and classification listing as well as recommendations for implementation and ongoing maintenance that we believe will serve the Town well for years to come.

In summary, the Town's pay structure needed a structural redesign and to be re-aligned to market rates, however, we believe good internal processes for pay administration and maintenance exist. The team was able to quickly provide us with all requested information in an organized fashion, provide all analysis that we needed and help facilitate discussions with several internal groups as necessary to complete this Study. We believe the Town has the infrastructure and systems that will allow for a smooth implementation of our recommendations and ongoing maintenance of the pay structure and systems.

This report covers our full scope of work and includes an overview of our process and methodology, as well as our findings and recommendations.

Sincerely,

Laurie Graves

Laurie Graves
President and Principal Consultant
Graves Consulting, LLC

Data Sources

Our primary data sources for this project were the 2022 Employers Council and Colorado Municipal League compensation surveys, as the Town has access through their memberships. The information was aged by 5% to account for market movement since the information was collected in Q1 of this year.

Job Matching

Job matching is the other foundational element of a comprehensive Compensation study, in addition to Market Definition. Ensuring that we understand the Town's positions well enough to choose accurate benchmarks is critical. Graves Consulting collected information on the Town's positions through Job Description review, detailed meetings with each Department Head and additional follow up emails and questions.

In comparing jobs, we match as many Town positions to the data sources listed above as possible. Between all of the survey sources, we were able to match 52 of the Town's 58 current and proposed positions. The remaining positions were "slotted" based on internal equity. We believe this provides a very solid foundation for this Compensation study.

For available matches, we extract actual wages being paid for that job in the Town's defined market. For some positions, the survey pay ranges are reviewed as well.

We use standard "best practices" when matching jobs and extracting data from pay surveys. For example:

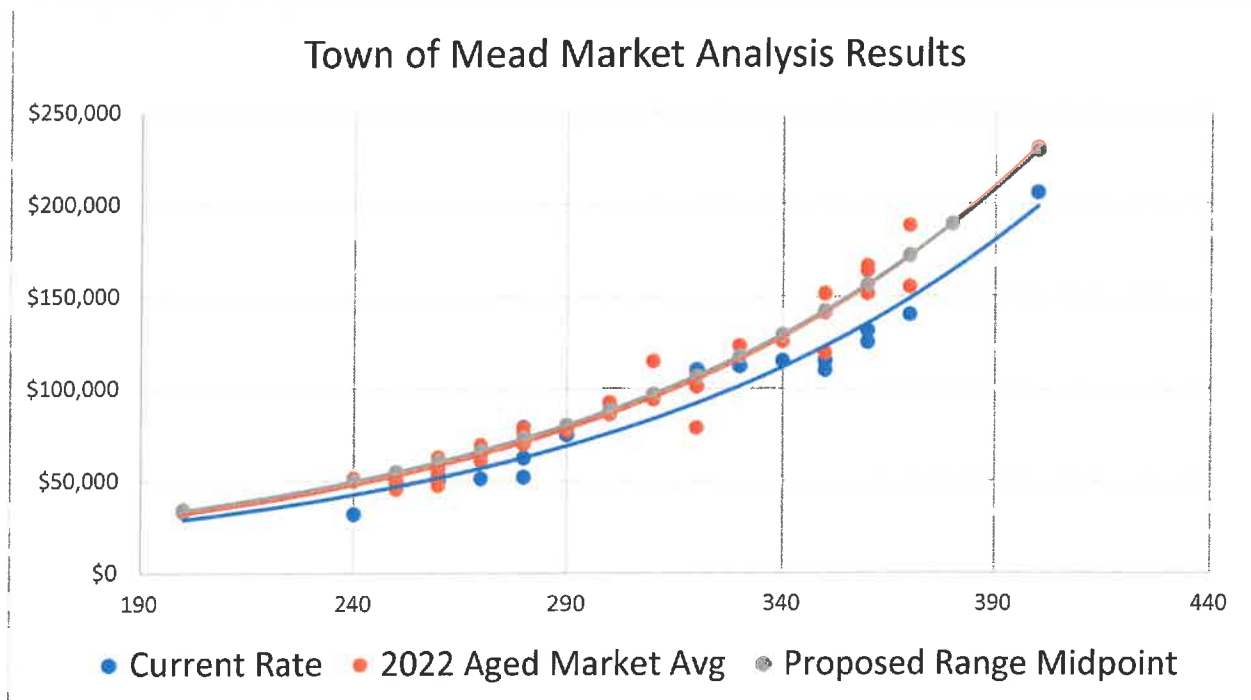
- It is common to blend job matches when a Town position matches with more than one survey job. We may combine survey positions to reflect the most accurate job match(es) available.
- We review the survey data sample size and do not include some matches with a limited sample size of data or where we believe an anomaly exists.
- We adjust some job matches as appropriate. For example, we may believe that a Town position is a good match with a job, but we know that the Town's position has higher requirements or licensures than the survey job. We may add a percentage to the survey result to reflect the complexity of the Town's position. We also trend a result downward if we feel the Town's position is at a slightly lower level than the survey position.

Pay Structures and Classification – Current State and Recommended

General Government Pay Structure

Currently, the Town has one open range pay structure for general government positions. The current structure has 15 pay grades and ranges that vary from 29% to 50% wide. The grades are not uniformly distanced from each other with midpoint distances ranging from 6% to 32% apart.

Graves Consulting is proposing a revised pay structure for all General Government positions that is still open range. The proposed structure has 21 pay grades and ranges that are all 10% apart at the



Implementation and Financial Impact for Base Pay Adjustments

Graves Consulting recommends implementing the proposed pay structure ensuring that not only are rates at or above the range maximums, but that employees with more experience are placed appropriately in their pay ranges to prevent pay compression.

Ongoing Maintenance and Movement Through Pay Ranges

We recommend the Town have a set process for the ongoing maintenance of these pay structures and for determining pay increases for employees.

There are normally two ways an employee can receive an increase. First, is when an employee receives a pay increase that moves them further up in their pay range. These increases are normally based on either annual across the board increase percentages or vary based on performance. Second, is when the pay structure is increased to keep pace with market. If the ranges increase, many organizations keep employees in the same relative position in the pay grade which results in a pay increase. We recommend that both range adjustments and pay increases occur annually.

Timing for each type of increase is also something to consider. Would the Town prefer to make both increases at once, on a common date, separate the timing but do each on a set date, or make market adjustments on a common date and movement through range increases on anniversary dates? There is not a right or wrong way, just budgeting and administrative issues to consider.

Town of Mead - Benefit Comparison			
Benefit	Mead Data	EC Market Data	Findings
Health Plans (Medical):			
Employee Cost - Single	\$0 (HMO) to \$73 (PPO)	\$54 (HDHP) to \$93 (POS)	Competitive with Employee Only Coverage but High Across all other Tiers
Employee Cost - Emp + Children	\$356 (HMO) to \$418 (PPO)	\$120 (HDHP) to \$258 (POS)	
Employee Cost - Emp + Spouse	\$375 (HMO) to \$521 (PPO)	\$197 (HDHP) to \$300 (POS)	
Employee Cost - Family	\$560 (HMO) to \$662 (PPO)	\$260 (HDHP) to \$415 (POS)	
Retirement - General Gov't	5% for 457	5% for 401(k) 4% for 457 6% for 401(a)	Competitive
Retirement - Police	9%	10%*	Competitive
Holidays - Days	11 Days	11 Days	Competitive
Vacation Accrual Hours - Hours			Competitive
Less than 1 year	136 Hours	40 Hours (120 combined)	
1-4 years	176 Hours	96 Hours (176 combined)	
5-9 years	216 Hours	120 Hours (200 combined)	
11-19 years	256 Hours	160 Hours (240 combined)	
20-24 years	296 Hours	168 Hours (248 combined)	
25+ years	296 Hours	168 Hours (248 combined)	
Sick Leave Accrual - Hours	Combined with Vacation	80 Hours	

Summary

We believe the Town’s pay structure has been appropriate in the past but some structural changes as well as more alignment to market will allow the Town to be both more flexible and competitive now and in the future.

The changes to the structure that we are recommending are primarily for the purpose of addressing the concerns that were mentioned at the start of this project. Specifically, ensuring competitiveness to market, addressing internal equity, and providing flexibility and a method for ongoing maintenance of the structures for the Town. Additionally, we believe our recommendations will allow the Town to have an objective and transparent structure and process for pay that is more easily communicated to employees.

All results and recommendations are based on compiled market data, however, Town leadership should review and adjust for specific circumstances that we may not be aware of.

We are available to discuss this report in further detail with you or any other members of the leadership team or Town Council, as is appropriate.

EXHIBIT B



Compensation Structure
Job Titles Listed by Salary Grade

Job Title	Range Minimum	Range Midpoint	Range Maximum
Salary Grade 200	\$28,936	\$34,000	\$39,064
Crossing Guard Recreation Aide (Temp/PT)	\$13.91	\$16.35	\$18.78
Salary Grade 210	\$31,830	\$37,400	\$42,970
	\$15.30	\$17.98	\$20.66
Salary Grade 220	\$35,013	\$41,140	\$47,267
	\$16.83	\$19.78	\$22.72
Salary Grade 230	\$38,514	\$45,254	\$51,994
	\$18.52	\$21.76	\$25.00
Salary Grade 240	\$42,365	\$49,779	\$57,193
Seasonal Maintenance	\$20.37	\$23.93	\$27.50
Salary Grade 250	\$46,602	\$54,757	\$62,913
Administrative Clerk Maintenance Worker I	\$22.40	\$26.33	\$30.25
Salary Grade 260			
Administrative Assistant II Administrative Clerk – Police Facility Coordinator GIS Specialist Human Resource / Finance Clerk Maintenance Worker II Office Manager Permit Technician Recreation Coordinator	\$50,194 \$24.13	\$60,233 \$28.96	\$70,272 \$33.78

Salary Grade 270			
<i>Code Enforcement Officer</i>			
<i>Community Services Officer</i>			
<i>Deputy Town Clerk / Court Clerk</i>			
<i>Deputy Town Clerk / Records Clerk</i>	\$55,214	\$66,256	\$77,299
<i>Events & Media Specialist</i>	\$26.55	\$31.85	\$37.16
<i>Executive Administrative Assistant</i>			
<i>Maintenance Worker III</i>			
<i>Planning Technician</i>			
<i>Records & Evidence Technician</i>			
<i>Recreation Coordinator II</i>			
Salary Grade 280			
<i>Construction Inspector I</i>	\$60,735	\$72,882	\$85,029
<i>Economic Development Specialist</i>	\$29.20	\$35.04	\$40.88
<i>Human Resources Generalist</i>			
<i>Planner I</i>			
Salary Grade 290	\$66,809	\$80,170	\$93,532
<i>Planner II</i>	\$32.12	\$38.54	\$44.97
Salary Grade 300	\$73,489	\$88,187	\$102,885
<i>Construction Inspector II</i>	\$35.33	\$42.40	\$49.46
<i>Planner III</i>			
<i>PW Operations Supervisor</i>			
Salary Grade 310	\$80,838	\$97,006	\$113,174
<i>Accounting Manager</i>	\$38.86	\$46.64	\$54.41
<i>Human Resources Manager</i>			
Salary Grade 320	\$87,107	\$106,707	\$126,306
<i>Construction Manager</i>	\$41.88	\$51.30	\$60.72
<i>Senior Construction Inspector</i>			
Salary Grade 330	\$95,818	\$117,377	\$138,936
<i>Development Review Engineer</i>	\$46.07	\$56.43	\$66.80
<i>PW Operations Manager</i>			
Salary Grade 340	\$105,400	\$129,115	\$152,830
<i>Deputy Town Engineer</i>	\$50.67	\$62.07	\$73.48
<i>Pavement Program Manager</i>			

Salary Grade 350			
PIO/Director of Community Engagement	\$115,940	\$142,026	\$168,113
Town Clerk / Treasurer	\$55.74	\$68.28	\$80.82
Salary Grade 360			
Community Development Director	\$124,983	\$156,229	\$187,475
Police Commander	\$60.09	\$75.11	\$90.13
Salary Grade 370			
<i>Administrative Services Director</i>			
Director Public Works / Town Engineer	\$137,482	\$171,852	\$206,222
<i>Finance Director</i>	\$66.10	\$82.62	\$99.15
<i>Human Resources Director</i>			
Police Chief			
Salary Grade 380			
Deputy Town Manager	\$151,230	\$189,037	\$226,845
	\$72.71	\$90.88	\$109.06
Salary Grade 390			
	\$166,353	\$207,941	\$249,529
	\$79.98	\$99.97	\$119.97
Salary Grade 400			
Town Manager	\$182,988	\$228,735	\$274,482
	\$87.97	\$109.97	\$131.96



MEAD POLICE DEPARTMENT
PAY RATES

Police Officer Level One - \$71,698 / \$34.47 per hour

Police Officer Level Two - \$75,282 / \$36.19 per hour

Police Officer Level Three - \$79,047 / \$38.00 per hour

Police Officer Level Four - \$82,999 / \$39.90 per hour (this has been identified as the Lateral 1 entry point)

Police Officer Level Five - \$87,149 / \$41.90 per hour

Police Officer Level Six - \$91,506 / \$43.99 per hour (this has been identified as the Lateral 2 entry point)

Lateral 1 requires between 3 and 10 years of prior law enforcement experience

Lateral 2 requires more than 10 years of prior law enforcement experience

Sergeant Level 1 - \$97,912 / \$47.07 per hour

Sergeant Level 2 - \$102,807 / \$49.43 per hour

Sergeant Level 3 - \$107,948 / \$51.90 per hour

Sergeant Level 4 - \$113,345 / \$54.49 per hour
