

**TOWN OF MEAD, COLORADO
RESOLUTION NO. 66-R-2023**

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

WHEREAS, the Town of Mead (“Town”) has implemented a pay philosophy with a goal to recruit and retain the most qualified candidates, reward longevity in position, and allow for assessment of employee’s individual performance; and

WHEREAS, the Board of Trustees most recently updated the compensation structure guidelines for employees in 2022, by and through adoption of Resolution No. 79-R-2022; and

WHEREAS, the Town entered into an Agreement for Professional Services with Graves Consulting, LLC (the “Compensation Consultant”), to conduct compensation consulting services including updating the salary structure and step plan 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** (2023 Compensation Study); and

WHEREAS, the Board of Trustees also desires to create new positions within the salary structure with the anticipation of future growth of the Town and of the organization and to allow flexibility in future hiring decisions; and

WHEREAS, the Board also desires to create the position of Economic Development Specialist and add the Economic Development Specialist position to the Town’s compensation structure guidelines; and

WHEREAS, Section 2-3-120(e)(8) of the *Mead Municipal Code* states that the Board of Trustees has authority to create (or eliminate) Town staff positions; and

WHEREAS, utilizing the findings and conclusions set forth in the Report, the Compensation Consultant has presented a recommended updates to the 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; and

WHEREAS, the amendments to the Town compensation structure are set forth **Exhibit B** attached hereto, titled “*Compensation Structure - Job Titles Listed by Salary Grade*”; and

WHEREAS, the Mead Police Department Pay Rates are set forth in **Exhibit C** attached hereto, titled “*Mead Police Department Pay Rates*”; and

WHEREAS, it is the intent of the Board of Trustees to utilize the salary ranges attached as **Exhibit**

B and **Exhibit C** as guidelines for future pay discussions and personnel expenditures effective January 1, 2024.

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

Section 1. The 2023 Compensation Study, as set forth in **Exhibit A**, and as completed by the Compensation Consultant is hereby accepted.

Section 2. The position of Economic Development Specialist is hereby created.

Section 3. The salary ranges set forth in **Exhibit B** (*Compensation Structure - Job Titles Listed by Salary Grade*) and the step recommendations set forth in **Exhibit C** (*Mead Police Department Pay Rates*), 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 4. The salary ranges set forth in **Exhibits B** and **C** may be updated annually by resolution of the Board of Trustees.


Section 5. Effective Date. This resolution shall become effective immediately upon adoption.

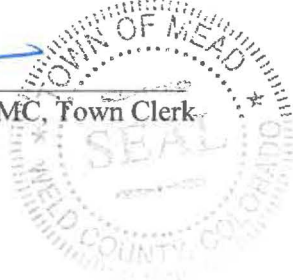
Section 6. Repealer. All resolutions, or parts thereof, in conflict with this resolution are hereby repealed, provided that such repealer shall not repeal the repealer clauses of such resolution nor revive any resolution thereby.

Section 7. 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 9th DAY OF OCTOBER, 2023.

ATTEST:

By: 
Mary E. Strutt, MMC, Town Clerk



TOWN OF MEAD:

By: 
Colleen G. Whitlow, Mayor



September 14, 2023

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 Study once again. This project included a thorough review of the current pay structure and all positions within the Town, ensuring market definition is still appropriate, and benchmarking all full and part-time positions using current market data.

The results include recommendations for revisions to both of the Town's pay structures and the classification listing as well as recommendations for employee pay increases.

This report covers the 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

Scope of Work

This Compensation Study included a comprehensive review of the Town’s current pay structure, a review of all positions for current full time and part time positions (including some newly created positions), review of the Town’s market definition and data analyzing from multiple sources. After months of collaborative effort between Graves Consulting staff, Precision Employment Consulting (an HR consultant engaged by the Town) and members of the Town’s leadership team, we have created the findings and recommendations outlined below.

Market

A foundational element for a compensation study is the definition of an appropriate external market with which the Town would compare itself. The intent is to create a market broad enough to provide statistically valid data and matches for the Town’s positions. The Town had previously been using the Denver/Boulder and Northern Colorado communities, as outlined in the Employers Council survey data. We agree that this continues to be an appropriate market definition.

Based on current survey participation, this includes the following municipalities:

Arvada	Federal Heights	Longmont	Adams County
Aurora	Firestone	Loveland	Arapahoe County
Boulder	Fort Collins	Northglenn	Boulder County
Brighton	Frederick	Parker	Douglas County
Broomfield	Golden	Superior	Jefferson County
Castle Pines	Greeley	Thornton	Larimer County
Castle Rock	Greenwood Village	Wellington	Weld County
Centennial	Johnstown	Westminster	Foothills P&R
Commerce City	Lafayette	Wheat Ridge	Hyland Hills P&R
Englewood	Lakewood	Windsor	South Suburban P&R
Erie	Littleton		
Evans	Lone Tree		

**Private sector data for the same regions was also included for applicable positions*

Data Sources

Our primary data sources for this project were the 2022 Employers Council and 2023 Colorado Municipal League compensation surveys, as the Town has access through their memberships. The EC survey data was aged by 9% to account for two years of market movement since the information was collected. The CML survey data was aged by 4% to account for one year of market movement.

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 previously collected information on the Town's positions through Job Description review and detailed meetings with each Department Head and additional follow-up emails and questions. This year, we reviewed and discussed any positions that had changed from last year or new positions being added.

In comparing jobs, we match as many Town positions to the data sources listed above as possible. Between all the survey sources, we were able to match 47 of the Town's 55 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 21 pay grades and ranges that vary from 35% to 50% wide. The grades are all uniformly distanced from each other with midpoint distances at 10%.

Graves Consulting is not proposing any structural changes. However, based on market analysis, we are proposing a 2% increase in the General Government pay structure.

Below is our proposed pay structure:

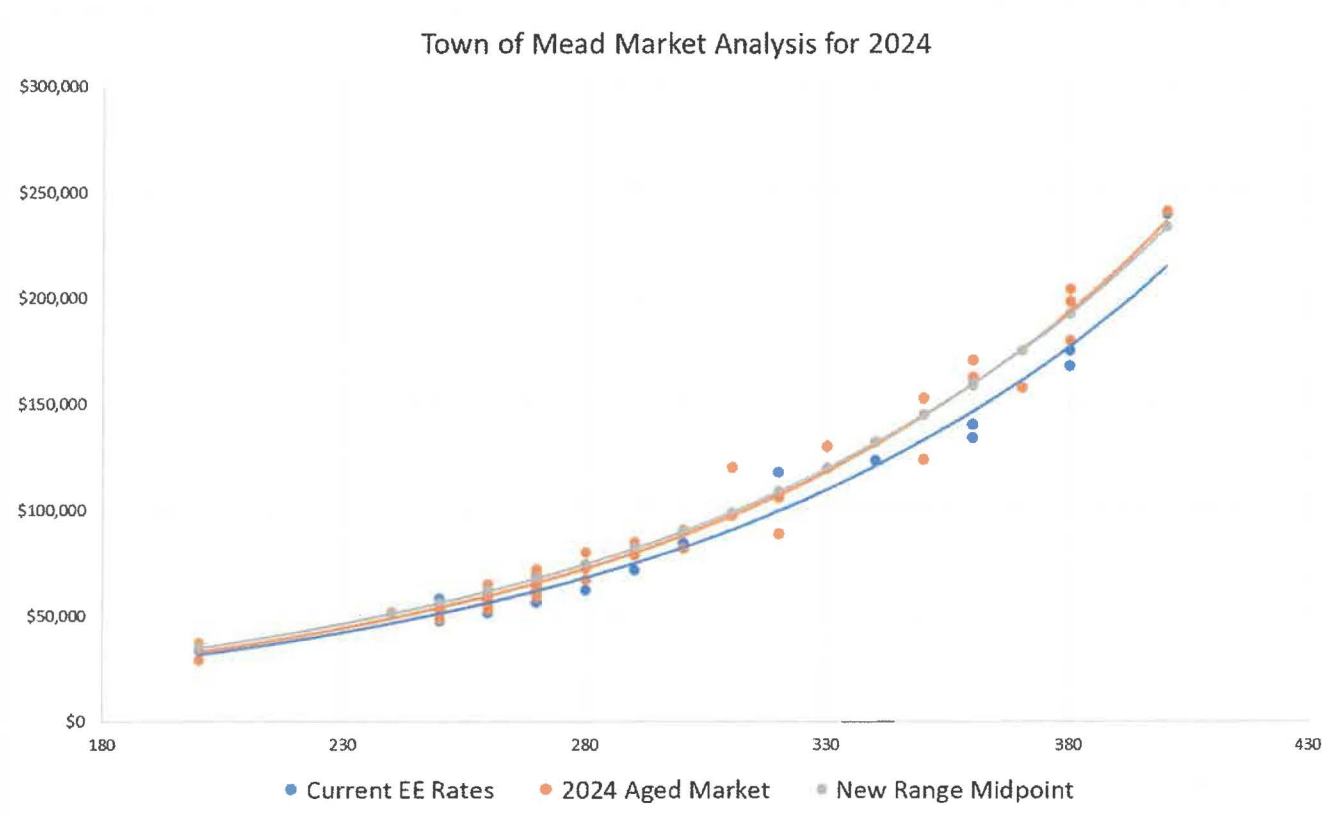
Town of Mead - Proposed Pay Structure - Proposed 2024								
Grade	Annualized			Hourly			Design	
	Min	Mid	Max	Min	Mid	Max	Width	Distance
200	\$29,515	\$34,680	\$39,845	\$14.19	\$16.67	\$19.16	35%	
210	\$32,466	\$38,148	\$43,830	\$15.61	\$18.34	\$21.07	35%	10%
220	\$35,713	\$41,963	\$48,213	\$17.17	\$20.17	\$23.18	35%	10%
230	\$39,284	\$46,159	\$53,034	\$18.89	\$22.19	\$25.50	35%	10%
240	\$43,213	\$50,775	\$58,337	\$20.78	\$24.41	\$28.05	35%	10%
250	\$47,534	\$55,852	\$64,171	\$22.85	\$26.85	\$30.85	35%	10%
260	\$51,198	\$61,438	\$71,677	\$24.61	\$29.54	\$34.46	40%	10%
270	\$56,318	\$67,582	\$78,845	\$27.08	\$32.49	\$37.91	40%	10%
280	\$61,950	\$74,340	\$86,730	\$29.78	\$35.74	\$41.70	40%	10%
290	\$68,145	\$81,774	\$95,403	\$32.76	\$39.31	\$45.87	40%	10%
300	\$74,959	\$89,951	\$104,943	\$36.04	\$43.25	\$50.45	40%	10%
310	\$82,455	\$98,946	\$115,437	\$39.64	\$47.57	\$55.50	40%	10%
320	\$88,850	\$108,841	\$128,832	\$42.72	\$52.33	\$61.94	45%	10%
330	\$97,735	\$119,725	\$141,715	\$46.99	\$57.56	\$68.13	45%	10%
340	\$107,508	\$131,697	\$155,887	\$51.69	\$63.32	\$74.95	45%	10%
350	\$118,259	\$144,867	\$171,475	\$56.86	\$69.65	\$82.44	45%	10%
360	\$127,483	\$159,354	\$191,224	\$61.29	\$76.61	\$91.93	50%	10%
370	\$140,231	\$175,289	\$210,347	\$67.42	\$84.27	\$101.13	50%	10%
380	\$154,254	\$192,818	\$231,382	\$74.16	\$92.70	\$111.24	50%	10%
390	\$169,680	\$212,100	\$254,520	\$81.58	\$101.97	\$122.37	50%	10%
400	\$186,648	\$233,310	\$279,972	\$89.73	\$112.17	\$134.60	50%	10%

In addition to the structure increase, we are also recommending 5 positions be reclassified based on market data. They are as follows:

Position	Current Grade	Proposed Grade
Planner II	290	300
Planner III	300	310
Police Chief	370	380
Public Works Director/Town Engineer	370	380

Position	Current Grade	Proposed Grade
Director of Administrative Services	370	360

The chart below shows that with the proposed pay ranges, the Town’s Range Midpoints are well aligned to the 2024 Aged Market data. This was our goal. This chart further shows that some current Employee pay rates are below market averages, which may be appropriate based on tenure and experience.



Sworn Non-Exempt Police Step Plan

Currently, the Town has a step-based pay structure for Sworn Non-Exempt Police positions. This includes Officer and Sergeant. There are 6 total steps for Officer and 4 for Sergeant.

Graves Consulting is not proposing any structural changes. However, based on market analysis, we are proposing a 5% increase to each step.

Below is our proposed pay structure:

Town of Mead - Proposed 2024 Step Plan for Sworn, Non-Exempt Police						
Police Cadet Rate (in Academy)	\$63,990 30.76					
Police Officer	<u>Step 1</u> \$75,282 36.19	<u>Step 2</u> \$79,047 38.00 5.00%	<u>Step 3</u> \$82,999 39.90 5.00%	<u>Step 4</u> \$87,149 41.90 5.00%	<u>Step 5</u> \$91,506 43.99 5.00%	<u>Step 6</u> \$96,082 46.19 5.00%
Police Sergeant	<u>Step 1</u> \$102,807 49.43	<u>Step 2</u> \$107,948 51.90 5.00%	<u>Step 3</u> \$113,345 54.49 5.00%	<u>Step 4</u> \$119,012 57.22 5.00%		

Recommendations

Graves Consulting recommends implementing the proposed increase to the General Government pay structure of 2% and the proposed increase to Police Step Plan of 5%, to ensure continued alignment to market.

In addition to the market adjustment to the General Government pay structure, we are also recommending an additional average merit pay increase for employees of 3%. This would result in an average total pay increase of 5%.

Sworn Non-Exempt Police employees on the step plan would receive the 5% step plan increase as well as an additional step for those who have performed satisfactorily and are not at range maximum.

Summary

We believe the Town’s pay structures remain structurally intact and just need slight increases to continue to stay aligned with the market.

Further, we believe that the recommended average total pay increase for General Government employees will keep pay aligned to market and moving appropriately through the pay ranges.

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	\$29,515	\$34,680	\$39,845
Crossing Guard Recreation Aide (Temp/PT)	\$14.19	\$16.67	\$19.16
Salary Grade 210	\$32,466	\$38,148	\$43,830
	\$15.61	\$18.34	\$21.07
Salary Grade 220	\$35,713	\$41,963	\$48,213
	\$17.17	\$20.17	\$23.18
Salary Grade 230	\$39,284	\$46,159	\$53,034
	\$18.89	\$22.19	\$25.50
Salary Grade 240	\$43,213	\$50,775	\$58,337
Seasonal Maintenance	\$20.78	\$24.41	\$28.05
Salary Grade 250	\$47,534	\$55,852	\$64,171
Administrative Clerk Maintenance Worker I	\$22.85	\$26.85	\$30.85
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	\$51,198 \$24.61	\$61,438 \$29.54	\$71,677 \$34.46

Salary Grade 270			
Code Enforcement Officer <i>Community Services Officer</i> Deputy Town Clerk / Court Clerk <i>Deputy Town Clerk / Records Clerk</i> Events & Media Specialist Executive Administrative Assistant Maintenance Worker III <i>Planning Technician</i> Records & Evidence Technician Recreation Coordinator II	\$56,318 \$27.08	\$67,582 \$32.49	\$78,845 \$37.91
Salary Grade 280			
Construction Inspector I Economic Development Specialist <i>Human Resources Generalist</i> Planner I	\$61,950 \$29.78	\$74,340 \$35.74	\$86,730 \$41.70
Salary Grade 290	\$68,145 \$32.76	\$81,774 \$39.31	\$95,403 \$45.87
Salary Grade 300			
Construction Inspector II Planner II PW Operations Supervisor	\$74,959 \$36.04	\$89,951 \$43.25	\$104,943 \$50.45
Salary Grade 310			
<i>Accounting Manager</i> <i>Human Resources Manager</i> Planner III	\$82,455 \$39.64	\$98,946 \$47.57	\$115,437 \$55.50
Salary Grade 320			
Construction Manager Senior Construction Inspector	\$88,850 \$42.72	\$108,841 \$52.33	\$128,832 \$61.94
Salary Grade 330			
<i>Development Review Engineer</i> PW Operations Manager	\$97,735 \$46.99	\$119,725 \$57.56	\$141,715 \$68.13
Salary Grade 340			
Deputy Town Engineer Pavement Program Manager	\$107,508 \$51.69	\$131,697 \$63.32	\$155,887 \$74.95

Salary Grade 350			
PIO/Director of Community Engagement	\$118,259	\$144,867	\$171,475
<i>Town Clerk / Treasurer</i>	\$56.86	\$69.65	\$82.44
Salary Grade 360			
Administrative Services Director	\$127,483	\$159,354	\$191,224
Community Development Director	\$61.29	\$76.61	\$91.93
Police Commander			
Salary Grade 370			
<i>Finance Director</i>	\$140,231	\$175,289	\$210,347
<i>Human Resources Director</i>	\$67.42	\$84.27	\$101.13
Salary Grade 380			
<i>Deputy Town Manager</i>			
Police Chief	\$154,254	\$192,818	\$231,382
Public Works Director/Town Engineer	\$74.16	\$92.70	\$111.24
Salary Grade 390			
	\$169,680	\$212,100	\$254,520
	\$81.58	\$101.97	\$122.37
Salary Grade 400			
	\$186,648	\$233,310	\$279,972
Town Manager	\$89.73	\$112.17	\$134.60

**Positions listed in italicized print are positions which are not budgeted in 2023 or 2024. The titles remain on the structure for historical or future use.*