



CITY OF NORTH POLE

Regular Meeting

January 4, 2021

North Pole Council Chambers

125 Snowman Lane, North Pole, Alaska

www.northpolealaska.com

Monday, January 4, 2021

Committee of the Whole: 6:30 PM

Regular City Council Meeting: 7:00 PM

MAYOR

Michael Welch
488-8584

CITY CLERK

Aaron M. Rhoades
488-8583

COUNCIL MEMBERS

Thomas McGhee – Mayor Pro Tem	455-0010
Aino Welch – Deputy Mayor Pro Tem	488-5834
Perry Walley – Alt. Deputy Mayor Pro Tem	347-0135
DeJohn Cromer	347-2808
David Skipps	750-5106
Santa Claus	388-3836

- 1. Call to Order/Roll Call**
- 2. Pledge of Allegiance to the US Flag**
- 3. Invocation**
- 4. Approval of the Agenda**
- 5. Approval of the Minutes**
 - a. December 14, 2020
- 6. Communications from the Mayor**
 - a. Alaska Syngas Project Brent Sheets – North Pole Brent Sheets
 - b. Marathon, GVEA
- 7. Council Member Questions of the Mayor**
- 8. Communications from Department Heads, Borough Representative and the City Clerk**
- 9. Ongoing Projects Report**
 - a. CARES Act Update
 - b. Discuss North Pole Police Department Construction Project
 - c. Total Compensation Project – David Evertson, Municipal Solutions

10. Citizens Comments (Limited to five (5) minutes per Citizen)

11. Old Business:

- a. Reconsideration of Amendment for A Resolution establishing Love Inc. as the contracted provider for distribution of CARES Act Funds and establish the parameters for the Business Interruption Grant for the Business and Non-Profit entities. Also increase the Family and Individual Grant from \$10,000 to a maximum of \$15,000 dollars and move the consideration period from September 30, 2020 to November 30, 2020.

12. New Business:

- a. Request to approve JAG Grant for North Pole Police Department.
- b. Request to approve committees for 2021.
 - a. Code Violations
 - b. Ethics
 - c. Festivals
 - d. Total Compensation Project
 - e. Bed Tax

13. Executive Session – Motion to go into

- a. Motion to go into Executive Session to discuss information that may disparage the reputation of an employee.

14. Council Comments

15. Adjournment

Detailed information and copies of agenda documents may be obtained at the Office of the City Clerk, 125 Snowman Lane or on the City website www.northpolealaska.com . Notice of Council Action is available at City Hall and on the City website following the meeting.

How to Offer Public Testimony at Council Meetings

In response to the COVID-19 pandemic and local/state regulations requiring residents to stay at home, practice social distancing, and limit gatherings, the City of North Pole has created a process for citizens to stay connected with the Council regarding agenda items.

Written testimony is encouraged. You may submit your comments by calling the Clerk's Office at 488-8583 or by sending an email to arhoades@northpolealaska.org prior to 1:00 p.m. the day of the meeting. Please indicate which agenda item you are providing written testimony for. Examples: Ordinance or Resolution number, agenda item#, or description of subject.

To sign-up for **telephonic testimony** call the Clerk's Office at 488-8583 or email arhoades@northpolealaska.org prior to 1:00 p.m. the day of the meeting. Please indicate that you wished to be called, for what item you will provide testimony on, and what number you can be reached at.

Council Meetings are aired **live via audio streaming** from the City's website at <https://www.northpolealaska.com/citycouncil/page/council-meeting-audio-stream>.

Inquiries concerning ADA compliance or accommodations should be directed to the City Clerk.



NORTH POLE CITY COUNCIL
REGULAR MEETING MINUTES, December 14, 2020
NORTH POLE CITY COUNCIL CHAMBERS
125 SNOWMAN LANE, NORTH POLE, ALASKA

Mayor Welch called the regular City Council meeting of Monday, December 14, 2020 to order at 7:00 p.m. with the following Council Members in attendance:

Council Members Present: Mayor Welch – Zooming In
Santa Claus - Zooming In
Thomas McGhee - Zooming In
David Skipps - Zooming In
Aino Welch - Zooming In
DeJohn Cromer - Zooming In
Perry Walley – Zooming In

Absent:

Excused:

Also Present: Steve Dutra, Police Chief – Zooming In
Chad Heineken, Fire Chief – Zooming In
William Butler, Director of City Services– Zooming In
Tricia Fogarty, Chief Financial Officer – Zooming In
Aaron M. Rhoades, City Clerk/HR Manager – Zooming In

PLEDGE OF ALLEGIANCE TO THE FLAG

Clerk Rhoades asked everyone to join him in the Pledge of Allegiance.

INVOCATION

The Invocation was given by Mrs. Welch.

APPROVAL OF AGENDA

Mr. McGhee moved to approve the agenda of December 14, 2020.

Seconded by Mr. Walley

Discussion

Mr. McGhee moved to consent the following items:

Old Business:

- Ordinance 20 - 26 An Ordinance of the City Of North Pole, Alaska Establishing the 2021 Operating Budget and Levying the Mill Rate.
- Ordinance 20 – 27 An Ordinance of the City of North Pole, Alaska to Amend Title 13, Public Services Utility Rates for 2021.
- Ordinance 20 – 28 An Ordinance of the City of North Pole, Alaska to Amend the 2020 Water Utility Operating Budget
- Ordinance 20 – 29 An Ordinance of the City of North Pole, Alaska to Amend the 2020 General Fund Operating Budget
- Ordinance 20 – 30 Amending Fire Department Shift Personnel Overtime Payment Time Period.

New Business:

- c. Request To Write Off Tupperstuff Sales Tax Account In the Amount of \$3,639.49.

Removed

- b. Resolution to consider hazardous duty pay for first responders Fire Department and Police Department.

Seconded by Mrs. Welch

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO CONSENT OLD BUSINESS ITEMS A, B, C, D, E AND NEW BUSINESS ITEMS C and REMOVE ITEM B:

YES: 7 – Mr. McGhee, Mr. Skipps, Mr. Claus, Mrs. Welch, Mr. Cromer, Mr. Walley, Mayor Welch

NO: 0

ABSTAIN:

Mayor Welch declared the MOTION CARRIED

On the Agenda as amended.

Discussion

None

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO APPROVE THE AGENDA AS AMENDED:

YES: 7 – Mr. McGhee, Mr. Skipps, Mr. Claus, Mrs. Welch, Mr. Cromer, Mr. Walley, Mayor Welch

NO: 0

ABSTAIN:

Mayor Welch declared the MOTION CARRIED

APPROVAL OF MINUTES

Mr. McGhee *moved to* **approve the Minutes of November 16, 2020 and December 7, 2020.**

Seconded by Mr. Walley

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO APPROVE THE MINUTES FROM NOVEMBER 16, 2020 AND DECEMBER 7, 2020 CITY COUNCIL MEETING:

YES: 7 – Mr. McGhee, Mr. Skipps, Mr. Claus, Mrs. Welch, Mr. Cromer, Mr. Walley, Mayor Welch

NO: 0

ABSTAIN:

Mayor Welch declared the MOTION CARRIED

COMMUNICATIONS FROM THE MAYOR

- **Student of the Month**
 - a. **Zada Lipari - Senior**
 - b. Shea Gibby – Sophomore
 - c. Wilson Wade – Sophomore
 - d. Madison Miller - Freshman

COUNCIL MEMBER QUESTIONS OF THE MAYOR

- None

COMMUNICATIONS FROM DEPARTMENT HEADS, BOROUGH REPRESENTATIVE AND THE CITY CLERK

Fire Department, Chief Heineken

- Things are continuing to run smoothly since Chief Coons retirement, this is largely due to the efforts Chief Coon made prior to leaving.
- As of November 30th, the fire department have gone on 1247 emergency calls this year.
- COVID vaccines will arrive in Alaska very soon. Our first responders are within the priority group for receiving vaccination.
- We have added two Lucas Devices to both ambulances. These devices provide continuous compression to a patient being treated for cardiac arrest.
- The open Firefighter position has been offered to Jenni Villarreal. FF Villarreal has been one of our part time staff and will be a welcome addition as she transitions to full time

status. This brings the fire department back to full staffing with exception of the open Fire Chief position.

Training:

- Firefighter 1 completed its State testing on November 21st. All personnel passed the hands-on portion of the testing and are awaiting written test results.

Maintenance Report:

- Engine 22 developed a sever leak in its water tank and has been out of service for several weeks. The tank has now been repaired by Captain Hamlin and the apparatus will be back in service soon. This apparatus is 27 years old and is quickly approaching the end of its serviceable life. NFPA recommends second line apparatus be retired after 30 years.

Police Department, Chief Dutra

- Vehicle is ready to be shipped from CA. One last item to be installed.
- Stats – Questions comments?
- Received JAG funding in the amount of \$96,848. Coming Jan 4, 2020 council
- North Pole Reserve Association donating to \$500 to FMH Toy Drive / Filipe Agency
- Shop with a Cop I will be participating
- Range meeting – public outreach – 10 sites
- Annual General Membership meeting I was voted in as President again, thankful humbled
- I attended the Annual APSC meeting –

Finance, Tricia Fogarty

- Sales tax update for October sales tax received in November 2019 \$261,918.69 2020 \$343,528.59. Year to date total \$3,272,683.00 Budgeted 4,114,136.00. We have 2 month left outstanding \$841,453 short.
- Last Thursday our department heads and select staff had a demo preview with Tyler Technologies. We had positive feedback from the staff that attended the demo.
- I have processed 4 administrative budget transfers to date, I attached them to this update if anyone has any questions please give me a call or send me an email.
 - Mayor asked for a Demo for Tyler Technologies for next December 14, 2020.

Borough Representative

- 2020-37: claims for refunds of Taxes **Passed**
 - Two ways to claim taxes paid to Borough 1 if overpayment was a clerical error (payer or his agent) in error pays too much. Taxpayer error is a typographical, computational, or other similar error but does not include an intentional overpayment by a taxpayer or the taxpayer's agent.

- 2 If tax paid under protest; apparently should have been less A taxpayer pays taxes under protest only if the taxpayer has: 1. Requested the assessor make a correction of the taxpayer's assessment notice as provided by law: and Timely filed any appeal or suit as provided by law: and Timely paid the full amount of the taxes as shown on the applicable tax statement and not more than 30 days after payment filed with the mayor a written protest
- 2020—20-1g **Passed**
; APPROPRIATING \$3,769,214 IN FEDERAL GRANT FUNDING TO THE TRANSIT ENTERPRISE PROJECTS FUND TO PROVIDE CARES ACT SECTION 5307 OPERATING ASSISTANCE
- 2020-20-1H **Passed**
APPROPRIATING \$28,405.40 IN FEDERAL GRANT FUNDING TO THE SPECIAL REVENUE FUND TO BE USED TO PREVENT, PREPARE FOR, AND RESPOND TO CORONAVIRUS CONCERNS FOR HEALTHCARE PROVIDERS
- 2020-20-1L **Passed**
AN ORDINANCE AMENDING THE FY 2020-21 BUDGET BY REALLOCATING AN ESTIMATED \$525,000 OF THE CARES ACT FUNDS WITHIN THE SPECIAL REVENUE FUND FROM THE BOROUGH RESPONSE FUNDING TO THE EXPLORE FAIRBANKS RESPONSE FUNDING
- It was noted that the BIG applicants would come first and only monies left over would be given to the EF. With current applications in the pipeline, Mr. Williams speculated that it would not be a lot of money left.

Building Department, Bill Butler
Building Department

- Permits issued since last Council meeting: None.

Public Works

- Bus shelter project to go to bid and construction in 2021 for three new shelters in North Pole; one in front of Wells Fargo; one at NPHS; one by the Library.
- Snowman Lane and NPHS Boulevard pedestrian paths should go to bid and construction in 2021.

Utility Department

- Last Thursday I had a meeting with MPC Alaska Terminal Company (Marathon) to discuss their pilot test to reduce discharge of PFAS compounds to wastewater discharge to City sewer system.
 - Using Zeolite and activated carbon filters to remove PFAS.
 - Had positive results reducing PFAS compounds to well below City's discharge limit.
 - They asked about extending the compliance date of February 1, 2021 that is now in City Code. The decision lies with Council, but I told them my recommendation to Council would be to issue a waiver versus changing the deadline.

Moose Creek Water System Expansion Project.

- Potentially will achieve substantial completion of the transmission main, pump house, storage tank and northern loop before end of 2020.
 - Substantial completion is when the facility is operational with only minor outstanding items remaining to be completed.
- Will be installing "shut-off" water meters for all residential properties in Moose Creek.
- Only approximately 120 property owners in Moose Creek have not returned environmental covenants.
 - Began a second effort to recruit new water customers.
 - Released a second mailing on December 10 to all non-respondents.
 - Already received a request for first consultation meeting with a property owner as a result of the mailing.

Offer consultation meetings at City Hall and at the Moose Creek Fire House.

City Clerk

- City Telephone problem with Verizon and Alasconnect – Problem has been solved
- Flexible Spending Accounts working with Broker Plan Summary being used is from 2015.
 - Mr. McGhee had question?
 - 4.12 Why we don't list the Mill Levy in that ordinance?
 - When you have time find out how we update the archives

ONGOING PROJECTS

- CARES Act Update.
 - The City has Elected to contract with Love Inc. to administer both the BIG grant and FIG. The participation has been double what the FNSB has in 7 days which is 10 Businesses and Non-Profits. There is a need and going with Love Inc. appears to be the right choice based on the early results.
 - Mr. Claus discussed the City of Skagway CARES Act Funds going to each of the citizens.

- Mr. McGhee are we going to be able to spend the first batch of money received from the State of Alaska?

CITIZEN'S COMMENTS – (Limited to Five (5) minutes per Citizen)

None

MOTION TO INTRODUCE RESOLUTION 20-10 A RESOLUTION ESTABLISHING LOVE INC. AS THE CONTRACTED PROVIDER FOR DISTRIBUTION OF CARES ACT FUNDS AND ESTABLISH THE PARAMETERS FOR THE BUSINESS INTERRUPTION GRANT FOR THE BUSINESS AND NON-PROFIT ENTITIES. ALSO INCREASE THE FAMILY AND INDIVIDUAL GRANT FROM \$10,000 TO A MAXIMUM OF \$15,000 DOLLARS AND MOVE THE CONSIDERATION PERIOD FROM SEPTEMBER 30, 2020 TO NOVEMBER 30, 2020

Mr. McGhee *moved to* Introduce Resolution 20 – 10 , A Resolution establishing Love Inc. as the contracted provider for distribution of CARES Act Funds and establish the parameters for the Business Interruption Grant for the Business and Non-Profit entities. Also increase the Family and Individual Grant from \$10,000 to a maximum of \$15,000 dollars and move the consideration period from September 30, 2020 to November 30, 2020.

Seconded *by* Mrs. Welch

Mr. McGhee *move to* Amend Resolution 20 – 10

Seconded *by* Mr. Walley

Add at line 29:

WHEREAS, The City of North Pole desires to distribute the all remaining CARES Act funds to its Citizen's via a stimulus check. Once all encumbered funds are determined the balance of the CARES Act funds will be distributed to each eligible citizen of North Pole equally.

Discussion

A lengthy discussion took place. (See Audio for Full Transcript.)

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO AMEND RESOLUTION 20 – 10:

YES: 5 – Mr. McGhee, Mr. Skipps, Mr. Claus, Mr. Walley Mayor Welch

NO: 2 – Mrs. Welch, Mr. Cromer

ABSTAIN:

Mayor Welch declared the MOTION CARRIED

MOTION TO APPROVE RESOLUTION 20-10 A RESOLUTION ESTABLISHING LOVE INC. AS THE CONTRACTED PROVIDER FOR DISTRIBUTION OF CARES ACT FUNDS AND ESTABLISH THE PARAMETERS FOR THE BUSINESS INTERRUPTION GRANT FOR THE BUSINESS AND NON-PROFIT ENTITIES. ALSO INCREASE THE FAMILY AND INDIVIDUAL GRANT FROM \$10,000 TO A MAXIMUM OF \$15,000 DOLLARS AND MOVE THE CONSIDERATION PERIOD FROM SEPTEMBER 30, 2020 TO NOVEMBER 30, 2020

Mr. McGhee moved to Approve Resolution 20 – 10 as Amended, A Resolution establishing Love Inc. as the contracted provider for distribution of CARES Act Funds and establish the parameters for the Business Interruption Grant for the Business and Non-Profit entities. Also increase the Family and Individual Grant from \$10,000 to a maximum of \$15,000 dollars and move the consideration period from September 30, 2020 to November 30, 2020.

Seconded by Mr. Walley

A ROLL CALL VOTE WAS TAKEN ON THE MOTION TO APPROVE RESOLUTION 20 – 10 A RESOLUTION ESTABLISHING LOVE INC. AS THE CONTRACTED PROVIDER FOR DISTRIBUTION OF CARES ACT FUNDS AND ESTABLISH THE PARAMETERS FOR THE BUSINESS INTERRUPTION GRANT FOR THE BUSINESS AND NON-PROFIT ENTITIES. ALSO INCREASE THE FAMILY AND INDIVIDUAL GRANT FROM \$10,000 TO A MAXIMUM OF \$15,000 DOLLARS AND MOVE THE CONSIDERATION PERIOD FROM SEPTEMBER 30, 2020 TO NOVEMBER 30, 2020:

YES: 7 – Mr. McGhee, Mr. Skipps, Mr. Claus, Mrs. Welch, Mr. Cromer, Mr. Walley Mayor Welch

NO: 0

ABSTAIN:

Mayor Welch declared the MOTION CARRIED

Mr. McGhee moved to adjourn the meeting at 9:56 p.m.

Seconded by Mrs. Welch

The regular meeting of Monday, December 14, 2020 adjourned at 9:57p.m.

Michael Welch, Mayor

ATTEST:

Aaron M. Rhoades, City Clerk



**Modular Gasification for
Syngas/Engine Combine Heat and Power Applications in
Challenging Environments**

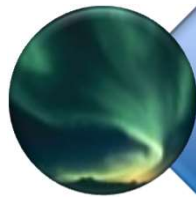
(Funding by DOE/NETL Contract DE-FE0031446)

MAKING COAL RELEVANT FOR SMALL SCALE APPLICATIONS

UAF is an AA/EO employer and educational institution and prohibits illegal discrimination against any individual: www.alaska.edu/nondiscrimination/.



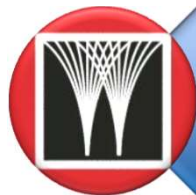
PROJECT PARTNERS



SLR & PDC:
Permitting and Environmental Assessments



HMI:
Intellectual Property
Decades Experience



WorleyParsons:
Detailed Engineering
Cost Estimating Service



Others: Chena Power, Aurora Energy, UAF,
Sotacarbo, HMI, GVEA, Innio, Western
Energy Services



PROJECT DESCRIPTION AND OBJECTIVE

Demonstrate small scale coal gasification to fuel reciprocating engine generators

- Cost effective coal generating capacity for small applications
- Provides load following services
- Ideal for islanding systems
- Local jobs

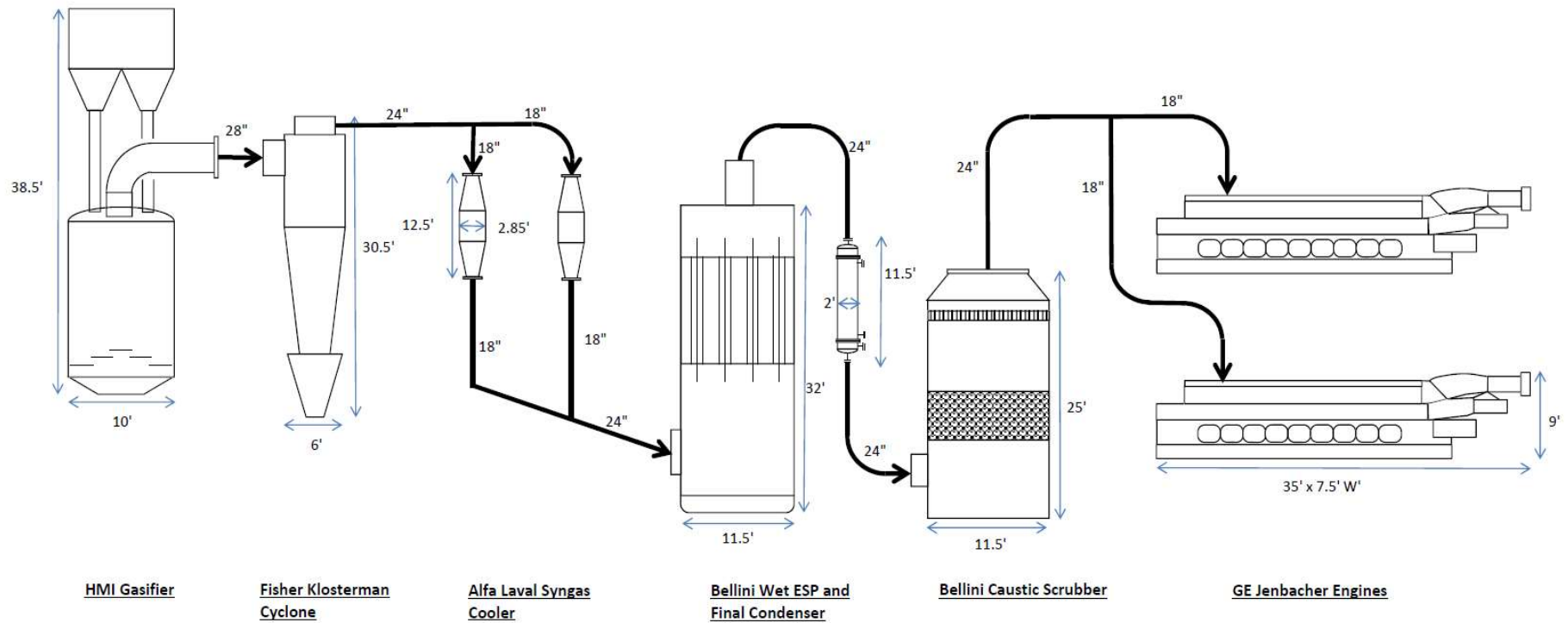




ALIGNMENT WITH DOE GOALS

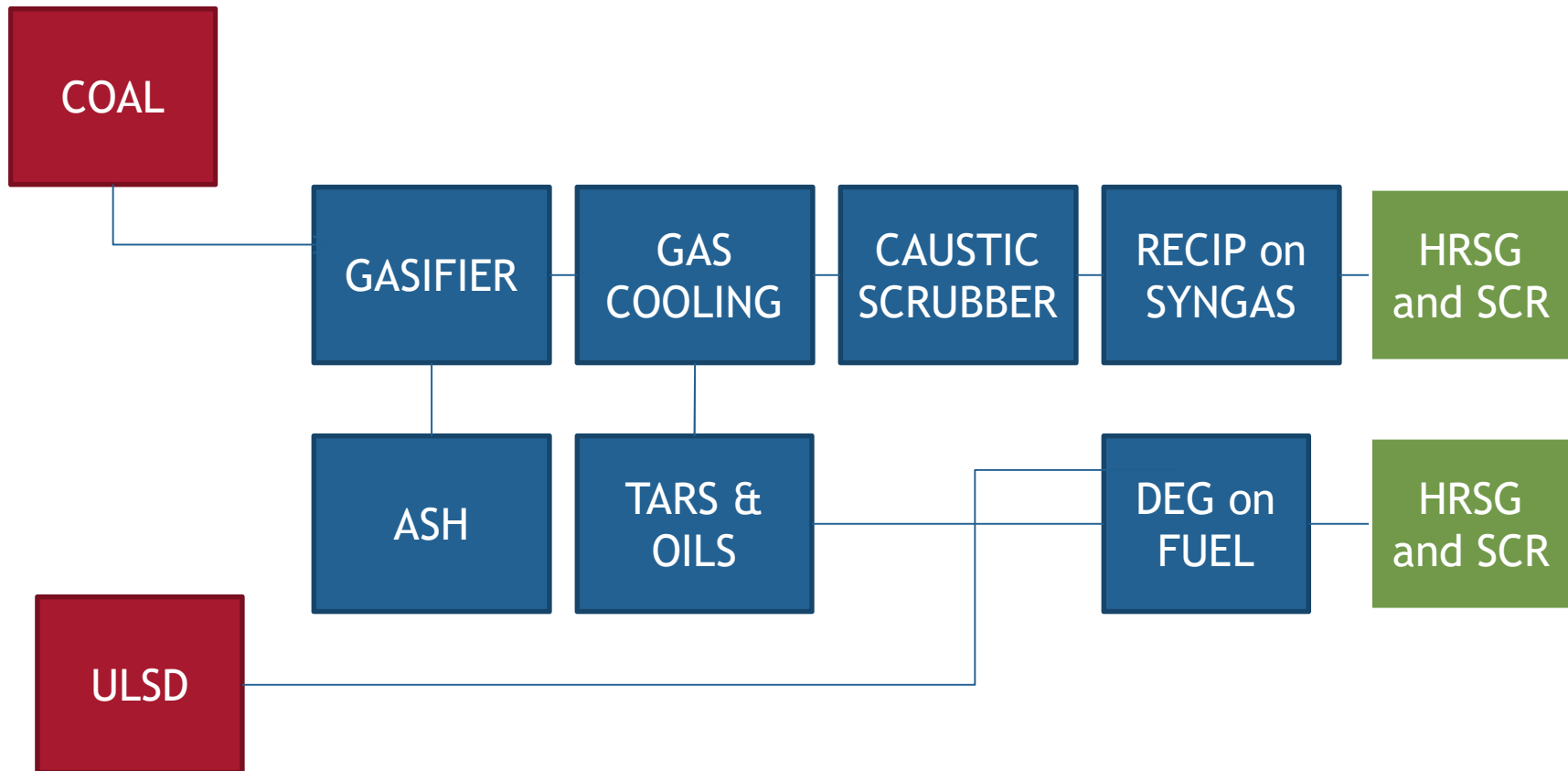
- ✓ Small—50-350 MW
 - ✓ This project: 18 MWe
 - ✓ First step toward “modularizing”
 - ✓ Near Zero Emissions
 - ✓ Built in a “Serious non-Attainment area for PM2.5”
 - ✓ Minimize water usage
 - ✓ Water cleaned up for greenhouse use
 - ✓ Capable of natural gas co-firing
 - ✓ Engines are easily convertible to firing natural gas or propane
 - ✓ Capable of high ramp rates
 - ✓ Designed for wind regulation
- Not specifically part of DOE’s stated goals, but noteworthy:
- ✓ Pyrolysis tars/oils can be used in diesel engines
 - ✓ Deigned to co-fire biomass

UAF'S MODIFIED DESIGN

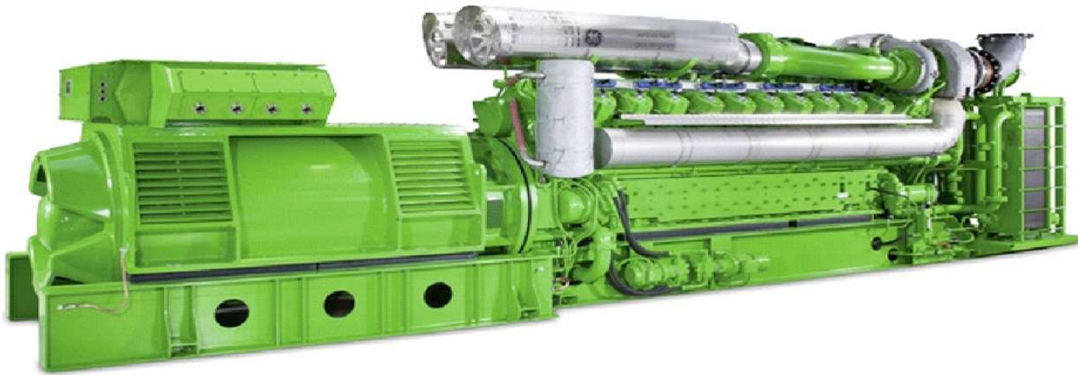




UAF'S MODIFIED DESIGN



THE EQUIPMENT





FOUND A HOME?





WHY COAL GASIFICATION?

COSTS FOR REGULATING 10 MWe OF WIND POWER

We will have updated numbers by Dec 31	Syngas Project (UAF)	Diesel (GVEA)	Natural Gas (not an option)
Capital Cost (option 3)	\$85 million	--	--
Fuel Costs + other O&M for 18 MWe	\$76.6/MWh (\$10/mmbtu)	\$147.2/MWh (\$15/mmbtu)	\$200/MWh (\$20/mmbtu)
Wind Regulation Costs (10 MWe regulating capacity)	\$3.1 M/yr (GVEA's cost to regulate wind with syngas)	\$6.5 M/yr (avoidable costs)	--
Total Generation (syngas and liquid fuels)	18 MW 10.0 MW avg 5 to 18 MW swing	240 MW 43.2 MW avg 35 to 48 MW swing	--
Efficiency, HHV	39%	<15% (turbines)	--

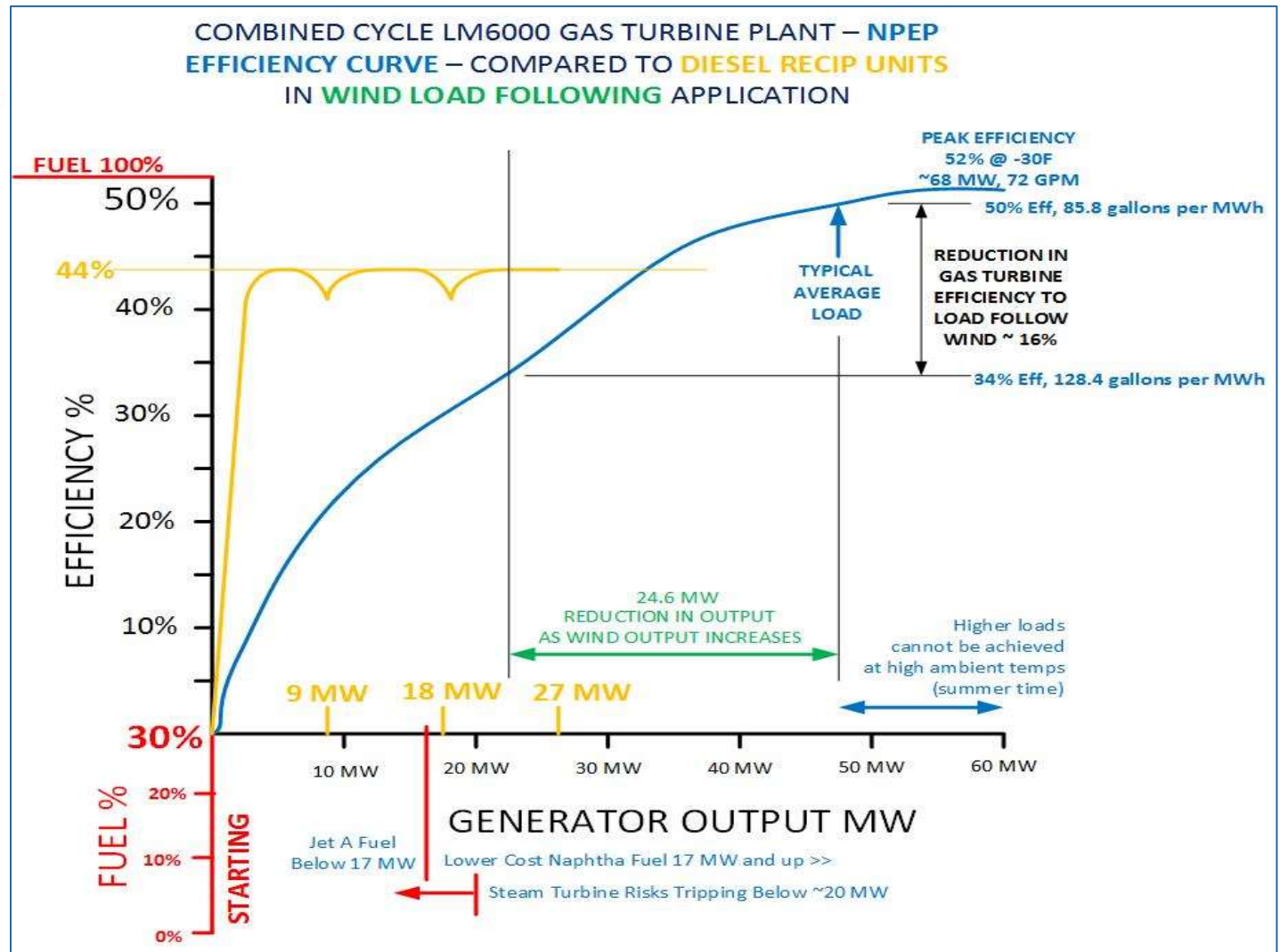


CITY FUEL USAGE

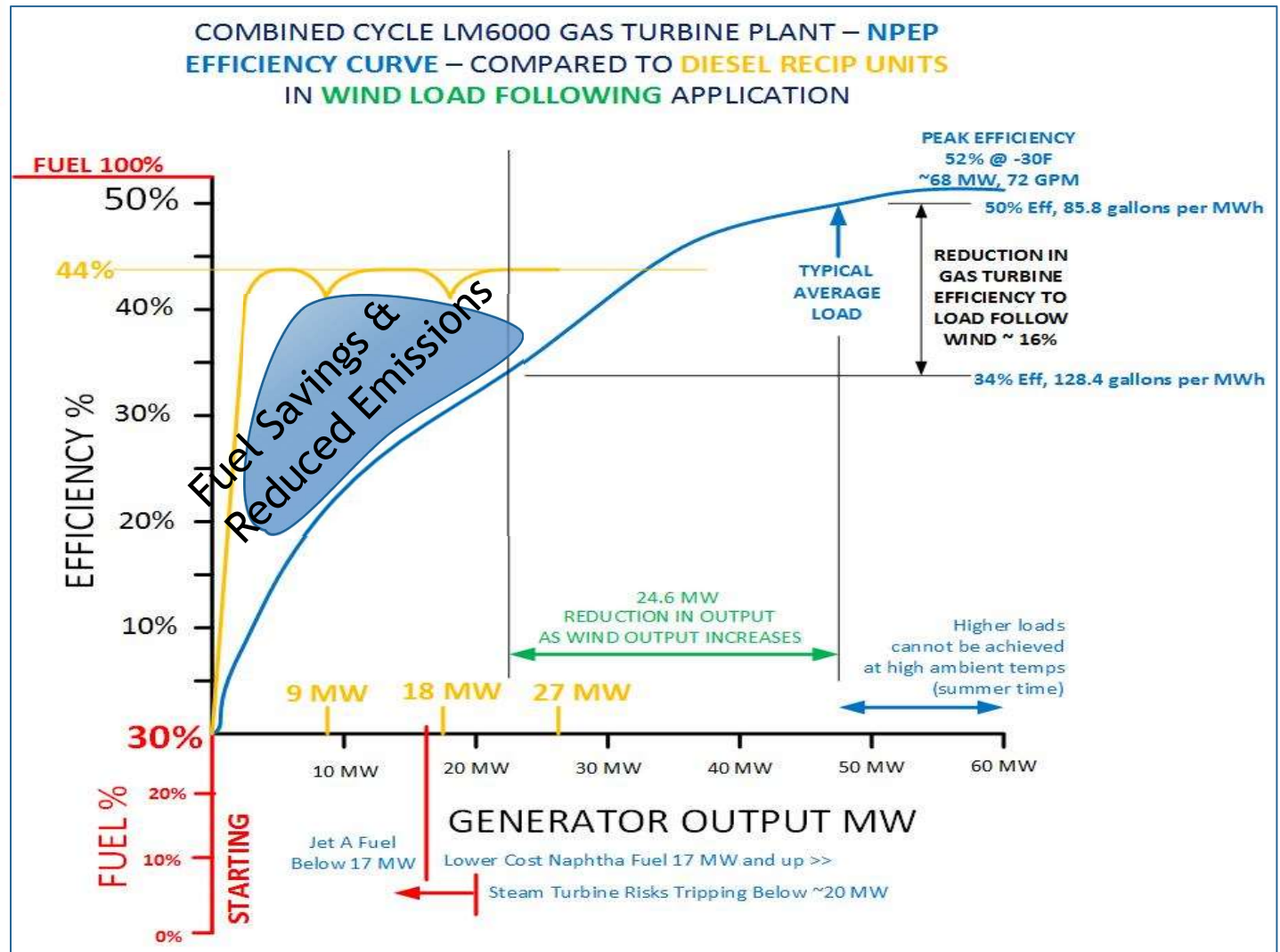
(FEB 2020)

City of North Pole Heating Fuel Usage (March 2020)	source:CNP & FNSB	<i>calculated</i>	<i>calculated</i>
Location	12 month usage (gallons)	Cost	MMBtu
City Hall, 125 Snowman Lane	5,026	\$ 12,565	704
Eighth Ave. Fire Well, 110 East 8th Avenue	1,599	\$ 3,998	224
Highway Park Pump Station, 2696 Mockler Avenue	1,659	\$ 4,148	232
North Pole Fire Department Garage, 113 Lewis Street	-	\$ -	0
North Pole Fire Station Annex, 243 1st Avenue	3,204	\$ 8,010	449
North Pole Fire Station, 110 Lewis Street	8,922	\$ 22,305	1,249
Police Station, 120 Snowman Lane	2,948	\$ 7,370	413
Public Works Building, 133 Lewis Street	3,761	\$ 9,403	527
Santa's Seniors Center, 101 E. 5th Avenue	3,735	\$ 9,338	523
Stillmeyer Water Pump Station, 810 Refinery Loop	1,474	\$ 3,685	206
Utility Garage, 2389 Homestead Road	4,732	\$ 11,830	662
Wastewater Treatment Plant, 961 Shellinger Street	7,412	\$ 18,530	1,038
Water Treatment Plant, 401 Snowman Lane	10,517	\$ 26,293	1,472
Well House, 791 Clear Water Court	1,273	\$ 3,183	178
Subtotal City of North Pole (reported in gallons)	56,262	\$ 140,655	7,877
Subtotal Westcott, NPHS, NPMS (CY 2019, reported in MMBtu)	85,257	\$ 213,143	11,936
Total Fossil Fuel Usage	141,519	\$ 353,798	19,813
	<i>Assumptions</i>	<i>\$2.50/gallon</i>	<i>0.14 MMBtu/gallon</i>

EFFICIENCY vs. LOAD



EFFICIENCY vs. LOAD





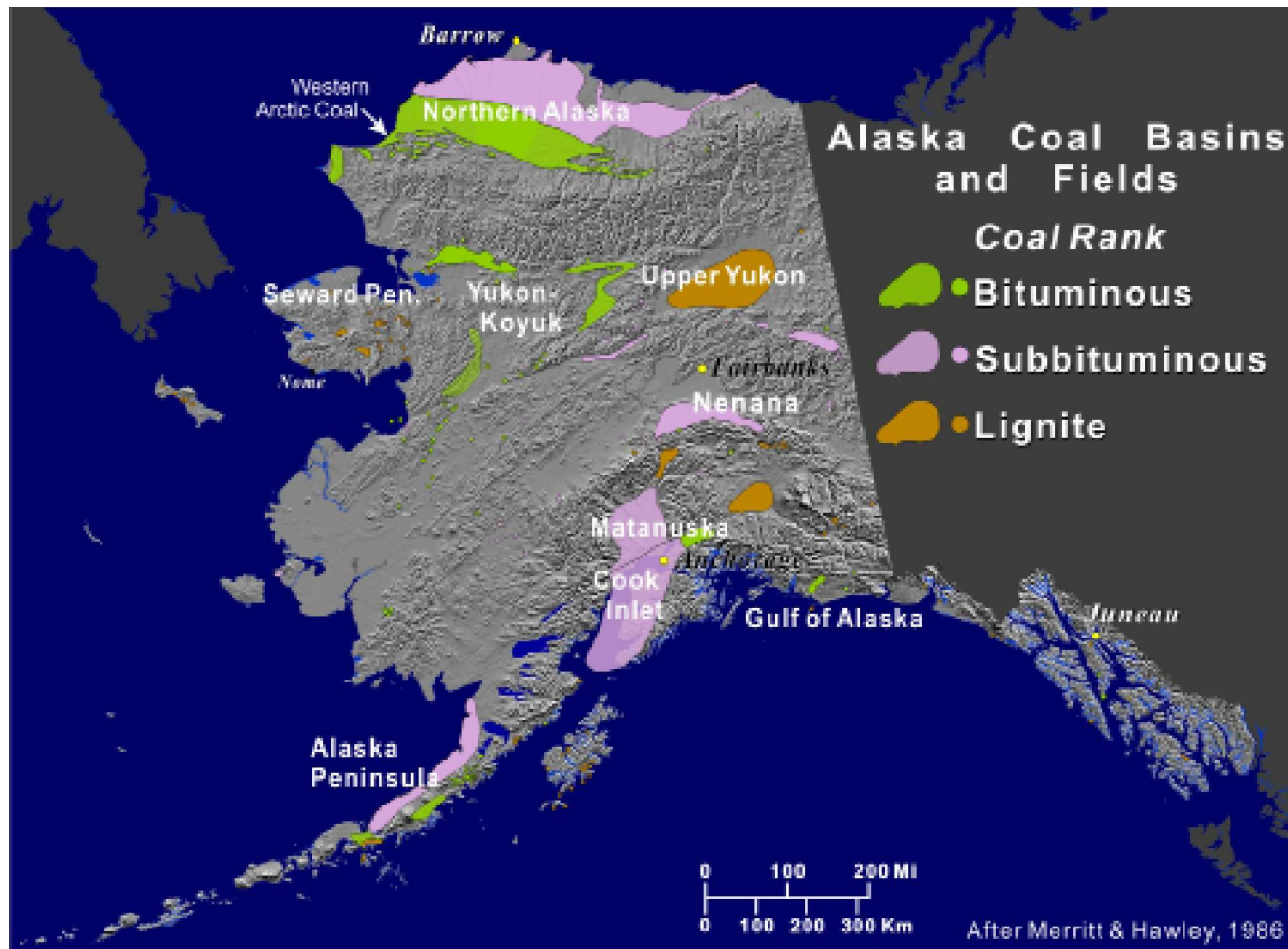
REGULATORY/PERMITTING

The EPA designated the Fairbanks vicinity as a “serious nonattainment area for PM_{2.5}”

- PM_{2.5} and precursors (NO_x, SO₂, volatile organic compounds, and ammonia) will be regulated under the nonattainment New Source Review
- Even with the most expensive emission control technology, this project is economical



AK-DGGS IDENTIFIED 37 VILLAGES WITH COAL NEARBY





RADICALLY ENGINEERED SYSTEM



- Make it work at 10 to 18 MWe
 - Economies of Scale working against us
- Make it work at village scale <2MWe
- Integrate with diesel infrastructure
- Make it work with biomass and waste products



USEFUL IN LOWER-48, TOO!



- Coal plants are best suited for baseload operation because it requires a long period to ramp up and to ramp down
- Syngas/Engine combinations has the potential for making coal a cost competitive resource meeting flexible energy demand and fluctuating generation



BUT MOST IMPORTANTLY ...POWER ALASKA'S INTERIOR





RISK FACTORS

- Except for the HMI Gasifier, all components are available commercially
 - HMI gasifier components are well understood and documented
- Emission controls could be *the* key factor to be addressed
 - Fairbanks is in an EPA designated “Serious non-attainment area for PM 2.5”
- Target price for selling to GVEA is 10¢-12¢ per kWhr; \$12/MMBtu for heat.



MEET THE TEAM

- Diane Revay Madden, NETL
- Brent J Sheets, UAF
- Rolf Maurer & Team, HMI
- Harvey Goldstein & Team, WorleyParsons
- Chilkoot Ward & David Fish, Aurora Energy
- Randy Hobbs, Hobbs Industries
- Alberto Pettinau, Sotacarbo
- Isaac Bertschi & Courtney Kimball, SLR
- Erica Betts, PDC





QUESTIONS?



Brent J Sheets

907-750-0650

bjsheets2@alaska.edu

<http://pdl.uaf.edu/>



CITY OF NORTH POLE, ALASKA

CLASSIFICATION & COMPENSATION STUDY

FINAL REPORT

- Job Surveys / Job Description Analysis •
- Classification System Analysis • Salary & Benefits Research •
- Recommended Changes & Impacts •



City of North Pole, Alaska
125 Snowman Lane
North Pole AK 99705
Attn: Mayor Mike Welch



MUNICIPAL SOLUTIONS®
EFFICIENCY TECHNOLOGY SAFETY

Municipal Solutions LLC
Local Government Services
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal

DRAFT

Prepared for:
City of North Pole, Alaska
125 Snowman Lane
North Pole AK 99705
Attn: Mayor Mike Welch

Prepared by:
Municipal Solutions LLC
Local Government Services
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal
devertsen@municipalsolutions.org
888-545-7333

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DRAFT

SECTION I: STUDY OVERVIEW & EXECUTIVE SUMMARY

Study Overview

Municipal Solutions, llc of Goodyear, AZ was hired to review the City of North Pole's employee pay classification and compensation system (salaries and benefits) to recommend improvements in the system. Our work was designed to be the instrument for finding and creating an appropriate baseline for adjusting salaries and compensation and appropriately forecasting and establishing employee salary and compensation expenditures for future years. Our team was tasked with reviewing the existing compensation system, analyzing research provided by other local governments, and discussing findings and recommendations with City administration which may include: *proposing a salary and compensation plan that is fair and equitable to employees, fiscally sound, and rewards performance, merit, and further education / training in addition to length of service.*

Goals of this project were:

- ✓ *Review the current pay and classification plan and policies and procedures to analyze strengths and limitations;*
- ✓ *Determine how well the plan meets organizational objectives and reflects current job content and organizational structure;*
- ✓ *Evaluate the current pay plan structure (i.e., number of pay grades, including recommended additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum and percentages between salary grades) against a 'market' of regional comparable public agencies;*
- ✓ *Recommend a strategy for potential improvements including methodologies and estimated costs for implementation and;*
- ✓ *Propose a professional certification incentive program to encourage career development and merit-based pay.*

The following benchmarks / milestones have been completed:

Item	Status Complete
Item 1: Management & Department Head Orientation; ongoing contact	100%
Item 2: Formal Job Audit of all Classified Positions	100%
Item 3: Classification System & Compensable Factors Analysis (<i>internal</i>)	100%
Item 4: Regional Salary & Benefits Study and Comparative Analysis (<i>external</i>)	100%
Item 5: Review Policy & Final Report with Management & Staff	75%*
Item 6: Finalization of the Report & Implementation Training	50%**

*To be adjusted after presentation / discussion of the draft Final Report with City Council.

**To be completed after presentation of Final Report.

This analysis is nearly complete and is provided as a *draft* Final Report with the recommendations that the City should discuss before adopting.

Executive Summary <pending>

DRAFT

Special thanks to the following individuals for developing the necessary personal contacts and for ongoing assistance of:

- **Mike Welch**, *Mayor* for facilitating open access to all employees, and for his patience with the length of the study & report completion process.
- **Aaron Rhoades**, *City Clerk / Human Resources Director* for his diligence and success in obtaining necessary salary & benefits data from some local governments.
- **Tricia Fogarty**, *Finance Director* for her patience with the data analysis and frequent financial questions for clarification on policy.
- **Suzanne Tungate**, *Senior Associate*, **Alan Larson**, *Senior Analyst* and **Cristian Morelli**, *Analyst* for their diligence in in contacting, obtaining and analyzing salary and benefits data from public agencies.

DRAFT

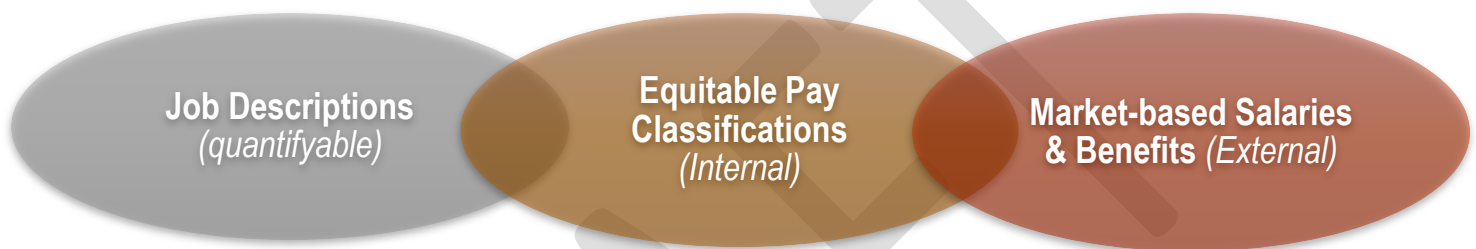


SECTION II: APPROACH & METHODOLOGY

Essential links in Employee Classification & Compensation Systems

Every organization has functions which need to be performed. How those functions are organized and assigned are essential questions to any HR / Salary / Organizational Analysis. Once the key functions of an organization have been determined and an organizational structure created and implemented, it is necessary to create job descriptions detailing the work which must be performed to achieve the intended outcomes of an organization. Determining appropriate rates of pay for all job classifications is critical prior to hiring new employees.

Illustration #1: The Modern Classification & Compensation System

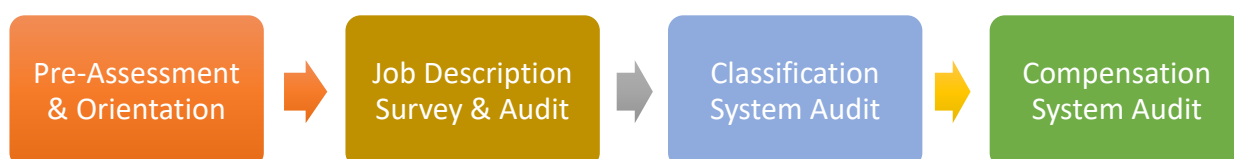


Modern Classification & Compensation Systems in local government are critically linked by three 'systems': *job descriptions, classification system and market-based salary ranges*. Under these modern systems, job descriptions contain specific (and quantifiable) language to help distinguish one position among all other positions and create an internal hierarchy. This hierarchy becomes the classification system. With a classification system in place, market-based salary range data is obtained and used to provide a basis for assigning salary ranges to the classifications. Once a compensation system is complete, these systems must be managed effectively, or pay inequities will stem from one or more of these three areas.

The 4-Phase Analysis

All cities and counties have positions which have equity issues that are not simple to resolve. These issues cannot be addressed with a simply market study. Many issues relating to classification and compensation are complex and interrelated which is why our audit includes 4 elements. To avoid potential for error, assure accuracy, and restore any imbalance in existing classification and compensation systems, our four-phase analysis involves: *Pre-assessment, Job Survey and Job Description Audit, Compensable Factors Analysis and Market Wage & Classification Analysis*.

Illustration #2: Our 4-Phase Analysis



Our approach on this project follows a standard process we have used in more than 50 compensation and classification studies. The steps are:

Analysis Phase 1: Pre-Assessment & Management Orientation

Analysis Phase 2: Job Description Survey & Audit

Analysis Phase 3: Classification Audit: Compensable Factors Analysis (*internal*)

Analysis Phase 4: Compensation Audit: Regional Salary & Benefits Study (*external*)

Upon completion of the analysis phases, the following activities work towards completion of the Final Report and Implementation of consultant recommendations

Policy Review & Preliminary review with Management & Staff

Report Finalization & Implementation Training on Phase-in Plan

Each step is explained in detail on the following pages.

PHASE 1: PRE-ASSESSMENT & MANAGEMENT ORIENTATION

The consultant team gathered information from City staff and reviewed a wide-range of information to better understand the operations of the City of North Pole, necessary to meet the goals and objectives of the study.

Our project team met *virtually* with the Mayor and Department Managers in early October to review the objectives of the project and to establish an effective timeline for deliverables. Together, they reviewed the purpose of the study, the process to be followed, and the importance of employee their participation in the study.

The initial meeting was followed by job surveys to each employee to clarify appropriate compensable factors and duties, a salary and benefits survey was sent to primary communities, and numerous face-to-face and telephone interviews with staff from these communities were conducted to answer questions and clarify all data. Active participation of Senior Management was essential to the success of the results and recommendations of this report.

Issues and concerns that were very important to Staff brought up during this initial meeting and in follow-up conversations have been discussed, investigated and considered throughout our work and our analysis to date. Concerns of the City's Management Team regarding this study – including regional factors and characteristics of unique positions - have been incorporated into this Final Report.

PHASE 2: JOB DESCRIPTION SURVEY & AUDIT

Consultants administered the Job Description surveys and conducted face-to-face (Zoom) interviews with all Department Heads as part of the job description analysis and revision, as well as administering the classification analysis. The Job Surveys / Job Audits are designed to be rapid and complete with minimal imposition from employees' daily routine.

As part of the Compensable Factors analysis, consultants reviewed more than 114 job descriptions (various versions and dates) to obtain a clearer understanding of levels of education, knowledge, experience, reporting relationships, working environment and level of physical and mental effort to be expected. This information was valuable in assuring accuracy of Market Study comparisons but it also extremely valuable for the following reasons:

1. Clarifying duties, responsibilities and reporting relationships of each position;
2. Providing Management the ability to hold employees accountable;
3. Providing Management the ability to take necessary disciplinary actions and reduce risk of legal action; and
4. Providing a reliable basis for evaluating the position for salary increases.

Job Survey Results were used to determine which positions performed certain municipal functions to ensure that the most appropriate comparison was used.

We asked employees in those positions to respond to a series of questions regarding the current required levels of knowledge, skills, abilities, education and other factors their *position* requires. This was completed by nearly all employees within 3-4 days.

Job Surveys completed by each employee helped to determine the appropriate levels of education, knowledge, experience for each position. Management employees were asked to identify the position's levels of skill (*education, experience, and knowledge*), responsibility (*budget, operations, and interpersonal work*) and community (*networking*), and non-management employees identified the level of effort (*physical and mental demand*) and working conditions to be expected in their position. Each job survey was weighted and scored, and the data was used to evaluate whether certain classifications were internally equitable or needing adjustment.

Job audits were necessary to:

- ✓ Create a simulated Classification System of all North Pole positions;
- ✓ Analyze the existing Classification System for inequities;
- ✓ Recommend adjustments and corrections to assure clarity and accountability within an updated Classification System;
- ✓ Establish fair and equitable pay ranges to assure employees are assigned to the most appropriate pay classification; and
- ✓ Reduce the risk the City might otherwise experience in human resource litigation.

We used this information to:

- Determine if the hierarchical relationships between classified positions are appropriate; and
- Determine which positions are properly and improperly classified.

Revisions to job descriptions – while not part of this assignment – should be completed per the recommendations in this study, and in conjunction with the approval and adoption of the new classification system and pay ranges.

Results of the Job Audit are displayed in the Compensable Factors Analysis in the supplemental documents and Appendices.

PHASE 3: CLASSIFICATION SYSTEM AUDIT: COMPENSABLE FACTORS ANALYSIS

In addition to its future use in creating new job descriptions, data collected from the Job Surveys was used in determining appropriate levels of compensation. A **Compensable Factors** tool was used to allow a comparison of different positions within the City's organization. Each position was evaluated, ratings were assigned and a total score developed for each position. Discussions with Department Heads further clarified the scores. (See Tables 1 & 2 below for illustrations and Appendix A for complete details). Results allowed us to:

- Determine whether a position's associated salary range was appropriately assigned,
- Determine whether certain changes to existing classifications should be considered,
- Determine (with the market salary results) whether all positions are correctly compensated, and
- Recommend adjustments to the current Classification System.

Table 1: Compensable Factors: Weighted Factors

Management: Weighted Factors					
Factors	Degrees	1st	2nd	3rd	
Skill					
1 Education		12.5	25.0	50.0	
2 Experience		15.0	30.0	60.0	
3 Knowledge		17.5	35.0	70.0	
Responsibility					
4 Budget		10.0	20.0	40.0	
5 Oversee Operations		6.3	12.5	25.0	
6 Work with others		6.3	12.5	25.0	
Community					
7 Networking		12.5	25.0	50.0	
		80.0	160.0	320.0	

non-Management Weighted Factors					
Factors	Degrees	1st	2nd	3rd	
Skill					
1 Education		7.5	15.0	30.0	
2 Experience		12.5	25.0	50.0	
3 Knowledge		15.0	30.0	60.0	
Effort					
4 Physical Demand		10.0	20.0	40.0	
5 Mental Dem and		7.5	15.0	30.0	
Job Conditions					
6 Working Conditions		12.5	25.0	50.0	
		65.0	130.0	260.0	

Table 2: Compensable Factors for Comparison & Classification:
Management positions (sample)

Management Range:		Skill						Responsibility						Community		
		Education		Experience		Knowledge		Budget & Finance		Oversee operations		Work w/ others		Networking		
Position	Total Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	320		12.50		15.00		17.50		10.00		6.25		6.25		12.50	320
Reserved	310		12.50		15.00		17.50		10.00		6.25		6.25		12.50	310
Reserved	300		12.50		15.00		17.50		10.00		6.25		6.25		12.50	300
City Accountant / CFO	295	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	295
Police Chief	295	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Fire Chief	295	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Director of City Services	282.50	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Deputy City Manager (proposed new)	282.50	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Reserved	270		12.50		15.00		17.50		10.00		6.25		6.25		12.50	270
City Clerk / HR Manager / PIO	262.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
HR Director / PIO (proposed new)	262.50	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
Deputy Fire Chief	250	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Police Lieutenant	250	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Senior Accountant (proposed new)	245	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	245
City Clerk (proposed new)	232.50	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	232.50
Police Sergeant	221.25	2	25.00	3	60.00	3	70.00	1	10.00	1	6.25	3	25.00	2	25.00	221.25
Reserved	210		12.50		15.00		17.50		10.00		6.25		6.25		12.50	210
Reserved	200		12.50		15.00		17.50		10.00		6.25		6.25		12.50	200

Using the common language of the Job Surveys, all job descriptions can be standardized and the Compensable Factors System can be easily understood and maintained by the City staff in the future. The Job Surveys should be used (a) whenever a new or restructured position is considered, and (b) when a position is considered for re-classification.

A more complete explanation of the Job Survey, Classification System, and the Compensable Factors and their application is included in the supplemental information in the Appendix.

4. COMPENSATION AUDIT: REGIONAL SALARY & BENEFITS STUDY

With the necessary evaluation tools in place, our consultants contacted the appropriate comparable communities previously proposed by Municipal Solutions and approved by senior management. Benefit, job classification and salary range information were gathered from the following communities based on:

- Regional proximity to the City of North Pole,
- Similarity to the City in budget, population size and tax base, and
- Similarity in services provided.

Obtaining data from other cities and agencies is always a challenge. Obtaining salary and benefits information requires direct and often constant contact with each of the agencies. Our consultants personally contacted representatives in each of the primary communities and asked them to send a copy of their Pay Classifications / Grades and full details on employee Benefits. Obtaining comparison data for most of the positions was not easy but most communities were able to provide the information while being limited on staff resources.

Some agencies took between 2-3 months to provide us any usable salary or benefits data – despite committing to do so. Due to the timing of budget preparation in Alaska, COVID-19, and the variable nature of data gathering in general, our efforts exhaustive and to ensure that proper comparisons were appropriately identified, and enough comparisons were received for statistical significance. Only in two instances did we encounter an unwillingness to accommodate the request for information. This report reflects the most current salary and benefits data we could acquire.

Initially, consultants and analysts contacted the following communities to be used as primary comparisons which included:

Table 3: Cities, Towns, Counties, and Organizations Surveyed

<u>Primary Cities</u>		<u>Alternate Agencies</u>	
City of Bethel	City of Cordova	City of Fairbanks	City & Borough of Juneau
Borough of Bristol Bay	Borough of Haines	Central Matsu Fire Dept.	Borough of Fairbanks North Star
City of Homer	City of Kenai	UAF Police Department	Fairbanks International Airport PD
City of Ketchikan	City of Kodiak	Fort Wainright	Fort Greeley
Borough of Kodiak Island	City of Palmer	Clear Air Station	
City & Borough of Sitka	City of Soldotna		
City of Valdez	City of Wasilla		
City & Borough of Wrangell			

Most of the cities and towns we gathered information from had a formalized pay or compensation plans. Their step systems – grades ranges – varied widely among these local governments. Some have multiple pay and compensation plans for collective bargaining units. Some local governments only reported actual pay – which is noted in the ‘notes’ column of the report. Most communities we observed appeared to distribute key municipal functions in a manner which compare to most positions in North Pole. Most of the local governments had a *very close* comparisons / matches for each of North Pole’s. In several instances, some cities job classifications lacked sufficient data, sufficient comparables, or positions didn’t appear appropriate to use as a comparison. While all positions don’t always clearly align with a counterpart position in North Pole, careful analysis of the materials provided and follow-up with local government representatives – and North Pole Department Heads – helped to assure close apples-to-apples comparisons were used.

In the event that a classified North Pole position lacked fewer than 6 comparables in other communities, data from the alternate communities were examined and relevant information was included from comparable positions as appropriate. If after examining the primary and alternate communities failed to produce a comparable salary position comparison, the Compensable Factors analysis absorbs the rare positions and helps determine a close comparison for internal classification.

Ms. Tungate, Mr. Larson and Mr. Morelli also assisted in direct communication with each comparator municipalities and special agencies. Overall, the consulting team was responsible for:

1. obtaining data from each of the participating cities and agencies,
2. performing data entry,
3. contact with communities to ensure enough accurate data was collected, and
4. assisting in the entry of salary and benefits data and analysis.

Some agencies have opted not to provide any information while others provided full policies and collective bargaining agreements and studies – some consisting of more than 500 pages. Data was not received from all agencies.

This report addresses only the analysis of current versus market average salaries for most classified positions. Where consultants were unable to identify enough comparable positions, benchmarking will occur through the use of the Compensable Factors Analysis Tool in recommending an appropriate salary range.

Policy Discussion & Preliminary Review with Management & Staff (complete)

Throughout the project, we continued to have ongoing meetings with the City Clerk, Finance Director, Police Chief, Fire Chief, Deputy Fire Chief, City Accountant and Mayor to review the findings of this report and ‘dial-in’ the accuracy and relevancy of the findings of our analysis. Where verification identified errors in the job descriptions, job classifications, or salary research corrections, these issues were discussed and considered. Where an organizational structure, job description, classification or pay / grade system from another city illustrates an alternative, we have incorporated these changes into our recommendations.

Policy Discussion & Final Review with Council & Staff (pending)

As with many of our studies, we anticipate a Work Session with the Council upon delivery of the Final Report – whether during a regular meeting or in a special session – to provide Council Members the opportunity to understand what the data is telling us, to allow the public an opportunity to learn about the ‘true value’ of a public servant, and why we recommended what we recommend.

This *draft* Final Report represents the ‘reportable’ efforts of the consultant’s efforts and is intended for *final* discussion with City Administration before final adoption. After any remaining feedback has been the consultant’s presentation to the City Council – either from Councilmembers or Employees, final adjustments will be made to the recommendations and incorporated into the submitted version of the Final Report.

Report Finalization & Implementation Training (pending)

Final training on the implementation of the new system occurs after the Final Report has been presented and approved. As implementation can be a challenge – particularly if salary adjustments, freezes, increases or changes to benefits plans are recommended - we expect to discuss our recommendations with the Council to put them into context with the current financial and economic conditions of the City.

Once the new system has been determined suitable for the City, key employees will need to be trained on its implementation and sustainability. Training on the new system – including use of all tools, surveys, spreadsheets will be made available to designated key staff who will be designated as custodians of these materials. The HR Director and Finance Director are generally recommended. Consultants will go through all materials and make sure implementation of recommendations is efficient. Effective and sustainable.

Specific employees – most likely the HR Manager and City Accountant will become the custodians and guardians of the new system. We will conduct training of each element to assure the most effective implementation and utilization of the new Classification System and Pay Ranges to assure the highest the benefits to staff and assuring the long-term success.



SECTION III: FINDINGS & RECOMMENDATIONS

1. Job Descriptions: Inconsistent, Missing or Obsolete Job Descriptions.

- a. All positions need current descriptions. Many of the job descriptions for the 26 classifications do not follow a common form or format. Some appear to have been updated in several years. Key functions, duties and relationships in some job descriptions were confusing and unclear to existing employees and managers. Many are not consistent with the duties the employee currently performs, and the necessary skill levels, education, level of knowledge and experience required for the position. This was evidenced by the additional duties and responsibilities provided to us by staff during the Job Survey process. Some descriptions required re-working and/or were out of date with respect to standard terminology.

Recommendation: With multiple or redundant versions of some Job Description, consolidation of some descriptions is recommended.

2. Job Descriptions: Some are not FLSA / ADA compliant.

- a. Some of the Job Descriptions appear to have been updated recently and nicely correlate with one another in form and format, many do not appear to have been updated in several years.

Examples:

- b. Sections of some job descriptions misinterpret key language of the ADA to include the entire job duties as Essential Job Functions and as a result, many descriptions are not consistent with the requirements of the Fair Labor Standards Act (FLSA) and the American with Disabilities Act (ADA) exposing the City to potential liabilities.

Examples:

Recommendations: Job descriptions need to be streamlined to avoid unnecessarily complicating the document, providing clarity to employees, accountability in reporting relationships, and minimize risk/exposure to the City.

3. Job Descriptions: Duties & Responsibilities vs. Essential Functions.

- a. Some Job Descriptions contain duties and responsibilities which are not essential, while other job descriptions omit critical data. Cross department assignments or distinguishing characteristics of positions with similar titles are unclear, and in some instances reporting relationships are also unclear.

Examples:

Recommendation: Same as #2 above.

4. **Job Descriptions: Not linked to empirical classification system.** Current Job Descriptions are not uniformly tied to compensation with any empirical method. Without a method of tying job descriptions to the classification empirically, human-error and time can cause misclassifications and establishment of inappropriate rates of pay.

Recommendation: Adopt the recommended Classification System. See #6 below.

5. **Job Classifications: Not Enough unique Pay Classifications.**

After careful review, interviews and examination of job descriptions it was determined that some current Job Classifications warrant separate classifications. Creating separate classifications minimizes the potential for narrow-banding some jobs that are uniquely different which creates classification and pay inequity. **Examples:**

Recommendation: Adopt the recommended Classification System. See #6 below.

6. **Job Classifications: Classification inequities exist.**

- a. The City's current Classification System inequitably bands some of the 24 positions narrowly into 15 separate classifications. There is no clear distinction for Management and non-Management positions, and the existing classification system does not appear allow for easy evaluation of a position according to a common set of 'compensable factors.'

Table 4: Existing North Pole Classifications & Grades

Position	Classification	Range 1 (Minimum)	Range 2	Range 3	Range 4	Range 5	Range 6	Range 7	Range 8	Range 9	Range 10	Range 11	Range 12	Range 13	Range 14	Range 15	Range 16	Range 17	Range 18	Range 19	Range 20 (Maximum)
Mayor	15	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750	5750
Police Chief	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
Fire Chief	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
City Clerk/HR	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
City Asst.	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
Director of City Sys.	14	4558	4695	4836	4981	5130	5284	5442	5606	5774	5947	6126	6309	6499	6694	6894	7101	7314	7534	7760	7992
		26.30	27.09	27.90	28.74	29.60	30.49	31.40	32.35	33.32	34.32	35.35	36.41	37.50	38.62	39.78	40.97	42.20	43.47	44.77	46.12
Police Lt.	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363
Dep Fire Chief	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363
Public Works Supervisor	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363
Utility Supervisor	13	4199	4325	4455	4588	4726	4868	5014	5164	5319	5479	5643	5812	5987	6166	6351	6542	6738	6940	7149	7363
		24.23	24.96	25.71	26.48	27.27	28.09	28.95	29.80	30.69	31.61	32.56	33.54	34.55	35.58	36.65	37.75	38.88	40.05	41.25	42.49
Police Sergeant	12	4077	4199	4325	4455	4589	4726	4868	5014	5165	5320	5479	5644	5813	5987	6167	6352	6542	6739	6941	7149
		23.52	24.23	24.95	25.70	26.47	27.27	28.06	28.93	29.79	30.69	31.61	32.56	33.53	34.54	35.58	36.64	37.74	38.87	40.04	41.24
Police Detective	11	3945	4063	4185	4311	4440	4573	4711	4852	4997	5147	5302	5461	5625	5793	5967	6146	6331	6520	6716	6918
		22.75	23.43	24.14	24.86	25.61	26.37	27.16	27.98	28.82	29.68	30.57	31.49	32.44	33.41	34.41	35.44	36.51	37.60	38.73	39.89
Police Officer	10	3838	3953	4072	4194	4320	4449	4583	4720	4862	5008	5158	5313	5472	5636	5805	5979	6159	6344	6534	6730
		22.14	22.80	23.49	24.19	24.92	25.67	26.44	27.23	28.05	28.89	29.75	30.65	31.57	32.51	33.49	34.49	35.53	36.59	37.69	38.82
Utility Operator	9	3708	3819	3934	4052	4173	4299	4428	4560	4697	4838	4983	5133	5287	5445	5609	5777	5950	6129	6313	6502
		21.39	22.03	22.69	23.37	24.07	24.80	25.54	26.31	27.10	27.91	28.75	29.61	30.50	31.41	32.35	33.32	34.32	35.35	36.42	37.51
Public Works Assistant	8	3515	3620	3729	3841	3956	4075	4197	4323	4453	4586	4724	4866	5012	5162	5317	5476	5641	5810	5984	6164
Utility Assistant	8	3515	3620	3729	3841	3956	4075	4197	4323	4453	4586	4724	4866	5012	5162	5317	5476	5641	5810	5984	6164
		20.27	20.88	21.50	22.15	22.81	23.50	24.20	24.93	25.68	26.45	27.24	28.06	28.90	29.77	30.66	31.58	32.53	33.50	34.51	35.54
Records Mgr/Archivist	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478
AR, AP, Utility Billing Clerk	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478
Admin Asst Evidence Cust/Dispr	7	3124	3218	3314	3414	3516	3622	3730	3842	3957	4076	4198	4324	4454	4588	4725	4867	5013	5163	5318	5478
		18.02	18.56	19.12	19.69	20.28	20.89	21.52	22.16	22.83	23.51	24.22	24.94	25.69	26.46	27.26	28.07	28.92	29.78	30.68	31.60
Fire Captain	6	4077	4199	4325	4455	4589	4726	4868	5014	5165	5320	5479	5644	5813	5987	6167	6352	6542	6739	6941	7149
39 day cycle		17.70	18.23	18.78	19.34	19.92	20.52	21.13	21.77	22.42	23.09	23.79	24.50	25.24	25.99	26.77	27.58	28.40	29.26	30.13	31.04
Fire Lieutenant	5	3952	4060	4171	4297	4426	4558	4695	4836	4981	5130	5284	5443	5606	5774	5948	6126	6310	6499	6694	6895
		17.07	17.58	18.11	18.65	19.21	19.79	20.38	20.99	21.62	22.27	22.94	23.63	24.34	25.07	25.82	26.59	27.39	28.21	29.06	29.93
Fire Engineer	4	3838	3953	4072	4194	4320	4449	4583	4720	4862	5008	5158	5313	5472	5636	5805	5979	6159	6344	6534	6730
		16.66	17.16	17.67	18.20	18.75	19.31	19.88	20.49	21.10	21.74	22.39	23.06	23.75	24.47	25.20	25.96	26.73	27.54	28.36	29.21
Police Officer/Recruit	3																				
Wage at Academy		15.00																			
Firefighter	2	3347	3447	3551	3657	3767	3880	3996	4116	4240	4367	4498	4633	4772	4915	5063	5215	5371	5532	5698	5869
		14.53	14.97	15.41	15.88	16.35	16.84	17.35	17.87	18.41	18.96	19.53	20.11	20.72	21.34	21.98	22.64	23.32	24.02	24.74	25.48
Outline Firefighter	1																				
		12.32																			

- b. Job classifications do not appear to tie directly to a standardized set of 'compensable factors' for management and non-management including: education, experience or knowledge required to perform the position requirements, physical, mental and networking responsibilities, and fiduciary and personnel (management) responsibilities (if any). See Table 5a & 5b (below).
- c. Some employees within the same classification appear to be performing uniquely different work or have significantly different compensable factors (certifications and / or skills, education, etc.) warranting a separate classification.

Examples: More than one individual performing the duties of Utility Operator clearly have different functions due to a higher certification and experience with electronics. Utility Assistant is similarly observed.

- d. Based on the Compensable Factors Analysis, some of the pre-existing positions appeared to be mis-classified and are either under-classified with the duties actually being performed or over-classified by the duties assigned or being performed. This is illustrated in the Current Class / Grade column of Tables 6a & 6b (below).

Example: One management position - the City Clerk has a current class / grade of 14 – similar to Police Chief, Fire Chief, and City Accountant / CFO, however the Compensable Factors Analysis illustrates significant differences which would require it to be classified at a lower classification. Also, several non-Management positions appear grossly misclassified including: Fire Captain, Public Works Assistant, Police Officer Recruit, Firefighter / EMT, Firefighter Recruit, Fire Engineer, Utility Assistant and Evidence Custodian.

Table 5a: Classification Analysis for Management Positions

Management Range:	Skill						Responsibility						Community		
	Education		Experience		Knowledge		Budget & Finance		Oversee operations		Work w/ others		Networking		
Position	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
City Accountant / CFO	3	50.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	2	25.00	295
Police Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Fire Chief	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	3	25.00	3	50.00	295
Director of City Services	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Deputy City Manager (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	3	25.00	2	12.50	3	50.00	282.50
Reserved		12.50		15.00		17.50		10.00		6.25		6.25		12.50	270
City Clerk / HR Manager / PIO	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
HR Director / PIO (proposed new)	2	25.00	3	60.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	262.50
Deputy Fire Chief	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Police Lieutenant	2	25.00	3	60.00	3	70.00	2	20.00	3	25.00	3	25.00	2	25.00	250
Senior Accountant (proposed new)	2	25.00	3	60.00	3	70.00	3	40.00	2	12.50	2	12.50	2	25.00	245
City Clerk (proposed new)	2	25.00	2	30.00	3	70.00	2	20.00	2	12.50	3	25.00	3	50.00	232.50

Table 5b: Classification Analysis for non-Management Positions

Non-Management Range:	Skill						Effort (Demand)				Job Conditions		
	Education		Experience		Knowledge		Physical		Mental		Working Conditions		
Position	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Total Points
Reserved	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	250.00
Utility Supervisor	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	245.00
Police Sergeant	3	30.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	260.00
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	220.00
Public Works Supervisor	2	15.0	3	50.0	2	30.0	3	40.0	3	30.0	3	50.0	215.00
Fire Captain	2	15.0	3	50.0	3	60.0	3	40.0	3	30.0	3	50.0	245.00
Public Works Assistant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Fire Lieutenant	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
Building Technician	2	15.0	3	50.0	3	60.0	2	20.0	2	15.0	2	25.0	185.00
Fire Engineer	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
Utility Operator (Operator I & II proposed)	2	15.0	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	170.00
City Planner (proposed)	3	30.0	2	25.0	3	60.0	1	10.0	3	30.0	1	12.5	167.50
Firefighter / EMT	1	7.5	2	25.0	2	30.0	2	20.0	3	30.0	3	50.0	162.50
Police Officer	2	15.0	2	25.0	2	30.0	3	40.0	3	30.0	3	50.0	190.00
AP Tax & License Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	145.00
AR / Utility Billing Clerk (revised)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	2	25.0	145.00
Police Officer Recruit	2	15.0	1	12.5	2	30.0	3	40.0	3	30.0	3	50.0	177.50
Utility Assistant II (proposed)	1	7.5	1	12.5	1	15.0	3	40.0	2	15.0	3	50.0	140.00
Fiscal Accounting / Fund Accounting	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Deputy Clerk (proposed)	2	15.0	3	50.0	2	30.0	1	10.0	2	15.0	1	12.5	132.50
Firefighter Recruit (proposed)	2	15.0	1	12.5	1	15.0	2	20.0	2	15.0	3	50.0	127.50
Records Manager / Archivist	2	15.0	2	25.0	2	30.0	1	10.0	3	30.0	1	12.5	122.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	110.00
Executive Assistant (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Utility Assistant I	1	7.5	1	12.5	1	15.0	3	40.0	1	7.5	3	50.0	132.50
Administrative Assistant PWD (proposed)	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Police	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Administrative Assistant Fire	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Records Preparation Clerk	2	15.0	2	25.0	2	30.0	1	10.0	2	15.0	1	12.5	107.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	90.00
General Laborer (Summer Help)	1	7.5	1	12.5	1	15.0	2	20.0	1	7.5	2	25.0	87.50
Receptionist Admin	1	7.5	1	12.5	1	15.0	1	10.0	2	15.0	1	12.5	72.50
Reserved		7.5		12.5		15.0		10.0		7.5		12.5	60.00

Without standardized language to be included in Job Descriptions, it is very difficult to maintain pay equity (fairness) among positions and puts the City at risk / exposure. Adopting a 'measurable', transparent and standardized classification system will ultimately allow the City to (a) assign an appropriate pay range for adjusted classifications, (b) assure appropriate compensation for all employees, (c) accurately forecast financial impact of salaries over multiple budget years, and (d) minimize risk / exposure to the City.

Below is the recommended new classification system – which has been tested against the Market (illustrated later).

Table 6b: Broadbanding of Current & Proposed Pay Grades: Management
(w/ proposed grade changes)

Management Positions	Total Points	PROPOSED Range	Current Class / Grade	PROPOSED Grade
Reserved	320	320		25
Reserved	310	310-319		24
Reserved	300	300-309		23
Police Chief	295	290-299	14	22
Fire Chief	295		14	
City Accountant / CFO	295		14	
Deputy City Manager (proposed new)	282.50	280-289	15	21
Director of City Services	282.50		14	
Reserved	270	270-279		20
City Clerk / HR Manager / PIO	262.50	260-269	NEW	19
HR Director / PIO (proposed new)	262.50		NEW	
Deputy Fire Chief	250	250-259	13	18
Police Lieutenant	250		13	
Senior Accountant (proposed new)	245		NEW	17
City Clerk (proposed new)	232.50	230-239	14	
Police Sergeant	221.25	220-229	12	15

Table 6b: Broadbanding of Current & Proposed Pay Grades: non-Management
(w/ proposed grade changes)

Non-Management Positions	Total Points	PROPOSED Range	Current Class / Grade	PROPOSED Grade
Police Sergeant	260	260	12	21
Reserved	250	250-259	-	20
Utility Supervisor	245	240-249	13	19
Fire Captain	245		6	19
Reserved	230	230-239	-	18
Police Detective	225	220-229	11	17
Public Works Supervisor	215	210-219	13	16
Reserved	200	200-209		15
Utility Operator II (proposed)	195	190-199	-	14
Public Works Assistant	190		8	14
Police Officer	190		10	14
Fire Lieutenant	190	180-189	5	14
Building Technician	185		-	13
Police Officer Recruit	177.50		3	12
Utility Operator (Operator I & II proposed)	170	170-179	-	12
Fire Engineer	170		4	12
City Planner (proposed)	167.50	160-169	-	11
Firefighter / EMT	162.50		2	11
	150	150-159		10
AP Tax & License Clerk (revised)	145	140-149	7	9
AR / Utility Billing Clerk (revised)	145		7	9
Utility Assistant II (proposed)	140		-	9
Fiscal Accounting / Fund Accounting Clerk	132.50	130-139	7	8
Deputy Clerk (proposed)	132.50		-	8
Utility Assistant I	132.50		8	8
Firefighter Recruit (proposed)	127.50	120-129	1	7
Evidence Cust / Rec. Mgr / Archivist	122.50		7	7
Reserved	110	110-119	-	6
Executive Assistant (proposed)	107.50	100-109	-	5
Administrative Assistant PWD (proposed)	107.50		-	5
Administrative Assistant Police	107.50		-	5
Administrative Assistant Fire	107.50	90-99	-	5
Records Preparation Clerk	107.50		7	5
Reserved	90	90-99		4
General Laborer (Summer Help)	87.50	80-89	-	3
Receptionist Admin	72.50	70-79	-	2
Reserved	60	60-69		1

Note: Broadbanding is a practice of creating parity among similar positions to reduce inequity in compensation and number of classifications for easy administration.

Recommendations:

- a. Adopt the recommended Classification System based on Compensable Factors Analysis including the new Grades. Classifications should be expanded, retitled (and compensated) differently. When uniquely classified positions are classified within the same range, this creates (unfair) inequity in compensation. An equitable classification system minimizes risk / exposure to the City, while also assuring transparency and equity among all positions.
- b. Create separate classifications to reduce the potential and risk of misclassification and salary inequity, AND are valuable in assuring unique positions have been identified and salary ranges affixed – regardless of whether they are budgeted. Specifically, create the following new classifications:

• Deputy City Manager	• HR Director / PIO	• Senior Accountant
• Utility Operator II	• Utility Operator I	• City Planner
• Deputy City Clerk	• Utility Assistant II	• Utility Assistant I
• Firefighter Recruit	• Executive Assistant	• Administrative Asst (PWD)
• General Laborer		

 - Deputy City Manager Classification: used simply as a baseline for the CAO roles. Many communities have an actual salary for their Mayor, and consultants created a baseline for future reference – regardless of the actual final title.
 - Utility Operator: appears to be two separate classifications compressed into one, and employee pay demonstrates inequity as a result. Recommending two separate classifications I & II
 - City Planner: recommended for classification purposes and future reference.
 - Deputy City Clerk: recommended for classification purposes and future use.
 - Firefighter Recruit: recommended for classification purposes and future use.
 - Executive Assistant: recommended for classification purposes and future use in all departments.
 - General Laborer: recommended for classification purposes and future reference
- c. Revise the following classifications to differentiate these positions, reduce risk of misclassification and salary inequity:

• AP Tax & License Clerk	• AR / Utility Billing Clerk
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 - AR, AP, Utility Billing Clerk: Currently two employees serving under an aggregated title. Job Surveys and interviews determined that there are TWO unique positions and recommend classifications appropriate for what they do.

7. Job Classifications: Positions with difficult-to-observe Comparisons.

Several classified positions in the City of North Pole appear to be unique in that comparable positions in communities, and were difficult to identify or did not exist at all. All cities have unique classifications which emphasizes the need for an internally and externally-based equitable classification system. Without an empirically-based classification system which rank-orders compensable factors such as levels of education, years of experience, and the physical working environment, all positions (not just irregular and new positions) cannot be properly classified and salary disparity is likely to occur.

Positions with difficult to observe comparisons (less than 6 or not exact comparables) include:

- *City Clerk / HR Manager / PIO*
- *City Accountant / CFO*
- *Director of City Services*

Most comparable communities have classifications for City Clerk, HR Manager or Director, and / or Public Information Officer, however most do not have a combined classification with all three key functions. This occurrence in North Pole creates pay compression and inequity.

- *City Accountant / CFO: Title listed in the Code, generally has high levels of Compensable Factors (education, experience, knowledge, etc.) which is directly tied to both classification within the pay system AND a high rate of pay. According to the Compensable Factors Analysis and Market Salary Study results – a junior CFO position is warranted.*
- *City Clerk / HR Manager / PIO: Our Job Surveys and Compensable Factors Analysis identified that the City Clerk is performing HR Functions as well as some Public Information duties. The Compensable Factors (levels of education, experience, knowledge, etc.), the need for two separate classifications for HR Manager and City Clerk. Most municipalities have separate classifications, and unique pay ranges for each.*
- *Director of City Services is also a unique position in the that City of North Pole combines the functions of Public Works Director with Building Official, Planner, Code Enforcement and more.*

Recommendations: See 6b above.

8. Salaries: Current minimum Pay Ranges are consistently *too low* and *too wide* when compared to the Market – more significantly for Management than for non-Management positions.

Results from the market research clearly illustrates that the width of North Pole's salary ranges (between minimum and maximum salary) is much broader than comparable cities, towns and boroughs. On average, North Pole's Management classifications are \$40,000 wide while the comparable communities are much narrower. See Table 7a and 7b below.

Recommendations: All recommendations for #8-13 are included at the end of Finding #13.

Table 7a: Salary Range Width for Management Positions*See Appendix ___ for more details.*

Management Positions	Existing Salary Range					
	NP Current Minimum	NP Current Maximum	Range Width in \$	Market Minimum	Market Maximum	Range Width in \$
Police Chief	\$ 54,704	\$ 95,930	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	\$ 54,704	\$ 95,930	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	\$ 54,704	\$ 95,930	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	\$ 69,000	-	-	\$94,828	\$133,007	\$38,179
Director of City Services	\$ 54,704	\$ 95,930	\$41,226	\$91,383	\$121,703	\$30,319
Reserved						
City Clerk / HR Manager / PIO						
HR Director / PIO (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	\$ 49,192	\$ 86,258	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\$ 49,192	\$ 86,258	\$37,066	\$79,735	\$105,820	\$26,085
Senior Accountant (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$75,374	\$108,618	\$33,243
Police Sergeant	\$ 48,924	\$ 85,788	\$36,864	\$68,083	\$94,935	\$26,852

Table 7b: Salary Range Width for non-Management Positions

Non-Management Positions	Existing Salary Ranges					
	Current Minimum	Current Maximum	Range Width (in \$)	Market Minimum	Market Maximum	Range Width (in \$)
Police Sergeant	\$48,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852
Reserved	-	-	-	-	-	-
Utility Supervisor	\$49,192	\$86,258	\$37,066	\$68,396	\$92,629	\$24,233
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved	-	-	-	-	-	-
Police Detective	\$47,340	\$83,016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344
Reserved	-	-	-	-	-	-
Utility Operator II (proposed)	-	-	-	-	-	-
Public Works Assistant	\$42,180	\$73,968	\$31,788	\$61,423	\$82,792	\$21,369
Police Officer	\$46,056	\$80,760	\$34,704	\$69,464	\$83,340	\$23,875
Fire Lieutenant	\$47,184	\$82,740	\$35,556	\$64,825	\$76,205	\$21,380
Building Technician	-	-	-	\$55,278	\$77,384	\$22,105
Police Officer Recruit	\$46,056	\$80,760	\$34,704	\$66,024	\$78,757	\$22,733
Utility Operator (Operator I & II proposed)	\$44,491	\$78,021	\$33,530	\$66,382	\$77,224	\$20,842
Fire Engineer	\$46,056	\$80,760	\$34,704	\$66,257	\$74,373	\$18,117
City Planner (proposed)	-	-	-	-	-	-
Firefighter / EMT	\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580
Reserved	-	-	-	-	-	-
AP Tax & License Clerk (revised)	\$37,482	\$65,728	\$28,246	\$47,016	\$63,407	\$16,392
AR / Utility Billing Clerk (revised)	\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316
Utility Assistant II (proposed)	-	-	-	-	-	-
Fiscal Accounting / Fund Accounting Clerk	-	-	-	\$65,004	\$74,526	\$19,521
Deputy Clerk (proposed)	-	-	-	\$52,273	\$71,721	\$19,448
Utility Assistant I	\$42,180	\$73,968	\$31,788	\$47,792	\$65,653	\$17,862
Firefighter Recruit (proposed)	-	-	-	-	-	-
Evidence Cust / Rec. Mgr / Archivist	\$37,482	\$65,728	\$28,246	\$47,383	\$64,966	\$17,583
Reserved	-	-	-	-	-	-
Executive Assistant (proposed)	-	-	-	\$51,878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)	\$37,488	\$65,736	-	\$45,334	\$62,218	\$16,884
Administrative Assistant Police	\$37,488	\$65,736	-	\$44,432	\$61,930	\$17,499
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499
Records Preparation Clerk	\$37,488	\$65,736	\$28,248	\$46,189	\$62,329	\$16,140

9. Salaries: The City's current minimum and maximum pay ranges for Management and non-Management positions are lower than the market minimum, with some exceptions*.

Non-Management classification pay ranges slightly are more consistent with the market, but is more pronounced for Management positions. See Tables 8a & 8b below.

*The current maximum pay ranges for the following positions are higher than the market:

- Senior Accountant
- Utility Operator
- AP / Tax & License Clerk
- Evidence Custodian
- Fire Lieutenant
- Fire Engineer
- AR Utility Billing Clerk
- Administrative Assistants
- Police Officer Recruit
- Firefighter / EMT
- Utility Assistant

*The current maximum pay ranges for the following positions are significantly under the market:

- Public Works Assistant (significantly under)
- Fire Captain (significantly under)
- Utility Assistant I (significantly over),
- Police Sergeant (significantly under)
- Fire Engineer (slightly over)

Table 8a: Minimum & Maximum Salary Ranges for Management Positions

See Appendix ____ for more details.

Management Positions	Existing Salary Range					
	NP Current Minimum	NP Current Maximum	Range Width in \$	Market Minimum	Market Maximum	Range Width in \$
Police Chief	\$ 54,704	\$ 95,930	\$41,226	\$96,659	\$131,366	\$34,707
Fire Chief	\$ 54,704	\$ 95,930	\$41,226	\$86,217	\$120,189	\$33,973
City Accountant / CFO	\$ 54,704	\$ 95,930	\$41,226	\$91,651	\$124,959	\$33,308
Deputy City Manager (proposed new)	\$ 69,000	-		\$94,828	\$133,007	\$38,179
Director of City Services	\$ 54,704	\$ 95,930	\$41,226	\$91,383	\$121,703	\$30,319
Reserved						
City Clerk / HR Manager / PIO						
HR Director / PIO (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$79,084	\$107,596	\$28,513
Deputy Fire Chief	\$ 49,192	\$ 86,258	\$37,066	\$83,030	\$108,382	\$25,352
Police Lieutenant	\$ 49,192	\$ 86,258	\$37,066	\$79,735	\$105,820	\$26,085
Senior Accountant (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$68,898	\$93,233	\$24,335
City Clerk (proposed new)	\$ 54,704	\$ 95,930	\$41,226	\$75,374	\$108,618	\$33,243
Police Sergeant	\$ 48,924	\$ 85,788	\$36,864	\$68,083	\$94,935	\$26,852

Table 8b: Minimum & Maximum Salary Ranges for non-Management Positions

Non-Management Positions	Existing Salary Ranges					
	Current Minimum	Current Maximum	Range Width (in \$)	Market Minimum	Market Maximum	Range Width (in \$)
Police Sergeant	\$48,924	\$85,788	\$36,864	\$68,083	\$94,935	\$26,852
Reserved	-	-	-	-	-	-
Utility Supervisor	\$49,192	\$86,258	\$37,066	\$68,396	\$92,629	\$24,233
Fire Captain	\$48,924	\$85,788	\$36,864	\$70,547	\$95,267	\$24,720
Reserved	-	-	-	-	-	-
Police Detective	\$47,340	\$83,016	\$35,676	\$63,779	\$86,510	\$22,731
Public Works Supervisor	\$49,200	\$86,268	\$37,068	\$67,453	\$93,797	\$26,344
Reserved	-	-	-	-	-	-

Non-Management Positions	Existing Salary Ranges					
	Current Minimum	Current Maximum	Range Width (in \$)	Market Minimum	Market Maximum	Range Width (in \$)
Utility Operator II (proposed)	-	-	-	-	-	-
Public Works Assistant	\$42,180	\$73,968	\$31,788	\$61,423	\$82,792	\$21,369
Police Officer	\$46,056	\$80,760	\$34,704	\$59,464	\$83,340	\$23,875
Fire Lieutenant	\$47,184	\$82,740	\$35,556	\$54,825	\$76,205	\$21,380
Building Technician	-	-	-	\$55,278	\$77,384	\$22,105
Police Officer Recruit	\$46,056	\$80,760	\$34,704	\$56,024	\$78,757	\$22,733
Utility Operator (Operator I & II proposed)	\$44,491	\$78,021	\$33,530	\$56,382	\$77,224	\$20,842
Fire Engineer	\$46,056	\$80,760	\$34,704	\$56,257	\$74,373	\$18,117
City Planner (proposed)	-	-	-	-	-	-
Firefighter / EMT	\$40,164	\$70,428	\$30,264	\$48,302	\$67,882	\$19,580
Reserved	-	-	-	-	-	-
AP Tax & License Clerk (revised)	\$37,482	\$65,728	\$28,246	\$47,016	\$63,407	\$16,392
AR / Utility Billing Clerk (revised)	\$37,482	\$65,728	\$28,246	\$46,170	\$62,486	\$16,316
Utility Assistant II (proposed)	-	-	-	-	-	-
Fiscal Accounting / Fund Accounting Clerk	-	-	-	\$55,004	\$74,525	\$19,521
Deputy Clerk (proposed)	-	-	-	\$52,273	\$71,721	\$19,448
Utility Assistant I	\$42,180	\$73,968	\$31,788	\$47,792	\$65,653	\$17,862
Firefighter Recruit (proposed)	-	-	-	-	-	-
Evidence Cust / Rec. Mgr / Archivist	\$37,482	\$65,728	\$28,246	\$47,383	\$64,966	\$17,583
Reserved	-	-	-	-	-	-
Executive Assistant (proposed)	-	-	-	\$51,878	\$70,208	\$18,330
Administrative Assistant PWD (proposed)	\$37,488	\$65,736	-	\$45,334	\$62,218	\$16,884
Administrative Assistant Police	\$37,488	\$65,736	-	\$44,432	\$61,930	\$17,499
Administrative Assistant Fire	\$37,488	\$65,736	\$28,248	\$44,432	\$61,930	\$17,499
Records Preparation Clerk	\$37,488	\$65,736	\$28,248	\$46,189	\$62,349	\$16,140

10. Salaries: Actual Salaries for all employees are above the current pay range minimum*.

All employees at the highest rate of pay within each classification appear to be receiving pay at or above the minimum level of pay required in the current pay ranges. Some employees may be currently being paid at a rate lower than the minimum. If any employees are paid at a rate lower than the current minimum, their minimum salary should be increased (in the least) to the minimum of the pay grade (and higher if warranted).

See Table 9a & 9b for details – noted classifications are highlighted in RED.

11. Salaries: Actual Salaries for some employees are above the current pay range maximum.

Several Management and non-Management employees within the current pay ranges system are paid in excess of the current pay range maximum or at the maximum of the range.

See Table 9a & 9b for details – noted classifications are highlighted in RED.

Management Positions over the current maximum salary range include:

- Director of City Services (significantly over \$68,000)
- Police Chief (significantly over, \$17,000)
- Deputy Fire Chief (maxed, top of range)
- Fire Chief (significantly over \$6,000)
- Police Lieutenant (maxed, top of range)

Non-Management Positions over the current maximum salary range include:

- Utility Supervisor (significantly over \$29,000)
- Utility Operator (over \$9,500)
- AP Tax & License Clerk (over \$4,000)
- Police Detective (maxed, top of range)
- Police Officer (maxed, top of range)

Table 9a: Actual Pay vs. Pay Ranges - Management Positions*See Appendix ___ for more details.*

Management Positions	Current Base Salary	Existing Salary Range							
		NP Current Minimum	Under Min (X=yes)	NP Current Maximum	Over Max (X=yes)	Market Minimum	Under Min (X=yes)	Market Maximum	Over Max (X=yes)
Police Chief	\$112,882	\$ 54,704		\$ 95,930	X	\$96,659		\$131,366	
Fire Chief	\$101,700	\$ 54,704		\$ 95,930	X	\$86,217		\$120,189	
City Accountant / CFO	\$78,000	\$ 54,704		\$ 95,930		\$91,651	X	\$124,959	
Deputy City Manager (proposed new)	\$70,366	\$ 69,000		-		\$94,828	X	\$133,007	
Director of City Services	\$164,154	\$ 54,704		\$ 95,930	X	\$91,383		\$121,703	X
Reserved									
City Clerk / HR Manager / PIO	\$61,568								
HR Director / PIO (proposed new)	\$61,568	\$ 54,704		\$ 95,930		\$79,084	X	\$107,596	
Deputy Fire Chief	\$86,258	\$ 49,192		\$ 86,258	X	\$83,030		\$108,382	
Police Lieutenant	\$86,258	\$ 49,192		\$ 86,258	X	\$79,735		\$105,820	
Senior Accountant (proposed new)	\$78,000	\$ 54,704		\$ 95,930		\$68,898		\$93,233	
City Clerk (proposed new)	\$61,568	\$ 54,704		\$ 95,930		\$75,374	X	\$108,618	
Police Sergeant	\$78,499	\$ 48,924		\$ 85,788		\$68,083		\$94,935	

Table 9b: Actual Pay vs. Pay Ranges – non-Management Positions

Non-Management Positions	Current Base Salary	Existing Salary Ranges							
		Current Minimum	Under Min (X=yes)	Current Maximum	Over Max (X=yes)	Market Minimum	Under Min (X=yes)	Market Maximum	Over Max (X=yes)
Police Sergeant	\$78,499	\$48,924		\$85,788		\$68,083		\$94,935	
Reserved	-	-	-	-	-	-	-	-	-
Utility Supervisor	\$115,523	\$49,192		\$86,258	X	\$68,396		\$92,629	X
Fire Captain	\$78,498	\$48,924		\$85,788		\$70,547		\$95,267	
Reserved	-	-	-	-	-	-	-	-	-
Police Detective	\$88,026	\$47,340		\$83,016	X	\$63,779		\$86,510	X
Public Works Supervisor	\$81,307	\$49,200		\$86,268		\$67,453		\$93,797	
Reserved	-	-	-	-	-	-	-	-	-
Utility Operator II (proposed)	-	-	-	-	-	-	-	-	-
Public Works Assistant	\$58,365	\$42,180		\$73,968		\$61,423	X	\$82,792	
Police Officer	\$80,746	\$46,056		\$80,760	X	\$59,464		\$83,340	
Fire Lieutenant	\$67,276	\$47,184		\$82,740		\$54,825		\$76,205	
Building Technician	-	-	-	-	-	\$55,278		\$77,384	
Police Officer Recruit	-	\$46,056		\$80,760		\$56,024		\$78,757	
Utility Operator (Operator I & II proposed)	\$87,526	\$44,491		\$78,021	X	\$56,382		\$77,224	X
Fire Engineer	\$65,313	\$46,056		\$80,760		\$56,257		\$74,373	
City Planner (proposed)	-	-	-	-	-	-	-	-	-
Firefighter / EMT	\$55,584	\$40,164		\$70,428		\$48,302		\$67,882	
Reserved	-	-	-	-	-	-	-	-	-
AP Tax & License Clerk (revised)	\$69,742	\$37,482		\$65,728	X	\$47,016		\$63,407	X
AR / Utility Billing Clerk (revised)	\$47,487	\$37,482		\$65,728		\$46,170		\$62,486	
Utility Assistant II (proposed)	-	-	-	-	-	-	-	-	-
Fiscal Accounting / Fund Accounting Clerk	\$60,154	-		-		\$55,004		\$74,525	
Deputy Clerk (proposed)	-	-		-		\$52,273		\$71,721	
Utility Assistant I	\$65,686	\$42,180		\$73,968		\$47,792		\$65,653	X
Firefighter Recruit (proposed)	-	-	-	-	-	-	-	-	-
Evidence Cust / Rec. Mgr / Archivist	\$46,093	\$37,482		\$65,728		\$47,383	X	\$64,966	
Reserved	-	-	-	-	-	-	-	-	-
Executive Assistant (proposed)	-	-	-	-	-	\$51,878	-	\$70,208	-
Administrative Assistant PWD (proposed)	-	\$37,488		\$65,736		\$45,334		\$62,218	
Administrative Assistant Police	\$46,093	\$37,488		\$65,736		\$44,432		\$61,930	
Administrative Assistant Fire	\$46,093	\$37,488		\$65,736		\$44,432		\$61,930	
Records Preparation Clerk	-	\$37,488		\$65,736		\$46,189		\$62,329	

12. Salaries: Actual Salaries for some employees are below the 'market' maximum.

Several Management and non-Management employees within the market analysis are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details – *noted classifications are highlighted in RED.*

Management Positions under the *current minimum* 'market' salary range include:

- City Accountant / CFO (under \$13,000 as Finance Director, in range as Senior Accountant)*
- City Clerk (under \$8,500 as Clerk only, under \$17,500 as City Clerk / HR Manager / PIO.

* appear to be mis-classified. Current classification does not compare to market comparables.

Non-Management Positions under the *current maximum* 'market' salary range include:

- Public Works Assistant (under, \$1,500)

13. Salaries: Actual salaries for some employees are above the 'market' maximum.

Several Management and non-Management employees within the market analysis are paid in excess of the *current pay range maximum* or at the maximum of the range.

See Table 9a & 9b for details – *noted classifications are highlighted in RED.*

Management Positions above the *current maximum* 'market' salary range include:

- Director of City Services (significantly over, \$43,000)

Non-Management Positions over the *current maximum* 'market' salary range include:

- Utility Supervisor (significantly over, \$23,000)
- Utility Operator (significantly \$11,500)
- AP Tax & License Clerk (over \$6,300)
- Police Detective (slightly over, \$1,500)
- Police Officer (not all, maxed, top of range)
- Utility Assistant (at maximum)

Recommendations for #8 - 13:

- a. Employee salaries who exceed the current range should be frozen (*until new pay ranges are adopted*) to maintain equity within the existing system, assure fair employee compensation and minimize risk / liability to the City. See Tables 10a & 10b below for proposed new pay ranges..

Management positions with recommended pay freezes:

- Police Chief
- Deputy Fire Chief
- Fire Chief
- Police Lieutenant
- Director of City Services

Non-Management

- Police Detective
- Police Officer
- Utility Supervisor*
- Utility Assistant*
- Utility Operator*
- AP Tax & License Clerk*

- b. All positions impacted by Moose Creek development should have a Pay Differential (see Recommendation #14).
- c. Adopt the proposed new Pay Scale for Management and Non-Management classifications.

Positions *below* the *new range minimum* should be brought to (at the least) the range minimum. Positions *exceeding* the *new range maximum* should be frozen.

Samples provided below include 1.5% step and 3.0% step options.

Benefits of the new Management Pay Scale:

- ✓ Internally equitable & externally competitive ('roughly proportional' with the market),
- ✓ Narrows the pay ranges to more closely align with market best-practices,
- ✓ Increases pay range minimums and maximums for most classifications,
- ✓ 1.05% increase between pay classifications (vertical),
- ✓ No management positions under the range,
- ✓ 1 position *under* the minimum: *City Clerk / HR Manager*,
- ✓ 2 positions remain over the maximum: *Director of City Service (freeze) & Police Lieutenant (reclassify)*, and
- ✓ Proposed reserved ranges for future use.

Fiscal Impact: \$4,500 to get Clerk / HR Manager to minimum

Benefits of the new non-Management Pay Scale:

- Internally equitable & externally competitive ('roughly proportional' with the market),
- Increases pay range minimums for most classifications,
- Increases maximum for some upper-level classifications,
- Narrows the pay ranges to more closely align with market best-practices,
- 1.0375% increase between pay classifications (vertical),
- No positions *under* the minimum,
- 6 positions over the maximum: *Utility Supervisor (freeze)*, *Police Detective (freeze or reclassify)*, *Utility Operator (freeze)*, *AP Tax & License Clerk (freeze)*, *Utility Assistant (freeze)*, and
- Proposed reserved ranges for future use.

Fiscal Impact: \$0.

**Frozen salaries or re-classification of position if warranted.*

Table 10a: Proposed New Pay Ranges - Management Positions w/ 1.5% and 3% steps

See Appendix ___ for more details.

Management Positions	PROPOSED Grade	Current Base Salary	Existing Salary Range				Proposed Salary Range			
			NP Current Minimum	NP Current Maximum	Market Minimum	Market Maximum	New Salary Minimum	New Salary Maximum	New Hourly Minimum	New Hourly Maximum
Reserved	25			-			\$88,386	\$134,013	\$42.49	\$64.43
Reserved	24						\$84,177	\$127,027	\$40.47	\$61.07
Reserved	23						\$80,169	\$120,405	\$38.54	\$57.89
Police Chief		\$112,882	\$ 54,704	\$ 95,930	\$96,659	\$131,366	\$76,351	\$114,128	\$36.71	\$54.87
Fire Chief	22	\$101,700	\$ 54,704	\$ 95,930	\$86,217	\$120,189	\$76,351	\$114,128	\$36.71	\$54.87
City Accountant / CFO		\$78,000	\$ 54,704	\$ 95,930	\$91,651	\$124,959	\$76,351	\$114,128	\$36.71	\$54.87
Deputy City Manager (proposed new)	21	\$70,366	\$ 66,000	-	\$94,828	\$133,007	\$72,715	\$108,178	\$34.96	\$52.01
Director of City Services		\$164,154	\$ 54,704	\$ 95,930	\$91,383	\$121,703	\$72,715	\$108,178	\$34.96	\$52.01
Reserved	20						\$69,252	\$102,538	\$33.29	\$49.30
City Clerk / HR Manager / PIO	19	\$61,568					\$65,954	\$97,192	\$31.71	\$46.73
HR Director / PIO (proposed new)		\$61,568	\$ 54,704	\$ 95,930	\$79,084	\$107,596	\$65,954	\$97,192	\$31.71	\$46.73
Deputy Fire Chief	18	\$86,258	\$ 49,192	\$ 86,258	\$83,030	\$108,382	\$62,813	\$92,125	\$30.20	\$44.29
Police Lieutenant		\$86,258	\$ 49,192	\$ 86,258	\$79,735	\$105,820	\$62,813	\$92,125	\$30.20	\$44.29
Senior Accountant (proposed new)	17	\$78,000	\$ 54,704	\$ 95,930	\$68,898	\$93,233	\$59,822	\$87,322	\$28.76	\$41.98
City Clerk (proposed new)	16	\$61,568	\$ 54,704	\$ 95,930	\$75,374	\$108,618	\$56,973	\$82,770	\$27.39	\$39.79
Police Sergeant	15	\$78,499	\$ 48,924	\$ 85,788	\$68,083	\$94,935	\$54,260	\$78,455	\$26.09	\$37.72
Reserved	14						\$51,676	\$74,365	\$24.84	\$35.75
Reserved	13						\$49,215	\$70,488	\$23.66	\$33.89
Reserved	12						\$46,871	\$66,813	\$22.53	\$32.12
Reserved	11						\$44,639	\$63,330	\$21.46	\$30.45
Reserved	10						\$42,513	\$60,028	\$20.44	\$28.86
Reserved	9						\$40,489	\$56,899	\$19.47	\$27.36
Reserved	8						\$38,561	\$53,933	\$18.54	\$25.93
Reserved	7						\$36,725	\$51,121	\$17.66	\$24.58
Reserved	6						\$34,976	\$48,456	\$16.82	\$23.30
Reserved	5						\$33,310	\$45,930	\$16.01	\$22.08
Reserved	4						\$31,724	\$43,536	\$15.25	\$20.93
Reserved	3						\$30,213	\$41,266	\$14.53	\$19.84
Reserved	2						\$28,774	\$39,115	\$13.83	\$18.81
Reserved	1						\$27,404	\$37,076	\$13.18	\$17.83

1.5% Option: 22 to 29 steps at 1.5% intervals, maximum step varies %.

Management - 1.5% Steps											
Points	Grade	Minimum									Maximum
		1	22	23	24	25	26	27	28	29	
320.00	25	\$ 88,386	\$ 120,829	\$ 122,641	\$ 124,481	\$ 126,348	\$ 128,243	\$ 130,167	\$ 132,119	\$ 134,013	1.43%
310.00	24	\$ 84,177	\$ 115,075	\$ 116,801	\$ 118,553	\$ 120,331	\$ 122,136	\$ 123,968	\$ 125,828	\$ 127,027	0.95%
300.00	23	\$ 80,169	\$ 109,596	\$ 111,240	\$ 112,908	\$ 114,602	\$ 116,321	\$ 118,066	\$ 119,837	\$ 120,405	0.47%
290.00	22	\$ 76,351	\$ 104,376	\$ 105,942	\$ 107,531	\$ 109,144	\$ 110,781	\$ 112,443	\$ 114,129		1.50%
280.00	21	\$ 72,715	\$ 99,406	\$ 100,897	\$ 102,410	\$ 103,946	\$ 105,505	\$ 107,088	\$ 108,178		1.02%
270.00	20	\$ 69,252	\$ 94,671	\$ 96,092	\$ 97,533	\$ 98,996	\$ 100,481	\$ 101,988	\$ 102,538		0.54%
260.00	19	\$ 65,954	\$ 90,163	\$ 91,515	\$ 92,888	\$ 94,281	\$ 95,696	\$ 97,131	\$ 97,192		0.06%
250.00	18	\$ 62,813	\$ 85,869	\$ 87,157	\$ 88,464	\$ 89,791	\$ 91,138	\$ 92,125		1.08%	
240.00	17	\$ 59,822	\$ 81,780	\$ 83,007	\$ 84,252	\$ 85,516	\$ 86,798	\$ 87,322		0.60%	
230.00	16	\$ 56,973	\$ 77,885	\$ 79,054	\$ 80,239	\$ 81,443	\$ 82,665	\$ 82,770		0.13%	
220.00	15	\$ 54,260	\$ 74,177	\$ 75,289	\$ 76,419	\$ 77,565	\$ 78,455		1.15%		
210.00	14	\$ 51,676	\$ 70,644	\$ 71,704	\$ 72,779	\$ 73,871	\$ 74,365		0.67%		
200.00	13	\$ 49,215	\$ 67,280	\$ 68,289	\$ 69,313	\$ 70,353	\$ 70,488		0.19%		
190.00	12	\$ 46,871	\$ 64,075	\$ 65,036	\$ 66,012	\$ 66,813		1.21%			
180.00	11	\$ 44,639	\$ 61,024	\$ 61,939	\$ 62,869	\$ 63,330		0.73%			
170.00	10	\$ 42,513	\$ 58,118	\$ 58,989	\$ 59,874	\$ 60,028		0.26%			
160.00	9	\$ 40,489	\$ 55,351	\$ 56,181	\$ 56,899		1.28%				
150.00	8	\$ 38,561	\$ 52,715	\$ 53,506	\$ 53,933		0.80%				
140.00	7	\$ 36,725	\$ 50,205	\$ 50,958	\$ 51,121		0.32%				
130.00	6	\$ 34,976	\$ 47,814	\$ 48,456		1.34%					
120.00	5	\$ 33,310	\$ 45,537	\$ 45,930		0.86%					
110.00	4	\$ 31,724	\$ 43,369	\$ 43,536		0.39%					
100.00	3	\$ 30,213	\$ 41,266		1.41%						
90.00	2	\$ 28,774	\$ 39,115		0.93%						
80.00	1	\$ 27,404	\$ 37,076		0.45%						

3% Option: 12 to 16 steps at 3% intervals, last step varies in %

Management - 3% Steps										
Points	Grade	Minimum						Maximum		
		1	12	13	14	15	16			
320.00	25	\$ 88,386	\$ 122,347	\$ 126,017	\$ 129,798	\$ 133,692	\$ 134,013			0.24%
310.00	24	\$ 84,177	\$ 116,521	\$ 120,016	\$ 123,617	\$ 127,027		2.76%		
300.00	23	\$ 80,169	\$ 110,973	\$ 114,302	\$ 117,731	\$ 120,405		2.27%		
290.00	22	\$ 76,351	\$ 105,688	\$ 108,858	\$ 112,124	\$ 114,129		1.79%		
280.00	21	\$ 72,715	\$ 100,655	\$ 103,674	\$ 106,784	\$ 108,178		1.31%		
270.00	20	\$ 69,252	\$ 95,861	\$ 98,737	\$ 101,699	\$ 102,538		0.83%		
260.00	19	\$ 65,954	\$ 91,296	\$ 94,035	\$ 96,856	\$ 97,192		0.35%		
250.00	18	\$ 62,813	\$ 86,948	\$ 89,556	\$ 92,125			2.87%		
240.00	17	\$ 59,822	\$ 82,808	\$ 85,292	\$ 87,322			2.38%		
230.00	16	\$ 56,973	\$ 78,864	\$ 81,230	\$ 82,770			1.90%		
220.00	15	\$ 54,260	\$ 75,109	\$ 77,362	\$ 78,455			1.41%		
210.00	14	\$ 51,676	\$ 71,532	\$ 73,678	\$ 74,365			0.93%		
200.00	13	\$ 49,215	\$ 68,125	\$ 70,169	\$ 70,488			0.45%		
190.00	12	\$ 46,871	\$ 64,880	\$ 66,813		2.98%				
180.00	11	\$ 44,639	\$ 61,791	\$ 63,330		2.49%				
170.00	10	\$ 42,513	\$ 58,848	\$ 60,028		2.01%				
160.00	9	\$ 40,489	\$ 56,046	\$ 56,899		1.52%				
150.00	8	\$ 38,561	\$ 53,377	\$ 53,933		1.04%				
140.00	7	\$ 36,725	\$ 50,836	\$ 51,121		0.56%				
130.00	6	\$ 34,976	\$ 48,415	\$ 48,456		0.08%				
120.00	5	\$ 33,310	\$ 45,930		2.60%					
110.00	4	\$ 31,724	\$ 43,536		2.11%					
100.00	3	\$ 30,213	\$ 41,266		1.63%					
90.00	2	\$ 28,774	\$ 39,115		1.15%					
80-89	1	\$ 27,404	\$ 37,076		0.67%					

Table 10b: Proposed New Pay Ranges – non-Management Positions*See Appendix ____ for more details.*

Non-Management Positions	PROPOSED Range	PROPOSED Grade	Current Base Salary	Existing Salary Ranges				Proposed Salary Range			
				Current Minimum	Current Maximum	Market Minimum	Market Maximum	New Salary Minimum	New Salary Maximum	New Hourly Minimum	New Hourly Maximum
Police Sergeant	260	21	\$78,499	\$48,924	\$85,788	\$68,083	\$94,935	\$67,424	\$112,375	\$32.42	\$54.03
Reserved	250-259	20	-	-	-	-	-	\$64,956	\$108,261	\$31.23	\$52.05
Utility Supervisor	240-249	19	\$115,523	\$49,192	\$86,258	\$68,396	\$92,629	\$62,578	\$104,298	\$30.09	\$50.14
Fire Captain	240-249	19	\$78,498	\$48,924	\$85,788	\$70,547	\$95,267	\$62,578	\$104,298	\$30.09	\$50.14
Reserved	230-239	18	-	-	-	-	-	\$60,287	\$100,480	\$28.98	\$48.31
Police Detective	220-229	17	\$88,026	\$47,340	\$83,016	\$63,779	\$86,510	\$58,080	\$96,802	\$27.92	\$46.54
Public Works Supervisor	210-219	16	\$81,307	\$49,200	\$86,268	\$67,453	\$93,797	\$55,954	\$93,258	\$26.90	\$44.84
Reserved	200-209	15	-	-	-	-	-	\$53,906	\$89,844	\$25.92	\$43.19
Utility Operator II (proposed)	190-199	14	-	-	-	-	-	\$51,933	\$86,555	\$24.97	\$41.61
Public Works Assistant	190-199	14	\$58,365	\$42,180	\$73,968	\$61,423	\$82,792	\$51,933	\$86,555	\$24.97	\$41.61
Police Officer	190-199	14	\$80,746	\$46,056	\$80,760	\$59,464	\$83,340	\$51,933	\$86,555	\$24.97	\$41.61
Fire Lieutenant	180-189	14	\$67,276	\$47,184	\$82,740	\$54,825	\$76,205	\$51,933	\$86,555	\$24.97	\$41.61
Building Technician	180-189	13	-	-	-	\$55,278	\$77,384	\$50,032	\$83,386	\$24.05	\$40.09
Police Officer Recruit	170-179	12	-	\$46,056	\$80,760	\$56,024	\$78,757	\$48,200	\$80,333	\$23.17	\$38.62
Utility Operator (Operator I & II proposed)	170-179	12	\$87,526	\$44,491	\$78,021	\$56,382	\$77,234	\$48,200	\$80,333	\$23.17	\$38.62
Fire Engineer	160-169	12	\$65,313	\$46,056	\$80,760	\$56,257	\$74,373	\$48,200	\$80,333	\$23.17	\$38.62
City Planner (proposed)	160-169	11	-	-	-	-	-	\$46,435	\$77,392	\$22.32	\$37.21
Firefighter / EMT	160-169	11	\$55,584	\$40,164	\$70,428	\$48,302	\$67,882	\$46,435	\$77,392	\$22.32	\$37.21
Reserved	150-159	10	-	-	-	-	-	\$44,735	\$74,559	\$21.51	\$35.85
AP Tax & License Clerk (revised)	140-149	9	\$69,742	\$37,482	\$65,728	\$47,016	\$63,407	\$43,097	\$71,829	\$20.72	\$34.53
AR / Utility Billing Clerk (revised)	140-149	9	\$47,487	\$37,482	\$65,728	\$46,170	\$62,486	\$43,097	\$71,829	\$20.72	\$34.53
Utility Assistant II (proposed)	140-149	9	-	-	-	-	-	\$43,097	\$71,829	\$20.72	\$34.53
Fiscal Accounting / Fund Accounting Clerk	130-139	8	\$60,154	-	-	\$55,004	\$74,525	\$41,519	\$69,199	\$19.96	\$33.27
Deputy Clerk (proposed)	130-139	8	-	-	-	\$52,273	\$71,721	\$41,519	\$69,199	\$19.96	\$33.27
Utility Assistant I	130-139	8	\$65,686	\$42,180	\$73,968	\$47,792	\$65,653	\$41,519	\$69,199	\$19.96	\$33.27
Firefighter Recruit (proposed)	120-129	7	-	-	-	-	-	\$39,999	\$66,666	\$19.23	\$32.05
Evidence Cust / Rec. Mgr / Archivist	120-129	7	\$46,093	\$37,482	\$65,728	\$47,383	\$64,966	\$39,999	\$66,666	\$19.23	\$32.05
Reserved	110-119	6	-	-	-	-	-	\$38,535	\$64,225	\$18.53	\$30.88
Executive Assistant (proposed)	110-119	5	-	-	-	\$51,878	\$70,208	\$37,124	\$61,874	\$17.85	\$29.75
Administrative Assistant PWD (proposed)	110-119	5	-	\$37,488	\$65,736	\$45,334	\$62,218	\$37,124	\$61,874	\$17.85	\$29.75
Administrative Assistant Police	100-109	5	\$46,093	\$37,488	\$65,736	\$44,432	\$61,930	\$37,124	\$61,874	\$17.85	\$29.75
Administrative Assistant Fire	100-109	5	\$46,093	\$37,488	\$65,736	\$44,432	\$61,930	\$37,124	\$61,874	\$17.85	\$29.75
Records Preparation Clerk	100-109	5	-	\$37,488	\$65,736	\$46,189	\$62,329	\$37,124	\$61,874	\$17.85	\$29.75
Reserved	90-99	4	-	-	-	-	-	\$35,765	\$59,609	\$17.19	\$28.66
General Laborer (Summer Help)	80-89	3	-	-	-	-	-	\$34,456	\$57,427	\$16.57	\$27.61
Receptionist Admin	70-79	2	-	-	-	-	-	\$33,195	\$55,325	\$15.96	\$26.60
Reserved	60-69	1	-	-	-	-	-	\$31,980	\$53,300	\$15.38	\$25.63

1.5% Option: 36 steps at 1.5% intervals, last step .46%

Non-Management 1.5% Steps					
Points	Grade	Minimum Midpoint Maximum			%
		1	18	36	
260	21	\$ 67,424	\$ 86,843	\$ 112,375	0.46%
250	20	\$ 64,956	\$ 83,665	\$ 108,261	0.46%
240	19	\$ 62,578	\$ 80,602	\$ 104,298	0.46%
230	18	\$ 60,287	\$ 77,651	\$ 100,480	0.46%
220	17	\$ 58,080	\$ 74,808	\$ 96,802	0.46%
210	16	\$ 55,954	\$ 72,070	\$ 93,258	0.46%
200	15	\$ 53,906	\$ 69,432	\$ 89,844	0.46%
190	14	\$ 51,933	\$ 66,891	\$ 86,555	0.46%
180	13	\$ 50,032	\$ 64,442	\$ 83,386	0.46%
170	12	\$ 48,200	\$ 62,083	\$ 80,333	0.46%
160	11	\$ 46,435	\$ 59,809	\$ 77,392	0.46%
150	10	\$ 44,735	\$ 57,620	\$ 74,559	0.46%
140	9	\$ 43,097	\$ 55,510	\$ 71,829	0.46%
130	8	\$ 41,519	\$ 53,477	\$ 69,199	0.46%
120	7	\$ 39,999	\$ 51,520	\$ 66,666	0.46%
110	6	\$ 38,535	\$ 49,634	\$ 64,225	0.46%
100	5	\$ 37,124	\$ 47,816	\$ 61,874	0.46%
90	4	\$ 35,765	\$ 46,066	\$ 59,609	0.46%
80	3	\$ 34,456	\$ 44,380	\$ 57,427	0.46%
70	2	\$ 33,195	\$ 42,756	\$ 55,325	0.46%
60	1	\$ 31,980	\$ 41,191	\$ 53,300	0.46%

3% Option: 19 steps at 3% intervals, last step .85%

<i>non-Management 3% Steps</i>				
<i>Points</i>	<i>Grade</i>	<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>
		<i>1</i>	<i>9</i>	<i>19</i>
260	21	\$ 67,424	\$ 85,411	\$ 112,375
250	20	\$ 64,956	\$ 82,284	\$ 108,261
240	19	\$ 62,578	\$ 79,272	\$ 104,298
230	18	\$ 60,287	\$ 76,370	\$ 100,480
220	17	\$ 58,080	\$ 73,574	\$ 96,802
210	16	\$ 55,954	\$ 70,881	\$ 93,258
200	15	\$ 53,906	\$ 68,287	\$ 89,844
190	14	\$ 51,933	\$ 65,787	\$ 86,555
180	13	\$ 50,032	\$ 63,379	\$ 83,386
170	12	\$ 48,200	\$ 61,058	\$ 80,333
160	11	\$ 46,435	\$ 58,822	\$ 77,392
150	10	\$ 44,735	\$ 56,669	\$ 74,559
140	9	\$ 43,097	\$ 54,594	\$ 71,829
130	8	\$ 41,519	\$ 52,595	\$ 69,199
120	7	\$ 39,999	\$ 50,670	\$ 66,666
110	6	\$ 38,535	\$ 48,815	\$ 64,225
100	5	\$ 37,124	\$ 47,028	\$ 61,874
90	4	\$ 35,765	\$ 45,306	\$ 59,609
80	3	\$ 34,456	\$ 43,648	\$ 57,427
70	2	\$ 33,195	\$ 42,050	\$ 55,325
60	1	31980	\$ 40,511	\$ 53,300
			3.00%	0.84%

14. Salaries: Abuse / Inequity of Pay Differentials. Application of ‘special conditions’ creates pay inequity and opens the City up for litigation if (a) practice is not policy, and (b) if policy is not uniformly applied.

In researching the observed pay inequities of some utility positions, consultants became acquainted with the current practice of paying some employees for additional impact to their position beyond their normal duties - outside the maximum pay range. Consultants are familiar with the significant impact that commercial / residential developments and utility projects can have on a local government, however best-practices in Financial Management AND Risk Management.

Positions likely impacted by Moose Creek:

- Administrative / Legal positions: *City Attorney & Mayor*
- Finance positions: *City Accountant / CFO*
- Clerical positions: *City Clerk / Human Resources, AP License Clerk, AR Utility Billing Clerk, Fiscal / Fund Accounting Clerk, Records Clerk*
- Utility positions: *Utility Supervisor, Utility Operator, Utility Assistant*

Recommendations:

- (a) Determine of actual / anticipated *general* impact on overall municipal resources and services,
- (b) Determine of actual / anticipated *specific* impact on every position affected,
- (c) Create of a uniform policy regarding compensation such as pay differentials, how they apply, when they are to go into effect and when they are to be discontinued*, and
- (d) Determine and memorialization of \$ amounts and salary adjustments*, if any.

* Note: IRS guidelines must be followed with regards to Exempt and non-Exempt employees, accumulation of pay-based benefits calculations, overtime, leave, retirement, etc.

15. Personnel Budgets: Comparison of Local Government Budgets and distribution of Personnel Expenses illustrates that:

- North Pole has more 30% employees per capita than comparable cities,
- North Pole spends 2.74% more of its Gen. Fund Budget on Personnel Expenses,
- North Pole spends 2.43% more of its Gen. Fund Personnel Expenses on Salaries, and 2.43% less of its Gen. Fund Personnel Expenses on Benefits

Table 11a: Local Government – General Fund Personnel Expense Comparison

See Appendix ___ for more details.

City / Town	Resident Population	Total FT Employee Equivalent*	Employee per Capita	FY General Operating Budget	Total Personnel Costs	% of Budget as Personnel Costs
Borough of Fairbanks North Star	97,581	405	4.15	\$257,323,148	\$37,563,100	15%
City of Fairbanks	31,516	192	6.09	\$35,898,820	\$24,324,069	68%
City & Borough of Juneau	32,000	1805	56.40	\$369,928,500	\$219,037,600	59%
City of Wasilla	10,529	135	12.80	\$20,582,140	\$14,881,223	72%
City & Borough of Sitka	8,647	95	11.03	\$31,408,943	\$12,889,847	41%
City of Ketchikan	8,289	177	21.35	\$64,362,428	\$23,056,073	36%
City of Kenai	7,778	91	11.74	\$16,873,839	\$12,487,564	74%
City of Palmer	7,306	71	9.65	\$11,612,724	\$8,152,793	70%
City of Bethel	6,600	60	9.09	\$13,165,225	\$8,049,869	61%
City of Kodiak	5,968	134	22.45	\$40,654,886	\$17,981,692	44%
City of Homer	5,810	108	18.59	\$12,874,350	\$8,647,865	67%
City of Soldotna	4,689	73	15.63	\$13,529,340	\$8,297,740	61%
City of Valdez	3,834	134	35.02	\$58,960,000	\$20,100,000	34%
City & Borough of Wrangell	2,503	48	18.98	\$4,906,932	\$3,727,110	76%
Borough of Haines	2,474	54	21.62	\$19,728,710	\$3,310,159	17%
City of Cordova	2,160	58	26.85	\$16,508,435	\$6,521,403	40%
Borough of Bristol Bay	891	-	-	-	-	-
Borough of Kodiak Island	13,345	46	3.45	\$47,978,722	-	-
Median	6,953	95.37	15.63	\$60,958,655	\$12,688,706	60.18%
City of North Pole	2,200	49	22.27	\$ 6,305,356	\$ 3,967,396	62.92%

Table 11b: Local Government General Fund Budgets – Salary & Benefits Comparison

City / Town	Total Salaries Budget	Salaries as a % of Personnel Costs	Median Employee Salary**	Total Budget Benefits	Benefits as a % of Personnel Costs	Average Benefits Expense per Employee**
Borough of Fairbanks North Star	\$23,990,550	64%	\$59,236	\$13,572,550	36%	\$33,512
City of Fairbanks	\$16,841,522	69%	\$87,716	\$7,482,547	31%	\$38,972
City & Borough of Juneau	\$135,250,100	62%	\$74,941	\$83,787,500	38%	\$46,426
City of Wasilla	\$9,970,419	67%	\$73,992	\$4,910,804	33%	\$36,444
City & Borough of Sitka	\$7,644,283	59%	\$80,154	\$5,245,564	41%	\$55,002
City of Ketchikan	\$15,997,613	69%	\$90,382	\$7,058,460	31%	\$39,878
City of Kenai	\$7,250,506	58%	\$79,371	\$5,237,058	42%	\$57,330
City of Palmer	\$4,827,388	59%	\$68,474	\$3,325,405	41%	\$47,169
City of Bethel	\$4,870,940	61%	\$81,182	\$3,178,929	39%	\$52,982
City of Kodiak	\$9,967,002	55%	\$74,381	\$8,014,690	45%	\$59,811
City of Homer	\$5,721,270	66%	\$52,975	\$2,926,595	34%	\$27,098
City of Soldotna	\$5,823,199	70%	\$79,433	\$2,474,541	30%	\$33,754
City of Valdez	-	-	-	-	-	-
City & Borough of Wrangell	\$2,315,412	62%	\$48,746	\$1,411,698	38%	\$29,720
Borough of Haines	\$2,065,303	62%	\$38,604	\$1,244,856	38%	\$23,268
City of Cordova	\$4,084,917	63%	\$70,430	\$2,436,486	37%	\$42,008
Borough of Bristol Bay	-	-	-	-	-	-
Borough of Kodiak Island	-	-	-	-	-	-
Median	\$7,250,506	62.39%	\$74,381	\$4,910,804	37.61%	\$39,878
City of North Pole	\$ 2,571,863	64.82%	\$52,487	\$ 1,395,534	35.18%	\$28,480

16. Benefits: Comparable benefits research shows that there are opportunities for City of North Pole to promote its competitiveness and to further the health of the City employees and Council and community. Several Findings are reported below.

a. **Salary & Pay Increase Policies:** <underway>

b. **Vacation & Sick Leave Policies:** <underway>

Unfunded Vacation and Sick Leave: North Pole has a substantial **unfunded liabilities** -- vacation and sick leave combined is **\$278,240**. Annual accrual and carry-over limitations and payout amounts of sick and vacation pay is an ongoing burden that is not formally recognized in the budget process.

c. **Group Insurance:** <underway>

i. **General Employees:** <underway>

ii. **Law Enforcement Employees:** <underway>

iii. **Fire / EMS Employees** <underway>

d. **Paid Holidays:** <underway>

e. **Retirement:** <underway>

f. **Pension & Deferred Compensation:** <underway>

Recommendations:

- a. Form a **Council / Employee Benefits Committee** to meet regularly and review current benefits, alternatives and recommend potential changes to the Mayor and City Council. Such a committee should consist of one to three (1 - 3) Councilmember, the Human Resources Director, the Finance Director, and two (2) staff representatives from the two largest departments in terms of (a) budget expenditures and (b) # of employees. In North Pole this would likely be the Director of City Services and Chief of Police.

Councilmembers are not generally HR or Finance experts however it is important that elected officials understand the mechanics and details of the City's benefits system, and how it impacts (a) employee attraction, morale and retention, and (b) short and long-term *fiscal health* of the City. Rather than surprise elected officials with changes to salaries and benefits, elected officials participating in the Benefits Committee will provide long-term continuity and success of the City's budget

Objectives of the Committee would be:

- Discuss what the members of the Committee value in local government,
- Review the benefits details provided by the comparable local governments,
- Identify benefits policies from other comparable local governments which are of particular interest for future consideration to North Pole,
- Set specific goals, milestones and deadlines for research and committee member updates.

b. <pending>

c. <pending>

17. Policy: No standardized policy guides Department Heads when recommending Pay Increases currently exists.

Pay increases appear to be arbitrary, position-specific, and not based on a rational nexus. Consultants were unable to identify the presence of a **standardized employee salary increase policy** including an easy-to-follow step and grade system for each classification.

18. Policy: Personnel Evaluations are not standardized; Pay Increases are not systematically tied to Performance Evaluations.

Consultants were unable to identify a **standardized evaluation format / process** which is used by all departments. In fact, it appears that various departments use different tools for evaluation, and these tools do not appear to be comprehensive enough to support either a performance / merit-based salary increases or career planning.

19. Employee Retention: Career / Succession Planning and Professional Development appears to be lacking.

Staff retention is not simply a function of salaries and benefits, but also a by-product of a positive work culture which enhances personal and professional growth opportunities. An opportunity exists within North Pole to improve **Succession Planning** and **Career Planning** within the organization for each position to provide employees with knowledge about future job opportunities and value of continued city employment. No succession plans or succession planning or career planning activities were observed during consultations with staff.

Additionally, while employee longevity and start-date information was not collected as part of this study, the City needs to know how many employees will retire within 5 to 10 years, and require department heads to work with staff to develop succession plans for key positions. Often cities are not prepared for the resulting impact as employees leave with vast experience and knowledge.

Attainment of job-related certifications and education have costs. Many of the agencies in the Education Pay Incentives Chart (below) offer, upon degree completion, a monetary amount per year (\$100 to \$250 per year), or an hourly differential.

Recommendations for Findings #17 & 19:

- a. Adopt a standard *maximum* 1.5% Merit-based Pay Increase Policy.
- b. Adopt a standard **Performance Evaluation** which involves an *annual* Work Plan with activities (certifications, education, skills development, training, etc.) directly tied to Pay Increases - up to 3 x .5% attached is recommended. Pay Increases are thus based on performance and *added value* to the City, not simply COLA or longevity. **See Appendix ___ for details.**



SECTION IV: EXHIBITS & APPENDIX

Exhibits / Appendices to the Final Report include:

- A. Compensable Factors Classification Guidelines, Job Surveys & Assessment Results
- B. General Fund Personnel Costs vs. Comparable Cities
- C. Salary Survey Results
- D. Recommended New Job Classifications and Proposed Pay Ranges
- E. Benefits Survey Results
 - 1. Salary & Pay Increases
 - 2. Paid Vacation
 - 3. Sick Leave
 - 4. Group Insurance - General Employees
 - 5. Group Insurance – Police
 - 6. Group Insurance – Fire
 - 7. Paid Holidays
 - 8. General Employee Retirement
- F. Proposed Incentive Pay Examples
- G. Proposed 360° Performance Evaluation



APPENDIX A: COMPENSABLE FACTORS CLASSIFICATION GUIDELINES, JOB SURVEYS & ASSESSMENT RESULTS

The following outlines how and why the consultants used this tool in comparing positions.

Pre-developed Compensable Factors are used as a method of comparing positions that are normally difficult to compare – Police Chief to Library Assistant to Recreation Worker to any other position. Specifically, this tool is used to:

- (a) determine the unique characteristics of a position in the City,
- (b) the unique characteristics of any position in comparison to another,
- (c) to determine common ‘bands’ or uniquely similar positions and
- (d) to compare these ‘common positions’ with the existing pay grades to determine whether they are equitable – internally and externally.

This tool can be very useful in determining internal and external equity of pay classifications and associated pay grades.

These factors involve quantifying the knowledge, skills, abilities and experience necessary to perform each job. They vary from position to position and depend on supervisory requirements as well as the manual requirements. For example, a mechanic must perform physical labor in a potentially hazardous working environment. It does not require, however, that the position oversee a budget or network with the community. The City Clerk, on the hand, must do the latter but not the former (*unless, of course, he has a hostile council creating an environment which is hazardous to his health*). An example for how our compensable factor for education works is below. A complete list and a definition for each is listed below.

Skills Example

Education:

- | | |
|-----------------------|--|
| First Degree: | High school diploma or equivalent. |
| Second Degree: | Two year degree from an accredited college or junior college. |
| Third Degree: | Bachelor’s degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field. |

If the position required a high school degree, the position would be considered first degree in terms of education. If it required a Bachelors degree, it would be considered a third degree position in terms of education. Note that a full explanation of the compensable factors is provided in this Appendix. Additionally the weighting of the factors varies according to the level of the position. It is, for example, very important for the City Clerk to have a Bachelors Degree while is it not for a mechanic. Differences between Management and non-Management are explained below.

Management Compensable Factors

Skill

Education:

- First Degree: Holder of High School Diploma or equivalent education.
- Second Degree: Holder of a **Bachelors degree** in Engineering, Science, Public Administration, Business, Accounting or other related degree pertaining to a relevant field.
- Third Degree: Holder of an **advanced degree** above the Bachelors degree. Preferable in Masters Public Administration, Masters in Business Administration, Masters of Accountancy or other related advanced degree pertaining to a relevant field.

Experience:

- First Degree: Less than 3 years experience in a comparable position at another City or city or in the private sector.
- Second Degree: Three to five years experience in a comparable position at another City or city or in the private sector.
- Third Degree: More than 5 years experience in a comparable position at another City or city or in the private sector.

Knowledge:

- First Degree: Use of mathematics with the use of complicated drawing, specifications, charts, tables; various types of precision measuring interments. Equivalent to one to three years' applied trades training in a particular or specialized occupation.
- Second Degree: Use of intermediate knowledge of law, mathematics, finance, budgeting, personnel management and public administration and or the use of complicated drawings, specifications, charts, tables, handbooks formulas; all varieties of precision measuring instruments. Equivalent to complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a four-year college.
- Third Degree: Use of a high mathematics involved in the application of business principles and the performance of related practical operation, together with a comprehensive knowledge of the theories and practices of law, public administration, finance, budgeting, personnel management, mechanical, electrical, chemical, civil, or like engineering field. Equivalent to completing an advanced degree form an accredited university.

Responsibility

Budget:

- First Degree: Responsible for general oversight of funds and some distribution to various entities.
- Second Degree: Responsible for oversight of funds, assisting in the writing of grants and proposals to support the Department's operations budget, and / or facilitating intergovernmental financial support for municipal operations.

Third Degree: Responsible for the oversight of Department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principal source to the Department's operations budget or the City's General Fund, and / or facilitating intergovernmental financial support for operations.

Oversee Operations:

First Degree: General oversight of operation within a functional area.

Second Degree: Responsibility of an area with moderate control of various staff and resource support within a functional area.

Third Degree: Major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.

Work with Others:

First Degree: Works with others within a functional area.

Second Degree: Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.

Third Degree: Works in an extensive capacity within other functional areas, including making recommendations to the City Council (or other Boards and Commissions) on various issues.

Community

Networking:

First Degree Works with community on various issues and internal matters dealing with managers in functional area.

Second Degree Work with community on various issues for internal matters and external matters. Handles all cross-functional interactions as needed. ***Occasionally informs*** the public or responds to public comment, or informs residents and groups on City issues.

Third Degree Works with community on various issues in community development and business issues. ***Regularly informs*** the public, responds to public comment, or informs residents and groups on City issues.

Non-Management Compensable Factors

Skill

Education:

- First Degree: Holder of High School Diploma or equivalent education.
- Second Degree: Holder of an applied science degree or at least two year of secondary education at an accredited college.
- Third Degree: Holder of a Bachelors degree in Public Administration, Business, Accounting or other related advanced degree pertaining to a relevant field.

Experience:

- First Degree: Less than five years of experience in a similar position.
- Second Degree: Five years experience at a related position or at least three years of experience in the next lower position.
- Third Degree: Eight years or more experience at a related position or at least five years of experience in the next lower position.

Knowledge:

- First Degree: Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; **where interpretation is not required. Beginner's knowledge of basic computer and technical skills.**
- Second Degree: Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Simple use of formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data **where interpretation is required. Intermediate knowledge of basic computer and technical skills.**
- Third Degree: Use of mathematics with the use of complicated drawings, specifications, charts, tables, and various types of precision measuring instruments. Equivalent to one to three years applied trades training in a particular or specialized occupation. **Advanced knowledge of basic computer and technical skills.**

Effort

Physical Demand:

- First Degree: Light lifting of objects that are generally less than 20 pounds with assistance. General office work with limited (organizational) filing of documents. Minimal standing, walking, crawling or climbing.
- Second Degree: Medium to heavy lifting of objects that are generally less than 50 pounds with assistance, occasional climbing and carrying of objects. General office or file and documents maintenance work with recurring movement, lifting or frequency. Recurring standing, walking, crawling or climbing.

Third Degree Medium to heavy lifting of objects that may exceed more than 50 pounds with assistance. General office work and medium to heavy file and document maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment. High frequency of standing, walking, crawling or climbing.

Mental Demand:

First Degree: Requires little or no decision making for day to day operations of a functional area. Often takes direction from superiors when performing tasks.

Second Degree: Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Superiors have delegated certain authority over general tasks.

Third Degree: Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipment.

Job Conditions

Working Conditions:

First Degree Works in non-hazardous conditions and have general contact with internal and external customers.

Second Degree Occasionally works in semi-hazardous or occasionally hazardous conditions. Interfaces with internal and external customers on special projects that require employee to consult external help from other functional areas.

Third Degree Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external customers on a regular basis.



Job Surveys: Management & Non-Management

EMPLOYEE JOB DESCRIPTION SURVEY MANAGEMENT POSITIONS - KEY ELEMENTS

Introduction & Overview:

Municipal Solutions, llc is currently gathering salary and compensation data from other comparable communities throughout the region to ensure employee salaries and benefits in North Pole are competitive and appropriate. As part of this work, revisions to the City's Job Descriptions are being made to ensure that all descriptions meet current legal standards, better correlate with compensation and provide clarity to the individual currently in that position.

This survey is used to determine whether certain key elements are properly identified and contained in current job description to adequately reflect the essential levels of experience, education, skill and effort that distinguish one position from another. Such distinction and similarities help to ensure appropriate levels of compensation between all City staff and among similar positions other communities.

Please take a few minutes to consider your position and suggest appropriate responses for each question.

In order to ensure the results from regional research, they need to clearly understand the KSAs (levels of knowledge, skills and abilities), levels of education, experience, and levels of effort and responsibility that is appropriate for someone in your **position**. The survey is not an evaluation of the person currently employed in this position, nor should it reflect the current employee's KSAs. Rather this survey is designed to be completed by the person currently employed in this position, and reflect what the position itself requires for anyone filling the position.

NOTE: Whether or not you meet these requirements is not important, They are not changing the functional duties of the job descriptions at this time.

Instructions:

1. All employees, including part-time and seasonal employees, should complete the following survey.
2. If the position you are currently in is considered 'Management', please fill out the Management survey only.
3. If your position is considered 'non-Management', please fill out the non-Management survey only. Seasonal employees and volunteers are to fill out the non-Management survey
4. If you don't know the appropriate answer to a question, leave the box blank and offer a recommendation and comment in the 'Details' box.
5. Give the results to Aaron by Friday, October 2nd by 5:00 PM.
6. Aaron will collect and deliver to Dave Evertsen, *Principal*.

If you have any questions, please call David Evertsen directly at 623.207.1309 or email at devertsen@municipalsolutions.org.

Management Position Questions

Department:	
Position Title:	
Your Name:	
Reports To:	
Total # I Supervise	

My position is currently: (check most appropriate boxes)

☐ Appointed
 ☐ Contract
 ☐ Salary
 ☐ Hourly
 ☐ Full-time
 ☐ Part-time
 ☐ Other

(if other, please explain)

Details:

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability.

Example: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? X Mark the appropriate box below and please list any additional detail.

- ☐ Hold a High School diploma, general education degree, professional certificate from college or technical school or equivalent education.
- ☐ Hold a Four-year degree (Bachelor's (B.A.)) from an accredited college or university in Engineering, Science, Public Administration, Business, Accounting or other related degree relevant to current position.
- ☐ Hold an advanced degree above the Bachelors degree. Preferable in Masters Public Administration, Masters in Business Administration, Masters of Accountancy or other related advanced degree pertaining to a relevant field.

Details:**Experience:**

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below. X Mark the appropriate box below and please list any additional detail.

- ☐ Less than 3 years experience in a comparable position at another municipality or in the private sector.
- ☐ 3 to 5 years experience in a comparable position at another municipality or in the private sector.
- ☐ More than 5 years experience in a comparable position at another municipality or in the private sector.

Details:**Knowledge:**

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary. X Mark the appropriate box below and please list any additional detail.

- ☐ Use of basic knowledge in mathematics or equivalent technical skills necessary to review and prepare of complicated drawing, specifications, charts, tables; various types of precision measuring interments and techniques. Equivalent to one to three years' applied trades training in a particular or specialized occupation.
- ☐ Use of intermediate knowledge of law, mathematics, finance, budgeting, personnel management and public administration and or the use of complicated drawings, specifications, charts, tables, handbooks formulas; all varieties of precision measuring instruments. Equivalent to complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a four-year college degree.
- ☐ Use of an advanced knowledge of mathematics or equivalent technical skills used in the application of business principles and the performance of related practical operation, together with a comprehensive knowledge of the theories and practices of law, public administration, finance, budgeting, personnel management, mechanical, electrical, chemical, civil, or like engineering field. Equivalent to completing an advanced degree (Masters, Juris Doctorate or Doctorate) from an accredited university.

Details:

Responsibility

Budget:

*What level of finance / budget oversight does this position require? To what degree is this position responsible for the department's budget, expenses, purchasing, revenue, and rates for services it provides. **X** Mark the appropriate box below.*

- ☐ Responsible for limited oversight of funds and some distribution to various entities, including purchasing, payroll, and documentation. In this position, such authority is generally delegated, infrequent or limited in authority.
- ☐ Responsible for moderate oversight of funds, assisting in the writing of grants and proposals to support the Department's operational budget, and / or facilitating intergovernmental financial support for municipal operations. Moderate oversight of funds & distribution, processing & overseeing purchasing, payroll, & documentation for example.
- ☐ Responsible for extensive oversight of department funds, evaluating and recommending rate restructuring, writing grants and proposals as a principal source to the department's operations budget or the General Fund, and / or facilitating intergovernmental financial support for operations. Principal accountability for the Department's budget and fiscal management falls under this position's responsibility.

Details:

Oversee Operations:

*Please select the level of oversight needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. **X** Mark the appropriate box below and please list any additional detail.*

- ☐ Requires responsibility for and general oversight over **one or two departmental operations** or functional areas with limited control of staff and financial resources within the department.
- ☐ Requires an intermediate level of responsibility for and oversight of **multiple departmental operations** or functional areas with moderate control of various staff and resource support within those functional areas, sometimes requiring interdepartmental coordination of staff and resources.
- ☐ Requires major oversight of multiple department operations and / or multiple functional areas, various staff and resource support within this department and among other departments within the City.

Details:**Working with Others:**

Please select the level of interaction needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job.

X Mark the appropriate box below and please list any additional detail.

- ☐ Works with others within a functional area.
- ☐ Works with others within functional area and occasionally into other areas, and coordinates activities that require cross-functional support.
- ☐ Works in an extensive capacity within other functional areas, including making recommendations to the Commission (or other Boards / Commissions) on various issues.

Details:**Community:****Networking:**

Does this position require that a person interact with people within and outside of the organization? Select one of the following characteristics that most appropriately describe the networking responsibilities and duties of the position. Please mark the appropriate box. Provide additional detail below if necessary.

- ☐ Work to resolve various issues and internal matters through managers or supervisors dealing with community residents or businesses only within my department or functional area.
- ☐ Work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters and / or handle some cross-departmental or cross-functional interactions as necessary. This position is required to inform the public or responds to public comment, informs residents and groups on City issues.
- ☐ Frequently work with community residents or businesses, elected officials or other community groups on various issues for internal and external matters media or press on various issues in community development and business issues. **Regularly informs** the public, responds to public comment, meets or corresponds with press or media, and informs residents and groups on City issues often in person.

X Mark all that apply.

<input type="checkbox"/>	Residents (Youth)	<input type="checkbox"/>	Residents (Adults)
<input type="checkbox"/>	Local Elected Officials	<input type="checkbox"/>	Regional & State Elected Officials
<input type="checkbox"/>	Local News Media	<input type="checkbox"/>	Regional & State Media
<input type="checkbox"/>	County Department Heads	<input type="checkbox"/>	State Agency / Department Heads
<input type="checkbox"/>	Local Businesses	<input type="checkbox"/>	Regional Professional Associations
<input type="checkbox"/>	Council of Governments	<input type="checkbox"/>	Community Groups (Rotary, Lions, other...)
<input type="checkbox"/>	Others:	<input type="checkbox"/>	Others:

Duties: Please comment on or list your duties as currently assigned.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Klo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.

Non-Management Position Questions

Department:	
Position Title:	
Your Name:	
Reports To:	
Total # I Supervise	

My position is currently: (check most appropriate)

☐ Appointed ☐ Contract ☐ Salary ☐ Hourly ☐ Full-time ☒ Part-time ☐ Seasonal ☐ Other

(if other, please explain)

Details:

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

When determining what level of knowledge, skills, experience and abilities are essential for your position, think about the following statements and check the one which most appropriately applies. You should reflect upon what the position would require if the City needed to fill your position. Do not include what your current education level or ability is.

Example: You may have been in this position for 12 years, though you worked up into the position. You may feel that someone following you in that position should have a minimum of 5 years experience in certain trades or skills. List the standard, and any details.

Skill

Education:

Are there any certificates, licenses or registrations required to perform the essential duties and responsibilities? *X* Mark the appropriate box below and please list any additional detail.

- ☐ No prior training; less than high school education.
- ☐ High school diploma or general education degree (GED); post-high school education or professional certificate from college or technical school.
- ☐ Two or Four-year degree (Associate's (A.A.) or Bachelor's (B.A.)) from an accredited college or university.

Details:

Experience:

Select the level of education needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. If your level of needed education is not listed below, simply write it in below.

X Mark the appropriate box below and please list any additional detail.

- ☐ No prior experience to one year experience.
- ☐ One to three years experience at a related or next lower position.
- ☐ More than three years experience (please detail below) at a related or next lower position.

Details:

Knowledge:

Please select the level of knowledge or technical skills needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job. Please provide details (such as specific technical, computer, language, or other skills or knowledge) below if necessary.

X Mark the appropriate box below and please list any additional detail.

- ☐ Use of reading and writing, adding and subtraction of whole numbers; following of instructions; use of fixed gauges, direct reading of instruments, and similar devices; **where interpretation is not required.** Beginner's knowledge of basic computer and technical skills.
- ☐ Use of addition, subtraction, multiplication and division of numbers including decimals and fractions. Use of simple formulas, charts, tables, drawing, specifications, schedules, wiring diagrams, use of adjustable measuring instruments, checking of reports, forms, records and comparable data **where some interpretation is required.** Intermediate knowledge of basic computer and technical skills.
- ☐ Use of mathematics with the use of complex drawings, specifications, charts, tables, and various types of precision measuring instruments - **where regular interpretation is required.** Advanced knowledge of basic computer and technical skills.

Details:

Effort**Physical Demand:**

Does this position require that weight be lifted or force be exerted? If so, how much and how often? (e.g. once a day, once a week, twice a year, etc.).

X Mark the appropriate box below.

- ☐ Infrequent lifting of heavy objects that generally does not require assistance. General office work with minimal recurring movement including filling of documents, lifting standing, bending, stooping, walking, crawling or climbing.
- ☐ Potential for recurring lifting of heavy objects that generally requires assistance. General office or file and documents maintenance work or work with recurring movement, lifting, standing, bending, walking, crawling or climbing.
- ☐ Potential for frequent lifting of objects that often requires assistance. General office work and medium to heavy file and document maintenance work with movement, lifting or high frequency including operation of office and / or heavy equipment, and standing, walking, crawling or climbing.

Details:

Mental Demand:

Please select the level mental effort needed to successfully accomplish the essential duties of this position. This will not necessarily reflect your level, but the level needed for the job.

X Mark the appropriate box below and please list any additional detail.

- ☐ Requires little or no decision making for day to day operations of a functional area. Often receives guidance from superiors when performing tasks.
- ☐ Requires moderate independent decision making / interpretation within duties or daily operations within a functional area. Requires reading and comprehending simple instructions, preparation of simple correspondence and memos, and the ability to effectively present information to the supervisor. Occasionally receives guidance from superiors when performing tasks.
- ☐ Requires moderate to heavy independent decision making within duties or daily operations and within in the allocation of resources, time or equipment. Superiors have delegated certain authority over general tasks. Requires ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Requires ability to write routine reports and correspondence, and the ability to speak effectively before groups of employees or residents. Rarely needs to receive guidance from superiors when performing tasks.

Details:

Job Conditions

Working Conditions:

Select one of the following characteristics that most appropriately describe the working conditions of the position. Provide additional detail below if necessary.

X Mark the appropriate box below and please list any additional detail.

- ☐ Works in non-hazardous conditions; limited general contact with other employees and / or external customers.
- ☐ Works in semi-hazardous or occasionally hazardous conditions; regular contact with employees and external customers. Position can require attention to special projects that require employee to consult external help from other functional areas.
- ☐ Regularly works in hazardous or potentially hazardous conditions with heavy equipment that is sensitive to over-handling. Frequently works with external customers on a regular basis.

X Mark all that apply.

Noise:		Environmental Conditions:		Other Conditions: (describe)	
<input type="checkbox"/>	None	<input type="checkbox"/>	Wet or Humid	<input type="checkbox"/>	
<input type="checkbox"/>	Low	<input type="checkbox"/>	Work near moving parts	<input type="checkbox"/>	
<input type="checkbox"/>	Moderate	<input type="checkbox"/>	Work in high, precarious places	<input type="checkbox"/>	
<input type="checkbox"/>	High	<input type="checkbox"/>	Fumes or Airborne Particles	<input type="checkbox"/>	
		<input type="checkbox"/>	Toxic or Caustic chemicals	<input type="checkbox"/>	
		<input type="checkbox"/>	Outdoor weather conditions	<input type="checkbox"/>	
		<input type="checkbox"/>	Extreme Cold (non-weather)	<input type="checkbox"/>	
		<input type="checkbox"/>	Extreme Heat (non-weather)	<input type="checkbox"/>	
		<input type="checkbox"/>	Risk of Electrical Shock	<input type="checkbox"/>	
		<input type="checkbox"/>	Work with Explosives	<input type="checkbox"/>	
		<input type="checkbox"/>	Risk of Radiation	<input type="checkbox"/>	
		<input type="checkbox"/>	Vibration	<input type="checkbox"/>	

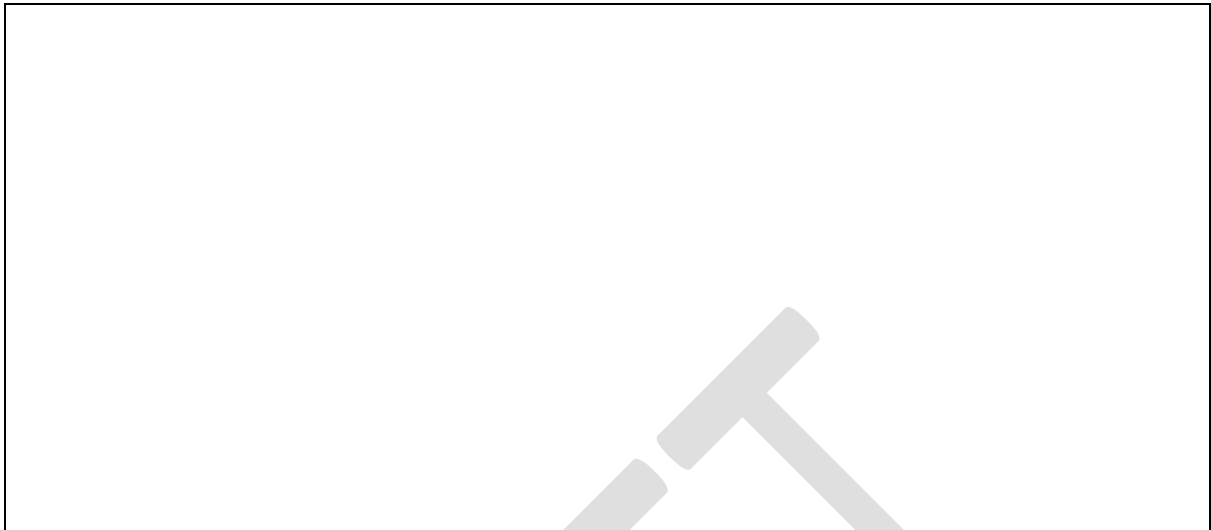
Contact with Others:

Does this position require that a person interact with people within and outside of the organization? Please mark the appropriate box.

X Mark all that apply.

<input type="checkbox"/>	Residents (Adults, Youth)
<input type="checkbox"/>	Developers
<input type="checkbox"/>	Vendors
<input type="checkbox"/>	Council Members
<input type="checkbox"/>	Other elected officials
<input type="checkbox"/>	County or State Agencies
<input type="checkbox"/>	Others:

Duties: Please comment on or list your duties as currently assigned.

A large, empty rectangular box with a thin black border, intended for the respondent to list their current duties. A large, light gray 'DRAFT' watermark is oriented diagonally across the center of the page, passing through this box.

Additional Comments: Are there any other circumstances or details about this position which may require special qualifications, skills or abilities. Please provide additional information below.

A large, empty rectangular box with a thin black border, intended for the respondent to provide additional comments or details. A large, light gray 'DRAFT' watermark is oriented diagonally across the center of the page, passing through this box.

Thank you for taking the time to complete this survey.

Please attach a copy of your current job description and return both documents to Klo Abeita immediately. The results from this survey will be used to update all job descriptions and will be available for viewing in the coming weeks.

DRAFT

RESULTS OF COMPENSABLE FACTORS ANALYSIS

Compensable Factors for Comparison & Classification: *Management*

<insert pending>

DRAFT

Compensable Factors for Comparison & Classification: *non-Management*

<insert pending>

DRAFT

APPENDIX B: GENERAL FUND PERSONNEL COSTS VS. COMPARABLE CITIES

<insert tables pending>

DRAFT

DRAFT

APPENDIX C: SALARY SURVEY RESULTS

<insert tables pending>

DRAFT

DRAFT

APPENDIX D: NEW JOB CLASSIFICATIONS AND PROPOSED PAY RANGES

<insert tables pending>

DRAFT

DRAFT

APPENDIX E: BENEFITS SURVEY RESULTS

Salary & Pay Increases <insert tables pending>

Paid Vacation <insert tables pending>

Sick Leave <insert tables pending>

Group Insurance - General Employees <insert tables pending>

Group Insurance – Police <insert tables pending>

Group Insurance – Fire <insert tables pending>

Paid Holidays <insert tables pending>

General Employee Retirement <insert tables pending>

DRAFT

DRAFT

APPENDIX F. PROPOSED INCENTIVE PAY EXAMPLES

Overview

Career development is an important factor which should be an integral part of any personnel program and budget. Facilitating the career and skills development of staff has the potential to create a better educated staff, making them more qualified and capable to meet a higher quality and quantity of work. As part of the evaluation feedback and work planning process, the City should consider implementing a system for rewarding employees who acquire certain licenses, achieve professional designations, and achieve other specified objectives pertaining to professional development.

The following examples are sited for consideration. Communities with more departments (Fire, Police, Library, etc) should develop similar goals and values for as appropriate.

(SAMPLE)

ADMINISTRATIVE	Option 1 Hourly Rate Increase	Option 2 % or Step Increase
Clerk or Deputy Clerk		
25 points – Municipal Clerk's Certification	\$0.25	.25%
50 points – Municipal Clerk's Certification	\$0.50	.25%
75 points – Municipal Clerk's Certification	\$0.75	.25%
IIMC Certification	\$1.25	1.5%
<i>Other incentive goals as appropriate.</i>		
Finance Director or Accounting Staff		
Certified Public Finance (CPFO) Officer Exams	\$0.50	1.5%
Certified Public Finance Officer (CPFO) Designation	\$1.50	1.5%
Unqualified Audit Opinion	\$0.25	.5%
GFOA Recognized Outstanding Budget	\$0.50	.5%
GFOA Recognized Outstanding Financial Statements	\$0.50	.5%
Training towards Risk Manager Certification	\$0.25	.5%
Risk Manager Certification	\$0.25	1.5%
<i>Other incentive goals as appropriate.</i>		
Administrative Assistants / Secretaries / Office Support		
MOUS Certification – Access	\$0.25	.5%
MOUS Certification - Excel	\$0.25	.5%
MOUS Certification – Word	\$0.25	.5%
MOUS Certification – Power Point	\$0.25	.5%
<i>Other incentive goals as appropriate.</i>		
City Administrator / Department Heads		
Accomplishment of Annual Council Goals	\$ undetermined	
Expenditures <95% of Budgeted Expenditures	\$ undetermined	
Tax Revenues > 20% Above Budgeted Revenue	\$ undetermined	
Annual Council Goals Achievement – Bonus	\$ undetermined	
<i>Other incentive goals as appropriate.</i>		

<u>GENERAL / WATER / SEWER / STREETS / PARK</u>		Option 1	Option 2
		Hourly Rate Increase	% or Step Increase
General			
	Commercial Drivers License (CDL)	\$0.50	.5%
	Commercial Pesticide Applicator	\$0.50	.25%
Water			
	D Water Treatment License	\$0.25	.5%
	C Water Treatment License	\$0.75	.5%
	B Water Treatment License	\$1.25	.5%
	A Water Treatment License	\$2.00	.5%
	Class I Water Distribution Certificate	\$0.25	.5%
	Class II Water Distribution Certificate	\$0.50	.5%
	Class III Water Distribution Certificate	\$0.75	.5%
	Back Flow Testor Certificate	\$0.50	.5%
Waste Water			
	D Waste Water Treatment License	\$0.25	.5%
	C Waste Water Treatment License	\$0.75	.5%
	B Waste Water Treatment License	\$1.25	.5%
	A Waster Water Treatment License	\$2.00	.5%
<u>OTHER</u>			
	40 hours Continuing Education	\$0.25	.25%
	New Service Implementation	\$0.10	.75%
	Grant Revenue (\$5,000 to \$12,000) – Bonus	2% of Revenue	.75%
	Grant Revenue (>\$12,500) – Bonus	\$250 or % of Revenue	.50%
	Recreation Program Enrollment – 10% Increase Bonus	\$ undetermined	.75%
	Building Inspection Inquiry Response Time – 24-hours (monthly avg)	\$ undetermined	.50%
	Plan Review – 15 day Average Response Time per planset	\$ undetermined	.50%

APPENDIX G: PROPOSED 360° PERFORMANCE EVALUATION

The 360° Evaluation

360 degree feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, or co-workers. Most 360 degree feedback tools are also responded to by each individual in a self assessment. 360 degree feedback allows each individual to understand how his or her effectiveness as an employee, co-worker, or staff member is viewed by others. The most effective processes provide feedback that is based on behaviors and performance that other employees can see. The feedback provides insight about the skills, attributes and behaviors desired in the organization to accomplish the mission, vision, and goals and live the values that are important to most any organization. The feedback is firmly planted in behaviors needed to exceed customer and organizational expectations. With that said, this tool has many positive aspects and many proponents which are outlined below.

The 1999 State of the Industry Report, from the American Society for Training and Development (ASTD), reviewed the training practices of more than 750 firms. Fifty-five firms, described by ASTD as leading edge in their training approaches, rely heavily on employee feedback, including 360 degree feedback and peer review, for individual development plans and annual performance reviews. Seventy-five percent of these companies provided individual development plans, and 33 percent provided 360 degree feedback for most of their employees in 1998, compared to 50 percent and 10 percent in 1997, according to ASTD.

Using the Evaluation

There are four essentials to benefiting from the 360° evaluation method:

- **Selecting the Evaluators:** People who are chosen as Evaluators, usually choices shared by the organization and employee, generally interact routinely with the person receiving feedback.
- **The Evaluation Process:** One of the key purposes of the 360° Evaluation is the opportunity to address the misperceptions employees and supervisors have regarding the importance a position's skills and attributes requires. The overall purpose of the feedback evaluation tool is to assist each individual to understand his or her strengths and weaknesses, to contribute insights into aspects of his or her work needing professional development, and to facilitate a productive dialogue between employee and supervisor. Each evaluation contains a series of 15 questions, and the evaluator is asked to respond to what he or she feels is the *Relevant Importance* of a certain skill or attribute *to the position*, then respond to what they feel is the *Performance Level* Tables 1 & 2 illustrates how this is done.

Table 1: Weighted Factors & Performance Rating

PERFORMANCE RATING	
WEIGHT	LEVEL OF PERFORMANCE
0=Does not apply to position	1=Unsatisfactory
1=Relevant to position	2=Needs Improvement
2=Important to position	3=Good
3=Crucial to position	4=Very Good
	5=Excellent

Table 2: Evaluating the Position and the Employee

A. PRACTICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job performance.

Comments: _____

_____	X	_____	=	_____
Weight		Performance Level		

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures.

Comments: _____

_____	X	_____	=	_____
Weight		Performance Level		

- **Using / reviewing the feedback report:** Employee and manager have the opportunity to discuss perceived and actual performance, identify areas of excellence and areas of improvement, and develop a work plan by establishing specific performance expectations and goals that are to be achieved within a defined timeframe.

Table 3: Evaluation Report: Individual & Supervisor

Quantity of Work									
Evaluators	George T.	Jerry S.	Karen B.	Beverly T.	EMPLOYEE	6	7	8	
Evaluator	3	3	2	2	1				Mgr 3
									Average 2.3

Quantity of Work									
Evaluators	George T.	Jerry S.	Karen B.	Beverly T.	EMPLOYEE	6	7	8	
Evaluator	4	3	2	4	5				Mgr 3
									Average 3.5

- **Managing / integrating the report into performance management:** Generally, each organization already has a defined pay and incentive program. Rather than completely modify this system, the 360* evaluation tool can be integrated into the existing salary and compensation plan with little or no changes whatsoever. It is generally recommended that organizations without a pay-for-performance standard adopt a pay incentive or reward system to increase effectiveness of this tool. **See Incentive Pay Goals and Values in the next section.**

The following sections will describe the pros and cons of the 360 degree feedback evaluation tool.

Positive Attributes of the 360° Evaluation Tool

Organizations that are happy with the 360 degree component of their performance management systems identify these positive features of the process. These features will manifest themselves in well-managed, well-integrated 360 degree processes.

- Improved Feedback From More Sources:** Provides well-rounded feedback from peers, reporting staff, co-workers, and supervisors. This can be a definite improvement over feedback from a single individual. 360 feedback can also save managers' time in that they can spend less energy providing feedback as more people participate in the process. Co-worker perception is important and the process helps people understand how other employees view their work.
- Team Development:** Helps team members learn to work more effectively together. (Teams know more about how team members are performing than their supervisor.) Multirater feedback makes team members more accountable to each other as they share the knowledge that they will provide input on each members' performance. A well-planned process can improve communication and team development.

Table 4: Evaluation Report: Team Development

TOTAL MANAGEMENT TEAM 360° EVALUATION										
Evaluators	Finance Dir	City Attorney	Public Works Director	Police Chief	Fire Chief	Library Director	Planning Director	Recreation Director	Town Manager	
Department Head	Average Score Received									
Finance Dir	2.0	3.9	4.3	3.0	3.3	3.8	4.1	3.8	4.2	3.6
City Attorney	3.6	4.0	4.8	3.6	3.3	4.0	4.7	3.8	3.9	4.0
Public Works Director	2.4	4.2	4.2	2.7	3.2	3.5	4.7	3.8	3.3	3.6
Police Chief	3.7	4.9	4.7	3.4	3.7	4.0	4.9	4.0	4.1	4.2
Fire Chief	3.4	4.1	4.7	3.6	3.1	3.9	4.5	3.7	4.0	3.9
Library Director	3.2	3.8	4.0	3.0	3.0	4.3	3.6	3.5	3.7	3.6
Planning Director	3.0	4.0	4.9	2.8	3.0	3.0	3.0	4.2	3.5	3.5
Recreation Director	3.3	4.0	4.5	3.2	3.1	3.9	4.0	3.7	3.4	3.7
Town Manager	3.1	3.8	4.0	X	3.7	2.6	4.6	X	3.3	3.6
Avg All Evaluations	3.1	4.1	4.5	3.2	3.3	3.7	4.2	3.8	3.7	

- Personal and Organizational Performance Development:** 360 degree feedback is one of the best methods for understanding personal and organizational developmental needs.
- Responsibility for Career Development:** For many reasons, organizations are no longer responsible for developing the careers of their employees, if they ever were. Multirater feedback can provide excellent information to an individual about what she needs to do to enhance her career. Additionally, many employees feel 360 degree feedback is more accurate, more reflective of their performance, and more validating than prior feedback from the supervisor alone. This makes the information more useful for both career and personal development. **See Incentive Pay Goals and Values in the next section.**
- Reduced Discrimination Risk:** When feedback comes from a number of individuals in various job functions, discrimination because of race, age, gender, and so on, is reduced. The "horns and halo"

effect, in which a supervisor rates performance based on her most recent interactions with the employee, is also minimized.

- **Improved Customer Service:** Especially in feedback processes that involve the internal or external customer, each person receives valuable feedback about the quality of his product or services. This feedback should enable the individual to improve the quality, reliability, promptness, and comprehensiveness of these products and services.
- **Training Needs Assessment:** Multirater feedback provides comprehensive information about organization training needs and thus allows planning for classes, cross-functional responsibilities, and cross-training.

Drawbacks of the 360° Evaluation Tool

For every good point about 360 degree feedback systems, detractors and people who have had bad experiences with such systems, can offer the down side. Understanding the down side is important because it gives you a roadmap of the things to avoid when you implement a 360 degree evaluation process. Helping an organization determine if such a tool will be effective in improving the overall performance of an organization and its personnel is important when considering any performance measurement tool.

Following are potential problems with 360 degree feedback processes and a recommended solution for each.

- **Exceptional Expectations for the Process:** 360 degree feedback is not the same as a performance management system. It is merely a part of the feedback and development that such a system offers within an organization. Additionally, proponents may lead participants to expect too much from this feedback system in their efforts to obtain organizational support for implementation. Make sure the 360 feedback is integrated into a complete performance management system.
- **Design Process Downfalls:** Often, a 360 process arrives as a recommendation from the HR department or is shepherded in by an executive who learned about the process at a seminar or in a book. Just as an organization implements any planned change, the implementation of 360 feedback should follow effective change management guidelines. A cross-section of the people who will have to live with and utilize the process should explore and develop the process for your organization.
- **Failure to Connect the Process:** For a 360 feedback process to work, it must be connected with the overall strategic aims of your organization. If you have identified competencies or have comprehensive job descriptions, give people feedback on their performance of the expected competencies and job duties. The system will fail if it is an add-on rather than a supporter of your organization's fundamental direction and requirements. It must function as a measure of your accomplishment of your organization's big and long term picture.
- **Insufficient Training and Process Understanding:** Employees who will participate in a 360 process need training about the process, how to provide constructive feedback, how to interpret results, and more. Failure to provide the appropriate amount of training and information can sink a process quickly.
- **Insufficient Information:** Since 360 degree feedback processes are currently usually anonymous, people receiving feedback have no recourse if they want to further understand the feedback. They

have no one to ask for clarification of unclear comments or more information about particular ratings and their basis. For this reason and for the points listed in the several bullet points following this one, developing 360 process coaches is important. Supervisors, HR staff people, interested managers and others are taught to assist people to understand their feedback. They are trained to help people develop action plans based upon the feedback.

- **Focus on Negatives and Weaknesses:** At least one recent book, *First Break All the Rules: What Great Managers Do Differently*, advises that great managers focus on employee strengths, not weaknesses. The authors said, "People don't change that much, Don't waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough."
- **Rater Inexperience and Ineffectiveness:** In addition to the insufficient training organizations provide both people receiving feedback and people providing feedback, there are numerous ways raters go wrong. They may inflate ratings to make an employee look good. They may deflate ratings to make an individual look bad. They may informally band together to make the system artificially inflate everyone's performance. Checks and balances must prevent these pitfalls.
- **Paperwork / Computer Data Entry Overload:** Need I say much more here? Traditional evaluations required two people and one form. Multirater feedback ups the sheer number of people participating in the process and the consequent organization time invested.

Conclusion

As with any performance feedback process, it can provide you with a profoundly supportive, organization affirming method for promoting employee growth and development. In rare cases, the results of this type of evaluation process saps morale, destroys motivation, enables disenfranchised employees to go for the jugular or plot and scheme revenge scenarios. Most often, however, it can increase positive, powerful problem solving for customers or set people off on journeys to identify the guilty, the feedback provider who rated their performance less than perfect.

Which scenario will your organization choose? It's all in the details. Think profoundly before you move forward; learn from the mistakes of others; assess your organization's readiness. Apply effective change management strategies to planning and implementation. Do the right things right and you will add a powerful tool to your performance management and enhancement toolkit!

Performance Evaluation for Professional Development

For 360° Evaluation, see attached information.

Employee Name:	PERFORMANCE RATING	
Position Title:	WEIGHT	LEVEL OF PERFORMANCE
Department:	0=Does not apply to position	1=Unsatisfactory
In Position Since:	1=Relevant to position	2=Needs Improvement
Hire Date:	2=Important to position	3=Good
Evaluator: Date:	3=Crucial to position	4=Very Good
		5=Excellent

A. PRACTICAL KNOWLEDGE OF WORK - Understands routine methods and procedures required for effective job performance.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

B. THEORETICAL KNOWLEDGE OF WORK - Understands technical background and scientific principals behind work methods and procedures. Demonstrates this knowledge in problem solving or quality control measures.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

C. JUDGEMENT - Understands impact of actions in advance; includes the degree to which the employee's decisions are sound.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

D. QUANTITY OF WORK - Volume of acceptable work produced.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

E. QUALITY OF WORK - Effective application of work knowledge to produce accurate, repeatable results.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

F. FOLLOW-THROUGH - Takes independent action as needed to move assigned projects to completion, constantly monitors work in progress.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

G. INITIATIVE / MOTIVATION - Independantly seeks ways to improve efficiency of unit and its contribution to the goals of the entire organization; works with supervisor on implementation or improvements.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

H. PROBLEM SOLVING - Identifies problems, gathers and analyzes facts to determine probable causes; proposes viable solutions to supervisor.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

I. COOPERATION - Relates effectively to co-workers and supervisors in all units to maximize efficient achievement of Department and organization-wide goals.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

J. PLANNING / ORGANIZATION - Ability to establish in advancean appropriate course of action to accomplish assigned tasks within the limits of time and budget.

Comments:

_____	X	_____	=	_____
Weight		Performance Level		

K. ORAL COMMUNICATIONS - Ability to effectively express ideas in individual or group situations. Ideas are clear, concise, and easily understood.

Comments:

_____		_____		
Weight	X	Performance Level	=	_____

L. WRITTEN COMMUNICATIONS - Written work conveys message in clear, concise language with proper grammatical form.

Comments:

_____		_____		
Weight	X	Performance Level	=	_____

M. LEADERSHIP - In a supervisory role, the employee is effective in getting work accomplished through others.

Comments:

_____		_____		
Weight	X	Performance Level	=	_____

N. ATTENTION TO SAFETY - Understands and applies safe working practices. Observes work methods to detect and correct unsafe practices.

Comments:

_____		_____		
Weight	X	Performance Level	=	_____

O. DEPENDABILITY - Can be relied upon to be punctual to work; is flexible in adjusting to changing priorities and willingly makes self available for extra work at critical times.

Comments:

_____		_____		
Weight	X	Performance Level	=	_____

GRAND TOTAL

A

B

TOTAL

OVERALL PERFORMANCE (B/A Rounded to the nearest tenth)

SCORE	OVERALL LEVEL OF PERFORMANCE DEFINED
1	UNSATISFACTORY - Extended unacceptable performance calling for immediate and substantial improvement, or serving as grounds for disciplinary action, up to and including grounds for dismissal
2	NEEDS IMPROVEMENT - Performance which does not meet minimum level of acceptability, and is not good enough to warrant recognition or greater responsibility.
3	GOOD - Consistently dependable and competent performance of the job.
4	VERY GOOD - Significant and clearly identifiable contributions to the job. Overall performance is noticeably better than good.
5	EXCELLENT - Demonstrably distinguished performance of all aspects of the job responsibilities. An extremely valuable performer.

EMPLOYEE POST-EVALUATION PROFESSIONAL DEVELOPMENT PLAN

(TO BE FILLED OUT BY SUPERVISOR & EMPLOYEE)

Appraiser's Comments on Overall Level of Performance:

II. EMPLOYEE'S PRESENT POSITION: Is the employee properly placed? Y N

If no, please explain:

III. SIGNIFICANT EMPLOYEE ACCOMPLISHMENTS: Indicate any significant employee accomplishments during the appraisal period.

IV. SPECIFIC PERFORMANCE OBJECTIVES: Indicate specific performance objectives to be accomplished by the employee before the next appraisal.

V. DEVELOPMENT PLAN: Indicate formal training and / or projects required of employee during the next 12 months or Budget Year.

SPECIAL NOTE

In signing this form, the employee acknowledges only that this appraisal has been reviewed by the employee and the supervisor. This signature does not imply that the employee agrees with the appraisal, either in whole or in part.

EMPLOYEE'S SIGNATURE

DATE

SUPERVISOR'S SIGNATURE

DATE

CHIEF ADMINISTRATOR'S SIGNATURE

DATE

*Employee comments (optional):



**CITY OF NORTH POLE
RESOLUTION 20-10**

**A RESOLUTION OF THE NORTH POLE CITY COUNCIL TO SELECT LOVE INC. TO
ADMINISTER THE BUSINESS AND NON-PROFIT INTERRUPTION GRANT (BIG) AND
ESTABLISH GRANT AMOUNTS AND TO INCREASE THE FAMILY AND INDIVIDUAL
INTERRUPTION GRANT MAXIMUM.**

WHEREAS, Love Inc. has been administering the Family and Individual Interruption Grant (FIG) for the City of North Pole and getting the desired results in distributing funds the City desires to also have Love Inc. administer the Business and Non-Profit Interruption Grant (BIG) from December 1, 2020 till December 30, 2020.

WHEREAS, Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was created to provide support for communities impacted by the Covid -19 Pandemic; and,

WHEREAS, the City of North Pole wants to disburse CARES Act funds to the community where needs exist; and,

WHEREAS, the Business and Non-Profit Interruption Grant amounts will be minimum \$3,000 to the maximum \$84,000; and

WHEREAS, the Family and Individual Grant eligible expenses period end date will be moved from September 30, 2020 to November 30, 2020 and maximum grant amount will be increased from \$10,000 to \$15,000 maximum allowable grant; and

~~**WHEREAS, The City of North Pole desires to distribute the all remaining CARES Act funds to its Citizen's via a stimulus check. Once all encumbered funds are determined the balance of the CARES Act funds will be distributed to each citizen of North Pole equally.**~~

NOW THEREFORE BE IT RESOLVED, that the North Pole City Council approves of these changes and wishes to help all individuals, families, business and non-profits to endure the financial impacts of this Covid – 19 Pandemic.

PASSED AND APPROVED by a duly constituted quorum of the North Pole City Council this 14th day of December, 2020.

Michael W. Welch, Mayor

ATTEST:

Aaron M. Rhoades, City Clerk

PASSED Yes: No: Absent:



North Pole Police Department

Chief Steve Dutra
125 Snowman Ln.
North Pole, AK 99705
907-488-6902
Northpolepolice.org



December 14, 2020

To: Honorable Mayor Welch
North Pole Council Members

Re: Council approval to accept 2019 Edward Byrne Memorial Justice Assistance Grant Funds in the amount of \$96,848.00.

I would like the council to approve the 2018 Edward Byrne Memorial Justice Assistance Grant Funds in the amount of \$96,848.00 for the 2020-2021 grant cycle and authorize the Mayor to sign this grant. This amount covers the period between October 1, 2020 and September 30, 2021.

These funds will cover most of the costs associated with the Detective assigned to the Statewide Drug Enforcement Unit for this period. Our drug enforcement efforts in this unit are vital to the ongoing effort to combat illicit drug and alcohol importation into our communities.

We have been thankful for the council and the state of Alaska's support as we continue our efforts. We have been in this unit since 2008 and we have seen tremendous results over this 12 year period.

Thank you for your time.

Chief Steve Dutra



THE STATE
of **ALASKA**
GOVERNOR MICHAEL J. DUNLEAVY

Department of Public Safety

DIVISION OF ALASKA STATE TROOPERS
Office of the Director

5700 East Tudor Road
Anchorage, Alaska 99507-1225
Main: 907.269.5641
Fax: 907.269.5079

December 7, 2020

Michael Welch, Mayor
City of North Pole
125 Snowman Lane
North Pole, AK 99705

Dear Mayor Welch,

The Alaska Department of Public Safety has approved your grant application for funding under the FFY19 Edward Byrne Memorial Justice Assistance Grant (JAG) Program in the amount of **\$96,848** to the City of North Pole.

The grant award packet will be provided to you for signature following this notification. This award is subject to all administrative and financial requirements as outlined in the grant agreement and under the JAG Program. Should you not adhere to these requirements, you will be in violation of the terms of the agreement and the award will be subject to termination for cause or other administration action as appropriate.

If your agency chooses not to accept the approved award amount, or if you have any questions regarding this notification, please contact Natalya Fomina, Grants Manager, at 907-269-5082 or by email at natalya.fomina@alaska.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bryan Barlow".

Colonel Bryan Barlow
Director, Alaska State Troopers

Cc: Steve Dutra, Chief of Police Department
Cc: Captain Andrew Gorn, AST



U.S. DEPARTMENT OF JUSTICE

CERTIFICATIONS REGARDING LOBBYING; DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS; AND DRUG-FREE WORKPLACE REQUIREMENTS

Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instructions for certification included in the regulations before completing this form. The certifications shall be treated as a material representation of fact upon which reliance will be placed when the U.S. Department of Justice ("Department") determines to award the covered transaction, grant, or cooperative agreement.

1. LOBBYING

As required by 31 U.S.C. § 1352, as implemented by 28 C.F.R. Part 69, the Applicant certifies and assures (to the extent applicable) the following:

(a) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Applicant, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement;

(b) If the Applicant's request for Federal funds is in excess of \$100,000, and any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Federal grant or cooperative agreement, the Applicant shall complete and submit Standard Form - LLL, "Disclosure of Lobbying Activities" in accordance with its (and any DOJ awarding agency's) instructions; and

(c) The Applicant shall require that the language of this certification be included in the award documents for all subgrants and procurement contracts (and their subcontracts) funded with Federal award funds and shall ensure that any certifications or lobbying disclosures required of recipients of such subgrants and procurement contracts (or their subcontractors) are made and filed in accordance with 31 U.S.C. § 1352.

2. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

A. Pursuant to Department regulations on nonprocurement debarment and suspension implemented at 2 C.F.R. Part 2867, and to other related requirements, the Applicant certifies, with respect to prospective participants in a primary tier "covered transaction," as defined at 2 C.F.R. § 2867.20(a), that neither it nor any of its principals—

(a) is presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;

(b) has within a three-year period preceding this application been convicted of a felony criminal violation under any Federal law, or been convicted or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, tribal, or local) transaction or private agreement or transaction;

- (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- (c) Making it a requirement that each employee to be engaged in the performance of the award be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the award, the employee will—
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of the employee's conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
- (e) Notifying the Department, in writing, within 10 calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title of any such convicted employee to the Department, as follows:

For COPS award recipients - COPS Office, 145 N Street, NE, Washington, DC, 20530;

For OJP and OVW award recipients - U.S. Department of Justice, Office of Justice Programs, ATTN: Control Desk, 810 7th Street, N.W., Washington, D.C. 20531.

Notice shall include the identification number(s) of each affected award;

- (f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted:
 - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency; and
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).

5. COORDINATION REQUIRED UNDER PUBLIC SAFETY AND COMMUNITY POLICING PROGRAMS

As required by the Public Safety Partnership and Community Policing Act of 1994, at 34 U.S.C. § 10382(c)(5), if this application is for a COPS award, the Applicant certifies that there has been appropriate coordination with all agencies that may be affected by its award. Affected agencies may include, among others, Offices of the United States Attorneys; State, local, or tribal prosecutors; or correctional agencies.

I acknowledge that a materially false, fictitious, or fraudulent statement (or concealment or omission of a material fact) in this certification, or in the application that it supports, may be the subject of criminal prosecution (including under 18 U.S.C. §§ 1001 and/or 1621, and/or 34 U.S.C. §§ 10271-10273), and also may subject me and the Applicant to civil penalties and administrative remedies for false claims or otherwise (including under 31 U.S.C. §§ 3729-3730 and 3801-3812). I also acknowledge that the Department's awards, including certifications provided in connection with such awards, are subject to review by the Department, including by its Office of the Inspector General.



U.S. DEPARTMENT OF JUSTICE

CERTIFIED STANDARD ASSURANCES

On behalf of the Applicant, and in support of this application for a grant or cooperative agreement, I certify under penalty of perjury to the U.S. Department of Justice ("Department"), that all of the following are true and correct:

(1) I have the authority to make the following representations on behalf of myself and the Applicant. I understand that these representations will be relied upon as material in any Department decision to make an award to the Applicant based on its application.

(2) I certify that the Applicant has the legal authority to apply for the federal assistance sought by the application, and that it has the institutional, managerial, and financial capability (including funds sufficient to pay any required non-federal share of project costs) to plan, manage, and complete the project described in the application properly.

(3) I assure that, throughout the period of performance for the award (if any) made by the Department based on the application--

- a. the Applicant will comply with all award requirements and all federal statutes and regulations applicable to the award;
- b. the Applicant will require all subrecipients to comply with all applicable award requirements and all applicable federal statutes and regulations; and
- c. the Applicant will maintain safeguards to address and prevent any organizational conflict of interest, and also to prohibit employees from using their positions in any manner that poses, or appears to pose, a personal or financial conflict of interest.

(4) The Applicant understands that the federal statutes and regulations applicable to the award (if any) made by the Department based on the application specifically include statutes and regulations pertaining to civil rights and nondiscrimination, and, in addition--

- a. the Applicant understands that the applicable statutes pertaining to civil rights will include section 601 of the Civil Rights Act of 1964 (42 U.S.C. § 2000d); section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 794); section 901 of the Education Amendments of 1972 (20 U.S.C. § 1681); and section 303 of the Age Discrimination Act of 1975 (42 U.S.C. § 6102);
- b. the Applicant understands that the applicable statutes pertaining to nondiscrimination may include section 809(c) of Title I of the Omnibus Crime Control and Safe Streets Act of 1968 (34 U.S.C. § 10228(c)); section 1407(e) of the Victims of Crime Act of 1984 (34 U.S.C. § 20110(e)); section 299A(b) of the Juvenile Justice and Delinquency Prevention Act of 2002 (34 U.S.C. § 11182(b)); and that the grant condition set out at section 40002(b)(13) of the Violence Against Women Act (34 U.S.C. § 12291(b)(13)), which will apply to all awards made by

the Office on Violence Against Women, also may apply to an award made otherwise;

- c. the Applicant understands that it must require any subrecipient to comply with all such applicable statutes (and associated regulations); and
- d. on behalf of the Applicant, I make the specific assurances set out in 28 C.F.R. §§ 42.105 and 42.204.

(5) The Applicant also understands that (in addition to any applicable program-specific regulations and to applicable federal regulations that pertain to civil rights and nondiscrimination) the federal regulations applicable to the award (if any) made by the Department based on the application may include, but are not limited to, 2 C.F.R. Part 2800 (the DOJ "Part 200 Uniform Requirements") and 28 C.F.R. Parts 22 (confidentiality - research and statistical information), 23 (criminal intelligence systems), 38 (regarding faith-based or religious organizations participating in federal financial assistance programs), and 46 (human subjects protection).

(6) I assure that the Applicant will assist the Department as necessary (and will require subrecipients and contractors to assist as necessary) with the Department's compliance with section 106 of the National Historic Preservation Act of 1966 (54 U.S.C. § 306108), the Archeological and Historical Preservation Act of 1974 (54 U.S.C. §§ 312501-312508), and the National Environmental Policy Act of 1969 (42 U.S.C. §§ 4321-4335), and 28 C.F.R. Parts 61 (NEPA) and 63 (floodplains and wetlands).

(7) I assure that the Applicant will give the Department and the Government Accountability Office, through any authorized representative, access to, and opportunity to examine, all paper or electronic records related to the award (if any) made by the Department based on the application.

(8) If this application is for an award from the National Institute of Justice or the Bureau of Justice Statistics pursuant to which award funds may be made available (whether by the award directly or by any subaward at any tier) to an institution of higher education (as defined at 34 U.S.C. § 10251(a)(17)), I assure that, if any award funds actually are made available to such an institution, the Applicant will require that, throughout the period of performance--

- a. each such institution comply with any requirements that are imposed on it by the First Amendment to the Constitution of the United States; and
- b. subject to par. a, each such institution comply with its own representations, if any, concerning academic freedom, freedom of inquiry and debate, research independence, and research integrity, at the institution, that are included in promotional materials, in official statements, in formal policies, in applications for grants (including this award application), for accreditation, or for licensing, or in submissions relating to such grants, accreditation, or licensing, or that otherwise are made or disseminated to students, to faculty, or to the general public.

(9) I assure that, if the Applicant is a governmental entity, with respect to the award (if any) made by the Department based on the application--

- a. it will comply with the requirements of the Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (42 U.S.C.

- §§ 4601-4655), which govern the treatment of persons displaced as a result of federal and federally-assisted programs; and
- b. it will comply with requirements of 5 U.S.C. §§ 1501-1508 and 7324-7328, which limit certain political activities of State or local government employees whose principal employment is in connection with an activity financed in whole or in part by federal assistance.

(10) If the Applicant applies for and receives an award from the Office of Community Oriented Policing Services (COPS Office), I assure that as required by 34 U.S.C. § 10382(c)(11), it will, to the extent practicable and consistent with applicable law--including, but not limited to, the Indian Self-Determination and Education Assistance Act--seek, recruit, and hire qualified members of racial and ethnic minority groups and qualified women in order to further effective law enforcement by increasing their ranks within the sworn positions, as provided under 34 U.S.C. § 10382(c)(11).

(11) If the Applicant applies for and receives a DOJ award under the STOP School Violence Act program, I assure as required by 34 U.S.C. § 10552(a)(3), that it will maintain and report such data, records, and information (programmatic and financial) as DOJ may reasonably require.

I acknowledge that a materially false, fictitious, or fraudulent statement (or concealment or omission of a material fact) in this certification, or in the application that it supports, may be the subject of criminal prosecution (including under 18 U.S.C. §§ 1001 and/or 1621, and/or 34 U.S.C. §§ 10271-10273), and also may subject me and the Applicant to civil penalties and administrative remedies for false claims or otherwise (including under 31 U.S.C. §§ 3729-3730 and 3801-3812). I also acknowledge that the Department's awards, including certifications provided in connection with such awards, are subject to review by the Department, including by its Office of the Inspector General.

GRANT AGREEMENT

ARTICLE I - GOVERNING LAW

Statutory Authority: The Edward Byrne Memoria Justice Assistance Grant (JAG) Program statute is Subpart I of Part E of Title I of the Omnibus Crime Control and Safe Streets Act of 1968. Title I of Public Law No. 90-351 (34 U.S.C.10101-10726), including subpart 1 of part E (34 U.S.C. 10151-10158 and 28 U.S.C. 530C(a).

ARTICLE II - SCOPE OF WORK

- A. The Grantee agrees that it will implement in all respects the Project Description submitted with the application and is considered a part of this Grant Agreement.
- B. The Grantee agrees to make no change in the project described in the attachment and final approved application without first submitting a written request to the Department and obtaining the Department's written approval of the requested change.
- C. The Grantee shall provide all the necessary qualified personnel, material, and facilities to implement the program described herein.

ARTICLE III – PROJECT PERIOD

- A. The term of this Grant Agreement shall be for the period of time described on the Grant Award page of this agreement and SHALL NOT BECOME EFFECTIVE UNTIL THE AGREEMENT IS FULLY SIGNED BY AN AUTHORIZED SIGNER AND RECEIVED BY THE DEPARTMENT.
- B. In the event that, due to unusual circumstances, it becomes apparent that this Grant Agreement cannot be brought to full completion within the time period set forth in the Grant Award, the Grantee shall so notify the Department in writing at least thirty (30) days prior to the termination date of this Grant Agreement. Such notice shall contain a description of the unusual circumstances causing the project to be incomplete.

ARTICLE IV - REPORTS

A. Reports

In order that the Department may adequately determine the progress of the Grant Project, the Grantee shall make Progress Reports to the Department per the schedule herein. The said Reports shall be on the form provided by the Department and contain the following:

- 1. **Program Report:** A description of the work accomplished to date, the methods and procedures used, and the impact of the project. *Semi-annual* progress reports shall be submitted to the Department no later than fifteen days following the end of each report period.
- 2. **Reimbursement Requests:** The Grantee shall submit a request for reimbursement to the Department at a minimum quarterly. The Grantee will provide the Department approved documentation supporting the expenses with the request for reimbursement. This may be from the Grantee's accounting system.

-
3. **Other information** specified by the Department or as may be of assistance to the Department in its evaluation, such as Project Equipment Reports.

B. Other Reports

1. The Grantee shall report any changes to key personnel to the Department within 30 days of the change.

ARTICLE V - FINANCIAL CONSIDERATION

- A. The Grantee must establish and maintain separate accounting for the use of grant funds. The use of funds in any manner contrary to allowable grant activities shall result in the subsequent termination of the grant and any balance of funds. It shall also result in the Grantee being required to return to the State any funds determined not allowed.
- B. The Grantee shall submit a request for reimbursement no later than 15 calendar days after the end of a calendar month. A Final Request for Reimbursement must be submitted no later than 30 calendar days following the end of the grant period.

Reimbursement Requests must be:

1. For expenses incurred within the period covered by the grant agreement;
2. For expenses incurred and paid by the Grantee within the request period specified on the Grant Award;
3. Submitted in a format provided or approved by the Department, and must be provided by a responsible signatory of the Grantee;
4. Based upon the Grantee's accounting system, a financial report generated from the accounting system must be attached to the request for reimbursement.
5. Supported by appropriate source documentation including, but not limited to: vendor billings, time sheets, travel authorizations, cancelled checks, tickets, payroll records, or other applicable information necessary to substantiate expenditures. Department staff may request copies of source documentation prior to or after payment for any Reimbursement Requests.
6. The Grantee must use direct charging on timesheets for all time spent on grant related activity or must use a methodology for the allocation of personal services costs approved by the Department. The Grantee must use a cost allocation methodology approved by the Department for any other shared costs charged to the grant and must provide the Department with appropriate documentation supporting the methodology used. The Grantee shall contact the Department for additional guidance or technical assistance.
7. No advance payments are authorized under this Agreement, unless approved by the Department.

ARTICLE VI - BUDGET

- A. The Department is not liable for Grantee incurred costs or services that exceed the grant agreement budget. The Department will not honor requests for excessive payments. It is the responsibility of the Grantee to secure a properly executed grant budget revision to this grant agreement when the circumstances require changes to the budget. The Grantee will in no case exceed in expenditure or in commitment the total dollar amount agreed upon in the grant agreement. The Grantee is responsible for any and all over-expenditures and for any disallowed costs that it may incur.
- B. Any change to the terms and conditions of this grant agreement must be made through a written amendment. Amendments do not take effect until signed by the Department.

ARTICLE VII - FINANCIAL MANAGEMENT SYSTEM

- A. The Grantee and any sub-recipient shall adhere to generally accepted accounting principles. The Grantee's financial management system shall: Provide Accurate, current, and complete accounting of financial activities under this grant;
- B. Adequately identify the source and application of funds for cost reimbursable activities;
- C. Provide effective control over and accountability for all grant funds and real and personal property acquired with grant funds;
- D. Maintain separate financial records for the accounting of funds related to this grant agreement;
- E. Maintain systematic methods to for timely and appropriate resolution of audit findings or recommendations;
- F. Retain source documentation that adequately identifies the nature and use of grant funds; Allow for comparison of actual and budgeted amounts; and,
- G. The Grantee shall comply with all Federal, State, and local laws regarding the collection, deposit, payment and reporting of taxes, including obtaining an employer identification number and providing W-2 forms to employees.

ARTICLE VIII - AUDIT REQUIREMENTS

- A. An Audit of the Grantee operations may be required by the President's Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*, or the *State of Alaska Single Audit Regulations at 2 AAC 45.010 – 45.090*.
- B. A Single Audit is required when an organization is in receipt of State financial assistance that expends a cumulative total equal to or greater than \$500,000 during the entity's fiscal year under the *State of Alaska Single Audit Regulations at 2 AAC 45.010 – 45.090*.

ARTICLE IX - TERMINATION AND MODIFICATION

-
- A. The Department, by written notice to the Grantee, shall have the right to terminate this Grant Agreement if, at any time, in the judgment of the Department the provisions of this Agreement have been violated or the activities described in the Project Description have not progressed satisfactorily. In this regard, the Department may demand refund of all or part of the funds disbursed to the Grantee.
 - B. The Parties may modify any and all terms and conditions of the Grant Agreement by mutual agreement between the Grantee and the Department.

ARTICLE X - CONDITIONS OF AWARD AND ACCEPTANCE

- A. Acceptance within 45 days. Within 45 days from the issuance date of these documents to the Grantee, if the Grantee does not confirm acceptance that it will utilize the grant by signing and returning the award agreement to the Department, obligation to set aside these federal funds for use by the Grantee shall be terminated without further cause.
- B. Commencement within 60 days. If a project is not operational within 60 days of the original starting date of the grant period, the Grantee must report, by letter, to the Department the steps taken to initiate the project, the reasons for delay, and the expected starting date.
- C. Operational within 90 days. If a project is not operational within 90 days of the original starting date of the grant period, the Grantee must submit a second statement to the Department explaining the implementation delay. Upon receipt of the 90-day letter, the Department may cancel the project and request Grantor Agency approval to distribute the funds to other project areas.

ARTICLE XI - CERTIFICATION

The Grantee hereby assures and certifies that it will comply with State and Federal regulations, policies, guidelines, and requirements with respect to the acceptance and use of funds for this program. Also, the Grantee hereby assures and certifies with respect to this Grant that:

- A. The Grantee agrees to comply with the financial and administrative requirements set forth in the current edition of the Department of Justice Programs (OJP) Financial Guide, available online at <http://www.ojp.usdoj.gov/FinGuide/>.
- B. Funds made available under this Grant will not be used to supplant state or local funds but will be used to increase the amounts of such funds that would, in the absence of federal funds, be made available for the same purpose.
- C. The Grantee will submit all project-related contracts, subcontracts, agreements, and subsequent amendments to the Department for review and approval prior to execution.
- D. No member, officer, or employee of the Grantee, or its designees or agents, no member of the governing body of the locality in which the program is situated, and no other public official of such locality or localities who exercises any functions or responsibilities with respect to the program during his or her tenure or for one year thereafter, will have any interest, direct or indirect, in any contract or subcontract, or the process thereof, for work to be performed in connection with the program assisted

under the grant, and the Grantee shall incorporate, in all such contracts or subcontracts, a provision prohibiting such interest pursuant to the purposes of this certification.

- E. The Grantee certifies that the programs contained in its application and Project Description meet all the requirements of the 1988 Anti-Drug Abuse Act, that all information is correct, that the applicant will comply with all provisions of the Act and all other applicable Federal and State laws, regulations, and guidelines.
- F. The Grantee will complete and keep on file, as appropriate, the Immigration and Naturalization Service Employment Eligibility Form (1-9).
- G. The Grantee will, if required, formulate an Equal Employment Opportunity Plan (EEOP) in accordance with 28 CFR 42.301, et. seq., and submit their EEOP or EEOP Short Form directly to the Office for Civil Rights within 60 days of the date of this agreement. If the Grantee is claiming a full or partial exemption from the EEOP requirement, the Grantee must submit an EEOP Certification Form to the Office for Civil Rights.
- H. The Grantee agrees to the following: to forward to the Alaska Department of Public Safety for submission to the Department for Civil Rights, Office of Justice Programs, U.S. Department of Justice any finding of discrimination against the Grantee by a federal or state court or federal or state administrative agency on the grounds of race, color, religion, national origin, or sex and to provide meaningful access to their programs and activities to individuals who are Limited English Proficient.
- I. The Grantee assures that it will comply (and will require any subgrantees or contractors to comply) with any applicable statutorily-imposed nondiscrimination requirements, which may include the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. § 3789d(c)(1)); the Victims of Crime Act (42 U.S.C. § 10604(e)); the Juvenile Justice and Delinquency Prevention Act of 2002 (42 U.S.C. § 5672(b)); the Civil Rights Act of 1964 (42 U.S.C. § 2000d); the Rehabilitation Act of 1973 (29 U.S.C. § 794); the Americans with Disabilities Act of 1990 (42 U.S.C. § 12132); the Education Amendments of 1972 (20 U.S.C. § 1681); the Age Discrimination Act of 1975 (42 U.S.C. § 6102); and the Department of Justice regulations on the Equal Treatment for Faith-Based Organizations (28 CFR part 38).
- J. The Grantee assures that in accordance with federal civil rights laws, the Grantee shall not retaliate against individuals for taking action or participating in action to secure rights protected by the laws referenced in Article XI – O. above.

ARTICLE XII - PROPERTY AND EQUIPMENT

A. Management

The Grantee's procedures for managing equipment (including replacement), whether acquired in whole or in part with funds made available through this Grant, will, at a minimum, meet the following requirements:

- 1. Property records must be maintained which include:
 - i. Description of the property;

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- ii. Serial number or other identification number;
 - iii. Source of the property;
 - iv. Identification of title holder;
 - v. Acquisition date;
 - vi. Cost of property;
 - vii. Percentage of Federal participation in the cost of the property;
 - viii. Location of the property;
 - ix. Use and condition of the property; and
 - x. Disposition data, including the date of disposal and sale price.
 2. A physical inventory of the property must be taken and the results reconciled with the property records at least once every two years.
 3. A control system must exist to ensure adequate safeguards to prevent loss, damage, or theft of the property. Any loss, damage, or theft shall be investigated by the Grantee and the Department, as appropriate.
 4. Adequate maintenance procedures must exist to keep the property in good condition.
 5. If authorized or required by the Department to sell the property, proper sales procedures must be established to ensure the highest possible return.

B. Disposition

The Grantee shall dispose of equipment when original or replacement acquired with grant funds is no longer needed for the original project or program, or for other activities currently or previously supported by a Federal agency. Disposition of equipment will be made as follows:

1. Items with a current per unit fair market value of less than \$5,000 may be retained, sold, or otherwise disposed of with no further obligation to the Department.
2. Items with a current per unit fair market value in excess of \$5,000 may be retained or sold, and the Department shall have a right to an amount calculated by multiplying the current market value or proceeds from sale by the Department's share of the equipment. Seller is also eligible for sale costs.
3. In cases where the Grantee fails to take appropriate disposition actions, the Department may direct the Grantee to take other disposition actions.

ARTICLE XIII - PROJECT RECORD MAINTENANCE, RETENTION, AND ACCESS

- A. The Grantee shall maintain Grant records that disclose the amount and disposition of the total funds from all sources budgeted for the Grant Agreement period, the purpose of undertaking for which such funds were used, the amount and nature of all contributions from other sources, and such other records as the Department shall prescribe. Such records shall be preserved for a period of not less than three (3) years following completion of the project.
- B. The following shall have access to any books, documents, ledgers, papers and records of the Grantee determined to be pertinent to the purpose of making audit, examination, excerpts, and transcripts:

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1. The U. S. Department of Justice;
 2. The Comptroller General of the United States;
 3. The Department, its agents, or assigns or successors in function; and
 4. Duly authorized representatives of any of the above.

ARTICLE XIV - MONITORING AND EVALUATION

Monitoring shall be accomplished by the Department at times deemed reasonable and proper by the Department. The Department shall make every effort not to disturb or disrupt any program or activity beyond that necessary to secure relevant data and make a reasonable assessment of the Grantee's performance.

- A. Monitoring by the Department may be performed on a continuing basis throughout the grant period and may involve telephone contact, written communication, analysis of submitted reports, and on-site visits.
- B. It shall be the purpose of monitoring by the Department to reinforce, improve, and augment the Grantee's capacity to administer this grant by identifying potential problem areas and recommending corrective action to prevent deficiencies.
- C. The Department shall provide a Monitoring Report in writing to the Grantee which outlines review findings, specifies recommendations which reflect corrective action required, if any, and a due date for the corrective action to be in place.
- D. When the Department has confirmed that the appropriate corrective action has been taken, a letter shall be sent to the Grantee stating that the finding(s) has been closed.

ARTICLE XV - PUBLICATION OF PROJECT ACTIVITIES AND RESULTS

When publicizing project activities and results, the Grantee shall include the following statements:

- A. "The opinions, findings and conclusions or recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Public Safety or the Department of Justice."
- B. "This project was supported by a grant awarded by the Alaska Department of Public Safety, through funding from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics"

ARTICLE XVI - WRITTEN DESCRIPTIONS OF PROGRAMS

When issuing statements, press releases, requests for proposals, bid solicitations, and other documents describing projects or programs funded in whole or part with Federal funds, the Grantee shall clearly state the following:

- A. The percentage of the total cost of the program or project which is or will be financed with Federal money; and

B. The dollar amount of Federal funds for the project or program.

However, if disclosing this information would in any way imperil the project, the Grantee is exempt from this requirement.

ARTICLE XVII - SPECIAL TERMS, CONDITIONS, AND WAIVERS

- A. Any funds not properly obligated by the end of the Grant Award will lapse and revert to the Department. The obligation deadline is the last day of the Grant Award period as specified in Section II of the Grant Award page of this agreement.
- B. If the Grantee is a Native Village, Native tribe or another Native tribal entity, the Grantee hereby irrevocably waives any sovereign immunity that it may possess, and consents to suit against itself and its officers, employees and agents, in the courts of the State of Alaska or any other state or federal court of competent jurisdiction, as to all claims or causes of action by the State of Alaska, or the United States or any other person arising out of or in connection with this grant award.

Project Narrative

The North Pole Police Department (NPPD) is continually evaluating its efforts and successes to better achieve a proactive approach to law enforcement and meet the demands of the surrounding community and citizens of the City of North Pole. The population of the City of North Pole is 2202¹ which doubles daily due to 5 public schools and numerous shopping centers, restaurants, and businesses. The number of City and area residents is projected to substantially increase of the next two years due to expansion of area military bases. Serious crimes are becoming more common in the City of North Pole. There is a noticeable increase in the complexity of the criminal activity. The criminal element has been emboldened to take advantage of oft-changing State laws and substantially reduced penalties for many criminal behaviors; this has taxed law enforcement's ability to proactively root out criminal behavior and has wearied the area residents.

In 2012, a random study of 375 NPPD cases revealed 88 percent of NPPD arrests are made on perpetrators residing outside the City of North Pole; this trend continues, with a burgeoning population within and immediately surrounding the City.

Numerous high-profile drug cases have spotlighted the City of North Pole through the years. Following is a sampling of those cases. NPPD responded to a burglary of multiple apartments. Investigation revealed the suspects were targeting a drug dealer in the complex, who was using that apartment as a stash house. NPPD and the Statewide Drug Enforcement Unit (SDEU) seized a substantial quantity of a substance suspected to be crack cocaine. The City of North Pole had the first marijuana butane extraction explosion in the State of Alaska. A planned drug exchange took a bad turn and resulted in a strong-armed robbery and a shooting, which left one suspect in the hospital with gunshot wounds.

¹ 2009 U.S. Census Bureau

Project Narrative

A high volume of traffic passes through the City on the Richardson Highway, with AADT exceeding 17,000 vehicles in 2018, and a substantial upward trend with thousands of new personnel arriving for support operations at Eielson Air Force Base (EAFB). Housing and business construction, in and around the City, substantially leads the Interior in growth. Property crimes which tend to be fueled by the drug trade increased substantially in 2019 over previous years: burglaries in the City increased by an alarming 600% and larcenies by 20%.

Drug possession and distribution cases in North Pole schools were reduced by 30% City-wide in 2018 due to aggressive drug enforcement activities on school properties. Unfortunately, statistics for drugs violations in North Pole schools are nonexistent in 2020 due to the COVID-19 crisis, which shuttered area schools for much of the year. However, the proliferation, trafficking, and abuse of dangerous synthetic drugs, and the chronic scourge of methamphetamine, cocaine, and heroin nationwide make it critically important to keep an aggressive enforcement stance against drugs. The State saw a radical increase in the proliferation of illicit drugs just between the years 2018 and 2019, with the Statewide Drug Enforcement Unit (SDEU) reporting over a 400% increase in heroin seizures (22,943 grams), over a 250% increase in cocaine seizures (1,256 grams), and over a 20% increase in methamphetamine seizures (35,481 grams).²

NPPD, through service requests made by the Fairbanks Police Department (FPD) and the Alaska State Troopers (AST), serves not only the City proper but an area surrounding North Pole with a population in excess of 27,000 persons within a 10-mile radius. These service requests are a significant drain on patrol resources and have a significant impact on the quality of investigations and apprehension of suspects.

² <https://dps.alaska.gov/getmedia/da3ade74-8c67-4f00-810f-89ecb460d2c0/2019-Annual-Drug-Report.pdf>

Project Narrative

The North Pole area, to include the City of North Pole, has already begun to see a population explosion due to the assignment of an F-35 fighter jet squadron to EAFB with military personnel, support staff, and families flooding into the area. Thousands of further personnel arrivals are expected over the next two years as EAFB and its support staff expands. A substantial portion of this population is expected to settle in and directly around the City. NPPD expects the drug and crime rates to continue to soar with the influx of people.

To help address the needs of the community at large, the City of North Pole authorized the creation of a full-time position with the multi-jurisdictional drug unit in 2008 and has dedicated a Detective to this assignment every year since then. NPPD intends to continue this position indefinitely. NPPD's participation with SDEU has proven highly successful with every participating year.

In order to help facilitate this additional position, NPPD is requesting support from the State of Alaska Department of Public Safety pass through JAG sub-grant from Edward Byrne Memorial Justice Assistance Grant (JAG) Program to help fund a portion of the salary and benefits for FY 2021. The continuation of this position greatly enhances the City's ability to meet local law enforcement needs that will impact the criminal elements that plague our area and every community in the State of Alaska.

The goal of this position is to facilitate a joint law enforcement and prosecution effort involving multiple criminal justice agencies across several jurisdictions. These agencies share the common goal of addressing drug enforcement and violent crime problems in and around North Pole, Fairbanks and other interior Alaskan communities. NPPD wishes to enhance its abilities by fostering better communications, intelligence sharing, and coordinate activities with all Federal, State, and local law enforcement agencies in the State.

Project Narrative

NPPD has demonstrated the ability to competently manage an annual budget in excess of \$2.2 million and has managed COPS, Homeland Security, Alaska Highway Safety, and JAG grants in the past. NPPD is set up to handle local, state, and federal grants through an internal record keeping system that is filed within the Department and simultaneously in the City Accountant's Office. Negotiations, awards, contracts, program/progress records/reports, procurements, invoicing, payments, time sheets, and other fiduciary aspects of grant management are in this system.

The City implements internal controls to ensure compliance with applicable laws and regulations related to all its grant-funded programs. The City recognizes grant revenues when qualifying expenditures are incurred. All of this helps the City meet the requirements of grant agreements and corresponding federal and state laws. The City's accounting system records all costs associated with each of its grants in separate, self-balancing accounts. The accounting records are used as a basis for completing required grant reports. Before posting any results, grant costs are reviewed for reasonableness, allowability, and allocability to each grant project. Grant project accounts are broken into sub-accounts by program element and cost objective. Appropriate documentation is maintained for personnel costs, fringe benefits, travel, purchases of professional services/consultants, materials, supplies and equipment, and other costs. The accounting records are subjected to annual independent financial statement and single audit.³

The City has formal procurement procedures to assure that professional services, consultants, equipment, materials, and supplies are obtained on a competitive basis and has procedures to assure that the types of contracts unacceptable to the federal government are not utilized. Quotations are reviewed to assure that the proposed price is reasonable to the contractor, the recipient, and the party providing the funding.

³ 2019 Single Audit = <https://www.northpolealaska.com/finance/page/city-north-pole-2019-audit>

Project Narrative

3a. Project Overview

An NPPD Detective will be assigned to SDEU and will work fulltime with AST and FPD on a joint task force. Their purpose will be to stop the flow of illegal alcohol and drugs into the State of Alaska, specifically targeting areas in and around Fairbanks and North Pole. The Interior Alaska SDEU team primarily focuses on North Pole, Fairbanks, and surrounding communities, but it also serves the surrounding area north to Utqiagvik and east to the Canadian border. The primary mission of the SDEU is to conduct investigations into the illicit importation, manufacture, and sale of drugs and bootleg alcohol. Because drug and alcohol use are invariably linked to most serious crimes, the problem requires the resources that only a multijurisdictional team can address.

To reach the desired service standard, NPPD developed specific goals and objectives, which are similar to the priorities set forth in the Alaska JAG program. This project is designed to:

1) coordinate efforts and resources from local, state, and Federal agencies through a statewide multi-jurisdictional task force; 2) interdict and seize controlled substances and alcohol that are illegally distributed throughout interior Alaska; and 3) investigate and apprehend distributors of controlled substances and illegal alcohol.

Project Narrative

3b. Need

In 2008, the City of North Pole and the surrounding communities understood the need to enhance the present drug enforcement efforts through better utilization of available resources, increasing communications, expanding intelligence sharing, and improving coordination by unifying our direction. The City of North Pole also recognized the correlation between illegal substances abuse and incident of crimes. In 2016 two major changes were presented which affected law enforcement, specifically narcotics enforcement: the legalization of Marijuana in the State of Alaska, and the passing of Senate Bill (SB) 91.

SB91 essentially eliminated the ability to run informants and gather intelligence. It also significantly reduced patrol level narcotics enforcement. The entire enforcement cycle relating to narcotics distribution was disrupted. These factors demonstrated an even greater need for full funding of a dedicated narcotics enforcement detectives and cooperation throughout all levels of law enforcement. These new challenges dictated the need for new techniques, including understanding the nexus between many other felony level criminal offenses (such as property crimes) which have a significant historical relationship to narcotics abuse. From 2019-2022, the North Pole area is seeing a dynamic that will likely double its population with the arrival of an F-35 squadron at EAFB. This is anticipated to substantially increase the population and further exacerbate the issues related to drug use and abuse.

Based on these understandings, NPPD has applied for funds through the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. These funds are to be used for a full time detective to augment the SDEU; they will further provide approximately 50 hours of overtime so the assigned Detective will be available for call outs to routinely assist SDEU with illicit drug and alcohol interdiction. NPPD's need to be represented on this team stems from the statewide problem

Project Narrative

associated with illegal drug and alcohol importation trade, and the reality that the City of North Pole is a central hub for most of the 27,000+ people who live in and around the North Pole area.

The North Pole community is significantly linked to every community in the interior. These links have been proven through the efforts of the SDEU. Low level drug users frequently move through the City of North Pole and use the City as a hub for illegal activity. NPPD's SDEU Detective has tracked drug users and dealers through the North Pole city limits and is often engaged in surveillance of illicit activity in and around the City.

Since the inception of this grant, NPPD's justification to support funding for a SDEU Detective was based on observed increases in several areas of violent crimes: particularly, robberies, burglaries, and assaults. According to Alaska's criminal justice professionals, alcohol, marijuana, cocaine, methamphetamine, heroin, and pharmaceuticals have been identified as the primary substances of abuse in Alaska and are the focus of most law enforcement efforts. According to the Department of Public Safety (DPS), Alaska has one of the highest per capita abuses of controlled substances. Abusers of controlled substances are known to be linked to violent crimes. Several high-profile cases brought this reality to the forefront in the City of North Pole.

As previously mentioned, an area wide drug dealer was utilizing an apartment in the City of North Pole as a stash house for cocaine. The apartment complex was burglarized when suspects attempted to determine the location of the stash house.

After the discovery of an outdoor marijuana grow operation in 2013, NPPD Officers maintained surveillance of the site into 2014. NPPD Officers caught the suspects replanting the crop in 2014, which resulted in the seizure of 63 juvenile marijuana plants. Further, with the legalization of marijuana in the State of Alaska, North Pole saw the first confirmed Hash Oil explosion in the State.

Project Narrative

A substantial upward trend has been observed in felony drug possession and distribution cases in and around school properties, with the City of North Pole public schools (North Pole High School, North Pole Middle School, and Star of the North) accounting for over 90 percent of all secondary school discipline issues in the Fairbanks North Star Borough in 2019; these cases were nearly all related to illicit drugs and were discovered through the proactive presence of law enforcement engagements in the schools.

In 2020, NPPD Officers investigated an armed robbery and shooting in the City of North Pole. A planned drug transaction had deteriorated into an armed robbery attempt. A subsequent shooting left one suspect hospitalized.

Opioid drug abuse and deaths are substantially on the rise nationwide, leading President Trump and leaders of his administration to repeatedly declare Public Health Emergencies. On July 6, 2020, U.S. Department of Health and Human Services Director Alex Azar II renewed the Public Health Emergency Declaration, emphasizing that the opioid public health crisis ongoing.⁴ A steady increase in opioid deaths in Alaska has brought added urgency to the drug task forces duties.

Since 2017, NPPD and SDEU have identified several areas where statewide drug use has spiked. Afore-mentioned numbers have shown an alarming rise in quantities of illicit drugs seized in recent years. As previously noted, the SDEU saw unprecedented increases of illegal opioid seizures in 2019, with over a 400% increase in heroin seizures over the previous year. Abuse of dangerous synthetic drugs such as fentanyl, hydrocodone, oxycodone, oxymorphone, morphine, and codeine continues to soar.

Changes in the State's laws, notoriously known as SB91, have hindered statewide drug enforcement efforts. The ability to leverage felony drug possession cases to help identify high level

⁴ <https://www.phe.gov/emergency/news/healthactions/phe/Pages/opioid-6jul2020.aspx>

Project Narrative

dealers has been greatly reduced and have caused agencies in the State to turn to other tools to combat illicit drug trafficking. This Law was somewhat changed in 2019, but its effects are still keenly felt.

NPPD's SDEU Detective has diligently worked with Federal, State, and local law enforcement, together with State prosecutors, to help combat illicit drug use and alcohol importation. The Fairbanks SDEU Supervisor has continually emphasized that NPPD's SEDU Detective is a vital part of the team and his contributions are important to the continued success of the unit. Historical records of NPPD's SDEU Detectives have indicated that they have not been able to work all assigned cases within normally assigned hours. NPPD seeks to address this issue with a request of 50 hours of overtime for the SDEU Detective.

The City of North Pole recognizes that many illegal activities do not complete their criminal cycle within City boundaries. Many of residents are victimized by offenders who leave the City and conclude their business in outlying jurisdictions. NPPD's ability to penetrate and disrupt these cycles is imperative to their success in protecting its residents. Sharing resources and intelligence with other jurisdictions to infiltrate and disrupt these offenders and their illegal activities is critical. NPPD's mandate to reduce the number of violent crimes within its jurisdiction is of such a need that they must combine efforts with other jurisdictions. SDEU fills this need because it creates the necessary multi-jurisdictional focus on the criminal element in our community. Without such a multi-jurisdictional task force, these cross-jurisdictional crimes, as listed above, will continue with little or no knowledge of bordering agencies infected by the same criminal drug elements.

Project Narrative

3d. Performance Measures / Evaluation

Goal #1: Participate in the SDEU program and assist with intelligence gathering, undercover operations, case work and arrests.

Objective:

1. Reaffirm the appointment of NPPD's Detective to the SDEU position and allocate necessary budget monies to fund the position remaining costs for the fiscal year.

Performance Measures:

1. Reaffirm the appointment of one NPPD Detective to SDEU.
2. Approval of funds in the FY 2021 budget to offset actual costs.

During the past year, NPPD used the Byrne funds to pay personnel and fringe benefit costs for its SDEU Detective. The SDEU Detective assisted with intelligence gathering and undercover operations, resulting in an increased case load and number of violator arrests. In previous years, NPPD's SDEU Detective was instrumental in bolstering ephedrine monitoring, as it is commonly used in the production of methamphetamine.

Goal #2: Facilitate and improve information sharing between Federal, State, and local law enforcement agencies.

Objectives:

1. Maintain current strategies to increase information sharing abilities between Federal, State and local law enforcement to decrease criminal activity involving drugs and alcohol.
2. Maintain strong, permanent partnerships with Federal, State, and local law enforcement.

Performance Measures:

1. Maintain Memorandums of Agreement (MOAs) with various law enforcement agencies.

Project Narrative

2. SDEU Detective facilitates training and education of all NPPD personnel. Training will be focused on increasing the quality of collection and data entry abilities of patrol Officers and Detectives.
3. Data sharing between groups will be evaluated for efficiency.

NPPD has maintained the Memorandums of Agreement with all participating agencies.

Improving information sharing is an ongoing process. NPPD has continued to seek ways to improve this process and allow Patrol Officers access to SDEU drug information. The NPPD SDEU Detective conducted numerous briefings with various shifts of NPPD Patrol personnel, discussing what clues to look for during traffic contacts, who the local drug pushers and users were, and better ways to improve data entry procedures for police contacts.

Goal #3: Maintain or increase the number of arrests and successful prosecution of violations of State alcohol and drug laws.

Objectives:

1. Facilitate the exposure of underground, illicit drug, and alcohol culture within the Interior of Alaska.
2. Reduce illegal alcohol and/or drug use within the North Pole and Fairbanks area.

Performance Measure:

1. Increase or maintain the number of arrests of illegal alcohol or drug use, possession, distribution, and or importation.

NPPD's SDEU Detective has had regular exposure to underground illicit drug use through intelligence sharing with other agencies, partnering with agencies to conduct traffic stops on drug buyers trafficking at known drug houses, and targeting known distributors. These activities have resulted in the seizure of guns, drugs, and money.

Project Narrative

Deliverables

- Reaffirm the appointment of NPPD's full time Detective to SDEU.
- Plan routine communications from NPPD SDEU Detective to NPPD Officers.
- Enforce the current policy and procedures for patrol officers to be required to forward all drug related case information to SDEU to help facilitate information sharing, specifically targeting information provided into Alaska Law Enforcement Information Sharing System.

Evaluation

Evaluation for effectiveness is an ongoing process. The NPPD Lieutenant will review shift logs, reports, statistical compilations from the Records Division, and comments from NPPD meetings. His/her regular meetings with the SDEU Detective will contribute to an ongoing evaluation process.

NPPD's evaluation process includes review of statistical information regarding arrests and incidents (RMS and or APSIN) and a review of the reports from the State of Alaska District Attorney's Office regarding successful prosecutions. NPPD will engage in routine review of available statistics to chart progress toward stated objectives.

The Lieutenant will monitor each performance indicator as detailed in the Evaluation and Performance Measures. All activities will be monitored on a regular basis. Evaluation of the project will also occur through the AST SDEU Sergeant's progress reports (reports prepared for the Chief, the SDEU detective, and the City Accountant).

Time sheets, arrests and any problems will be noted and reported to DPS or other designated persons. The City Accountant will ensure all monetary records are correct and all funds and expenses are accounted for.

Project Narrative

Project Monitoring

The analysis components of the evaluation will be represented in required reports prepared and executed for this project. Analysis will include (but is not limited to):

1. Documentation of all hours worked by the SDEU Detective. This will be documented on time sheets, reported to the City bi-monthly, and then reported to the DPS designee as required within the grant contract.
2. Collaboration with and reports received from the SDEU Sergeant.
3. Reports submitted by the SDEU Detective and collected by NPPD. The Chief will include the program and its success and/or problems in his yearly report to the City Council, the Mayor, and the Public. This transparency will enable the City to assess the efficacy of the SDEU program.

PROJECT ABSTRACT

APPLICANT AGENCY NAME: City of North Pole

AMOUNT REQUESTED: \$ 128,684.80

PROGRAM: FFY19 Edward Byrne Memorial Justice Assistance Grant (JAG) Program

PROJECT TITLE: Statewide Multi-Jurisdictional Task Force Program

PERFORMANCE PERIOD: October 1, 2020 to September 30, 2021

PROJECT SUMMARY: Please provide a brief summary of the project in the box below:

The North Pole Police Department is committed to working with Federal, State, and local partners to help combat criminal enterprises which are fixated on the importation and trafficking of illicit drugs and alcohol. The primary objective of this project is to decrease the harm that illicit drugs and alcohol cause to the residents of Alaska, particularly those residing in Interior communities.

The North Pole Police Department will assign one full-time Detective to work in the Statewide Drug Enforcement unit to facilitate a multi-jurisdictional team stationed in Interior Alaska. That team will work to interdict illicit drugs and alcohol, help curb organized drug racketeering, and assist in decreasing the overall drug use in the Interior through active drug interdiction. The end state will be safer communities, punctuated by an overall drop in violent crimes and property crimes.

PROJECT REVIEW

This form is to be completed only by agencies that were awarded FFY18 JAG grants the previous year from the Alaska Department of Public Safety.

APPLICANT AGENCY NAME:

PROGRAM: FFY19 Edward Byrne Memorial Justice Assistance Grant (JAG) Program

PROJECT TITLE: Statewide Multi-Jurisdictional Task Force Program

PROJECT SUMMARY: Please provide an overview of your accomplishments.

The North Pole Police Department has provided one full time Detective to work in the Statewide Drug Enforcement Unit which was crucial to the multijurisdictional team stationed in the interior of Alaska. That team worked interdicting illicit drugs and alcohol and helped curb organized drug racketeering and assisted in decreasing the overall drug use in the interior through active drug interdiction.

Throughout 2019 and 2020, the North Pole Police Department remained committed to working with our Federal, State and local partners to help combat criminal enterprises which are fixated on the importation and trafficking of illicit drugs and alcohol. The goal of this project was to decrease the harm that illicit drugs and alcohol cause to the residents of Alaska.

Over the past year, the NPPD SDEU Detective had major drug and alcohol seizures, served arrest warrants, and worked investigations that led to prosecution of significant drug dealers and users. He further supported the efforts of every police agency in the Interior, including federal partners, and fostered solid relationships and information sharing amongst all agencies.

PERSONNEL BUDGET DETAIL

PERSONNEL - List each position by title and name of employee if available. Show the monthly salary amount, number of months, and percentage of time to be devoted to the project. Compensation paid for employees engaged in grant activities must be consistent with that paid for similar work within the applicant organization.

POSITION TITLE/NAME	MONTHLY AMOUNT	QTY	% TIME	TOTAL
Detective Werner -(Regular Wages)	\$ 6,517	12	75%	\$ 58,652
Detective Werner -(Overtime Wages)	\$ 235	12	75%	\$ 2,115
				\$ -
				\$ -
				\$ -
				\$ -
SUBTOTAL				\$ 60,767.00

FRINGE BENEFITS - Fringe benefits should be based on actual known costs or an established formula. Fringe benefits are for the personnel listed above and only for the percentage of time devoted to the project. Fringe benefits on overtime hours are limited to FICA, Workman's Compensation, and Unemployment Compensation.

POSITION TITLE/NAME	AMOUNT	QTY	% TIME	TOTAL
Detective Werner (PERS Contribution)	\$ 1,486.00	12	75%	\$ 13,374
Detective Werner (Medicare)	\$ 420.00	12	75%	\$ 3,780
Detective Werner (Health Care)	\$ 1,733.00	12	75%	\$ 15,597
Detective Werner (Worker Comp)	\$ 370.00	12	75%	\$ 3,330
				\$ -
				\$ -
SUBTOTAL				\$ 36,081

TOTAL \$ 96,848.00

BUDGET SUMMARY

BUDGET CATEGORY	AMOUNT
Personnel	\$ 60,767.00
Fringe	\$ 36,081.00
	\$ -
	\$ -
	\$ -
TOTAL	\$ 96,848.00