

Mt. Shasta Special City Council Meeting Agenda

Mt. Shasta Police Department
 303 N. Mt. Shasta Blvd.
 Monday, April 15, 2019; 2:00 p.m.

“Our mission is to maintain the character of our “small town” community while striking an appropriate balance between economic development and preservation of our quality of life. We help create a dynamic and vital City by providing quality, cost-effective municipal services and by forming partnerships with residents and organizations in the constant pursuit of excellence.”

Page	Item	STANDING AGENDA ITEMS
	1.	Call to Order and Flag Salute
	2.	Roll call
Page	3.	<p>Comparator Agency Approval</p> <p><u>Background:</u> The City of Mt. Shasta entered into an agreement with Koff & Associates to conduct a Classification and Compensation Study of the City’s positions. As part of the compensation portion of the study, Koff & Associates has compiled a list of twelve comparator agencies they would like to utilize.</p> <p><u>Report By:</u> Jodi Polk, Finance Technician/Human Resources</p> <p><u>Recommended Council Action:</u> Approve the comparator agencies recommended by Koff & Associates for the compensation portion of the Classification and Compensation Study.</p>
	4.	<p>Adjourn</p> <p>Availability of Public Records: All public records related to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at City Hall located at 305 North Mt. Shasta Blvd., Mt. Shasta, CA at the same time the public records are distributed or made available to the members of the legislative body. Agenda related writings or documents provided to a majority of the legislative body after distribution of the Agenda packet will be available for public review within a separate binder at City Hall at the same time as they are made available to the members of the legislative body.</p> <p>The City of Mt. Shasta does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or provision of services. In compliance with the Americans with Disabilities Act, persons requiring accommodations for a disability at a public meeting should notify the City Clerk or Deputy City Clerk at least 48 hours prior to the meeting at (530) 926-7510 in order to allow the City sufficient time to make reasonable arrangements to accommodate participation in this meeting.</p>

City Council Agenda Item # 3

Meeting Date: April 15, 2019
To: Mayor and City Council
From: Jodi Polk, Human Resources Specialist
Subject: Comparator Agency Approval

	Regular Session
X	Special Session
	Emergency Session
	Closed Session

Recommendation:

Staff respectfully requests the City Council approve the comparator agencies recommended by Koff & Associates for the compensation portion of the Classification and Compensation Study.

Background & Summary:

The City of Mt. Shasta entered into an agreement with Koff & Associates to conduct a Classification and Compensation Study of the City's positions. As part of the compensation portion of the study, Koff & Associates has compiled a list of twelve comparator agencies they would like to utilize.

Koff & Associates has done an extensive analysis of twenty-one Northern California cities, comparing data such as geographic proximity, population served, budget size, agency type and structure, and services provided. Based on this analysis, they ranked the cities and identified twelve as being the most similar in profile to the City of Mt. Shasta.

Staff recommends that Council approve Koff & Associates recommended comparator agencies.

Attachments:

1. Koff & Associates Letter
2. Koff & Associates Data Comparison

To: Muriel Terrell, Finance Director
From: Katie Kaneko, Project Director
Subject: Comparator Agency Analysis for the Total Compensation Study
Date: 4/09/19

Koff & Associates (K&A) evaluated several comparative indicators related to the Mt. Shasta's demographics, financials, and scope of services to develop a list of potential agencies for the compensation study. The methodology and specific criteria used in the analysis follows.

1. **Organizational type and structure:** K&A generally recommends that agencies of a similar size and structure providing similar services to that of the City be used as comparators.

Note: Because technical job classifications perform similar work across agencies, organizational size is not critical. The difference in size of an organization becomes more important when comparing management classes. Factors such as management of a large staff, consequence of error, the political nature of the job and its visibility all increase with organizational size. When it is difficult to find agencies that are similar in size, a good balance of smaller and larger agencies is used instead.

2. **Staff, and operational budgets, and scope of services and population:** Staff and operational budget size determine the amount of resources available for the agencies to provide services, and population size accounts for the ratio of resources to constituents served. Organizations providing the same services are ideal for comparison; therefore, most comparator agencies included provide similar services to the CLIENT. Specifically, K&A focused on whether agencies provide the following:
 - Police, Fire, Water, Wastewater, Public Works
3. **Geographic location and Labor market:** Today's labor market reality is that many agencies are in competition for the same pool of qualified employees because large portions of the workforce don't live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Therefore, the geographic labor market area where the City may be recruiting from or losing employees to, is taken into consideration when selecting comparator organizations.

The comparator agency analysis includes specific data for each proposed agency:

1. Geographic Proximity
2. Population Served
3. Full-Time Equivalent (FTE)
4. Agency Financials (Expenditures)
5. Cost of Living
6. Services provided

Each potential comparator is ranked based on the overall similarity to the City.

The top ranked cities are those cities that were identified as being the most similar in profile to Mt. Shasta based on the six factors analyzed above. This analysis is intended to assist the City in choosing the comparator group. However, the City should reflect on other factors that apply to their labor market that could potentially override these quantitative considerations. Other factors that are often considered are recruitment, retention, and/or alignment of operations. For example, are there cities that don't rank as well but are consistently recruiting your employees?

Once the comparator agencies are approved, K&A can begin the data collection for the compensation study.

Proposed List of Comparators
Total Compensation Study

Ranking	Comparator Agency	Overall Criteria Comparison Score
	Client Name	Rank
	City of Mt. Shasta	6
1	City of Colusa	29
2	City of Orland	40
3	City of Yreka	49
4	City of Gridley	50
5	City of Willits	51
6	City of Corning	57
7	City of Weed	59
8	City of Alturas	61
9	City of Anderson	64
10	City of Rio Dell	64
11	City of Crescent City	69
12	City of Red Bluff	71
	City of Redding	74
	City of Fortuna	74
	City of Shasta Lake	75
	City of Ione	79
	City of Fort Bragg	81
	City of Susanville	85
	City of Arcata	87
	City of Grass Valley	91
	City of Ukiah	95

Top Ranked Comparator Agencies

Legend: A lower Overall Comparison Score indicates that the comparator agency is more similar to the City of Mt. Shasta.

Column A: Ranking based upon comparison score.

Column B: Agency Name

Column C: The Overall Criteria Comparison Score is equal to the sum of ranking for each criteria.

The Overall Comparison Score is comprised of the following criteria:

- 1- Geographic Proximity Comparison
- 2- Population Comparison
- 3- Full Time Equivalent Comparison
- 4- Expenditure Comparison
- 5- Expenditure per capita Comparison
- 6- FTE to Population Ratio Comparison
- 7- Cost of Living Average Comparison
- 8- Comparable Services Comparison

Proposed List of Comparators
Total Compensation Study

Agency	Geographic Proximity	Population	FTE	Agency Expenditures	% above or below U.S Cost of Living Average Index of 100%	Comparable Services	Overall Comparison Score	Overall Rank
City of Mount Shasta	1	1	1	1	1	1	6	1
City of Colusa	13	6	3	2	4	1	29	2
City of Orland	9	12	2	3	7	7	40	3
City of Yreka	3	11	12	8	8	7	49	4
City of Gridley	12	8	9	4	10	7	50	5
City of Willits	20	5	11	5	3	7	51	6
City of Corning	8	10	4	10	18	7	57	7
City of Weed	2	4	15	12	19	7	59	8
City of Alturas	10	3	6	13	22	7	61	9
City of Anderson	6	15	14	16	6	7	64	10
City of Rio Dell	17	2	7	14	17	7	64	10
City of Crescent City	14	7	16	9	16	7	69	12
City of Red Bluff	7	18	20	11	14	1	71	13
City of Redding	5	22	22	22	2	1	74	14
City of Fortuna	18	16	18	6	9	7	74	14
City of Shasta Lake	4	14	8	17	11	21	75	16
City of Lone	21	13	5	7	12	21	79	17
City of Fort Bragg	22	9	10	18	15	7	81	18
City of Susanville	11	19	13	15	20	7	85	19
City of Arcata	15	21	19	20	5	7	87	20
City of Grass Valley	16	17	17	19	21	1	91	21
City of Ukiah	19	20	21	21	13	1	95	22

Proposed List of Comparators
Total Compensation Study

Agency	County	Geographic Proximity	Population	FTE	Agency Expenditures	% above or below U.S Cost of Living Average Index of 100%
City of Mount Shasta	Siskiyou	0	3385	37.0	\$4,007,495	111.90%
City of Alturas	Modoc	129	2,868	23.0	\$6,324,774	76.20%
City of Anderson	Shasta	72	10,263	66.0	\$7,712,244	104.90%
City of Arcata	Humboldt	201	18,398	124.5	\$15,476,517	116.80%
City of Colusa	Colusa	166	6,241	35.0	\$3,589,622	108.60%
City of Corning	Tehama	108	7,515	31.0	\$5,924,067	96.60%
City of Crescent City	Del Norte	198	6,590	71.2	\$5,922,059	98.90%
City of Fort Bragg	Mendocino	290	7,512	57.0	\$9,541,005	124.20%
City of Fortuna	Humboldt	212	12,042	95.0	\$5,716,526	103.90%
City of Grass Valley	Nevada	204	13,041	93.8	\$12,938,749	131.00%
City of Gridley	Butte	158	6,937	55.0	\$5,243,025	103.00%
City of Lone	Amador	261	8,058	30.0	\$2,224,456	122.50%
City of Orland	Glenn	120	7,932	38.5	\$4,452,116	104.30%
City of Red Bluff	Tehama	89	13,858	134.0	\$2,012,671	100.20%
City of Redding	Shasta	62	91,357	777.0	\$78,126,310	114.10%
City of Rio Dell	Humboldt	210	3,348	21.8	\$1,414,947	97.00%
City of Shasta Lake	Shasta	54	10,143	52.9	\$8,005,831	102.80%
City of Susanville	Lassen	131	14,954	63.0	\$6,759,733	94.40%
City of Ukiah	Mendocino	247	16,226	214.9	\$18,304,356	122.80%
City of Weed	Siskiyou	9	2,769	69.0	\$6,058,283	95.30%
City of Willits	Mendocino	256	5,128	58.6	\$5,320,793	109.50%
City of Yreka	Siskiyou	38	7,840	59.0	\$5,869,716	104.10%

Proposed List of Comparators
Total Compensation Study

Agency	Department/Divisions and Services Provided
City of Mount Shasta	Planning, Police, Fire, Water, Wastewater
City of Alturas	Police, Fire (Volunteer), water
City of Anderson	Police, Fire, Parks and Rec, Water, wastewater
City of Arcata	Housing, Parks and Rec, Police, water, wastewater
City of Colusa	Fire, Police, Parks and Rec, water, wastewater
City of Corning	Police, Fire, Parks and Rec, Library, water
City of Crescent City	Fire(volunteer), Police, Water, wastewater, housing
City of Fort Bragg	Public Works, Water, wastewater, Police, parks and rec
City of Fortuna	Transportation, Parks and Rec, Police, Water, Wastewater
City of Grass Valley	Fire, Police, Parks and Rec, water, wastewater
City of Gridley	Fire, Police, Water, Wastewater, Electric, Parks and Rec
City of Ione	Police, Fire, Parks and Rec, Wastewater
City of Orland	Fire (Volunteer), Police, Library, Parks and Rec, water wastewater
City of Red Bluff	Fire, Water, Parks and Rec, wastewater, Police
City of Redding	Fire, Housing, Library, Parks and Rec, Police, Public Works
City of Rio Dell	Police, Water, Wastewater,
City of Shasta Lake	water, wastewater, Housing, parks and rec,
City of Susanville	Fire, Police, water, airport
City of Ukiah	Public Works, Police, Airport, water, wastewater
City of Weed	Public Works, Police, Fire(Volunteer), Community Services
City of Willits	Public Works, Parks and Rec, Police, water, wastewater
City of Yreka	Police, Fire, Water, Wastewater

Proposed List of Comparators
Total Compensation Study

Agency	Geographic Proximity	Diff from Agency of Agency (Absolute Value)	Ranking
City of Mount Shasta	0	0	1
City of Alturas	129	129	10
City of Anderson	72	72	6
City of Arcata	201	201	15
City of Colusa	166	166	13
City of Corning	108	108	8
City of Crescent City	198	198	14
City of Fort Bragg	290	290	22
City of Fortuna	212	212	18
City of Grass Valley	204	204	16
City of Gridley	158	158	12
City of Ione	261	261	21
City of Orland	120	120	9
City of Red Bluff	89	89.4	7
City of Redding	62	61.5	5
City of Rio Dell	210	210	17
City of Shasta Lake	54	54.3	4
City of Susanville	131	131	11
City of Ukiah	247	247	19
City of Weed	9	9.4	2
City of Willits	256	256	20
City of Yreka	38	37.5	3

Proposed List of Comparators
Total Compensation Study

Agency	Population	Diff from Agency of Agency (Absolute Value)	Ranking
City of Mount Shasta	3,385	0	1
City of Alturas	2,868	517	3
City of Anderson	10,263	6878	15
City of Arcata	18,398	15013	21
City of Colusa	6,241	2856	6
City of Corning	7,515	4130	10
City of Crescent City	6,590	3205	7
City of Fort Bragg	7,512	4127	9
City of Fortuna	12,042	8657	16
City of Grass Valley	13,041	9656	17
City of Gridley	6,937	3552	8
City of Ione	8,058	4673	13
City of Orland	7,932	4547	12
City of Red Bluff	13,858	10473	18
City of Redding	91,357	87972	22
City of Rio Dell	3,348	37	2
City of Shasta Lake	10,143	6758	14
City of Susanville	14,954	11569	19
City of Ukiah	16,226	12841	20
City of Weed	2,769	616	4
City of Willits	5,128	1743	5
City of Yreka	7,840	4455	11

Proposed List of Comparators
Total Compensation Study

Agency	FTE	Diff from Agency of Agency (Absolute Value)	Ranking
City of Mount Shasta	37.0	0	1
City of Alturas	23.0	14	6
City of Anderson	66.0	28.95	14
City of Arcata	124.5	87.5	19
City of Colusa	35.0	2	3
City of Corning	31.0	6	4
City of Crescent City	71.2	34.2	16
City of Fort Bragg	57.0	20	10
City of Fortuna	95.0	57.98	18
City of Grass Valley	93.8	56.75	17
City of Gridley	55.0	18	9
City of Lone	30.0	7	5
City of Orland	38.5	1.5	2
City of Red Bluff	134.0	97	20
City of Redding	777.0	740	22
City of Rio Dell	21.8	15.25	7
City of Shasta Lake	52.9	15.9	8
City of Susanville	63.0	26	13
City of Ukiah	214.9	177.89	21
City of Weed	69.0	32	15
City of Willits	58.6	21.6	11
City of Yreka	59.0	22	12

Proposed List of Comparators
Total Compensation Study

Agency	Agency Expenditures	Diff from Agency of Agency (Absolute Value)	Ranking
City of Mount Shasta	\$4,007,495	0	1
City of Alturas	\$6,324,774	2317279	13
City of Anderson	\$7,712,244	3704749	16
City of Arcata	\$15,476,517	11469022	20
City of Colusa	\$3,589,622	417873	2
City of Corning	\$5,924,067	1916572	10
City of Crescent City	\$5,922,059	1914564	9
City of Fort Bragg	\$9,541,005	5533510	18
City of Fortuna	\$5,716,526	1709031	6
City of Grass Valley	\$12,938,749	8931254	19
City of Gridley	\$5,243,025	1235530	4
City of Ione	\$2,224,456	1783039.44	7
City of Orland	\$4,452,116	444621	3
City of Red Bluff	\$2,012,671	1994824	11
City of Redding	\$78,126,310	74118815	22
City of Rio Dell	\$1,414,947	2592548	14
City of Shasta Lake	\$8,005,831	3998336	17
City of Susanville	\$6,759,733	2752238	15
City of Ukiah	\$18,304,356	14296861	21
City of Weed	\$6,058,283	2050788	12
City of Willits	\$5,320,793	1313298	5
City of Yreka	\$5,869,716	1862221.34	8

Proposed List of Comparators
Total Compensation Study

Agency	% above or below U.S Cost of Living Average Index of 100%	Diff from Agency of Agency (Absolute Value)	Ranking
City of Mount Shasta	111.90%	0%	1
City of Alturas	76.20%	36%	22
City of Anderson	104.90%	7%	6
City of Arcata	116.80%	5%	5
City of Colusa	108.60%	3%	4
City of Corning	96.60%	15%	18
City of Crescent City	98.90%	13%	16
City of Fort Bragg	124.20%	12%	15
City of Fortuna	103.90%	8%	9
City of Grass Valley	131.00%	19%	21
City of Gridley	103.00%	9%	10
City of Ione	122.50%	11%	12
City of Orland	104.30%	8%	7
City of Red Bluff	100.20%	12%	14
City of Redding	114.10%	2%	2
City of Rio Dell	97.00%	15%	17
City of Shasta Lake	102.80%	9%	11
City of Susanville	94.40%	18%	20
City of Ukiah	122.80%	11%	13
City of Weed	95.30%	17%	19
City of Willits	109.50%	2%	3
City of Yreka	104.10%	8%	8

Proposed List of Comparators
Total Compensation Study

Agency	Public Works	Police	Fire	Water	Wastewater	Comparable Services Score	Difference from Agency	Ranking
City of Mount Shasta	1	1	1	1	1	5	0	1
City of Alturas	1	1	0	1	1	4	1	7
City of Anderson	1	1	0	1	1	4	1	7
City of Arcata	1	1	0	1	1	4	1	7
City of Colusa	1	1	1	1	1	5	0	1
City of Corning	1	1	0	1	1	4	1	7
City of Crescent City	1	1	0	1	1	4	1	7
City of Fort Bragg	1	1	0	1	1	4	1	7
City of Fortuna	1	1	0	1	1	4	1	7
City of Grass Valley	1	1	1	1	1	5	0	1
City of Gridley	1	1	0	1	1	4	1	7
City of Lone	1	1	0	0	1	3	2	21
City of Orland	1	1	0	1	1	4	1	7
City of Red Bluff	1	1	1	1	1	5	0	1
City of Redding	1	1	1	1	1	5	0	1
City of Rio Dell	1	1	0	1	1	4	1	7
City of Shasta Lake	1	0	0	1	1	3	2	21
City of Susanville	1	1	1	1	0	4	1	7
City of Ukiah	1	1	1	1	1	5	0	1
City of Weed	1	1	0	1	1	4	1	7
City of Willits	1	1	0	1	1	4	1	7
City of Yreka	1	1	0	1	1	4	1	7

Footnotes

Proposed List of Comparators
Total Compensation Study

List of Data Sources	
Geographic Proximity	Mapquest or equivalent mapping tool
Population	State of California Demographic Research Unit http://www.dof.ca.gov/Forecasting/Demographics/Estimates/E-1/
Number of Employees	Agency sites and or direct enquiry
Agency Expenditures	Agency budget documents or direct enquiry
Median Household Income	U.S. Census Bureau https://www.census.gov/quickfacts/fact/table/US/PST045217
Median Home Price	Sperling Best Places http://www.bestplaces.net/
Cost of Living	Sperling Best Places http://www.bestplaces.net/
Cost of Labor	Economic Research Institute Geographic Assessor