

# MOAB VALLEY FIRE PROTECTION DISTRICT

HEADQUARTERS – 45 SOUTH 100 EAST, MOAB, UTAH

## MEETING AGENDA

**Tuesday April 16, 2024  
4:00 p.m.**

CALL TO ORDER

APPROVAL OF MINUTES OF PREVIOUS MEETING(S):

1. March 19, 2024 Regular Meeting Minutes

CITIZENS TO BE HEARD

APPROVE BILLS AND SIGN CHECKS

CHIEF'S REPORT

WILDLAND REPORT – CLARK MAUGHAN

OLD BUSINESS

1. Annexation
2. Job Descriptions
3. Salary Survey
4. Procurement Policy

NEW BUSINESS

1. Privacy Policy
2. Tier 2 Contribution Changes for Firefighters & Public Employees

ADJOURN

Executive session if needed  
Workshop session as needed

### ***NOTICE OF SPECIAL ACCOMMODATION DURING PUBLIC MEETINGS.***

*In compliance with the Americans with Disabilities Act, individuals with special needs requests wishing to attend Moab Fire Department Commission meetings are encouraged to contact the Department two (2) business days in advance of these events. Specific accommodations necessary to allow participation of disabled persons will be provided to the maximum extent possible. Requests for inclusion on an agenda and supporting documentation must be received by 5:00 PM on the Thursday prior to a regular Commission Meeting and forty-eight (48) hours prior to any Commission Meeting. Information relative to these meetings/hearings may be obtained at the Moab Valley Fire Department 45 S. 100 E. Moab Utah 84532 (435)259-5557*

*Posted by Cathy Bonde*

*On 04/12/2024*

# **Moab Valley Fire Protection District Commission Meeting**

**45 South 100 East, Moab Utah 84532**

**March 19, 2024 - 4:00 p.m.**

## **A. Call to Order:**

1. The meeting was called to order by Chairman Archie Walker at 4:00 p.m.
2. Commissioners Present: Chairman Archie Walker, Commissioner Jim McGann, Commissioner Charlie Harrison
3. Staff Present: Chief TJ Brewer, Administrator Cathy Bonde, Battalion Chief Brandon McGuffee
4. Also Present: Mike Kelso

## **B. General Business:**

1. Approval of Minutes – Commissioner Harrison motioned to approve minutes from the February 20, 2024 Commission meeting. Commissioner McGann seconded, and the motion passed unanimously.
2. Citizens to be Heard – None wishing to speak.
3. Approval of Bills - Commissioner Harrison motioned to approve bills. Commissioner McGann seconded, and the motion passed unanimously.

## **C. Chief's Report**

1. Chief Brewer reported there were 36 incidents since the last Commission meeting. One major incident was a structure fire at Moab Springs Ranch. Our firefighters did a prenominal job in preventing the fire from spreading to an adjoining structure. Tactics and leadership presented were excellent.
2. We have hired our seasonal wildland employees. They are Ben Ryan, who is currently a volunteer with the Department, and Cole Smith. They will start April 1. Chief Brewer stated he is excited about the growth of this program and the upcoming season.
3. Mark Marcum and Cody Thurlo are currently in Oklahoma on a resource order. They are primarily there for initial attack.

4. Our new engine will be done mid-April. We will send a couple of people out to do final inspection once Pierce lets us know it's ready.
5. We have started installing our new radios. We are missing a few things that we still need to pick up from UCA.
6. We have had two companies trained and tested on extrication awareness and operations. Our volunteers tested with an extremely impressive time. We have also had one company training on hazmat awareness and ops. They will be testing out this weekend. The curriculum was implemented in the State toward the end of last year, and our Department is among the first to be tested.
7. Commissioner McGann asked about the structure fire at Moab Springs Ranch. Chief Brewer stated he was impressed by our volunteers. Shea Walker, the duty officer that night, was first on scene and gave a phenomenal size up. A private fire hydrant was right across the road from the structure but did not work. The next incoming engine found a water source/supply. All firefighters performed amazingly and continued to stay on scene to monitor after it was assessed some could be dismissed. Chief Brewer immediately called in an investigator from the State, and a State fire marshal was here 4 hours after the phone call. Discussion ensued about issues with the hydrant and private hydrants vs. public hydrants.

#### **E. Old Business:**

1. Annexation – Chief Brewer stated we have not heard back from the County on a meeting. Cathy sent Mallory Nassau and follow-up email today inquiring.
2. Job Descriptions – Chief Brewer said we have paused this until the Commission decides what they want to do in terms of a salary survey.
3. Salary Survey – Commissioner McGann spoke with Mike Swallow of CompSurvey who performs salary surveys for Grand County. The County salary survey costs approximately \$85,000.00, and for our size department the cost would be between \$4,000.00 and \$6,000.00. It would tie into job descriptions. He would come and interview employees and talk about our needs. It would take 2-3 weeks to complete the work. Commissioners discussed the value and consequences of doing a salary survey. Chief Brewer asked if annexations would change our needs and whether or not a salary survey would be best held off until those issues are resolved. Discussion was also had on tax income, tax revenue from annexation and a potential future tax increase. After discussion on the value of a salary survey and potential consequences, Commissioners asked that Cathy obtain proposals for consideration.

#### **F. New Business:**

1. Organizational Chart – Chief Brewer presented a current draft of an organizational chart. He went over the positions, and explained that some positions are vacant, but the idea was to create an organizational chart that could expand. The chart was created by position, not person, and is divided into Ops and Support Services.

2. Procurement Policy – Cathy presented Grand County’s procurement flowchart. Both she and Chief Brewer feel it fits well with our organization. It’s a guideline to ensure we do purchasing appropriately and consistently. Discussion was had on cost thresholds that trigger different processes. Discussion was also had on having a Commission pre-approved capital procurement list that would streamline purchases for items already agreed upon as necessary. Chief Brewer stated he has discussed procurement policy with other Chiefs, and that information is being taken into consideration for our policy. Commissioners decided to re-visit the procurement flowchart at the next Commission meeting.

**G. Closed Session:**

1. Commissioner Walker moved to enter closed session to discuss personnel issues at 5:22 p.m. Commissioner Harrison seconded, and the motion passed unanimously.
2. Commissioner Walker moved to leave closed session at 5:42 p.m. Commissioner Harrison seconded, and the motion passed unanimously.

**H. Adjourn:**

1. Chair Walker adjourned the meeting at 5:42 p.m.

\_\_\_\_\_ **Date** \_\_\_\_\_

**Archie Walker, Chair**

**Attest:** \_\_\_\_\_

**Cathy Bonde, Clerk**

# Moab Valley Fire Protection District Closed Session Form

Date: March 19, 2024

**Commissioners Present:**

☒ Archie Walker  
☒ Jim McGann  
☒ Charlie Harrison

**Others Present:**

☒ TJ Brewer, Chief  
☒ Cathy Bonde  
\_\_\_\_\_

**Motion to enter Closed Session made by:** Commissioner Walker.  
**Seconded by:** Commissioner Harrison\_\_\_\_\_

**Time In to Closed Session:** 5:22 p.m.\_\_\_\_\_

**Motion to adjourn Closed Session made by:** Commissioner Walker

**Seconded by:** Commissioner Harrison\_\_\_\_\_

**Time Out of Closed Session:** 5:42 p.m.\_\_\_\_\_

**Purpose of Closed Recorded Session:**

- \_\_\_\_\_ Pending or Reasonably Imminent Litigation
- \_\_\_\_\_ Purchase, Exchange, Lease or Sale of Real Property, including any form of a water right or water shares (UCA 52-4-205(1)(d) & (e))
- \_\_\_\_\_ Investigative Proceedings Regarding Allegations of Criminal Misconduct
- \_\_\_\_\_ Commercial Information Obtained from a Property Taxpayer (UCA 59-1-404)

**Purpose of Closed Unrecorded Session (affirmation required)\***

- \_\_\_\_\_ Deployment of Security Personnel, Devices or Systems (**unrecorded**)\*
- ☒ Character, Professional Competence or Physical or Mental Health of an Individual (**unrecorded**)\*

**\*Affirmed by Commission Chair (for unrecorded session)**

\*If unrecorded, Chair swears and affirms that the sole purpose for closing the meeting was to discuss one of the following: the deployment of security personnel, devices or systems; or the character, professional competence or physical or mental health of an individual.

# MOAB VALLEY FIRE PROTECTION DISTRICT

## Profit & Loss Budget vs. Actual

January through December 2024

		Jan - Dec 24	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense					
Income					
3017 · Donations		60.00	0.00	60.00	100.0%
3020 · Local taxes					
3020.1 · General	Because of lower than average collections in 2023, we are outperforming our budgeted amount for 2024. Total back taxes owed to us as of the end of 2023 = \$63,655.96. At a normal collection rate of 61%, we would recover \$38,830.14 this year.	0.00	1,077,597.00	-1,077,597.00	0.0%
3020.2 · Delinquent Tax		22,550.52	15,000.00	7,550.52	150.34%
3020.3 · MISC. Tax		13,839.58	85,000.00	-71,160.42	16.28%
3020.4 · Operating Grants	UT FF Assn. license plate grant used for Winter Fire School and reflected in the Grand expense line item.	3,000.00	2,000.00	1,000.00	150.0%
Total 3020 · Local taxes		39,390.10	1,179,597.00	-1,140,206.90	3.34%
3014 · Sales Service, Contracts					
3014.7 · Emergency Coordinator		10,941.60	32,824.80	-21,883.20	33.33%
3014.1 · Arches National Park		0.00	1,500.00	-1,500.00	0.0%
3014.2 · Grand County	Billed for full \$200,000.00 quote for services. Only received \$150,000.00.	150,000.00	200,000.00	-50,000.00	75.0%
3014.3 · San Juan County		46,000.00	46,000.00	0.00	100.0%
3014.4 · State of Utah (Wildland)		0.00	276,000.00	-276,000.00	0.0%
3014.5 · Miscellaneous		10.00	200.00	-190.00	5.0%
3014.6 · Fee Schedule Billed					
3014.62 · Other Fee Schedule Billing		0.00	5,000.00	-5,000.00	0.0%
3014.61 · Inspections		33,833.13	65,000.00	-31,166.87	52.05%
Total 3014.6 · Fee Schedule Billed		33,833.13	70,000.00	-36,166.87	48.33%
Total 3014 · Sales Service, Contracts		240,784.73	626,524.80	-385,740.07	38.43%
3011 RENT & MISC					
3011.1 · Apt 1		0.00	2,000.00	-2,000.00	0.0%
3011.2 · Apt 2		800.00	2,400.00	-1,600.00	33.33%
Total 3011 RENT & MISC		800.00	4,400.00	-3,600.00	18.18%
3060 · INTEREST		16,432.65	48,000.00	-31,567.35	34.24%
Total Income		297,467.48	1,858,521.80	-1,561,054.32	16.01%
Gross Profit		297,467.48	1,858,521.80	-1,561,054.32	16.01%
Expense					
440 · Cont. to Other Gvts.		0.00	1,600.00	-1,600.00	0.0%
410 · Bad Debt		0.00	1,000.00	-1,000.00	0.0%
411 · PAYROLL EXPENSES/SALARIES					
Total 411 · PAYROLL EXPENSES/SALARIES		147,009.72	758,910.00	-611,900.28	19.37%
413 · EMPLOYEE BENEFITS		84,590.92	432,000.00	-347,409.08	19.58%
414 · Nonwage Compensation / Mbr Bfts		6,857.68	95,000.00	-88,142.32	7.22%
415 · Professional & Technical Svc					
415.1 · Accounting		0.00	500.00	-500.00	0.0%
415.2 · Audit		0.00	5,600.00	-5,600.00	0.0%
415.3 · Other Professional Services		0.00	5,000.00	-5,000.00	0.0%
415.4 · Dispatch Services		0.00	15,677.63	-15,677.63	0.0%
Total 415 · Professional & Technical Svc		0.00	26,777.63	-26,777.63	0.0%
421 · Dues and Subscriptions		9,465.31	20,000.00	-10,534.69	47.33%
422 · Advertising and Public Notices	Larger expenses: Lexipol, eDispatch, National Fire Codes subscription	0.00	1,000.00	-1,000.00	0.0%
423 · Travel - Education & Training					
423.1 · Education		926.89	8,000.00	-7,073.11	11.59%

Will not generate the budgeted amount this year as one apt. remains empty and the other will be empty for part of the year.

From the first quarter of the year.

# MOAB VALLEY FIRE PROTECTION DISTRICT

## Profit & Loss Budget vs. Actual

### January through December 2024

	Jan - Dec 24	Budget	\$ Over Budget	% of Budget
423.2 · Fire Prevention	34.26	2,000.00	-1,965.74	1.71%
423.3 · Fire Convention	0.00	5,000.00	-5,000.00	0.0%
423.4 · Specialty Rescue	1,047.08	8,500.00	-7,452.92	12.32%
423.5 · Travel	3,901.49	16,000.00	-12,098.51	24.38%
423.6 · Wildland Travel	4,656.81	30,500.00	-25,843.19	15.27%
<b>Total 423 · Travel - Education &amp; Training</b>	<b>10,566.53</b>	<b>70,000.00</b>	<b>-59,433.47</b>	<b>15.1%</b>
424 · Office Expense	3,059.15	27,000.00	-23,940.85	11.33%
425 · Equip & Trk Mant - Oper Supplies				
425.1 · Motor Fuels	4,553.53	40,000.00	-35,446.47	11.38%
425.2 · Auto & Truck Repairs & Maint	9,777.03	85,350.96	-75,573.93	11.46%
425.3 · Wildland Supplies	59.15	6,000.00	-5,940.85	0.99%
425.4 · PPE	776.96	20,000.00	-19,223.04	3.89%
<b>Total 425 · Equip &amp; Trk Mant - Oper Supplies</b>	<b>15,166.67</b>	<b>151,350.96</b>	<b>-136,184.29</b>	<b>10.02%</b>
426 · Building Repair & Maintenance	3,103.08	12,000.00	-8,896.92	25.86%
427 · UTILITIES	9,205.64	25,000.00	-15,794.36	36.82%
451 · INSURANCE	4,014.24	40,000.00	-35,985.76	10.04%
461 · Small Tools & Minor Equipment	6,647.25	12,000.00	-5,352.75	55.39%
464 · NEW GRANTS	3,000.00	2,000.00	1,000.00	150.0%
472 · Infrastructure (Station 1 Bldg)	0.00	25,000.00	-25,000.00	0.0%
473 · Machinery and Equipment				
473.4 · 28 SCBA	0.00	34,655.06	-34,655.06	0.0%
473.5 · CIB Pumper Engine	18,000.00	21,262.00	-3,262.00	84.66%
473.6 · CIB Pumper Engine Reserve Acct	3,262.00	0.00	3,262.00	100.0%
<b>Total 473 · Machinery and Equipment</b>	<b>21,262.00</b>	<b>55,917.06</b>	<b>-34,655.06</b>	<b>38.02%</b>
474 · CAPITAL EQUIPMENT	35,027.84	100,000.00	-64,972.16	35.03%
<b>Total Expense</b>	<b>358,976.03</b>	<b>1,856,555.65</b>	<b>-1,497,579.62</b>	<b>19.34%</b>
<b>Net Ordinary Income</b>	<b>-61,508.55</b>	<b>1,966.15</b>	<b>-63,474.70</b>	<b>-3,128.38%</b>
<b>Other Income/Expense</b>				
<b>Other Expense</b>				
700 · Other Expenses	49.75	250.00	-200.25	19.9%
701 · Interest Expense	1,379.99	1,716.15	-336.16	80.41%
<b>Total Other Expense</b>	<b>1,429.74</b>	<b>1,966.15</b>	<b>-536.41</b>	<b>72.72%</b>
<b>Net Other Income</b>	<b>-1,429.74</b>	<b>-1,966.15</b>	<b>536.41</b>	<b>72.72%</b>
<b>Net Income</b>	<b>-62,938.29</b>	<b>0.00</b>	<b>-62,938.29</b>	<b>100.0%</b>

Last year on this date: -14,233.30. A couple of items contributing to the current net income are 1) We have recorded expenses from the deployment to Oklahoma but have not yet recorded the revenue, and 2) We needed to purchase an air compressor this year, and last year we had not expensed anything out of the Capital Equipment line item at this time.

**Moab Valley Fire Protection District  
2024 Capital Projects Budget P&L**

<b>Income</b>	
<b>Balance Forward</b>	<b>309,478.31</b>
<b>Total Income</b>	<b><u>309,478.31</u></b>
<b>Expense</b>	<b>0.00</b>
<b>Total Expense</b>	<b><u>0.00</u></b>
<b>Net Income</b>	<b><u><u>309,478.31</u></u></b>



## MOAB VALLEY FIRE PROTECTION DISTRICT

## Balance Sheet

As of April 11, 2024

	Apr 11, 24
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
104 · MACU Checking Acct.	
104.1 · MACU Operating	36,569.74
104.2 · MACU Capital Equipment	25,000.00
104.3 · MACU Injury	17,000.00
104 · MACU Checking Acct. - Other	-6,414.32
Total 104 · MACU Checking Acct.	72,155.42
105 · MACU Savings Acct.	439.28
102 · Desert Rivers CU-MVF Donations	6,908.81
103 · Desert Rivers CU Savings	25.00
120 · PTIF	1,135,500.88
101 · Wells Fargo	
101.1 · Operating	333.86
101 · Wells Fargo - Other	-333.86
Total 101 · Wells Fargo	0.00
Total Checking/Savings	1,215,029.39
Accounts Receivable	
110 · Accounts Receivable	32,299.25
Total Accounts Receivable	32,299.25
Total Current Assets	1,247,328.64
<b>TOTAL ASSETS</b>	<b>1,247,328.64</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
200 · Accounts Payable	9,599.87
Total Accounts Payable	9,599.87
Other Current Liabilities	
220 · Payroll Liabilities	
221 · Federal	110.13
222 · STATE W/H	1,026.00
220 · Payroll Liabilities - Other	50.00
Total 220 · Payroll Liabilities	1,186.13
Total Other Current Liabilities	1,186.13
Total Current Liabilities	10,786.00
Total Liabilities	10,786.00
Equity	
320 · Retained Earnings	1,345,597.80
Net Income	-109,055.16
Total Equity	1,236,542.64
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,247,328.64</b>

MOAB VALLEY FIRE PROTECTION DISTRICT  
Transaction Detail By Account  
March 14 through April 11, 2024

	Date	Name	Memo	Amount
<b>411 · PAYROLL EXPENSES/SALARIES</b>				
Total 411 · PAYROLL EXPENSES/SALARIES				52,497.95
<b>413 · EMPLOYEE BENEFITS</b>				
Total 413 · EMPLOYEE BENEFITS				32,375.02
<b>414 · Nonwage Compensation / Mbr Bfts</b>				
	03/14/2024	Dewey's	Meals for working group (Ryan)	62.51
	04/01/2024	MACU VISA	Maverik Moab - Food - Moab Springs Ranch Fire	51.58
	04/01/2024	MACU VISA	Maverik Moab-Food - Moab Springs Ranch Fire	22.79
	04/01/2024	MACU VISA	City of Moab - Pool Membership TJ Brewer & Family	456.50
	04/01/2024	MACU VISA	City of Moab - Pool Membership Andrea Noyes & Family	456.50
	04/01/2024	MACU VISA	Trailhead Moab - Lunch for FF Taking Extrication Class	243.57
	04/01/2024	MACU VISA	Wendy's Moab - Kirsten, Ryan's Dad , some staff	52.45
	04/01/2024	MACU VISA	Amazon - Stryker Pants - Ben	82.00
	04/01/2024	MACU VISA	Amazon - Styker Pants - Cole	82.00
	04/01/2024	MACU VISA	Amazon - 2 pr stryker pants - Ryan	164.00
				<u>1,673.90</u>
Total 414 · Nonwage Compensation / Mbr Bfts				
<b>421 · Dues and Subscriptions</b>				
	03/29/2024	Lexipol LLC	Contract 5/1/24-4/30/25	5,309.47
	04/01/2024	Penguin Management, Inc.	12 mos of Captain Plan, 50 recipients. Unlimited app & text notifications. 1250	1,572.00
	04/08/2024	UTAH STATE FIREFIGHTERS' ASSOCIATION	2024 Annual membership for ongoing MVFD FFs	465.00
	04/08/2024	UTAH STATE FIREFIGHTERS' ASSOCIATION	2024 Annual Fee for new members	75.00
	04/08/2024	UTAH STATE FIREFIGHTERS' ASSOCIATION	2024 Annual Fee plus Back Fees for 2023	160.00
				<u>7,581.47</u>
Total 421 · Dues and Subscriptions				
<b>423 · Travel - Education &amp; Training</b>				
<b>423.2 · Fire Prevention</b>				
	03/21/2024	WALKER DRUG	Crayola sidewalk chalk for 8th Grade Career Day	5.49
	03/21/2024	WALKER DRUG	Candy for 8th Grade Career Day	28.77
				<u>34.26</u>
Total 423.2 · Fire Prevention				
<b>423.5 · Travel</b>				
	04/01/2024	MACU VISA	Maverik - Spanish Fork - Food for Chief & Ryan picking up dive trailer	34.30
				<u>34.30</u>
Total 423.5 · Travel				
<b>423.6 · Wildland Travel</b>				
	04/01/2024	MACU VISA	McDonalds, Cuba NM	16.79
	04/01/2024	MACU VISA	Pilot, Santa Rosa NM	24.77
	04/01/2024	MACU VISA	Loves, ERick OK	13.65
	04/01/2024	MACU VISA	Hampton Inn - Santa Rosa NM	121.18
	04/01/2024	MACU VISA	Hampton Inn - Santa Rosa NM	121.18
	04/01/2024	MACU VISA	Phillips 66-Okmulgee OK - Food	25.07
	04/01/2024	MACU VISA	Walmart - Okmulgee OK - Food***	36.99
	04/01/2024	MACU VISA	Taco Bell - Okmulgee OK	13.04
	04/01/2024	MACU VISA	Loves - Okmulgee OK, Food	36.31
	04/01/2024	MACU VISA	Carls Jr-Okmulgee, OK	8.29
	04/01/2024	MACU VISA	Carls Jr - Okmulgee, OK	1.92
	04/01/2024	MACU VISA	Golden Pony Casino-Okmulgee, OK - Food	11.04
	04/01/2024	MACU VISA	Holiday Inn Exp-Okmulgee OK	342.22
	04/01/2024	MACU VISA	Holiday Inn Exp-Okmulgee OK	299.97
	04/01/2024	MACU VISA	Loves - Okmulgee OK - Food	35.14
	04/01/2024	MACU VISA	Arby's - Okmulgee OK	25.59
	04/01/2024	MACU VISA	Loves - Okmulgee OK - Food	37.77
	04/01/2024	MACU VISA	Carls Jr - Okmulgee OK	3.30

Total 423.6 · Wildland Travel  
Total 423 · Travel - Education & Training  
**424 · Office Expense**

**MOAB VALLEY FIRE PROTECTION DISTRICT**  
**Transaction Detail By Account**  
March 14 through April 11, 2024

Date	Name	Memo	Amount
04/01/2024	AT&T Moability	FirstNet Phone Services	51.63
04/01/2024	MACU VISA	Google Suite-Monthly Fee*	69.85
04/01/2024	MACU VISA	Intuit - Monthly PR Fee	48.00
04/01/2024	MACU VISA	Amazon - dry erase easel	65.99
04/01/2024	MACU VISA	Amazon Prime Monthly Fee	14.99
04/02/2024	DESERT WEST	Desk Calendar	5.09
04/05/2024	BRANDON J MCGUFFEE		25.00
04/05/2024	MARK L MARCUM		25.00
04/05/2024	TIMOTHY J BREWER		50.00
04/08/2024	Standard Plumbing Supply CO.	Fine pt Sharpies	4.47
04/09/2024	Intuit	250 Checks	286.04
04/09/2024	Intuit	50 Envelopes	38.74
04/11/2024	US Postal Service	Mailing to UT FF Assn. - Memberships	1.87
Total 424 · Office Expense			1,047.15
<b>425 · Equip &amp; Trk Mant - Oper Supplies</b>			
<b>425.1 · Motor Fuels</b>			
03/25/2024	Rhinehart Oil Co., LLC	Monthly Fuel Card	1,893.34
04/01/2024	MACU VISA	Maverik - Cortez - Fuel	7.93
04/01/2024	MACU VISA	Conoco - Groom Tx	26.14
04/01/2024	MACU VISA	Warrior 66 - Bernalillo NM	15.00
04/01/2024	MACU VISA	Pilot - Santa Rosa NM	24.76
04/01/2024	MACU VISA	Phillips 66 - OK City OK	16.75
04/01/2024	MACU VISA	Shell - Moab	43.89
04/04/2024	Shell	Propane	23.46
Total 425.1 · Motor Fuels			2,051.27
<b>425.2 · Auto &amp; Truck Repairs &amp; Maint</b>			
03/20/2024	WALKER'S TRUE VALUE	Tee san S&D 4", PVC Cement, Purple Primer, plated steel slot	62.84
03/22/2024	CANYONLANDS AUTO & MINING	4 SSTT lamp, butt connector, fuel hose	104.49
03/26/2024	Superior Equipment	2 Safety Valves - Ordered by Donnie	530.39
03/28/2024	Standard Plumbing Supply CO.	PVC Plug, bushing, 18" 120 lb tnsle hvy duty	46.93
04/01/2024	MACU VISA	Stewart Martin Equipment - Okmulgee OK - Assess E6 - spark pulg, carb clean, i	77.03
04/01/2024	MACU VISA	Bristow wrecker service - Bristow OK - Tow E6 to repair	467.96
04/01/2024	MACU VISA	O-Reilly Auto Parts - Tulsa OK - Transmission Fluid	43.36
04/01/2024	MACU VISA	A&W Towing - Sapulpa OK - Harlan Ford Okmulgee to Tulsa Springs Tulsa	400.00
04/01/2024	MACU VISA	Walmart - Engine Oil & Tree Scents	29.56
04/01/2024	MACU VISA	Wash it express - Moab	9.85
04/01/2024	MACU VISA	Car Wash - Bristow OK	15.00
04/03/2024	Wash It Express	Shop Wash Cards	31.21
04/08/2024	RICKS GLASS	Windshield for Duty Officer Truck	325.00
04/09/2024	WALKER'S TRUE VALUE	Tees, full union, stiff/sleeves	31.02
04/09/2024	CANYONLANDS AUTO & MINING	cap scre, nob nut, flt/washer, lockwashers for T1	27.00
04/10/2024	WALKER'S TRUE VALUE	Weld steel for tender	20.99
Total 425.2 · Auto & Truck Repairs & Maint			2,222.63
<b>425.3 · Wildland Supplies</b>			
04/01/2024	MACU VISA	North Ridge Fire Equip - Mnpurse x 3	59.15
Total 425.3 · Wildland Supplies			59.15
<b>425.4 · PPE</b>			
04/01/2024	MACU VISA	Galls - 2 pr wildland nomex pants - Ben & Cole	527.98
Total 425.4 · PPE			527.98
Total 425 · Equip & Trk Mant - Oper Supplies			4,861.03

MOAB VALLEY FIRE PROTECTION DISTRICT

Transaction Detail By Account

March 14 through April 11, 2024

	Date	Name	Memo	Amount
<b>426 · Building Repair &amp; Maintenance</b>				
	03/15/2024	WALKER'S TRUE VALUE	2 trash cans	21.98
	03/27/2024	CANYONLANDS AUTO & MINING	D Earth	39.56
	04/02/2024	WALKER'S TRUE VALUE	Insect Killer, Home Defense	48.97
	04/02/2024	WALKER'S TRUE VALUE	Gal Con Groundclear	31.99
	04/03/2024	WALKER'S TRUE VALUE	Garbage Can	30.99
	04/08/2024	WALKER'S TRUE VALUE	Cut off Riser - for sprinkler system at Sta 1	0.99
Total 426 · Building Repair & Maintenance				174.48
<b>427 · UTILITIES</b>				
	03/25/2024	Dominion Energy	45 S 100 E	401.20
	03/25/2024	Dominion Energy	2850 Murphy Lane	12.41
	04/01/2024	VERIZON	Duty Officer Ipad 435-210-0797	40.01
	04/01/2024	CITY OF MOAB	51 S 100 E	281.10
	04/02/2024	Zen Communications	PBX Phone Service	168.00
	04/03/2024	Grand Water and Sewer Service Agency	2850 Murphy Lane	68.50
	04/04/2024	CITY OF MOAB	79 S 100 E	124.41
	04/08/2024	ROCKY MOUNTAIN POWER	2850 Murphy Lane	57.35
	04/08/2024	ROCKY MOUNTAIN POWER	2850 Murphy Lane	66.37
	04/08/2024	ROCKY MOUNTAIN POWER	4012 Beeman Rd	210.48
	04/08/2024	ROCKY MOUNTAIN POWER	45 S 100 E	357.08
	04/08/2024	EMERY TELCOM	Phone & Internet	128.41
Total 427 · UTILITIES				1,915.32
<b>461 · Small Tools &amp; Minor Equipment</b>				
	03/14/2024	Curtis Tools	Service to reinstall cylinders, Cylinder Hydrostatic Test	783.00
	03/15/2024	Curtis Tools	Repairs to Mako Fill Station	1,275.00
	03/20/2024	WALKER'S TRUE VALUE	4' LED Shop Utility Fixture, screwdriving set, socket adapter, hardware	113.96
	03/20/2024	WALKER'S TRUE VALUE	Plywood & Fir for organizing tool cache in bays	265.91
	03/25/2024	WALKER'S TRUE VALUE	Stencils, adhesive for lettering to label tools	19.93
	03/25/2024	WALKER'S TRUE VALUE	Rotary tool, engring cutters, trash can, plywood for tools	160.95
	03/26/2024	WALKER'S TRUE VALUE	Hardware	46.99
	03/26/2024	WALKER DRUG	Totes for Equipment	131.94
	03/27/2024	WALKER DRUG	6 QT See latching Box	19.96
	03/27/2024	WALKER'S TRUE VALUE	Ratchets, elec tape, pliers, cable tie, Wht 8out protector	132.44
	04/01/2024	MACU VISA	Amazon - 2 DC 12V 50A 600W power supply switches	119.98
	04/01/2024	MACU VISA	Amazon - zip ties, heat shrink tubing, drill bit, hex key, swivel blades, cc	135.27
	04/01/2024	MACU VISA	Walmart - Okmulgee OK - Cleaning Wipes	6.07
	04/01/2024	MACU VISA	Amazon - Hex Key Wrench	8.79
	04/01/2024	WALKER'S TRUE VALUE	Blue Satin Paint	14.58
	04/01/2024	WALKER'S TRUE VALUE	Socket Wrenches	22.74
	04/03/2024	WALKER'S TRUE VALUE	Basic Torch Kid & Gas Cylinder	68.96
	04/04/2024	WALKER'S TRUE VALUE	8 pk D Batteries	20.99
	04/08/2024	Standard Plumbing Supply CO.	Sprinkler Cutter Tool	16.99
	04/09/2024	TURNER LUMBER	Knife Blades, receip. saw blade, diab recip, cut off wheel, wilw. grinder	133.94
	04/09/2024	WALKER'S TRUE VALUE	spary paint - white & black	41.96
	04/10/2024	WALKER'S TRUE VALUE	faceshield, socket, lens goggles, hardware - welding on Tender	61.86
	04/10/2024	CANYONLANDS AUTO & MINING	Battery for Generator	253.78
Total 461 · Small Tools & Minor Equipment				3,855.99
<b>TOTAL</b>				<b>110,707.68</b>

# ***Moab Fire Department***

## ***Proposal for A Job Analysis & Compensation Study***

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***April 2024***

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***Prepared By***



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# ***TABLE OF CONTENTS***

INTRODUCTION .....	1
PROJECT PHILOSOPHY.....	1
SERVICE AREAS.....	2
JOB ANALYSIS, JOB DESCRIPTION UPDATE & DEVELOPMENT.....	2
JOB EVALUATION .....	2
LABOR MARKET ANALYSIS .....	2
COMPENSATION POLICIES & PROCEDURES .....	2
BASIS OF SOUND PAY PROGRAMS .....	3
SCOPE OF WORK- JOB ANALYSIS & VALUATION STUDY .....	4
PRE-PROJECT PLANNING .....	4
QUESTIONNAIRE ADMINISTRATION & ONSITE PREPARATIONS .....	4
JOB AUDITS-EMPLOYEE ENGAGEMENT .....	4
JOB DESCRIPTION PREPARATION .....	5
JOB VALUATION & CLASSIFICATION .....	5
SCOPE OF WORK- MARKET COMPENSATION STUDY .....	5
MARKET DATA COLLECTION & ANALYSIS .....	5
SAMPLE ANALYTICAL CHARTS .....	6
INNOVATION -"Worth of Work (WOW)" ALTERNATIVE .....	7
SALARY STRUCTURE REVIEW & RECOMMENDATIONS .....	7
ADDITIONAL CONSIDERATIONS / PROJECT ENHANCEMENTS.....	7
DELIVERABLE PRODUCT & MATERIALS.....	8
NEEDED DOCUMENTATION .....	8
TIME REQUIREMENTS ESTIMATE .....	9
COST OF SERVICES.....	10
PAYMENT SCHEDULE .....	10
PROFESSIONAL & BUSINESS PROFILE.....	11
REFERENCES .....	12
PREVIOUS ENAGEMENTS .....	13
PROJECT TEAM.....	15
APPENDIX.....	17
SAMPLE JOB VALUE/INTERNAL EQUITY INSTRUMENT .....	18
SAMPLE PAY PLAN .....	22

## INTRODUCTION

The development of a sound personnel management system begins with an organizational statement addressing the objectives of management related to achieving a predetermined employer status and labor market posture. Underlying the objectives is the organization's attitude or philosophy about work and workers. With this in mind the consultant assumes (1) that **Moab Fire Department** desires to achieve a reasonable level of competitiveness and maintain current standards in providing quality services by attracting and retaining the most qualified employees and (2) in order to avoid becoming a training ground for other employers, the agency views it desirable to provide career development opportunities where ever possible, competitive compensation and commit other resources necessary to enhance the attractiveness of the agency as an employer.

## PROJECT PHILOSOPHY

Personnel Systems & Services subscribes to and promotes equal pay for equal work, non-discrimination in employment and fair and good faith dealing in all employee-employer relationships. Management has the right to expect a fair day's labor for the daily wage provided. Employees have the right to expect a fair day's pay for the labor given. The appropriateness of the pay provided is a function of the market place, the organizations internal equity system, which establishes the value of the job to a specific employer, and the perceived value of the individual based upon job performance, which includes loyalty, dependability, and competence.

The employee's perception of equity and consistency in pay practices may not result in greater productivity and efficiency while the perception of inequity and inconsistency will most always produce discontent.



## SERVICE AREAS

### JOB ANALYSIS, JOB DESCRIPTION UPDATE & DEVELOPMENT

The process of collecting facts about jobs sufficient to create or update job descriptions and specifications is the preliminary requirement necessary to complete job valuation. The description format includes job title, general purpose statements, and essential functions. The specifications for the job refer to those statements that describe personal characteristics, minimum qualifications, knowledge, skills, and abilities, or special qualifications that must be met for a job applicant to be considered eligible for the position. Completed documents are ADA compliant regarding essential functions of each individual position. **This phase can be mitigated by having current and up-to-date job descriptions.**

### JOB VALUATION

In cooperation with Agency Staff, the consultant will perform the review of the updated job descriptions to determine the internal equity job valuations. The objective of this phase of the project is to determine and establish the internal equity program that is ultimately attached to market data to create a formal pay plan. Additionally, the instrument will establish compliance with public policy defining legal criteria for the differentiation in pay for all agency jobs. This process will assist the agency to verify its own "worth of work" values most effective in the maintenance of a "site validated" internal equity methodology.

### LABOR MARKET ANALYSIS

A review of the labor market, the economic area in which you wish to compete, is essential to the overall success of the pay plan. The objective of the analysis is to achieve external competitiveness. This phase involves the completion of a survey of employer wages for benchmark positions. Using statistical measures and valuation techniques it is possible to determine your competitive position in the chosen market place including public and/or private employers, and then establish a specific posture regarding the most realistic market objectives in terms of pay ranges and methods of pay progression. Where does the agency want to posture itself in the market place? As a trendsetter? A leading-edge competitor? At market parity? Or, as reasonably comparable?

### COMPENSATION POLICIES & PROCEDURES

This service involves providing at no cost a model compensation management policy which addresses method of progression from minimum to midpoint and from midpoint to maximum of the pay range. Additionally, an outline for creating an incentive program will be included. This phase, a comprehensive HR system audit, may have been completed recently by Facil HR.

## BASIS OF SOUND PAY PROGRAMS

As the agency seeks to establish and maintain an effective compensation program it is recommended that consideration be given to some or all of the following:

1. Size and type of business: *The ability to pay* certain rates, based upon revenues and financial resources.
2. Organizational Philosophy: *The willingness to pay* certain rates and *attitudes* about ranking among other employers within a selected labor market.
3. Nature and Diversity of Work: *The degree of specialization*, work variety, and technology (an element of the job classification methodology).
4. Regional Economics: The *prevailing rates* of pay and the rates of inflation.
5. Availability of Labor Supply: The *competition* for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.
6. Value of Work Contribution: The *worth of a particular job* to the organization (the overall value determined through classification methodology).
7. Pay Supplements: The *total compensation comparability* afforded through various incentives and discretionary benefits.
8. Reputation of the Organization: The *competitiveness* of pay and *social recognition* as high- or low-paying.
9. Pay Progression Policy:
  - The learning curve impact associated with certain types of jobs.
  - Pay range uniformity vs. diversity (pay schedule design).
  - Length of Service.
  - Performance based increases.
  - Pay for knowledge or level of competency.
  - The use of "control rates" within the pay ranges.
10. Bonus and Incentive Plans:
  - The use of "non-scheduled" recognitions.
  - The use of non-monetary rewards.
11. Ownership Protection: involves realistic consideration of resource limitations. The cost of administration should constantly be balanced against achieving the other objectives of the pay plan and overall personnel program.

# SCOPE OF WORK

## JOB ANALYSIS & VALUATION STUDY

### PRE-PROJECT PLANNING

- A. Conduct virtual meeting(s) with agency management and/or designated staff to discuss philosophy, work plan and explain instruments.
- B. Determine customization needs, if any, for proposed instruments.
- C. Identify communication processes and methods to satisfy employee engagement expectations.

### QUESTIONNAIRE ADMINISTRATION, COLLECTION & ONSITE PREPARATIONS

Step #1: The consultant will provide to MANAGEMENT staff the data collection instruments (along with instructions for completion) for distribution to fulltime and regular part-time employees. These instruments shall include a "Job Values" survey and may include a Position Analysis Questionnaire.

The Position Analysis Questionnaire (PAQ), if utilized will ask a variety of questions related to job duties, responsibilities, knowledge, skills, abilities, etc. This is a standard tool used to accumulate job facts for all job classifications. *This phase **can be minimized or eliminated** by using existing or sample position descriptions, provided by consultant, as the primary instrument for updating. Employees may wish to use a combination of both documents to provide the greatest amount of written information regarding their position. Unique positions not previously included in the HR system may still require the use of the questionnaire.*

Step #2: MANAGEMENT staff to review a "Job Values Survey" instrument provided by the consultant to determine that the survey content addresses all the "worth of work" values of interest to the agency. This process results in the delivery of a "site validated" job valuation (point factor) instrument consistent with those criteria set forth in the Job Classification and Fair Labor Standards Acts as the legitimate/legal basis to differentiate the pay between jobs.

Step #3: MANAGEMENT distributes/emails a Google Doc weblink to all employees for participation in the values survey. The weblink instrument will provide the instructions for completion. In the email, Agency Staff will specify the targeted completion date.

Step #4: Supervisors and MANAGEMENT staff review completed employee Position Analysis Questionnaires.

Step #5: Completed questionnaires to be compiled and emailed to the consultant by MANAGEMENT staff. Values survey results will accumulate online and then summarized and provided to the MANAGEMENT staff and used to customize the internal equity instrument.

Step #6: If available, MANAGEMENT staff delivers electronic copies of existing/current job descriptions to the consultant.

Step #7: The consultant reviews all completed questionnaires and current job descriptions.

Step #8: MANAGEMENT staff to email the consultant an Excel file containing the **employee census** identifying employee first name, last name, location, department, job title, pay grade/band, pay range minimum and maximum, current actual pay, **employee phone number and email address**.

### JOB AUDIT- EMPLOYEE ENGAGEMENT

Step #9: **Virtual Engagement:** If included in the process, the consultant will contact employees and arrange for individual audits. This process will allow all employees opportunity for direct verbal input. Each audit is to take approximately 45-60 minutes.

## **JOB DESCRIPTION PREPARATION**

Step #10: **Position Description Rough Draft:** Upon completing job audits the consultant will update or prepare rough draft descriptions describing general purpose, supervisory relationships, essential functions, minimum qualifications, knowledge, skills, abilities, and special qualifications required for the job. The drafts will be delivered to MANAGEMENT for review and distribution. This document should be reviewed and approved by both position incumbents, or a representative or representatives of the position, and supervisors. Individuals will be encouraged to make additions or deletions to the position description in cooperation with supervisors as needed to satisfy the perceptions of their jobs.

Rough draft documents will, if desired by the agency, incorporate options for **career progression** utilizing job families and related logical structure.

Step #11: **Position Description Final Draft:** Upon receiving the reviewed and edited rough draft descriptions the consultant will finalize all changes and updates. Significant alterations may require follow-up audits by the Consultant to clarify significant differences in job perceptions.

## **JOB VALUATION & CLASSIFICATION**

Based upon the results of the "Job Values" survey the consultant will develop and deliver a customized job valuation instrument reflecting the employee "worth of work" priorities. The consultant will then perform the initial point factor valuation of each job based upon the finalized job description and prepare recommendations for job pay ranges. The instrument will compare each job against the public policy measures of responsibility, difficulty of work, job knowledge and work environment, etc. The scientific approach used in the construction of the factor tool is based upon Weber's "Law of Just-Noticeable-Difference."

Step #12: Consultant develops or updates and recommends point factor valuation instrument and pay range options with consideration being given to various pay plan designs.

Step #13: The consultant applies the point valuation instrument to each job and creates the baseline for establishing internal equity and job valuation consistency.

Step #14: MANAGEMENT and assigned staff in cooperation with the consultant "fine-tunes" the assignment of point values to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to virtually meet and discuss job content.

Step #15: During the fine-tuning process, the consultant and assigned MANAGEMENT staff work together to identify and determine possible classification consolidations, career path options, and job family progressions. The fine-tuning exercise will constitute staff training in the job valuation methodology.

## **SCOPE OF WORK MARKET COMPENSATION STUDY**

### **MARKET DATA COLLECTION & ANALYSIS**

Step #16: The consultant will utilize the Technology Net, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, if requested by the agency, complementary market data may be added to the data obtained through direct solicitation of **targeted survey participants in the agency market area as defined by management**. Additional data sources may be used, i.e., Utah Department of Workforce Services, Economic Research Institute (ERI), etc.

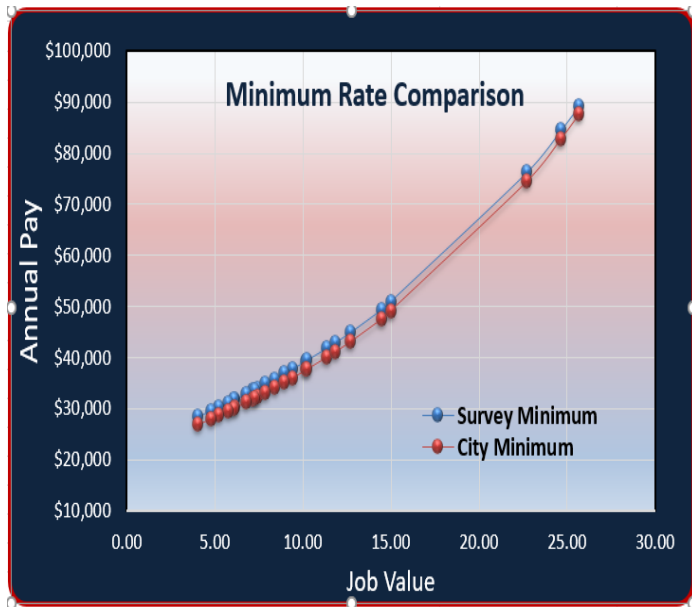
Step #17: **Labor Market Analysis:** The consultant will conduct a survey of base wages within a selected labor market for the agency benchmark positions. The survey participants will be chosen by agency management and represent various non-profit, public and private entities with whom the agency desires to be competitive. It is recommended that this sample remain stable over the years to assure consistency in market evaluation.

It is also recommended that the survey participants include "trendsetters", thus enabling the agency to ascertain the leadership position of the market. By knowing what market leaders are doing the agency can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.

Step #18: Consultant will develop and deliver regression analysis graphic illustrations of the agency's comparative position with the defined market area and survey participants.

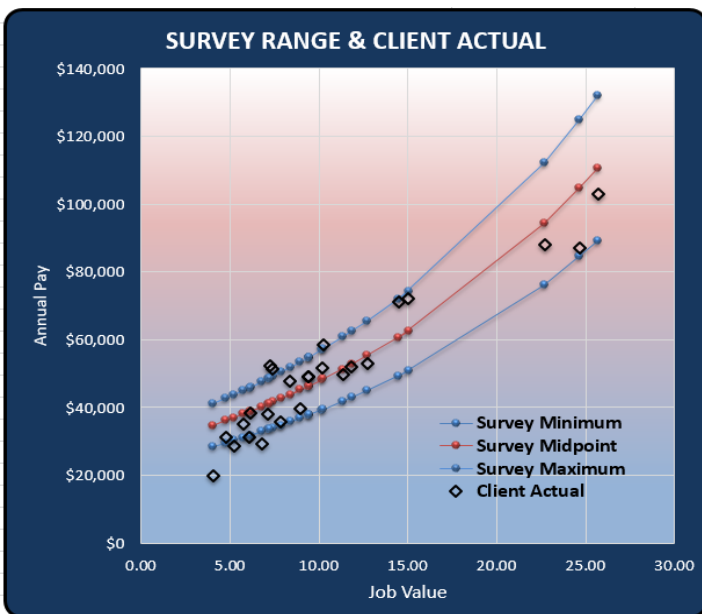
Sample Analytical Chart #1

Job Value	Survey Minimum	City Minimum	\$ Difference	% Difference	Job Title
25.69	\$89,236	\$87,570	-\$1,666	-1.9%	CITY MANAGER
24.67	\$84,541	\$82,819	-\$1,722	-2.1%	POLICE CHIEF
22.70	\$76,200	\$74,401	-\$1,800	-2.4%	COMMUNITY DEVELOPMENT DIRECTOR
14.49	\$49,368	\$47,537	-\$1,831	-3.9%	PUBLIC WORKS SUPERINTENDENT
15.03	\$50,793	\$48,954	-\$1,840	-3.8%	CITY TREASURER/HR DIRECTOR
12.72	\$44,969	\$43,171	-\$1,797	-4.2%	PARKS SUPERINTENDENT
11.34	\$41,803	\$40,039	-\$1,765	-4.4%	PUBLIC WORKS SUPERVISOR
11.85	\$42,941	\$41,163	-\$1,777	-4.3%	SERGEANT
10.18	\$39,323	\$37,590	-\$1,734	-4.6%	CITY CLERK
10.25	\$39,457	\$37,721	-\$1,735	-4.6%	POLICE OFFICER III
9.41	\$37,752	\$36,041	-\$1,711	-4.7%	POLICE OFFICER II
8.40	\$35,776	\$34,095	-\$1,681	-4.9%	UTILITY MAINTENANCE OPERATOR III
7.41	\$33,962	\$32,312	-\$1,649	-5.1%	POLICE OFFICER I
7.16	\$33,514	\$31,873	-\$1,641	-5.1%	UTILITY MAINTENANCE OPERATOR II
7.25	\$33,680	\$32,036	-\$1,644	-5.1%	COMMUNITY CENTER DIRECTOR
6.16	\$31,793	\$30,185	-\$1,608	-5.3%	UTILITY MAINTENANCE OPERATOR I
7.86	\$34,784	\$33,120	-\$1,664	-5.0%	ASSOCIATE PLANNER
8.96	\$36,851	\$35,154	-\$1,698	-4.8%	BUILDING INSPECTOR
6.78	\$32,855	\$31,227	-\$1,629	-5.2%	PARKS MAINTENANCE OPERATOR III/CEMETERY SEXTON
6.11	\$31,703	\$30,098	-\$1,606	-5.3%	ADMINISTRATIVE ASSISTANT
5.73	\$31,082	\$29,489	-\$1,593	-5.4%	DEPUTY TOWN TREASURER/RECEPTIONIST
5.23	\$30,266	\$28,691	-\$1,576	-5.5%	PARKS MAINTENANCE OPERATOR I
4.77	\$29,546	\$27,986	-\$1,560	-5.6%	DEPUTY TOWN CLERK
4.05	\$28,438	\$26,904	-\$1,534	-5.7%	COMMUNITY CENTER ASSISTANT



Sample Analytical Chart #2

Job Value	Survey Minimum	Survey Midpoint	Survey Maximum	Client Actual	Job Title
25.69	\$89,236	\$110,523	\$131,878	\$102,898	CITY MANAGER
24.67	\$84,541	\$104,643	\$124,793	\$87,198	POLICE CHIEF
22.70	\$76,200	\$94,210	\$112,231	\$88,042	COMMUNITY DEVELOPMENT DIRECTOR
14.49	\$49,368	\$60,737	\$72,034	\$71,126	PUBLIC WORKS SUPERINTENDENT
15.03	\$50,793	\$62,511	\$74,160	\$72,134	CITY TREASURER/HR DIRECTOR
12.72	\$44,969	\$55,267	\$65,484	\$53,107	PARKS SUPERINTENDENT
11.34	\$41,803	\$51,334	\$60,778	\$49,800	PUBLIC WORKS SUPERVISOR
11.85	\$42,941	\$52,747	\$62,468	\$52,100	SERGEANT
10.18	\$39,323	\$48,255	\$57,097	\$51,722	CITY CLERK
10.25	\$39,457	\$48,421	\$57,296	\$58,342	POLICE OFFICER III
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
9.41	\$37,752	\$46,307	\$54,769	\$48,932	POLICE OFFICER II
8.40	\$35,776	\$43,856	\$51,841	\$47,900	UTILITY MAINTENANCE OPERATOR III
7.41	\$33,962	\$41,607	\$49,157	\$51,246	POLICE OFFICER I
7.16	\$33,514	\$41,053	\$48,496	\$38,072	UTILITY MAINTENANCE OPERATOR II
7.25	\$33,680	\$41,259	\$48,741	\$52,371	COMMUNITY CENTER DIRECTOR
6.16	\$31,793	\$38,921	\$45,952	\$38,400	UTILITY MAINTENANCE OPERATOR I
7.86	\$34,784	\$42,626	\$50,374	\$35,887	ASSOCIATE PLANNER
8.96	\$36,851	\$45,189	\$53,434	\$39,673	BUILDING INSPECTOR
6.78	\$32,855	\$40,237	\$47,522	\$29,300	PARKS MAINTENANCE OPERATOR II/CEMETERY SEXTON
6.11	\$31,703	\$38,811	\$45,821	\$31,215	ADMINISTRATIVE ASSISTANT
5.73	\$31,082	\$38,041	\$44,903	\$35,044	DEPUTY TOWN TREASURER/RECEPTIONIST
5.23	\$30,266	\$37,032	\$43,700	\$28,598	PARKS MAINTENANCE OPERATOR I
4.77	\$29,546	\$36,140	\$42,637	\$31,215	DEPUTY TOWN CLERK
4.05	\$28,438	\$34,771	\$41,005	\$19,900	COMMUNITY CENTER ASSISTANT



**Innovation: Worth of Work (WOW)-No Pay Grades:** Now developed and available is an approach to compensation analysis that eliminates the use of pay grades, as illustrated above, but still retains the integrity of an internal equity maintenance methodology. Over the years there have always been complaints about pay grade structures that become manipulated. While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize and may eventually eliminate such fairness distortions. Based upon an internal equity valuation each job can have an **individualized market-based pay range**. The slightest variations between the worth of jobs based upon your entity's worth-of-work values can now be recognized resulting in base pay management that is not cumbersome attached to a confining "pay grade system".

This approach **can also overcome the frustrations of "Broad Banding"** and eliminate the challenges of associating non-benchmarked jobs to the benchmark anchor. Here too, every job can be uniquely assigned a market derived pay rate.

**Innovation:** Fine-tuning pay ranges to address and **resolve market sensitive recruitment and retention issues** is a smooth dynamic of the No Pay Grade-Worth of Work system. An option to assist with this type of issue would be to explore the use of stand-alone or "silo" pay plans for those market sensitive job families, such as may be occurring in Public Safety, Public Power, Information Technology, Building Inspection or Public Health jobs.

## **SALARY STRUCTURE REVIEW & RECOMMENDATIONS**

- Step #19: The Consultant and Project Manager will finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market. After identifying market relationships, the agency will select a level of competitiveness to be achieved in the design of the new pay plan or "plans" with consideration being given to targeted percentiles in the data's prevailing rates. Imbedded in the design of the pay plan is a feature labeled "competitive objective" enabling management to explore with the click of the mouse, options for pay range implementation. The learning curve philosophy may also be reflected in the development of ranges for various job classifications. Under the "No Pay Grade" alternative, each individual job classification/description will have an independent and separate pay range based upon market.
- Step #20: The Consultant will complete the full integration of the results of the job valuation phase of the study with the market compensation study.
- Step #21: The Consultant will identify and calculate a **least cost implementation** plan and identify the placement of each employee in relation to their job's revised pay range and valuation. As needed, the consultant will create "phase-in" options based upon calculated economic impact. Additionally, an "organizational reset" and/or "compression adjustment" instrument will be explored.
- Step #22: The consultant will discuss with agency management the interest and value of opening an appeal window to allow employees to appeal their job's valuation and recommended pay range.

## **ADDITIONAL CONSIDERATIONS/ PROJECT ENHANCEMENTS**

**Performance Management System:** A performance management and evaluation program will normally be designed in combination with one of two ways: (1) to be utilized to monitor employee, work unit, and organizational progress toward achieving established goals and objectives; and (2) to provide justification for pay increases, advancement, promotion, and incentive awards and job retention. In achieving option two, the success of the program will involve integrating the performance management and evaluation program into the other aspects of the total compensation system. Other compensation factors to be evaluated simultaneously would include some or all the following:

- A. **Base Pay:** This is the acceptable market range as determined through labor market analysis. The objective of the base pay program is to achieve a predetermined pay posture within the agency's defined market area. One of four levels is usually pursued: 1) trend setting 2) competitive 3) parity or 4) comparable. The base pay plan is the companion to the job valuation system that is the method of determining internal equity for the purpose of establishing base pay. Movement through the base pay schedule would be determined by two factors- the learning curve concept and acceptable performance (the minimal level of job productivity that would justify job retention).
- B. **Incentive Award/Bonus Plan:** This system allows management to reward performance without compounding the costs in all other areas of compensation which are related to base pay (FICA, retirement, supplemental retirement, insurance, etc.). Such awards are one time, based upon predetermined criteria, can be given to individuals or work groups, and can be either monetary or non-monetary. Even benefits, such as additional annual leave could be used. Such reward systems would provide more financial control.



C. **Longevity Pay:** Generally, such pay is attached to the base pay schedule. When so attached, this program does also compound other costs mentioned above. Annual leave schedules that allow employees to accumulate leave at increasing rates according to time in service are a form of longevity pay. When considering options for rewarding the dedicated, long service employee, annual leave can be supplemented by a lump sum cash program structured like annual accrual schedules. By separating items "b" and "c" from the base pay schedule, management will be better able to minimize the rewarding of mediocrity.

D. **Cost-of-Living Adjustments:** This adjustment to the general base pay schedule is an estimate of market changes. The amount of such adjustments is determined regionally by the Bureau of Labor Statistics and reported as the consumer price index. This is a shortcut substitute to conducting a thorough labor market analysis. It is generally recommended that an organization conduct the labor market analysis at least every two or three years to rectify error produced by using CPI or some other market index.

E. **Market Differentials:** This compensation practice comes into play when the supply and demand in the job market impacts certain types of jobs. It is identified through labor market analysis and shows up as an inconsistency between internal job value (valuation) and external market pay. These adjustments are temporary and are utilized as needed to retain quality employees who have recognized the marketability of their knowledge, skills, and abilities.

## **DELIVERABLE PRODUCT AND MATERIALS**

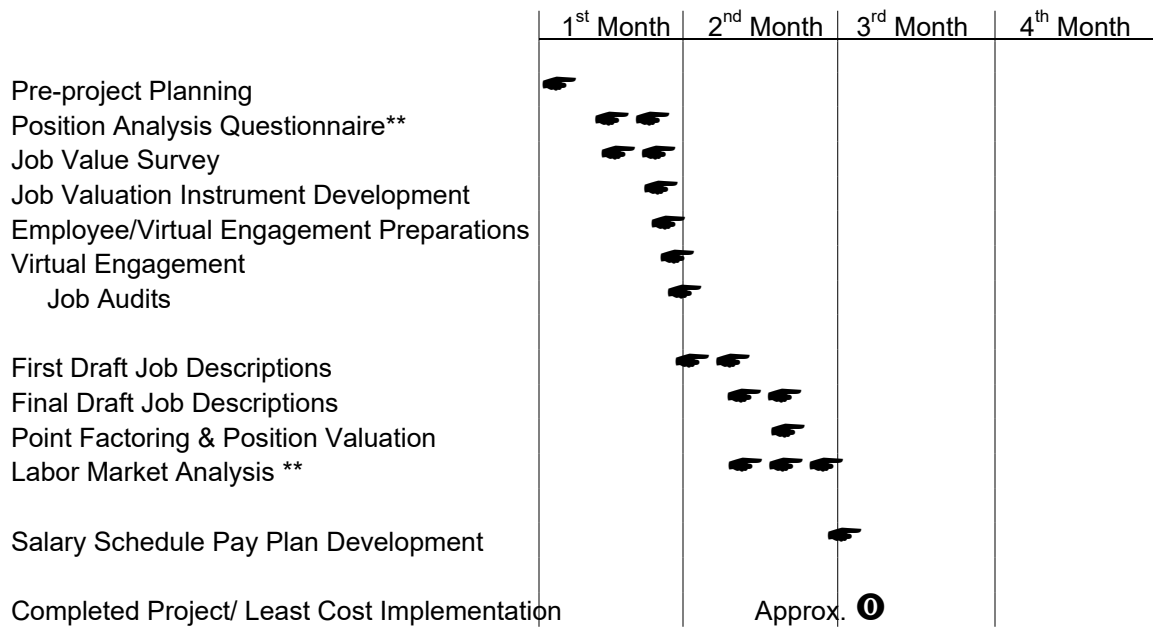
Upon conclusion of the project the consultant will provide the Agency with electronic copies of all project deliverables, i.e., new job descriptions, job evaluation instrument, job valuations, market data, market analysis and pay plan.

## **NEEDED DOCUMENTATION**

1. Electronic copy of current pay plan with ranges for all jobs.
2. Electronic copy of all job descriptions.
3. Electronic copy of current employee census showing employee name, job titles, hours worked per year, current actual pay, date of appointment to current position.

## TIME REQUIREMENTS

### Wage & Salary Market Analysis Study



\*\* It is the consultant's experience that slowing in the time line can occur at these phases of the study. Generally, supervisors need to be insistent regarding employees completing and returning Values Survey and Position Analysis Questionnaire (PAQ) within the allocated time. Should such hurdles develop in the study, the target completion date could be over run. Commitment from all levels of management to promote the projects successful completion will be a key element.

① = Deliverable



# *Job & Compensation Study*

## **COST OF SERVICES**

(Approximately 9 fulltime, part-time, and regular seasonal employees and 9 job descriptions/classifications)

### **Program A-Job Descriptions**

- |  |          |
|--|----------|
| 1. Questionnaire Administration & Review, 100% or 9 @ \$25.00/ea.<br>With preliminary Organizational Analysis & Class Determinations | \$225.00 |
| 2. Virtual Job Audits <i>individual and group job audits, approx. 9 @ 30 min. ea.</i>  | \$338.00 |
| 3. Writing & rewriting of job descriptions approximately 9 @ \$50/ea.  | \$450.00 |

<b>Total: Program A</b>	<b>\$1,013.00</b>
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### **Program B-Job Valuation**

- |  |            |
|--|------------|
| 1. Job Value Survey 100% of 9 employees @ \$20 ea.                   | \$180.00   |
| 2. Customization of Point Factor Instrument                          | \$1,200.00 |
| 3. Job Analysis & Valuation (Internal Equity Assessment 9 @ \$50.00) | \$450.00   |

<b>Total: Program B</b>	<b>\$1,830.00</b>
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### **Program C-Labor Market Wage/Salary Analysis**

- |   |          |
|---|----------|
| 1. Labor Market Salary Survey and Analysis                                  | \$750.00 |
| 2. Pay Plan Integration & Recommendations - Compression Adjustment Analysis | \$750.00 |

<b>Sub-Total Program C</b>	<b>\$1,500.00</b>
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<b>Technology Net Subscriber Discount @ 20%:</b>	<b>\$300.00</b>
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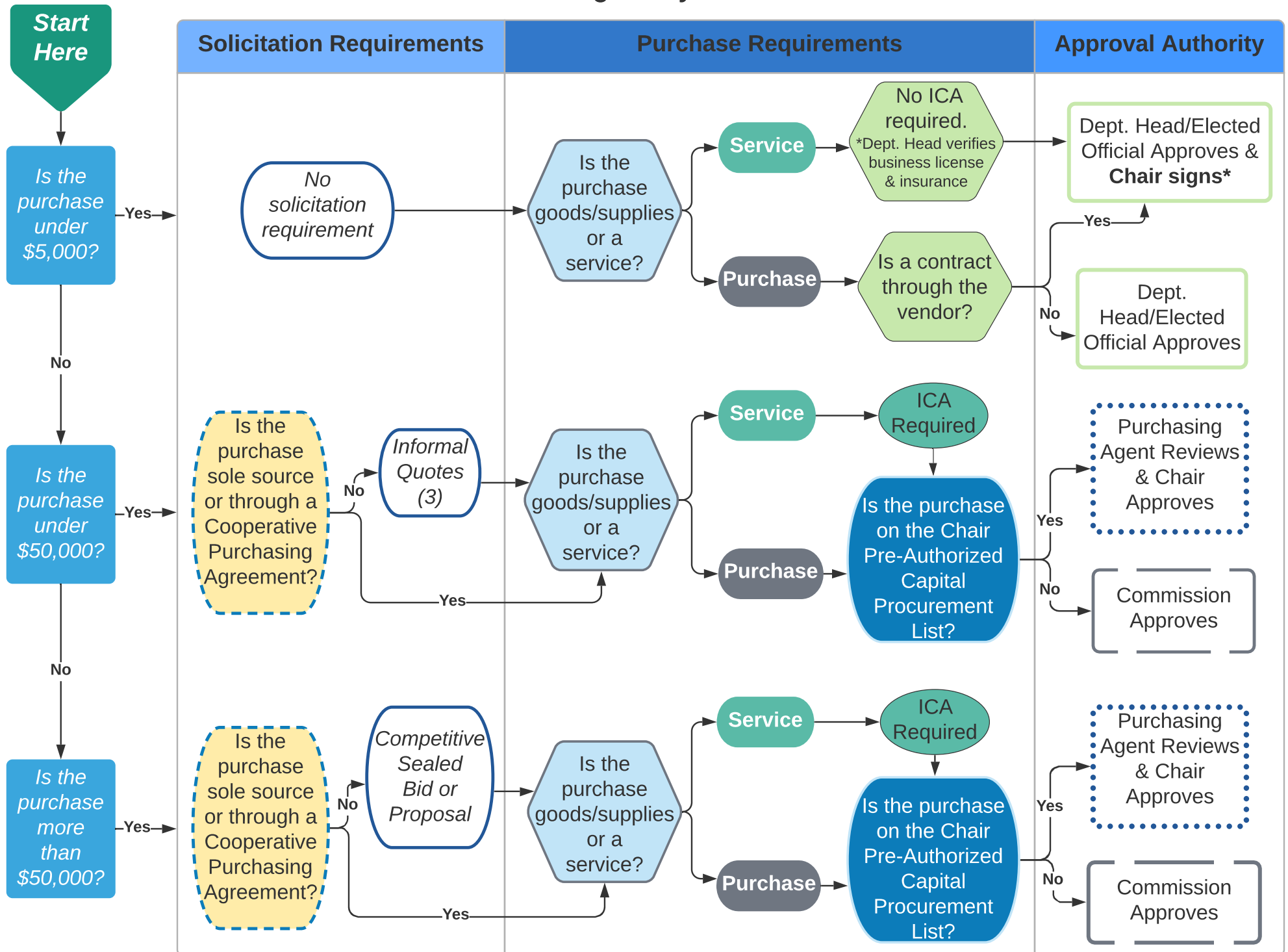
<b>Total: Program C</b>	<b>\$1,200.00</b>
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<b>Total Cost: Program A-C:</b>	<b>\$4,043.00</b>
<b><u>All overhead Expenses @ 10%</u></b>	<b><u>\$404.00</u></b>
<b>Total</b>	<b>\$4,447.00</b>

**Payment Schedule:** Up front project binder @ 20%. Upon completion of virtual job audits - 20%. Upon delivery of first draft job descriptions- 20%.

Upon delivery of internal equity assignments, wage analysis, pay plan and final project materials, including least cost implementation estimate and HR System audit - 40%.

# Grand County Purchasing Policy Flowchart



## Privacy Policy Statement

This privacy policy statement is provided by Moab Valley Fire Protection District in compliance with Utah Code Section 63D-2-103.

We are committed to protecting your privacy. This statement explains how we handle your information when you visit this website. We want you to understand how your data may be collected, used, and secured.

Moab Valley Fire Protection District operates this website. If you have any questions or concerns, please reach out to us by Phone at 435-259-5557 or Email at [admin@moabfiredepartment.org](mailto:admin@moabfiredepartment.org).

Our administrative body is the Moab Valley Fire Protection District Board of Commissioners, and they can be reached at [admin@moabfiredepartment.org](mailto:admin@moabfiredepartment.org).

We do not collect personally identifiable information from general website visitors.

If a site visitor submits a Hazardous Fuels Mitigation Form via email, the information provided is only used by the District and the State of Utah to provide the District with credits to help cover the cost of future fires.

If a site visitor submits a GRAMA request via email, the information is retained by Moab Valley Fire Protection District. Use of records is governed by Utah Code Section 63G, Chapter 2, Government Records Access and Management Act.

Regular Cybersecurity scans and updates are performed on this website to ensure information provided is secure.

This policy is reviewed annually and updated as the services provided evolve. We welcome your feedback.

Last Revision: March 25, 2024

	<u>Employee</u>	<u>Employer</u>	<u>401(K)</u>	<u>Total</u>
Tier 1 Current	15.05	3.61		18.66
Tier 1 Change	15.05	1.61 ↓		16.66 ↓
Tier 2 FF Current	2.59 ↑	14.08		16.67
Tier 2 FF Change	4.73 ↑	14.08		18.81 ↑
Tier 2 Public Current		17.77	0.18	17.95
Tier 2 Public Change	0.70 ↑	16.95 ↓	↓	17.65 ↓

Tier 1: Employer picks up full amount

Tier 2 FF: Employer has opted to pick up 2.59 and must now permanently pick up 2.59. Employer can opt to pick up the full 4.73 by resolution or only continue to pick up the 2.59 with the employee picking up the difference

Tier 2 Public: State legislature did not approve the ability for a pick up by employers of the new 0.70 contribution. For State employees, the State has opted as a replacement to increase employees' salaries by 0.70.