

Committee of the Whole Johnson County Compensation Study and Proposed Med-Act (ES) Pay Plan

3/23/23

Presented by

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Agenda

- Compensation Structure Overview
- Salary & Benefits Study Summary
- Med-Act Pay Plan
- Med-Act Recommendations and Next Steps

No BOCC Action Requested Today



Johnson County Government Salary Structures

- There are three separate salary structures at Johnson County Government:
 - Civil Service (CS) Pay Table:
 - Sworn officers moved to a step pay plan in October, 2022
 - Sworn officers received pay adjustments in conjunction with new plan
 - Med-Act (ES) Pay Table:
 - Covers medical emergency responders (i.e. Paramedics, EMTs, supervisors)
 - Merit based pay structure
 - Johnson County (JC) Pay Table:
 - Covers all classified employees except those on the CS and ES pay tables
 - Recommendation for mid-year adjustment currently before the BOCC

Salary & Benefits Study - Summary

- In May 2022, the BOCC authorized a countywide salary and benefits study to determine if our compensation was market competitive
- In accordance with BOCC policy, the study was based on the following parameters:
 - Comparable organizations include a mix of peer local governments and the KC Metro area
 - Market analysis was based on the median (50th%)
- The study results indicate we are below market and not competitive based on BOCC policy (median)
- The estimated cost of market alignment is within the projected five-year forecast
- On February 23, the BOCC heard the results from the compensation study; additional information was sent in response to BOCC questions

JoCo Challenges Mirror National Trends

Below market compensation leads to a potential negative impact on service quality due to:

- Increased turnover - significant employee replacement costs and loss of institutional knowledge
- Increased work hours to cover vacancies - potential burn-out and OT cost
- Difficulty attracting applicants - longer vacancy times and lost productivity
- Potential decline in the quality of applicants
- Decreased employee engagement (“quiet quitting”)

Future Policy Decision and Next Steps

Policy Decision:

- Adjust pay table to align with our current compensation policy of market median (50th%)

Next Steps – March 30:

- Review fiscal outlook
- Further discussion and direction about compensation for proposed budget

Med-Act Market Review (ES) Pay Table



Med-Act Services - Countywide

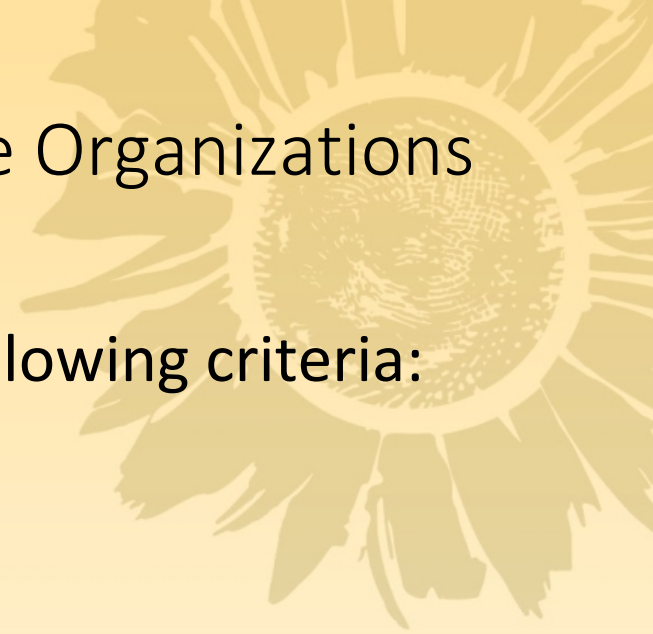
- Special Operations Group
 - HAZ-MAT Response and Support
 - Fireground/Firefighter Rehabilitation and Medical Support
 - Technical Rescue
 - Regional Exercise Planning
- Tactical Medic Team
 - Deployment with Law Enforcement Tactical Response Teams
 - Heartland Tactical Officers Association Leadership
 - Regional Tactical EMS Training Provider
- Special Events Medical Teams
 - Major Community Events
 - Public Venue EMS Support
- Community Education
 - Stop The Bleed Training
 - Public CPR/AED Training
 - School District Career Programs
 - Clinical Preceptor and Field Internship for the region's paramedic training programs
- EMS System Program
 - EMS System Education/Training
 - Technician-to-Clinician Lectures Series
 - Special Operations Training

Med-Act 2022 Compensation Adjustments

- For 2022, a revised pay table was approved based on a comprehensive salary study
- The overall cost of employee adjustments was about \$700K
- Also in 2022, the EMT job was created and added to the pay table which allows for organic growth and job progression
- In order to be competitive, the EMT minimum hiring rate was adjusted to \$49,920, well above the actual salary range minimum of \$39,900

Salary Market Review – Comparable Organizations

- Comparable organizations met the following criteria:
 - Similar structure and jobs
 - Local
 - Compete for our talent
 - Hire from our talent pool
- Organizations included in this review:
 - Lawrence/Douglas Co Fire Medical
 - Kansas City KS Fire Medical
 - Leavenworth Co EMS

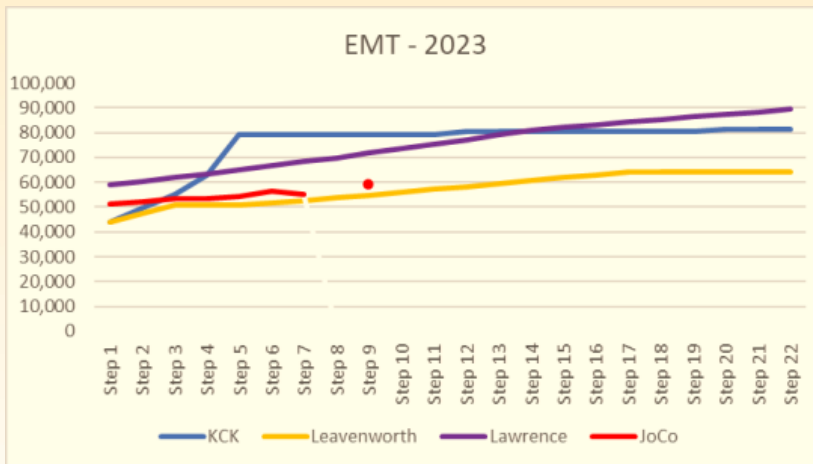


Market Analysis - EMT

EMT

Organization	Min	Max	Yrs to Max
Lawrence/Douglas Fire Medical	\$58,826	\$89,566	22
JoCo (Min Hire \$49,920)*	\$49,920	\$59,850	8
Leavenworth County EMS	\$44,029	\$64,297	17
Kansas City KS Fire	\$43,878	\$81,254	20
JoCo Actual Salary Range	\$39,900	\$59,850	15
Average (excluding JoCo)	\$48,911	\$78,372	20

* Starting pay at \$49,920



Salary Range

- JoCo has the lowest salary range (minimum and maximum)
- In order to be competitive, the actual starting pay was increased to \$49,920

Actual Pay

- JoCo actual pay is competitive with Leavenworth but below Lawrence and KCK when looking at JoCo years of experience

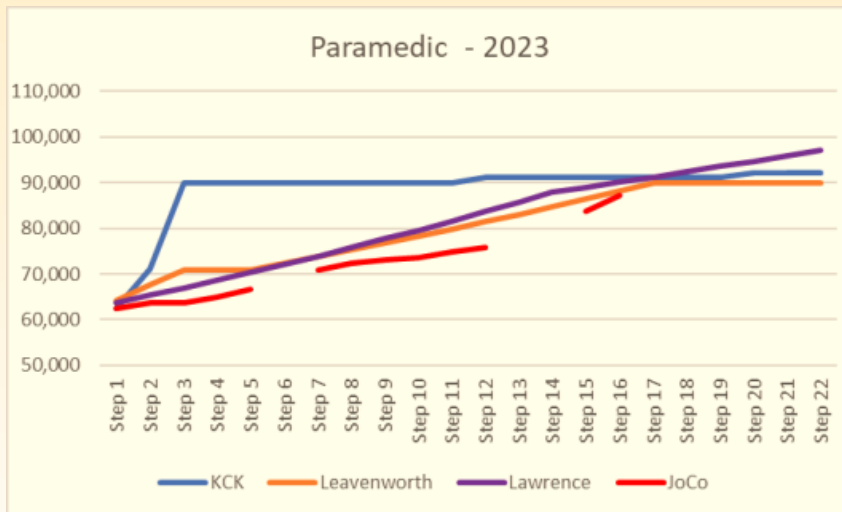
Market Analysis - Paramedic

PARAMEDIC

Organization	Min	Max	Max
Leavenworth County EMS	\$64,230	\$89,889	17
Lawrence/Douglas Fire Medical	\$63,751	\$97,063	22
Kansas City KS Fire	\$62,443	\$92,109	20
JoCo	\$61,180	\$91,770	15
Average (excluding JoCo)	\$63,054	\$92,908	18

Salary Range

- JoCo minimum is the lowest
- JoCo maximum is lower than all but Leavenworth



Actual Pay

- When comparing years of experience, JoCo actual pay is below all local market peers

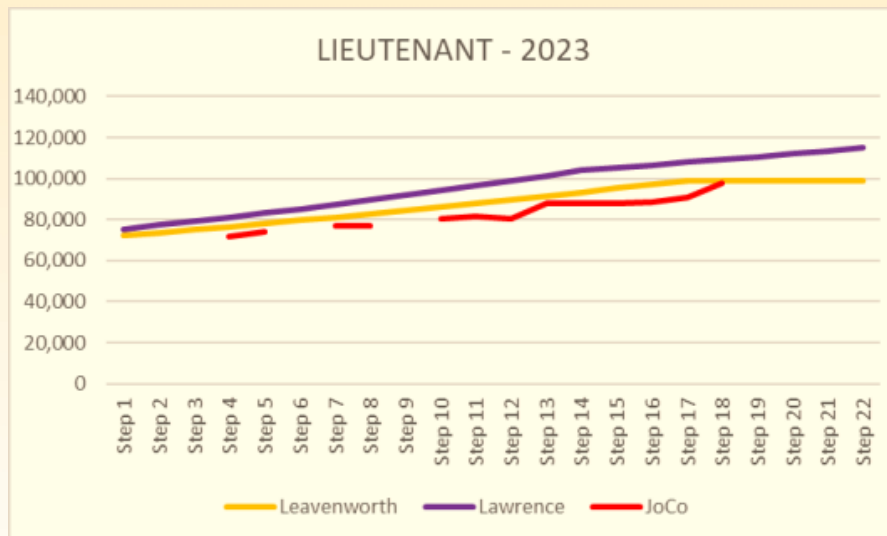
Market Analysis - Lieutenant

LIEUTENANT

Organization	Min	Max	Max
Lawrence/Douglas Fire Medical	\$75,445	\$114,819	22
Leavenworth County EMS	\$72,151	\$99,041	17
JoCo	\$67,295	\$100,943	15
Average (excluding JoCo)	\$73,798	\$106,930	20

Salary Range

- JoCo has a lower minimum
- JoCo has significantly lower maximum than Lawrence but competitive with Leavenworth



Actual Pay

- When comparing years of experience, JoCo actual pay is below both Leavenworth and Lawrence



Training Captain

- Currently the Training Captain is not on the Med-Act (ES) pay table, but a Board action will be presented on April 6 to move this job to the current Med-Act (ES) pay table in alignment with the other Captains
- There is no budget impact for this change

Conclusion

- Based on study results, the current Med-Act (ES) pay structure is below local market and not consistent with prevalent pay structure designs
- The current merit pay structure is frequently cited as a recruitment and retention weakness
- Applicants want a step plan structure with known increase amounts (competitive and consistent with other local organizations)

Recommendation

April 2023

- Move Training Captain from JC pay table to ES pay table (4 employees) – No budget impact

July 2023

- Adjust current ES Pay table 2% (impacts new hires)
- Implement 2% Range Movement Adjustment (RMA) (impacts current employees)
- Estimated cost \$170K (one-half year)

January 2024

- Implement step pay plan*
- Estimated total employer cost is \$2.6M (includes OT and benefits)

* 2.5% - 3% between steps

Step Plan: Annual Salary Increase Estimated Cost

Title	# EES	Total Annual Incr	Avg Incr %
Battalion Chief-Operations	10	129,927	10.6%
Captain	12	197,284	16.1%
EMT	32	403,511	23.8%
Lieutenant	40	621,379	18.9%
Paramedic	69	509,441	12.0%
Grand Total	164	1,861,541	16.4%

Estimated total employer cost with OT and benefits is \$2.6M



Next Steps

- March 30: BOCC Budget Retreat
 - Med-Act (ES) Pay Table recommendation included in budget projections
- May 18: County Manager Proposed Budget
- May 25 - June 23: BOCC Budget Sessions
- June 29:
 - BOCC sets maximum expenditure budget to publish
 - BOCC approval of salary/benefits study – new JC pay plan
 - BOCC approval of 2024 Med-Act (ES) step plan and interim compensation adjustments
- July 9: Proposed implementation for interim Med-Act (ES) market adjustments
- January 2023: Proposed implementation of Med-Act (ES) step plan

