



# City of Helena

## ADMINISTRATIVE MEETING

November 13, 2024 - 4:00 PM

City - County Building Room 326 / Zoom Online Meeting; <https://us06web.zoom.us/j/86179182008>

## AGENDA

1. **Call to Work Session, introductions**
2. **Commission comments, questions**
3. **Recommendations from the Helena Citizens Council**
4. **City Manager's Report**
5. **Presentations**
  - a. Cruse Avenue / Helena Housing Authority Planning Update
  - b. Transportation Systems - Interlocal Update
  - c. Transportation Systems - Sidewalk Discussion
6. **Department Reports**
  - a. Pay Plan Update
  - b. City of Helena Sustainability Update 2024
7. **Public Comment**
8. **Commission discussion and direction to the City Manager**
9. **Adjourn**

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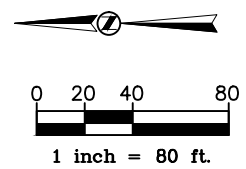
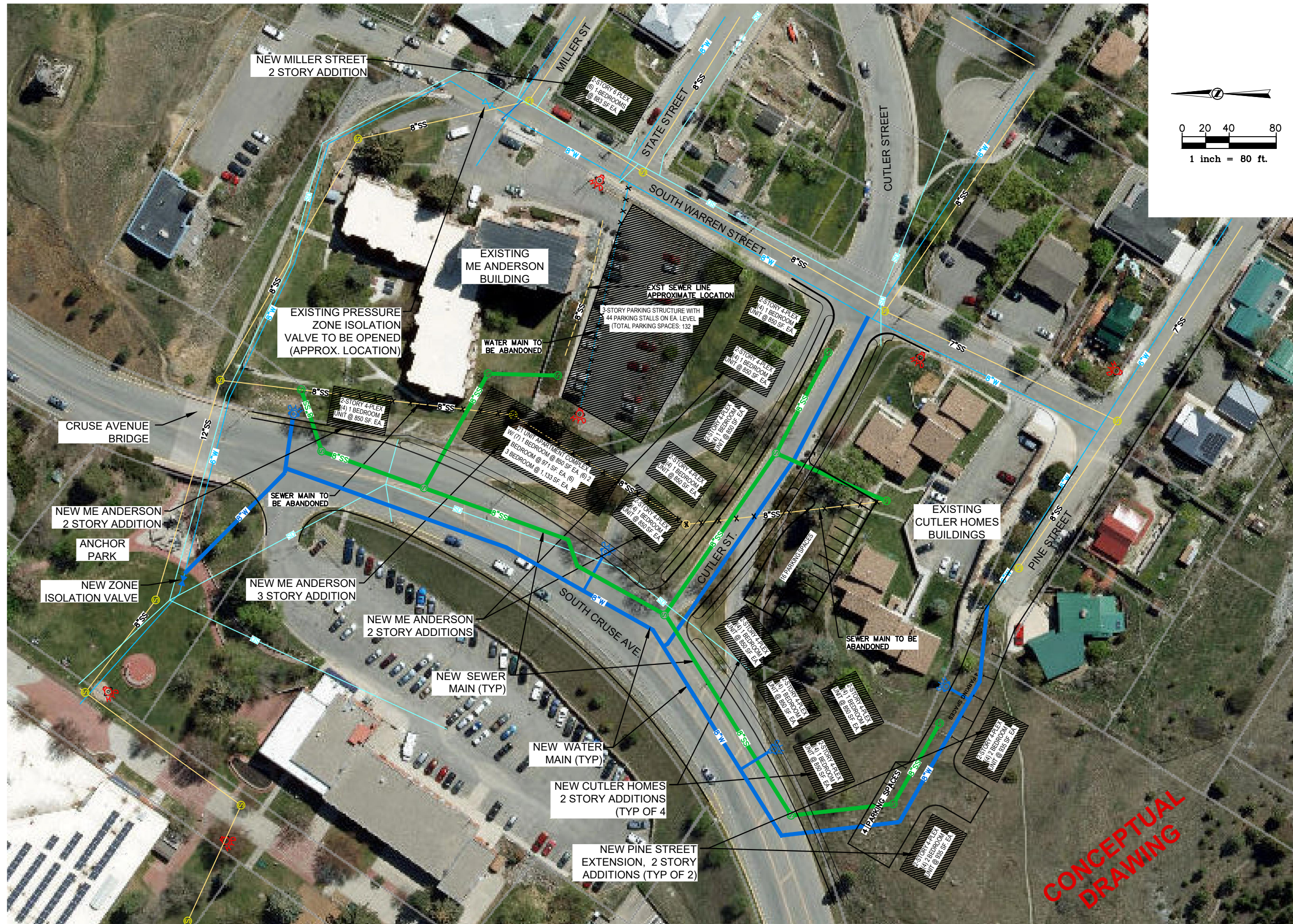
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**Email: [citycommunitydevelopment@helenamt.gov](mailto:citycommunitydevelopment@helenamt.gov)**

**Mailing Address & Physical Location: 316 North Park Avenue, Room 445, Helena, MT 59623.**



CONCEPTUAL  
DRAWING

REVISIONS:	NO.	DATE	SYMBOL	DESCRIPTION

SHEET TITLE:  
**WATER AND  
SEWER PLAN**

PROJECT:  
**HHA CUTLER HOMES, ME ANDERSON,  
PINE STREET, AND MILLER ST ADDITIONS**  
HELENA, MONTANA

DATE:  
November 6, 2024  
DWG NAME:  
ME Anderson - Cutler  
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FIGURE #:  
**1**  
PAGE 2:

**City of Helena, Montana**

**10/23/2024**

**To:** Tim Burton, City Manager

**From:** David Knoepke, Transportation Systems Director  
Chris Couey, Transportation Systems Deputy Director

**Subject:** Transportation Systems - Interlocal Update

**Present Situation:** An interlocal agreement was signed by the City of Helena and Lewis and Clark County to repave some roadways & parking areas at the Fairgrounds and the design of a roundabout at Custer and Henderson.

**Background Information:** Through cooperation between the City and County, projects have been completed in the past and this is another example. The Custer/Henderson intersection has always had challenges with traffic flow especially during events. The redesign of the intersection will help address these issues. The Fairgrounds was in need of paving some of their parking areas. So services were exchanged through the interlocal agreement to benefit the public and both entities.

**Proposal/Objective:** Informational Update

**Advantage:** Interlocal is benefiting both entities and the public.

**Notable Energy Impact:** N/A

**Disadvantage:** None noted

**Quasi-Judicial Item:** False

**Notice of Public Hearing:** False

**Staff Recommendation/  
Recommended Motion:** Informational update.

**City of Helena, Montana**

**10/23/2024**

**To:**

Tim Burton, City Manager

**From:**

David Knoepke, Transportation Systems Director  
Chris Couey, Transportation Systems Deputy Director

**Subject:**

Transportation Systems - Sidewalk Discussion

**Present Situation:**

Now that we have the inventory we need to discuss funding approach and next steps forward.

**Background Information:**

City sidewalks has been an ongoing discussion. The City of Helena has had the sidewalks and curb ramps inventoried. So now there is a map to know where there is sidewalk/ADA ramps and where there is none. Compliance was also looked at during this inventory to better understand the condition of the existing sidewalks/ADA ramps.

**Proposal/Objective:**

Discussion of potential funding approaches and next steps.

**Advantage:**

Completion and maintenance of sidewalks throughout the City to provide accessibility and connectivity.

**Notable Energy Impact:**

N/A

**Disadvantage:**

Continued lack of accessibility and connectivity.

**Quasi-Judicial Item:**

False

**Notice of Public Hearing:**

False

**Staff Recommendation/  
Recommended Motion:**

Discussion of funding approaches and next steps.

**City of Helena, Montana**

**10/29/2024**

**To:** Tim Burton, City Manager  
**From:** Renee McMahon, Human Resources Director  
**Subject:** Pay Plan Update

**Present Situation:** In its Strategic Plan, the City of Helena commits to "Be an Employer of Choice." A critical component of being an Employer of Choice is offering employees competitive compensation to include wages and benefits. The city is proposing an updated pay plan to support this strategic goal in alignment with the Compensation Philosophy.

**Background Information:** Through the city's commitment to offer competitive wages and benefits, wage studies have been conducted and a Compensation Committee has been appointed. In their deliberations, the Compensation Committee advises the City Manager on compensation strategies that align with the city's Strategic Plan, Compensation Philosophy, workforce needs, and are fiscally responsible and sustainable.

**Proposal/Objective:** Update the pay plan/pay matrix for non-union positions.

**Advantage:** An updated pay plan aims to:

- Define and value job content
- Provide a longer period of wage growth
- Alleviate wage compression between pay grades
- Financially responsible, predicable, and sustainable
- Base wages on market wages

**Notable Energy Impact:** N/A

**Disadvantage:** A change to an updated pay system may be a difficult transition for some.

**Quasi-Judicial Item:** False

**Notice of Public Hearing:** False

**Staff Recommendation/  
Recommended Motion:** Consider the city adopt an updated pay plan.

# Pay Plan Update

Renee McMahon,  
Human Resources Director



# Background

## History

- One of the City of Helena’s 2023 Strategic Goals includes “Be the Employer of Choice”
- A major strategy in achieving this goal is to “Establish Competitive Market Based Pay Plan”
- The City engaged services with CMS to conduct a market wage analyses and provide direction in developing a new pay plan

## Implementation Strategy

- ✓ Compensation Philosophy Developed
- ✓ Compensation Committee Established
- ✓ Wage studies conducted 2023 and 2024
- In progress: Update pay matrix so that it is
  - Internally equitable
  - Externally competitive
  - Affordable and sustainable
  - Legally defensible



# Compensation Update



## City of Helena Compensation Committee

October 2024

### **Purpose:**

The City of Helena Compensation Committee provides to its City Manager,

- Provides advice and recommendations on the administration of the city's compensation suite to the City Manager
- Compensation refers to the total rewards package that City of Helena employees receive to include both wages and benefits In their deliberations
- The committee ensures alignment with the city's Strategic Plan, Compensation Philosophy and workforce needs, and that the city's pay and benefits are fair, competitive, and financially sustainable.

### **Communication:**

Facilitate the communication of benefit and pay initiatives and decisions to employees, ensuring transparency and competency of developments.

### **Membership:**

In consultation with Human Resources and respective department heads, committee members are selected by the City Manager and consists of representatives from key departments, including Human Resources, Finance, and various leadership levels, to ensure diverse input and perspectives.



City of  
**Helena**

# Compensation Committee



## Next Step: Update Pay Matrix

### Considerations in Updating Pay Matrix

- Keep elements of current pay matrix that are understandable and predictable:
  - Pay grades and steps
- Develop methods to objectively evaluate internal equity
- Construct a pay matrix that values retention, job content, and provides for career growth.

### Status of Updated Pay Matrix

- Current pay matrix
  - 73 Pay Grades with 5 steps (one step awarded per year of service)
  - 5% between each step (Steps 1 – 5); 2.5% between each pay grade
    - Creates compression wages in each step significantly overlapping succeeding pay grades
    - Values years of service up to 5 years or less (when employees are hired in a step higher than Step 1) then step increases stop at Step 5
- Proposed pay matrix
  - 24 pay grades with 9 steps (one step awarded per year of service)
  - 2.5% between each step (Step A – I); 7.7% between each pay grade



# Compensation Update

# Characteristics of the Revised Wage Matrix

July 1, 2025, Date of Effect (Approval Pending)

Grade to Grade Increase (%)	A	B	C	D	E	F	G	H	I
	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
7.7%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
7.7%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
7.7%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

## Advantages of Pay Plan Recommendation

- Defines and values job content v. years of service up to 5 years
  - Promotions and career ladders will be more meaningful and promote retention
- Provides a longer period of wage growth with 9 steps of 2.5% increases (v. 5 steps of 5%).
- Alleviates compression between pay grades
- Promotions and job content more meaningful than current system
- Financially responsible, predictable, and sustainable
- Long term goal:
  - Anchor pay matrix at 100% of market at Step E: mid-point of the pay grade

## Job Content Evaluation/Job Analysis

- The Classification Committee recommended that the City adopt an objective method of determining internal equity and parity among and between all positions through a Job Content Evaluation.
- Points are assigned to compensable factors then placed in a pay grade based on points assigned in the job content evaluation process.

### Placement of positions on the pay matrix

- Pay grades and their respective pay ranges are based on market data for positions within the City.
- Pay grades are calibrated using the point factoring job evaluation to assure internal equity.
- Mid-point (Step E) established through the budget process and compensation goals.

# Pay Plan Implementation Timeline

## **September 2024 – December 2024**

CMS, HR, and Compensation Committee conducts, reviews and provides feedback job analyses for each non-Union position.

## **January 2025**

Positions placed on pay matrix presented to Compensation Committee.

HR and Finance make FY26 recommendations to City Manager on % to market at Step E

## **February 2025**

Grade, Step, and wage recommendations made to department heads.

Departmental dispute process of pay grades and/or steps: Compensation Committee

## **March 2025**

Compensation Committee finalizes grade, step, and wage recommendations.

HR/Finance/Department Heads make final recommendations made to City Manager in budget planning process.

## **April and May 2025**

Preliminary budget presentations made to Commission.

## **June 2025**

Adoption of preliminary budget.



# Timeline

## Communication Plan

With Commission's Endorsement:

- Create an Intranet Page for Pay Plan Updates
  - To include:
    - City of Helena's Strategic Plan
    - Compensation Philosophy
    - Pronouncement of Compensation Committee
    - Pay Plan Timeline



## Communication Plan

# Questions?



City of  
**Helena**



City of Helena  
Compensation Philosophy  
August 2022

**Who we are:** municipality committed to service-delivery to the Helena community.

**What we value:** providing service to the community by hiring and retaining competent, committed employees who value the intrinsic value of their work while, at the same time, recognizing our fiscal responsibility to those we serve.

**Competitive Outlook:** The City of Helena continues to experience high vacancy rates. In FY22, the city had 368.12 budgeted FTEs. The city averaged 34 vacancies in FY22 – 9.5% vacancy rate. According to a recent study, 52% of state and local workers cited that they would seek a higher salary or a better benefits package, 47% felt burned out from stress of job during the pandemic, and 35% stated that they needed a better work-life balance.<sup>1</sup> The 2021 City of Helena Workplace Climate Survey results show that employees are dissatisfied with wages and opportunities for career growth.

**Operating Objectives:** Provide the Helena community with well-trained, competent employees who hold safety and customer service as priorities.

**Human capital needs:** Recruit and retain top talent by:

- offering career development and professional progression opportunities
- offering competitive wages and benefits relative to market
- providing work-life balance

**Transparency:** Provide a pay plan and pay practices that are transparent and understandable for employees and citizens alike.

**Project Objectives:**

Develop a compensation plan that:

- Motivates employees to perform to the best of their competencies, abilities, and skill sets.
- Is fiscally responsible, demonstrates sound stewardship of community resources, and is financially and operationally sustainable over time.
- Is fair, complies with the City of Helena’s Equal Opportunity in Employment policy, and assures equal pay for equal work.
- Defines and determines the competitive market position of the City of Helena.

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<sup>1</sup> [greatresignationinfographic.pdf \(slge.org\)](#)



“Market” will be reflective of the relative labor market to include geographic location, employer size and type, qualifications required of position, and competitive nature of position.

- Provides a total compensation package that includes benefits that supports employees throughout their employment lifecycle and lifestyle: wages, leave package, retirement, insurance offerings, and wellness programs.
- Supports a pay plan that is nimble and responsive to market and economic demands.



## City of Helena Compensation Committee

October 2024

### I. **Background:**

Prior to July 1, 2022, the City of Helena offered its employees minimal cost-of-living adjustments, with several years of 0.00% increases. When that occurs, wages exponentially lag behind cost-of-living indices and, as a result, has created a situation where the City must now catch up to market level wages after years of minimal-to-no wage adjustments.

In its Strategic Plan, the City of Helena commits to “Be an Employer of Choice.” An instrumental component of being an “Employer of Choice” is offering employees a competitive compensation package to include wages and benefits.

Through wage studies and commitment to maintain competitive benefits, the City is committed to realizing competitive wages and benefits for its employees while also being fiscally responsible. The city realizes that it will take time to fully implement our wage and benefit goals given available funding via the financial formula for funding the city.

### II. **Purpose:**

The City of Helena Compensation Committee provides to its City Manager, advice and recommendations on the administration of the city's compensation suite. Compensation refers to the total rewards package that City of Helena employees receive to include both **direct compensation** (such as salary and wages) and **indirect compensation** (such as benefits including health insurance). In their deliberations, the committee ensures alignment with the city's Strategic Plan, Compensation Philosophy and workforce needs, and that the city's pay and benefits are fair, competitive, and financially sustainable.

### III. **Responsibilities:**

#### a. **Wage/Pay Plan:**

Advise the City Manager on the design, structure, and maintenance of the city's classification and pay plan to ensure pay and wage competitiveness and internal equity.

i. Provide feedback regarding the administration of pay plan structures to ensure they are competitive, equitable, and supportive of the city's Compensation Philosophy and Strategic Goals while also being fiscally responsible.

ii. Coordinate and review department head requests for reconsiderations of classification determinations and classification exceptions (discretionary authority) to ensure that job classifications are appropriate, consistent with

established criteria, and meet city business needs in alignment with the Compensation Philosophy.

b. **Benefit Plan:**

Provide feedback and recommendations to the City Manager regarding the administration of employee benefit offerings to ensure they meet the needs of employees while also being fiscally responsible.

IV. **Communication:**

Facilitate the communication of benefit and pay initiatives and decisions to employees, ensuring transparency and competency of developments.

V. **Compensation Administration:**

Advise on pay and benefits to safeguard compliance with city policies, procedures, and applicable state and federal laws. The committee may recommend operational efficiencies as appropriate.

VI. **Membership:**

In consultation with Human Resources and respective department heads, committee members are selected by the City Manager and consists of representatives from key departments, including Human Resources, Finance, and various leadership levels, to ensure diverse input and perspectives. The city will incrementally rotate membership to ensure the committee always includes trained and knowledgeable members in pay and benefit matters.

a. Following is the current committee membership:

b. Renee McMahon, HR Director, Committee Chair, Permanent Role

c. David Knoepke, Transportation Director

d. Angie Benedetti, HR Generalist, Permanent Role

e. Brad Langsather, Open Lands Manager

f. Cory Bailey, Assistant Chief of Police

g. Ryan Leland, Public Works Director

h. Sheila Danielson, Finance Director, Permanent Role

i. Kim Mack, Chief Building Official

j. Recommended to add:

i. 1 IAFF Local #448 member

ii. 1 HPPA member

iii. 1 Dispatch (Montana Federation of Public Employees Local #770) Federation member

VII. **Meetings:**

When a large initiative is being contemplated (e.g., pay plan updates, benefit changes, etc.), the Compensation Committee may meet monthly or more regularly. Otherwise, committee may meet quarterly or as needed to address pay and benefits-related issues.



## Job Content Evaluation/Job Analysis

### **Why?**

The Classification Committee recommended that the City adopt an objective method of determining internal equity and parity among and between all positions through a Job Content Evaluation.

### **What is Job Content Evaluation?**

- Assures equal pay for equal job worth.
- Job Content Evaluation measures “Compensable Factors” in each position
- Compensable Factors include:
  - Complexity
  - Working Conditions
  - Knowledge, Skills, and Abilities
  - Management and Supervision
  - Independence of Action
  - Scope and Effect
  - Personal Contacts
  - Discretion
    - Provides occasional consideration to add points to reflect the compensation philosophy, strategic initiatives, inability to recruit and retain.

### **How is a Job Conduct Evaluation Conducted?**

- Points are assigned to each compensable factor then placed in a pay grade.
- The Classification Committee selected, and CMS benchmarked, 15 positions that the Classification Committee is currently evaluating.
- Human Resources staff will point-factor the remaining balance of non-bargained positions.
- The Classification Committee will review HR factoring and provide feedback to arrive at consensus.

### **Implementation:** Placement of positions on the pay matrix

- Pay grades and their respective pay ranges are based on market data for positions within the City.
- Pay grades are calibrated using the point factoring job evaluation to assure internal equity.
- Mid-point (Step E) established through the budget process and compensation goals.

## FY25 Pay Plan Implementation Timeline

### **September 2024 – December 2024**

CMS finalizes benchmark position analyses for Compensation Committee review and feedback.

HR conducts position analyses on all remaining (not benchmarked) non-union regular positions and FY25 reclassification/new position requests to determine appropriate pay grade in pay plan.

HR will seek guidance and support as needed from CMS and the Compensation Committee on position analysis.

Compensation Committee reviews and provides feedback job analyses.

### **January 2025**

Final placement on pay matrix presented to Compensation Committee.

HR work with Finance and Budget Analysts to determine budget implications.

HR and Finance make FY26 recommendations to City Manager on % to market at Step E.

### **February 2025**

Grade, Step, and wage recommendations made to department heads.

Departmental dispute process of pay grades and/or steps: Compensation Committee

### **March 2025**

Compensation Committee finalizes grade, step, and wage recommendations.

Finance/Budget Analysts determine final budget impact.

HR/Finance/Department Heads make final recommendations made to City Manager in budget planning process.

### **April and May 2025**

Preliminary budget presentations made to Commission.

### **June 2025**

Adoption of preliminary budget.

## City of Helena, Montana

November 6, 2024

**To:** Tim Burton, City Manager

**From:** Ryan Leland, Public Works Director  
Miranda Griffis, Sustainability and Recycling Coordinator

**Subject:** City of Helena Sustainability Update 2024

**Present Situation:** Update on Sustainability Projects and Initiatives.

**Background Information:** Solid Waste and Recycling

1. Integrated Solid Waste Master Plan
  - It is set to be completed by calendar year end.
2. Lithium Battery Recycling.
  - This portion of the Recycling program was expanded this fall. The City purchased a “One Drum” recycling kit through “Call to Recycle” to expand the lithium battery recycling program. Two of the 55-gallon drums have already been filled with the backlog of batteries. An extensive outreach and education component accompanied this project to divert more batteries out of the landfill.
3. Composting and Food Waste Reduction Project
  - This project kicked off in July and there are 6 businesses participating: Helena Food Share, Mackenzie River, Brooklyn Pizza and Pasta, Bagel Company, Albertsons (Fee Street), and 1889 Coffee. On average, about 500 pounds a week is being diverted, with a total of 4 tons since the project’s inauguration. More participants will be added in the coming weeks. Phase 2 of this grant (chickens) will kick off in the spring.
4. Solid Waste Infrastructure for Recycling Grant.
  - Consultants Robert Peccia and Associates were hired to write this grant. The City is applying for \$4.5 million in recycling improvements.
5. Curbside Recycling Contract.
  - Renewed through January 2026.
6. Solid Waste Rate Study.
  - To be conducted this winter and will include recycling/composting elements. More information will be available upon completion.
7. Education and Outreach.
  - This is an ongoing practice and is integrated into each sustainability project.

### Energy Efficiencies

*\*Energy savings estimates are from the Sustainability Audit and are the average annual energy savings over the life of the equipment*

1. Tenmile Water Treatment Facility backflush pumps.
  - Budgeted and anticipated to be completed in FY26.

- Estimate savings of \$8,342 per year.
- 2. Bill Roberts Golf Course Solar Projects.
  - Boring of electrical conduit has begun with the total project anticipated to be complete in spring 2025.
  - Estimate savings of \$10,349 per year.
- 3. City/County LED light upgrades.
  - Currently completing the 4<sup>th</sup> floor. The basement, 2<sup>nd</sup>, and 3<sup>rd</sup> floors remain.
  - Estimate savings of \$6,272 per year.
- 4. Law and Justice Center Boiler upgrade.
  - Was anticipated to be completed in September 2024.
  - Estimate savings of \$10,136 per year.
- 5. Wastewater Treatment Plant Mixer Motors.
  - Anticipated to be completed in FY26.
  - Estimate savings of \$35,663 per year.
- 6. Wastewater Treatment Plant Blower Motor.
  - Anticipated to be completed in FY26.
  - Estimate savings of \$47,050 per year.

Water

1. Law and Justice Xeriscape Project.
  - The entire lawn was replaced with hardy, native plants that need no supplemental water, and provide habitat for pollinators. Completed in Summer 2024.
2. Red Mountain Flume.
  - This project is in the beginning stages of going out for bid.

Sustainability

1. Annual Sustainability Report.
  - The 2023 Report is completed and posted to the City website.
2. Sustainability Plan/Audit
  - Completed in March 2024 and has since been posted to the City website.

<b><u>Proposal/Objective:</u></b>	Provide an informational update to the City Commission and allow for questions and comments.
<b><u>Advantage:</u></b>	N/A
<b><u>Notable Energy Impact:</u></b>	N/A
<b><u>Disadvantage:</u></b>	N/A
<b><u>Notice of Public Hearing:</u></b>	N/A
<b><u>Staff Recommendation/Recommended Motion:</u></b>	N/A.