



**CITY COUNCIL WORKSHOP
AGENDA
CITY COUNCIL CHAMBERS
05/31/2011
5:00 p.m.**

**CITY COUNCIL WORKSHOP
TOTAL COMPENSATION**

- A. CALL TO ORDER:**
- B. WORKSHOP MATERIALS**
- C. HISTORICAL PERSPECTIVE**
- D. PURPOSE OF THE WORKSHOP**
- E. CRITERIA AND GOALS FOR FUTURE MODIFICATIONS**
- F. CHALLENGES**
- G. CHANGES IMPLEMENTED**
- H. REVIEW OF BENEFITS AND PAY PRACTICES**
- I. COMPENSATION PHILOSOPHY**
- J. DATA COLLECTED**
- K. RECOMMENDATIONS**
- L. TIER 2 - NEW EMPLOYEE BENEFITS**
- M. TIER 1 - EXISTING EMPLOYEE BENEFITS**
- N. CITY COUNCIL BENEFITS**

AGENDA
CITY COUNCIL WORKSHOP
05/31/2011
Page 2

O. COUNCIL FEEDBACK

P. ADJOURNMENT

Any individual with a disability requesting a reasonable accommodation in order to participate in a public meeting should contact the Accessibility Coordinator at least 48 hours in advance of the scheduled meeting. The Accessibility Coordinator can be reached in person at 400 S. Eagle Street, Naperville, IL., via telephone at 630-420-6725 or 630-305-5205 (TDD) or via e-mail at manningm@naperville.il.us. Every effort will be made to allow for meeting participation.

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: May 20, 2011

TO: Douglas A. Krieger, City Manager

THROUGH: Robert W. Marshall, Assistant City Manager

FROM: Victoria L. Perrault, HR Manager

SUBJECT: May 31, 2011 Total Compensation Workshop

ACTION REQUESTED:

Provide City Council with a copy of the PowerPoint Slides for the May 31, 2011 Total Compensation Workshop.

DISCUSSION:

At the January 24, 2011 Total Compensation Workshop staff presented a comprehensive overview of employee benefits and pay practices and identified specific benefits for further review. The City Council directed staff to return with recommendations for benefit modifications. Attached please find the slides for the Total Compensation Workshop scheduled for May 31, 2011.

After review of the workshop presentation, if Council members have questions or would like additional information, please contact Bob Marshall or myself to schedule meetings with staff.

RECOMMENDATION:

Provide this information to the City Council in preparation for the workshop on May 31, 2011 at 5:00 p.m.

Total Compensation May Workshop

May 31, 2011

Agenda/Presentation Highlights

- ▶ Historical Perspective
- ▶ Purpose of the Workshop
- ▶ Criteria and Goals for Future Modifications
- ▶ Challenges
- ▶ Changes Implemented
- ▶ Review of Benefits and Pay Practices
- ▶ Compensation Philosophy
- ▶ Data Collected
- ▶ Recommendations
- ▶ Tier 2 – New Employee Benefits
- ▶ Tier 1 – Existing Employee Benefits
- ▶ City Council Benefits
- ▶ Council Feedback

Historical Perspective

- ▶ Last year Staff conducted a comprehensive review of benefits and pay practices currently in effect:
 - Purpose – To provide an overview of all of the benefits provided to City employees beyond merit salary increases/contract increases.
 - Employee Policy Manual
 - Union contracts
- ▶ In January 2011 at the Total Compensation Workshop Staff presented findings
- ▶ Today we will follow up with recommendations

Purpose of Tonight's Workshop

- ▶ Evaluate current benefit levels
 - What is “out of whack” (Krieger)
 - Consistency and equity
- ▶ Strategic approach to benefits and pay practices
 - Long term planning
 - Competitive and fiscally responsible

Criteria and Goals for Future Modifications

▶ Criteria

- Legal requirements
- Comparable community data
- Market data
- Internal equity and fairness
- Respect for employee tenure
- Equitable implementation for union and non-union employees

▶ Goals

- Affordability
- Uniformity
- Equality
- Simplicity
- Standardization
- Sustainability

Challenges

- ▶ Complexity
- ▶ Balancing Short Term and Long Term Challenges
- ▶ Affordability
- ▶ Contractual Obligations
- ▶ Legal Obligations
 - FLSA– Fair Labor Standards Act
 - IPLRA – Illinois Public Labor Relations Act

Contractual Status

Bargaining Unit	Next Contract Date	# of Employees	% of Employees
Active Contracts			
FOP 42 - Police Officers	1-May-12	132	14%
MAP 363 - Police Sergeants	1-May-12	25	3%
IBEW 9- Electric Union	1-May-13	65	7%
IUOE 399 - Public Buildings	1-May-13	11	1%
IBEW 196 - Water Union	1-May-13	49	5%
IUOE 150 - Equipment Operators	1-May-13	45	5%
FOP 42-1 - Detention Officers	1-May-13	5	1%
Expired Contracts			
IAFF- Fire Union	1-May-11	189	20%
New Contracts Currently Negotiating			
FOP 42-2 - Telecommunicators	New Bargaining Unit - 1st Contract	26	3%
IUOE 150 - Water Field Supervisors	New Bargaining Unit - 1st Contract	9	1%
IUOE 150 - Fleet	New Bargaining Unit - 1st Contract	14	1%
IUOE 150 - DPW Field Supervisors	New Bargaining Unit - 1st Contract	7	1%
MAP 582 - Civilian (Police Records)	New Bargaining Unit - 1st Contract	12	1%
AFSCME			
	Bargaining Unit in Certification Process	47	5%
	TOTAL UNION	636	68%
	TOTAL NON-UNION	306	32%

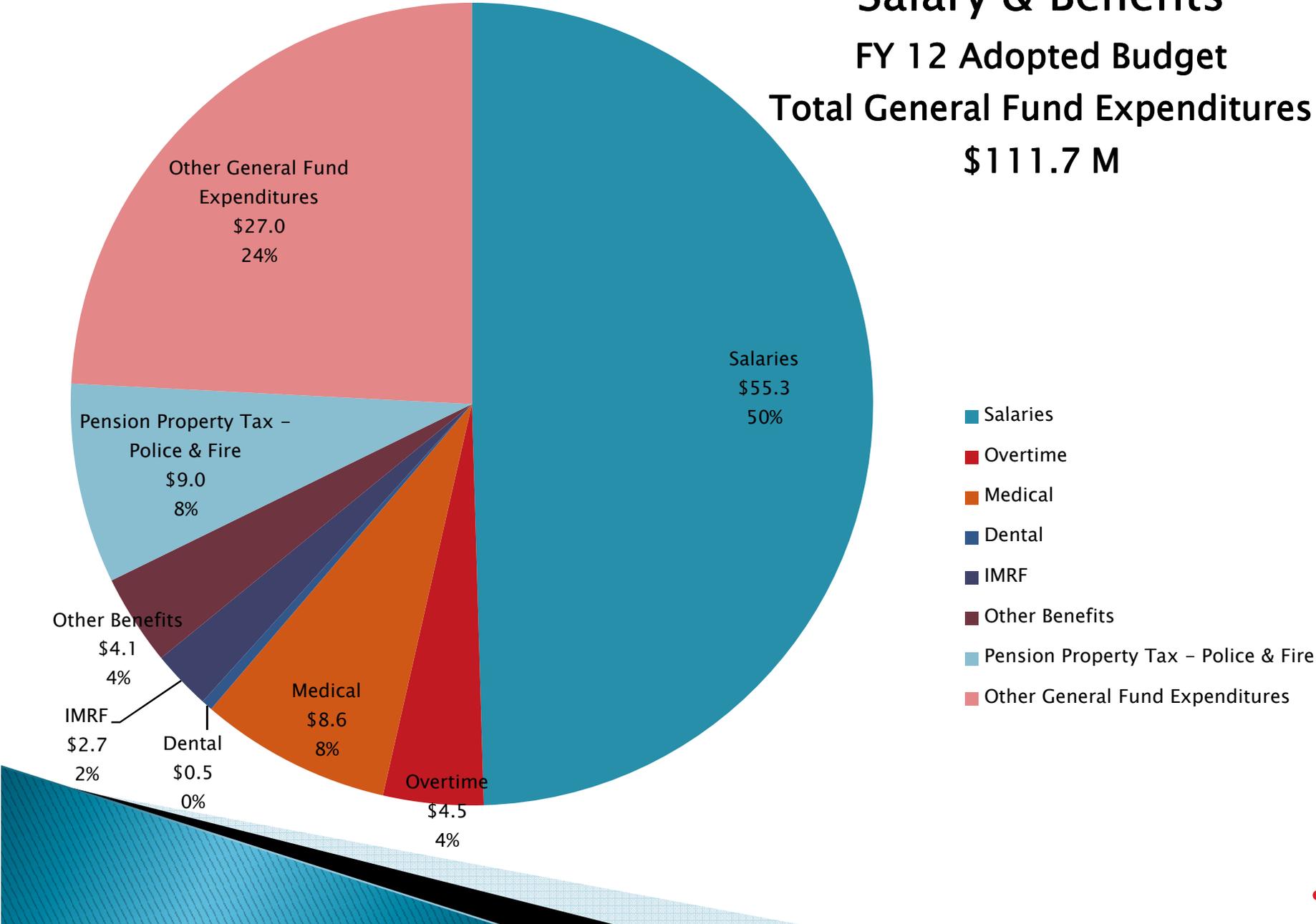
✘ Two-thirds of City employees have unionized

Salary & Benefits

FY 12 Adopted Budget

Total General Fund Expenditures

\$111.7 M



Recent Changes to Compensation and Benefits

- ▶ Prior to January 2011 Total Compensation Workshop
 - Two year wage-freeze (non-union, selected unions)
 - Employee medical and dental premium contributions increased from 10% to 15% on May 1, 2010, and to 20% on May 1, 2012
 - Medical insurance plan design changes
 - Elimination of the IMRF 4 month spread that resulted in the retirement of 16 city employees
 - Suspension of the cash out option for exempt benefits days
 - Elimination of the vehicle allowance for new hires and a plan to eliminate completely
 - Suspension of the Tuition Assistance Program for FY11 and FY12
 - Pension Reform and Relief

- ▶ As a Result of the January 2011 Total Compensation Workshop
 - Overtime calculation modification (effective July 1, 2011)
 - Elimination of Give 5 Overtime (effective July 1, 2011)
 - Recommend salary range changes to City Council for approval (Fall 2011)

Benefit and Pay Practice Review and Recommendations

Current Total Compensation Philosophy

- ▶ Maintain a compensation program that is fiscally responsible
- ▶ Reward all employees based on work performance
- ▶ Establish base pay ranges and rates that are based upon:
 - External competitiveness with relevant public and private sector labor markets
 - CPI data
 - Relative internal value
- ▶ Establish variable reward incentives and benefit levels on the basis of their:
 - External competitiveness with relevant public and private sector markets
- ▶ Administer total compensation equitably and consistently

Data Collected

- ▶ Employee Benefit Survey (March 2011)

- ▶ City of Naperville Total Compensation Survey
 - March 2011
 - Comparable Communities
 - National Communities (similar in size)

- ▶ Private Sector Data
 - Aon Hewitt Benefit Spec Select Survey (2011)
 - SHRM Employee Benefits Report (2010)
 - SHRM Examining Paid Leave in the Workplace (2008)

Employee Benefits Survey

- ▶ Conducted in March 2011
- ▶ 400+ employees participated
 - 65% of participants – 10+ years of service
 - 22% – eligible to retire today
 - 30% plan to retire in 1–3 years
 - 56% – not eligible today plan to retire from the City
 - 30% – very likely to somewhat likely to look for new employment in the next 18 months
- ▶ Employees ranked reasons for contemplating leaving and importance of certain benefits to continued employment
- ▶ A more detailed summary of the survey is located in Appendix A

Importance to Employees for Continued Employment with the City

- ▶ *Most important – Base Pay*
- ▶ Health Benefits
- ▶ Quantity of Paid Time Off
- ▶ Accrual/Carry Over of PTO or Vacation
- ▶ PTO/Vacation Cash Out While Employed
- ▶ Sick Time Cash Out if Separated After 10 Years
- ▶ *Least Important – Variable Pay*

Reasons to Look for Employment Outside of the City

- ▶ *Most important – Pay*
- ▶ Benefits
- ▶ Time off
- ▶ Morale
- ▶ Work Satisfaction and Career Development
- ▶ Flexible Work Schedule
- ▶ *Least important – Commute*

City of Naperville Total Compensation Survey

- ▶ Conducted in March 2011
- ▶ Local Communities
 - ▶ 5 of 6 communities responded to our survey
- ▶ National Communities –similar in size
 - ▶ 13 of 52 communities responded to our survey
- ▶ The survey questions and a summary of the responses can be found in Appendix B

Recommendations

Recommendations

- ▶ Tier 2 of Benefits for employees hired after July 1, 2011
- ▶ Tier 1 (Existing Employees)
 - Phase out Sick Time Cash Out if Separated After 10 Years
 - Phase out Personal Days (2 Days)
 - Reduction of PTO/vacation Accrual Maximums
 - Tuition Reimbursement

Tier 2 –New Employees

- ▶ Recruitment – Ongoing need to attract new talent
- ▶ Turnover increasing
 - 2011 6.50% (projected)
 - 2010 6.36%
 - 2009 4.87%
- ▶ Retirements
 - 23% of employees are eligible to retire FY 11–12
 - 38% will be eligible by FY 15–16
- ▶ Must consider what current generation entering the workforce values in order to ensure impactful expenditure of resources
- ▶ Effective date of changes 7/1/11

Tier 2 –New Employee Benefits

- ▶ Health Insurance
 - HMO and CDHP (Blue Edge PPO) Plans Only
 - No traditional PPO (annual savings \$721 – \$4,274 per employee based on current rates)

- ▶ Paid time off – PTO
 - 20 days annually accrued over 26 pay periods
 - Includes everything except recognized holidays and funeral leave
 - Today new employees accrue 30–35 days per year (PTO, sick time, personal days, floating holidays, exempt benefit days)
 - One additional day per year accrued up to a maximum of 30 days annually
 - Accrual capped at one year of accruals
 - Eliminates ALL future sick leave pay outs
 - May include the ability to purchase additional time off

▶ Effective 7/1/11

Value of Tier 1 Benefits vs. Tier 2 Benefits

Average Non-Union Salary	66,234	66,234
Medical	16,793	13,551
Dental	931	931
IMRF	7,915	5,540
Life & AD&D	107	107
SS	4,107	4,107
Medicare	960	960
Total Salary and Benefits	\$ 97,046	\$ 91,430
PTO	15 Days	20 Days
Sick	10 Days	
Floating Holidays	3 Days	
Personal Days	2 Days	
Exempt Benefit Days - 1, 3 or 5 Days	<u>3 Days</u>	
Total Number of Days (Accrued in Year 1)	33 Days	20 Days
Value of Time Off in \$\$	\$ 8,406	\$ 5,095
Total	\$ 105,453.26	\$ 96,525
Difference Tier 1 vs. Tier 2		\$ 8,928

Tier I –Existing Employees

- ▶ Benefits have accumulated over time
 - Comprehensive review required to ensure benefits are sustainable and support the City’s ability to engage and retain employees.
- ▶ We need to respect dedication and service to the City
 - ▶ 62 % of employees have 10+ years of service
- ▶ Vast amount of institutional knowledge to protect
- ▶ Approach to changes
 - Phase out over time

Phase Out – Sick Time Cash Out if Separated After 10 Years

▶ Current Policy

- Employees in good standing who resign or are terminated after ten years of service receive a cash payout for 50% of their accumulated sick leave up to a maximum of 360 hours.

▶ Recommendation – phase out benefit over 3 years

- | | | |
|----------|--------------|-------------------|
| ◦ 1/1/12 | 40% cash out | 288 hours maximum |
| ◦ 1/1/13 | 25% | 180 hours maximum |
| ◦ 1/1/14 | 0% | 0 |

Phase out – Personal Days

▶ Current Policy

- 16 hours of paid personal leave per fiscal year for the purpose of transacting unexpected personal business
 - Must be used by April 30th of each fiscal year or it is lost

▶ Recommendation – Phase out personal days

- May 1, 2013 – eliminate 1 day
- May 1, 2014 – eliminate 1 day

Reduce PTO/Vacation Accruals Maximums

- ▶ Not a reduction in the amount of vacation/PTO earned per pay period, but a reduction in the amount of time that can remain in accrual bank
- ▶ Purpose of Paid Time Off (PTO)/Vacation
 - To provide employees with flexible paid time off from work for vacation, personal or family illness, school, volunteerism, and other activities of the employee's choice
- ▶ The City encourages employees to take time off to relax and rejuvenate
 - Paid time off is to be used not “banked”

Reduce PTO/Vacation Accruals Maximums

- ▶ Current Policy – Employees accrue paid time off per pay period and are limited to a maximum of 200% of their annual accrual
 - Years 1–4 120 hours accrued annually – 240 hours maximum
 - 20+ years 240 hours accrued annually – 480 hours maximum
- ▶ All earned PTO/vacation must be paid out upon resignation, termination or retirement
- ▶ Recommendation – Begin phase out of accrual bank maximum beginning May 1, 2013
- ▶ Goal is to limit the maximum accrual to 100% of an employee’s annual accrual

Tuition Reimbursement

- ▶ History of suspension
- ▶ Average annual cost \$32,000 (FY06 – FY10)
- ▶ Important to invest in employees
- ▶ Significant tool for attracting talent
- ▶ Reinstate

City Council Benefits

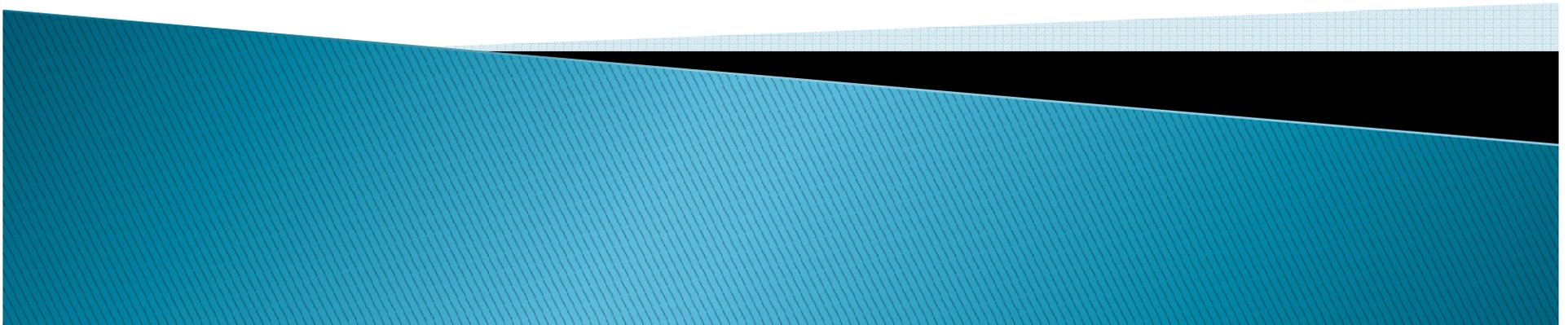
Council Feedback

- ▶ Questions
- ▶ Comments

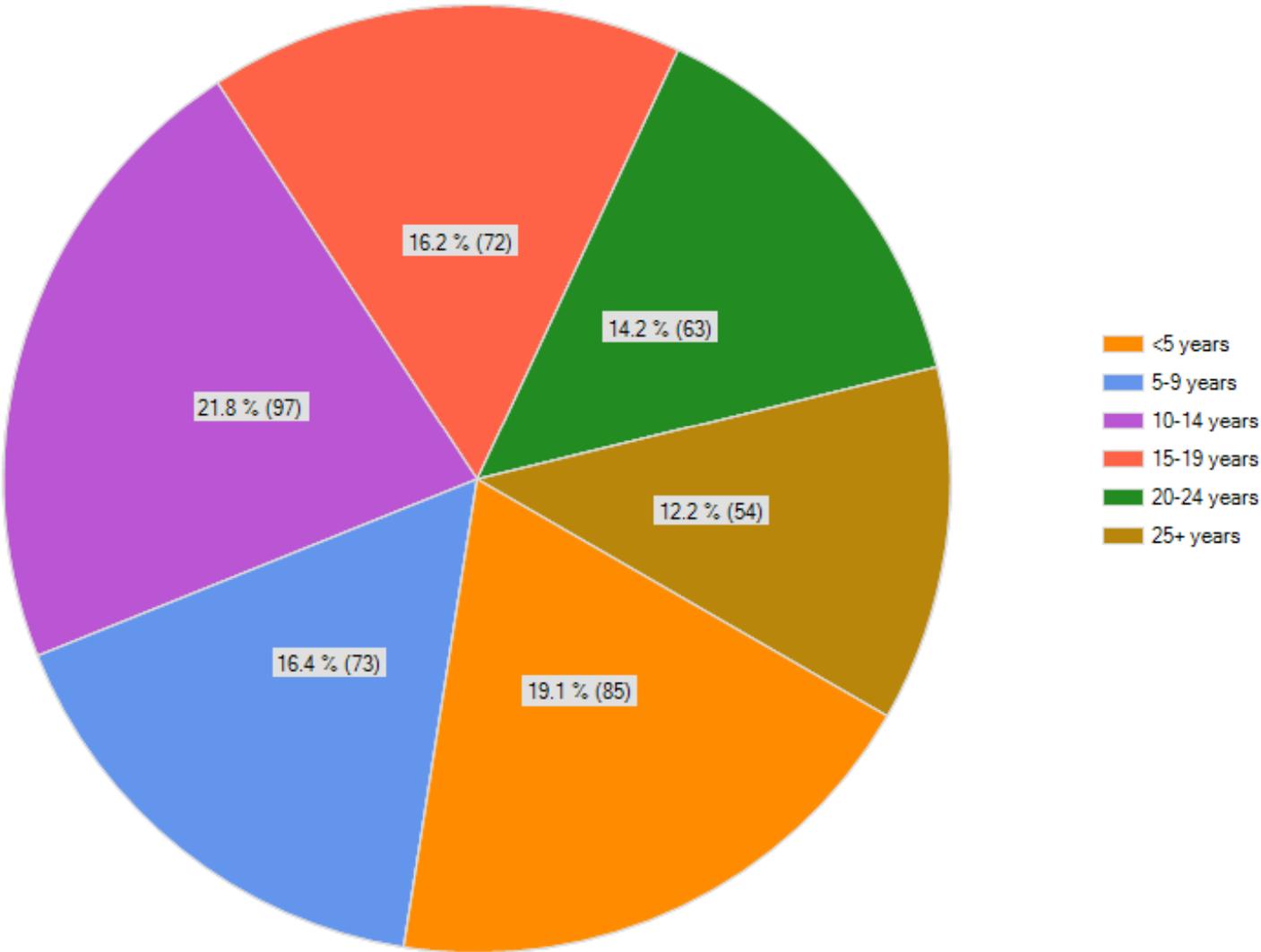
Appendix A

2011 Employee Benefits Survey

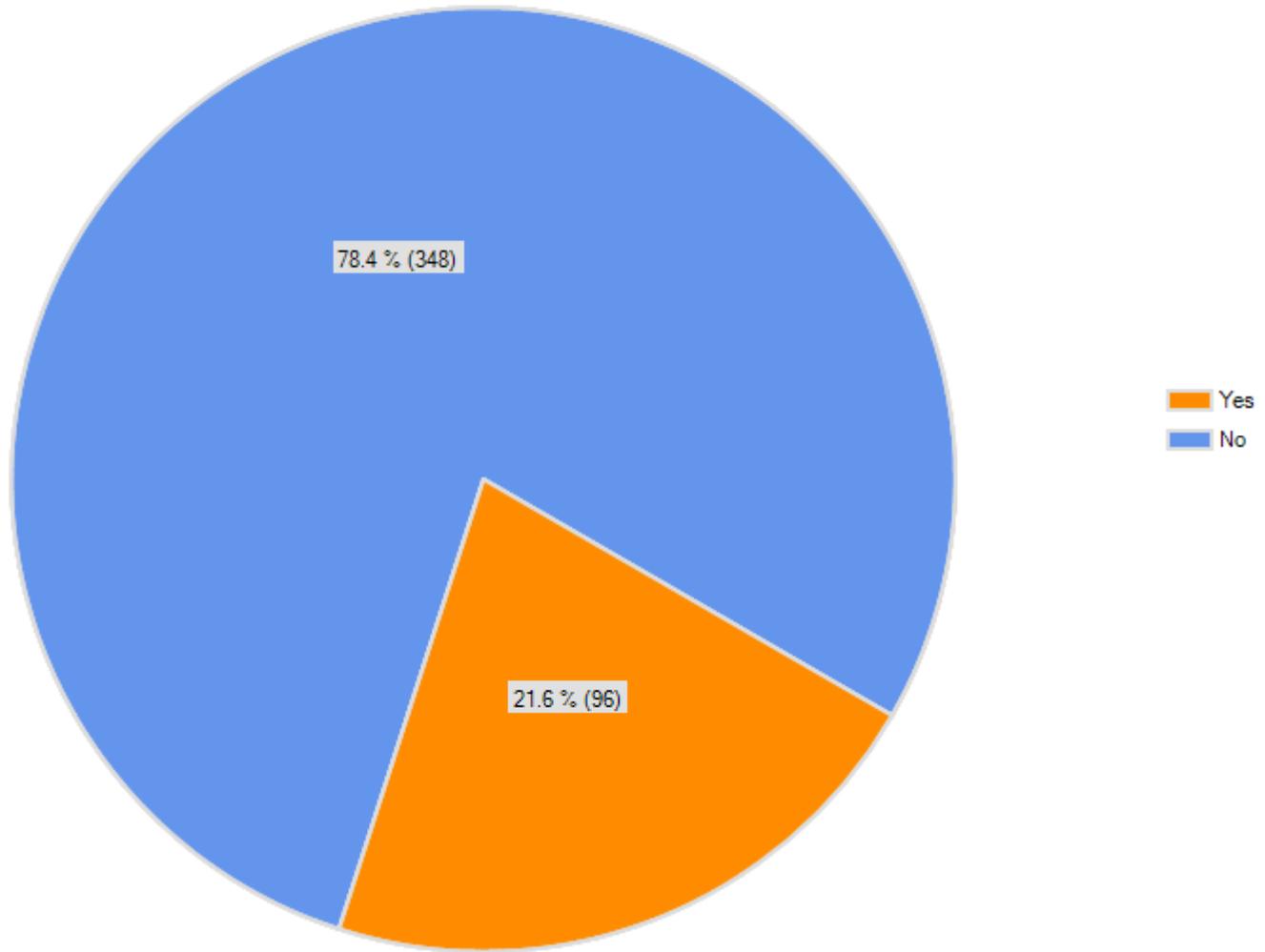
April 2011



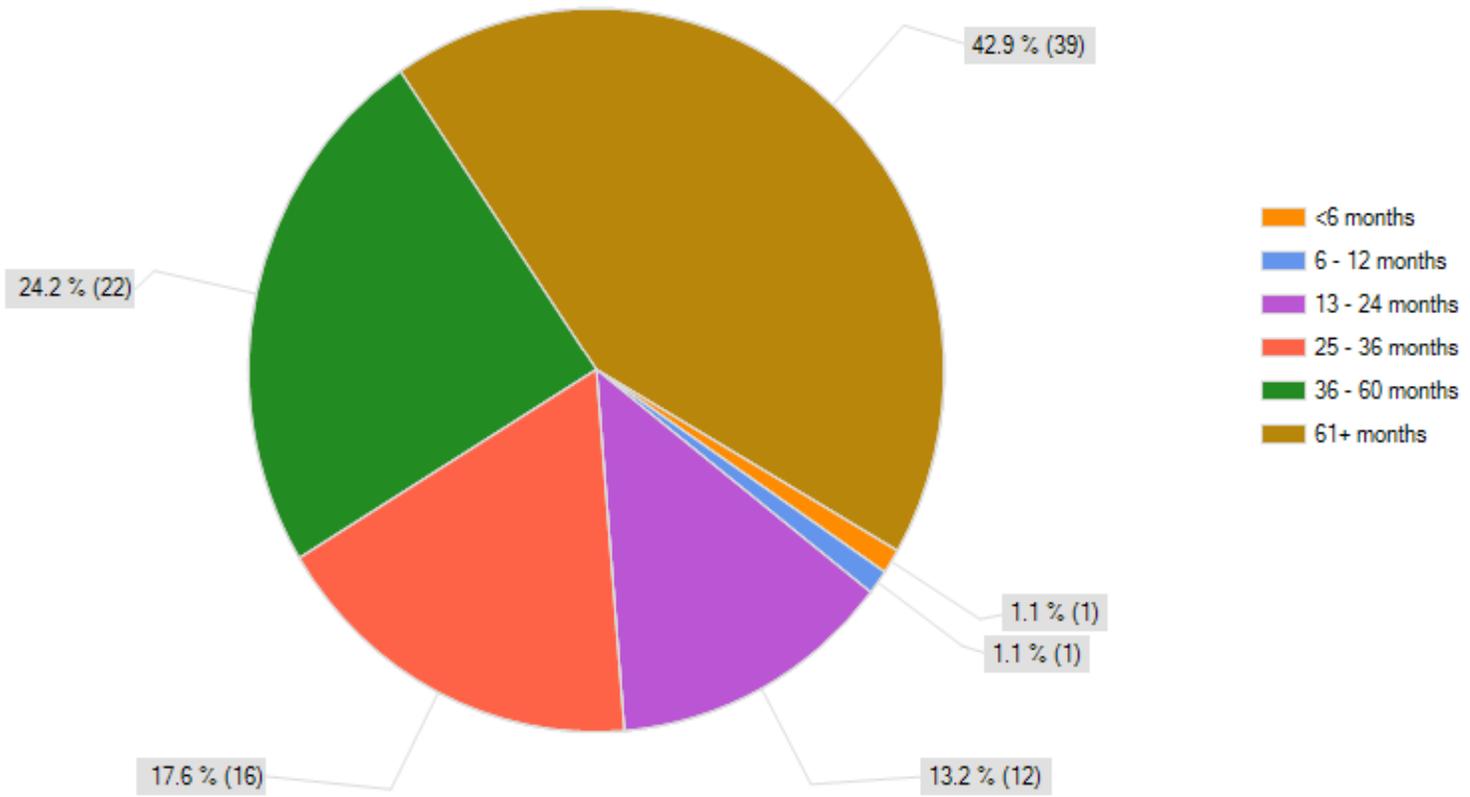
How many years have you worked for the City of Naperville?



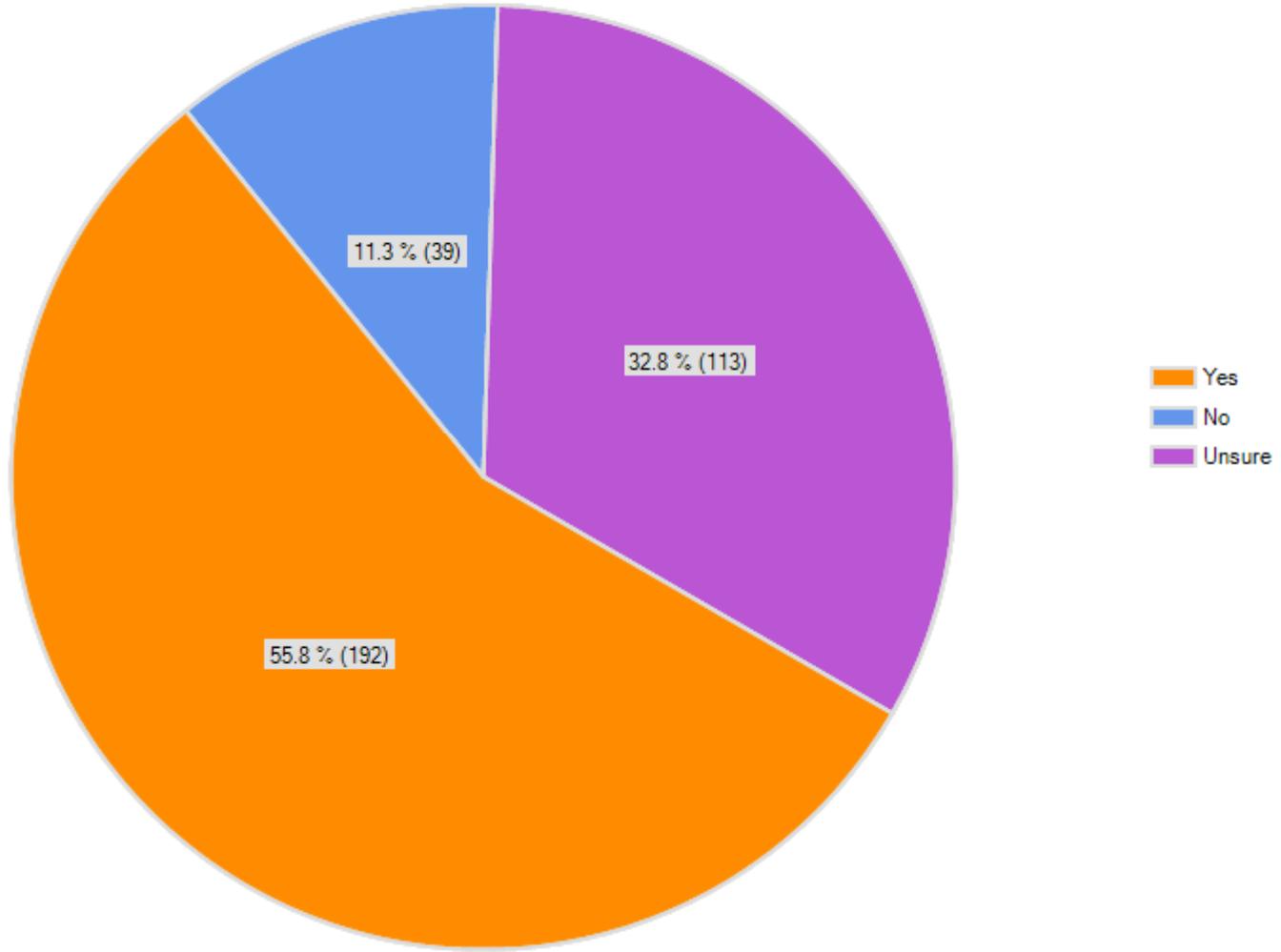
Are you currently eligible to retire? (IMRF: Age 55 and 8 years of service; PD and FD: Age 50 and 20 years of service)



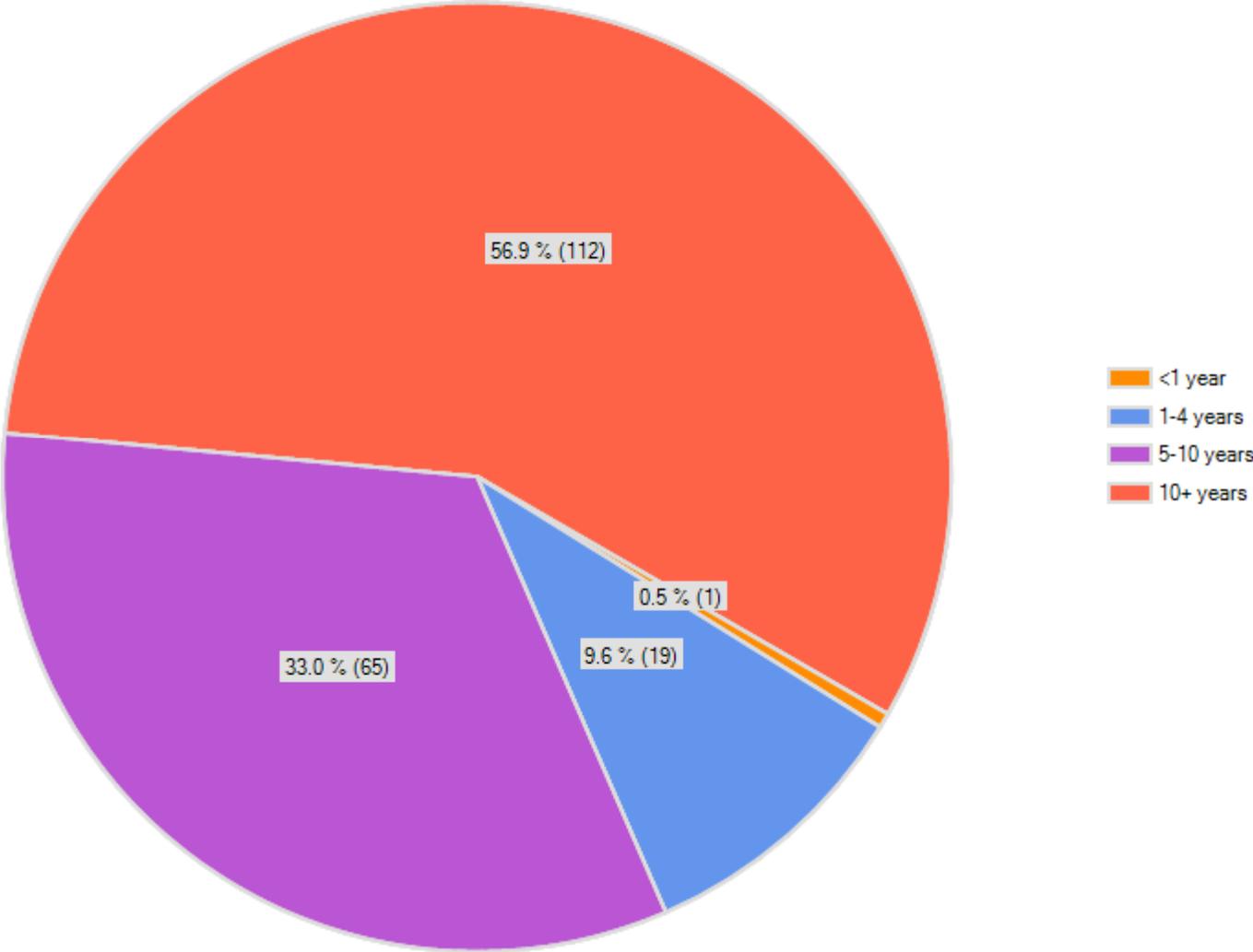
If "yes," when do you plan to retire?



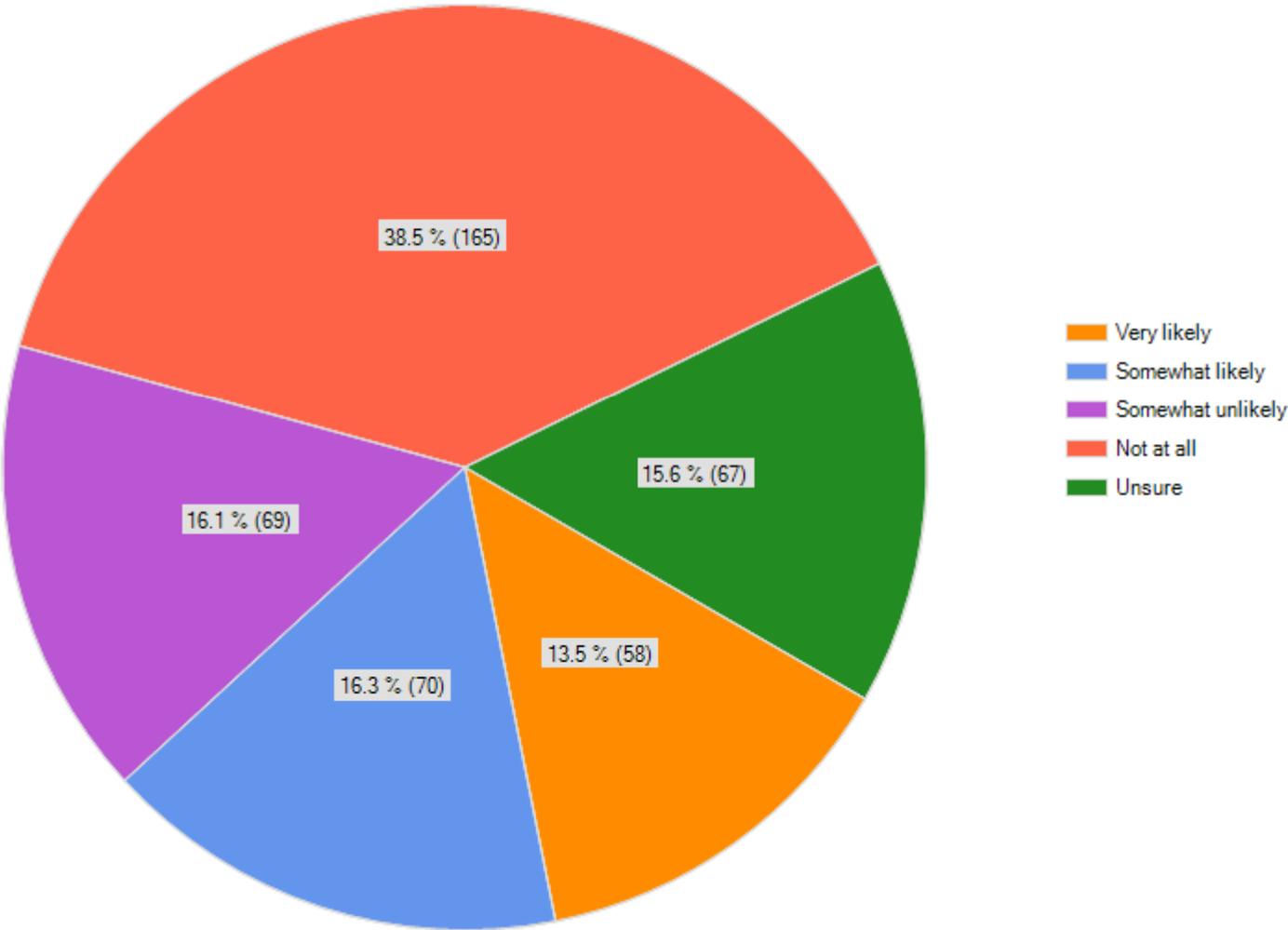
If you are not currently eligible to retire, do you intend to retire from the city?



If "yes," when are you considering retiring?

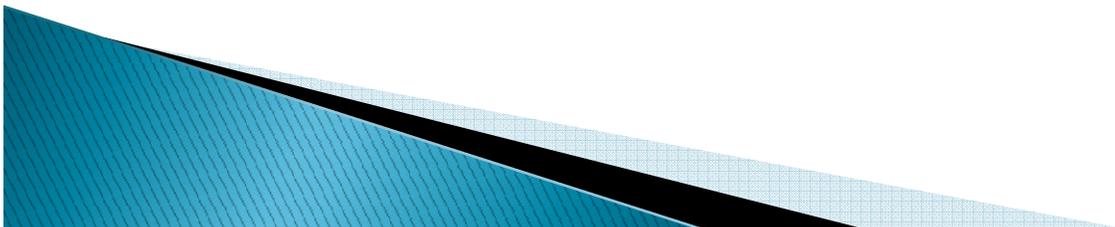


How likely are you to look for a new job, outside of city employment, in 2011 or 2012?



Ranking of Reasons re: Looking for Employment Outside of the City

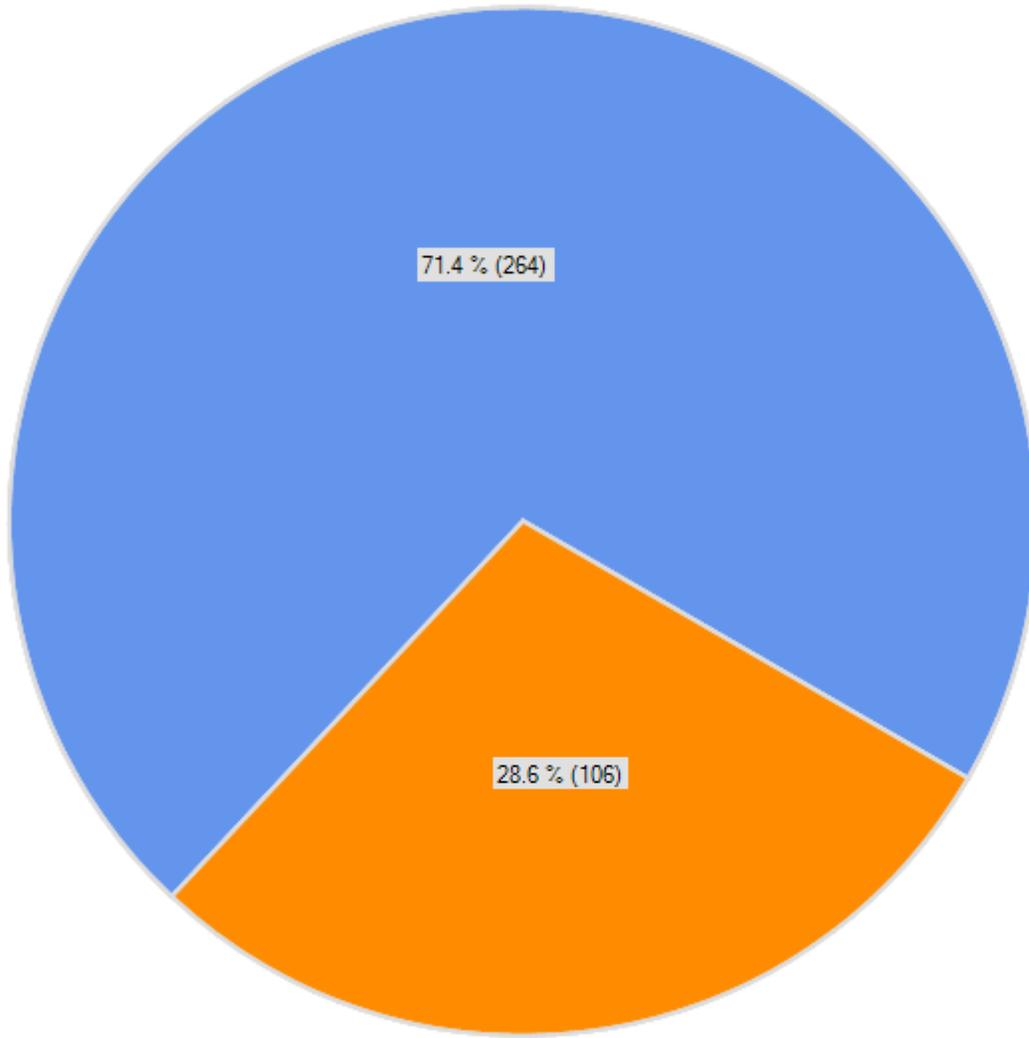
1. *Most important* – Pay
2. Benefits
3. *Tied* – Time off and Morale
4. Morale
5. *Tied*– Work Satisfaction and Career Development
6. *Tied*– Work Satisfaction and Career Development
7. *Tied*– Work Satisfaction and Career Development
8. Time Off
9. Flexible Work Schedule
10. *Least important* – Commute



Ranking of Importance to Employees re: Continued Employment with the city

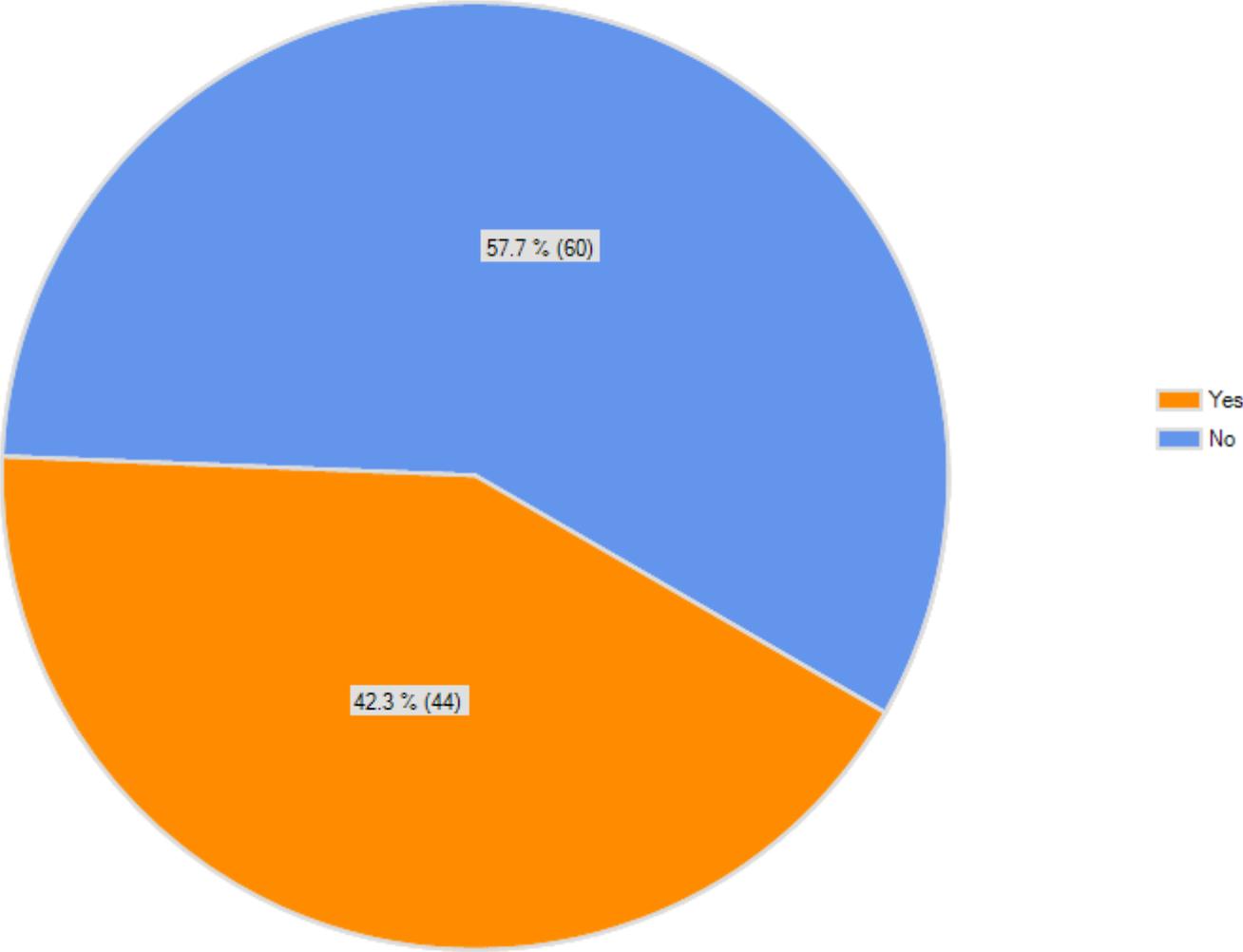
1. *Most important* – Base Pay
2. Health Benefits
3. Quantity of Paid Time Off
4. Quantity of Paid Time Off
5. Accrual/Carry Over of PTO or Vacation
6. Accrual/Carry Over of PTO or Vacation
7. PTO/Vacation Cash Out While Employed
8. Sick Time Cash Out if Separated After 10 Years
9. Sick Time Cash Out if Separated After 10 Years
10. *Least Important* – Variable Pay

Are you a member of a union?

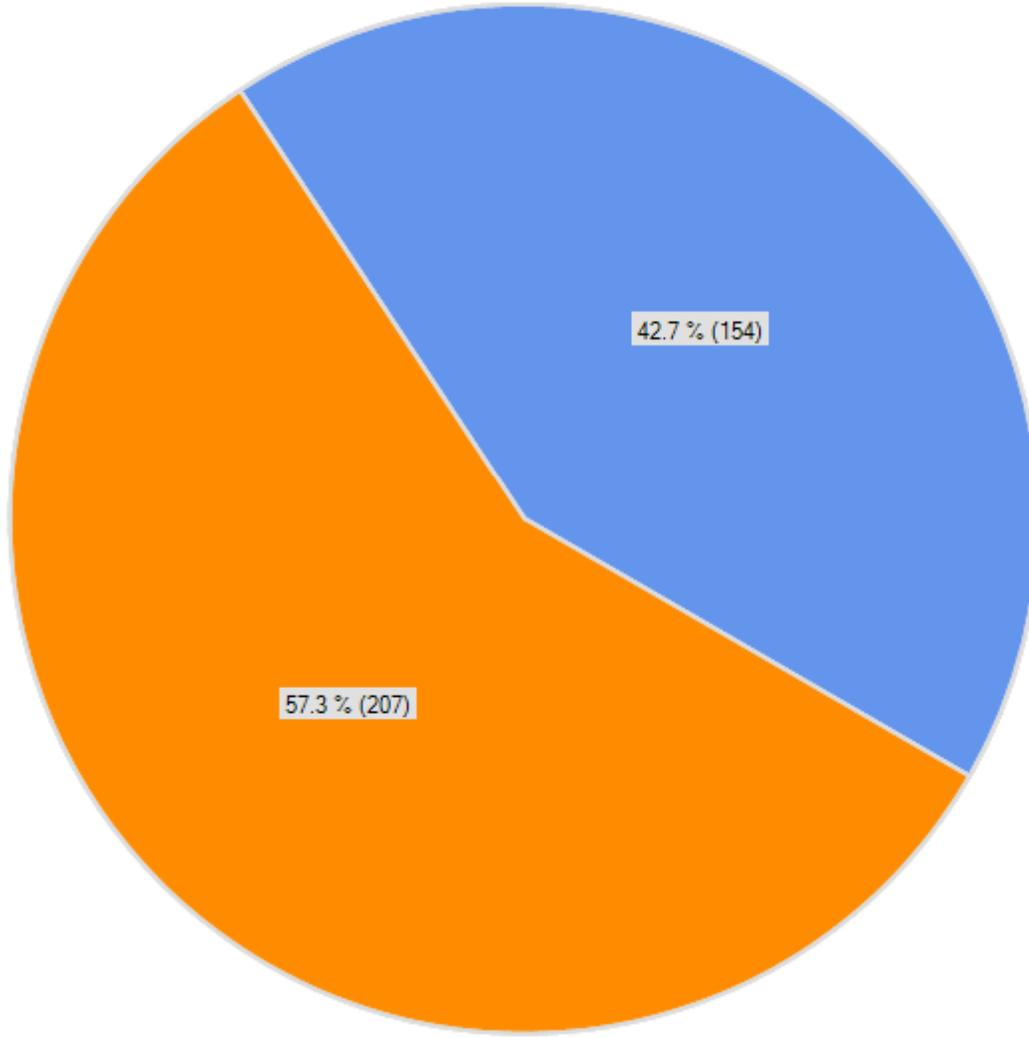


Yes
No

If you answered "yes" to being a union member, please identify if you are a member of a Public Safety (Fire/Police) union.

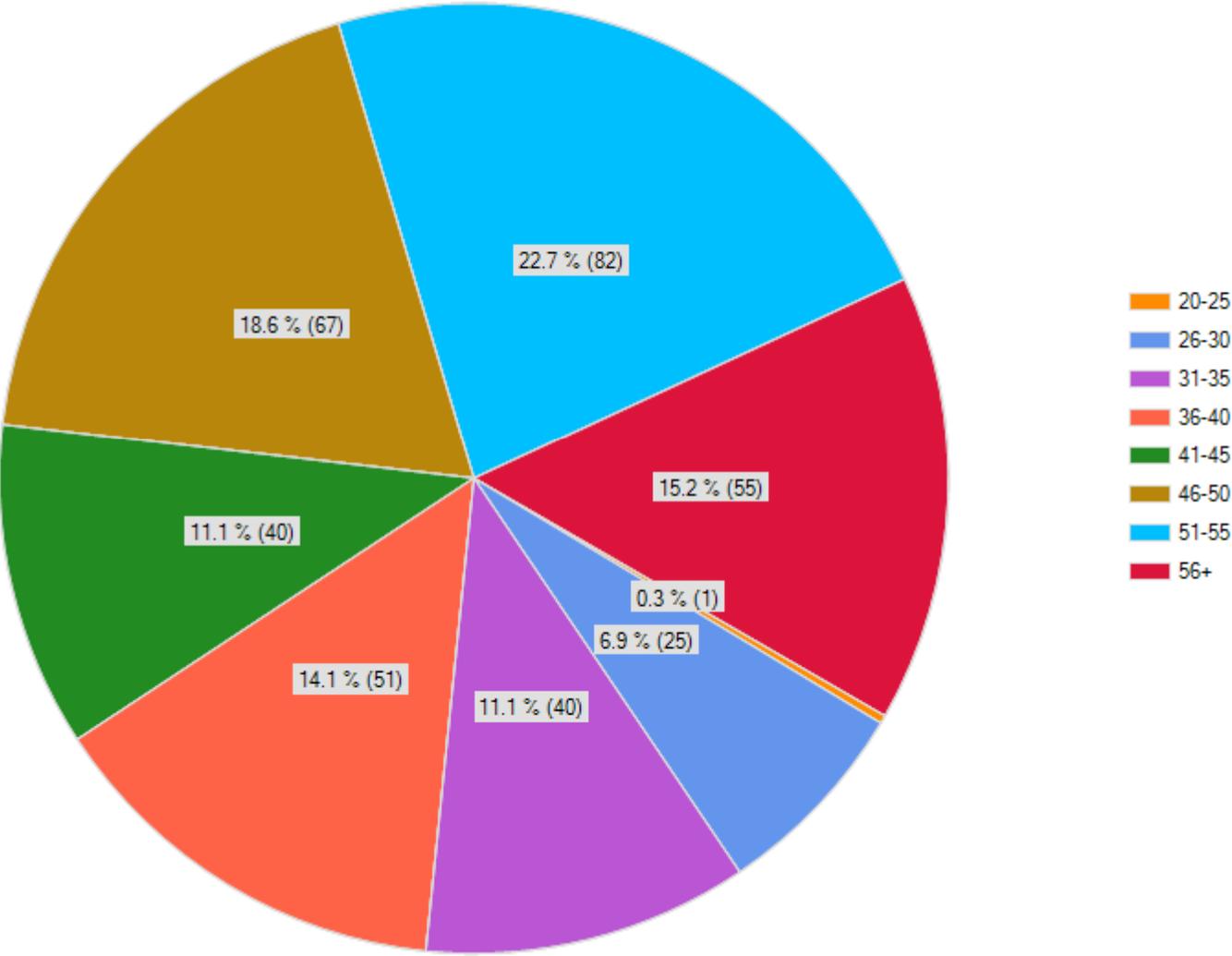


Gender

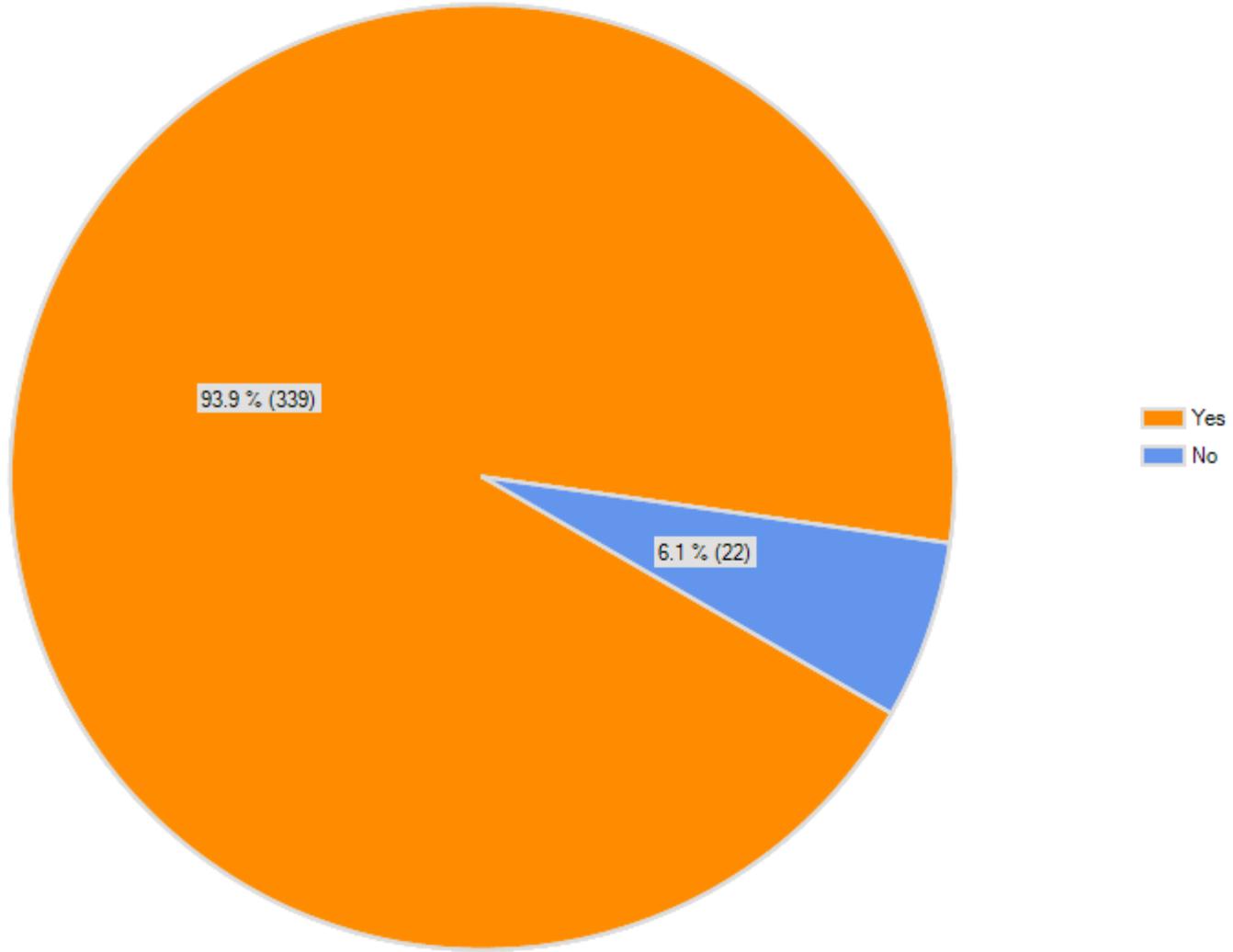


- Male
- Female

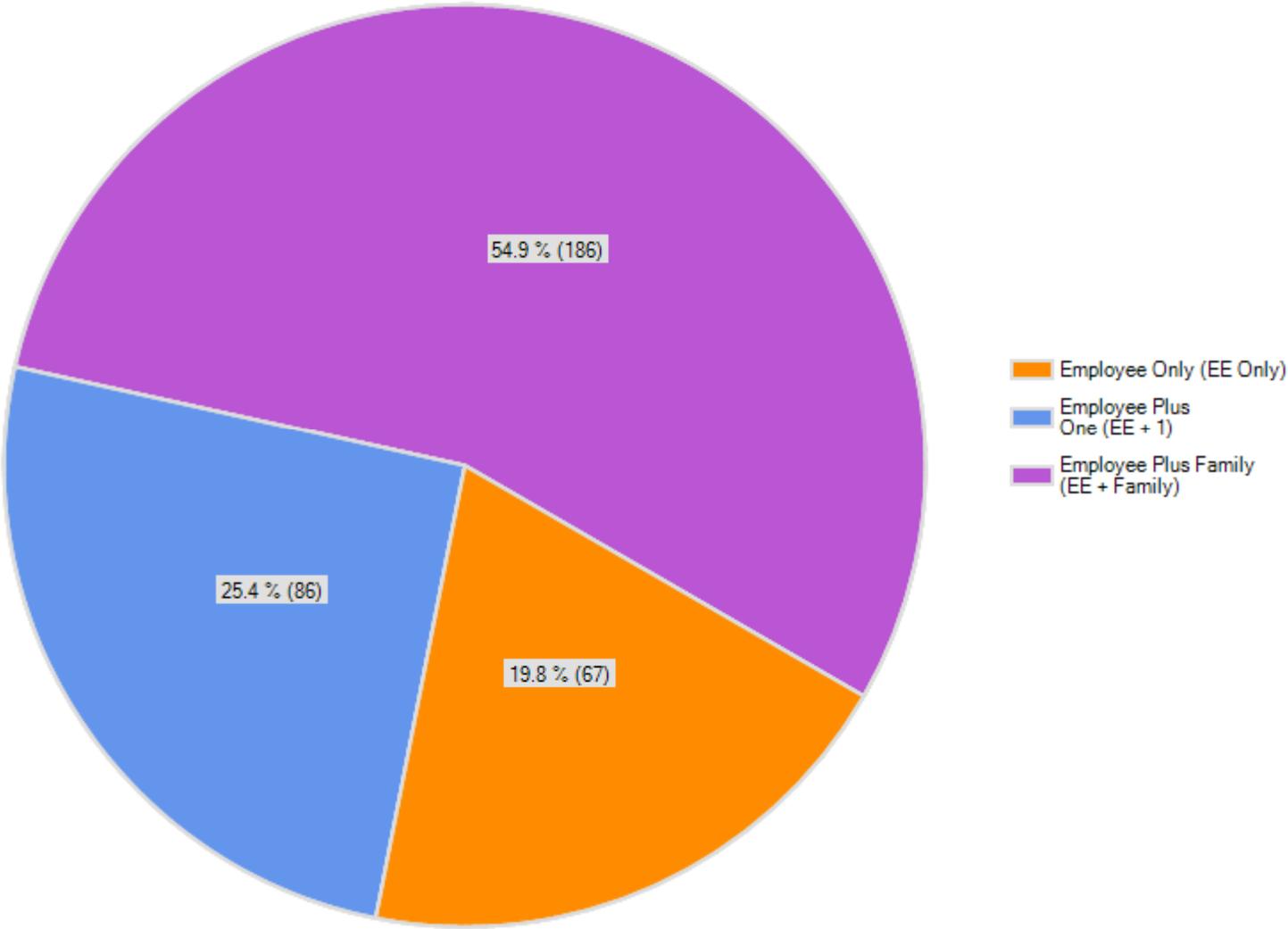
Age



Do you have medical insurance with the city?



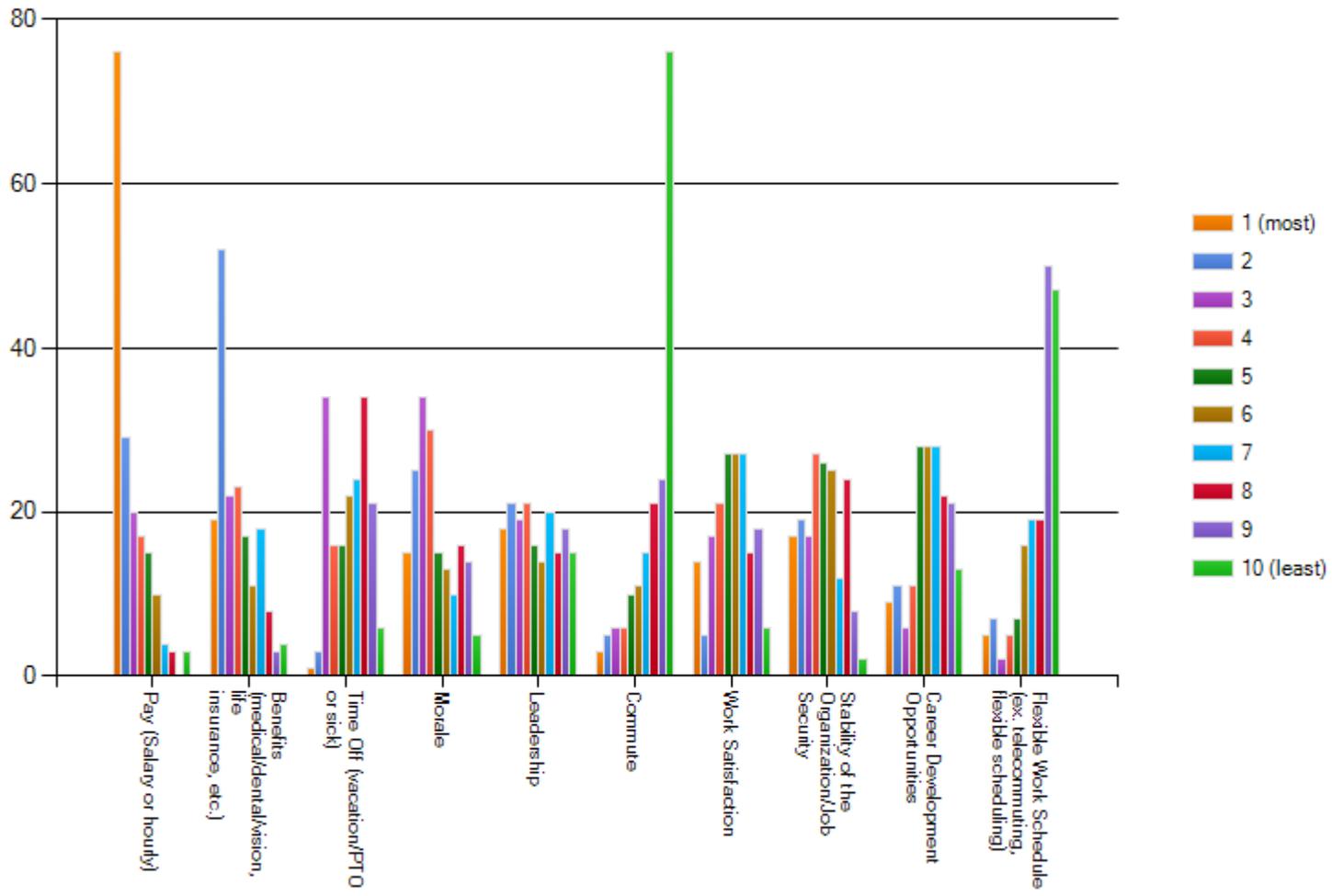
If "yes," please indicate your level of coverage



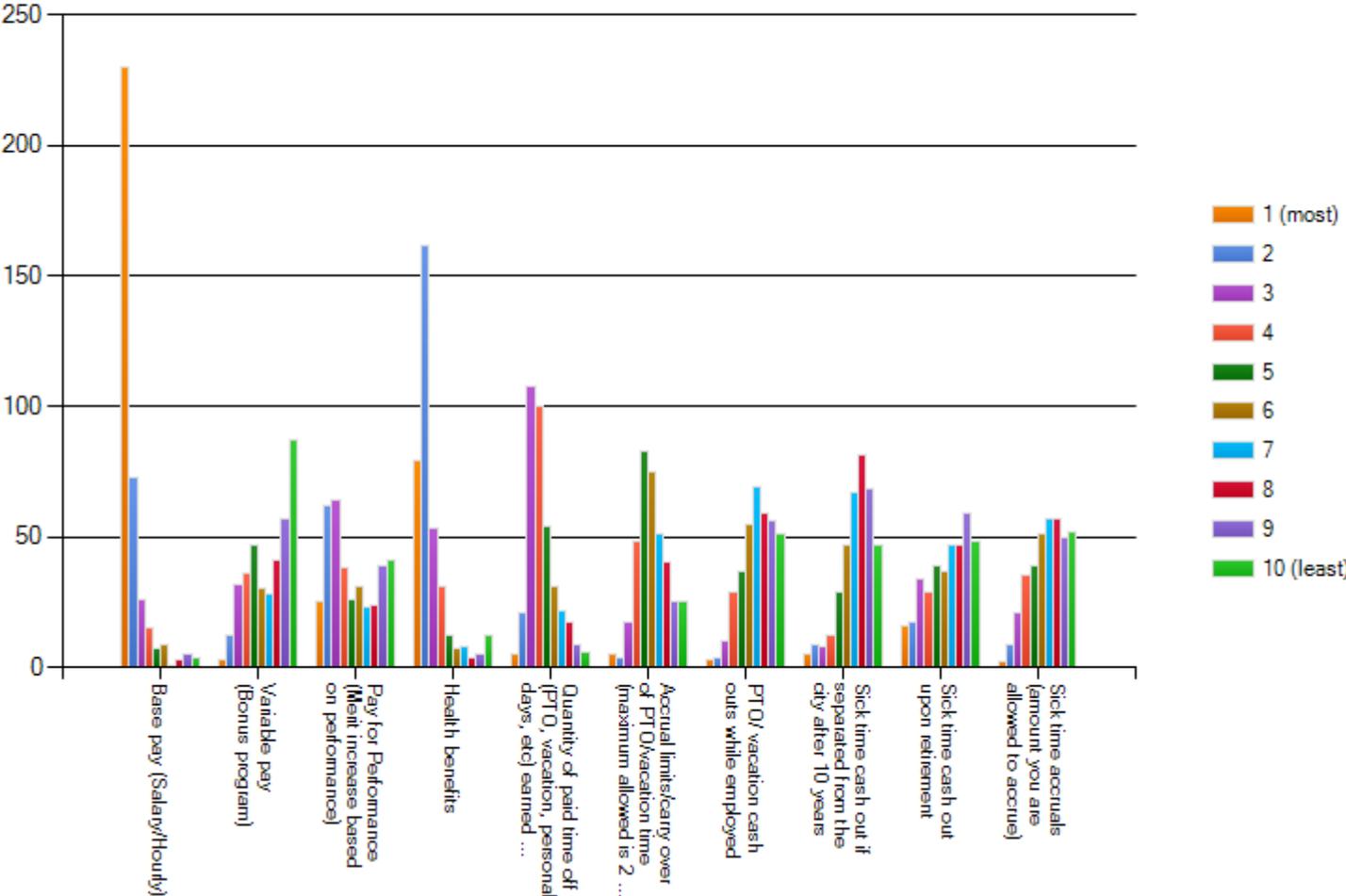
Detailed charts for ranking questions

»» 2011 Employee Benefits
Survey

If you intend to look for a new job outside of the city, please rank your reasons for doing so from the following list with 1 being the Most Important to 10 being the Least Important.
 Each number can only be selected once.

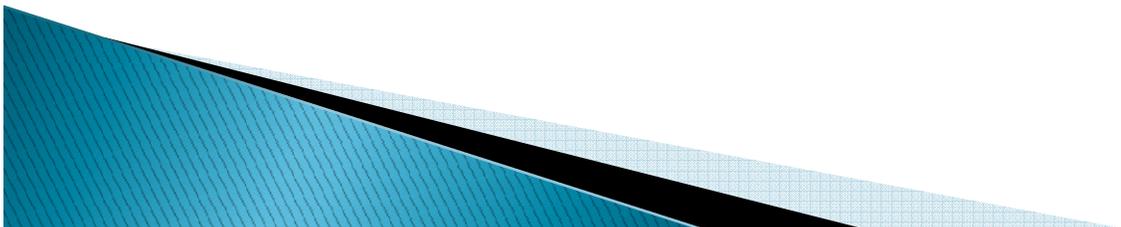


Please rank the following items in order of importance to you and your continued employment with the city with 1 being the Most Important and 10 being the Least Important. Each number can only be selected once.



Appendix B

City of Naperville Total Compensation Survey



**The survey was sent to 52 municipalities in cities similar in size to the City of Naperville.
The survey was sent to the following communities on Friday, March 18, 2011:**

Pembroke Pines, FL
Henderson, NV
Mesa, AZ
Chesapeake, VA
Corona, CA
Chandler, AZ
Plano, TX
Fontana, CA
Palmdale, CA
Overland Park, KS
Las Vegas, NV
Scottsdale, AZ
Sunnyvale, CA
Springfield, IL
Fullerton, CA
Torrance, CA
Anchorage, AK
Peoria, AZ
Gainesville, FL
Tempe, AZ
Dayton, OH
Salem, OR
Charleston, SC
Hampton, VA
Huntsville, AL
Warren, MI
Glendale, AZ

Kansas City, MO
Fort Collins, CO
Escondido, CO
Grand Prairie, TX
Pasadena, CA
Cary, NC
Amherst, NY
Norman, OK
Sioux Falls, SD
Gilbert, AZ
McKinney, TX
Alexandria, VA
Independence, MO
Montgomery, AL

Visalia, CA
Bridgeport, CT
Cape Coral, FL
Grand Rapids, MI
Springfield, MO
Eugene, OR
Costa Mesa, CA
Gilbert, AZ
Vancouver, WA
Hartford, CT
Madison, WI

Responses were received from the following national communities:

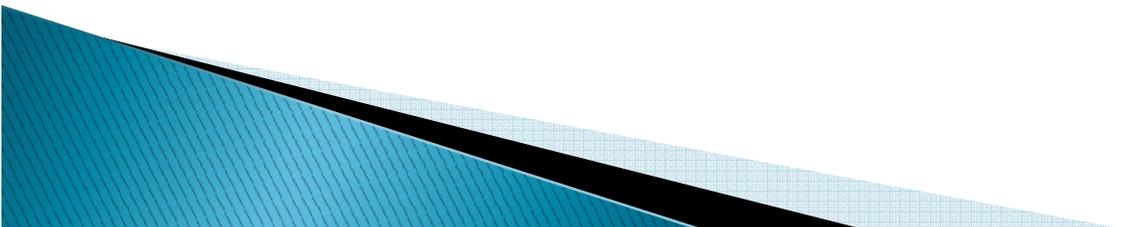
Plano, TX
Overland Park, KS
Escondido, CA
Pasadena, CA
Norman, OK
Fort Collins, CO
Peoria, AZ

Palmdale, CA
Las Vegas, NV
Cary, NC
Sioux Falls, SD
Vancouver, WA
Huntsville, AL

In addition, the survey was sent to and received from the following local communities:

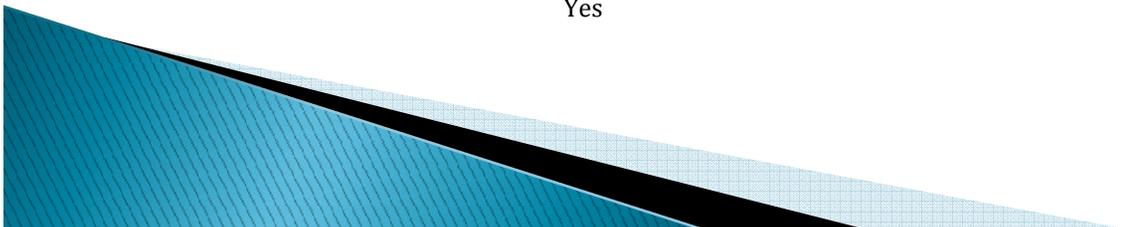
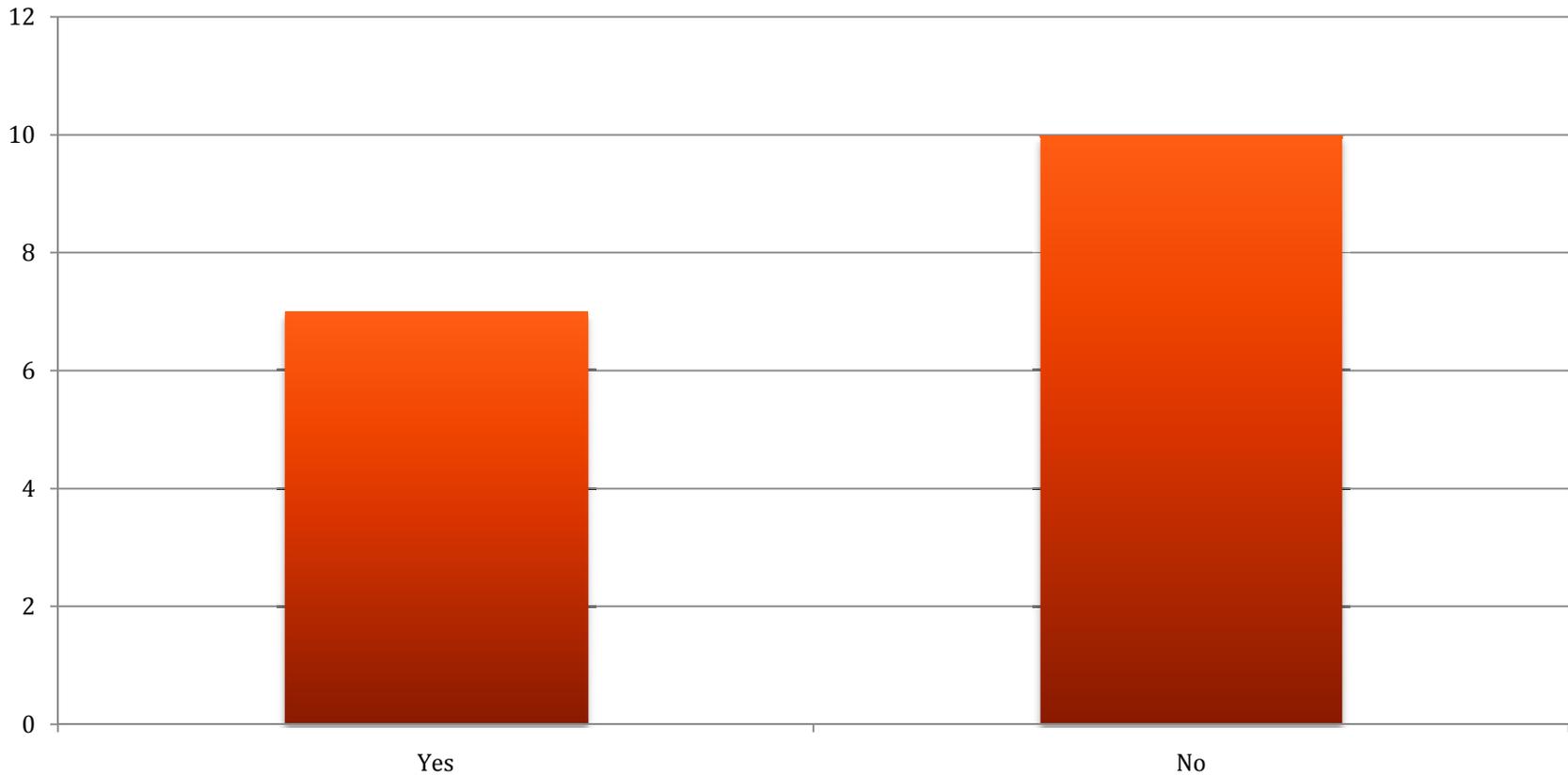
Schaumburg, IL
Joliet, IL
Arlington Heights, IL
Elgin, IL
Aurora, IL

- ▶ The city of Springfield, MO no longer responds to surveys due to budget and staff cuts within the organization.
- ▶ The city of Costa Mesa, CA only fills out select surveys on a yearly basis due to “current circumstances at the City of Costa Mesa”.
- ▶ The city of McKinney, TX does not respond to outside surveys due to a heavy workload because of department reductions.



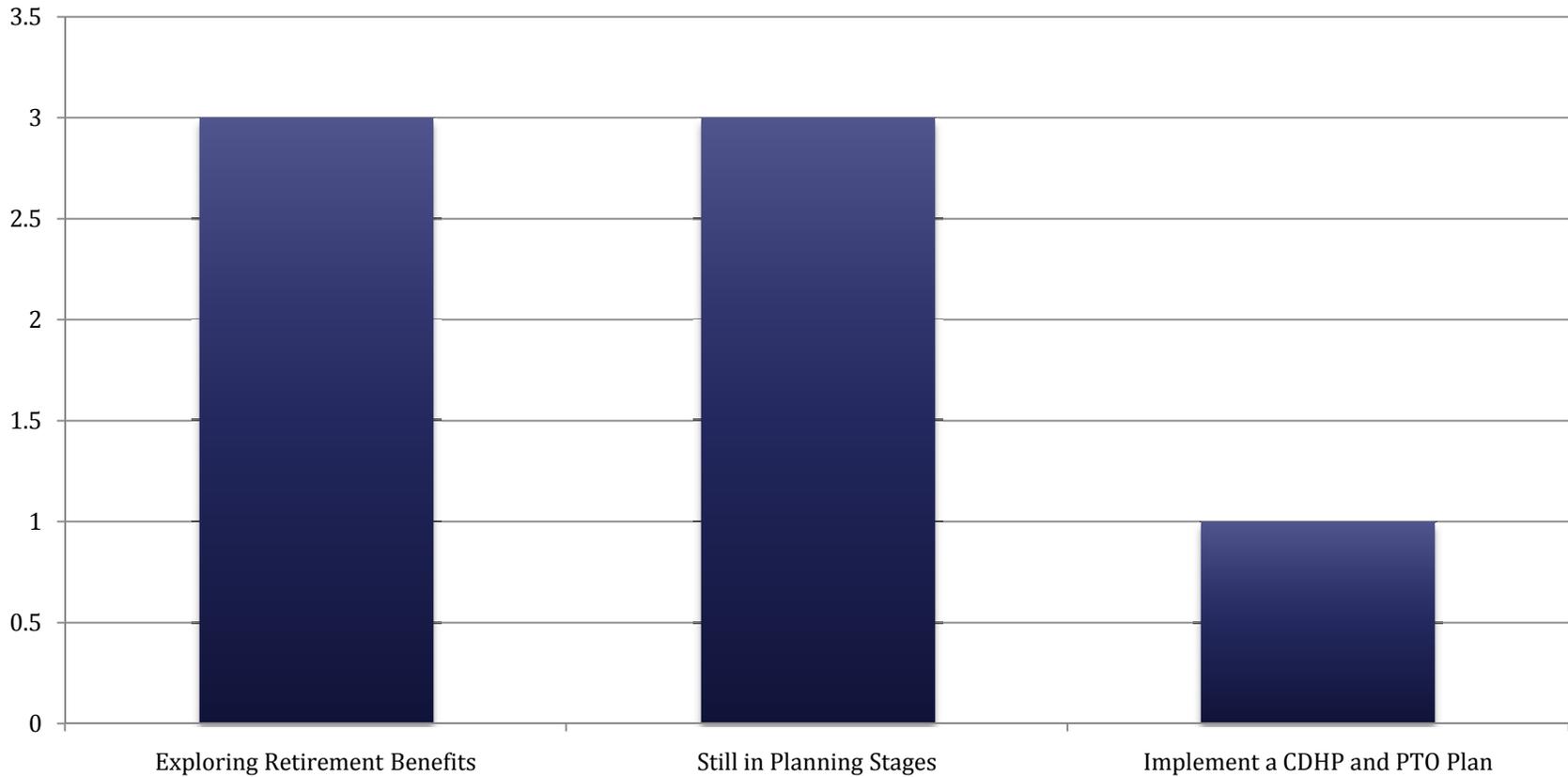
New Tier of Benefits

Exploring A New Tier of Benefits



New Tier of Benefits

Type of New Tier of Benefits Being Explored

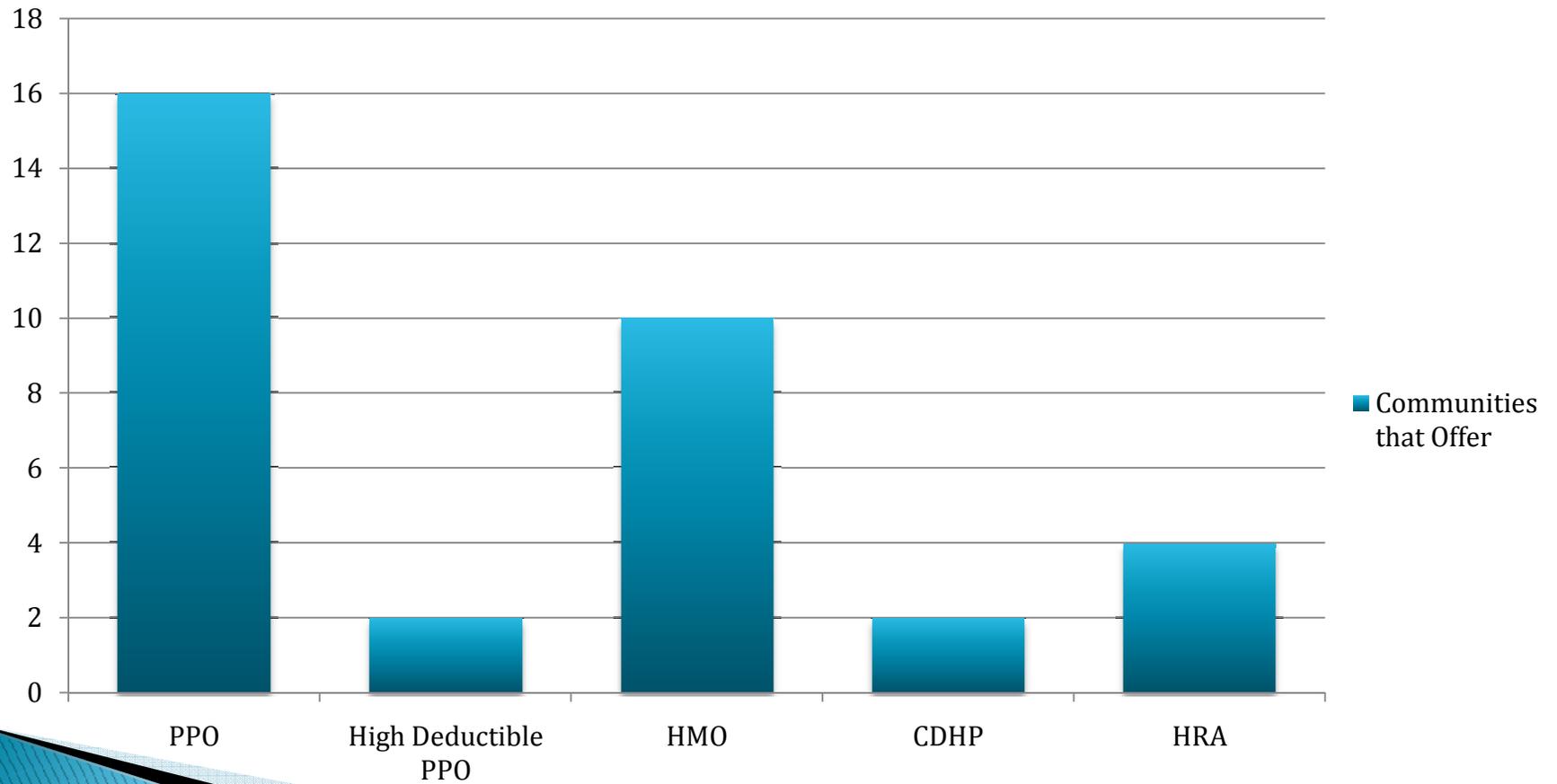


New Tier of Benefits

- ▶ 7 communities are considering or exploring a new tier of benefits for their employees. These communities are: Naperville, IL, Escondido, CA, Palmdale, CA, Pasadena, CA, Vancouver, WA, Sioux Falls, SD, and Aurora, IL
 - Las Vegas, NV is making changes to some benefits for non-represented employees and plan to do the same with bargaining units (all changes will affect current employees)
 - The Cities of Aurora, IL and Sioux Falls, SD are exploring making changes to retirement benefits. Palmdale, CA is reducing PERS formula from 2.7% at 55 to 2% at 60 effective 4/11/11
 - The Cities of Naperville, Escondido, CA, and Pasadena, CA are all still in the planning, discussion, and information gathering stages while considering how to approach a new tier of benefits
 - The City of Vancouver, WA is looking at adding a CDHP with a high deductible plan Health Savings Account in 2012 as well as implementing a PTO policy mid 2011/12 that would eliminate separate vacation and sick banks.

Medical Insurance Plans

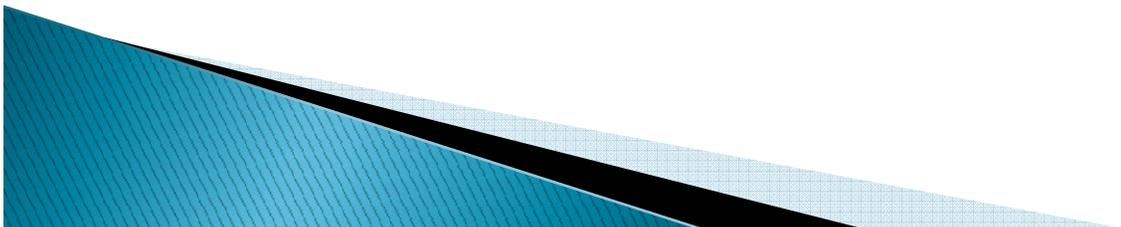
Medical Insurance Plans



Medical Insurance Plans

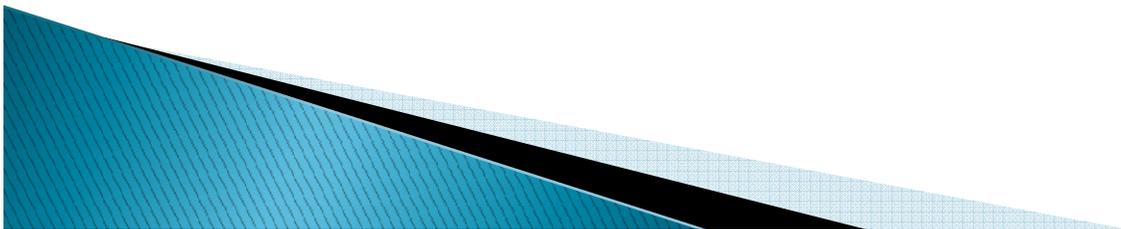
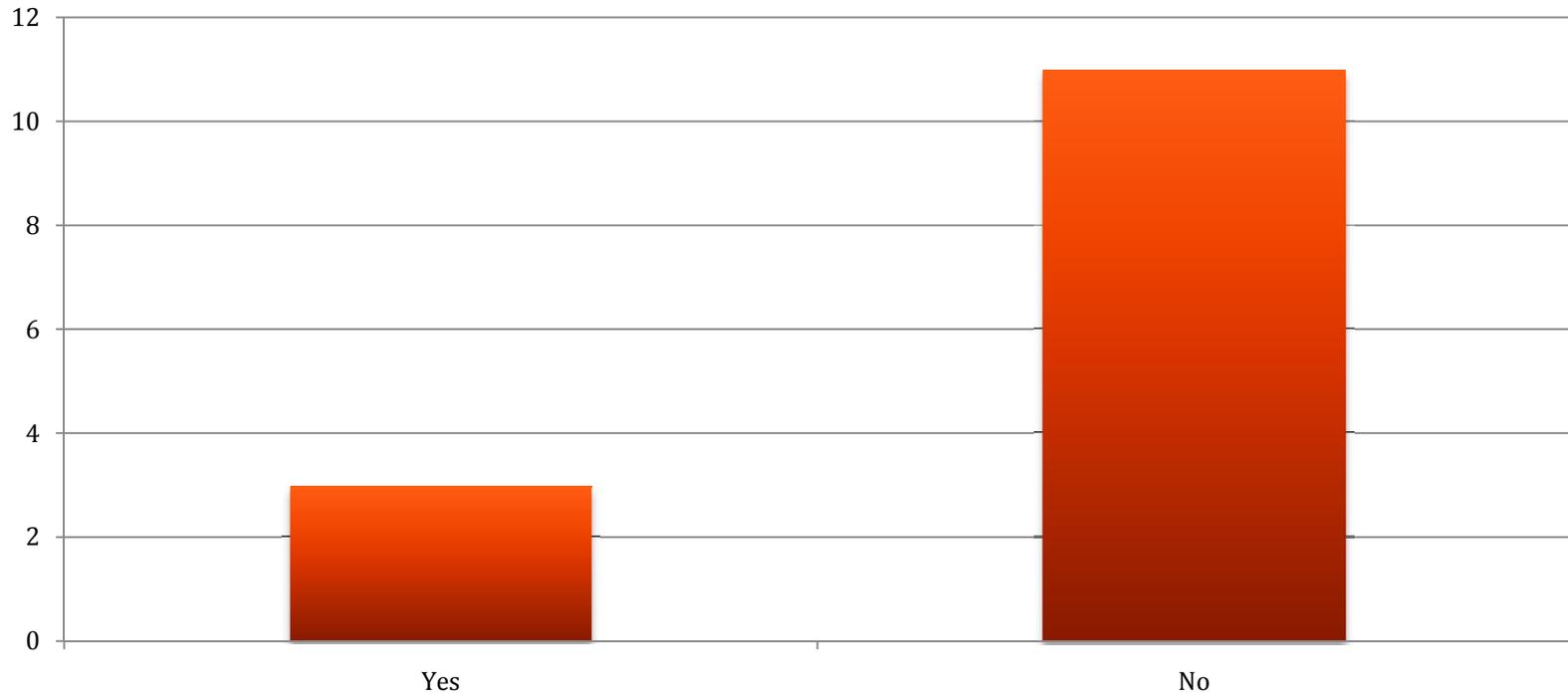
- ▶ Many of the organizations surveyed offer a combination of the following medical plans:
 - 16 communities offer a PPO medical plan
 - 2 communities offer a High Deductible PPO medical plan
 - 10 communities offer an HMO medical plan
 - 2 communities offer a CDHP medical plan
 - 4 communities offer an HRA medical plan

- ▶ 4 communities have medical insurance that varies based on union group.
 - Naperville, IL – Plans and contribution rates
 - Las Vegas, NV – 2 plans administered by either their own trust or an outside union
 - Vancouver, WA – uniformed have a lower co-pay for emergency room visits
 - Aurora, IL



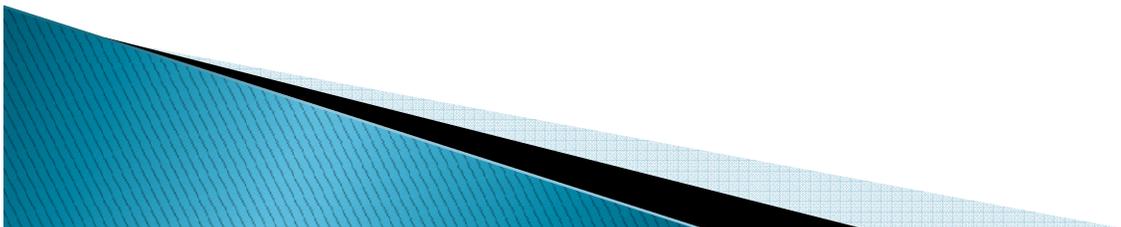
PTO Plans

Communities Offering PTO Plans



PTO Plans

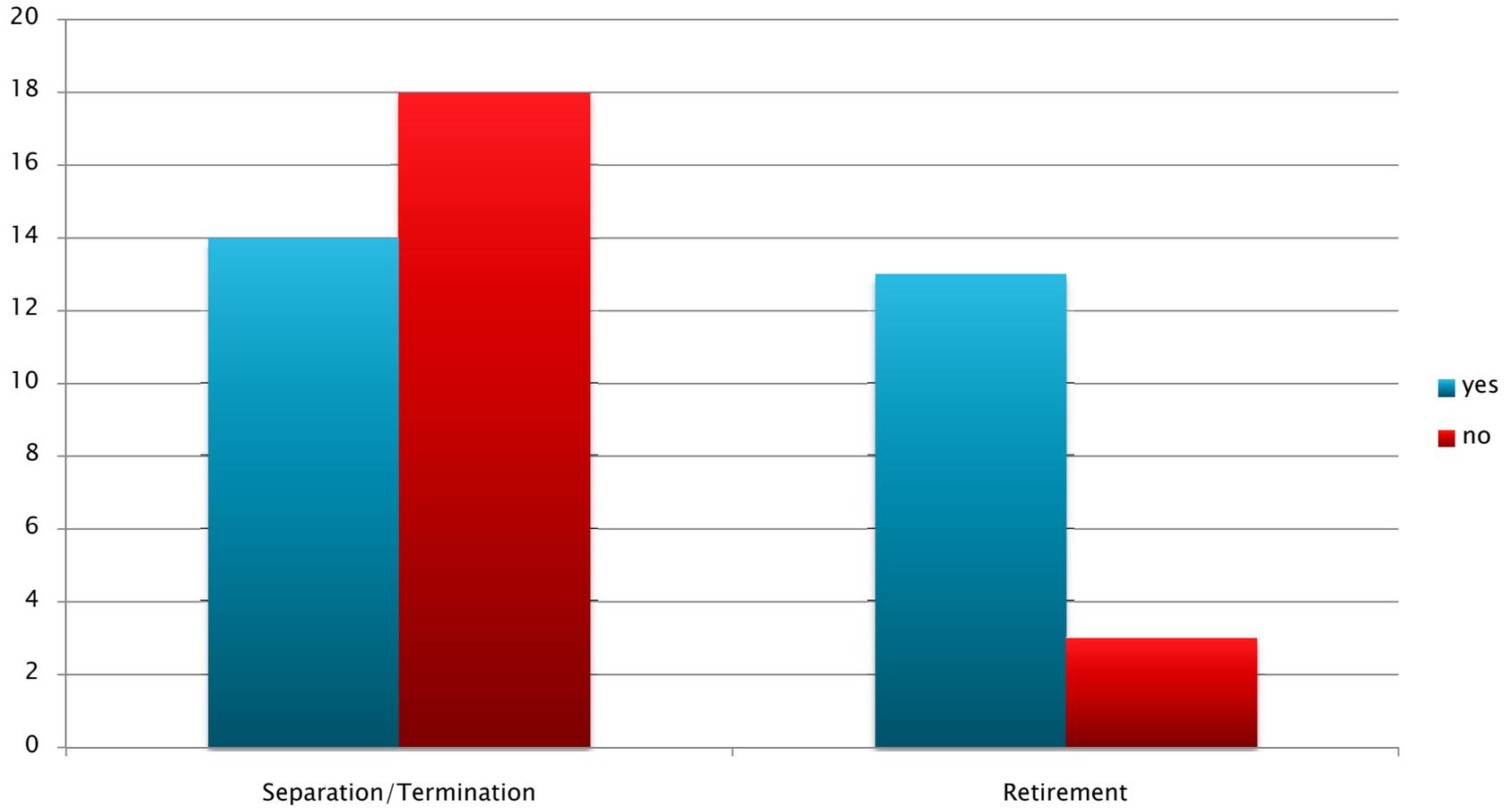
- ▶ Out of 14 communities that responded to the survey question about offering Paid Time Off only 3 currently offer a PTO plan, all 3 of these communities are in the state of Illinois
 - Vancouver, Washington is looking to start implementing a PTO policy late in the year that would reduce the sick and vacation banks they currently offer



Vacation

- ▶ 16 communities pay accrued vacation upon termination and separation
 - 11 communities have no max for the hours paid (all accrued hours are paid)
 - 15 communities allow accrued vacation to carry over from year to year with a specified max amount of time that can be carried over.
 - 6 communities specify that their vacation plan is based upon years of service/employment with the organization
 - 6 communities allow vacation to be cashed out during employment with specified restrictions and qualifications

Sick Leave Pay Out



Sick Leave

- ▶ 7 communities pay out accrued sick time, 6 of those 7 base the amount paid on years of full time employment with the organization
 - 14 communities offer either payment for sick time upon retirement up to a specified max or some type of conversion to credit towards their retirement plan
 - 15 communities specify that accrued sick leave can carry over from year to year with a specified amount of time that can be carried over

Sick Leave

- ▶ Naperville, IL
 - After 10 years 50% up to 360 hours, 720 hours at retirement

- ▶ Cary, NC
 - Can be used at retirement only as creditable service towards months of service

- ▶ Overland Park, KS
 - Amount paid is based on years of service
 - 10-14 years = 10% pay back
 - 15-19 years = 15% pay back
 - 20+ years = 20% pay back

- ▶ Palmdale, CA
 - Not paid out at all but can be converted to PERS service credit upon retirement

- ▶ Escondido, CA
 - Not paid out at all



Sick Leave

- ▶ Las Vegas, NV
 - Paid out after 5 years of service at 50% up to a specified cap
 - Division managers and higher level executives receive 75% up to a specified cap
 - After 20 years paid out at 100% up to specified cap
 - Max of 840 hours for general, marshals, and non-represented employees, 600 hours for corrections, 2304 for fire personnel

- ▶ Pasadena, CA
 - Not paid out but sick leave is converted to retirement service credit

- ▶ Plano, TX
 - Non-civil employees receive pay out based on years of full time service
 - Can range from 0-720 hours

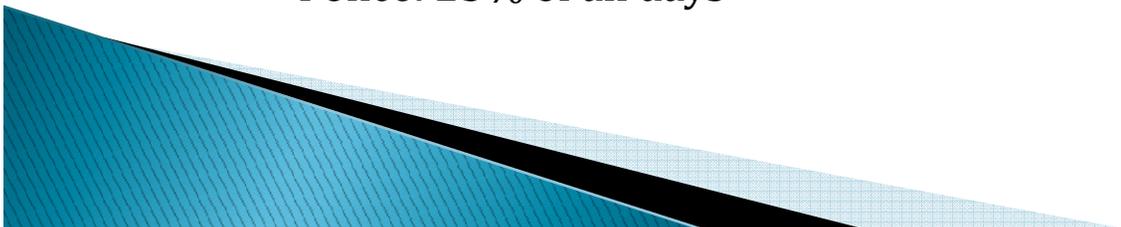


Sick Leave

- ▶ Norman, OK
 - Paid out upon separation, termination, and retirement based on years of service
 - 5 years = 10%
 - 9 years = 20%
 - 13 years = 30%
 - 17 years = 40%
 - 21 years = 50%
 - 25 years = 75%
 - At retirement employees receive a max of 960 hours

- ▶ Sioux Falls, SD
 - Not paid upon separation or termination
 - At retirement 25% as long as retirees meet eligibility requirements

- ▶ Elgin, IL
 - Paid at retirement only at a max of 20 days sick leave
 - Police: 25% of all days



Sick Leave

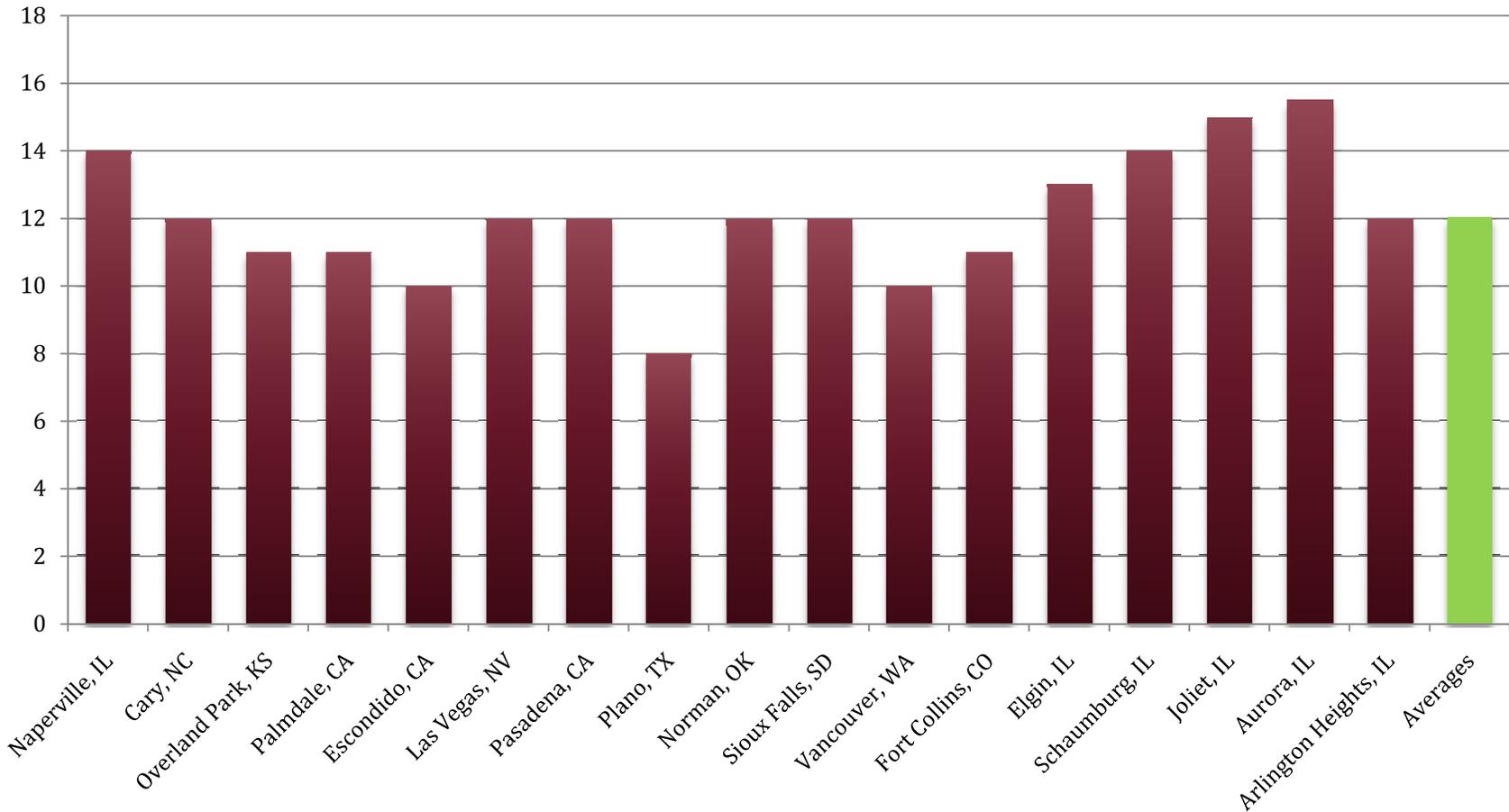
- ▶ Schaumburg, IL
 - Paid at retirement only
 - After 20 years = 30%
 - 25 years = 50%

- ▶ Joliet, IL
 - Paid after 8 years of service at separation, termination, and retirement
 - 35-50% up to 1012 hours for management
 - 40% up to 1012 hours for local 440 and 399
 - 40% up to 1420 for 24 hour Fire

- ▶ Aurora, IL
 - All sick leave is paid upon separation termination and retirement

- ▶ Arlington Heights, IL
 - Paid out upon retirement only
 - Can elect to convert to paid months of medical coverage

Totals (Holidays, Floating Holidays, and Personal Days)

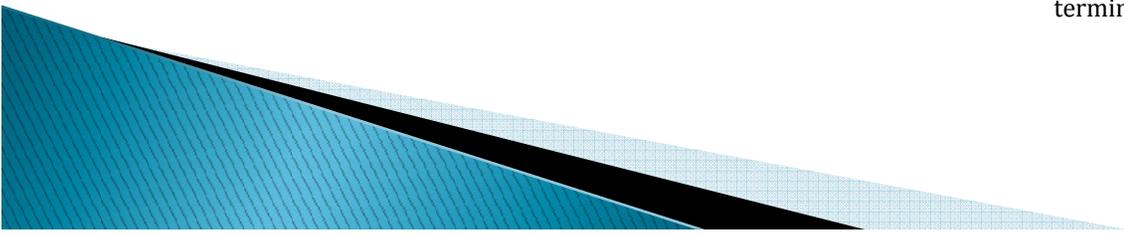
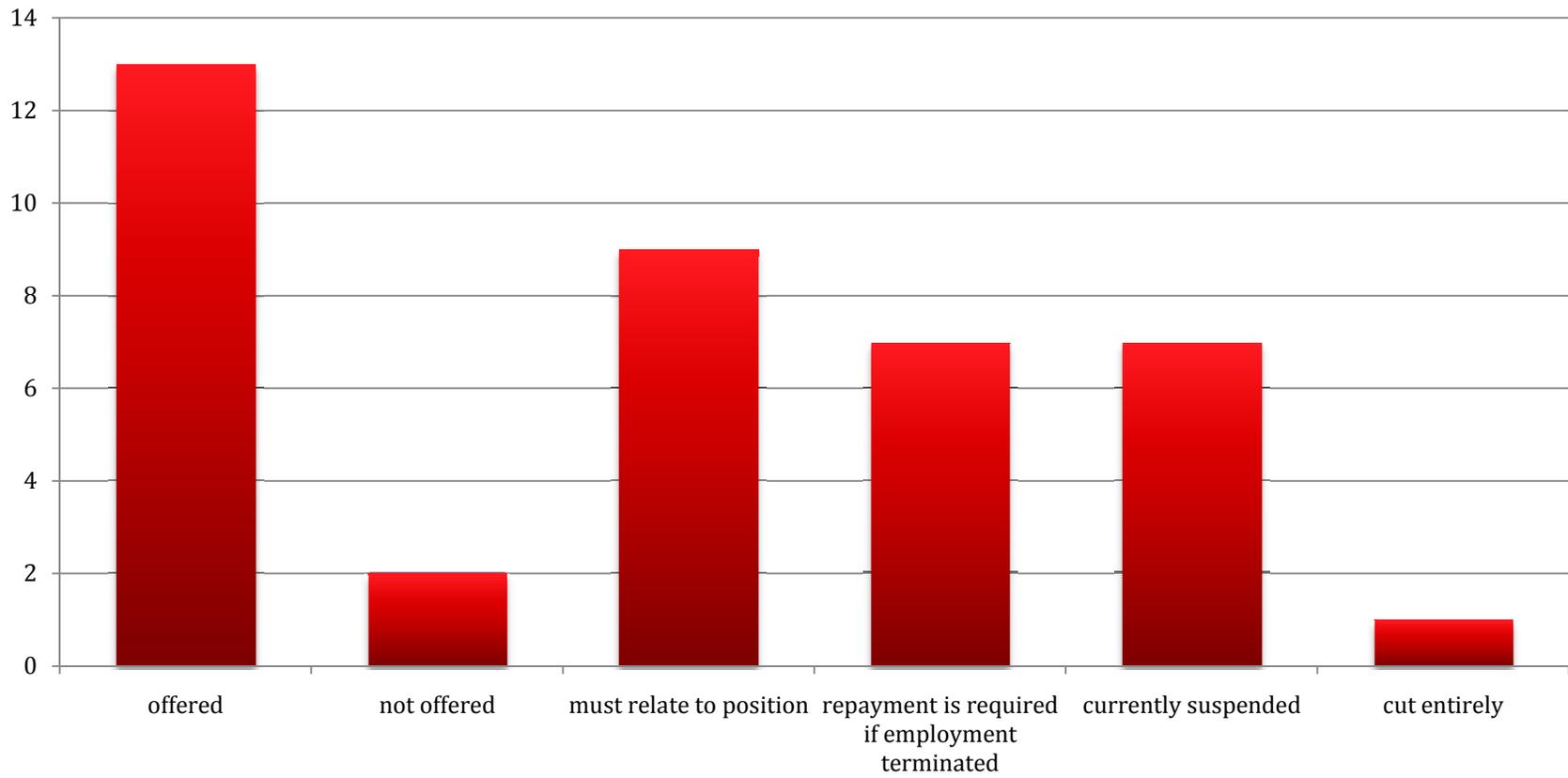


Holidays

Community	Holidays	Floating	Personal Days	Totals
Naperville, IL	9	3	2	14
Cary, NC	12	0	0	12
Overland Park, KS	8	0	3	11
Palmdale, CA	11	0	0	11
Escondido, CA	10	0	0	10
Las Vegas, NV	11	1	0	12
Pasadena, CA	11	1	0	12
Plano, TX	8	0	0	8
Norman, OK	10	2	0	12
Sioux Falls, SD	10	0	2	12
Vancouver, WA	10	0	0	10
Fort Collins, CO	9	2	0	11
Elgin, IL	10	0	3	13
Schaumburg, IL	8	0	6	14
Joliet, IL	13	0	2	15
Aurora, IL	9	6.5	1(per year of service)	15.5
Arlington Heights, IL	10	2	0	12
Averages	9.94	1.03	1.13	12.03

Tuition Reimbursement

Tuition Reimbursement



Tuition Reimbursement

- ▶ 13 communities offer tuition reimbursement to employees
 - 9 communities specify that the degree must relate directly to a position with the city
 - 7 communities state that their tuition reimbursement program is currently suspended due to current budgetary conditions
 - 7 communities require that employee repay tuition reimbursement if they sever employment within a specified period of time of getting their degree
 - 1 community has had to cut their tuition program entirely due to budgetary needs (Sioux Falls, SD)



