
AGENDA ITEM

TO: Tim Vandall, City Administrator
FROM: Elizabeth Sanford, Finance Director and Sarah Bodensteiner, City Clerk
DATE: September 10, 2021
SUBJECT: Public Safety Pay Study – Final Report

At the August Work Session, the Governing Body requested a follow up discussion with Dr. McGrath regarding the Public Safety Pay Study. Dr. McGrath will be joining the meeting via Zoom to review the final report and answer any questions that may arise.

Included in the packet is the Final Report from the McGrath Human Resources Group and a staff-generated PowerPoint that highlights the key elements through the discussions of the pay study.

Policy Consideration: Implementation of the Pay Study will occur on January 1, 2022.

Financial Consideration: Implementation costs were built into the 2022 budget.

Action: A motion to accept the final report and finalize the public safety pay study.

AGENDA ITEM



Compensation and Classification Study Confidential Policy & Procedure Manual

for

The City of Lansing Police Department
Kansas



August 2021



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Introduction

McGrath Human Resources Group, Inc., an organization that specializes in public sector consulting, was commissioned by the City of Lansing to conduct a compensation study and develop an updated pay structure for public safety employees. Concentration was placed on the pay structure for police personnel.

The Consultants would like to extend appreciation to the City Manager, Police Chief and staff, and the City Clerk for their time, cooperation, and sharing of information and perceptions with McGrath Human Resources Group.

Methodology

Data Collection

The project involved several steps: collection of data, interviews, and data analysis. The first step of this Study involved gathering of data that pertains to current compensation practices within the City of Lansing. The Consultants received information relating to current salaries, specific policies, collected market data, and current job descriptions.

Interviews were conducted with the City Manager, Chief of Police, Police Captain, and the City Clerk. The purpose of these meetings was to first, gain an understanding of the City's current compensation practices; second, to solicit ideas and input from these stakeholders for future compensation methodologies and practices; and finally, to discuss the recruitment challenges of public safety personnel.

Labor Market

In order to target information from the external market, a list of comparable organizations was established through interviews with the Department Directors and City Administration. Each of the comparable organizations were contacted initially via email and were asked to provide the police salary schedule, identify any hiring incentives, and provide information on any specialty pay opportunities. The following comparable organizations were contacted:

Table 1: Comparable Organizations

City	Rec'd	Comments
City of Basehor, KS	DNP	Edwardsville provided information
City of Bonner Springs, KS	DNP	Edwardsville provided information
City of Edwardsville, KS	rec'd	
City of Excelsior Springs, MO	Rec'd	
City of Grain Valley, MO	Rec'd	-
City of Harrisonville, MO	DNP	
City of Kearney, MO	Rec'd	
City of Leavenworth County, KS	Rec'd	
City of Mission, KS	Rec'd	
City of Ottawa, KS	Rec'd	-
City of Pleasant Hill, MO	Rec'd	
City of Roeland Park, KS	DNP	Police officer salary on website
City of Smithville, MO	Rec'd	
City of Tonganoxie, KS	Rec'd	
Leavenworth County, KS	Rec'd	
DNP = Did not participate		-

The collection of this compensation data was utilized to analyze the average Market Minimum, Midpoint and Maximum Rates per defined benchmark positions. A comparison of the average salary of the positions to the salary of incumbents within the City was also performed.

Market Analysis

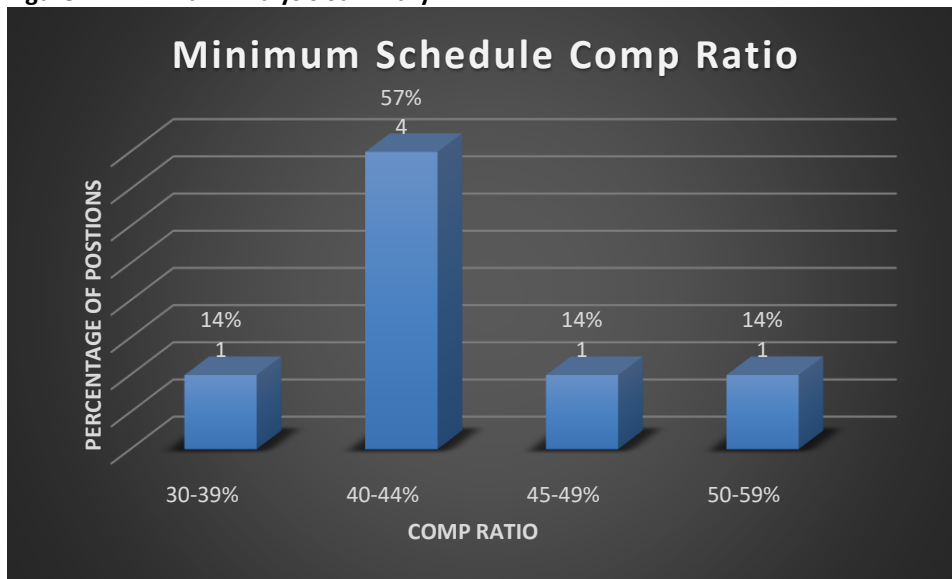
It is standard compensation practice to establish a range around the Market Rate to determine if employee compensation is in line with the comparable market. Employees can mistakenly assume that if the average Market Rate is \$25,000, then their salary should align to the Market Rate, not realizing many factors attribute to being above or below a Market Rate. Compensation practices look at a range around the average Market Rate where an employee should be by the time the employee is fully functioning within his/her position. Traditionally, organizations establish a 5%-10% range around the Market Rate. Thus, if an employee is making between 40%-60% of the Market Rate, the employee is considered fairly compensated. In order to analyze the salaries, a Comp Ratio is used. This is a ratio of the City's salary in relation to the external market data. A 50% Comp Ratio would mean that it is in line with the external Market. Again, the 10% range is utilized. Thus, if a Ratio is within 40%-60% the salary is within an acceptable range.

Minimum Salary Comparison

The analysis of the Minimum Salary Range gives the initial indication if starting salaries are within an acceptable Market Range. When building a salary schedule, this information will ensure the City's Minimums are within an acceptable range to the average Market Minimum; however, this analysis is only the beginning in the development of a Compensation Schedule.

The analysis of the City's Minimum Salary Range gives the initial indication if starting salaries are within an acceptable Market Range. Approximately 14% of the benchmarked job titles are below the average Market Minimums. There are an additional 57% of the positions that are in the lower 40% Comp Ratio that are still within the acceptable range, however, are at risk of falling below the market in the near future. Overall, 86% of the positions are within the acceptable average Market Minimum. It would appear the majority of the City's minimum hiring salaries are adequate against the average market, although some adjustment will be required.

Figure 1: Minimum Analysis Summary



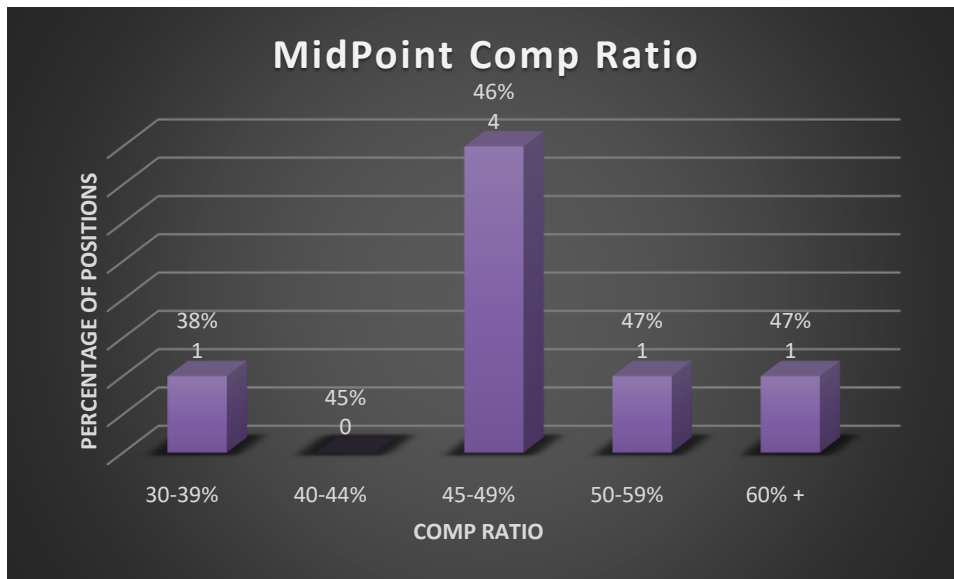
From a statistical perspective, the City's starting salaries are within the average market for similar positions. However, when examining the hiring salary of a police officer, as compared to others, the City ranks 11th out of 16 comparable municipalities.

There are three (3) communities that have a defined Trainee classification – Bonner Springs, Smithville and Pleasant Hill. If the City of Lansing minimum salary is compared to these trainee positions, it offers the 2nd highest starting salary. Starting salaries will be discussed further in this report.

Midpoint Salary Comparison

Another point of interest is whether the Midpoint was aligned with the average Market. Therefore, a Midpoint analysis between the City Midpoint and the Market average midpoint has been determined. Again, a Comp Ratio less than 40% would indicate the Salary Ranges may not be in line. Approximately 14% of the benchmarked job titles are below the average Market Midpoint Rates. This is actually one position – the Police Chief. Overall, all of the remaining sworn officer positions have the mid-point of the salary range within 10% of the average market midpoint. Thus, the midpoint is a reflection of the average market rate. The following is a summary of findings:

Figure 2: Midpoint Analysis Summary



Maximum Salary Comparison

The Consultants then compared the City’s Salary Range Maximum to the average Market Maximum. However, due to various types of salary range construction, one must always consider this may not be an exact comparison.

The result of this analysis is exactly the same as the Midpoint comp ratio. 85% of the positions have a maximum of the salary range similar to the market.

Market Data Summary

Although the Minimum Rates are aligned with the average Market, the Salary Ranges themselves will need some adjustment to identify the market rate within the Range and extending the Maximum Rates. There will also be realignment of positions within the Pay Grades.

Summary

If one were looking at the City's salary range for police positions from a statistical perspective, the salary range is in line with the external market. Thus, little change needs to occur to maintain the salaries competitive to the average market. However, in the field of police public safety, there appears to be a 'let's see if we can be slightly higher than the next community' type of policy. Therefore, a deeper dive needs to be made into what is a 'competitive salary.'

Current Compensation System

Annually the City increases the salary schedule by a pre-determined amount at the beginning of each calendar year. Employees then move through the salary range based on a pay-for-performance system. For example, the range may be for lower performers 2.9%, mid-level performers a 3.4% increase and high performers may receive as high as 4%. The question then, is this sufficient to move employees through the salary range.

In most compensation systems, the employee should be at the market rate, or mid-point, within three to five years of service. If the City's midpoint reflects the average market rate, employees with four or more years should be at the 50% comp ratio or higher. Below is a representation of the movement through the salary range.

Figure 3: Range Compression Analysis

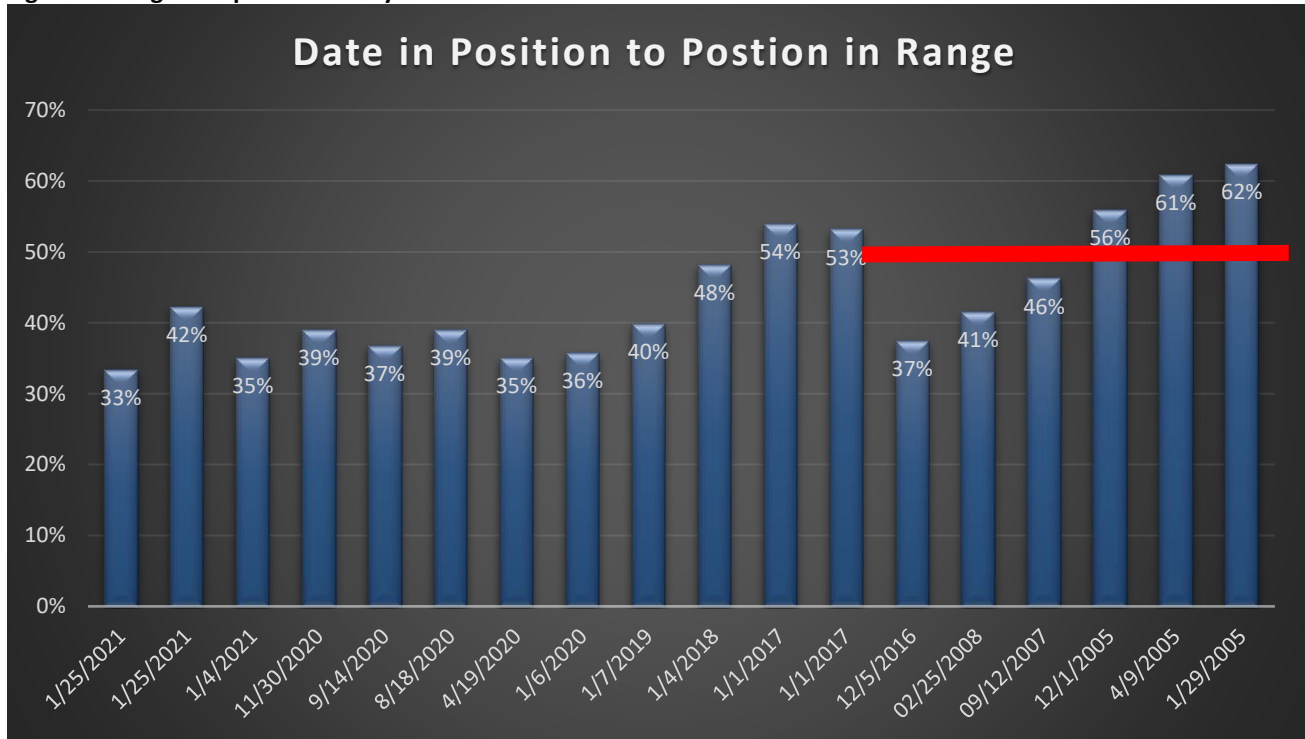


Table 2: Range Compression Analysis by Position

Job Title	Date in Current Service Position	DOP	Comp Ratio to Midpoint
Police Officer	1/25/2021	0.00	33%
Police Officer II	1/25/2021	0.00	42%
Police Officer	1/4/2021	0.00	35%
Police Officer	11/30/2020	0.00	39%
Police Officer	9/14/2020	0.00	37%
Police Officer	8/18/2020	0.00	39%
Police Officer	4/19/2020	1.00	35%
Police Officer	1/6/2020	1.00	36%
Police Officer	1/7/2019	2.00	40%
Police Lieutenant	1/4/2018	3.00	48%
Police Officer II	1/1/2017	4.00	54%
Police Officer II	1/1/2017	4.00	53%
Police Officer	12/5/2016	4.00	37%
Police Sergeant	02/25/2008	13.00	41%

Job Title	Date in Current Service Position	DOP	Comp Ratio to Midpoint
Police Sergeant	09/12/2007	13.00	46%
Police Sergeant	12/1/2005	15.00	56%
Police Captain	4/9/2005	16.00	61%
Police Chief	1/29/2005	16.00	62%

Overall, employees have moved through the salary range. There are a few employees, that possibly due to performance, are not within the range commensurate of their years in the position.

Employee Demographics

In reviewing the Police Department’s average years of service and age, this helps the City understand, not only what type of compensation system will be needed, but also, the issues the Department may be facing. The first area is years of service. In the case of the Police Department, the Consultant looked at it from two perspectives – years of service, and years in position.

Figure 4: Years of Service Analysis

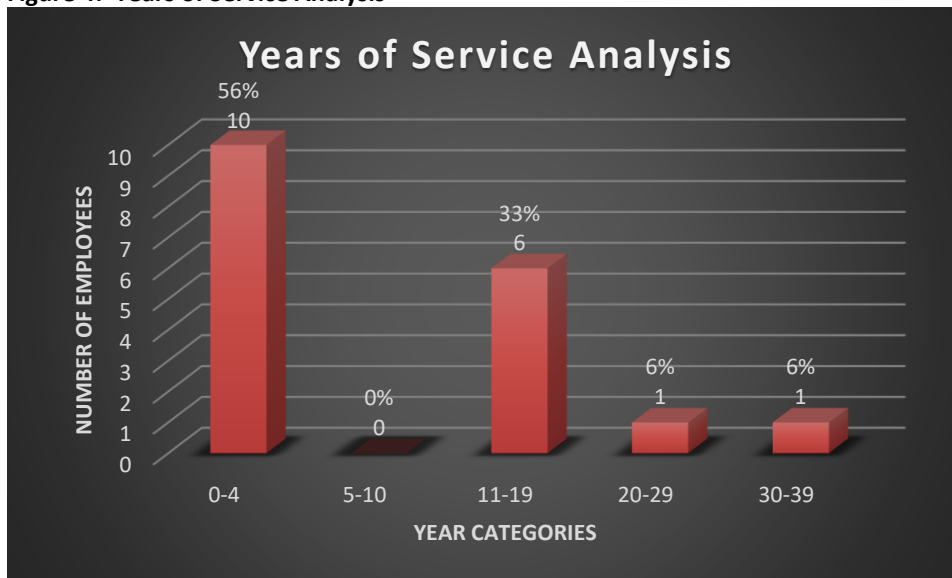


Figure 5: Years in Position Analysis

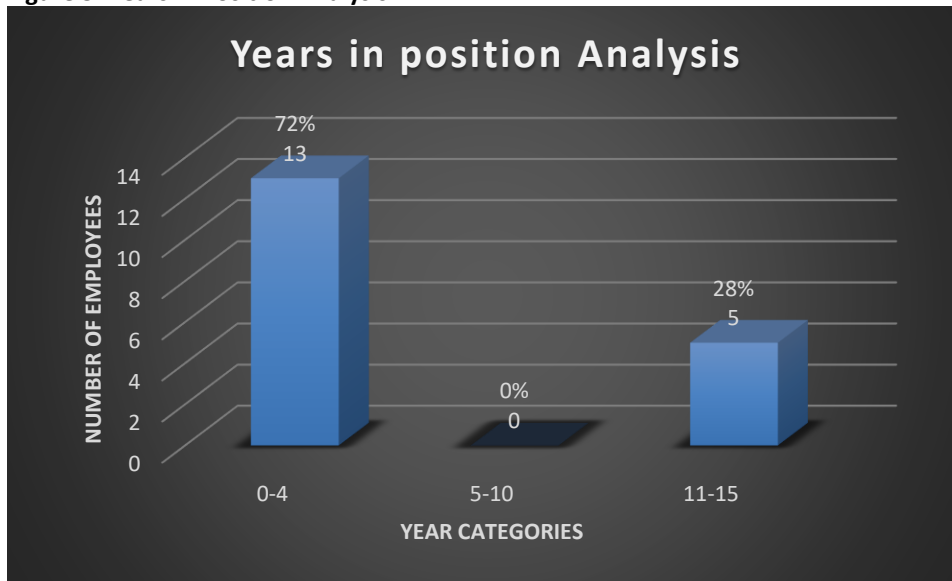
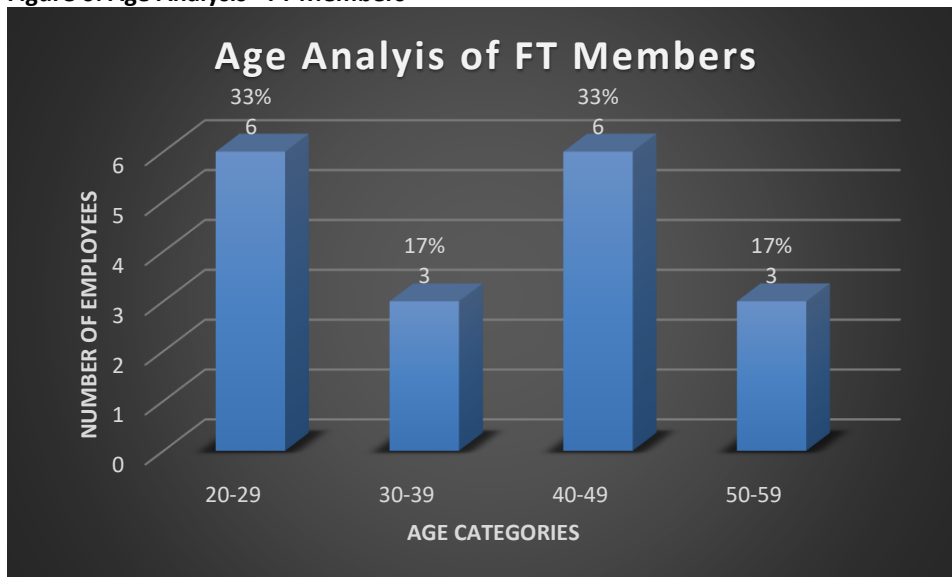


Figure 6: Age Analysis - FT Members



What the three figures emphasize, is a significant age and skills gap within the organization. Fifty-six percent (56%) of the employees have less than four (4) years of service, leaving 44% with eleven (11) or more years. When looking at it by years in position – 72% have less than four (4) years in the current position. The remaining 28% have eleven (11) or more years and make up all the Police Officer II, Sergeants, Captain, and Police Chief. Thus, a schedule needs to be developed that addresses succession planning as the officer/supervisory staff begins to consider retirement.

The other area to evaluate is the age of the Department, whereas 50% of the Department is below the age of 40. This is the group that comprises individuals most likely to move if they do not feel challenged and valued. This is also the group that that will have limited opportunities for advancement.

Turnover

Employee turnover refers to the number or percentage of employees who leave an organization and are replaced by new employees. Turnover often has a negative connotation, yet turnover is not always a negative event. For example, desirable turnover occurs when an employee whose performance falls below the organizations expectations is replaced by someone whose performance meets or exceeds expectations. With that said, high turnover rates can negatively affect an organization and its employees in many ways. With the constant need to hire and train new employees, it is easy to veer from the true mission and vision of the organization. By retaining employees, an organization can provide a higher caliber workforce.

No organization should expect a zero-turnover rate. The generally accepted industry standard for an organization is approximately 10% turnover each year. However, even a 10% turnover rate may not be a healthy percentage if the employees who are leaving are strong performers. Healthy turnover is described as employment separation from low performers, which then cultivates an engaged and high-performing workforce.

In addition, the Bureau of Labor Statistics (BLS) reports state and local government turnover rates (excluding education) at 20% nationwide for the year 2018, which has been constant over the last several years. In reviewing the turnover for the Police department for the time period 2016-2020, the department has lost from 1 – 3 employees in the years (2016 – 2019); however, 7 employees left the department in 2020. In this time period, 6 of the 17 employees who left the organization, left to go to departments with higher paying salary. Thus, it is prudent that the City conduct this study on officer compensation.

Recommended Salary Schedule

The Consultant, with the input of the City administration and elected officials, recommend an adjustment to the City's current salary schedule. Using a minimum salary of \$21.50 a pay grade 10A has been added. The starting rate of \$21.50 places the City in the 5th highest starting salary of the comparable organizations.

All ranks above police officer have been adjusted to address compression, including adding a pay range 12A and adding another salary range at the top of the schedule – pay grade 16. The format of the salary ranges has been maintained.

Restructuring Police Officer II

The Consultant had a conversation with the City regarding a reconfiguration of the Police Officer II position. At the time of the conversation, there was no strong motive to change the current design. Based on the age and years analysis, the Consultant suggests that more than just an Instructor Certification be required to move to Police Officer II position. This rank should have a greater emphasis on professional development and succession planning. Although there may not be a lot of extra activities/services that are provided in the Department, perhaps working with newly tenured officers as to ways in which to take on additional responsibilities may yield a number of opportunities. These can then either be further compensated by movement to the PO II rank, or through an ability to receive a higher performance rating and increase.

Salary Schedule Maintenance

Since the recommendation is the same salary schedule the City currently maintains, the same maintenance of the schedule – increase to the salary ranges, and merit increases will remain. The Consultant does suggest; however, that the increase to the salary schedule happens in January, with the merit increase in July – thus drawing a distinction between the range adjustment and merit.

Hiring Bonus

Several organizations offer a hiring bonus for Police Officers. Three provide incentives:

Organization	Hiring Incentive
Excelsior Springs	\$1,500 incentive. Payable after 90 days of employment & successful completion of probation. Covers POST certification. Agreement to remain with organization.
Leavenworth (City)	<u>Signing Bonus</u> : The City of Leavenworth shall provide a signing bonus of \$1,000 to any applicant, who successfully completes pre-employment testing, begins employment as a Police Officer, who is certified in the State of Kansas as a full-time law enforcement officer and successfully completes probationary status. Upon an applicant’s successful employment as a full-time Police Officer, the new employee will receive \$500 within the pay period following their hire date if they are certified by the State of Kansas and the Kansas Law Enforcement Training Center as a full-time law enforcement officer. To be eligible for the remaining \$500 bonus, the new

Organization	Hiring Incentive
	employee must successfully graduate from the Field Training Officer program sponsored by the Leavenworth Police Department and successfully pass/complete their probationary status as a City employee. Upon successful completion of these criteria, the new employee will receive the remaining \$500 within the pay period following their successful completion of probationary status.
Grain Valley	\$4,000 signing bonus/POST cert or Academy; Will hire to be POST certified and pay for training – 2 year commitment.

The City should look at a combination of a signing bonus and payment for POST certification. Excelsior Springs has its first candidates in the police academy with a signed agreement requiring the employee to work for the City for 42 months from the initial date of employment. If the commitment is not held, or the employee doesn't complete the training academy, then the employee must pay a prorated amount back to the City. They have a clause for deduction from compensation and payment of attorney fees.

The other option is a signing bonus. Two of the comparables now offer a signing bonus with a commitment to remain with the organization for a period of time. The amount is spread out between completion of training, completion of FTO, and completion of probation. Keep in mind that the bonus, when paid, needs to be used in the calculation of overtime. A combination of a signing bonus and hiring within the salary range – not just at the minimum may be a way of attracting more experienced police officers to the Department.

Recommendation – Hiring Bonus

- Begin to advertise a signing bonus and a range of salary (\$21.50 - \$25.00) to attract more experienced police officers.

Many departments are now advertising that they are supported and valued within the community. That type of advertising, and a signing bonus, may be a way to attract a few candidates.

Incentive Pay

The City of Lansing provides incentive pay for individuals who are bi-lingual – 2% increase. Individuals who are Field Training Officers receive \$40 per paycheck for the year to accept the duties of training new employees. The City also provides an incentive for completion of the following degrees:

- 2% upon graduation of KLETC
- 2% for an associate degree
- 4% for a bachelor's degree

- 6% for a master's degree

These incentives have helped increase the starting salary for a few newly hired officers.

In addition, individuals who receive an Instructor's Certificate and teach one class per year, can be placed at the Police Officer II level.

The following organizations offer a variety of incentive pay:

Table 3: Incentive Pay Examples

Comparable	Incentive Pay		Specialty Pay	Specialty Pay Amount	Comments
City of Edwardsville	AA degree	\$900/year	FTO	\$900/year	
	BA degree	\$1200/year	Range Master	\$900/year	
	MS degree	\$1560/year	DARE/SRO	\$900/year	
			Foreign Language	\$900/year	
City of Ottawa	AA degree	2%			
	BA degree	4%			
	MS degree	7%			
	(Only one degree)				
			KLETC	2%	
			OPD FTP Program	2%	
			6 month evaluation increase	x%	
			12 month evaluation increase		
			Active FTO	2%	Assigned to DU/Sgt not retain incentive
			Acting Sgt	2%	
			Assigned Detective	2%	
			STAR Team Member	5%	Min 10 years of service to retain
			MPO Only		
			Active FTO	2%	Assigned to DU/Sgt not retain incentive
			Assigned Detective	2%	
			Acting Sgt	2%	

Comparable	Incentive Pay		Specialty Pay	Specialty Pay Amount	Comments
			STAR Team Member	5%	Min 10 years of service to retain
			Sgts		
			STAR Team Member	5%	Min 10 years of service to retain
Leavenworth County			FTO	\$1000/yr - paid over the year	
			College Incentive	2% for any one of the 3 (AA, BA, MS)	
			Longevity pay	\$500 bonus	Paid upon completion of 3, 7, 10, 15, 20, 25, 30 years
			Leave Payout		Can exchange up to 80 hrs per fiscal year at EE discretion at current rate of pay. Needs a minimum balance of 80 hours vacation/80 hours sick for buyback to be permitted.
City of Leavenworth			Longevity pay		\$500 per month of service over 5 yrs - max \$600. Given at end of year
			SWAT, FTO, Range Master; Hostage negotiator, bomb tech, drone operator	\$100/month for first specialty assignment	\$50 /month for second assign; Max \$150/month
			Career Development		7.5% between each rank

The Consultant encourages the use of incentive pay and/or reconfiguration of the Police Officer II pay grade. As previously indicated, there is a need for leadership training, as well as providing more opportunities for the employee to feel valued within the organization as the ability to promote is not readily available.

The FTO training could be increased – the City currently pays \$1,040 for the year. The comps are between \$900 - \$1000 for the year. Depending on the combination of other incentives, the FTO incentive is currently in line with the external market.

It is difficult to suggest other incentive pay without a better idea of the types of opportunities available within the Department. Suggestions would be:

- Continue the education incentives – make sure to advertise them during the recruitment process

- Move the instructor into an incentive pay and collapse the PO I – PO II classification
- Acting pay – when a police officer acts up to the level of Sgt; or Sgt to LT
- Extra pay for functioning as a detective
- Continue to offer tuition reimbursement (rather than an education incentive) to assist individuals in achieving promotion criteria. Attach a commitment to stay with the City or reimburse the City.
- Vacation buy-back – allow a certain amount of vacation to be paid back on an annual basis. (Note vacation buy back not eligible for overtime calculation)

This is only a suggested list and needs to be evaluated in the future.

Appendix A: Raw Market Data – Starting Salary


COMPARABLE	Survey Title	Min	Mid	Max
City of Roeland Park		\$23.16		
City of Basehor		\$22.75	\$27.87	\$32.98
City of Bonner Springs	Lateral	\$22.45	\$27.23	\$32.01
City of Tonganoxie		\$22.39	\$27.42	\$32.46
City of Smithville	Police Officer II	\$22.27	\$23.46	\$24.65
City of Edwardsville		\$20.89	\$25.34	\$29.79
Leavenworth County		\$20.76	\$25.99	\$31.68
City of Mission	Police Officer I	\$20.49	\$25.10	\$29.71
City of Grain Valley		\$20.45	\$25.57	\$30.68
City of Kearney		\$20.24	\$22.76	\$25.29
City of Lansing	Police officer	\$20.03	\$24.52	\$29.02
City of Pleasant Hill	Police Officer II	\$19.13	\$21.52	\$24.21
City of Leavenworth		\$18.85	\$24.93	\$31.01
City of Ottawa		\$18.79	\$23.01	\$27.24
City of Harrisonville		\$18.59		\$28.27
City of Excelsior Springs		\$17.75	\$19.52	\$24.85
City of Bonner Springs		\$21.18	\$21.81	
City of Lansing	Police officer - New/Trainee	\$20.03	\$24.52	\$29.02
City of Smithville	Police Officer I	\$19.86	\$21.06	\$22.26
City of Pleasant Hill	Police Officer I	\$18.11	\$20.37	\$22.92

\$21.50

Appendix B: Raw Market Data

COMPARABLE	Survey Title	Min	Mid	Max
Lansing	Police Chief	\$35.44	\$44.67	\$53.89
Leavenworth County	Sheriff	\$50.73	\$63.51	\$77.41
City of Edwardsville		\$47.39	\$57.48	\$67.57
City of Basehor		\$45.77	\$56.07	\$66.37
City of Bonner Springs		\$45.17	\$54.79	\$64.40
City of Mission		\$44.94	\$55.06	\$65.17
City of Ottawa		\$43.98	\$56.07	\$68.17
City of Grain Valley		\$41.16	\$51.44	\$61.73
City of Tonganoxie		\$41.11	\$51.39	\$61.67
City of Kearney		\$37.51	\$41.35	\$45.19
City of Smithville		\$37.07	\$42.08	\$47.08
City of Excelsior Springs		\$36.90	\$40.59	\$55.35
City of Pleasant Hill		\$33.18	\$37.33	\$41.99
Lansing	Police Captain	\$31.42	\$39.28	\$47.14
City of Bonner Springs	Deputy Chief/Major	\$40.20	\$48.76	\$57.32
City of Ottawa	Assistant Chief	\$39.01	\$48.76	\$58.51
City of Edwardsville	Deputy Chief/Captain	\$38.99	\$47.29	\$55.59
Leavenworth County	Captain	\$37.83	\$47.36	\$57.73
City of Mission		\$35.89	\$43.96	\$52.04
City of Basehor	Deputy Chief/Captain	\$34.20	\$41.90	\$49.60
City of Smithville		\$33.24	\$37.25	\$41.25
City of Grain Valley		\$32.60	\$40.75	\$48.90
City of Pleasant Hill		\$30.00	\$33.75	\$37.96
City of Kearney	Assistant Chief	\$26.53	\$30.80	\$35.08
City of Excelsior Springs		\$26.22	\$28.85	\$39.34
Lansing	Police Lieutenant	\$27.92	\$34.92	\$41.91
City of Edwardsville		\$35.37	\$42.90	\$50.42
Leavenworth County		\$34.26	\$42.90	\$52.29
City of Bonner Springs		\$34.20	\$41.90	\$49.60
City of Tonganoxie		\$34.20	\$41.90	\$49.60
City of Ottawa		\$33.92	\$42.40	\$50.88
City of Basehor		\$30.44	\$37.29	\$44.14
City of Leavenworth		\$28.45	\$36.00	\$43.56
City of Smithville	Sergeant II	\$27.23	\$28.73	\$30.22
City of Pleasant Hill		\$25.67	\$28.88	\$32.49
City of Kearney		\$25.24	\$27.95	\$30.65
City of Excelsior Springs		\$23.75	\$26.17	\$35.68

COMPARABLE	Survey Title	Min	Mid	Max
Lansing	Police Sergeant	\$24.82	\$31.03	\$37.24
Leavenworth County		\$31.04	\$38.87	\$47.37
City of Bonner Springs		\$30.04	\$36.44	\$42.83
City of Ottawa		\$30.02	\$37.52	\$45.02
City of Mission		\$28.87	\$35.37	\$41.87
City of Edwardsville		\$27.98	\$33.95	\$39.92
City of Tonganoxie		\$27.94	\$34.22	\$40.51
City of Basehor		\$27.09	\$33.19	\$39.28
City of Leavenworth		\$26.04	\$33.21	\$40.38
City of Grain Valley		\$25.82	\$32.28	\$38.73
City of Smithville	Sergeant I	\$24.23	\$25.73	\$27.22
City of Kearney		\$22.99	\$25.75	\$28.50
City of Pleasant Hill		\$22.65	\$25.49	\$28.67
City of Excelsior Springs		\$21.58	\$23.73	\$32.36
Lansing	Police Officer II/MPO	\$22.52	\$27.59	\$32.64
City of Basehor		\$26.74	\$32.43	\$38.12
City of Edwardsville	MPO/Corporal	\$25.39	\$30.80	\$36.21
City of Tonganoxie		\$24.06	\$29.48	\$34.89
Leavenworth County	Master Deputy	\$24.01	\$30.06	\$36.64
City of Ottawa	MPO	\$23.99	\$29.38	\$34.78
City of Mission	Police Officer II	\$21.47	\$26.31	\$31.14
City of Kearney	Corporal	\$21.16	\$23.83	\$26.46



Police Pay
Study

Salary Range Comparison

- The City's starting salaries are within the average market range but based on cities used for comparison, Lansing ranked 11th out of 16.
- One position is below the average market midpoint and maximum ranges. All other positions are in the market ranges.
- Although salaries are within the market range, the City should consider the demand for officers nation-wide and look to offer a "competitive salary".
- The salary ranges proposed address the competitive salary component and places Lansing 4th out of 16 in the local area

New Hire Incentives

- Graduation from KLETC – 2% increase
- Associate degree – 2% increase
- Bachelor's degree – 4% increase
- Master's degree – 6% increase
- Bi-lingual – 2% increase
- KS C-POST Certified with prior yrs of svc – 2.5% increase for each year of service up to 5 years
- Tuition reimbursement - \$1,200 - \$2,400 depending on type of degree (must be a degree relevant to position and employed for 6 months)



Incentives for Existing Employees

- Bi-lingual – 2% increase
- Field Training Officer (FTO) - \$40 per pay period – currently pay higher than LVCO and are above the market
- Tuition reimbursement - \$1,200 - \$2,400 depending on type of degree (must be a degree relevant to position)
- Earning a Master's Degree – 2% increase




Compression

Current pay scale - Overall employees have moved through the salary range. There are a few employees, that possibly due to performance, are not within the range commensurate of years in the position.

Recommended pay scale – Places employees at the minimum with adjustments for years of service. There are 3 employees who have more than 10 years of service that have been placed above the midpoint instead of at the maximum of the range.



Recommendations

- Restructure POII position or combine with PO position and offer incentive pay for instructor certification
 - Keep current annual adjustment the same to salary ranges
 - Employees may earn up to a 4% increase based on market adjustment (no more than 2%) and performance (remainder of 4% minus the market adjustment)
 - Hiring bonus
 - Extra pay for detective position (this is a 2-year rotating position and is the same pay range as POII position)
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Items to Address in the 2022 Salary Study

These topics were mentioned during the pay study discussion but affect all city employees. Staff recommends including them in the 2022 city-wide staff salary study.

- Benefits
- Longevity/Incentives to keep employees

