

## SULTAN CITY COUNCIL AGENDA ITEM COVER SHEET

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ITEM NO: Discussion - 3

DATE: August 23, 2007

SUBJECT: Establish a salary range for police chief

CONTACT PERSON: Deborah Knight, City Administrator

**ISSUE:**

The issue before the City Council is to establish a salary range for the position of police chief.

**STAFF RECOMMENDATION:**

Discuss the alternatives for changing the salary for the position of police chief.  
Direct staff to return with an adopting ordinance to implement any changes to the police chief salary as approved by the City Council.

**SUMMARY:**

The City Council has the authority to set pay and benefits. The City Council adopted Ordinance No. 944-06 establishing a salary of \$6,225 for 2007 for the position of police chief.

The City is requesting the Civil Service Commission begin a recruitment process for the position of police chief. An important component of an effective hiring process is a competitive salary range.

At its meeting on August 9, 2007, the City Council discussed a staff proposal to change the flat rate salary for the position of police chief to a salary range. At the meeting, the City Council directed staff to return with additional alternatives for the City Council to discuss. This report provides four alternatives based on the Council discussion:

1. Keep the existing flat rate - \$6,225 per month (\$74,700 per year)
2. Adopt a 2-step salary range - \$6,225 for 2007 and \$6,412 (\$76,944) for 2008.
3. Adopt a 5-step salary range - \$6,225 to \$7,006 (\$84,072/year)
4. Adopt a 5-step salary range - \$6,749 (\$80,988/year) to \$7,595 (\$91,140/yr)

**BACKGROUND:**

Chief Walser's resignation will be effective Friday, August 17, 2007.

The Mayor has the authority to direct the Civil Service Commission to begin the recruitment process for both an interim (temporary) chief and to recruit candidates to fill the full-time chief's position.

The Civil Service Commission has the authority under RCW 41.12.050 (Attachment C) and the City's civil service rules (Chapters 6-9, Attachment D) to conduct a hiring process. The Mayor has the authority to make the final selection from a list of qualified candidates identified by the Civil Service Commission.

The City council has the authority to set pay and benefits.

**DISCUSSION:**

The policy question in front of the City Council is whether the current flat rate salary for the police chief's position is adequate to attract and retain qualified candidates. The City Council must also keep in mind the overall impact of salaries and benefits on the General Fund budget.

The City's adopted classification ordinance (Attachment B) sets an annual salary for each non-represented position. Best personnel practices recommend establishing a salary range for each position to provide the hiring authority flexibility to negotiate with potential candidates based on the knowledge, skills and abilities they bring to the job.

Salary Study

Jurisdiction	Local Title	Formal Salary Range		Flat	Population
		Low	High	Rate	
Fircrest	Police Chief	5,207	6,644		6,270
Brier	Police Chief	5,442	6,803		6,480
Granite Falls	Police Chief	5,500	5,500	5,500	3,195
Sultan	Police Chief	6,225	6,225	6,225	4,530
Gig Harbor	Chief of Police	6,714	8,393		6,780
Pacific	Public Safety Director	6,783	6,783	6,783	6,055
Duvall	Police Chief	7,337	8,396		5,845
Snohomish	Police Chief	7,374	9,077		8,970
Black Diamond	Police Chief	8,490	9,699		4,120
Median Salary Range		6,749	7,598		6,163

## Proposed Alternatives

<u>Alternatives</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>
<b>Alternative 1</b>	\$6,225	\$6,225	\$6,225	\$6,225	\$6,225
<b>Alternative 2</b>	\$6,225	\$6,412			
<b>Alternative 3</b>	\$6,225	\$6,412	\$6,604	\$6,802	\$7,006
<b>Alternative 4</b>	\$6,749	\$6,951	\$7,159	\$7,374	\$7,595

### Alternative 1 – Flat Rate

Alternative 1 is the do nothing alternative. The City Council has adopted a flat rate salary of \$6,225 per month (\$74,700/year). The police chief's salary would be the current adopted salary. The Council could make a decision to provide a cost of living adjustment during the 2008 budget process based on available revenues in the General Fund budget.

The benefit of a flat rate salary is the organization is able to hold personnel costs steady. Decisions regarding pay increases are not automatic. This provides some measure of cost control.

The drawback of a flat rate salary is that without specific policy guidelines about the criteria and timing for increases, decisions regarding pay adjustments are often times reactive rather than proactive.

Without a pay structure in place, employees are left to negotiate their own salary increases. Pay increases may or may not be tied to performance. The organization doesn't have a tool for managing performance or communicating with compensation desired outcomes.

The City Council would not need to amend the Salary Ordinance.

### Alternative 2 – Two Step

Alternative 2 adopts a salary increase of 3% in 2008, not including any cost-of-living adjustment (COLA) the Council might adopt for all non-represented employees in the 2008 budget.

The alternative also provides some measure of wage control. Applicants for the chief's position will know in advance the 2008 salary offered by the City. However, all candidates for the position would be offered the same starting wage regardless of

knowledge, skills, and abilities. In other words, the City would be offering the same salary to a candidate who just meets the minimum qualifications and a candidate who comes with exceptional experience. There would be no room for the Mayor to negotiate a salary to attract and retain exceptional candidates.

The selected candidate for the chief's position would need to negotiate future wage increases beyond 2008.

Given the City's current revenue picture in the General Fund, candidates for the chief's position may be reluctant to join the City without certainty of future compensation levels.

The City Council would amend the Salary Ordinance during the 2008 budget process to adopt the change.

#### Alternative 3 – Salary Range beginning at \$6,225

The proposed salary range (\$6,225 to \$7,006) provides for a 3% increase based on satisfactory performance. The proposed salary range would increase the police chief pay by a maximum of \$781/month (\$9,372/year). The range could be further increased annually based on Council's approval of a cost of living adjustment.

The starting point for the salary range is the current adopted salary and an overview of a salary survey of 8 cities (Attachment A) of similar size to the City of Sultan.

The alternative obligates the City to increase the chief's salary by at least 3% annually if the chief meets the measures of satisfactory performance as defined by the Mayor and/or City Administrator.

Applicants for the chief's position will know in advance the salary range offered by the City. The successful candidates for the position would be offered a starting wage based on his or her knowledge, skills, and abilities. There would be room for the Mayor to negotiate a salary to attract and retain exceptional candidates.

The City Council would amend the Salary Ordinance to adopt the change.

#### Alternative 4 – Salary Range beginning at \$6,749

This alternative is based on a salary survey of 8 cities (Attachment A) of similar size to the City of Sultan.

The proposed salary range (\$6,749 to \$7,595) provides for a 3% step increase based on satisfactory performance. In comparison, the City Administrator salary for 2007 is \$7,291/month.

The proposed salary range would increase the police chief pay by a minimum of \$524/month and a maximum of \$1,370/month. The range could be increased annually based on Council's approval of a cost of living adjustment.

The staff recommendation is not to begin the police chief at the top of the range (\$7,595) rather; movement through the salary range would be based on satisfactory performance as defined by the Mayor and/or City Administrator. The range could be adjusted annually for cost-of-living.

A salary range would allow the Mayor to negotiate with potential candidates based on the knowledge, skills and abilities they bring to the job.

The drawback is the impact to the General Fund. The Council will not have full control of the timing and amount of future pay increases. Overall, the impact to the General Fund is relatively small. However, increases to the chief's salary would be an obligation.

#### FISCAL IMPACT:

The Council will need to include an adequate salary and benefit package in the 2008 budget. The impact for 2008 would range from a cost of living adjustment approved in 2008 to \$1,370/month (\$16,440 per year). The impact for 2007 will depend on when the selected candidate begins work and the candidate's starting salary.

City staff are not proposing to adjust the police chief's salary for the interim chief's position. The proposed salary range would be for advertising and recruiting purposes only and would apply to the newly appointed chief.

City staff will return to Council with proposed salary ranges for all non-represented employees during the 2008 budget process. The police chief's position is coming first due to the need to recruit to fill the vacant position.

#### RECOMMENDED ACTION:

Discuss the alternatives for changing the salary for the position of police chief.

Direct staff to return with an adopting ordinance to implement any changes to the police chief salary as approved by the City Council.

#### ATTACHMENTS:

Attachment A – Salary Range

Attachment B – Salary Ordinance No. 944-06

Attachment A

**2007 Salary Data - Police Chief**

<b>JOB TITLE: Police Chief</b>					
Summary Job Description: Plans, organizes, directs and controls the efficient operation of the police department. Accomplishes short term and long range planning, develops and implements budget. May spend a portion of day doing patrol work.					
Jurisdiction	Local Title	Formal Salary Range		Flat	Population
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CITY OF SULTAN  
SULTAN WASHINGTON

ORDINANCE 803-02

AN ORDINANCE OF THE CITY OF SULTAN, WASHINGTON, ESTABLISHING THE SALARY RANGES FOR NON-REPRESENTED PERSONNEL AND TO PROVIDE FOR LIFE INSURANCE BENEFITS, MEDICAL DEDUCTIBLES AND LONGEVITY PAYMENTS.

WHEREAS, RCW 35A.33.050 requires that salary ranges for various positions in the City be made a part of the annual budget document adopted with the annual budget, and

WHEREAS, the non-represented employees have not received salary adjustments since a cost of living increase was provided in January 2000, and

WHEREAS, the City Council has determined that salary ranges for non-represented employees are not consistent with similar positions in comparable jurisdictions, and

WHEREAS, the City Council has determined it appropriate to adjust salary ranges for non-represented employees in order to permit a salary increase along with approval of additional benefits, now THEREFORE,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SULTAN as follows:

Section 1. Salaries: As a part of the City's annual salary ordinance, the salaries for non-represented employees hereby approved as follows:

Police Chief	\$5161	monthly
Sergeant	\$4815	monthly
Administrative Manager (Police)	\$21.77	hourly
Clerk/Treasurer	\$4786	monthly
Public Works Director	\$4804	monthly
Public Works Field Supervisor	\$4567	monthly
Building Official	\$4183	monthly
Planning Director	\$4703	monthly
Grants/Economic Dev. Coordinator	\$21.77	hourly

Section 2. Benefits: Benefits shall be increased to include:

- A. Life Insurance: The employer shall pay one hundred percent (100%) of the premium necessary for the purchase of a life insurance policy with a face value of twenty thousand dollars (\$20,000) for each employee.

Section 3. Effective date of Increases: The amendments to the annual salaries provided for in this ordinance shall become effective January 1, 2003.

Section 4. Repealer: Any and all other ordinance or parts of ordinances of the City of Sultan inconsistent with the provisions of this ordinance are hereby repealed to the extent of such inconsistency.

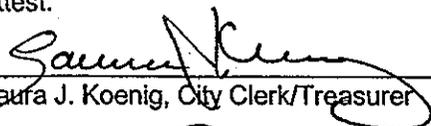
Section 5. Severability: If any provisions of this ordinance or its application to any person or circumstance are held invalid, the remainder of the ordinance or applications of the provisions of the ordinance to other person or circumstances is not affected.

Section 6. Effective Date: This ordinance shall be in full force and effect five days after publication as required by law.

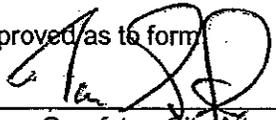
REGULARLY ADOPTED this day of 5th day of February, 2003.

  
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C.H. Rowe, Mayor

Attest:

  
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Laura J. Koenig, City Clerk/Treasurer

Approved as to form

  
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Thom Graafstra, City Attorney

Published: 2/8/03