

REQUEST FOR COUNCIL ACTION

SUBJECT: Implementation of step and grade wage structure for sworn Public Safety employees.

SUMMARY: The City Council requested preparation, evaluation and presentation of an 8-step Public Safety Step and Grade Wage Structure for sworn Public Safety employees.

FISCAL IMPACT: The fiscal impact will depend on the options that Council decides to move forward with. For example: If the Council selected a 8-step structure, an implementation time of July 1, 2015, and placing personnel to the next highest step in the 8-step structure, the annual cost would be approximately \$1,026,894.

STAFF RECOMMENDATION:

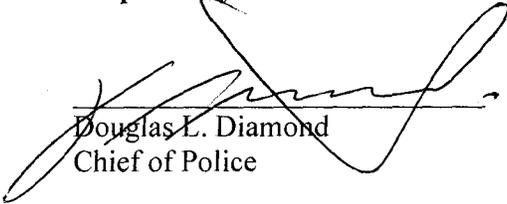
Staff recommends approval to implement the 8-step Public Safety Step and Grade Wage Structure with an implementation timeline _____ (immediate OR July 1, 2015), and implementation method of _____ (move to closest step OR commensurate with years of service).

MOTION RECOMMENDED:

"I motion to adopt Resolution 15-31 approving the implementation of the 8-step Public Safety Step and Grade Wage Structure with an implementation to be _____ (immediate OR July 1, 2015), and implementation method of _____ (moving to closest step OR commensurate with years of service)."

Roll Call vote required.

Prepared by:



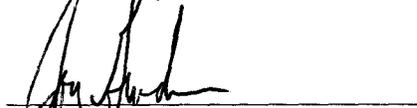
Douglas L. Diamond
Chief of Police

Recommended by:



Bryce Haderlie
Interim City Manager

Reviewed by:



Jonathan Gardner
Human Resource Manager

Reviewed by:



Ryan Bradshaw
Finance Manager

BACKGROUND DISCUSSION:

In the January 2015 City Council Strategic Planning Meeting, Council discussed the potential to implement a pay structure for sworn Public Safety employees that is different than other employees in the city. Council members suggested that Chief Diamond bring back an 8-step "step and grade wage structure" for consideration.

Public Safety employees have been treated differently in the retirement system for many years. A Public Safety employee can retire at 20 or 25 years depending on their tier level in the retirement system. Tier 1 employees can retire in 20 years with credit for years of service. Tier 2 employees can retire in 25 years with credit for years of service.

Recruitment and retention of sworn employees can be very difficult and has been difficult for police officers in the past couple of years. The Police Department has lost 9 officers to other agencies; pay being the most prevalent reason. The Police Department currently has 3 officers that have been given job offers or are being seriously considered by the Salt Lake City Police Department (SLCPD) at a wage increase of approximately \$8.00 per hour. They are being given that increase based upon their years of service, and SLCPD having an 8-step plan in place. SLCPD's range is approximately the same as our current range from Police Officer I to Police Officer III. They are not the only agency to offer substantial pay increases to officers of other agencies based upon their experience.

There are obvious advantages and disadvantages to separating Public Safety from other employees in a wage structure. Two primary disadvantages are morale of non-Public Safety employees and cost/sustainability of a more aggressive step and grade wage structure. Two primary advantages are increasing pay for retention and recruitment for officers, as well as aligning the pay structure more closely with the retirement structure.

The costs to implement and maintain an 8-step Public Safety step and grade wage structure will depend on the range width (currently 42%), the implementation timeline, and method to place employees in the new structure. There are many options; however, we are only presenting a few. In order to create an 8-step structure, and keep as close to the current wage width as possible, the steps would increase by 5.15%. In order to simplify percentage between steps, we have used 5% for our calculations in estimating projected costs. This will increase the bottom step slightly but leave the top step approximately the same.

There are basically two choices for a timeline: 1) Moving to an 8-step structure immediately, or 2) Moving to an 8-step structure immediately after the current step increases that will take effect July 1, 2015.

The options for placing employees into the new structure are: 1) Calculating their current pay and moving them to the next highest step in the 8-step structure, or 2) Moving employees to a step commensurate with their years of service.

In essence, there are four different options, assuming that we use 5% between steps to calculate the potential costs. Please see the attached tables for those pay structures and costs. There is always the option to also go to a different step and grade structure, for example 10 steps instead of 8 steps. A 10-step structure would have 4% between steps; however, the longer it takes an employee to top out, the less incentive there is for them to stay with the department or come to our department.

The 8-step Public Safety Step and Grade Wage Structure **still should not be construed to be a "guarantee"** of an increase each year. Step increases within a pay range are meant to reward employees who are performing at an acceptable level or higher, gaining experience and skills, and/or years of service/longevity.

Wage increases in Public Safety will still be based on employees achieving an **adequate/acceptable level of performance**, not just time. The **goal of department heads is to have every employee performing at an acceptable level**. Department heads make every effort to ensure employees are performing at an acceptable level by making corrections to behavior and or performance on a regular basis. Employees whose performance dips below an acceptable level are **corrected as quickly as possible as situations arise**. Supervisors most often counsel/mentor an employee to correct performance or place the employee on an Employee Development Plan. When necessary the department head will issue appropriate discipline to correct performance. When these small corrections are made **employees bring themselves to an acceptable level of performance**. Therefore, our goal is that they will receive acceptable ratings on evaluations. If an employee's performance continues to be substandard, the employee may be terminated.

THE CITY OF WEST JORDAN, UTAH

A Municipal Corporation

RESOLUTION NO. 15-31

A RESOLUTION IMPLEMENTING AN 8-STEP PUBLIC SAFETY STEP AND GRADE WAGE STRUCTURE

WHEREAS, the City Council recognizes the importance of having a knowledgeable and dedicated Public Safety workforce; and

WHEREAS, during the Strategic Planning Meeting in January, the City Council discussed the potential to implement a pay structure for sworn Public Safety employees, that is different than other employees in the City; and

WHEREAS, the City Council recognize the need to implement an aggressive pay structure for the Public Safety employees in order to retain and keep long-term employees; and

WHEREAS, the City Council directed staff to proposed an 8-Step 'Step and Grade Wage Structure' for the Public Safety employees,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WEST JORDAN, UTAH, THAT:

Section 1. The City Council hereby approves the implementation of an 8-Step Public Safety Step and Grade Wage Structure with an implementation to be (immediate OR July 1, 2015) and implementation method of (moving to the closest step OR commensurate with years of service).

Section 2. This Resolution shall take effect immediately upon passage.

Adopted by the City Council of West Jordan, Utah this 11th day of February 2015

ATTEST:

KIM V. ROLFE
Mayor

MELANIE S. BRIGGS, MMC
City Clerk

Voting by the City Council:

"AYE"

"NAY"

- Councilmember Hansen
- Councilmember Haaga
- Councilmember McConnehey
- Councilmember Nichols
- Councilmember Southworth
- Councilmember Stoker
- Mayor Rolfe

Appendix A: Estimated Costs Summary

8-Step Structure Move to Next Step

Implement immediately

FY 2014-15 Costs	\$89,478
FY 2015-16 Costs	\$952,265
Total	\$1,041,743

Implement July 1, 2015

FY 2014-15 Costs	\$0
FY 2015-16 Costs	\$1,026,894
Total	\$1,026,894

8-Step Structure Years of Service

Implement immediately

FY 2014-15 Costs	\$647,732
FY 2015-16 Step Costs	\$612,577 ¹
Total	\$1,260,309

Implement July 1, 2015

FY 2014-15 Costs	\$0
FY 2015-16 Costs	\$1,236,992
Total	\$1,236,992
FY 2016-17 Additional Costs	\$620,627 ¹

Current 14 step costs step increases plus 1.5% COLA

FY 2015-16	\$610,300
FY 2016-17	\$636,238

Note: 1) 95 employees will be topped out so their additional cost will only be the COLA

Appendix C: 8-step structure with 5% step increase, adjusted for July 2015 COLA of 1.5%
STEP AND RANGES

Range	Step %	Old RANGES			Current	1.50%								% Spread
		Min	Mid	Max	Step 1	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	
RANGE 53 Police Officer I	5.00%	19.12	23.16	27.20	19.32	19.61	20.59	21.62	22.70	23.84	25.03	26.28	27.59	41%
RANGE 55 Police Officer II	5.00%	20.09	24.33	28.58	20.31	20.61	21.65	22.73	23.86	25.06	26.31	27.63	29.01	41%
Range 57 Fire Engineer	5.00%	21.11	25.57	30.03	21.34	21.66	22.74	23.88	25.07	26.33	27.64	29.03	30.48	41%
RANGE 59 Police Officer III	5.00%	22.17	26.65	31.54	22.41	22.75	23.88	25.08	26.33	27.65	29.03	30.48	32.01	41%
RANGE 61 Paramedic I	5.00%	23.29	28.22	33.15	23.55	23.90	25.10	26.35	27.67	29.05	30.51	32.03	33.63	41%
RANGE 63 Paramedic II	5.00%	24.47	29.65	34.82	24.74	25.11	26.37	27.68	29.07	30.52	32.05	33.65	35.33	41%
RANGE 65 Fire Captain, Police Sergeant	5.00%	25.71	31.15	36.58	26.00	26.39	27.71	29.09	30.55	32.08	33.68	35.37	37.13	41%
RANGE 68 Fire Captain II, Police Sergeant III	5.00%	27.69	33.54	39.40	28.00	28.42	29.84	31.33	32.90	34.54	36.27	38.09	39.99	41%
RANGE 74 Battalion Chief, Police Lieutenant	5.00%	32.11	38.89	45.68	32.46	32.95	34.59	36.32	38.14	40.05	42.05	44.15	46.36	41%
RANGE 81 Deputy Fire Chief, Deputy Police Chief	5.00%	38.16	46.13	54.30	38.59	39.17	41.13	43.18	45.34	47.61	49.99	52.49	55.11	41%
RANGE 87 Fire Chief, Police Chief	5.00%	44.26	53.62	62.98	44.75	45.42	47.69	50.08	52.58	55.21	57.97	60.87	63.91	41%
RANGE 53F Firefighter I FIRE	5.00%	14.47	17.55	20.59	14.63	14.85	15.59	16.37	17.19	18.05	18.95	19.90	20.89	41%
RANGE 55F Firefighter II FIRE	5.00%	15.20	18.41	21.62	15.36	15.59	16.37	17.19	18.05	18.95	19.90	20.89	21.94	41%
RANGE 57F Engineer I FIRE	5.00%	15.98	19.36	22.73	16.15	16.39	17.21	18.07	18.98	19.92	20.92	21.97	23.07	41%
RANGE 59F Engineer II FIRE	5.00%	16.78	20.32	23.87	16.96	17.21	18.08	18.98	19.93	20.92	21.97	23.07	24.22	41%
RANGE 61F Paramedic I FIRE	5.00%	17.63	21.36	25.09	17.83	18.10	19.00	19.95	20.95	22.00	23.10	24.25	25.46	41%
RANGE 63F Paramedic II Fire	5.00%	18.51	22.43	26.34	18.72	19.00	19.95	20.95	22.00	23.10	24.25	25.46	26.74	41%
RANGE 65F Captain I FIRE	5.00%	19.46	23.58	27.69	19.68	19.98	20.97	22.02	23.12	24.28	25.49	26.77	28.11	41%
RANGE 68F Captain II Fire	5.00%	20.92	25.34	29.77	21.16	21.48	22.55	23.68	24.86	26.11	27.41	28.78	30.22	41%
RANGE 74F Battalion Chief FIRE	5.00%	23.00	27.86	32.72	23.25	23.60	24.78	26.02	27.32	28.68	30.12	31.62	33.21	41%