



MARYLAND

**SALISBURY CITY COUNCIL
WORK SESSION AGENDA**

**JANUARY 27, 2014
CONFERENCE ROOM #306
GOVERNMENT OFFICE BUILDING**

Work Session – 4:30 p.m.

- City Charter/Code Change Request – Barbara Duncan

Closed Session – 5:00 p.m. following adjournment of the Work Session

- Vote to convene in Closed Session for the purpose of consulting with counsel to obtain legal advice on a legal matter and to consult with staff, consultants, or other individuals about pending or potential litigation in accordance with the Annotated Code of Maryland §10-508(a)(7)(8). (Council to receive quarterly update on litigation)

Following the adjournment of the Closed Session, Council will convene in Legislative Session at 6:00 p.m. in Council Chambers.

*Times shown are approximate. Council reserves the right to adjust the agenda as circumstances warrant.
The Council reserves the right to convene in Closed Session as permitted under the Annotated Code of Maryland 10-508(a).*

City of Salisbury



JAMES IRETON JR.
MAYOR
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BARBARA DUNCAN
CHIEF OF POLICE

December 4, 2013

TO: Tom Stevenson
City Administrator

FROM: Barbara Duncan
Chief of Police

SUBJECT: City Code Change Request / SPD Pay Upon Promotion

In December 2012 with funds allocated by the mayor and city council, we were able to make major corrections to the pay scale for sworn members of service and dispatchers of the Salisbury Police Department. These corrections repaired a number of long standing problems relating to compression within the majority of the rank and file, skewed salaries within job titles and the overall issue of low compensation, particularly at the lower ranks. The correction was designed to stop or at least dramatically slow the loss of valuable and seasoned police officers, particularly within the 1-7 year tenure time frame.

As part of the analysis we developed a tracking tool which placed all sworn personnel into a pay bracket. The bracket that an employee was placed into was based on current salary as compared to peers of same rank and longevity within the agency. The analysis and eventual salary realignment repaired the decades old problem of skewed compensation levels within job titles. It also provided competitive salaries for our workforce, particularly to those employees within the 1 to 7 years of service salary range. Salaries of SPD members were compared to peers in comparable police departments within the region. Additional data considerations which impacted the salary bracket included service area population size and makeup, agency strength, and calls for service.

The Evergreen Compensation study had not been completed at the time of this adjustment but after review it appears that implementation will have a positive impact as it moves employees to the closest step without going under what the Administration had set in place. Additionally it appears that the Evergreen Compensation did not have an adverse effect on peer to peer compensation or compression.

The issue to be addressed through this communication is that of pay upon promotion. Currently we follow City Handbook §0304-B which states that employees must receive at least an 8% increase for a one grade increase or a 12% increase for two or more grade

increase. Under this guideline sworn employees promoted beyond grade 3 would be compensated above the currently established SPD bracket and this would re-ignite the salary skewing process. In many cases, remaining under the guidelines of §0304-B a newly promoted employee would automatically be compensated at higher levels than those with seniority in the rank. In some cases the salary of the promoted supervisor would fall short of the established salary bracket. The promotional salary skew was a chronic symptom which caused negative morale issues for our sworn members of service for many years.

In order to ensure that our compensation remains fair and free of salary skewing which was prevalent until the City adjusted the salaries we would like to deviate from the City Handbook procedure and implement our own policy narrowly pertaining to compensation upon promotion. The City Handbook procedures do not appear to adequately account for promotions of large numbers of employees performing the same highly technical job functions within the same rank.

An example of the tool that was used in December 2012 has been attached for use as a point of reference for this discussion. This spreadsheet bracketing tool was updated to reflect the Evergreen salary figures. We would like to use this same tool to address promotion related compensation increases for sworn members of the agency.

A significant concern with coming out from under §0304B is that SPD employees promoted into higher ranks, and assuming greater responsibility and liability in the process, would not enjoy the same rate of salary increase other City employees enjoy. In some cases the SPD employee would be restricted from earning the salary because of the limitations of §0304B. A new structure would correct the problem of newly promoted employees exceeding or 'hop scotching' over compensation levels above those of individuals who had held the position prior to the arrival of the newly promoted supervisor and would also provide a way to compensate those who would be entitled to more than the 12%. This problem generates an obvious need for reasonable compromise.

The new compensation tool is tied directly to the new Evergreen pay chart recommendations and, as a separate issue, will be adjusted as the mayor and council approve cost of living or step increases moving forward. It is important to note that employees were originally placed in brackets in December 2012 yet funds were not available to automatically trigger a bracket shift to move an employee forward to the next bracket as they advance to the next set of years in service. One option is to allow for an automatic bracket shift upon reaching an anniversary date as this would seem to mitigate the issue of not being able to realize the full 8 % to 12% raise upon promotion. Another alternative is to allow for slight adjustments to the salary bracket one is being promoted into.

In light of these circumstances we request thorough dialogue between the City Administrator, the Mayor and the Chief of Police during a promotion cycle. The discussion should focus on slight pay adjustments, specific to the bracket(s) affected by the specific promotion(s) in order to preserve the well structured salary system currently established for the agency.



Barbara Duncan
Chief of Police

	0-6 Months											
Recruit	39,026	Non-Promoted Non Supervisory Level Position										
		6m-3 years	Non Promoted Position									
PO	43,410											
PFC	49,248	Non Promoted Position										
CPL			5-11years	12-16years	17-21 years	22-25 years	26-30years					
			58,967	60,060	61,176	62,314	63,475					
SGT			8-11 years	12-15 years	16-19 years	20-25 years	26-30years					
			61,130	63,348	65,839	71,771	73,121					
LT			8-11 years	12-15 years	16-19 years	20-25 years	26-30 years					
			73,488	74,872	76,284	77,734	79,193					
				12-15 years	16-19 years	20-25 years	25-30 years	30+ years				
CAPTAIN			80,691	82,220	83,778	85,368	86,990					
					16-19 years	20-25 years	25-30 years	30+ years				
MAJOR					88,483	90,166	91,884	93,636				
					16-19 years	20-25 years	25-30 years	30+ years				
COLONEL					92,225	93,049	94,910	96,808				
One time incentives for new hires:												
AA Degree	BS/BA Degree	Masters & above			Honorable Military Discharge			Bi-lingual Proficiency	Certified Officer Max 5 Years			
\$2,500.00	\$5,000.00	\$7,000.00			\$2,500.00			\$1,000 - \$2,000	\$500-\$2,500			