

Independence Adjusted Compensation Comparison Study

Submitted by:

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- Kenna West, City Manager
- Diana Moffat - Attorney, Local Government Law Group

The City of Independence and Portland State University's Center for Public Service would like to thank the staff members of participating jurisdictions who provided information and insights to ensure we had accurate information:

Jurisdictions	Main Information Contacts
Astoria	Ashley Houston
Baker City	Heidi Quintela
Lincoln City	Niña Graham
Molalla	Sharon Tramel
Monmouth	Kevin Perkins
Silverton	Tammy Shaver
Stayton	Alissa Angelo
Sweet Home	Adam Leisinger

The CPS Team included:

- Sara Saltzberg – Project Sponsor, Director, Center for Public Service, PSU
- Eileen Casey White, Ed.D. – Senior Fellow
- Bob Winthrop, MPA – Senior Fellow
- Sara Spiers, MPA – Associate Project Manager
- Ben Gold - Compensation Student Support Staff

Background

In May 2024, the City of Independence engaged Portland State University's Center for Public Service (CPS) to conduct a comprehensive compensation study. CPS analyzed one job in nine Oregon jurisdictions, including the City of Independence, and determined the compensation costs for FY24 to include:

- Salary at the Minimum, Median, and Maximum levels
- Employer contribution for Employee portion of Public Employees Retirement System (PERS)
- Minimum and Maximum Employee Health Insurance contributions
- Paid Time Off (vacation, holiday)
- Other non-discretionary compensation

Additional data were collected to ensure comparability among job titles, including:

- Minimum experience required
- Minimum education required
- Minimum certification required
- Major job duties

Initial selection of comparable jurisdictions included the following criteria: population served, miles from Independence to other jurisdictions, and the number of job titles that were a potential match. Table 1 lists the eight comparable jurisdictions chosen and how each jurisdiction compares to the City of Independence.

Table 1: Population and Location			
Jurisdiction	Jurisdiction Population*	Miles from Independence	Jobs Matched
Independence	10,274	n/a	n/a
Astoria	10,167	146	1
Baker City	10,102	361	1
Lincoln City	10,372	57	1
Molalla	10,335	44	1
Monmouth	11,019	3	1
Silverton	10,660	27	1
Stayton	8,295	27	1
Sweet Home	10,028	50	1

*Population served as determined by PSU Population Research Center

Methodology

In order to collect comparable compensation data (e.g., Salary Schedules, Job Descriptions, Collective Bargaining Agreements), the CPS team worked with the City of Independence representatives to identify jurisdictions that were comparable in size, geographic location, and/or held a common workforce pool as comparators. We contacted each jurisdiction through email and followed up with phone calls as needed, offering to share the final report to incentivize participation. All representatives provided an initial response to the request for 11 data points, including:

1. Salary schedules as of July 1, 2023
2. Current job descriptions for each position (used to help match jobs and identify the minimum number of years of experience and education, and job duties)
3. Personnel policies that impacted employee benefits
4. Collective bargaining agreements related to the positions
5. PERS “pick-up” contribution amount, i.e., does the employer pay the 6% employee contribution amount
6. Any other non-discretionary (i.e., no match required) employer contributions towards retirement or deferred compensation costs
7. Health insurance employee premium contributions (highest and lowest premium contribution per employee group for a family plan). An employee group includes all employees who receive the same time off, retirement, and health insurance fringe benefits.
8. Paid Time Off (Vacation) accrual amounts at 5, 10, 15, and 20 years
9. Holiday hours per employee group
10. Total number of hours counted in a year for a position. In most cases, that is 2080 (40 hours per week x 52 weeks).
11. Any other premium pay, certification pay, or longevity pay not counted above that is provided to the targeted employee groups. This does not include pay for additional work such as shift differential and overtime.

After summarizing the responses in validation spreadsheets, the CPS team sent the data back out to the jurisdiction contacts for verification. Contacts provided additional details to ensure the most accurate data for each job title. In total, the CPS team engaged in 3 to 5 interactions per jurisdiction to gather and validate data. The job matching analysis is in the section below titled “Limited Job Matching Discussion.”

The research team captured the information for analysis. Results of the job matching are listed in Table 2 on the next page. Following the table are discussions of summary results of adjusted compensation, paid time off, health insurance, and PERS.

Table 2: Jobs Matched									
Standard Job Title	Astoria	Baker City	Lincoln City	Molalla	Monmouth	Silverton	Stayton	Sweet Home	Total
Police Officer	1	1	1	1	1	1	1	1	8

Summary Results: *Adjusted Compensation*

Adjusted compensation includes two parts. The first part is base salary. The second part is the addition of the value of paid time off (PTO) and if available, the employer contribution for the employee's share of pension (PERS), and the subtraction of the value of the employee's contribution for health insurance. For this study, the CPS team used the minimum employee contribution value for a family plan.

The core level of analysis is composed, as per PECBA (Public Employee Collective Bargaining Act), of three jurisdictions (Astoria, Baker City, and Sweet Home) that are larger, or above, and three jurisdictions that are smaller, or below (Molalla, Lincoln City, and Silverton) the City of Independence on the 2023 Annual Population Report Tables (PSU Population Research Center). A second level of analysis included two additional jurisdictions, Stayton (below/smaller) and Monmouth (above/larger) at the client's request.

As to the first level of analysis (3 above/3 below), for the Police Officer job title evaluated at the Basic DPSST level, Independence was higher for the position (0.5%) than the average comparable positions for overall adjusted compensation at the median tenure level. When adding Stayton and Monmouth to this initial comparison (4 above/4 below), Independence was higher for Police Officer (1.3%) than the average comparable position for overall adjusted compensation at the median tenure level.

The CPS team included a discussion of matching factors for all job titles in the section *Limited Job Matching Discussion*. Tables 3a and 3b below summarize the job titles listing the difference between the Independence Police Officer position's value of the minimum, median, and maximum adjusted compensation and the average of the comparable positions.

Table 3a: 3 above/3 below Comparison Summary Results			
Standard Job Title	% Difference from Average of Minimum of Comparable Jurisdictions	% Difference from Average of Median of Comparable Jurisdictions	% Difference from Average of Maximum of Comparable Jurisdictions
Police Officer	-0.8%	0.5%	1.6%

Table 3b: 4 above/ 4 below Comparison Summary Results			
Standard Job Title	% Difference from Average of Minimum of Comparable Jurisdictions	% Difference from Average of Median of Comparable Jurisdictions	% Difference from Average of Maximum of Comparable Jurisdictions
Police Officer	0.3%	1.3%	1.9%

Summary Results: Paid Time Off

Regarding paid time off (PTO), Independence Police Officers receive 96 hours of holiday pay. Similar to Independence, four jurisdictions (Lincoln City, Silverton, Stayton, and Sweet Home) also receive 96 hours of holiday hours. Two jurisdictions (Astoria and Molalla) receive fewer hours than Independence with Molalla receiving 88 hours of holiday pay a year and Astoria receiving 92 hours. Police officers in the remaining two jurisdictions (Baker City and Monmouth) receive more holiday hours than an Independence police officer does, with 104 hours for Monmouth) and 108 hours for Baker City Officers.

Independence provides 96 hours of vacation at 5 years, 120 hours at 10 years, 144 hours at 15 years, and 168 hours at 20 years. Similar to Independence, Astoria provides the same vacation years at the same increments. Monmouth is the only other jurisdiction with 96 hours of vacation pay at 5 years; the remaining six jurisdictions are higher at 5 years' vacation with 120 hours (Baker City, Molalla, Silverton, Stayton, and Sweet Home) or 136 hours (Lincoln City). Similar to Independence and Astoria, at 20 years of vacation Molalla and Monmouth officers also receive 168 hours of vacation while all other comparable jurisdictions receive more at 192 hours (Baker City and Silverton) or 200 hours (Lincoln City, Stayton, and Sweet Home). Table 4 below provides a detailed list of all the PTO hours for each jurisdiction.

Table 4: Paid Time Off (PTO)						
Jurisdiction	Employee Group*	Holiday hours	Vacation			
			5 yrs	10 yrs	15 yrs	20 yrs
Independence	IPA	96	96	120	144	168
Astoria	APSA	92	96	120	144	168
Baker City	BCPA	108	120	144	192	192
Lincoln City	LCPEA	96	136	160	200	200
Molalla	CCPOA	88	120	120	144	168
Monmouth	MPOA	104	96	128	144	168
Silverton	SPOA	96	120	144	192	192
Stayton	SPOA	96	120	160	200	200
Sweet Home	SHPEA	96	120	144	168	200

*Note: Independence Police Association (IPA); Astoria Public Safety Association (APSA); Baker City Police Association (BCPA); Lincoln City Police Employees Association (LCPEA); Molalla: Clackamas County Peace Officers Association (CCPOA); Monmouth Police Officers' Association (MPOA); Silverton Police Officers' Association (SPOA); Stayton Police Officers' Association (SPOA); Sweet Home Police Employees' Association (SHPEA).

Summary Results: *Health Insurance*

All employee health insurance premium data used the family plan (where available) as the point of comparison. The health insurance premium cost includes dental insurance and vision coverage, if provided. Independence Police Officers do not contribute to their monthly premium for health insurance.

All comparable jurisdictions' employees contribute to their health care premiums. Silverton employees have the lowest minimum amount at \$23. The second lowest is Monmouth (\$65), followed by Sweet Home (\$105). The highest minimum amount is Stayton at \$334. Silverton employees contribute the highest cost at the maximum health insurance rate (\$468) followed by Stayton (\$355) and Lincoln City (\$241). Table 5 below provides a detailed list of all the health insurance premium data for each jurisdiction.

Table 5: Health Insurance			
Jurisdiction	Employee Group	Family Insurance Cost (\$/mnth)	
		Min	Max
Independence	IPA	0	0
Astoria	APSA	229	229
Baker City	BCPA	60	177
Lincoln City	LCPEA	237	241
Molalla	CCPOA	113	131
Monmouth	MPOA	65	70
Silverton	SPOA	23	468
Stayton	SPOA	334	355
Sweet Home	SHPEA	105	105

*Note: See Table 4 footnote.

Summary Results: *Additional Compensation*

The CPS research team asked jurisdictions to respond (yes/no) regarding whether the employer pays the 6% PERS pickup amount. The City of Independence pays the employee's share of the 6% PERS pickup. Similar to Independence, most jurisdictions (Baker City, Lincoln City, Molalla, Monmouth, Silverton, Stayton, and Sweet Home) pick-up the 6% employee share to PERS. Astoria does not contribute the 6% employee PERS pick-up.

Limited Job Matching Discussion

1. Police Officer

Independence's Police Officer is a non-exempt, non-supervisory position. Independence requires a high school diploma or GED and the DPSST Basic Certification within one year of hire. Below is a short summary of duties from the job description:

"... patrols city streets to control traffic, issues warning, or citations as needed. Prevents crime or disturbances of the peace ... Investigates crimes and arrests and prosecutes offenders. Leads or assists with community efforts related to improving community livability..."

All eight Oregon cities (Astoria, Baker City, Lincoln City, Molalla, Monmouth, Silverton, Stayton, and Sweet Home) have a comparable position. We compared the positions based on experience, education, FLSA exemption, supervision status, and other pertinent factors. The findings are described below:

Experience Requirements: Police Officer			
Jurisdiction	Job Title	Years of experience	Types of Experience
Independence	Police Officer	0	<i>Not specified</i>
Astoria	Police Officer	0	<i>Not specified</i>
Baker City	Patrol Officer	0	<i>Not specified</i>
Lincoln City	Police Officer	0	<i>Not specified</i>
Molalla	Patrol Officer	0	<i>Not specified</i>
Monmouth	Police Officer (Patrol)	1	<i>Not specified</i>
Silverton	Police Officer	0	<i>Not specified</i>
Stayton	Police Officer	0	<i>Not specified</i>
Sweet Home	Police Officer	0	<i>Not specified</i>

Education Requirements: Police Officer			
Jurisdiction	Job Title	Level of Education	Specific Areas
Independence	Police Officer	HS/GED	N/A
Astoria	Police Officer	HS/GED	N/A
Baker City	Patrol Officer	<i>Not specified</i>	N/A
Lincoln City	Police Officer	HS/GED	N/A
Molalla	Patrol Officer	HS/GED	N/A
Monmouth	Police Officer (Patrol)	HS/GED	N/A
Silverton	Police Officer	HS/GED	N/A
Stayton	Police Officer	HS/GED	N/A
Sweet Home	Police Officer	HS/GED	N/A

Additional Position Elements: Police Officer			
Jurisdiction	Represented	FLSA Exemption	Supervises/Leads
Independence	Yes	No	No
Astoria	Yes	No	No
Baker City	Yes	No	No
Lincoln City	Yes	No	No
Molalla	Yes	No	No
Monmouth	Yes	No	No
Silverton	Yes	No	No
Stayton	Yes	No	No
Sweet Home	Yes	No	No

- **Additional Notes:** The experience and education requirements are similar among all comparable organizations. Monmouth is the only jurisdiction that requires experience (one year). Six jurisdictions (Astoria, Lincoln City, Molalla, Monmouth, Stayton, and Sweet Home) describe preferred experience or education in their job descriptions. Astoria, Stayton, and Sweet Home prefer an advanced degree such as an associate's or bachelor's degree in criminology or a related field. Monmouth prefers a bachelor's degree. Lincoln City and Molalla describe a preference for college-level training in law enforcement areas. Molalla also prefers experience in law enforcement.
- As to the first level of analysis (3 above/3 below) for Police Officers with Basic DPSST certification, Sweet Home's Police Officer has the highest median adjusted compensation at \$7,215 while Independence is the third lowest at \$6,894. Astoria has the lowest at \$6,131. For the 3 above/3 below plus Monmouth and Stayton (4 above/4 below), the results remain largely the same. Sweet Home's Police Officer still has the highest median adjusted compensation at \$7,215 while Independence was in the middle with \$6,894. Astoria's Police Officer has the lowest median adjusted compensation at \$6,131.

Conclusion: All matches are solid.

Additional Analysis

DPSST Certification: Independence requires all Police Officers to obtain the DPSST Basic Certification within one year of hire. Similar to Independence, 6 comparable jurisdictions (Baker City, Lincoln City, Molalla, Silverton, Stayton, and Sweet Home) require the DPSST Basic Certification within one year of hire. Astoria and Monmouth provide more time, with Astoria requiring DPSST Basic by 13 months and Monmouth at 18 months. Total adjusted compensation tables for Intermediate or Advanced DPSST incentive pay are on pages A2-A3 for the 3 above/3 below comparison and pages A7-A8 for the 4 above/4 below for the comparison.

Education Tables: At the client's request, CPS included total adjusted compensation tables for employees with an associate's degree or bachelor's degree. These tables are on pages A4-A5 for the 3 above/3 below comparison and pages A9-A10 for the 4 above/4 below comparison.

Premium Pay Table: At the client's request, CPS included a summary table (see Appendix pg. B1) of Independence Police Premium Pay Comparisons. These premiums include DPSST certifications, education, special assignments or rank (e.g., detective, field training, K-9), bilingual skills, longevity pay, and allowances.

Appendix

Detailed Adjusted Compensation Results (3 above/3 below)	A1
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<i>Police Officer Associate's Degree</i>	A9
<i>Police Officer Bachelor's Degree</i>	A10
Independence Police Premium Pay Comparisons	B1

Position Name:	Police Officer	Adjustments											
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
Baker City	Patrol Officer	4,976	6,056	7,065	Yes	(60)	11.0%	12.1%	14.4%	5,760	7,093	8,448	
Lincoln City	Police Officer	5,293	6,250	7,376	Yes	(237)	11.2%	12.3%	14.2%	5,965	7,157	8,632	
Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Sweet Home	Police Officer	5,096	6,228	7,528	Yes	(105)	10.4%	11.5%	14.2%	5,826	7,215	8,947	
	Average	5,144	6,005	6,973		(127)	10.3%	11.3%	13.6%	5,803	6,858	8,149	
Independence	Police Officer	\$4,996	\$5,924	\$6,975	Yes	-	9.2%	10.4%	12.7%	\$5,757	\$6,894	\$8,279	
	% Difference from Average	-2.9%	-1.4%	0.0%				-10.6%	-8.0%	-6.6%	-0.8%	0.5%	1.6%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Position Name:	Police Officer DPSST Intermediate					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,365	\$5,974	\$6,587	No	(229)	9.0%	10.2%	12.5%	\$5,621	\$6,354	\$7,181	
Baker City	Patrol Officer	5,125	5,775	7,277	Yes	(60)	11.0%	12.1%	14.4%	5,935	6,761	8,703	
Lincoln City	Police Officer	5,505	6,500	7,671	Yes	(237)	11.2%	12.3%	14.2%	6,213	7,453	8,986	
Molalla	Patrol Officer	5,467	6,198	7,174	Yes	(113)	10.0%	10.0%	12.3%	6,229	7,077	8,374	
Silverton	Police Officer	5,127	5,821	6,645	Yes	(23)	10.4%	11.5%	13.8%	5,943	6,818	7,940	
Sweet Home	Police Officer	5,223	6,384	7,717	Yes	(105)	10.4%	11.5%	14.2%	5,974	7,398	9,173	
	Average	5,302	6,109	7,179		(127)	10.3%	11.3%	13.6%	5,986	6,977	8,393	
Independence	Police Officer DPSST Intermediate	\$5,121	\$6,068	\$7,143	Yes	-	9.2%	10.4%	12.7%	\$5,901	\$7,062	\$8,478	
	% Difference from Average	-3.4%	-0.7%	-0.5%				-10.6%	-8.0%	-6.6%	-1.4%	1.2%	1.0%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

DPSST Intermediate:

- Independence: 2.5% added to base salary
- Astoria: 3.5% added to base salary
- Baker City: 3% added to base salary
- Lincoln City: 4% added to base salary
- Molalla: 2% added to base salary
- Silverton: \$175 added to base salary
- Sweet Home: 2.5% added to base salary

Position Name:	Police Officer DPSST Advanced					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,547	\$5,602	\$6,809	No	(229)	9.0%	10.2%	12.5%	\$5,819	\$5,944	\$7,432	
Baker City	Patrol Officer	5,374	6,056	7,630	Yes	(60)	11.0%	12.1%	14.4%	6,226	7,093	9,128	
Lincoln City	Police Officer	5,717	6,750	7,966	Yes	(237)	11.2%	12.3%	14.2%	6,461	7,748	9,341	
Molalla	Patrol Officer	5,574	6,320	7,314	Yes	(113)	10.0%	10.0%	12.3%	6,353	7,218	8,540	
Silverton	Police Officer	5,302	5,996	6,820	Yes	(23)	10.4%	11.5%	13.8%	6,147	7,024	8,150	
Sweet Home	Police Officer	5,351	6,539	7,905	Yes	(105)	10.4%	11.5%	14.2%	6,123	7,581	9,399	
	Average	5,478	6,211	7,407		(127)	10.3%	11.3%	13.6%	6,188	7,101	8,665	
Independence	Police Officer DPSST Advanced	\$5,246	\$6,213	\$7,310	Yes	-	9.2%	10.4%	12.7%	\$6,045	\$7,231	\$8,676	
	% Difference from Average	-4.2%	0.0%	-1.3%				-10.6%	-8.0%	-6.6%	-2.3%	1.8%	0.1%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

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- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

DPSST Advanced:

- Independence: 5% added to base salary
- Astoria: 7% added to base salary
- Baker City: 8% added to base salary
- Lincoln City: 8% added to base salary
- Molalla: 4% added to base salary
- Silverton: \$350 added to base salary
- Sweet Home: 5% added to base salary

Position Name:	Police Officer - Associate's Degree				Adjustments								
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
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Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Sweet Home	Police Officer	5,198	6,352	7,679	Yes	(105)	10.4%	11.5%	14.2%	5,945	7,362	9,128	
	Average	5,161	6,026	6,998		(127)	10.3%	11.3%	13.6%	5,823	6,882	8,180	
Independence	Police Officer - Associate's Degree	\$5,121	\$6,068	\$7,143	Yes	-	9.2%	10.4%	12.7%	\$5,901	\$7,062	\$8,478	
	% Difference from Average	-0.8%	0.7%	2.1%				-10.6%	-8.0%	-6.6%	1.3%	2.6%	3.6%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

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- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Two jurisdictions have incentive pay for an associate's degree. The amount added to base salary is below.

- Independence: 2.5% added to base salary
- Sweet Home: 2% added to base salary

Position Name:	Police Officer - Bachelor's Degree				Adjustments								
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
Baker City	Patrol Officer	4,976	6,056	7,065	Yes	(60)	11.0%	12.1%	14.4%	5,760	7,093	8,448	
Lincoln City	Police Officer	5,293	6,250	7,376	Yes	(237)	11.2%	12.3%	14.2%	5,965	7,157	8,632	
Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Sweet Home	Police Officer	5,300	6,477	7,830	Yes	(105)	10.4%	11.5%	14.2%	6,063	7,508	9,309	
	Average	5,178	6,046	7,023		(127)	10.3%	11.3%	13.6%	5,843	6,906	8,210	
Independence	Police Officer - Bachelor's Degree	\$5,246	\$6,213	\$7,310	Yes	-	9.2%	10.4%	12.7%	\$6,045	\$7,231	\$8,676	
	% Difference from Average	1.3%	2.8%	4.1%				-10.6%	-8.0%	-6.6%	3.5%	4.7%	5.7%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Two jurisdictions have incentive pay for a bachelor's degree. The amount added to base salary is below.

- Independence: 5% added to base salary
- Sweet Home: 4% added to base salary

Position Name:	Police Officer	Adjustments											
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
Baker City	Patrol Officer	4,976	6,056	7,065	Yes	(60)	11.0%	12.1%	14.4%	5,760	7,093	8,448	
Lincoln City	Police Officer	5,293	6,250	7,376	Yes	(237)	11.2%	12.3%	14.2%	5,965	7,157	8,632	
Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Monmouth	Police Officer (Patrol)	4,802	5,719	6,941	Yes	(65)	9.6%	11.2%	13.1%	5,487	6,635	8,200	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Stayton	Police Officer	5,120	5,927	6,861	Yes	(334)	10.4%	12.3%	14.2%	5,625	6,678	7,915	
Sweet Home	Police Officer	5,096	6,228	7,528	Yes	(105)	10.4%	11.5%	14.2%	5,826	7,215	8,947	
	Average	5,098	5,959	6,955		(145)	10.2%	11.4%	13.6%	5,742	6,807	8,126	
Independence	Police Officer	\$4,996	\$5,924	\$6,975	Yes	-	9.2%	10.4%	12.7%	\$5,757	\$6,894	\$8,279	
	% Difference from Average	-2.0%	-0.6%	0.3%				-9.9%	-8.9%	-6.7%	0.3%	1.3%	1.9%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Monmouth: 2% added to median base salary (10 years) and 7% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Position Name:	Police Officer DPSST Intermediate					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,365	\$5,974	\$6,587	No	(229)	9.0%	10.2%	12.5%	\$5,621	\$6,354	\$7,181	
Baker City	Patrol Officer	5,125	5,775	7,277	Yes	(60)	11.0%	12.1%	14.4%	5,935	6,761	8,703	
Lincoln City	Police Officer	5,505	6,500	7,671	Yes	(237)	11.2%	12.3%	14.2%	6,213	7,453	8,986	
Molalla	Patrol Officer	5,467	6,198	7,174	Yes	(113)	10.0%	10.0%	12.3%	6,229	7,077	8,374	
Monmouth	Police Officer (Patrol)	4,970	5,919	7,184	Yes	(65)	9.6%	11.2%	13.1%	5,681	6,870	8,490	
Silverton	Police Officer	5,127	5,821	6,645	Yes	(23)	10.4%	11.5%	13.8%	5,943	6,818	7,940	
Stayton	Police Officer	5,240	6,047	6,981	Yes	(334)	10.4%	12.3%	14.2%	5,764	6,820	8,060	
Sweet Home	Police Officer	5,223	6,384	7,717	Yes	(105)	10.4%	11.5%	14.2%	5,974	7,398	9,173	
	Average	5,253	6,077	7,155		(145)	10.2%	11.4%	13.6%	5,920	6,944	8,363	
Independence	Police Officer DPSST Intermediate	\$5,121	\$6,068	\$7,143	Yes	-	9.2%	10.4%	12.7%	\$5,901	\$7,062	\$8,478	
	% Difference from Average	-2.5%	-0.1%	-0.2%				-9.9%	-8.9%	-6.7%	-0.3%	1.7%	1.4%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Monmouth: 2% added to median base salary (10 years) and 7% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

DPSST Intermediate:

- Independence: 2.5% added to base salary
- Astoria: 3.5% added to base salary
- Baker City: 3% added to base salary
- Lincoln City: 4% added to base salary
- Molalla: 2% added to base salary
- Monmouth: 3.5% added to base salary
- Silverton: \$175 added to base salary
- Stayton: \$120 added to base salary
- Sweet Home: 2.5% added to base salary

Position Name:	Police Officer DPSST Advanced					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,547	\$5,602	\$6,809	No	(229)	9.0%	10.2%	12.5%	\$5,819	\$5,944	\$7,432	
Baker City	Patrol Officer	5,374	6,056	7,630	Yes	(60)	11.0%	12.1%	14.4%	6,226	7,093	9,128	
Lincoln City	Police Officer	5,717	6,750	7,966	Yes	(237)	11.2%	12.3%	14.2%	6,461	7,748	9,341	
Molalla	Patrol Officer	5,574	6,320	7,314	Yes	(113)	10.0%	10.0%	12.3%	6,353	7,218	8,540	
Monmouth	Police Officer (Patrol)	5,138	6,119	7,427	Yes	(65)	9.6%	11.2%	13.1%	5,875	7,104	8,779	
Silverton	Police Officer	5,302	5,996	6,820	Yes	(23)	10.4%	11.5%	13.8%	6,147	7,024	8,150	
Stayton	Police Officer	5,280	6,087	7,021	Yes	(334)	10.4%	12.3%	14.2%	5,811	6,867	8,108	
Sweet Home	Police Officer	5,351	6,539	7,905	Yes	(105)	10.4%	11.5%	14.2%	6,123	7,581	9,399	
	Average	5,410	6,184	7,362		(145)	10.2%	11.4%	13.6%	6,102	7,072	8,610	
	Median												
Independence	Police Officer DPSST Advanced	\$5,246	\$6,213	\$7,310	Yes	-	9.2%	10.4%	12.7%	\$6,045	\$7,231	\$8,676	
	% Difference from Average	-3.0%	0.5%	-0.7%				-9.9%	-8.9%	-6.7%	-0.9%	2.2%	0.8%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Monmouth: 2% added to median base salary (10 years) and 7% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

DPSST Advanced:

- Independence: 5% added to base salary
- Astoria: 7% added to base salary
- Baker City: 8% added to base salary
- Lincoln City: 8% added to base salary
- Molalla: 4% added to base salary
- Monmouth: 7% added to base salary
- Silverton: \$350 added to base salary
- Stayton: \$160 added to base salary
- Sweet Home: 5% added to base salary

Position Name:	Police Officer - Associate's Degree					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
Baker City	Patrol Officer	4,976	6,056	7,065	Yes	(60)	11.0%	12.1%	14.4%	5,760	7,093	8,448	
Lincoln City	Police Officer	5,293	6,250	7,376	Yes	(237)	11.2%	12.3%	14.2%	5,965	7,157	8,632	
Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Monmouth	Police Officer (Patrol)	4,922	5,862	7,115	Yes	(65)	9.6%	11.2%	13.1%	5,626	6,803	8,407	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Stayton	Police Officer	5,240	6,047	6,981	Yes	(334)	10.4%	12.3%	14.2%	5,764	6,820	8,060	
Sweet Home	Police Officer	5,198	6,352	7,679	Yes	(105)	10.4%	11.5%	14.2%	5,945	7,362	9,128	
	Average	5,141	6,008	7,010		(145)	10.2%	11.4%	13.6%	5,791	6,864	8,193	
Independence	Police Officer - Associate's Degree	\$5,121	\$6,068	\$7,143	Yes	-	9.2%	10.4%	12.7%	\$5,901	\$7,062	\$8,478	
	% Difference from Average	-0.4%	1.0%	1.9%				-9.9%	-8.9%	-6.7%	1.9%	2.9%	3.5%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Monmouth: 2% added to median base salary (10 years) and 7% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Four jurisdictions have incentive pay for an associate's degree. The amount added to base salary is below.

- Independence: 2.5% added to base salary
- Monmouth: 2.5% added to base salary
- Stayton: \$120 added to base salary
- Sweet Home: 2% added to base salary

Position Name:	Police Officer - Bachelor's Degree					Adjustments							
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Adjusted Comp. W/ PTO			
		Min	Median	Max	PERS	EE Ins	Min	Median	Max	Min	Median	Max	
Astoria	Police Officer	\$5,184	\$5,772	\$6,364	No	(229)	9.0%	10.2%	12.5%	\$5,424	\$6,131	\$6,931	
Baker City	Patrol Officer	4,976	6,056	7,065	Yes	(60)	11.0%	12.1%	14.4%	5,760	7,093	8,448	
Lincoln City	Police Officer	5,293	6,250	7,376	Yes	(237)	11.2%	12.3%	14.2%	5,965	7,157	8,632	
Molalla	Patrol Officer	5,360	6,077	7,033	Yes	(113)	10.0%	10.0%	12.3%	6,105	6,936	8,208	
Monmouth	Police Officer (Patrol)	5,042	6,005	7,288	Yes	(65)	9.6%	11.2%	13.1%	5,764	6,970	8,613	
Silverton	Police Officer	4,952	5,646	6,470	Yes	(23)	10.4%	11.5%	13.8%	5,740	6,613	7,730	
Stayton	Police Officer	5,280	6,087	7,021	Yes	(334)	10.4%	12.3%	14.2%	5,811	6,867	8,108	
Sweet Home	Police Officer	5,300	6,477	7,830	Yes	(105)	10.4%	11.5%	14.2%	6,063	7,508	9,309	
	Average	5,173	6,046	7,056		(145)	10.2%	11.4%	13.6%	5,829	6,909	8,247	
Independence	Police Officer - Bachelor's Degree	\$5,246	\$6,213	\$7,310	Yes	-	9.2%	10.4%	12.7%	\$6,045	\$7,231	\$8,676	
	% Difference from Average	1.4%	2.8%	3.6%				-9.9%	-8.9%	-6.7%	3.7%	4.7%	5.2%

Note: n/a = no match. PTO = Paid Time Off, Vacation plus Holiday. Levels are at Min level 5 years, Median 10 years & Max 20 years. The column indicating the PERS is whether or not the employer "Picks Up" the employees' 6% contribution. That is, is the employer paying 6% into a separate fund that is there for the exclusive benefit of the employee.

Longevity Pay:

- Independence: \$140 added to median base salary (10 years) and \$280 added to max base salary (20 years)
- Astoria: 2% added to median base salary (10 years) and max base salary (20 years)
- Baker City: 8% added to median base salary (10 years) and 12% added to max base salary (20 years)
- Lincoln City: 2% added to median base salary (10 years) and 4% added to max base salary (20 years)
- Monmouth: 2% added to median base salary (10 years) and 7% added to max base salary (20 years)
- Silverton: \$50 added to median base salary (10 years) and \$150 added to max base salary (20 years)
- Sweet Home: 3% added to median base salary (10 years) and 5% added to max base salary (20 years)

Four jurisdictions have incentive pay for a bachelor's degree. The amount added to base salary is below.

- Independence: 5% added to base salary
- Monmouth: 5% added to base salary
- Stayton: \$160 added to base salary
- Sweet Home: 4% added to base salary

Independence Police Premium Pay Comparisons									
	Independence*	Astoria	Baker City	Lincoln City	Molalla*	Monmouth*	Silverton	Stayton*	Sweet Home
DPSST Intermediate Certification*	2.5% added to monthly base salary	3.5% added to monthly base salary	3% added to monthly base salary	4% added to monthly base salary	2% added to monthly base salary	3.5% added to monthly base salary	\$175 added to monthly base salary	\$120 added to monthly base salary	2.5% added to monthly base salary
DPSST Advanced Certification*	5% added to monthly base salary	7% added to monthly base salary	8% added to monthly base salary	8% added to monthly base salary	4% added to monthly base salary	7% added to monthly base salary	\$350 added to monthly base salary	\$160 added to monthly base salary	5% added to monthly base salary
Detective Pay	3% added to monthly base salary	10% added to monthly base salary	3% added to monthly base salary	5% added to monthly base salary	5% added to monthly base salary	4% added to monthly base salary	5% added to monthly base salary	3% added to monthly base salary	3% added to monthly base salary
Education - AA or AS Degree	2.5% added to monthly base salary					2.5% added to monthly base salary		\$120 added to monthly base salary**	2% added to monthly base salary
Education - BA or BS Degree	5% added to monthly base salary**					5% added to monthly base salary		\$160 added to monthly base salary**	4% added to monthly base salary
Field Training Officer Pay	5% added to monthly base salary for hours serving	6% added to monthly base salary	4% added to monthly base salary	5% added to monthly base salary	5% added to monthly base salary	5% added to monthly base salary	5% added to monthly base salary	5% added to monthly base salary for hours serving	5% added to monthly base salary for hours serving
K-9 Pay				5% added to monthly base salary					
Bilingual Pay (Spanish)	5% added to monthly base salary for competency with 7% for demonstrated mastery	5% added to monthly base salary	3% added to monthly base salary	5% added to monthly base salary	2% added to monthly base salary	3% added to monthly base salary	3% added to monthly base salary	3% added to monthly base salary	
Longevity Pay (0-5 yrs.)	\$14/ month added for every year starting at 5 years (maximum of \$280/ month)		4% at 5 years added to monthly base salary	1% at 5 years added to monthly base salary					
Longevity Pay (6-10 yrs.)	\$14/ month added for every year starting at 5 years (maximum of \$280/ month)	2% at 10 years added to monthly base salary*	8% at 10 years added to monthly base salary	2% at 10 years added to monthly base salary		2% at 10 years added to monthly base salary	\$50 at 10 years added to monthly base salary		3% at 10 years added to monthly base salary
Longevity Pay (11-15 yrs.)	\$14/ month added for every year starting at 5 years (maximum of \$280/ month)	2% at 10 years or more added to monthly base salary*	12% at 15 years added to monthly base salary	3% at 15 years added to monthly base salary		5% at 15 years added to monthly base salary	\$100 at 15 years added to monthly base salary		5% at 15 years added to monthly base salary
Longevity Pay (16-20 yrs.)	\$14/ month added for every year starting at 5 years (maximum of \$280/ month)	2% at 10 years or more added to monthly base salary*	12% at 15 years or more added to monthly base salary	4% at 20 years added to monthly base salary		7% at 20 years added to monthly base salary	\$150 at 20 years added to monthly base salary		5% at 15 years or more added to monthly base salary
Education reimbursement	City may reimburse for 50% of tuition for Spanish or computer literacy courses	\$5000/ year for up to 6 credits per quarter		\$2000/ year for a maximum of \$10,000					
Uniform Allowance	The city will provide uniforms, except footwear, replacing uniforms as required at a maximum of \$400/ year. \$300/ 2 years for footwear	The City shall replace or repair basic uniform and required equipment and eyeglasses up to \$350. Footwear up to \$300 will be reimbursed every 2 years.	Footwear up to \$300 will be reimbursed every 2 years.	Footwear up to \$300 will be reimbursed every 2 years.	Uniform and equipment provided by City with \$200/ year for purchase of approved footwear	Uniform and equipment provided by City with \$200/ year for purchase of approved footwear and other uniform related clothing	The city provides for the purchase, replacement, maintenance, and cleaning of uniforms	The city will provide uniforms and cleaning up to \$25/month	The city will provide uniforms and footwear and replacements.
Clothing Allowance (plain clothes)	\$385/ year for clothing allowance	\$200/ year for clothing reimbursement	\$50/ month for clothing allowance	\$125/ month for clothing allowance	\$300/ year for clothing allowance	\$250/ year for clothing allowance	\$300/ year for clothing reimbursement	\$400/ year for clothing allowance	\$300/ year for clothing allowance
Notes	*maximum of 12% for fitness, longevity, detective, mid-shift differential, and SRO incentives **7% added to monthly salary for masters or doctorate	*If not eligible for intermediate or advanced certification, longevity pay is 2% at 5 years, 3.5% at 10 years, 4.5% at 15 years, and 6% at 20 years			*Any combination of bilingual, FTO, and Detective incentives cannot exceed 10%	*maximum of 15% monthly premiums		*Any combination of incentives cannot exceed 10% **Can only have one of intermediate or AA degree premium OR advanced or BA premium. MA is \$200/ month	