


TRANSMITTAL MEMORANDUM

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TO: The Honorable Mayor & City Council Initials: 

FROM: Shawn Hart, Acting Assistant City Manager File #: MGR25-203

DATE: April 11, 2025 Mtg. #: 04/17/25 UBa

RE: **Resolution No. 25-2958, Amending the City of Ketchikan Compensation Plan to Provide for Pay Equity Adjustments and Reclassifications for Police Department Personnel; and Establishing an Effective Date**

The following motion was postponed at the regular Council meeting of March 20, 2025. The Human Resources director has amended the original Resolution per Council direction.

Background:

At the March 20, 2025, meeting City Council approved the MOU with PSEA to reclassify the Patrol Officer, Detective, Sergeant, and Dispatcher classifications to increase the wages by 12.5% (5 grades) for the sworn officer positions and by 5% (2 grades), for the dispatcher position. With this approval, the following adjustments were recommended to maintain equity within the department:

- Police Chief: Adjust from Grade 782 to Grade 788
- Deputy Police Chief: Adjust from Grade 776 to Grade 783
- Police Lieutenant: Adjust from Grade 871 to Grade 878
- Dispatch Supervisor: Adjust from Grade 856 to Grade 859

At the meeting, the Council voted to postpone the resolution and asked staff to bring back a report with a \$16,000 to \$18,000 increase for the chief, how it will be paid in the long term, and the effect it will have on the General Fund

Current Status:

The attached memorandum from Mr. Alderson, in accordance with Council direction provided at the March 20, 2025, meeting, outlines the salary structure for management-level positions within the Ketchikan Police Department. These wage modifications are intended to promote internal equity, support succession planning, and ensure our compensation structure remains competitive and sustainable. The attached memo represents the \$175,830 maximum asked by the Mayor which is the bare minimum we could do to promote equity.

Over time, pay compression developed between leadership roles and subordinate positions, resulting in wage differentials that did not adequately reflect increased responsibilities or the scope of leadership duties. The updated salary ranges address this imbalance and restore appropriate progression between ranks.

Particularly, the adjustments to the Lieutenant and Dispatch Supervisor roles account for the transition from union to non-union status, helping to offset the loss of certain negotiated benefits and maintain incentive for promotion. These changes establish a 10.2% differential between supervisory and subordinate roles, ensuring compensation is aligned with leadership expectations and operational demands. At the City Council's request, Mr. Alderson does not expect any effect on the Assistant City Manager or Finance Director's salary due to this change.

Finance Director Michelle Johansen has prepared a financial analysis of the costs of the passed MOU and proposed Resolution over a three-year term, which is attached for City Council review. The analysis of the PSEA MOU costs shows a \$42,669 reduction in costs when taking into account the staffing reductions and the use of additional CPV Fund support. The proposed administrative personnel costs total \$265,305 for three years.

As Ms. Johansen outlines, the revenue adjustments needed to afford both increases would be a 0.3 mil rate increase if funded solely with property taxes, a 0.07% annual increase in sales tax, or a 0.13% seasonal sales tax increase. At this time, staff is not recommending that the City Council make adjustments to tax rates to afford the costs of these proposed adjustments. As has been stated several times over the course of recent collective bargaining discussions, revenue adjustments will need to be made by increasing taxes and/or utilities rates in response to the 2025-2027 International Brotherhood of Electrical Workers General Government collective bargaining agreement approved on February 6, 2025, by the City Council and any corresponding improvements approved for non-represented positions in General Government and KPU.

The motion on the floor that was postponed from the March 20, 2025, City Council is:

Moved by Kistler, seconded by Finnegan the City Council approve Resolution No. 25-2958, amending the City of Ketchikan Compensation Plan to provide for pay equity adjustments and reclassifications for Police Department personnel; and establishing an effective date.



HUMAN RESOURCES DEPARTMENT
334 Front Street, Ketchikan, AK 99901
PH (907) 228-5631 / FX (907) 247-2111

MEMORANDUM

TO: Lacey Simpson, Acting City/General Manager

FROM: Jason Alderson, Human Resources Manager *J.A.*

DATE: [REDACTED]

RE: **Equitable Wage Grade Adjustments for Public Safety Positions**

In accordance with the Council direction provided at the March 20, 2025 meeting, I have reviewed and updated the salary structure for management-level positions within the Ketchikan Police Department. These wage adjustments aim to promote internal equity, support succession planning, and ensure that our compensation structure remains competitive and sustainable. These positions had not received proportionate increases in comparison to subordinate ranks, leading to narrow pay differentials that did not adequately reflect the scope of responsibilities and leadership expectations. These adjustments ensure consistency in pay progression and recognize the increasing demands and responsibilities associated with these roles. This represents a 10.2% difference between management positions

Salary Adjustments for Leadership Positions

Position	Current Salary Range	New Salary Range
Police Chief	\$117,193.80 - \$157,843.08	\$129,360.24 - \$174,229.20
Deputy Police Chief	\$101,056.08 - \$136,107.84	\$117,193.80 - \$157,843.08
Police Lieutenant	\$89,336.00 - \$120,307.20	\$106,184.00 - \$143,166.40
Dispatch Supervisor	\$61,651.20 - \$83,096.00	\$66,393.60 - \$89,481.60

Over time, pay compression had developed within the City's public safety wage structure, particularly among supervisory roles such as the Police Chief, Deputy Chief, Lieutenant, and Dispatch Supervisor. Despite the increasing demands and responsibilities of these leadership positions, their wages had not been adjusted in alignment with lower-ranking positions, leading to disproportionately small pay differentials. Without correction, this imbalance undermined career progression, offering minimal financial incentive for officers and dispatchers to move into leadership positions.

It is important to note that the percentage increase from Sergeant to Lieutenant and from Dispatcher to Dispatch Supervisor is larger than other transitions. This is because both the Lieutenant and Dispatch Supervisor positions move from unionized roles (Sergeant and Dispatcher, respectively) to non-union positions. This transition results in the loss of certain union-negotiated benefits. The increased salary at these levels helps offset those lost benefits and ensures that employees considering promotion are not discouraged due to financial disadvantages. Without this correction, the imbalance undermines career progression, offering minimal financial incentive for officers and dispatchers to move into leadership positions.

Without these changes, Ketchikan risks losing experienced personnel to better-compensated positions elsewhere and may struggle to fill critical leadership vacancies. By reducing pay compression, these adjustments ensure that compensation fairly reflects the demands of leadership while maintaining a sustainable and equitable pay structure.

Additionally, we anticipate that a significant number of officers at various levels will be retiring over the next several years. By making these adjustments now, we are proactively mitigating future workforce challenges, ensuring that officers promoting up will not encounter compensation barriers that could disrupt leadership transitions.



Memo

To: Lacey Simpson, Acting City/General Manager

From: Jason Alderson, Human Resources Manager *J.A.*

Date:

Re: **Recommendation for Pay Equity Adjustments and Reclassifications**

I am writing to provide an analysis of the proposed reclassification of the Patrol Officer, Detective, Sergeant, and Dispatcher positions and to recommend the implementation of these adjustments to ensure the City of Ketchikan remains competitive with other municipalities in Alaska. These changes are a necessary and strategic step to address recruitment and retention challenges, maintain competitive compensation, and ensure the long-term effectiveness of our public safety workforce.

Currently, our Patrol Officers are paid between \$32.26 - \$43.43, Detectives between \$33.90 - \$45.66, Sergeants between \$38.31 - \$51.63, and Dispatchers between \$25.83 - \$34.78. When compared to other municipalities, our pay structure falls below the median and is generally on the lower end of the pay scale, particularly in the upper ranges. Below is a comparative breakdown:

- Police Officers:
 - Ketchikan: \$32.26 - \$43.43 (*Lower end of the scale statewide*)
 - Juneau: \$38.69 - \$60.46 (*Higher than Ketchikan across the board*)
 - Fairbanks: \$38.00 - \$58.13 (*Higher in both starting and max salary*)
 - Anchorage: \$38.11 - \$57.95 (*Higher than Ketchikan by a significant margin*)
 - Kenai: \$38.52 - \$51.53 (*Median range, still higher than Ketchikan*)
 - Valdez: \$38.20 - \$52.14 (*Higher than Ketchikan's range*)
 - Wasilla: \$33.20 - \$53.81 (*Starting pay is similar, but max pay is significantly higher*)
- Police Sergeants:
 - Ketchikan: \$38.31 - \$51.63 (*Lower than most municipalities*)
 - Wasilla: \$45.52 - \$66.40 (*Higher at both entry and max levels*)
 - Kenai: \$44.59 - \$59.64 (*Above Ketchikan's range*)
 - Juneau: \$44.14 - \$69.02 (*Significantly higher maximum*)
 - Fairbanks: \$41.90 - \$75.22 (*Higher across the board*)
 - Anchorage: \$46.34 - \$68.53 (*Much more competitive than Ketchikan*)

- Police Dispatchers:
 - Ketchikan: \$25.83 - \$34.78 (*Below the median, toward the lower end*)
 - Juneau: \$29.31 - \$45.81 (*Higher in both entry and max pay*)
 - Fairbanks: \$23.08 - \$45.29 (*Lower starting pay, but much higher max pay*)
 - Anchorage: \$35.43 - \$48.75 (*Significantly higher across the board*)
 - Wasilla: \$29.90 - \$43.61 (*Higher overall, particularly at max pay*)
 - Valdez: \$33.21 - \$52.14 (*Far higher than Ketchikan's current pay scale*)

It is evident that our public safety employees, particularly at the Sergeant and Dispatcher levels, fall behind many of these municipalities in terms of earning potential. Our compensation structure is positioned at the lower end of the scale for almost all positions when compared to other municipalities in the state.

To address this disparity, I propose the following reclassifications:

- Patrol Officer: Reclassified to Grade 563 with a new salary range of \$36.00 - \$48.00, bringing it closer to the median but still below high-paying cities.
- Detective: Reclassified to Grade 565 with a new salary range of \$38.00 - \$50.00, making it more competitive.
- Sergeant: Reclassified to Grade 570 with a new salary range of \$42.00 - \$56.00, placing Ketchikan in a more competitive range relative to similar-sized cities.
- Dispatcher: Reclassified to Grade 551 with a new salary range of \$28.00 - \$38.50, improving Ketchikan's competitiveness but still below larger municipalities.

With the anticipated approval of the Public Safety Employees Association (PSEA) proposal, the following adjustments are recommended to maintain equity within the department:

- Police Chief: Adjust from Grade 782 to Grade 788
- Deputy Police Chief: Adjust from Grade 776 to Grade 783
- Police Lieutenant: Adjust from Grade 871 to Grade 878
- Dispatch Supervisor: Adjust from Grade 856 to Grade 859

These changes ensure fair and consistent pay relative to new contractual wage adjustments while maintaining appropriate compensation structures.

These adjustments align more closely with the pay scales of other municipalities and will enhance our ability to attract and retain qualified public safety personnel. Investing in fair and competitive wages enhances employee morale, reduces burnout, and strengthens the department's ability to respond effectively to community needs. It is a fiscally responsible decision that will mitigate the long-term costs associated with turnover and understaffing. Without these adjustments, we risk losing highly trained personnel, leading to increased turnover, higher recruitment costs, and potential impacts on public safety services.

Given the broad support for these changes and their clear operational benefits, I strongly recommend that these reclassifications be approved. Ensuring that our law

enforcement professionals and emergency dispatchers are compensated fairly is not just an administrative adjustment; it is a direct investment in the safety and well-being of Ketchikan's residents.

City of Ketchikan
Labor Negotiations - PSEA MOA
Prepared: [REDACTED]

YEAR	CHANGE TYPE	EFFECTIVE DATE	Proposed Change		Total
			Salaries/Cost	Benefits	
1st Year	Regrade Police Officers - (5 Grade increase)	March 1, 2025	\$ 210,534	\$ 44,613	\$ 255,147
	Regrade Dispatch (2 Grade increase)	March 1, 2025	10,168	2,964	13,132
This estimate reflects the increase above the 2025 Budgeted Salaries and Benefits			220,702	47,577	268,279

YEAR	CHANGE TYPE	EFFECTIVE DATE	Proposed Change		Total
			Salaries/Cost	Benefits	
2nd Year	Regrade Police Officers - (5 Grade increase)	January 1, 2026	278,278	104,062	382,340
	Regrade Dispatch (2 Grade increase)	January 1, 2026	25,082	5,242	30,324
			303,360	109,304	412,664

YEAR	CHANGE TYPE	EFFECTIVE DATE	Proposed Change		Total
			Salaries/Cost	Benefits	
3rd Year	Regrade Police Officers - (5 Grade increase)	January 1, 2027	223,430	90,662	314,092
	Regrade Dispatch (2 Grade increase)	January 1, 2027	22,013	8,148	30,161
			245,443	98,810	344,253

3-Year Total **769,505** **255,691** **1,025,196**

		Salaries/Cost	Benefits	Total
2025 - Reduction of 2 FTE - Police Officers	Annual Estimate	(216,134)	(117,154)	(333,288)
2026 - Reduction of 2 FTE - Police Officers	Annual Estimate	(216,134)	(117,154)	(333,288)
2027 - Reduction of 2 FTE - Police Officers	Annual Estimate	(216,134)	(117,154)	(333,288)
Total Cost of 2 FTE's per year**		(648,402)	(351,463)	(999,865)

Additional CPV Funding Year 1	(19,000)
Additional CPV Funding Year 2	(23,500)
Additional CPV Funding Year 3	(25,500)
3-Year Projected Increase in CPV Funding	(68,000)

Net Cost of PSEA MOA to the General Fund **\$ (42,669)**

** Using adjusted wages for vacant positions. Vacant Positions are budgeted at Step U reflecting experienced personnel.

***Per annual CPV Calculation (Average cost of 2 PD and 1 Dispatch for 5 months)

	Salaries/Cost	Benefits	Total
Year 1 Equity Adjustments for KPD and Dispatch	53,471	22,331	75,802
Year 2 Equity Adjustments for KPD and Dispatch	70,997	35,628	106,625
Year 3 Equity Adjustments for KPD and Dispatch	75,921	49,626	125,547
	200,389	107,585	307,974

Net Cost of the PSEA MOA and Equity Adjustments to the General Fund **\$ 265,305**

Assessed Property Value of \$920,563,200 will generate \$92,056 in additional Property Tax Revenue per .1 mil

.3 mil increase \$ 276,168

Sales Tax Increase assuming Sales within the City remain the same as 2024

Annual Increase of .07% \$ 312,000

Seasonal Only Increase of .13% \$ 300,000

City of Ketchikan
Labor Negotiations - PSEA MOA
Prepared: [REDACTED]

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City of Ketchikan
Labor Negotiations - PSEA MOA
Prepared: [REDACTED]

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3-Year Total **769,506** **255,690** **1,025,195**

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3-Year Projected Increase in CPV Funding	(68,000)

Net Cost of PSEA MOA to the General Fund **\$ (42,669)**

** Using adjusted wages for vacant positions. Vacant Positions are budgeted at Step U reflecting experienced personnel.

***Per annual CPV Calculation (Average cost of 2 PD and 1 Dispatch for 5 months)

	Salaries/Cost	Benefits	Total
Year 1 Equity Adjustments for KPD and Dispatch	60,772	24,911	85,683
Year 2 Equity Adjustments for KPD and Dispatch	78,772	39,759	118,531
Year 3 Equity Adjustments for KPD and Dispatch	84,124	52,227	136,351
	223,668	116,897	340,565

Net Cost of the PSEA MOA and Equity Adjustments to the General Fund **\$ 297,896**

Assessed Property Value of \$920,563,200 will generate \$92,056 in additional Property Tax Revenue per .1 mil

.3 mil increase \$ 276,168

Sales Tax Increase assuming Sales within the City remain the same as 2024

Annual Increase of .07% \$ 312,000

Seasonal Only Increase of .13% \$ 300,000

MEMORANDUM OF UNDERSTANDING
between the
CITY OF KETCHIKAN
and the
PUBLIC SAFETY EMPLOYEES ASSOCIATION

Wage Adjustment for Recruitment and Retention

This Memorandum of Understanding (MOU) is entered into by and between the City of Ketchikan and the Public Safety Employees Association (PSEA) to address recruitment and retention challenges within the Ketchikan Police Department.

The parties agree that the following wage adjustments shall apply to employees covered under the current PSEA Collective Bargaining Agreement (CBA) effective July 1, 2022, through June 30, 2025. Except as expressly modified herein, all other provisions of the existing CBA shall remain in full force and effect.

1. Effective upon approval, sworn members of the Association shall be reclassified to the following pay grades:

Position	Current Grade	New Grade
• Patrol Officers	558	563
• Detective	560	565
• Sergeant	565	570
• Dispatcher	549	551

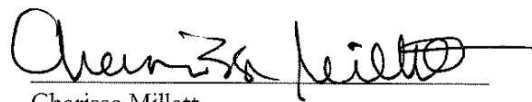
2. This MOU shall take effect March 16, 2025.

FOR THE CITY OF KETCHIKAN:

Delilah Walsh
Ketchikan City Manager

Date

FOR THE ASSOCIATION:


Charisse Millett
Executive Director

2-24-25

Date



HUMAN RESOURCES DEPARTMENT
334 Front Street, Ketchikan, AK 99901
PH (907) 228-5631 / FX (907) 247-2111

MEMORANDUM

TO: Lacey Simpson, Acting City/General Manager

FROM: Jason Alderson, Human Resources Manager

DATE: [REDACTED]

RE: Equitable Wage Grade Adjustments for Public Safety Positions

The table below reflects the salary differences between positions as employees progress through the ranks. This structured pay scale ensures consistency and fairness while maintaining competitive wages across positions.

A key reason for maintaining these percentage-based increases is to avoid situations where we must continually hire or promote employees and immediately place them at the top of the pay scale to remain competitive. This structured approach:

- Supports succession planning, particularly as we anticipate a significant number of retirements at all levels in the coming years. This adjustment ensures that officers promoting up will not face compensation barriers that could disrupt leadership transitions.
- Helps retain experienced personnel by offering predictable and fair salary advancements.
- Ensures a logical and standardized progression in pay rates, reducing inconsistencies in salary placement.
- Aligns with standard HR practices to prevent wage compaction and maintain equitable pay relationships across positions.

The table below outlines the current and proposed salary adjustments:

Position	Current Rate	% Between Positions (Current)	New Rate	% Between Positions (New)	Total % Increase
Police Chief	\$56.34 - \$75.88	15.97%	\$65.34 - \$88.00	13.14%	15.00%
Deputy Chief	\$48.58 - \$65.43	13.10%	\$57.75 - \$77.78	13.12%	17.50%
Police Lieutenant	\$42.95 - \$57.84	12.11%	\$51.05 - \$68.83	17.68%	17.50%

Position	Current Rate	% Between Positions (Current)	New Rate	% Between Positions (New)	Total % Increase
Sergeant	\$38.31 - \$51.63	13.00%	\$43.38 - \$58.43	13.23%	12.50%
Detective	\$33.90 - \$45.66	4.83%	\$38.31 - \$51.63	4.95%	12.50%
Patrol Officer	\$32.26 - \$43.43	-	\$36.50 - \$49.16	12.5% Increase	12.50%
Dispatch Supervisor	\$29.64 - \$39.95	14.75%	\$31.92 - \$43.02	17.61%	7.50%
Dispatcher	\$25.83 - \$34.78	-	\$27.14 - \$36.55	5% Increase	5.00%

It is important to note that the percentage increase from Sergeant to Lieutenant and from Dispatcher to Dispatch Supervisor is larger than other transitions. This is because both the Lieutenant and Dispatch Supervisor positions move from unionized roles (Sergeant and Dispatcher, respectively) to non-union positions. This transition results in the loss of certain union-negotiated benefits. The increased salary at these levels helps offset those lost benefits and ensures that employees considering promotion are not discouraged due to financial disadvantages. Without correction, this imbalance undermines career progression, offering minimal financial incentive for officers and dispatchers to move into leadership positions.

Over time, pay compression has developed within the City's public safety wage structure, particularly among supervisory roles such as the Lieutenant, and Dispatch Supervisor. Despite the increasing demands and responsibilities of these leadership positions, their wages have not been adjusted in alignment with lower-ranking positions, leading to disproportionately small pay differentials. Beyond cost-of-living adjustments (COLAs), this structured pay adjustment should resolve any compaction issues within the department for the foreseeable future. These adjustments reflect a fair and sustainable approach to compensation, supporting both employee retention and operational stability.

These adjustments establish a logical and fair pay progression between ranks, ensuring that supervisory positions are compensated appropriately for their responsibilities. Additionally, this restructuring is critical for retention and recruitment, as stagnant wages for leadership roles could result in difficulty attracting qualified personnel in a competitive labor market. Without these changes, Ketchikan risks losing experienced personnel to better-compensated positions elsewhere and may struggle to fill critical leadership vacancies. By reducing pay compression, these adjustments ensure that compensation fairly reflects the demands of leadership while maintaining a sustainable and equitable pay structure.

Additionally, we anticipate that a significant number of officers at various levels will be retiring over the next several years. By making these adjustments now, we are proactively mitigating future workforce challenges, ensuring that officers promoting up will not encounter compensation barriers that could disrupt leadership transitions.

This practice aligns with industry standards and is an essential tool for workforce planning and retention. By implementing these adjustments, we will create a more sustainable and

equitable compensation structure that benefits both employees and the organization. These changes reaffirm the City's commitment to a fair and competitive wage system that effectively supports and retains its public safety workforce.

CITY OF KETCHIKAN, ALASKA

RESOLUTION NO. 25-2958

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF KETCHIKAN, ALASKA, AMENDING THE CITY OF KETCHIKAN COMPENSATION PLAN TO ADJUST THE GRADE CLASSIFICATIONS FOR PATROL OFFICER, DETECTIVE, SERGEANT, AND DISPATCHER, IMPLEMENT EQUITY PAY INCREASES FOR THE POLICE CHIEF, DEPUTY POLICE CHIEF, POLICE LIEUTENANT, AND DISPATCH SUPERVISOR, AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, the City Council of Ketchikan, Alaska, recognizes the importance of maintaining a competitive and equitable compensation structure to attract and retain qualified personnel; and

WHEREAS, in furtherance of this objective, the City Council has determined that adjustments to the grade classifications for certain public safety positions are necessary to align with the operational needs of the City and ensure fair and competitive compensation; and

WHEREAS, the following classifications shall be adjusted accordingly:

- **Police Chief** shall be reclassified to **Grade 786**
- **Deputy Police Chief** shall be reclassified to **Grade 782**
- **Police Lieutenant** shall be reclassified to **Grade 878**
- **Dispatch Supervisor** shall be reclassified to **Grade 859**

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Ketchikan, Alaska as follows:

Section 1. The City of Ketchikan Compensation Plan is hereby amended to reflect the grade reclassifications specified above.

Section 2. This Resolution shall take effect immediately upon its adoption.

PASSED AND APPROVED this 17th of April 2025.

Bob Sivertsen, Mayor

ATTEST:

Kim Stanker, City Clerk