



City of Yamhill

A small taste of Oregon

AGENDA CITY COUNCIL WORK SESSION

Council Chambers
155 E 1st Street
Wednesday, October 12, 2022
5:00 P.M.

IN-PERSON with VIRTUAL OPTION

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SPECIAL MEETING

1. **CALL TO ORDER** – Roll Call
2. **PLEDGE OF ALLEGIANCE** – Mayor Yvette Potter
3. **ORGANIZATIONAL WORK**
 - a. Organizational Chart
 - b. Job Descriptions
 - c. Step Salary Schedule
4. **ADJOURNMENT**

WORK SESSIONS ARE INTENDED FOR DISCUSSION. NO ACTION WILL BE TAKEN ON THE AGENDA ITEMS AND NO DECISIONS WILL BE MADE. NO ORAL OR WRITTEN TESTIMONY WILL BE HEARD OR RECEIVED FROM THE PUBLIC.

Wage & Job Analysis Study

SEPTEMBER 2022

CITY OF YAMHILL OREGON

Matt Brown Consulting

www.mattbrownconsulting.com

September 22,2022

Yamhill City Council
City of Yamhill Oregon
205 S. Maple Street
Yamhill, OR 97148

Dear City Council:

I am pleased to present the final wage and benefit study report for the positions at the City of Yamhill Oregon. This report documents the market compensation research, findings, determinations, and recommendations to you.

I would like to thank your staff for their assistance and cooperation, without which this study could not have been brought to its successful completion in such a short timeframe. At the end of this report, I have outlined recommendations that City Council can discuss and decide how best to move forward.

I would be glad to answer any questions or clarify any points as you are discussing the findings. It was a pleasure working with the City and I look forward to future opportunities to provide you with professional assistance.

Respectfully,
Matt Brown
503-705-1041
www.mattbrownconsulting.com

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BACKGROUND

In August 2022, the City of Yamhill contracted with Matt Brown Consulting to conduct a salary study and job description review for city positions not including represented members of the Police Department and provide recommendations to Council and staff. All findings and recommendations are within this report.

The goal of the salary study is to assist the city in development of a competitive pay structure, based upon market data to ensure that the plan is fiscally responsible and meets the needs of the city with regards to recruitment and retention of qualified staff.

A job description review was also completed with comparable cities to compare tasks in relation to the salary study and to ensure that job descriptions are equitable in relation to the needs of the city and community and other comparable cities.

COMPARABLE AGENCIES

One of the most important steps in conducting a market salary study is the determination of appropriate city organizations for comparison. In developing the list of potential cities to compare, one of the best characteristics or demographics we look at is population. The current population of Yamhill is approx. 1,221. In a general comparison, your goal should be to identify cities within a certain delta of your population. Typically, a market study analysis would include three to five cities above your population and three to five cities below your population. As you will see in the findings of this study, a larger demographic was used. For the 2022 study, seven cities above and below Yamhill were used to attempt to gather the most accurate and marketability in comparison with Yamhill.

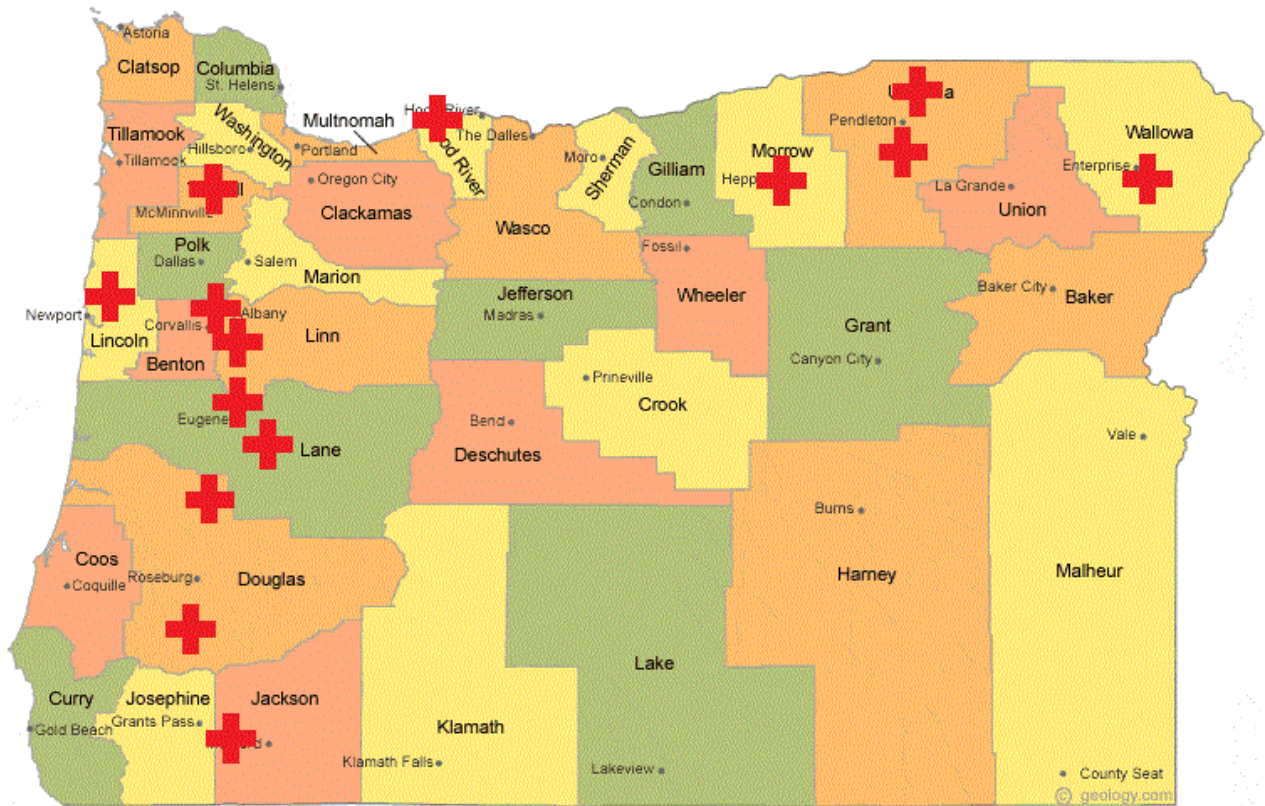
The second largest variable in the labor market is geographic location. In today's labor market, many cities are competing for the same pool of applicants. It is not uncommon now for employees to live outside the city where they serve. Where the city is recruiting from can have a direct effect on the wages and benefits offered. Having your city located closer to a larger metropolitan area can have both positive and negative effects on wages depending on the City Council and Management's philosophy. Many cities used in this comparative analysis are located close to a larger metropolitan city, so this characteristic did not necessarily eliminate any city as a comparable in this study. Included in the chart below are the comparable cities in relation to what county they reside in as well as an Oregon map noting the locations of each comparable city used.

Another variable that we use in wage studies, specifically in municipalities, is budget size. One of the potential issues that we run into when looking at wage/comparable data, especially with small municipalities is the lack of available information and data. You will notice that there are some cities where information was not available even after contacting the city through email and phone calls/voicemails. If there is a lapse of data within the study, we have noted that with "NTAV", meaning data was not available or found on this characteristic.

Lastly, another characteristic that will be reviewed along with the market data is specific job descriptions. Like many municipalities of such a small size, many employees wear multiple hats. As such, having a job title of City Recorder, does not necessarily mean you do only City Recorder duties. The duties done by Yamhill employees under certain job titles may differ in other cities depending on their organizational structure.

In the chart below you will find the list of comparable cities used, their budget size, and staffing size. No municipalities were removed from the study due to these characteristics.

CITY	POPULATION	COUNTY	BUDGET SIZE	STAFFING
Cascade Locks	1,398	Hood River	\$22.6 Million	NTAV
Gold Hill	1,360	Jackson	NTAV	NTAV
Pilot Rock	1,328	Umatilla	\$3.3 Million	4.50 FTE
Coburg	1,322	Lane	\$17.1 Million	NTAV
Adair Village	1,318	Benton	\$10.6 Million	7.30 FTE
Siletz	1,249	Lincoln	\$2.6 Million	8.00 FTE
Tangent	1,318	Linn	NTAV	2.00 FTE
Yamhill	1,221	Yamhill	\$6.3 Million	10.00 FTE
Riddle	1,214	Douglas	NTAV	NTAV
Athena	1,212	Umatilla	NTAV	5.00 FTE
Lowell	1,211	Lane	\$4.8 Million	6.40 FTE
Lyons	1,207	Linn	NTAV	6.00 FTE
Heppner	1,187	Morrow	\$6.3 Million	NTAV
Drain	1,174	Douglas	\$9.2 Million	NTAV
Joseph	1,158	Wallowa	\$12.0 Million	NTAV



MARKET DATA

When reviewing market data, a market adjustment is typically completed when a salary is outside of a 3% difference from the market average. The market percentage difference has been noted below for each position. This data is intended to be purely informational, meaning that just because a position falls outside of a 3% difference, does not necessarily mean a salary adjustment is required. The decision to update salaries is up to City Council and/or the City Manager/Administrator.

This data and findings are meant to be a tool for the city to create and implement an equitable compensation plan. Compensation strategies are designed to attract and train excellent staff. However, financial realities and the city's expectations may also come into play when determining appropriate compensation philosophies and strategies. The data collected represents a market survey that will give the city an instrument to make future compensation decisions.

Job titles and job descriptions, especially in smaller municipalities can create a very large variable in salary strategies. Many employees in smaller cities wear multiple hats. In comparing data with other cities, it is important to take into consideration the job descriptions that are updated with current duties to ensure the most accurate and equitable pay is achieved. An analysis of job descriptions between comparable cities is included in this study and should be taken into consideration as another tool to create an equitable compensation plan for employees.

When reviewing comparable market data, the Minimum and Maximum salaries, along with Yamhill's current positions were calculated on a full time (40 hours per week / 2,080 hours per year) basis. If a particular position shown in the study is not full time, the comparison data was adjusted for a full time equivalent.

Administration Division

Job Title: City Manager/Administrator

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398		110,000	City Administrator
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322			NTAV
Adair Village	1,318			NTAV
Siletz	1,249			NTAV
Tangent	1,231	53,352	65,770	City Manager
Riddle	1,214			NTAV
Athena	1,212		70,096	City Manager / City Recorder
Lowell	1,211	80,000	95,000	City Administrator
Lyons	1,207	47,258	48,194	City Manager
Heppner	1,187		62,000	City Manager
Drain	1,174		80,000	City Administrator
Joseph	1,158		85,000	City Admin / City Recorder
			77,007	Average
Yamhill	1,221			Open Position
				Percentage Diff from Market

Job Title: Finance Director

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398		77,792	Finance Director
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322	66,879	86,515	Finance Director
Adair Village	1,318	37,919	48,395	Admin/Finance Assistant
Siletz	1,249			NTAV
Tangent	1,231	46,633	57,532	Finance Director
Riddle	1,214			NTAV
Athena	1,212			No comparable position
Lowell	1,211			NTAV
Lyons	1,207			No comparable position
Heppner	1,187		58,000	Finance Assistant
Drain	1,174		46,114	AP Clerk
Joseph	1,158			No comparable position
			62,391	Average
Yamhill	1,221			Open Position
				Percentage Diff from Market

Job Title: Administrative Clerk

Cities	Population	Min	Max	Job Title
Cascades Locks	1,398		41,180	Deputy City Recorder
Gold Hill	1,360			NTAV
Pilot Rock	1,328	36,480	41,904	Admin Asst / Court Clerk
Coburg	1,322	33,585	43,446	Admin Asst 2
Adair Village	1,318	37,919	48,395	Records Clerk
Siletz	1,249			NTAV
Tangent	1,231			No comparable position
Riddle	1,214			NTAV
Athena	1,212			No comparable position
Lowell	1,211			NTAV
Lyons	1,207			No comparable position
Heppner	1,187			No comparable position
Drain	1,174		36,400	AR/Receptionist
Joseph	1,158		54,080	Admin Asst
			44,234	Average
Yamhill	1,221		49,982	Administrative Clerk
			13%	Percentage Diff from Market

Job Title: City Recorder

Cities	Population	Min	Max	Job Title
Cascades Locks	1,398		82,365	City Recorder
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322	53,213	68,837	City Recorder
Adair Village	1,318	46,559	59,422	Asst City Recorder
Siletz	1,249			NTAV
Tangent	1,231			No comparable position
Riddle	1,214			NTAV
Athena	1,212	44,387	51,459	Asst City Recorder
Lowell	1,211			NTAV
Lyons	1,207			No comparable position
Heppner	1,187			No comparable position
Drain	1,174			No comparable position
Joseph	1,158			NTAV
			65,521	Average
Yamhill	1,221		49,982	City Recorder
			-24%	Percentage Diff from Market

Job Title: City Clerk

Cities	Population	Min	Max	Job Title
Cascades Locks	1,398			No comparable position
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322			No comparable position
Adair Village	1,318			No comparable position
Siletz	1,249			NTAV
Tangent	1,231			No comparable position
Riddle	1,214			NTAV
Athena	1,212			No comparable position
Lowell	1,211		58,822	City Clerk
Lyons	1,207		30,160	City Clerk
Heppner	1,187		60,000	City Clerk
Drain	1,174		49,920	Office Manager
Joseph	1,158			NTAV
			49,726	Average
Yamhill	1,221		56,143	City Clerk
			13%	Percentage Diff from Market

Public Works Division

Job Title: Facility Manager

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398		64,637	PW Supervisor
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322	64,723	83,726	PW Director
Adair Village	1,318	59,154	75,497	PW Supervisor
Siletz	1,249			NTAV
Tangent	1,231			No Comparable
Yamhill	1,221		58,210	Facility Manager
Riddle	1,214			NTAV
Athena	1,212	60,403	70,013	PW Manager
Lowell	1,211	63,649	86,745	PW Director
Lyons	1,207			No Comparable
Heppner	1,187			NTAV
Drain	1,174		103,085	Utility Foreman
Joseph	1,158			NTAV
			77,416	Average
Yamhill	1,221		58,210	Facility Manager
			-25%	Percentage Diff from Market

Job Title: Plant Operator

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398			No Comparable
Gold Hill	1,360			NTAV
Pilot Rock	1,328			NTAV
Coburg	1,322	33,585	43,446	PW Operator I
Adair Village	1,318			No Comparable
Siletz	1,249			NTAV
Tangent	1,231			No Comparable
Riddle	1,214			NTAV
Athena	1,212			No Comparable
Lowell	1,211			NTAV
Lyons	1,207			No Comparable
Heppner	1,187			NTAV
Drain	1,174		57,387	Water-Wastewater Treatment
Joseph	1,158		74,880	Treatment Plant Operator
			58,571	Average
Yamhill	1,221		50,058	Plant Operator
			-15%	Percentage Diff from Market

Job Title: Utility Worker I

Cities	Population	Min	Max	Job Title
Cascades Locks	1,398	X	42,328	
Gold Hill	1,360			
Pilot Rock	1,328			
Coburg	1,322	31,654	40,948	Utility Worker
Adair Village	1,318	30,507	38,936	Utility Worker 1
Siletz	1,249			
Tangent	1,231	X	X	No Comparable
Yamhill	1,221	X	41,648	Other 38,563
Riddle	1,214			
Athena	1,212	X	X	No Comparable
Lowell	1,211	44,200	60,239	Utility Worker
Lyons	1,207	32,906	33,571	Public Works 1
Heppner	1,187	X	35,360	
Drain	1,174	X	40,019	Grounds Keeper
Joseph	1,158	X	41,600	Utility I
			41,540	Average
Yamhill	1,221	X	41,648	Other Person 38,563
			0%	Percentage Diff from Market

Police Department

Job Title: Police Chief

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398	COUNTY		
Gold Hill	1,360	COUNTY		
Pilot Rock	1,328	86,280	99,120	Police Chief
Coburg	1,322	75,317	97,430	Police Chief
Adair Village	1,318	COUNTY		
Siletz	1,249	COUNTY		
Tangent	1,231	COUNTY		
Riddle	1,214	COUNTY		
Athena	1,212	COUNTY		
Lowell	1,211	COUNTY		
Lyons	1,207	COUNTY		
Heppner	1,187	COUNTY		
Drain	1,174	COUNTY		
Joseph	1,158	COUNTY		
			98,275	Average
Yamhill	1,221	X	79,119	Police Chief
			-19%	Percentage Diff from Market

Job Title: School Resource Officer

<u>Cities</u>	<u>Population</u>	<u>Min</u>	<u>Max</u>	<u>Job Title</u>
Cascades Locks	1,398	COUNTY		
Gold Hill	1,360	COUNTY		
Pilot Rock	1,328			Police Officer
Coburg	1,322	33,924	43,885	Reserve Officer
Adair Village	1,318	COUNTY		
Siletz	1,249	COUNTY		
Tangent	1,231	COUNTY		
Riddle	1,214	COUNTY		
Athena	1,212	COUNTY		
Lowell	1,211	COUNTY		
Lyons	1,207	COUNTY		
Heppner	1,187	COUNTY		
Drain	1,174	COUNTY		
Joseph	1,158	COUNTY		
			43,885	Average
Yamhill	1,221		52,000	SRO Officer
			18%	Percentage Diff from Market

JOB DESCRIPTION COMPARISON

As discussed previously, once city populations begin to fall, information sharing can dwindle and become less available. This is such the case in reviewing available job descriptions. In addition to the salary comparison, this job comparison is intended to be another tool for City Council to use in creating a competitive and equitable salary schedule for the City of Yamhill.

Much like many other smaller jurisdictions, employees often wear multiple hats and can often take on additional duties that may not be in their current job description. To create an equitable solution, it will be important for the city to create job descriptions that represent the needs of the city without personality and personal judgements of individuals who currently reside in these positions along with potential future employees of the city. Every person and potential employee may have a specific set of skills that lie outside of the job description. For example, it is very likely that a City Administrator/Manager may have financial experience that allows the city to not hire a Finance Director and instead may hire a part-time accountant. Another example may be that a City Administrator may have Building/Planning experience in which then an individual may be needed as a Finance Director. In short, the city should embrace a notion of creating job descriptions for the positions needed at that time and what is best for the jurisdiction.

One common item found in all Yamhill job descriptions was the breadth and expansion of job duties compared to other agencies. Whereas some comparison cities had limited tasks for 3-15 tasks listed as regular items, Yamhill tasks can reach upwards of 30 tasks. This should be taken into consideration if updates to job descriptions are a desire of the city council along with taken into consideration of potentially updating salary schedules.

Below is a short summary of each position findings and notations related to recommendations to City Council.

Administration Department

City Administrator: The current job description is adequate for an administrator with finance experience. If City Council chooses to use this description for a future posting, I would only recommend re-organizing some tasks that a City Recorder position may taken on and arrange tasks into categories of different positions/areas that the administrator may lead/supervise.

Admin Clerk: This position heavily entails tasks of a City Recorder in addition to tasks of a Finance Director position. I have reviewed a draft City Recorder job description that appears to entail many of the tasks included in the Admin Clerk job description. With the transition to a City Recorder position, the Admin Clerk position I would envision going away. With this position, the city could consider

a P/T finance position, such as accountant, or accounting specialist to focus on financial related tasks remaining after the City Recorder transition.

City Clerk: The only job description available for comparison is with Lyons, Oregon, which is rather limited compared to the Yamhill position. This job description wears multiple hats with several departments, and this should be taken into consideration with compensation and flexibility if assisting with evening meetings if this position is not considered exempt according to FLSA standards.

Finance Director: This position is not currently held at the city. The current job description for a financial position at the city is the Finance and Administrative Services Director. Depending on the financial experience of the City Administrator, a full-time position may not be necessary and could be filled by a P/T accountant position as mentioned above. This person would be tasked with financial activities noted in the Admin Clerk position along with some tasks in the Finance and Administrative Services Director position.

Public Works Department

Facility Manager: In comparison with other municipalities, the most common job title and closest comparable is that to of a Public Works Director. As such, the salary comparison for Yamhill was about considerably lower than the average of six other cities with similar positions. Through allocation of salaries and benefits, this position along with all other Public Works positions should be fully paid for through the cost of utilities from the community.

PW Utility Worker: In comparison with eight municipalities, the position of Utility Worker within Yamhill appears to be fair with others in similar populations. Job description comparison is consistent among municipalities for Utility Worker positions but can always vary slightly depending on requirements and needs of each community.

Plant Operator: Plant operators in smaller cities, as shown in the salary comparison can be difficult to assess. Based on the average salary comparison, Yamhill does appear to be lower within the salary comparison.

Police Department

Police Chief: Most cities within the comparable list offer police services through the county. Only two cities were included in the salary study: Pilot Rock and Coburg. Both cities show a higher max salary comparison to Yamhill by almost 20%.

SRO Officer: The study was unsuccessful in finding a proper comparison of even one city for an SRO officer, especially on a part-time basis. Pilot Rock's comparison is with a Police Officer and Coburg identified a Reserve Officer as the closest comparable. Salary information shown on the comparison is that of a full-time position based on the most recent updated hourly rate Yamhill uses for the SRO position.

CONCLUSION & RECOMMENDATIONS

1. Creation/Update of organizational chart for all city operations to help identify needs within the organization and what positions are required/desired by City Council now and into the future.
2. Re-evaluate and create job descriptions based on organizational chart requirements.
3. Creation of a multiple step salary schedules for each position with five step increases based on merit and longevity.
 - a. Best practice would have each employee receive a yearly review by their supervisor. Upon a satisfactory review, employee should receive next step in salary schedule.
 - b. City Administrator salary could be set by contract with annual reviews by City Council. Some cities do not employ City Administrators by contract and they are considered an employee. Yearly reviews are still best practice by City Council. The process and working relationship of a City Administrator vs. City Manager are usually stipulated in the City Charter and then governing rules help align direction and process of city operations.
4. Funding Recommendations:
 - a. Review potential internal Franchise Fees for Water/Sewer fees for General Fund assistance.
 - b. Review utility fee schedule to ensure adequate funding for staffing of Public Works.
 - c. Review potential Police Option Levy within community for adequate Police Department Funding.
 - d. Review potential General Service fee on Utility Bills to assist General Fund or specific funding strategies.