



**City of Fargo**

# **Sworn Public Safety Base Pay Analysis**

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# Methodology – Base Pay

## Custom survey of 13 sworn job titles

- Using Job Descriptions
- Surveyed peer employers
- 23 peers responded

## Analyze market position

- Compile pay rates across 16 steps
  - Steps represent 1 year of service
- Find the average pay for each step
- Identify market position to averages
- Compare Grade/Step structure designs



# Custom Survey Components – Base Pay

## Base pay rates for each rank across 16 potential steps

- Not all organizations have 16 steps
- Steps are different percentages per year
- Range widths (Entry to Top Step) vary

## Demographics gathered

- Union represented (Yes/No)
- Number of Incumbents
- FLSA status
- Annual hours
- Pay structure effective date
- Average annual pay



Respondents – 2025 Public Safety Survey	
City of Aurora IL	City of Minneapolis MN
City of Billings MT	City of Moorhead MN*
City of Bismarck ND*	City of Olathe KS
City of Bloomington MN	City of Omaha NE
City of Boulder CO	City of Overland Park KS
City of Cedar Rapids IA	City of Rochester MN
City of Duluth MN	City of Sioux City IA
City of Grand Forks, ND*	City of Sioux Falls SD*
City of Lawrence KS	City of St. Cloud MN
City of Lee's Summit MO	City of St. Paul MN
City of Lenexa KS	City of West Fargo ND*
City of Lincoln NE	

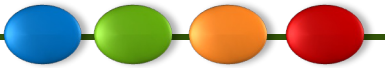
\*Local Market Cities



# Market Competitiveness Definitions

MRA defines competitiveness as the following:

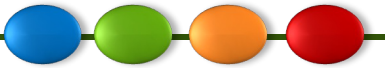
- At market:
  - 95-105%
- Within market:
  - 90-95%
  - 105-110%
- Outside market:
  - <90%
  - >110%



# Fire Captain

- Regional Market Data
  - Number of Matches: 23
  - Average Range Spread: 17%
- City of Fargo
  - Range Spread: 42%
  - Number of Steps: 9
  - Number of Employees: 30
  - Average Step Placement: 9
  - Average Entry Step: 6

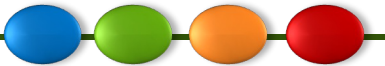
Fire Captain	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$73,936	\$91,641	\$104,832	\$104,832
Regional Market Average	\$95,257	\$95,257	\$106,536	\$111,487
Regional Market Comparison	78%	96%	98%	94%
Local Market Average	\$79,673	\$79,673	\$96,947	\$111,190
Local Market Comparison	93%	115%	108%	94%
Proposed Entry and Top Step	\$100,836	NA	NA	\$116,731
Proposed Comparison to Regional Market Avg	106%	NA	NA	106%



# Firefighter

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 37%
- City of Fargo
  - Range Spread: 36%
  - Number of Steps: 7
  - Number of Employees: 49
  - Average Step Placement: 1

Firefighter	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$58,706	\$58,706	\$79,789	\$79,789
Regional Market Average	\$64,336	\$64,336	\$82,031	\$87,944
Regional Market Comparison	91%	91%	97%	91%
Local Market Average	\$61,035	\$61,035	\$76,710	\$89,310
Local Market Comparison	96%	96%	104%	89%
Proposed Entry and Top Step	\$68,250	NA	NA	\$87,106
Proposed Comparison to Regional Market Avg	106%	NA	NA	99%

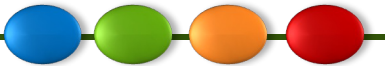


# Police Sergeant

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 19%
- City of Fargo
  - Range Spread: 42%
  - Number of Steps: 9
  - Number of Employees: 24
  - Average Step Placement: 7
  - Average Entry Step: 5

Police Sergeant	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$79,789	\$94,182	\$113,298	\$113,298
Regional Market Average	\$101,745	\$101,745	\$116,087	\$121,087
Regional Market Comparison	78%	93%	98%	94%
Local Market Average	\$84,450	\$84,450	\$102,426	\$116,815
Local Market Comparison	94%	112%	106%	97%
Proposed Entry and Top Step	\$111,610	NA	NA	\$121,959
Proposed Comparison to Regional Market Avg	110%	NA	NA	101%

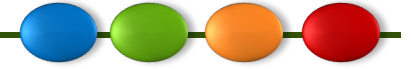




# Police Officer

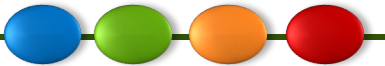
- Market Data:
    - Number of Matches: 23
    - Average Range Spread: 42%
- City of Fargo
    - Range Spread: 48%
    - Number of Steps: 8
    - Number of Employees: 138
    - Average Step Placement: 5
    - Average Entry Step: 1

Police Officer	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$63,357	\$63,357	\$93,746	\$93,746
Regional Market Average	\$70,534	\$70,534	\$90,860	\$99,837
Regional Market Comparison	90%	90%	103%	94%
Local Market Average	\$65,496	\$65,496	\$82,291	\$96,318
Local Market Comparison	97%	97%	114%	97%
Proposed Entry and Top Step	\$70,000	NA	NA	\$98,497
Proposed Comparison to Regional Market Avg	99%	NA	NA	99%



# Structure Development

- The concern of the current ranges, described by both the Fire and Police Departments, is the pay overlap between supervisors and direct reports
  - To address this issue, MRA proposed the following:
    - Each sworn rank has its own pay range
      - No longer tied to the larger City of Fargo step structure
    - No overlap in those ranges between supervisors and direct reports
      - This narrows the ranges as compared to the current City of Fargo ranges
    - Ranges were then compared to the Regional market average Entry Step and Top Step to determine competitiveness
      - Market comparison shows the new structures are within and at market competitiveness



# Proposed Fire Structure

PROPOSED FIRE STRUCTURE																						Range Spread
	Recruit/ Trainee	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	
Asst Fire Chief																		\$148,982	\$156,431	\$164,253	\$172,466	16%
																			5%	5%	5%	
% of Entry and Top Step to Market																		116%	NA	NA	105%	
Battalion Chief														\$122,568	\$128,696	\$135,131	\$141,888					16%
															5%	5%	5%					
% of Entry and Top Step to Market														111%	NA	NA	104%					
Deputy Fire Marshal										\$100,836	\$105,878	\$111,172	\$116,731									16%
											5%	5%	5%									
% of Entry and Top Step to Market										102%	NA	NA	101%									
Fire Captain										\$100,836	\$105,878	\$111,172	\$116,731									16%
											5%	5%	5%									
% of Entry and Top Step to Market										106%	NA	NA	106%									
Fire Driver			\$71,663	\$75,246	\$79,008	\$82,958	\$87,106	\$91,461	\$96,034													34%
				5%	5%	5%	5%	5%	5%													
% of Entry and Top Step to Market			96%	101%	106%	NA	NA	NA	104%													
Firefighter	\$65,000	\$68,250	\$71,663	\$75,246	\$79,008	\$82,958	\$87,106															34%
		5%	5%	5%	5%	5%	5%															
% of Entry and Top Step to Market	101%	NA	NA	NA	NA	NA	99%															

# Proposed Police Structure

[illegible]



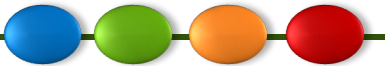
# Implementation Costing – Min of 3%

Cost of 3% Minimum Increase			
Public Safety Group	Cost of Salary Increases Min of 3% Increase	Cost of % Benefit & Medicare	Total Cost
Fire Department	\$ 795,267	\$ 124,459.30	\$ 919,726
Police Department	\$ 950,286	\$ 148,720	\$ 1,099,006



# Appendix

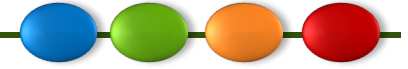
- Individual market data for each sworn rank



# Fire Chief

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 41%
- City of Fargo
  - Range Spread: 30%
  - Number of Steps: 11
  - Number of Employees: 1
  - Average Step Placement: 11
  - Average Entry Step: 1

Fire Chief	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$150,530	\$150,530	\$182,083	\$195,666
Regional Market Average	\$149,266	\$149,266	\$184,559	\$219,906
Regional Market Comparison	101%	101%	99%	93%
Local Market Average	\$136,888	\$136,888	\$169,475	\$196,966
Local Market Comparison	110%	110%	107%	99%
Proposed Entry and Top Step	Not Included	Not Included	Not Included	Not Included
Proposed Comparison to Regional Market Avg	Not Included	Not Included	Not Included	Not Included



# Assistant Fire Chief

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 29%
- City of Fargo
  - Range Spread: 36%
  - Number of Steps: 8
  - Number of Employees: 2
  - Average Step Placement: 8
  - Average Entry Step: 1

Assistant Fire Chief	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$115,918	\$115,918	\$157,602	\$157,602
Regional Market Average	\$128,364	\$128,364	\$149,334	\$164,987
Regional Market Comparison	90%	90%	106%	96%
Local Market Average	\$110,596	\$110,596	\$133,266	\$152,669
Local Market Comparison	105%	105%	118%	103%
Proposed Entry and Top Step	\$148,982	NA	NA	\$172,466
Proposed Comparison to Regional Market Avg	116%	NA	NA	105%





# Fire Battalion Chief

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 24%
- City of Fargo
  - Range Spread: 42%
  - Number of Steps: 11
  - Number of Employees: 6
  - Average Step Placement: 9
  - Average Entry Step: 6

Fire Battalion Chief	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$93,038	\$115,461	\$132,147	\$132,147
Regional Market Average	\$109,934	\$109,934	\$124,934	\$136,720
Regional Market Comparison	85%	105%	106%	97%
Local Market Average	\$97,162	\$97,162	\$117,388	\$134,175
Local Market Comparison	96%	119%	113%	98%
Proposed Entry and Top Step	\$122,568	NA	NA	\$141,888
Proposed Comparison to Regional Market Avg	111%	NA	NA	104%



# Deputy Fire Marshal/Inspections

- Market Data
  - Number of Matches: 12
  - Average Range Spread: 17%
  - Cleaned up matches to better reflect actual duties at City of Fargo
- City of Fargo:
  - Range Spread: 33%
  - Number of Steps: 9
  - Number of Employees: 6
  - Average Step Placement: 8
  - Average Entry Step: 3

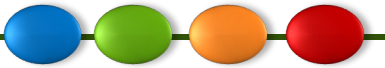
Deputy Fire Marshal	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$79,789	\$84,572	\$106,142	\$106,142
Regional Market Average	\$98,770	\$98,770	\$109,916	\$115,433
Regional Market Comparison	81%	86%	97%	92%
Local Market Average	\$74,983	\$74,983	\$91,302	\$113,321
Local Market Comparison	106%	113%	116%	94%
Proposed Entry and Top Step	\$100,836	NA	NA	\$116,731
Proposed Comparison to Regional Market Avg	102%	NA	NA	101%



# Fire Driver-Firefighter

- Market Data:
  - Number of Matches: 23
  - Average Range Spread: 24%
  - Combination of Fire Driver (where reported) and Firefighter ranges, no peers have premiums for Driver duties
- City of Fargo
  - Range Spread: 51%
  - Number of Steps: 10
  - Number of Employees: 36
  - Average Step Placement: 8
  - Average Entry Step: 5

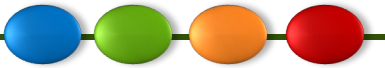
Fire Driver-Firefighter	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$58,706	\$72,713	\$88,641	\$88,641
Regional Market Average	\$74,667	\$74,667	\$87,718	\$92,517
Regional Market Comparison	79%	97%	101%	96%
Local Market Average	\$64,242	\$64,242	\$79,506	\$91,806
Local Market Comparison	91%	113%	111%	97%
Proposed Entry and Top Step	\$71,663	NA	NA	\$96,034
Proposed Comparison to Regional Market Avg	96%	NA	NA	104%



# Police Chief

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 41%
- City of Fargo
  - Range Spread: 30%
  - Number of Steps: 11
  - Number of Employees: 1
  - Average Step Placement: 11
  - Average Entry Step: 1

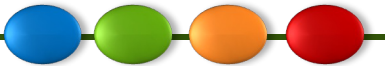
Police Chief	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$150,530	\$150,530	\$182,083	\$195,666
Regional Market Average	\$156,310	\$156,310	\$194,348	\$220,733
Regional Market Comparison	96%	96%	94%	89%
Local Market Average	\$138,652	\$138,652	\$171,774	\$199,486
Local Market Comparison	109%	109%	106%	98%
Proposed Entry and Top Step	Not Included	Not Included	Not Included	Not Included
Proposed Comparison to Regional Market Avg	Not Included	Not Included	Not Included	Not Included



# Assistant Police Chief

- Market Data
  - Number of Matches: 20
  - Average Range Spread: 29%
- City of Fargo
  - Range Spread: 36%
  - Number of Steps: 8
  - Number of Employees: 1
  - Average Step Placement: 8
  - Average Entry Step: 6

Assistant Police Chief	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$115,918	\$143,728	\$157,602	\$157,602
Regional Market Average	\$138,552	\$138,552	\$162,586	\$178,131
Regional Market Comparison	84%	104%	97%	88%
Local Market Average	\$119,334	\$119,334	\$144,549	\$165,053
Local Market Comparison	97%	120%	109%	95%
Proposed Entry and Top Step	\$173,765	NA	NA	189,877
Proposed Comparison to Regional Market Avg	125%	NA	NA	107%



# Police Captain

- Market Data
    - Number of Matches: 17
    - Average Range Spread: 23%
- City of Fargo
    - Range Spread: 42%
    - Number of Steps: 9
    - Number of Employees: 3
    - Average Step Placement: 9
    - Average Entry Step: 8

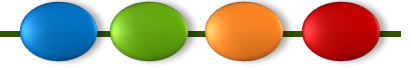
Police Captain	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$100,506	\$136,698	\$136,698	\$142,750
Regional Market Average	\$127,729	\$127,729	\$147,375	\$157,502
Regional Market Comparison	79%	107%	93%	91%
Local Market Average	\$119,165	\$119,165	\$137,802	\$147,210
Local Market Comparison	84%	115%	99%	97%
Proposed Entry and Top Step	\$151,447	NA	NA	\$165,490
Proposed Comparison to Regional Market Avg	119%	NA	NA	105%



# Police Lieutenant

- Market Data
  - Number of Matches: 19
  - Average Range Spread: 23%
- City of Fargo
  - Range Spread: 42%
  - Number of Steps: 9
  - Number of Employees: 8
  - Average Step Placement: 8
  - Average Entry Step: 6

Police Lieutenant	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$93,101	\$115,419	\$132,205	\$132,205
Regional Market Average	\$116,531	\$116,531	\$132,314	\$142,887
Regional Market Comparison	80%	99%	100%	93%
Local Market Average	\$102,326	\$102,326	\$120,456	\$138,091
Local Market Comparison	91%	113%	105%	96%
Proposed Entry and Top Step	\$131,995	NA	NA	\$144,235
Proposed Comparison to Regional Market Avg	113%	NA	NA	101%



# Police Detective-Police Officer

- Market Data
  - Number of Matches: 23
  - Average Range Spread: 40%
  - Combination of Detective (where reported) and Officer pay ranges. One peer has a premium for Detective duties
- City of Fargo
  - Range Spread: 48%
  - Number of Steps: 9
  - Number of Employees: 19
  - Average Step Placement: 9
  - Average Entry Step: 7

Police Detective-Officer	Actual Entry Step	Avg Entry Step	Mid Step	Top Step
City of Fargo Pay Rates	\$68,411	\$93,038	\$101,234	\$101,234
Regional Market Average	\$71,738	\$71,738	\$90,649	\$100,467
Regional Market Comparison	95%	130%	112%	101%
Local Market Average	\$66,044	\$66,044	\$82,999	\$97,095
Local Market Comparison	104%	141%	117%	104%
Proposed Entry and Top Step	\$89,340	NA	NA	\$106,295
Proposed Comparison to Regional Market Avg	125%	NA	NA	106%