

# City of Dundee Adjusted Compensation Comparison Study

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**Table of Contents**

**Acknowledgements**..... 3

**Background**..... 4

**Methodology** ..... 5

**Summary Results** ..... 6

*Adjusted Compensation* ..... 8

*Paid Time Off*..... 9

*Health Insurance* ..... 11

*Additional Compensation*..... 12

**Limited Job Matching Discussion** ..... 13

*Firefighter*..... 13

*Fire Captain* ..... 14

**Appendix** ..... 17

*Detailed Adjusted Compensation Results* ..... A1

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### Fire District/ Municipal

Applegate Valley Fire District  
Banks Fire District  
Hubbard Fire District  
Jacksonville Fire Department  
Nehalem Bay Fire & Rescue  
Silverton Fire District  
West Valley Fire District  
Wy’East Fire District

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## Background

In August 2021, the City of Dundee and the Dundee Fire Department (DFD) engaged Portland State University's Center for Public Service (CPS) to conduct a comprehensive compensation study to aid the City of Dundee in their fire department's collective bargaining. CPS analyzed 2 job titles in 8 Oregon fire districts or municipalities, including the City of Dundee, and determined the compensation costs 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 city fire departments and fire districts included the following criteria: service population, miles from Dundee, total 2019 calls, number of firefighters, number of volunteers, and number of job titles that were a potential match. Table 1 lists the seven organizations chosen and how each compares to Dundee Fire Department.

Table 1: Population and Location							
Fire District or Municipal	Service Population*	Miles from Dundee**	County	Total 2019 Calls*	# of Fire fighters*	# of Volunteers*	Jobs Matched
Dundee Fire Department (DFD)	5,050	n/a	Yamhill	549	2	23	n/a
Applegate Valley Fire Department (AVFD)	10,000	261	Jackson	636	6	28	1
Hubbard Fire District (HFD)	6,000	18	Marion	735	4	27	1
Jacksonville Fire Department (JFD)	2,894	258	Jackson	823	3	1	2
Nehalem Bay Fire & Rescue (NBFR)	3,800	91	Tillamook	748	0	25	1
Silverton Fire District (SFD)	21,750	32	Marion	1,125	3	63	1
West Valley Fire District (WVFD)	5,367	28	Yamhill	92	6	5	1
Wy'East Fire District (WFD)	5,800	95	Hood River	350	0	47	1

\*OR Office of State Fire Marshall: Annual Report Supplement (Certified Estimates 2019) and/or from fire district personnel

\*\*Car traveling miles from downtown Dundee

## 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 Dundee's City Administrator, Fire Chief, and former interim Fire Chief to identify fire districts and departments that were comparable in size, geographic location, and/or held a common workforce pool as comparators. We conducted 10-15 minute screening interviews with 16 fire departments and districts to identify 7 comparators. Even after contacting so many jurisdictions this allowed only 4 comparators per job title that met the criteria. Most fire departments and districts provided verbal responses to several data points, including:

- Direct or contracted fire services
- Transport services
- Service population
- Total number of calls in 2019 (fire calls, EMS calls, non-fire/non-EMS calls)
- Number of full time firefighting employees
- Number of paid firefighters

- Number of captains
- Number of volunteers

There were four criteria that would screen out districts to eventually identify comparables:

1. A fire district was screened out if the agency was contracted. Since Dundee is part of its own municipal organization, a contracted fire department that served multiple jurisdictions would generally be larger and characteristically different.
2. Districts were also screened out if they provided ambulance service (transport) and were located in a different geographic market (i.e., different county) from Dundee. Since DFD does not transport, their employees don't need those skills; in addition, the revenue-raising potential in Dundee does not include transportation fees. While it provides transport, West Valley was still included because of its proximity to Dundee. Located in Yamhill County, WVFD makes its market impact more closely representative regardless of the transport element.
3. The department or district needed to have volunteers.
4. To be chosen, the comparable district had to have at least one paid firefighter position or one paid captain-level position; if it did not, it was screened out. The CPS team needed to contact many different agencies to identify agencies that met the criteria and had appropriate positions to compare to Dundee.

Based on these limiting criteria, a few caveats were identified. Districts within Yamhill that provided transport were deemed comparable based on proximity to Dundee and similar size. One district (Silverton) was larger than Dundee, but similar enough in staff infrastructure and geography (i.e., rural). Another district that was similar in size but outside of Yamhill was screened out; it shared too many administrative services and volunteers with other fire districts.

We followed up with the comparable departments and districts through email, offering to share the final report to help incentivize participation. All jurisdictions provided an initial response to the request for 11 data points, including:

1. Salary schedules as of July 1, 2021
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 impact 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). 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, we 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. Following the table are discussion of summary results of adjusted compensation, Paid Time Off, health insurance, and PERS.

Table 2: Jobs Matched								
Standard Job Title	Applegate Valley Fire Dept. (AVFD)	Hubbard Fire District (HFD)	Jacksonville Fire Dept. (JFD)	Nehalem Bay Fire & Rescue (NBFR)	Silverton Fire District (SFD)	West Valley Fire District (WVFD)	Wy'East Fire (WFD)	Total
Firefighter	0	1	1	0	1	1	0	4
Fire Captain	1	0	1	1	0	0	1	4
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>8</b>

**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, 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.

Within the 2 job titles evaluated, DFD was higher for both positions, Firefighter (3.1%) and Fire Captain (12.8%) for overall adjusted compensation at the median tenure level.

The CPS team included a discussion of matching factors for both job titles in the section *Limited Job Description Discussion*. Table 3 summarizes the job titles listing the difference between the DFD Job Title value of the median adjusted compensation and the average of the comparables.

<b>Table 3: Summary Results</b>			
	<b>% Difference from Average of minimum of Comparable Jurisdictions</b>	<b>% Difference from Average of median of Comparable Jurisdictions</b>	<b>% Difference from Average of maximum of Comparable Jurisdictions</b>
Firefighter	-4.8%	3.1%	7.3%
Fire Captain	8.6%	12.8%	16.0%



**Summary Results:** *Paid Time Off*

With regard to paid time off (PTO), DFD Firefighters and Fire Captains receive 88 holiday hours. HFD is the only other district with 88 holiday hours. Three districts/ departments are lower in holiday pay with 72 holiday hours (AVFD, WFD) and 78 holiday hours (WVFD, 45-hour shifts). The remaining positions have between 96 and 120 holidays hours: JFD and WVFD (56-hour shift, 96), SFD (104), and NBFR (120).<sup>1</sup>

DFD employees receive 80 hours of vacation at 5 years; 120 hours at 10 years; 144 hours at 15 years; and 160 at 20 years. The paid vacation varies greatly across fire departments/ districts. DFD has the lowest hours of vacation at 5 years, followed by NBFD (100). The highest vacation at 5 years is AVFD at 240 hours. For 20 years, the range of vacation is 160 to 384 hours. NBFD and WFD are similar to DFD and have 160 hours. AVFD has the highest vacation at 384 hours. HFD and JFD employees both receive 336 hours.

Paid time off on appendix tables are adjusted based on the total number of hours worked per year.

Table 4 provides a detailed list of all the PTO hours for each jurisdiction. In several jurisdictions, represented employee groups had different benefits compared to non-represented employee groups.

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<sup>1</sup> See table 1 for district abbreviations.

Table 4: PTO

Fire District or Municipal	Employee Group	# of hours counted/yr	Holiday hours	Vacation			
				5 yrs	10 yrs	15 yrs	20 yrs
Dundee Fire Department (DFD)	Non-represented	2340 (45 hr wk)	88	80	120	144	160
Applegate Valley Fire Department (AVFD)	IAF*	2912 (56 hr wk)	72	240	336	336	384
Hubbard Fire District (HFD)	Non-represented	2912 (56 hr wk)	88	176	176	256	336
Jacksonville Fire Department (JFD)	Teamsters Local #223	2763 (53 hr wk)	96	180	216	276	336
Nehalem Bay Fire & Rescue (NBFR)	Non-represented	2080	120	100	120	160	160
Silverton Fire District (SFD)	Non-represented	2080	104	120	144	192	140
West Valley Fire District (WVFD)	IAFF* Local 4861	2340 (45 hr wk)	78	173	192	230	230
	IAFF* Local 4861	2912 (56 hr wk)	96	216	240	288	288
Wy'East Fire District (WFD)	Non-represented	2080	72	120	160	160	160

\*International Association of Firefighters

The Fair Labor Standards Act allows governmental fire agencies to adopt periods up to 212 hours for a 28-day work period without requiring overtime. This is opposed to the standard 40-hour week work period. This 212 hour/28-day work period facilitates a 24-hour work shift that some agencies prefer without requiring overtime. The PECBA methodology compares monthly salaries for a position. Monthly salaries are based on the required number of non-overtime hours for the work period of that position.

**Summary Results:** *Health Insurance*

All employee health insurance premium data used the family plan (where available) as the point of comparison. All jurisdictions had the same premium for both minimum and maximum plans. The health insurance premium cost includes dental insurance and vision coverage, if provided. DFD employees' monthly premium health insurance contribution for both Firefighters and Fire Captains is \$196. The positions in HFD and WFD have a zero minimum employee premium health insurance contribution.

Employees in the additional 5 jurisdictions (AVFD, JFD, NBFR, SFD, WVFD) are similar to DFD and contribute to their health care premiums. Of the districts or departments where employees contribute to their health insurance premiums, NBFR has the lowest minimum employee contribution at \$109. WVFD has the highest employee contribution at \$419.

Table 5: Health Insurance		
Fire District or Municipal	Employee Group*	Family Insurance Cost (\$/mth)
Dundee Fire Department (DFD)	Non-represented	196
Applegate Valley Fire Department (AVFD)	IAF*	128
Hubbard Fire District (HFD)	Non-represented	0
Jacksonville Fire Department (JFD)	Teamsters Local #223	171
Nehalem Bay Fire & Rescue (NBFR)	Non-represented	109
Silverton Fire District (SFD)	Non-represented	225
West Valley Fire District (WVFD)	IAFF* Local 4861	419
	IAFF* Local 4861	
Wy'East Fire District (WFD)	Non-represented	0

\*International Association of Firefighters

**Summary Results:** *Additional Compensation*

The CPS research team asked jurisdictions to respond (yes/no) regarding whether the employer pays the 6% PERS pickup amount. Dundee pays the 6% PERS pickup, as do four other districts or departments (HFD, JFD, NBFR, WVFD). Applegate Valley, Silverton, and Wy'East FDs do not pay the 6% PERS pickup.

**Certifications**

*Firefighter*

The Dundee FD position requires three additional certifications: NFPA Firefighter I, Oregon EMT Basic certification, and NFPA HazMat Operations Level Responder certification. See the Limited Job Matching section to see how other jurisdictions compare.

*Fire Captain*

The position requires additional certification including possession of a valid Oregon Driver's license; NFPA Firefighter I and Oregon EMT Basic certification; NFPA HazMat Operations Level Responder certification, NFPA Wildland/Urban Interface Firefighter certification; NFPA Firefighter II certification; NFPA Instructor I; NFPA Driver & Pump Operator certification. See the Limited Job Matching section to see how other jurisdictions compare.

## Limited Job Matching Discussion

### 1. Firefighter

The Firefighter for Dundee is a non-exempt, non-supervisory position. This position may provide direction to volunteers. It requires one year of experience in a paid or volunteer department. Dundee requires graduation from high school or a GED certificate; there is a preference for post-secondary education in fire science or emergency medical services studies with two years of experience in a paid or volunteer department. Below is a short summary of duties from the job description:

*“Performs fire suppression, salvage and overhaul operations and protects property in general; performs rescue and provides emergency life support care ... performs fire inspection in conformance with state and local fire safety laws and conducts fire education programs.”*

Half of the fire districts/ municipals (HFD, JFD, SFD, WVFD) matched the position. Similar to DFD, JFD and HFD call the position “Firefighter” while SFD and WVFD call the position “Firefighter/ EMT.” The remaining districts (AVFD, BFD, NBFR, WFD) all rely exclusively on volunteer firefighters. They were not included in the study. We compared the positions based on experience, education, FLSA exemption, supervision status, and other pertinent factors. The findings are described below:

- **Experience:** DFD requires 2 years of experience in a paid or volunteer fire department. SFD requires one year or more of more experience as a volunteer firefighter. All other fire districts or departments (HFD, JFD, WVFD) do not mention required work experience. DFD prefers a minimum of 2 years of experience in a paid or volunteer department. JFD sees previous firefighting experience as desirable.
- **Education:** DFD and all matched positions require a high school diploma or GED. JFD sees a two-year fire science degree as desirable. JFD and WVFD state a preference for an associate’s (JFD and WVFD) or a bachelor’s degree (WVFD).

This position requires additional certification. The DFD requires three certifications: NFPA Firefighter I, Oregon EMT Basic certification, and NFPA HazMat Operations Level Responder certification. The comparable fire departments require the following certification:

- NFPA Firefighter I – (HFD, JFD, SFD, WVFD)
  - NFPA Instructor I (SFD)
  - NFPA Firefighter II (HFD, WVFD)
  - NFPA Fire Apparatus Driver/Operator – (HFD, JFD, SFD)
  - NFPA Apparatus Operator equipped with a pump – (JFD)
  - NFPA HazMat Operations Level Responder certification (SFD)
  - Oregon State EMT Basic (HFD, JFD, WVFD)
  - Hazardous Materials Operations (HFD)
- **Union Representation:** DFD and two other districts, HFD and SFD, are non-unionized. The remaining districts/municipals (JFD, WVFD) are represented by a union.

- **FLSA Exemption:** Dundee and most others positions are non-exempt. Hubbard is the only exempt position.
- **Supervision:** Supervision is not a typical duty assigned to this position in DFD; however, the position may supervise volunteers. HFD also supervises volunteer members. JFD, SFD, and WVFD firefighters do not have any supervisory duties.
- **Additional Notes:** DFD requires three additional certifications (NFPA Firefighter I, Oregon EMT Basic certification, and NFPA HazMat Operations Level Responder). The certification requirements in other district varies widely, though all matched positions require the NFPA Firefighter I and all matches (excluding SFD) require Oregon State EMT Basic certification. Major job duties and educational requirements are similar among fire departments/districts but experience varies. Silverton has the highest median adjusted compensation at \$4,862 per month, DFD compensation is slightly less at \$4,539, and Jacksonville is the lowest at \$3,844.

**Conclusion:** All matches are solid.

## 2. Fire Captain

The DFD Fire Captain is a non-exempt position with supervisory responsibilities. The jurisdiction requires three years of experience in a paid or volunteer fire department and a high school diploma or GED certificate. Education beyond high school such as an associate's degree in fire science or emergency medical services is preferred. Below is a short summary of duties from the job description

*"Plans, supervises and participates in firefighting readiness, suppression, emergency assistance and administrative activities of the city fire station."*

Four fire departments (Applegate Valley, Jacksonville, Nehalem Bay, and Wy'East) matched the job description duties. Similar to DFD, JFD position is titled "Fire Captain," NBFR calls the position "Fire Captain/ Paramedic," and WFD calls it "Captain/ Training Officer." AVFD calls the position "Shift Supervisor." We compared the positions based on experience, education, FLSA exemption, supervision status, and other pertinent factors. The findings are described below:

- **Experience:** DFD requires three years of experience in a paid or volunteer fire department. NBFR is similar to DFD and requires at least three years of full-time continuous fire service employment or five years of continuous volunteer firefighter service. WFD requires a minimum of 6 years' fire service experience, 2 years of which must be fire department experience at the rank of Lieutenant. The positions for AVFD and JFD do not discuss a required number of years' experience.
- **Education:** DFD requires a high school diploma or GED. Similar to DFD, JFD requires a high school diploma or GED certificate. WFD requires an associates degree in fire protection or a related field. AVFD and NBFR do not discuss educational requirements. DFD and NBFR see an associate's degree or higher as desirable.

This position requires additional certification. The Dundee Fire Department requires multiple certifications:

- NFPA Firefighter II
- NFPA Wildland/Urban Interface Firefighter
- Oregon EMT-Basic Certification
- NFPA HazMat Operations level certification
- NFPA Instructor I
- NFPA Driver and Pumper Operator certifications
- ICS 100, 200, 300, 400, 700, and 800
- Fire Officer II
- Wildland Engine Boss.

The comparable fire departments require the following certification:

- DPSST HazMat Operations Responder, AO-I, FGL-I (WFD)
  - NFPA Firefighter I (AVFD, JFD, WFD)
  - NFPA Firefighter II (NBFR)
  - Oregon State EMT-Basic (AVFD, JFD, WFD)
  - NFPA Fire Instructor I (NBFR, WFD)
  - NFPA Driver/Pumper Operator (AVFD, JFD)
  - NFPA Hazardous Materials Awareness/Operations (JFD)
  - NWCG Firefighter I (AVFD)
  - NWCG Engine Boss/Crew Leader (JFD)
  - ICS 100, 200 (NBFR)
  - Licensed Oregon Paramedic (NBFR)
- **Union Representation:** DFD is a non-union position. Similarly, NBFR is a non-union position. The two other districts, AVFD and Jacksonville are represented by a union. WFD does not designate union status.
  - **FLSA Exemption:** DFD and most other positions are non-exempt. WFD does not designate FLSA status.
  - **Supervision:** Supervisory duties vary among jurisdictions. The DFD position provides middle supervision of lieutenants, company/crew personnel as well as front-line supervision of company/crew personnel. AVFD and JFD positions exercise supervision on duty-responding members such as Shift interns, seasonal and volunteer firefighters, and other support personnel. NBFR's position supervisory duties include overseeing the EMS service delivery program and all EMS-related training. The Nehalem position may also step up as Command at emergency incidents. WFD supervises all emergency and training activities as required or by the direction of the Fire Chief.
  - **Additional Notes:** The fire departments require various certifications for the position. NBFR is the only position that has a dual role of fire captain and paramedic, meaning the position has

unique tasks such as planning and coordinating the EMS program. All positions have supervisory duties, including supervising volunteer staff. Nehalem Bay Fire and Rescue has the highest median adjusted compensation at \$5,745; Dundee FD is the second highest at \$5,737; the lowest is Jacksonville at \$4,241.

**Conclusion:** Most matches are comparable, with certification requirements, dual duties, and supervision responsibilities reflecting possible differences in compensation.



**Appendix**

**Detailed Adjusted Compensation Results** ..... A1

*Firefighter*..... A1

*Fire Captain*..... A2

Position Name: Firefighter		Adjustments								Adjusted Comp. W/ PTO		
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Min	Median	Max
		Min	Median	Max	PERS	EE Ins.	Min	Median	Max			
Applegate Valley Fire District	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Hubbard Fire District	Firefighter	3,750	3,750	3,750	Y	-	9.1%	9.1%	14.6%	4,315	4,315	4,521
Jacksonville Fire Department	Firefighter	3,180	3,424	3,685	Y	(171)	10.0%	11.3%	15.6%	3,517	3,844	4,311
Nehalem Bay Fire and Rescue	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Silverton Fire District	Firefighter/ EMT	4,545	4,545	4,545	N	(225)	10.8%	11.9%	16.5%	4,809	4,862	5,071
West Valley Fire District	Firefighter/ EMT	4,011	4,256	4,692	Y	(419)	10.7%	11.5%	13.2%	4,263	4,583	5,173
Wy'East Fire District	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
	Average	3,871	3,994	4,168		(204)	10.1%	11.0%	15.0%	4,226	4,401	4,769
	Median	3,881	4,003	4,147		(198)	10.4%	11.4%	15.1%	4,289	4,449	4,796
Dundee Fire Department	Firefighter	\$ 3,798	\$ 4,192	\$ 4,627	Y	\$ (277)	7.2%	8.9%	10.6%	\$ 4,021	\$ 4,539	\$ 5,118
		% Difference from Average	-1.9%	5.0%	11.0%		-29.2%	-18.9%	-29.2%	-4.8%	3.1%	7.3%
		% Difference from Median	-2.1%	4.7%	11.6%		-30.7%	-22.1%	-29.8%	-6.2%	2.0%	6.7%

Note: n/a = no match. PTO = Paid Time Off either Flexible Earned Time or 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.

Position Name: <b>Fire Captain</b>		Adjustments									Adjusted Comp. W/ PTO		
Jurisdiction	Jurisdiction Job Title	Base Salary			PERS & Insurance		Vacation & Holiday (PTO)			Min	Median	Max	
		Min	Median	Max	PERS	EE Ins.	Min	Median	Max				
Applegate Valley Fire District	Shift Supervisor	\$ 4,465	\$ 4,803	\$ 5,337	N	\$ (128)	10.7%	14.0%	15.7%	\$ 4,815	\$ 5,348	\$ 6,045	
Hubbard Fire District	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
Jacksonville Fire Department	Fire Captain	3,493	3,762	4,050	Y	(171)	10.0%	11.3%	15.6%	3,881	4,241	4,755	
Nehalem Bay Fire and Rescue	Fire Captain/Paramedic	4,543	5,035	5,578	Y	(109)	9.4%	10.3%	12.0%	5,134	5,745	6,471	
Silverton Fire District	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
West Valley Fire District	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				
WyEast Fire District	Captain/Training Officer	4,508	4,508	4,508	N	-	9.2%	11.2%	11.2%	4,924	5,011	5,011	
	Average	4,252	4,527	4,868		(102)	9.8%	11.7%	13.6%	4,688	5,086	5,571	
	Median	4,486	4,656	4,923		(118)	9.7%	11.2%	13.8%	4,870	5,180	5,528	
Dundee Fire Department	Fire Captain	\$ 4,743	\$ 5,235	\$ 5,779	Y	\$ (277)	7.2%	8.9%	10.6%	\$ 5,091	\$ 5,737	\$ 6,461	
		% Difference from Average	11.5%	15.6%	18.7%		-27.0%	-23.9%	-22.1%	8.6%	12.8%	16.0%	
		% Difference from Median	5.7%	12.4%	17.4%		-25.9%	-20.8%	-23.2%	4.5%	10.8%	16.9%	

Note: n/a = no match. PTO = Paid Time Off either Flexible Earned Time or 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.