



**CITY OF STANWOOD
FINANCE COMMITTEE STAFF REPORT**

ITEM NUMBER: 2

DATE: July 24, 2014

SUBJECT: Review of Non-Represented Employee Compensation

CONTACT PERSON: Greg Thramer, Finance Director

ATTACHMENTS: A – Proposal for 2014 Compensation Study

B – Resolution 2013-19 Adopting a Salary and Benefits Schedule for 2014

C – Resolution 2013-16 Adopting a Salary and Benefits Schedule for 2013

D – Budgeted Classification and Pay Schedule – 2012 Budget

E - Budgeted Classification and Pay Schedule – 2011 Budget

F - Budgeted Classification and Pay Schedule – 2010 Budget

G - Budgeted Classification and Pay Schedule – 2009 Budget

ISSUE

Should the finance committee approve and recommend to full council a professional services agreement with NW Management Consulting, Inc. to conduct a compensation study for the city's non-represented employees in an amount not to exceed \$7,420.00 as proposed?

RECOMMENDATION

The finance committee should approve and recommend to full council a professional services agreement with NW Management Consulting, Inc. to conduct a compensation study for the city's non-represented employees in an amount not to exceed \$7,420.00 as proposed.

DISCUSSION

Compensation packages (salary and benefits) for the city's represented (i.e. Teamsters) employees are fairly well defined by contract as negotiated and agreed to by the the city and the union. The current Teamsters contracts are for three (3) years and expire on December 31, 2014.

Compensation for the city's represented employees is reviewed on a regular basis (typically every 3 years with each contract cycle). However, compensation packages for non-represented employees often do not get reviewed for several years as they are based on individual employment contracts that are not subject regular mandatory negotiation and review as is the case with unions.

While step and grade payroll schedules for union employees are updated each year, the salary schedules for non-represented employees have remained the same for the past six (6) years, from 2009 through 2014 (Attachments B through G).

Section 600 – Wage and Salary Administration sets forth the city's compensation policy for its non-represented employees as follows:

601 Salary Ranges and Levels for Non-represented Employees

Each non-represented position within the City shall be assigned a salary range after they have been approved by the City Council.

Salary ranges will be reviewed on an annual basis. Several factors can be considered when adjusting salary ranges, including but not limited to: level of responsibility, working conditions, skill required, potential hazard, amount of supervision given or received, market conditions, and the ability of the City to pay.

No employee shall be paid above the high point of their salary range without authorization from the City Council. When warranted, new employees will start their employment at the minimum wage rate for their salary range. However, a new employee may be employed at a higher rate, after approval from the City Administrator, when the employee's experience, training or proven capability warrant, or when prevailing market conditions require a starting rate greater than the minimum.

602 Pay for Performance

To achieve the City's goal to train, promote and retain the best qualified employee for every job, the City will conduct employee performance appraisals. The appraisal may be a factor in determining employee development, training

needs, validating selection procedures, determining wage increases or decreases, promotions, demotions, and/or transfers.

Employees should be evaluated by their Department Head or designee six months after their hire date and then at least once every twelve months. The City Administrator will evaluate and assess the performance of Department Heads.

Upward or downward movement within an employee's salary range is contingent on their performance and the City's ability to pay, as determined by their Department Head or designee and approved by the City Administrator.

603 Cost of Living Adjustment

The City Administrator, with the approval of the Mayor, may propose a pay adjustment based on cost of living indicators no more than once per year, raising the salaries of all non-represented positions by a specified amount. Such adjustments, if any, will not change an employee's pay anniversary date. All cost of living increases must be approved by the City Council as part of the annual budget process.

In the 2015-16 Budget Themes and Initiatives that was adopted by Council on July 10, 2014, one of the initiatives under "financial sustainability" was to evaluate exempt salary and compensation levels to attract and retain qualified management and professional staff.

FINANCIAL IMPACT

The cost to implement the compensation study would be \$7,420. This amount was not included in the 2014 budget, but would be funded with additional sales tax revenues, which are up \$41,619 (8.4%) for the first six months of the year, while overall general fund revenues through June 30, 2014 are running at 54% of budget (\$2,961,088 actual / \$5,448,359 budget = 54%).

FINANCE COMMITTEE KEY DECISIONS

1. Whether to approve compensation study as presented and recommend to full council a professional services agreement with NW Consulting, Inc. in an amount not to exceed \$7,420.00.
2. If approved, should the compensation study be conducted in 2014 so that the results can be implemented in the 2015-16 budget? Or, should the study (and implementation) be performed later?
3. If approved, should the compensation study include councilmembers?

NW MANAGEMENT CONSULTING, INC.

• COMPENSATION • HUMAN RESOURCES

2720 Hoyt Avenue #11
Everett, WA 98201

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Cell: (206) 818-4234
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July 1, 2014

Deborah Knight
City Administrator
City of Stanwood
10220 270th Street NW
Stanwood, Washington 98292

DRAFT

Dear Deborah:

This letter presents a proposal to conduct Phase 1 of the City of Stanwood Compensation Study, and, when authorized, to conduct Phase 2 and develop implementation plans for the non-represented compensation program. Phases 1 and 2 are not coupled and will require separate authorizations.

The proposal includes suggested strategies, plans, schedules and budgets. Phase 1 has a fixed fee budget of \$5,730 for professional fees and expenses. Phase 2 is estimated at \$1,690 so the combined total for professional fees and expenses, if authorized, is \$7,420.

The suggested project strategy is to recognize the uniqueness of Stanwood and the complexity of its labor markets. Also important is the challenge of selecting survey cities and addressing questions about comparability. Stanwood has population of 6,485 but is the gateway to Camano Island and provides services to 34,000 unincorporated residents. Plans, schedules and estimated costs are shown in the following table.

<u>Phase 1</u>	<u>Suggested Project Plan</u>	<u>Schedule</u>	<u>Est. (\$)</u>
1	Compensation Strategy and Project Planning	July	830
2	Interviews and Site Visits; Progress Report	July-Aug	1,690
3	Salary, Benefits and Total Compensation Survey	Aug-Sept	1,980
4	<u>Summary of Findings; Progress Report</u>	<u>September</u>	<u>1,230</u>
1-4	Compensation Survey-Phase 1	July-Sept	5,730

The suggested schedule for Phase 1 has a 90 day time frame and should begin as soon as possible. Expediting start-up efforts will be appreciated. The two phase approach is designed to reflect the complexities of completing the study during the summer season and in advance of the forthcoming elections. The progress report in September is not intended to be a final report. It is intended to highlight preliminary findings and provide a framework for Phase 2. Phase 2 is to be completed early in 2015 and includes presentation of the final report.

Proposed project strategies, plans, schedules and costs are intended to be a good digest of a consultant's responsibilities. Suggestions and comments will be welcome.

Sincerely,

Ross
Ross J. Ardrey
President

PROPOSAL FOR 2014 STANWOOD COMPENSATION STUDY

Outline: Introduction (Pages 1-2), Plans, Schedules and Costs (Pages 3-7)

STUDY BACKGROUND

The City of Stanwood serves a resident population of about 6,500, is the gateway to Camano Island, and provides services to about 34,000 unincorporated residents.

- The Mayor and Council are proud of the City's management team and staff.
- The last salary study was years ago and during different business conditions.
- There have been lots of changes in the City's organization, services and job functions.
- The City recognizes the study is long overdue.

STUDY QUESTIONS AND CONCERNS

The study is intended to recognize the uniqueness of Stanwood and be conducted with an open, nondiscriminatory and participatory process. Examples of study questions and concerns:

- How to define the labor market for a contract City with a variable population?
- How to balance labor market factors and a recessionary economy?
- How to focus on jobs and structures and avoid personalities?
- How to assure day-to-day salary actions reflect experience and performance?

STUDY SCOPE AND GOALS

The study is to include about 10 positions and involve a survey of about six other cities. Study efforts should result in an updated compensation program that is defensible, credible, nimble, nondiscriminatory, and easy to understand and administer. Selection of survey city participants should reflect everyone's input, be authorized by Council, and consider traditional factors such as population, assessed valuation and staffing, as well as more current factors such as comparable resources, proximity, actual recruiting and retention, and cities that have something going on.

HIGHLIGHTS OF PROJECT STRATEGY

The project strategy is to conduct a compensation study that will be about Stanwood, will enhance Stanwood's ability to attract, retain and develop its staff, and will help provide a credible basis for sustainable and effective budgeting and oversight. Distinctive features of the strategy include:

- On site surveys with meetings at the other cities. The site meetings are needed to provide a framework for discussions regarding job matches and comparability.
- Two phase study approach: Phase I is to focus on a survey of salary, benefits, total compensation and practices; Phase 2, if authorized, is to focus on Council policy making, salary structures, performance recognition and implementation.

Suggested Project Time Frames and Schedules

The suggested project schedule has a quick start and a fast pace. Project time frames and schedules are intended to be flexible. The suggested project plan begins with the Phase 1 compensation and practices survey and leaves open scheduling of Phase 2 during 2015.

The schedule reflects the challenges of doing the survey during the summer season and in advance of the forthcoming elections. A suggested project outline is shown following this page, a suggested project schedule is shown on page 4 following the project outline, and preliminary fee and expense estimates are shown on pages 5 and 6 following the suggested project schedule.

Proposal for City of Stanwood Compensation Study -- Page 2

SUGGESTED PROJECT STRATEGIES, PLANS AND SCHEDULES

PHASE 1: Salary, Benefit, Total Compensation and Practices Survey

STEP 1: COMPENSATION STRATEGY AND PROJECT PLANNING

This step is to provide a forum for questions and make sure there is a common understanding about the study. Steps include: project planning with the City Administrator and Finance Director, discussions on the project strategy and the two phase approach, reviews and inputs from the Mayor, Council and Council Committees, and refining the project plans, schedules and budgets.

Outcomes: Consensus on suggested project strategies, plans, schedules and budgets.

STEP 2: INTERVIEWS AND WORKPLACE VISITS (≈10); PROGRESS REPORTS

Management and non-rep interviews and workplace visits should collect input on distinctive job functions, project responsibilities, and other matters. The interviews should be completed on an informal, no-homework, no-questionnaire basis and take about 60 minutes each. Rescheduling and follow-ups will help assure everyone that the consultant understands the jobs. Reviews are important to provide checks and balances, discuss survey city selection criteria and suggested cities, and arrange for progress reports and approvals from Mayor, Council and Council Committees.

Outcomes: Stanwood specific job data, opportunity for everyone to be heard, survey approvals.

STEP 3: SURVEY OTHER CITIES (≈6)

This step focuses on the survey of the other cities. The survey should be completed through site visits with the other City Managers, City Administrators, Finance Directors or other knowledgeable managers in each City. Participation of Stanwood's City Administrator or Finance Director will be helpful. The survey should focus on job functions, avoid titles, be nondiscriminatory, and include matches, salaries, structures, benefits and compensation program administrative practices.

Outcomes: Current and verifiable labor market salary, benefit and other comparisons.

STEP 4: PREPARATION OF FINDINGS; PROGRESS REPORTS

This step will include analysis of survey data and presentation of progress reports. Interpretation of the survey results is important: Survey comparisons, even under the best circumstances, are considered reliable to within $\pm 5\%$. Equally important are reviews with the City Administrator and Finance Director and progress reports with the Mayor, Council and Council Committees. The reviews should complete this phase of the study and include a report to participants.

Outcomes: Review of labor market data, preparation of findings, and participant report.

PHASE 2: Updates and Implementation Plans (If Requested)

STEP 1: MEETINGS WITH MAYOR, COUNCIL, COMMITTEES AND MGT TEAM

Flexibility to reflect study findings and business conditions is essential. The Council will ultimately need to determine the level of compensation appropriate for Stanwood considering the other cities, i.e., should Stanwood seek to be the same as, or exceed, or be less than the others. This step should include updating Phase 1 survey findings, developing updated structures, and working with the Mayor, Council, Council Committees, City Administrator, Finance Director and management team on performance recognition, implementation plans and other matters.

Outcomes: Council policy making and update of compensation plans, structures and practices.

STANWOOD COMPENSATION STUDY -- PHASES 1 AND 2
PRELIMINARY PROJECT PLANS AND SCHEDULE -- DISCUSSION OUTLINE

Phase 1 Study to Include Salaries and Benefits WITHOUT Updated Structure and Implementation
Phase 2 Policy Making, Structures and Administration NOT Included in Phase 1 of this Study

STUDY STEP	SUGGESTED APPROACH CONSULTANT RESPONSIBILITIES	Suggested Schedule		
		July	August	September
Phase 1	SALARY AND BENEFIT COMPENSATION STUDY			
Step 1	COMPENSATION STRATEGY AND PROJECT PLANNING <ul style="list-style-type: none"> • Start up planning with CA and FD • Project plan reviews with Committees, Mayor, Council • Compensation study to be separate from implementation • Project plans to include Phase 1 and Phase 2 costs and budgets • Other matters such as resident and community business factors 	[Gantt Chart]		
2	INTERVIEWS AND WORKPLACE VISITS; PROGRESS REPORTS <ul style="list-style-type: none"> • Individual interviews and job site visits (~ 60 min each) • Interviews to be informal, professional and flexible • Reviews with CA, FD and dept heads (~ 60 min each) • Summarize comparisons and recommend survey cities • Meet with CA, FD, Committees, Mayor and Council as requested 	[Gantt Chart]	[Gantt Chart]	
3	SURVEY OTHER CITIES (6) <ul style="list-style-type: none"> • Survey plans, formats, participants and arrangements • Survey to focus on job functions and avoid titles • Survey to include jobs, salaries, benefits and practices • Conduct survey through site visits and interviews • Participation in survey visits of CA, FD or others welcome 		[Gantt Chart]	[Gantt Chart]
4	PREPARATION OF FINDINGS; PROGRESS REPORTS <ul style="list-style-type: none"> • Analysis of salaries, benefits and total compensation • Reviews with CA and FD, Committees, Mayor and Council • Follow-up on concerns and findings; also participant report • Review to conclude Phase I of study 		[Gantt Chart]	[Gantt Chart]
Phase 2	MEETINGS AND IMPLEMENTATION PLANS (IF REQUESTED) <ul style="list-style-type: none"> • Review and update Phase I Study Findings • Develop structure and recommendations with CA and FD • Implementation plan reviews with Committees, Mayor, Council • Meetings with CA and FD and staff on implementation plans • Finalize report, other meetings, as directed • Prepare and distribute participant reports 			
Phase 1	PROJECT PLAN WITHOUT IMPLEMENTATION (PHASE 2)	[Gantt Chart]	[Gantt Chart]	[Gantt Chart]

PROPOSED CONSULTANT AND CITY RESPONSIBILITIES

The following outline for Phase 1 is intended to highlight project team responsibilities. It is not intended to be all-inclusive, but a good digest of our various responsibilities.

Consultant's Responsibilities:

- Introductory and ongoing meetings, planning and communications
- Conduct individual interviews and work site visits
- Summarize interview findings; prepare survey plans; present progress reports
- Plan and conduct labor market, total compensation and practice surveys
- Compile and analyze survey results
- Develop, review, refine and present progress reports

City of Stanwood's Responsibilities:

- Fund project and serve as project manager
- Schedule and coordinate meetings, interviews and communications
- Participate in survey visits and interviews
- Review progress reports

PROJECT ESTIMATES

Professional fees are based on the consultant's standard billing rate of \$100 per hour. The firm does not charge for travel time or project administration. Phase 1 has a fixed fee budget of \$5,730 for professional fees and expenses. Phase 2 is estimated at \$1,690 so the combined total for professional fees and expenses, if authorized, is \$7,420.

The estimates assume the study is to have about 10 positions and about 6 survey participants. Distinctive features of the suggested approach include interviews, comparison city selections, and on-site surveys.

- The purpose of the interviews is threefold: First to assure that everyone has an opportunity to be heard; Second, to provide a procedure to collect current and accurate data regarding each job; and Third, to make sure staff, supervisors and management believe the consultant understands the distinctive features of the jobs.
- Selection of survey city participants should consider traditional factors as well as more current factors such as resources, proximity, actual recruiting and retention, and cities that have something going on. Selection of comparable cities is a policy related function and should have approval of the Mayor and Council.
- The purpose of completing the survey through personal visit interviews is to enhance survey validity, avoid problems associated with email processes and job title comparisons, and assure there is adequate time for job match, salary, benefit and practice discussions.

PROJECT FEE AND EXPENSE WORKSHEET

A table showing estimate details follows this page. Project steps are shown in the first two columns. The third column shows estimated consultant hours on a step-by-step basis, and the block on the right shows fees and expenses. The estimate also assumes any revision in the scope of the project and addition or reduction of efforts will require appropriate approvals.

STANWOOD COMPENSATION STUDY -- PHASES 1 AND 2
PRELIMINARY PROJECT PLANS AND ESTIMATES -- DISCUSSION OUTLINE

Phase 1 Study to Include Salaries and Benefits WITHOUT Updated Structure and Implementation
Phase 2 Implementation NOT Included in this Study -- Consultant Standard Billing Rate at \$100/Hour

STUDY STEP	SUGGESTED APPROACH CONSULTANT RESPONSIBILITIES	Consult Hours	Fees and Estimates (\$)		
			Fees	Expense	Total
Phase 1	SALARY AND BENEFIT COMPENSATION STUDY	8	800	30	830
Step 1	COMPENSATION STRATEGY AND PROJECT PLANNING				
	<ul style="list-style-type: none"> • Start up planning with CA and FD • Project plan reviews with Committees, Mayor, Council • Compensation study to be separate from implementation • Project plans to include Phase 1 and Phase 2 costs and budgets • Other matters such as resident and community business factors 				
2	INTERVIEWS AND WORKPLACE VISITS; PROGRESS REPORTS	16	1,600	90	1,690
	<ul style="list-style-type: none"> • Individual interviews and job site visits (≈ 60 min each) • Interviews to be informal, professional and flexible • Reviews with CA, FD and dept heads (≈ 60 min each) • Summarize comparisons and recommend survey cities • Meet with CA, FD, Committees, Mayor and Council as requested 				
3	SURVEY OTHER CITIES (6)	18	1,800	180	1,980
	<ul style="list-style-type: none"> • Survey plans, formats, participants and arrangements • Survey to focus on job functions and avoid titles • Survey to include jobs, salaries, benefits and practices • Conduct survey through site visits and interviews • Participation in survey visits of CA, FD or others welcome 				
4	PREPARATION OF FINDINGS; PROGRESS REPORTS	12	1,200	30	1,230
	<ul style="list-style-type: none"> • Analysis of salaries, benefits and total compensation • Reviews with CA and FD, Committees, Mayor and Council • Follow-up on concerns and findings; also participant report • Review to conclude Phase I of study 				
Phase 2	MEETINGS AND IMPLEMENTATION PLANS (IF REQUESTED)	16	1,600	90	1,690
	<ul style="list-style-type: none"> • Review and update Phase I Study Findings • Develop structure and recommendations with CA and FD • Implementation plan reviews with Committees, Mayor, Council • Meetings with CA and FD and staff on implementation plans • Finalize report, other meetings, as directed • Prepare and distribute participant reports 				
Phase 1	PROJECT PLAN WITHOUT IMPLEMENTATION	54	5,400	330	5,730
Phase 2	IMPLEMENTATION PLAN (IF REQUESTED)	16	1,600	90	1,690
Ph 1 & 2	PHASE 1 (THIS PROJECT) AND 2 (IF REQUESTED)	70	7,000	420	7,420

DELIVERABLES

Study deliverables for Phase 1 should include project plans, survey worksheets, and survey findings showing salary, benefit, total compensation and administrative procedure summaries and comparisons. Phase 2 should include existing and suggested updates of salary ranges, benefits and total compensation, as well as procedures and implementation plans. All documents are to be in both hard copy and electronic format.

Suggested staffing is for Mr. Ardrey to serve as consultant's project manager, function as an third party resource, and personally complete interviews, meetings, surveys, presentations and reports.

INVOICING AND PAYMENTS

Invoicing and payment plans are designed to reflect accomplishments and should be based on milestones underlying Phase 1 of the project's four steps. The suggestion is to invoice the City in four (4) installments each of \$1,430 with the last at \$1,440. Milestones: (1) On completion of start-up project planning, (2) On completion of interviews and workplace visits, (3) On completion of the survey, and (4) On completion of the data analysis and preparation of findings and reports for participating agencies. The total amount of the Phase 1 contract is not to exceed \$5,730.

INSURANCE COVERAGE AND WARRANTIES

NW Management Consulting maintains general liability insurance that provides coverage to protect consultant and client interests. Liability provisions include general aggregate business liability at \$2,000,000 and bodily injury by accident at \$1,000,000 each accident. The policy is with Hartford/ITT.

It is Mr. Ardrey's practice to provide informal assistance to clients without charge during the initial implementation of new or updated compensation programs for a period of 12 months.

Surveys and other deliverables are to be in accordance with generally accepted compensation practices in effect among public agencies in the State of Washington. Mr. Ardrey adheres to the Institute of Management Consultants' Code of Professional Conduct. The Code assures clients of the consultant's independence of judgment and protection of the confidentiality of client matters.

SUMMARY AND NEXT STEPS

The project strategy is to conduct a compensation study that will be about Stanwood, will enhance Stanwood's ability to attract, retain and develop its staff, and will help provide the Mayor and Council with a credible basis for sustainable and effective budgeting and oversight.

The suggested project plan begins with the Phase 1 compensation and practices survey and leaves open scheduling of Phase 2 during 2015. The Phase 1 progress report is intended to highlight preliminary findings and provide a framework for Phase 2.

This proposal for the Stanwood Compensation Study is intended to be fully responsive to Stanwood's discussions regarding project strategies, plans and schedules. I look forward to working with you and your colleagues.

Sincerely,

Ross

Ross J. Ardrey
President

NW MANAGEMENT CONSULTING, INC.

STATEMENT OF QUALIFICATIONS

Ross J. Ardrey, Consultant, NW Management Consulting, Inc., 2720 Hoyt Ave., #11, Everett, WA 98201
 Email: ross.ardrey@gmail.com - Cell: 206 818-4234 - Facsimile: 425 252-4234 - Telephone: 425 252-4234

Outline: Introduction (Page 1), Client References (Pages 2-4), Biographical Summary and Testimonials (Pages 5-6)

INTRODUCTION

NW Management Consulting is the compensation and human resource consulting practice of Ross J. Ardrey. The firm is a Washington Corporation, and, at the request of clients, functions as a sole proprietorship. Salary studies with North Sound cities and other public agencies are strong specialties.

Services are strategic, nondiscriminatory and reflect long- and short-range client goals and services. Examples of compensation services are shown on the left with other HR services on the right.

- Salary Surveys
- Job Audits and Reclassifications
- Total Compensation Surveys
- Compensation Strategies and Plans
- Search Strategies and Recruiting
- Confidential Appraisals
- Career Ladders and Progressions
- Performance Recognition

CITY SALARY STUDIES

Mr. Ardrey has successfully completed about 500 projects for about 250 employers. Cities he has worked with serve distinctive community, resident and business areas and are responsible for gateway, shopping mall, refinery, farmland, national security, regional, unincorporated, and/or other functions. Forms of government include Mayor-Council, City Manager and Mayor-Council-City Administrator.

EXAMPLES OF CITY COMPENSATION PROJECTS

Mr. Ardrey has completed 29 salary studies with 18 cities. The 18 cities include 10 located in North Sound areas and 8 in other areas. Each study involved unique project strategies and implementation plans. The following table focuses on the 10 North Sound cities.

<u>North Sound</u>	<u>Project Description and Projects Completed</u>	<u>Most Recent</u>
• Burlington	Salary and Benefit Survey for Non-Rep Positions	2007
• Mountlake Terrace	Non-Rep & Rep Class/Comp Studies and Surveys	2005
• Bainbridge Island	Non-Rep & Rep Class/Comp Studies and Surveys (5 Studies)	2005
• Oak Harbor	City-Wide Class/Comp Studies and Surveys	2004
• Anacortes	Eng Tech, Planner and Library Class Studies (3 Studies)	2004
• Mount Vernon	Classification and Compensation Studies and Surveys	2000
• Blaine	Job Audit and Reclassification of Utility Worker Position	1999
• Lynnwood	Non-Rep & Rep Class/Comp Studies and Surveys	1998
• Bellingham	Multiple Class/Comp Studies and Surveys (6 Studies)	1997
• Ferndale	Classification and Salary Studies	1995

Projects with other cities include classification and/or compensation studies with Issaquah, Tukwila, Covington, Port Orchard, Puyallup, Aberdeen, Chehalis and Portland.

Other North Sound public agencies he has worked with include the Housing Authority of Snohomish County, Snohomish Health District, Samish Water and Lake Whatcom Water & Sewer Districts, the Ports of Bellingham, Port Townsend, Skagit County, Anacortes, Everett and Edmonds as well as Skagit and Island Counties and Burlington-Edison and Mount Vernon Schools.

CLIENT REFERENCES

Clients are grouped by sectors and listed in geographic order from North to South.

Cities and Counties

City of Burlington 900 East Fairhaven Ave. Burlington, Washington 98233	Judy Sheehan Executive Assistant Telephone: (360) 755-0531
City of Anacortes 904 6th Avenue Anacortes, Washington 98221	Emily Schuh, P. H. R. Human Resources Director Telephone: (360) 299-1941
City of Oak Harbor 865 SE Barrington Drive Oak Harbor, Washington 98277	Douglas Merriman Finance Director Telephone: (360) 279-4500
Skagit County 1111 Cleveland Avenue Mount Vernon, Washington 98273	Chal Martin (Now at Bremerton) Public Works Director/City Engineer Telephone: (360) 473-5758
City of Lynnwood 19100 44th Ave West Lynnwood, Washington 98046	Steve Jensen Police Chief Telephone: (425) 670-5601
City of Mountlake Terrace 6100 219th St SW, Suite 200 Mountlake Terrace, Washington 98043	Scott Hugill Administrative Services Director Telephone: (425) 776-1161
City of Bainbridge Island 625 Winslow Way East Bainbridge Island, Washington 98110	Dwight Sutton, Mayor (Retired) 206) 842-3011 Lynn Nordby, City Administrator (Now at MRSC) Telephone: (206) 625-1300
City of Tukwila P. O. Box 1307 Issaquah, Washington 98027	Jim Haggerton, Mayor David Cline, City Administrator Telephone: (206) 433-1850
City of Covington 16720 SE 271st Street Covington, WA 98042	Derek Matheson, City Manager Noreen Beaufriere, HR Manager Telephone: (253) 638-1110
City of Aberdeen 200 East Market Street Aberdeen, Washington 98520	Eric Nelson Corporation Counsel Telephone: (360) 537-3212
City of Chehalis 80 NE Cascade Ave. Chehalis, Washington 98532	Merlin MacReynold City Manager Telephone: (360) 748-6664
City of Portland 1900 SW 4th Avenue, Room 3500 Portland, Oregon 97201	David J. Rhys, Assist. Director, Human Resources Elisabeth Nunes, Manger, Classification & Comp Telephone: (503) 823-3507
Multnomah County and MCSO (Sheriff) 501 SE Hawthorne Blvd, 4th Floor Portland, Oregon 97293-0700	Jennifer Ott / Travis Graves Human Resources Directors Telephone: (503) 988-3241

Ports and Airports

Port of Bellingham 1801 Roeder Avenue; P. O. Box 1677 Bellingham, Washington 98227	Dan Stahl Director of Marinas Telephone: (360) 676-2500
Port of Anacortes 1st & Commercial Anacortes, Washington 98221	Robert Hyde Executive Director Telephone: (360) 293-3134
Port of Skagit County 1180 Airport Drive Burlington, Washington 98233	Patsy Botsford-Miller Executive Director Telephone: (360) 757-0011
Port of Port Angeles P. O. Box 1350 Port Angeles, Washington 98362	David Hagiwara Deputy Director (Retired) Telephone: (360) 457-8527
Port of Everett 1205 Craftsman Way #200 Everett, Washington 98206	John Carter Chief Financial Officer Telephone: (425) 259-3164
Port of Edmonds 336 Admiral Way Edmonds, Washington 98020	Marla Kempf Deputy Director Telephone: 425 774-0549
Port of Port Townsend 375 Hudson Street; P. O. Box 1180 Port Townsend, Washington 98368	Larry Crockett Executive Director Telephone: (360) 385-0656
Port of Bremerton 8850 State Highway 3 Port Orchard, Washington 98367	Becky Swanson Chief Financial Officer Telephone: (360) 674-2381
Port of Chelan County 125 Easy Street, Wenatchee, Washington 98807	Mark Urdahl Director Telephone: (509) 663-5159
Port of Olympia 915 Washington St., N.E. Olympia, Washington 98501	Nick Handy (Now at State) Director of Elections Telephone: (360) 902-4156
Port of Grays Harbor 110 S. Wooding Street; P. O. Box 660 Aberdeen, Washington 98520	Mary Nelson Director of Finance & Administration Telephone: (360) 533-9530
Port of Vancouver 3103 NW Lower River Road Vancouver, Washington 98660	Byron Hanke Executive Director (Retired) Telephone: (360) 694-9414
Washington Public Ports Association 1501 Capitol Way, Suite 304 Olympia, Washington 98507-6176	Eric Johnson Executive Director Telephone: (360) 753-6176

Educational

Burlington-Edison Schools
927 E. Fairhaven
Burlington, WA 98233

Greg Thramer (Now at Stanwood)
Director of Finance
Telephone: (360) 629-2181 ext 107

Mount Vernon School District
124 East Lawrence Street
Mount Vernon, Washington 98273

Mack D. Armstrong (Now at WASA)
Assistant Executive Director
Telephone: (360) 943-5717

Anacortes Public Library
904 6th Street
Anacortes, Washington 98221

Emily Schuh, P. H. R.
Human Resources Director
Telephone: (360) 299-1941

Aberdeen School District
216 North G Street
Aberdeen, Washington 98520

Anna C. Shanks
Director of Personnel
Telephone: (360) 538-2004

Special Districts

Barrow Utilities and Electric Co-Op
P. O. Box 449
Barrow, Alaska 99723

Ben Frantz
General Manager
Telephone: (907) 852-6166

METRO Portland /PCPA/Oregon Zoo
600 NE Grand Avenue
Portland, Oregon 97232

Ruth Scott
Director of Human Resources (Retired)
Telephone: (503) 762-5802

Municipal Research and Services Center
2601 Fourth Avenue Suite #800
Seattle, Washington 98121

Pat Mason
Senior Attorney, Director
Telephone: (206) 625-1300

Public Housing

Housing Authority of Snohomish County
12625 4th Avenue West
Everett, Washington 98204

Robert Davis
Executive Director
Telephone: (425) 290-8499

Seattle Housing Authority
190 Queen Anne Ave. N; PO Box 19028
Seattle, Washington 98109

Dean Barns
Human Resources Director
Telephone: (206) 625-3322

Tacoma Housing Authority
902 South L Street
Tacoma, Washington 98405

Barbara Tanbara
Human Resources Director
Telephone: (253) 207-4422

Housing Authorities Risk Retention Pool
7111 NE 179th Street
Vancouver, Washington 98686

Bill Gregory
Executive Director
Telephone: (360) 574-9035 Ext 102

Home Forward – Housing Authority Portland
135 SW Ash Street
Portland, Oregon 97204

Rebecca Gabriel, GPHR
Director, Business Services
Telephone: (503) 803-8502

CONSULTANT BIOGRAPHICAL SUMMARY

ROSS J. ARDREY

Mr. Ardrey works closely with Mayors, Councils, executives, managers, staff and unions. Studies focus on client concerns and often involve innovative strategies, approaches and resolutions.

Mr. Ardrey's studies include public administration, business and law. Degrees received:

- B. A. University of Chicago
- M. A. Graduate School, University of Washington
- J. D. School of Law, University of Washington

Mr. Ardrey's previous employers include Harry J. Prior & Associates, a spin-off from the national firm of Booz Allen Hamilton, and Howard Johnson & Company, a national actuarial and compensation consulting firm with headquarters in Seattle. Dates of service:

- Harry J. Prior & Associates, Inc., Seattle: 1972 - 1990
- Howard Johnson & Company, Seattle: 1990 - 1993
- NW Management Consulting, Inc., Seattle/Everett: 1993 - Present

Professionally, Mr. Ardrey is active in the NW Compensation Forum and has served at the local and national level of the Institute of Management Consultants (IMC) which certifies management consultants. Accomplishments: IMC Chapter President (1990, 1995), Best US IMC Chapter (1990, 1995), and National IMC Board of Directors (1992).

Distinctive Features of Consultant's Practice:

Clients look to Mr. Ardrey as a local compensation resource who:

- Presents a good balance of listening, consulting, and communications skills
- Keeps up on public and private sector compensation practices
- Operates at a national and best practices level
- Retains a low overhead cost structure
- Completes projects on budget and on time
- Maintains a good track record with Mayors, Councils, managers, staff and unions

Examples of private sector clients include Kenworth Northwest, Cummins NW Diesel, Puget Sound Freight Lines, Washington Athletic Club, K&L Gates, Brown & Haley and Liberty Orchards as well as not-for-profits like Swedish Medical Center, MultiCare in Tacoma and Neighborcare Health in Seattle.

Distinctive Features of Project Strategies:

Studies are based on joint client and consultant efforts to develop project strategies, keep everyone informed without overloading anyone, and involve the Mayor and Council at critical points. Also important are recognition, quality, credibility, staff development and thoroughness.

Testimonials

Testimonials are shown following this page.

TESTIMONIALS

Comments Are from City, County, Port, Housing and Other Special Purpose Districts

“We use Ross Ardrey...He does a great job; very thorough and thoughtful, lots of experience.”

- Director, Business and HR Services.

“Ross has had contracts here going back 15+ years doing classification work, compensation work, and studies wherein both classification and pay were studied. Ross is a solid practitioner in classification and compensation and has a good systems overview as to how classification families are intertwined. He is very personable, a capable statistician, and County employees and managers enjoy working with him.”

-Manager, Compensation

“Ross bonds with employees faster than I’ve ever seen. He has the smarts and tenacity to work through the toughest problems and come up to practical solutions.”

-Personnel Manager

“In 25 years as a city manager Ross’ labor market surveys are the most thorough I’ve seen.”

-City Manager

“Ross’ approach to surveys through site visits and interviews with our HR people is a step in the right direction. He has me won over.”

-Director of Personnel

“We love Ross to bits here ... Our folks can be tough to please but even when it's been information they don't like or don't want to hear, the constant feedback I get about Ross is that people are heard with him; he listens and they feel their input is valued; this is HUGE during class/comp studies when people so frequently don't receive an increase or what they wanted. You can't go wrong with him and he really knows his stuff.”

-Director, Human Resources

“Ross did an extraordinary job of presentations with our Council and responding to questions from Council Members.”

-Mayor

Everyone's Efforts Are Greatly Appreciated

6/27/2014

Statement of Qualifications for City of Stanwood Compensation Study - Page 6

**CITY OF STANWOOD
Stanwood, Washington**

RESOLUTION 2013-19

**A RESOLUTION OF THE CITY OF STANWOOD, WASHINGTON
FORMALLY ADOPTING A SALARY AND BENEFIT SCHEDULE FOR CITY
EMPLOYEES EFFECTIVE JANUARY 1, 2014**

WHEREAS, it is necessary and appropriate to establish the salary and benefits schedule for employees and elected officials of the City of Stanwood by resolution of the city council; and

WHEREAS, pursuant to RCW 35A.11.020, the city council has the power to fix the compensation and working conditions of its officers and employees; and

WHEREAS, on June 28, 2012 the city council approved an agreement by and between City of Stanwood and Teamsters Local Union No. 231 (representing the administrative employees) for the period from January 1, 2012 through December 31, 2014; and

WHEREAS, on June 28, 2012 the city council approved an agreement by and between City of Stanwood and Teamsters Local Union No. 231 (representing the public works employees) for the period from January 1, 2012 through December 31, 2014; and

WHEREAS, on June 13, 2013 the city council approved the personnel policy manual, which establishes many of the pay and benefit policies and procedures currently applied to non-represented employees.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF STANWOOD, WASHINGTON, AS FOLLOWS:

Section 1: Adopting Pay and Benefits for Teamsters Administrative Employees

That the monthly base compensation for City employees represented by Teamsters Local Union No. 231 (representing the Administrative Employees), subject to adjustments as contained in collective bargaining agreements by the City as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
Permit Specialist I	\$3,788	\$4,330
Permit Specialist II	\$4,114	\$4,654

RESOLUTION No. 2013-19
City of Stanwood

Page 1

Administrative Asst. I	\$3,680	\$4,222
Administrative Asst. II	\$4,114	\$4,654
Administrative Lead	\$4,546	\$5,088
Accounting Clerk I	\$3,030	\$3,572
Accounting Clerk II	\$3,356	\$3,896
Accounting Clerk III	\$3,572	\$4,114
Accounting Clerk IV	\$4,005	\$4,546
Police Records Clerk I	\$3,464	\$4,005
Police Records Clerk II	\$3,788	\$4,330
Office Clerk I	\$3,030	\$3,572
Office Clerk II	\$3,464	\$4,005
Deputy City Clerk I	\$3,788	\$4,330
Deputy City Clerk II	\$4,114	\$4,654

Other pay and benefits for City Teamsters Administrative Employees are enumerated in the current Collective Bargaining Agreement.

Section 2: Adopting Pay and Benefits for Teamsters Public Works Employees

That the monthly base compensation for City employees represented by Teamsters Local Union No. 231 (representing the Public Works Employees), subject to adjustments as contained in collective bargaining agreements by the City as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
Public Works Technician I	\$3,279	\$3,826
Public Works Technician II	\$3,607	\$4,155
Public Works Technician III	\$3,935	\$4,483
Public Works Technician IV	\$4,265	\$4,810
Public Works Lead Person	\$4,592	\$5,139
Water Treatment Plant Operator I	\$4,044	\$4,592
Water Treatment Plant Operator II	\$4,483	\$5,030
WW Treatment Plant Operator I	\$4,044	\$4,592

WW Treatment Plant Operator II \$4,483 \$5,030

Other pay and benefits for City Teamsters Public Works Employees are enumerated in the current Collective Bargaining Agreement.

Section 3: Adopting Pay and Benefits for Non-Represented Employees

That the monthly base compensation for City employees and elected officials who are not represented by a union or bargaining group subject to adjustments as contained herein as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
City Administrator	\$8,200	\$9,792
Public Works Director	\$6,800	\$8,670
Community Development Director	\$6,500	\$8,364
Finance Director / City Clerk	\$6,200	\$8,160
PW Field Supervisor	\$5,200	\$6,426
Senior Planner	\$5,000	\$6,222
Clerk / HR	\$4,800	\$6,018
Accountant	\$4,700	\$6,018
Planner	\$4,100	\$5,304
Building Inspector	\$4,000	\$5,202
Mayor	\$1,200	\$1,200
Councilmember	\$ 325	\$ 325
Part-Time and Seasonal Employees	\$9.32/hr	\$36.00/hr

a) Salary Increases Based on Performance

On January 1st of each year, full-time non-represented employees may, in addition to contract adjustments, receive an annual salary increase based on individual performance as determined by the Mayor. The total amount of performance increases shall not exceed the performance pool, which is calculated by the finance director and authorized by the City Council as a percentage share of annual full-time, non-represented salaries.

For the 2014 budget year, the performance pool will be \$20,773, which is based on 3% of 2013 total non-represented salaries (\$692,427 X 3% = \$20,773).

b) Health Insurance and Retirement Benefits

The City of Stanwood currently provides the following benefits for non-represented employees.

- o Medical - The City pays 100% employee cost for medical, dental and vision insurance.

For dependent medical benefits, the employee shall share the cost of benefits under Association of Washington Cities (AWC) Health First Plan as follows:

Effective January 1, 2013:

Spouse 4.5% to a maximum \$ 27.09 per month

First Dependent 4.5% to a maximum \$ 13.72 per month

Second Dependent 4.5% to a maximum \$ 11.35 per month

Full Family 4.5% to a maximum \$ 33.00 per month

Effective January 1, 2014:

Spouse 9% to a maximum 9% of the 2013 rate per month

First Dependent 9% to a maximum 9% of the 2013 rate per month

Second Dependent 9% to a maximum 9% of the 2013 rate per month

Full Family 9% to a maximum 9% of the 2013 rate per month

- o \$10,000 life insurance paid by the city.
- o Public Employees Retirement System (PERS). Benefit levels and contributions are set by the State of Washington
- o Deferred Compensation Plan. The City is a member of the State Deferred Compensation Plan which allows employees to make tax deferred deposits up to dollar limits defined by the IRS.

c) Dual Insurance Program

All employees are eligible to remove their spouse and/or dependents from the city's medical plan and receive fifty percent (50%) of the employer's portion of the monthly premium. This incentive will be added to the employee's paycheck as taxable income. In addition, the employee will save the premium they are currently paying

RESOLUTION No. 2013-19

City of Stanwood

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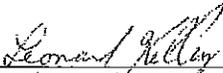
for dependent medical insurance. Employees will be required to sign a waiver certifying that they or their dependents or spouse have other medical insurance. If the employee's dependents or spouse later involuntarily lose their (non-city) medical coverage, they are eligible to rejoin the city's medical plan on the first day of the following month.

d) Other Benefits as Provided in the Personnel Policy Manual

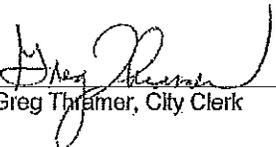
The City of Stanwood provides other benefits to its employees as enumerated in the Personnel Policy Manual as approved by City Council on June 13, 2013.

ADOPTED by the city council and APPROVED by the mayor this 25th day of November, 2013.

CITY OF STANWOOD

By 
Dianne White, Mayor

ATTEST:

By 
Greg Thramer, City Clerk

RESOLUTION No. 2013-19
City of Stanwood

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**CITY OF STANWOOD
Stanwood, Washington**

RESOLUTION 2013-16

A RESOLUTION OF THE CITY OF STANWOOD, WASHINGTON SUPERSEDING RESOLUTION 2012-12 BY RE-ADOPTING A SALARY AND BENEFIT SCHEDULE FOR CITY EMPLOYEES EFFECTIVE JANUARY 1, 2013 AND CLARIFYING THE PROVISIONS RELATED TO MEDICAL BENEFITS AND PAY (DUAL INSURANCE) AS TO ALL CITY EMPLOYEES

WHEREAS, it is necessary and appropriate to establish the salary and benefits schedule for employees and elected officials of the City of Stanwood by resolution of the city council; and

WHEREAS, pursuant to RCW 35A.11.020, the city council has the power to fix the compensation and working conditions of its officers and employees; and

WHEREAS, on June 28, 2012 the city council approved an agreement by and between City of Stanwood and Teamsters Local Union No. 231 (representing the administrative employees) for the period from January 1, 2012 through December 31, 2014; and

WHEREAS, on June 28, 2012 the city council approved an agreement by and between City of Stanwood and Teamsters Local Union No. 231 (representing the public works employees) for the period from January 1, 2012 through December 31, 2014; and

WHEREAS, on May 28, 2009 the city council approved the personnel policy manual, which establishes many of the pay and benefit policies and procedures currently applied to non-represented employees; and

WHEREAS, on November 19, 2012 the city council adopted Resolution No. 2012-12 formally adopting a salary and benefit schedule for city employees effective January 1, 2013; and

WHEREAS, Resolution No. 2012-12, as adopted, did not reflect the city's original intent to offer the dual insurance program to all city employees, which benefits the city by decreasing the overall cost of health insurance premiums;

WHEREAS, the City has allowed all city employees during 2013 to participate in the dual insurance program; and

WHEREAS, it is necessary to re-adopt the City's salary and benefit schedule and clarify that all city employees may participate in the dual insurance program;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF STANWOOD, WASHINGTON, AS FOLLOWS:

1 | City of Stanwood Resolution 2013-16

Section 1: Adopting Pay and Benefits for Teamsters Administrative Employees

That the monthly base compensation during 2013 for City employees represented by Teamsters Local Union No. 231 (representing the Administrative Employees), subject to adjustments as contained in collective bargaining agreements by the City are as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
Permit Specialist I	\$3,714	\$4,245
Permit Specialist II	\$4,033	\$4,563
Administrative Asst. I	\$3,608	\$4,139
Administrative Asst. II	\$4,033	\$4,563
Administrative Lead	\$4,457	\$4,988
Accounting Clerk I	\$2,971	\$3,502
Accounting Clerk II	\$3,290	\$3,820
Accounting Clerk III	\$3,502	\$4,033
Accounting Clerk IV	\$3,926	\$4,457
Police Records Clerk I	\$3,396	\$3,926
Police Records Clerk II	\$3,714	\$4,245
Office Clerk I	\$2,971	\$3,502
Office Clerk II	\$3,396	\$3,926
Deputy City Clerk I	\$3,714	\$4,245
Deputy City Clerk II	\$4,033	\$4,563

Other pay and benefits for City Teamsters Administrative Employees in 2013 are enumerated in the current Collective Bargaining Agreement.

Section 2: Adopting Pay and Benefits for Teamsters Public Works Employees

That the monthly base compensation during 2013 for City employees represented by Teamsters Local Union No. 231 (representing the Public Works Employees), subject to adjustments as contained in collective bargaining agreements by the City are as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
Public Works Technician I	\$3,215	\$3,751

Public Works Technician II	\$3,536	\$4,074
Public Works Technician III	\$3,858	\$4,395
Public Works Technician IV	\$4,181	\$4,716
Public Works Lead Person	\$4,502	\$5,038

Water Treatment Plant Operator I	\$3,965	\$4,502
Water Treatment Plant Operator II	\$4,395	\$4,931

WW Treatment Plant Operator I	\$3,965	\$4,502
WW Treatment Plant Operator II	\$4,395	\$4,931

Other pay and benefits for City Teamsters Public Works Employees in 2013 are enumerated in the current Collective Bargaining Agreement.

Section 3: Adopting Pay and Benefits for Non-Represented Employees

That the monthly base compensation for City employees and elected officials who are not represented by a union or bargaining group in 2013 subject to adjustments are as contained herein as set forth below:

	<u>Minimum</u>	<u>Maximum</u>
City Administrator	\$8,200	\$9,792
Public Works Director	\$6,800	\$8,670
Community Development Director	\$6,500	\$8,364
Finance Director / City Clerk	\$6,200	\$8,160
PW Field Supervisor	\$5,200	\$6,426
Senior Planner	\$5,000	\$6,222
Clerk / HR	\$4,800	\$6,018
Accountant	\$4,700	\$6,018
Planner	\$4,100	\$5,304
Building Inspector	\$4,000	\$5,202
Mayor	\$1,100	\$1,100
Councilmember	\$ 300	\$ 300
Part-Time and Seasonal Employees	\$9.19/hr	\$35.00/hr

a) Salary Increases Based on Performance

On January 1st of each year, full-time non-represented employees may, in addition to contract adjustments, receive an annual salary increase based on individual performance as determined by the Mayor. The total amount of performance increases shall not exceed the performance pool, which is calculated by the finance director and authorized by the City Council as a percentage share of annual full-

time, non-represented salaries.

For the 2013 budget year, the performance pool will be \$14,963, which is based on 3% of 2012 total non-represented salaries (\$498,772 X 3% = \$14,963).

b) Health Insurance and Retirement Benefits

The City of Stanwood currently provides the following benefits for non-represented employees.

- o Medical - The City pays 100% employee cost for medical, dental and vision insurance.

For dependent medical benefits, the employee shall share the cost of benefits under Association of Washington Cities (AWC) Health First Plan as follows:

Effective January 1, 2013:

Spouse 4.5% to a maximum \$ 27.99 per month

First Dependent 4.5% to a maximum \$ 13.72 per month

Second Dependent 4.5% to a maximum \$ 11.35 per month

Full Family 4.5% to a maximum \$ 53.06 per month

Effective January 1, 2014:

Spouse 9% to a maximum 9% of the 2013 rate per month

First Dependent 9% to a maximum 9% of the 2013 rate per month

Second Dependent 9% to a maximum 9% of the 2013 rate per month

Full Family 9% to a maximum 9% of the 2013 rate per month

- o \$10,000 life insurance paid by the city.
- o Public Employees Retirement System (PERS). Benefit levels and contributions are set by the State of Washington
- o Deferred Compensation Plan. The City is a member of the State Deferred Compensation Plan which allows employees to make tax deferred deposits up to dollar limits defined by the IRS.

c) Dual Insurance Program

All employees are eligible to remove their spouse and/or dependents from the city's medical plan and receive fifty percent (50%) of the employer's portion of the monthly premium. This incentive will be added to the employee's paycheck as taxable income. In addition, the employee will save the premium they are currently paying for dependent medical insurance. Employees will be required to sign a waiver certifying that they or their dependents or spouse have other medical insurance. If the employee's dependents or spouse later involuntarily lose their (non-city) medical coverage, they are eligible to rejoin the city's medical plan on the first day of the following month.

d) Other Benefits as Provided in the Personnel Policy Manual

The City of Stanwood provides other benefits to its employees as enumerated in the Personnel Policy Manual as approved by City Council on May 28, 2009.

ADOPTED by the city council and **APPROVED** by the mayor this 11th day of November, 2013. This resolution supersedes and replaces Resolution No. 2012-12 adopted by city council on November 19, 2012.

CITY OF STANWOOD

By *Lennard Willey Pro Tem*
Dianne White, Mayor

ATTEST:

By *Greg Thramer*
Greg Thramer, City Clerk

BUDGETED CLASSIFICATION and PAY SCHEDULE:

2012 Budget
 Permanent Full-Time Employees
 Monthly Base Salary

Based on CPI: Firefighters, Administrative and Non-Represented 0% COLA - PW 0% COLA

Non-Represented	Low	High	
City Administrator	8,200	9,792	Included in 2012 Budget
Director of Finance	6,200	8,160	
Comm. Dvlpmnt. Director	6,800	8,364	
Public Works Director	6,800	8,670	Vacant - Not budgeted for 2012
City Clerk / HR	4,800	6,018	
HR Director	5,500	6,834	Combined with City Clerk position in 2009
Planner	4,100	5,304	Vacant - Not budgeted for 2012
Sr Planner	5,000	6,222	Vacant - Not budgeted for 2012
Utilities Superintendent	5,200	6,426	
Accountant	4,700	6,018	
Building Inspector	4,000	5,202	

Job Title	Step 1 - 12	Step 13 - 24	Step 25 - 36	Step 37 - 48	Step 49 - 60	Step 61+
Fire Captain	5,102	5,021	5,272	5,630	5,810	6,102
Firefighter	4,158	4,366	4,504	4,813	5,052	5,306
Public Works Tech I	3,121	3,251	3,393	3,541	3,691	
Public Works Tech II	3,433	3,563	3,693	3,823	3,954	
Public Works Tech III	3,745	3,875	4,006	4,136	4,266	
Public Works Tech IV	4,058	4,188	4,318	4,448	4,578	
Public Works Lead Person	4,370	4,500	4,630	4,760	4,890	
Water Treatment Plant Operator I	4,049	4,080	4,110	4,240	4,370	
Water Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	
WW Treatment Plant Operator I	3,849	3,980	4,110	4,240	4,370	
WW Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	
Permit Specialist I	3,670	3,698	3,825	3,956	4,080	
Permit Specialist II	3,876	4,004	4,131	4,259	4,386	
Administrative Asst I	3,708	3,896	3,723	3,861	3,978	
Administrative Asst II	3,876	4,004	4,131	4,259	4,386	
Administrative Asst Lead	4,266	4,412	4,559	4,667	4,788	
Accounting Clerk I	2,856	2,984	3,111	3,239	3,366	
Accounting Clerk II	3,182	3,290	3,371	3,525	3,672	
Accounting Clerk III	3,366	3,494	3,621	3,749	3,876	
Accounting Clerk IV	3,771	3,900	4,029	4,157	4,284	
Police Records Clerk I	3,264	3,392	3,519	3,647	3,774	
Police Records Clerk II	3,570	3,696	3,823	3,953	4,086	
Office Clerk I	2,856	2,984	3,111	3,239	3,366	
Office Clerk II	3,264	3,392	3,519	3,647	3,774	
Deputy City Clerk I	3,570	3,696	3,823	3,953	4,086	
Deputy City Clerk II	3,876	4,004	4,131	4,259	4,386	

BUDGETED CLASSIFICATION and PAY SCHEDULE:

2011 Budget
 Permanent Full-Time Employees
 Monthly Base Salary

Based on CPI: Firefighters, Administrative and Non-Represented 0% COLA - PW 2% COLA

Non-Represented	Low	High	
City Administrator	8,200	9,792	Vacant - Not budgeted for 2011
Director of Finance	6,200	8,160	
Comm. Dvlpmnt. Director	6,500	8,364	
Public Works Director	6,800	8,670	
City Clerk / HR Director	4,800	6,018	
HR Director	5,500	6,834	Combined with City Clerk position in 2009
Planner	4,100	5,304	Vacant - Not budgeted for 2011
Sr Planner	5,000	6,222	Vacant - Not budgeted for 2011
Utilities Superintendent	5,200	6,426	
Accountant	4,700	6,018	
Building Inspector	4,000	5,202	

Job Title	Step 1 - 12	Step 13 - 24	Step 25 - 36	Step 37 - 48	Step 49 - 60	Step 61+
Fire Captain	4,782	5,028	5,272	5,516	5,760	6,004
Firefighter	4,158	4,366	4,584	4,813	5,052	5,306
Public Works Tech I	3,421	3,521	3,621	3,721	3,821	3,921
Public Works Tech II	3,433	3,563	3,693	3,823	3,954	
Public Works Tech III	3,746	3,876	4,006	4,136	4,266	
Public Works Tech IV	4,058	4,166	4,318	4,448	4,578	
Public Works Lead Person	4,370	4,600	4,630	4,760	4,890	
Water Treatment Plant Operator I	3,849	3,980	4,110	4,240	4,370	
Water Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	
WW Treatment Plant Operator I	3,849	3,980	4,110	4,240	4,370	
WW Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	
Permit Specialist I	3,876	4,004	4,131	4,259	4,386	
Permit Specialist II	3,876	4,004	4,131	4,259	4,386	
Administrative Asst I	3,458	3,586	3,714	3,842	3,970	
Administrative Asst II	3,876	4,004	4,131	4,259	4,386	
Administrative Asst Lead	4,284	4,412	4,539	4,667	4,794	
Accounting Clerk I	2,856	2,984	3,111	3,239	3,366	
Accounting Clerk II	3,162	3,290	3,417	3,545	3,672	
Accounting Clerk III	3,366	3,494	3,621	3,749	3,876	
Accounting Clerk IV	3,774	3,902	4,029	4,157	4,284	
Police Records Clerk I	3,264	3,392	3,519	3,647	3,774	
Police Records Clerk II	3,570	3,698	3,825	3,953	4,080	
Office Clerk I	3,264	3,392	3,519	3,647	3,774	
Office Clerk II	3,264	3,392	3,519	3,647	3,774	
Deputy City Clerk I	3,876	4,004	4,131	4,259	4,386	
Deputy City Clerk II	3,876	4,004	4,131	4,259	4,386	

BUDGETED CLASSIFICATION and PAY SCHEDULE:

2010 Budget

Permanent Full-Time Employees

Monthly Base Salary

Based on: Administrative, PW and non-represented based on 2%

Job Title	Pub Works	1 - 12	13 - 24	25 - 36	37 - 48	49 - 60	61+
	Admin	1 - 12	13 - 24	25 - 36	37 - 48	49 - 60	61+
	Firefighters	1 - 12	13 - 24	25 - 36	37 - 48	49 - 60	61+
Fire Captain		4,782	5,021	5,272	5,535	5,810	6,102
Firefighter		4,158	4,368	4,584	4,813	5,052	5,308
Public Works Tech I		3,060	3,188	3,315	3,443	3,570	
Public Works Tech II		3,366	3,494	3,621	3,749	3,876	
Public Works Tech III		3,672	3,800	3,927	4,055	4,182	
Public Works Tech IV		3,978	4,106	4,233	4,361	4,488	
Public Works Lead Person		4,284	4,412	4,539	4,667	4,794	
Water Treatment Plant Operator I		3,774	3,902	4,029	4,157	4,284	
Water Treatment Plant Operator II		4,182	4,310	4,437	4,565	4,692	
WW Treatment Plant Operator I		3,774	3,902	4,029	4,157	4,284	
WW Treatment Plant Operator II		4,182	4,310	4,437	4,565	4,692	
Permit Specialist I		3,570	3,698	3,825	3,953	4,080	
Permit Specialist II		3,876	4,004	4,131	4,259	4,386	
Administrative Asst I		3,468	3,596	3,723	3,851	3,978	
Administrative Asst II		3,876	4,004	4,131	4,259	4,386	
Administrative Asst Lead		4,284	4,412	4,539	4,667	4,794	
Accounting Clerk I		2,856	2,984	3,111	3,239	3,366	
Accounting Clerk II		3,162	3,290	3,417	3,545	3,672	
Accounting Clerk III		3,366	3,494	3,621	3,749	3,876	
Accounting Clerk IV		3,774	3,902	4,029	4,157	4,284	
Police Records Clerk I		3,264	3,392	3,519	3,647	3,774	
Police Records Clerk II		3,570	3,698	3,825	3,953	4,080	
Office Clerk I		2,856	2,984	3,111	3,239	3,366	
Office Clerk II		3,264	3,392	3,519	3,647	3,774	
Deputy City Clerk I		3,570	3,698	3,825	3,953	4,080	
Deputy City Clerk II		3,876	4,004	4,131	4,259	4,386	
Non-Represented	Low	High					
City Administrator	8,200	9,782					
Finance Director	6,200	8,160					
Comm. Dvlpmnt. Director	6,500	8,364					
Public Works Director	6,800	8,670					
City Clerk	4,800	6,018					
HR Director	5,500	6,834					
Planner	4,100	5,304					
Sr Planner	5,000	6,222					
Public Works Supervisor	4,700	5,814					
Utilities Superintendent	5,200	6,426					
Accountant	4,700	6,018					
Building Inspector	4,000	5,202					

2010 BUDGET

SP-01

BUDGETED CLASSIFICATION and PAY SCHEDULE:

2009 Budget

Monthly Base Salary

Job Title	Firefighters	1 - 12	13 - 24	25 - 36	37 - 48	49 - 60	61+
Fire Captain		4,782	5,021	5,272	5,535	5,810	6,102
Firefighter		4,158	4,366	4,584	4,813	5,052	5,306

Administration and Public Works agreements still under negotiation

Maintenance Worker
Entry
Journey
Lead

Water Plant Operator
Journey
Lead

Wastewater Plant Operator
Journey
Lead

Receptionist/Cashier
& Office Assistant - PT

Administrative/Coordinators
Utility Billing Clerk & Accounting Clerk
Administrative Assistant - Planning
Police Records Specialist
Permit Coordinator

Administrative Assistant - Fire
& Clerical Assistant

Administrative Assistant -Police
& Permit Specialist

Non-Represented	Low	High
City Administrator	8,200	9,600
Director of Finance	6,200	8,000
Comm. Dvlpmnt. Director	6,500	8,200
Public Works Director	6,800	8,500
City Clerk	4,800	5,900
HR Director	5,500	6,700
Planner	4,100	5,200
Sr Planner	5,000	6,100
Waste/Stormwater Supervisor	4,700	5,700
Water/Public Works Supervisor	4,500	5,600
Accountant	4,700	5,900
Building Inspector	4,000	5,100

Assumptions: Firefighters based on bargaining unit agreement
Administration and Public Works based on estimate