**CITY OF STANWOOD**
**FINANCE COMMITTEE STAFF REPORT**

**ITEM NUMBER:** 1

**DATE:** August 21, 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

H – 2014 Salary Data - Cities and Towns

I – Bureau of Labor Statistics Consumer Price Index – Urban Wage Earners and Clerical Workers (CPI-W) through June 2014

J – Sample Non-Rep Pay Plan (internally generated by staff)

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## 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.

<u>Could the City create its own salary survey/pay plan?</u>

At the July 24, 2014 finance committee meeting, the question was raised as to whether, in lieu of hiring a consultant, staff could prepare its own salary survey and pay plan. Presented in Attachment J is a sample 2015 salary survey and pay step plan for non-represented employees. It was prepared under using the following assumptions:

1. City non-represented plans are compared to "comparable cities" as adopted by council (as available) as per the 2014 AWC salary survey
2. Only "high" and "flat" salary data were used to establish a proposed high range for the City of Stanwood
3. An average "high" was generated for each non-rep position.
4. The average high for each position was increased by about 2% to reflect inflation as reported by the US Bureau of Labor Statistics (BLS) from June 2013 to June 2014 based on the US city average for urban wage earners and clerical workers.

5. Based on the 2015 established "high", a 5-step salary schedule was created with a 3% difference between each step.

Advantages of salary survey/pay plan created by staff

The advantages of a salary survey/pay plan created by staff include:

1. It is cheaper than hiring a consultant to perform the work.
2. AWC salary survey information is objective, readily available and updated each year.
3. CPI information is objective, readily available and updated each year by the Bureau of Labor Statistics. As an alternative to the US city average, the city could use the more local Seattle/Tacoma /Bremerton CPI index instead.
4. Having a plan in place and actively updating it each year would keep city salaries more current and in line with its comparable cities.

Advantages of salary survey/pay plan created by a professional consultant

1. Generally speaking, a salary survey created by a professional consultant tends to be more credible due to their independence. The consultant is generally not perceived to be setting salaries "too high" or "too low" as he has nothing to gain from the results of the survey, other than his contracted compensation.
2. A consultant can become more familiar with each position at the city and at other cities in order to "fine tune" the comparables in order to generate more meaningful data. For example, under the sample model created by staff, no comparables were found for the position of Senior Accountant. A consultant would be better at finding good matches than city staff.
3. A consultant has the experience to recommend creative compensation solutions based on his broad experience in working with other local governments.
4. A consultant could help the city to set up a plan that the city could update itself until the next professional survey is conducted (about 5 years later).

## 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, or have staff city staff create a pay model (see Sample Non-Rep Pay Plan presented in Attachment J)

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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July 1, 2014

DRAFT

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

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.

| *Phase 1* | *Suggested Project Plan* | *Schedule* | *Est. ($)* |
|---|---|---|---|
| 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 | Summary of Findings; Progress Report | September | 1,230 |
| 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 1 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.

## 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 ± 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 | | | |
| | • 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 | | | |
| | • 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) | | | |
| | • 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 | | | |
| | • 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) | | | |
| | • 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) | | | |

## 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<br>• Start up planning with CA and FD<br>• Project plan reviews with Committees, Mayor, Council<br>• Compensation study to be separate from implementation<br>• Project plans to include Phase 1 and Phase 2 costs and budgets<br>• Other matters such as resident and community business factors | | | | |
| 2 | INTERVIEWS AND WORKPLACE VISITS; PROGRESS REPORTS<br>• Individual interviews and job site visits (≈ 60 min each)<br>• Interviews to be informal, professional and flexible<br>• Reviews with CA, FD and dept heads (≈ 60 min each)<br>• Summarize comparisons and recommend survey cities<br>• Meet with CA, FD, Committees, Mayor and Council as requested | 16 | 1,600 | 90 | 1,690 |
| 3 | SURVEY OTHER CITIES (6)<br>• Survey plans, formats, participants and arrangements<br>• Survey to focus on job functions and avoid titles<br>• Survey to include jobs, salaries, benefits and practices<br>• Conduct survey through site visits and interviews<br>• Participation in survey visits of CA, FD or others welcome | 18 | 1,800 | 180 | 1,980 |
| 4 | PREPARATION OF FINDINGS; PROGRESS REPORTS<br>• Analysis of salaries, benefits and total compensation<br>• Reviews with CA and FD, Committees, Mayor and Council<br>• Follow-up on concerns and findings; also participant report<br>• Review to conclude Phase I of study | 12 | 1,200 | 30 | 1,230 |
| Phase 2 | MEETINGS AND IMPLEMENTATION PLANS (IF REQUESTED)<br>• Review and update Phase I Study Findings<br>• Develop structure and recommendations with CA and FD<br>• Implementation plan reviews with Committees, Mayor, Council<br>• Meetings with CA and FD and staff on implementation plans<br>• Finalize report, other meetings, as directed<br>• Prepare and distribute participant reports | 16 | 1,600 | 90 | 1,690 |
| **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

ATTACHMENT

# 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.

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

***Ports and Airports***

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

***Educational***

| | |
|---|---|
| Burlington-Edison Schools<br>927 E. Fairhaven<br>Burlington, WA 98233 | Greg Thramer (Now at Stanwood)<br>Director of Finance<br>Telephone: (360) 629-2181 ext 107 |
| Mount Vernon School District<br>124 East Lawrence Street<br>Mount Vernon, Washington 98273 | Mack D. Armstrong (Now at WASA)<br>Assistant Executive Director<br>Telephone: (360) 943-5717 |
| Anacortes Public Library<br>904 6th Street<br>Anacortes, Washington 98221 | Emily Schuh, P. H. R.<br>Human Resources Director<br>Telephone: (360) 299-1941 |
| Aberdeen School District<br>216 North G Street<br>Aberdeen, Washington 98520 | Anna C. Shanks<br>Director of Personnel<br>Telephone: (360) 538-2004 |

***Special Districts***

| | |
|---|---|
| Barrow Utilities and Electric Co-Op<br>P. O. Box 449<br>Barrow, Alaska 99723 | Ben Frantz<br>General Manager<br>Telephone: (907) 852-6166 |
| METRO Portland /PCPA/Oregon Zoo<br>600 NE Grand Avenue<br>Portland, Oregon 97232 | Ruth Scott<br>Director of Human Resources (Retired)<br>Telephone: (503) 762-5802 |
| Municipal Research and Services Center<br>2601 Fourth Avenue Suite #800<br>Seattle, Washington 98121 | Pat Mason<br>Senior Attorney, Director<br>Telephone: (206) 625-1300 |

***Public Housing***

| | |
|---|---|
| Housing Authority of Snohomish County<br>12625 4th Avenue West<br>Everett, Washington 98204 | Robert Davis<br>Executive Director<br>Telephone: (425) 290-8499 |
| Seattle Housing Authority<br>190 Queen Anne Ave. N; PO Box 19028<br>Seattle, Washington 98109 | Dean Barns<br>Human Resources Director<br>Telephone: (206) 625-3322 |
| Tacoma Housing Authority<br>902 South L Street<br>Tacoma, Washington 98405 | Barbara Tanbara<br>Human Resources Director<br>Telephone: (253) 207-4422 |
| Housing Authorities Risk Retention Pool<br>7111 NE 179th Street<br>Vancouver, Washington 98686 | Bill Gregory<br>Executive Director<br>Telephone: (360) 574-9035 Ext 102 |
| Home Forward – Housing Authority Portland<br>135 SW Ash Street<br>Portland, Oregon 97204 | Rebecca Gabriel, GPHR<br>Director, Business Services<br>Telephone: (503) 803-8502 |

ATTACHMENT

## 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

# 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:

| | Minimum | Maximum |
|---|---|---|
| Permit Specialist I | $3,788 | $4,330 |
| Permit Specialist II | $4,114 | $4,654 |

| | | |
|---|---|---|
| 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:

| | Minimum | Maximum |
|---|---|---|
| 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:

| | Minimum | Maximum |
|---|---|---|
| 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.

- 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 |

- $10,000 life insurance paid by the city.
- Public Employees Retirement System (PERS). Benefit levels and contributions are set by the State of Washington
- 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 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

# 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:**

**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:

| | Minimum | Maximum |
|---|---|---|
| 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:

| | Minimum | Maximum |
|---|---|---|
| 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:

| | Minimum | Maximum |
|---|---|---|
| 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.

- 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 |

- $10,000 life insurance paid by the city.
- Public Employees Retirement System (PERS). Benefit levels and contributions are set by the State of Washington
- 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 Leonard Kelley 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, Adminstrative 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 | 6,500 | 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 | 4,782 | 5,021 | 5,272 | 5,536 | 5,810 | 5,102 |
| Firefighter | 4,158 | 4,366 | 4,584 | 4,813 | 5,052 | 5,306 |
| Public Works Tech I | 3,121 | 3,251 | 3,381 | 3,511 | 3,641 | |
| Public Works Tech II | 3,433 | 3,563 | 3,693 | 3,823 | 3,954 | |
| Public Works Tech III | 3,735 | 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 | 3,919 | 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 | 3,919 | 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 | 3,570 | 3,698 | 3,826 | 3,954 | 4,080 | |
| Permit Specialist II | 3,876 | 4,004 | 4,131 | 4,259 | 4,386 | |
| Administrative Asst I | 3,408 | 3,595 | 3,722 | 3,861 | 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 | 3,182 | 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 | 3,826 | 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 | 3,826 | 3,953 | 4,080 | |
| 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, Adminstrative 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 | 5,595 | 5,810 | 6,102 |
| Firefighter | 4,158 | 4,366 | 4,584 | 4,813 | 5,052 | 5,306 |
| Public Works Tech I | 3,121 | 3,261 | 3,381 | 3,511 | 3,654 | |
| Public Works Tech II | 3,433 | 3,563 | 3,693 | 3,823 | 3,954 | |
| Public Works Tech III | 3,745 | 3,875 | 4,005 | 4,135 | 4,265 | |
| 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 | 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 | 3,468 | 3,596 | 3,724 | 3,851 | 3,979 | |
| Administrative Asst II | 3,876 | 4,004 | 4,131 | 4,259 | 4,386 | |
| Administrative Asst Lead | 4,264 | 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 | 3,870 | 3,998 | 4,125 | 4,253 | 4,380 | |
| 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 / Admin / 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 |
| 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 | 9,792 |
| 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 Superintendant | 5,200 | 6,426 |
| Accountant | 4,700 | 6,018 |
| Building Inspector | 4,000 | 5,202 |

**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 | 5,536 | 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

# 2014 Salary Data - Cities and Towns

JOB TITLE: City Manager/Administrator — JOB CODE: 108

Summary Job Description: Appointed city manager, city or town administrator, supervisor, or chief administrative officer. Directs the administration of city government. Provides leadership in the development of long- and short-term goals, including the city budget. Makes recommendations to the city council for action. Typically requires degree in public administration; master's degree is often preferred.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| ***Cities 7,500 to 14,999*** | | | | | | | | | |
| Gig Harbor (7,985) | City Administrator | 9,980 | 12,475 | | | 40 | 1 | | |
| Sedro-Woolley (10,810) | City Supervisor/Attorney | | | 8,912 | | 40 | 1 | | |
| ***Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)*** | | | ***10,694*** | | | | | | |
| ***Cities 2,500 to 7,499*** | | | | | | | | | |
| Blaine (4,865) | City Manager | | | 9,167 | | 40 | 1 | | |
| Firerest (6,555) | City Manager | 7,357 | 8,943 | | | 40 | 1 | | |
| Normandy Park (6,375) | City Manager | | | 10,500 | | 40 | 1 | | |
| North Bend (6,280) | City Administrator | 9,500 | 11,500 | | | 40 | 1 | | |
| Stanwood (6,530) | City Administrator | 8,200 | 9,792 | | | 40 | 1 | | |
| ***Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)*** | | | ***9,980*** | | | | | | |
| ***Average All Jurisdictions (Formal High/Flat Rate)*** | | | ***10,184*** | | | | | | |

# 2014 Salary Data - Cities and Towns

JOB TITLE: Accountant - Senior | JOB CODE: 512

Summary Job Description: Performs complex accounting activities requiring full professional competency. Recommends policies and procedures; analyzes and audits financial records for completeness and conformance to policies and procedures. Designs new systems or modifies existing systems to provide records of assets, liabilities, and financial transactions of the jurisdiction. Prepares a variety of complex reports, statements, and documents for major financial projects. Typically requires a four year accounting degree and 3-5 years experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | | | | | | | |

# 2014 Salary Data - Cities and Towns

**JOB TITLE: Planner - Journey Level** **JOB CODE: 520**

Summary Job Description: Researches and analyzes technical data to apply planning and zoning regulations to development, construction, and land use issues. Provides technical assistance to the public and other agencies. Assists senior planning staff with complex cases. May provide staff support to a variety of planning boards, commissions, and committees, and presents reports and recommendations to them. Typically requires a four year degree and 2-3 years experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,985) | Associate Planner | 4,885 | 6,106 | | | 40 | 2 | U | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *6,106* | | | | | | |
| *Cities 2,500 to 7,499* | | | | | | | | | |
| Blaine (4,865) | Planner II | 4,511 | 5,707 | | | 40 | 1 | U | 2 |
| Brier (6,345) | City Planner | 5,616 | 7,020 | | | 40 | 1 | NU | 2 |
| Duvall (7,325) | Associate Planner | 5,287 | 6,211 | | | 40 | 1 | NU | 2 |
| Normandy Park (6,375) | Senior Planner | 4,840 | 6,454 | | | 40 | 1 | NU | 2 |
| North Bend (6,280) | Senior Planner | 5,435 | 6,611 | | | 40 | 2 | U | 2 |
| Stanwood (6,530) | Planner | 2,236 | 2,885 | | | 22.5 | 2 | NU | 2 |
| *Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)* | | | *6,401* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *6,352* | | | | | | |

# 2014 Salary Data - Cities and Towns

JOB TITLE: Planner - Senior Level | JOB CODE: 530

Summary Job Description: Researches and analyzes technical data to apply planning and zoning regulations to complex and/or highly sensitive development, construction, and land use issues. Supervises short-term and long-range planning programs and projects. Participates in the formulation of departmental goals and objectives. Provides staff support to a variety of planning boards, commissions, and committees. May supervise lower-level employees. Typically requires a four year degree and four years experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,985) | Senior Planner | 6,103 | 7,629 | | | 40 | 2 | U | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *7,629* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *7,629* | | | | | | |

# 2014 Salary Data - Cities and Towns

**JOB TITLE: Building Inspector** **JOB CODE: 580**

Summary Job Description: Inspects residential and commercial buildings in the process of construction or alteration for compliance with code requirements, application of safe construction practices and other regulations or ordinances. May have additional duties enforcing mechanical, plumbing, electrical, and energy codes. In smaller jurisdictions, may issue permits and collect fees. Typically requires 2-3 years experience and certification as a building inspector.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,985) | Planning-Building Insp/Construction Insp | 4,764 | 5,956 | | | 40 | 4 | U | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *5,956* | | | | | | |
| *Cities 2,500 to 7,499* | | | | | | | | | |
| Blaine (4,865) | Building Inspector | 4,385 | 5,118 | | | 40 | 0 | U | 2 |
| North Bend (6,280) | Building Inspector | 4,284 | 5,317 | | | 40 | 0 | NU | 2 |
| Stanwood (6,530) | Building Inspector | 4,000 | 5,202 | | | 40 | 1 | NU | 2 |
| *Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)* | | | *5,212* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *5,398* | | | | | | |

# 2014 Salary Data - Cities and Towns

JOB TITLE: Planning/Community Development Director — JOB CODE: 630

Summary Job Description: Plans, organizes, directs and controls the functions of a planning/community development department. Develops and implements policies, procedures and practices to do planning studies, review zoning ordinances, evaluation of proposed annexations, planned unit developments and related programs. Serves as primary planning official for the organization and primary staff liaison to the planning commission. Typically requires a minimum of a four year degree and 5-8 years experience, including some management experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,985) | Planning Director | 7,078 | 8,847 | | | 40 | 1 | NU | 2 |
| Sedro-Woolley (10,610) | Planning Director | | | 4,877 | | 40 | 1 | NU | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *6,862* | | | | | | |
| *Cities 2,500 to 7,499* | | | | | | | | | |
| Blaine (4,865) | Community Development Director | 5,935 | 7,509 | | | 40 | 1 | U | 2 |
| Duvall (7,325) | Planning Manager | 5,992 | 7,698 | | | 40 | 1 | NU | 2 |
| North Bend (6,280) | Community & Economic Dev Director | 7,500 | 9,500 | | | 40 | 1 | NU | 2 |
| Stanwood (6,530) | Community Development Director | 6,500 | 8,364 | | | 40 | 1 | NU | 2 |
| *Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)* | | | *8,268* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *7,799* | | | | | | |

# 2014 Salary Data - Cities and Towns

**JOB TITLE: Finance Director** **JOB CODE: 635**

Summary Job Description: Plans, organizes, directs and controls the functions of a finance department and serves as organization's chief financial officer. Develops and implements policies, procedures and practices for the organization's financial systems, purchase and investment of jurisdiction's funds. May also be accountable for information technology function and/or city clerk function. Typically requires a minimum of a four year degree and 5-8 years experience, including some management experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,965) | Finance Director | 8,051 | 10,064 | | | 40 | 1 | NU | 2 |
| Sedro-Woolley (10,610) | Finance Director | | | 6,790 | | 40 | 1 | NU | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *8,427* | | | | | | |
| *Cities 2,500 to 7,499* | | | | | | | | | |
| Blaine (4,865) | Finance Director | 5,935 | 7,509 | | | 40 | 1 | NU | 2 |
| Duvall (7,325) | Finance Director | 7,775 | 8,756 | | | 40 | 1 | NU | 2 |
| Fircrest (6,555) | Finance Director | 5,675 | 7,244 | | | 40 | 1 | NU | 2 |
| Normandy Park (6,375) | Finance Director | 6,598 | 8,797 | | | 40 | 1 | NU | 2 |
| North Bend (6,280) | Asst City Administrator/Finance Director | 7,500 | 9,500 | | | 40 | 1 | NU | 1 |
| Stanwood (6,530) | Finance Director/City Clerk | 6,200 | 8,160 | | | 40 | 1 | NU | 2 |
| *Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)* | | | *8,328* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *8,353* | | | | | | |

# 2014 Salary Data - Cities and Towns

JOB TITLE: Public Works Director — JOB CODE: 645

Summary Job Description: Plans, organizes, directs and controls the functions of the public works department. Develops and implements policies, procedures and practices to provide services in engineering, building inspection, equipment maintenance, street/roads and storm drainage maintenance, traffic control, and water and sewer treatment. May serve as city engineer. Typically requires a minimum of a four year degree and 5-8 years experience, including some management experience.

| Jurisdiction | Local Title | Formal Salary Range Low | Formal Salary Range High | Flat Rate | Not Settled | Hours/ Week | Number of Employees | Union Status | Job Match |
|---|---|---|---|---|---|---|---|---|---|
| *Cities 7,500 to 14,999* | | | | | | | | | |
| Gig Harbor (7,985) | Public Works Director | 8,135 | 10,169 | | | 40 | 1 | NU | 2 |
| Sedro-Woolley (10,810) | Public Works Director | | | 8,558 | | 40 | 1 | NU | 2 |
| *Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)* | | | *9,364* | | | | | | |
| *Cities 2,500 to 7,499* | | | | | | | | | |
| Blaine (4,865) | Public Works Director | 6,420 | 8,237 | | | 40 | 1 | U | 2 |
| Duvall (7,325) | Director of Public Works/Co-Administrator | 8,635 | 9,881 | | | 40 | 1 | NU | 1 |
| Fircrest (6,555) | Public Works Director | 5,842 | 7,456 | | | 40 | 1 | NU | 2 |
| North Bend (6,280) | Public Works Director/City Engineer | 8,000 | 10,333 | | | 40 | 1 | NU | 2 |
| Stanwood (6,530) | Public Works Director | 6,800 | 8,670 | | | 40 | 1 | NU | 2 |
| *Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)* | | | *8,915* | | | | | | |
| *Average All Jurisdictions (Formal High/Flat Rate)* | | | *9,043* | | | | | | |

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# Databases, Tables & Calculators by Subject

FONT SIZE:

Change Output Options: From: 2004 To: 2014 GO

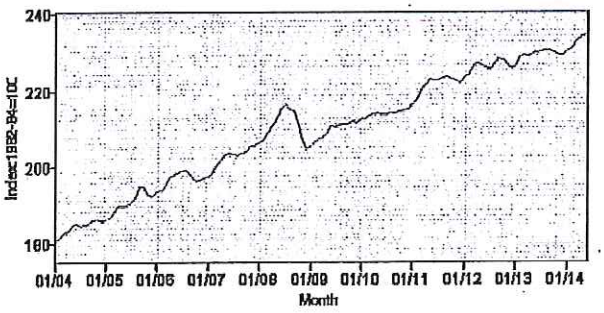
include graphs.

More Formatting Options

Data extracted on: August 9, 2014 (2:35:34 PM)

**Consumer Price Index - Urban Wage Earners and Clerical Workers**

Series Id: CWUR0000SA0
Not Seasonally Adjusted
Area: U.S. city average
Item: All items
Base Period: 1982-84=100

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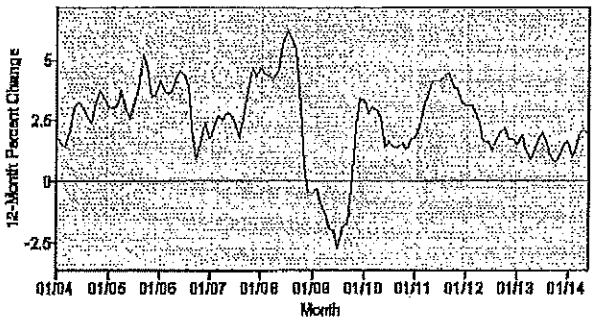
| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Annual | HALF1 | HALF2 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2004 | 180.9 | 181.9 | 182.9 | 183.5 | 184.7 | 185.3 | 184.9 | 185.0 | 185.4 | 186.5 | 186.8 | 186.0 | 184.5 | 183.2 | 185.8 |
| 2005 | 186.3 | 187.3 | 188.6 | 190.2 | 190.0 | 190.1 | 191.0 | 192.1 | 195.0 | 195.2 | 193.4 | 192.5 | 191.0 | 188.8 | 193.2 |
| 2006 | 194.0 | 194.2 | 195.3 | 197.2 | 198.2 | 198.6 | 199.2 | 199.6 | 198.4 | 197.0 | 196.8 | 197.2 | 197.1 | 196.3 | 198.0 |
| 2007 | 197.559 | 198.544 | 200.612 | 202.130 | 203.661 | 203.906 | 203.700 | 203.199 | 203.889 | 204.338 | 205.891 | 205.777 | 202.767 | 201.069 | 204.466 |
| 2008 | 206.744 | 207.254 | 209.147 | 210.698 | 212.788 | 215.223 | 216.304 | 215.247 | 214.935 | 212.182 | 207.296 | 204.813 | 211.053 | 210.309 | 211.796 |
| 2009 | 205.700 | 206.708 | 207.218 | 207.925 | 208.774 | 210.972 | 210.526 | 211.156 | 211.322 | 211.549 | 212.003 | 211.703 | 209.630 | 207.883 | 211.377 |
| 2010 | 212.568 | 212.544 | 213.525 | 213.958 | 214.124 | 213.839 | 213.898 | 214.205 | 214.306 | 214.623 | 214.750 | 215.262 | 213.967 | 213.426 | 214.507 |
| 2011 | 216.400 | 217.535 | 220.024 | 221.743 | 222.954 | 222.522 | 222.686 | 223.326 | 223.688 | 223.043 | 222.813 | 222.166 | 221.575 | 220.196 | 222.954 |
| 2012 | 223.216 | 224.317 | 226.304 | 227.012 | 226.600 | 226.036 | 225.568 | 227.056 | 228.184 | 227.974 | 226.595 | 225.889 | 226.229 | 225.581 | 226.878 |
| 2013 | 226.520 | 228.677 | 229.323 | 228.949 | 229.399 | 230.002 | 230.084 | 230.359 | 230.537 | 229.735 | 229.133 | 229.174 | 229.324 | 228.812 | 229.837 |
| 2014 | 230.040 | 230.871 | 232.560 | 233.443 | 234.216 | 234.702 | | | | | | | | 232.639 | |

**12-Month Percent Change**
Series Id: CWUR0000SA0
Not Seasonally Adjusted
Area: U.S. city average
Item: All items
Base Period: 1982-84=100

234.702
− 230.002
4.700
÷ 230.002
2.0435%

Conclusion: From June 2013 to June 2014, CPI-W increased just over 2%.




Download: xls

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Annual | HALF1 | HALF2 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2004 | 1.8 | 1.5 | 1.4 | 2.1 | 3.0 | 3.2 | 3.0 | 2.6 | 2.4 | 3.2 | 3.7 | 3.4 | 2.6 | 2.2 | 3.1 |
| 2005 | 3.0 | 3.0 | 3.1 | 3.7 | 2.9 | 2.6 | 3.3 | 3.8 | 5.2 | 4.7 | 3.5 | 3.5 | 3.5 | 3.1 | 4.0 |
| 2006 | 4.1 | 3.7 | 3.6 | 3.7 | 4.3 | 4.5 | 4.3 | 3.9 | 1.7 | 0.9 | 1.8 | 2.4 | 3.2 | 4.0 | 2.5 |
| 2007 | 1.8 | 2.2 | 2.7 | 2.5 | 2.8 | 2.7 | 2.3 | 1.8 | 2.8 | 3.7 | 4.6 | 4.3 | 2.9 | 2.4 | 3.3 |
| 2008 | 4.6 | 4.4 | 4.3 | 4.2 | 4.5 | 5.6 | 6.2 | 5.9 | 5.4 | 3.8 | 0.7 | -0.5 | 4.1 | 4.6 | 3.6 |
| 2009 | -0.5 | -0.3 | -0.9 | -1.3 | -1.9 | -2.0 | -2.7 | -1.9 | -1.7 | -0.3 | 2.3 | 3.4 | -0.7 | -1.2 | -0.2 |
| 2010 | 3.3 | 2.8 | 3.0 | 2.9 | 2.6 | 1.4 | 1.6 | 1.4 | 1.4 | 1.5 | 1.3 | 1.7 | 2.1 | 2.7 | 1.5 |
| 2011 | 1.8 | 2.3 | 3.0 | 3.6 | 4.1 | 4.1 | 4.1 | 4.3 | 4.4 | 3.9 | 3.8 | 3.2 | 3.6 | 3.2 | 3.9 |
| 2012 | 3.1 | 3.1 | 2.9 | 2.4 | 1.6 | 1.6 | 1.3 | 1.7 | 2.0 | 2.2 | 1.7 | 1.7 | 2.1 | 2.4 | 1.8 |
| 2013 | 1.5 | 1.9 | 1.3 | 0.9 | 1.2 | 1.8 | 2.0 | 1.5 | 1.0 | 0.8 | 1.1 | 1.5 | 1.4 | 1.4 | 1.3 |
| 2014 | 1.6 | 1.0 | 1.4 | 2.0 | 2.1 | 2.0 | | | | | | | | 1.7 | |

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# Sample Non-Rep Pay Plan
# 2015

## City Administrator

*Table 1 – City Administrator Comparables*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 12,475 | 0.020435 | 12,730 |
| Sedro-Woolley | $ 8,912 | 0.020435 | 9,094 |
| Blaine | $ 9,167 | 0.020435 | 9,354 |
| Fircrest | $ 8,943 | 0.020435 | 9,126 |
| Normandy Park | $ 10,500 | 0.020435 | 10,715 |
| North Bend | $ 11,500 | 0.020435 | 11,735 |
| **Stanwood** | **$ 9,792** | **0.020435** | **9,992** |
| | | | |
| Average (excl Stanwood) | $ 10,250 | 0.020435 | $ 10,459 |

*Table 1a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| City Administrator | $ 9,293 | $ 9,571 | $ 9,859 | $ 10,154 | $ 10,459 |

## Senior Accountant

Insufficient data exists. List of comparable cities would have to be expanded to get sufficient data necessary to create a 2015 salary scale for this position.

## Planner – Journey Level

*Table 2 – Planner – Journey Level Comparables*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 6,106 | 0.020435 | 6,231 |
| Blaine | $ 5,707 | 0.020435 | 5,824 |
| Brier | $ 7,020 | 0.020435 | 7,163 |
| Duvall | $ 6,211 | 0.020435 | 6,338 |
| Normandy Park | $ 6,454 | 0.020435 | 6,586 |
| North Bend | $ 6,611 | 0.020435 | 6,746 |
| **Stanwood** | **$ 5,129** | **0.020435** | **5,234** |
| | | | |
| Average (excl Stanwood) | $ 6,352 | 0.020435 | $ 6,481 |

*Table 2a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| Planner - Journey Level | $ 5,758 | $ 5,931 | $ 6,109 | $ 6,292 | $ 6,481 |

## Building Inspectorl

*Table 3 – Building Inspector Comparables*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 5,956 | 0.020435 | 6,078 |
| Blaine | $ 5,118 | 0.020435 | 5,223 |
| North Bend | $ 5,317 | 0.020435 | 5,426 |
| **Stanwood** | **$ 5,202** | **0.020435** | **5,308** |
| | | | |
| Average (excl Stanwood) | $ 5,398 | 0.020435 | $ 5,575 |

*Table 3a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| Building Inspector | $ 4,953 | $ 5,102 | $ 5,255 | $ 5,413 | $ 5,575 |

## Planning/Community Development Director

*Table 4 – Planning/Community Development Director Comparables*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 8,847 | 0.020435 | 9,028 |
| Blaine | $ 7,509 | 0.020435 | 7,662 |
| Duvall | $ 7,698 | 0.020435 | 7,855 |
| North Bend | $ 9,500 | 0.020435 | 9,694 |
| **Stanwood** | **$ 8,364** | **0.020435** | **8,535** |
| | | | |
| Average (excl Stanwood) | $ 8,389 | 0.020435 | $ 8,560 |

*Table 4a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| Planning/CD Director | $ 7,605 | $ 7,834 | $ 8,069 | $ 8,311 | $ 8,560 |

## Finance Director

*Table 5 – Finance Director*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 10,064 | 0.020435 | 10,270 |
| Sedro-Woolley | $ 6,790 | 0.020435 | 6,929 |
| Blaine | $ 7,509 | 0.020435 | 7,662 |
| Duvall | $ 8,756 | 0.020435 | 8,935 |
| Fircrest | $ 7,244 | 0.020435 | 7,392 |
| Normandy Park | $ 8,797 | 0.020435 | 8,977 |
| North Bend | $ 9,500 | 0.020435 | 9,694 |
| **Stanwood** | **$ 8,160** | **0.020435** | **8,327** |
| | | | |
| Average | $ 8,380 | 0.020435 | $ 8,551 |

*Table 5a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| Finance Director | $ 7,597 | $ 7,825 | $ 8,060 | $ 8,302 | $ 8,551 |

## Public Works Director

*Table 6 – Public Works Director*

| Comparable City | 2014 High/Flat Salary Per AWC | CPI-W Rate June 13 - June 14 | 2015 High/Flat Salary As Adjusted |
|---|---|---|---|
| Gig Harbor | $ 10,169 | 0.020435 | 10,377 |
| Sedro-Woolley | $ 8,558 | 0.020435 | 8,733 |
| Blaine | $ 8,237 | 0.020435 | 8,405 |
| Duvall | $ 9,881 | 0.020435 | 10,083 |
| Fircrest | $ 7,456 | 0.020435 | 7,608 |
| North Bend | $ 10,333 | 0.020435 | 10,544 |
| **Stanwood** | **$ 8,670** | **0.020435** | **8,847** |
| | | | |
| Average (excl Stanwood) | $ 9,106 | 0.020435 | $ 9,292 |

*Table 6a – Sample 2015 Salary Scale*

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 |
|---|---|---|---|---|---|
| Public Works Director | $ 8,256 | $ 8,503 | $ 8,759 | $ 9,021 | $ 9,292 |