



**CITY OF STANWOOD
FINANCE COMMITTEE STAFF REPORT**

ITEM NUMBER: 1

DATE: September 25, 2014

SUBJECT: Review of Non-Represented Employee Compensation

CONTACT PERSON: Greg Thrumer, 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)

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?

Or, as an alternative, should city staff, in coordination with the finance committee, create its own compensation study based largely on data gathered from the 2014 AWC salary survey?

RECOMMENDATION

None. Staff seeks direction from the finance committee as to which approach to take, namely, who shall perform the salary survey for the city's non-represented employees. This decision should be made soon so that the results may be incorporated into the 2015-2016 budget process, which is well underway.

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 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.

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

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 1.8% to reflect inflation, which is 90% of the 2% annual 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. Should the finance committee recommend to full council approval of a compensation study as presented with NW Consulting, Inc. The city would enter into a professional services agreement in an amount not to exceed \$7,420.00.
 - a. 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?
 - b. If approved, should the compensation study include councilmembers?
2. Should the staff proceed with developing its own non-represented employee compensation plan along the lines as presented in Attachment J?

NW MANAGEMENT CONSULTING, INC.

• COMPENSATION • HUMAN RESOURCES

2720 Hoyt Avenue #11
Everett, WA 98201

Office: (425) 252-4234
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 I</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 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 $\pm 5\%$. 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 I 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 	[]		
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 	[]	[]	
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 		[]	[]
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 		[]	[]
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)	[]	[]	[]

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 a 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 Beaufre, 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

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

RESOLUTION No. 2013-19

City of Stanwood

Page 2

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).

RESOLUTION No. 2013-19

City of Stanwood

Page 3

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, 2015:

Spouse 4.5% to a maximum \$ 27.00 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 \$ 53.00 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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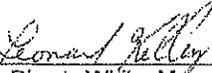
for dependent medical insurance. Employees will be required to sign a waiver certifying that they or their dependents or spouse have other medical insurance. If the employee's dependents or spouse later involuntarily lose their (non-city) medical coverage, they are eligible to rejoin the city's medical plan on the first day of the following month.

d) Other Benefits as Provided in the Personnel Policy Manual

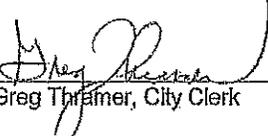
The City of Stanwood provides other benefits to its employees as enumerated in the Personnel Policy Manual as approved by City Council on June 13, 2013.

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 Thrasher, 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:

	<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 Lennal Wilby Pro Tem
Dianne White, Mayor

ATTEST:

By Greg Thrasher
Greg Thrasher, 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	6,500	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+
City Clerk	4,702	5,022	5,272	5,586	5,800	6,002
Firefighter	4,158	4,366	4,564	4,813	5,052	5,306
Public Works Tech I	3,433	3,563	3,693	3,823	3,954	
Public Works Tech II	3,723	3,875	4,006	4,136	4,266	
Public Works Tech III	4,058	4,188	4,318	4,448	4,578	
Public Works Tech IV	4,370	4,500	4,630	4,760	4,890	
Water Treatment Plant Operator I	4,266	4,396	4,526	4,656	4,786	
WW Treatment Plant Operator I	4,266	4,396	4,526	4,656	4,786	
Permit Specialist I	3,876	4,004	4,131	4,259	4,386	
Administrative Asst I	3,876	4,004	4,131	4,259	4,386	
Administrative Asst II	3,284	3,412	3,540	3,667	3,795	
Accounting Clerk I	2,856	2,984	3,111	3,239	3,366	
Accounting Clerk II	3,152	3,280	3,407	3,536	3,662	
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 Resource Clerk I	3,370	3,500	3,629	3,758	3,886	
Office Clerk I	3,284	3,392	3,519	3,647	3,774	
Office Clerk II	3,284	3,392	3,519	3,647	3,774	
Deputy City Clerk	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+
Firefighter	4,158	4,366	4,584	4,813	5,052	5,306
Public Works Tech I	3,421	3,561	3,684	3,817	3,954	4,094
Public Works Tech II	3,453	3,563	3,683	3,823	3,954	4,094
Public Works Tech III	3,748	3,875	4,003	4,136	4,266	4,396
Public Works Tech IV	4,058	4,188	4,318	4,448	4,578	4,708
Public Works Leader/Supervisor	4,320	4,500	4,630	4,760	4,890	5,020
Water Treatment Plant Operator I	3,819	3,985	4,150	4,320	4,490	4,660
Water Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	4,916
WW Treatment Plant Operator I	3,819	3,985	4,150	4,320	4,490	4,660
WW Treatment Plant Operator II	4,266	4,396	4,526	4,656	4,786	4,916
Permit Specialist I	3,876	4,004	4,131	4,259	4,386	4,514
Permit Specialist II	3,876	4,004	4,131	4,259	4,386	4,514
Administrative Asst I	3,168	3,296	3,424	3,552	3,680	3,808
Administrative Asst II	3,876	4,004	4,131	4,259	4,386	4,514
Administrative Asst/Lead	4,264	4,422	4,580	4,738	4,896	5,054
Accounting Clerk I	2,856	2,984	3,111	3,239	3,366	3,494
Accounting Clerk II	3,168	3,296	3,424	3,552	3,680	3,808
Accounting Clerk III	3,366	3,494	3,621	3,749	3,876	4,004
Accounting Clerk IV	3,774	3,902	4,029	4,157	4,284	4,412
Police Records Clerk I	3,264	3,392	3,519	3,647	3,774	3,902
Police Records Clerk II	3,576	3,698	3,825	3,953	4,080	4,208
Office Clerk I	3,264	3,392	3,519	3,647	3,774	3,902
Office Clerk II	3,264	3,392	3,519	3,647	3,774	3,902
Deputy City Clerk I	3,876	4,004	4,131	4,259	4,386	4,514
Deputy City Clerk II	3,876	4,004	4,131	4,259	4,386	4,514

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	5,306
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. Divpmnt. 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					

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	4,386	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	8,200	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	5,800
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: 106							
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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
Cities 7,500 to 14,999									
Gig Harbor (7,985)	City Administrator	9,980	12,475			40	1		
Sedro-Woolley (10,610)	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		
Fircrest (6,555)	City Manager	7,357	8,943			40	1		
Normandy Park (6,375)	City Manager			10,500		40	1		
North Bend (8,280)	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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
<i>Average All Jurisdictions (Formal High/Flat Rate)</i>									

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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
Cities 7,500 to 14,999									
Glg Harbor (7,865)	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	4,611	5,707			40	1	U	2
Brier (6,345)	City Planner	5,616	7,020			40	1	NU	2
Duvall (7,325)	Associate Planner	5,267	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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
<i>Cities 7,500 to 14,999</i>									
Glg Harbor (7,985)	Senior Planner	6,103	7,629			40	2	U	2
<i>Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)</i>			7,629						
<i>Average All Jurisdictions (Formal High/Flat Rate)</i>			7,629						

<http://www.awcnet.org/compensationreporting/Reports/SalaryCity.asp?UserProfileID=204...> 7/24/2014

2014 Salary Data - Cities and Towns

JOB TITLE: Building Inspector		JOB CODE: 680							
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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
<i>Cities 7,500 to 14,999</i>									
Gig Harbor (7,985)	Planning-Building Insp/Construction Insp	4,764	5,956			40	4	U	2
<i>Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)</i>			5,956						
<i>Cities 2,500 to 7,499</i>									
Blaine (4,885)	Building Inspector	4,386	5,118			40	0	U	2
North Bend (6,280)	Building Inspector	4,284	5,317			40	0	NU	2
Stanwood (5,530)	Building Inspector	4,000	5,202			40	1	NU	2
<i>Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)</i>			5,212						
<i>Average All Jurisdictions (Formal High/Flat Rate)</i>			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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
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 (7,326)	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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
<i>Cities 7,500 to 14,999</i>									
Gig Harbor (7,985)	Finance Director	8,051	10,064			40	1	NU	2
Sedro-Woolley (10,610)	Finance Director			6,790		40	1	NU	2
<i>Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)</i>			8,427						
<i>Cities 2,500 to 7,499</i>									
Blaine (4,885)	Finance Director	5,935	7,509			40	1	NU	2
Duvall (7,325)	Finance Director	7,775	8,756			40	1	NU	2
Fircrest (8,555)	Finance Director	5,675	7,244			40	1	NU	2
Normandy Park (6,375)	Finance Director	6,588	8,797			40	1	NU	2
North Bend (6,280)	Asst City Administrator/Finance Director	7,600	9,500			40	1	NU	1
Stanwood (6,530)	Finance Director/City Clerk	6,200	8,160			40	1	NU	2
<i>Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)</i>			8,328						
<i>Average All Jurisdictions (Formal High/Flat Rate)</i>			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		Flat Rate	Not Settled	Hours/Week	Number of Employees	Union Status	Job Match
		Low	High						
<i>Cities 7,500 to 14,999</i>									
Gig Harbor (7,985)	Public Works Director	8,135	10,169			40	1	NU	2
Sedro-Woolley (10,510)	Public Works Director			8,558		40	1	NU	2
<i>Cities 7,500 to 14,999 - Average (Formal High/Flat Rate)</i>			9,364						
<i>Cities 2,500 to 7,499</i>									
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 (8,555)	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
Starwood (6,530)	Public Works Director	6,800	8,670			40	1	NU	2
<i>Cities 2,500 to 7,499 - Average (Formal High/Flat Rate)</i>			8,916						
<i>Average All Jurisdictions (Formal High/Flat Rate)</i>			9,043						

Databases, Tables & Calculators by Subject

FONT SIZE:

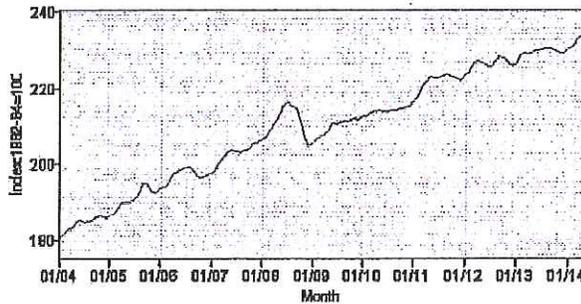
Change Output Options: From: To:
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Data extracted on: August 9, 2014 (2:35:34 PM)

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



Download: [Excel](#)

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	230.671	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

$$\begin{array}{r}
 234.702 \\
 - 230.002 \\
 \hline
 4.700 \\
 \div 230.002 \\
 \hline
 \underline{2.0435\%}
 \end{array}$$

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



Download: [XLS](#) [CSV](#)

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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www.bls.gov | Telephone: 1-202-691-5200 | TDD: 1-800-877-8339 | [Contact Us](#)

**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	1.8%	12,700
Sedro-Woolley	\$ 8,912	1.8%	9,072
Blaine	\$ 9,167	1.8%	9,332
Fircrest	\$ 8,943	1.8%	9,104
Normandy Park	\$ 10,500	1.8%	10,689
North Bend	\$ 11,500	1.8%	11,707
Stanwood	\$ 9,792	1.8%	9,968
Average (excl Stanwood)	\$ 10,250	1.8%	\$ 10,434

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

Table 2 – Senior Accountant Comparables (Note 1)

Comparable City	2014 High/Flat Salary Per AWC	CPI-W Rate June 13 - June 14	2015 High/Flat Salary As Adjusted
Gig Harbor	\$ 7,635	1.8%	7,772
Blaine	\$ 5,707	1.8%	5,810
Stanwood	\$ 6,018	1.8%	6,126
Average (excl Stanwood)	\$ 6,671	1.8%	\$ 6,791

Table 2a – Sample 2015 Salary Scale

	Step 1	Step 2	Step 3	Step 4	Step 5
Senior Accountant	\$ 6,048	\$ 6,229	\$ 6,416	\$ 6,609	\$ 6,807

Note 1: There were no 2014 AWC salary survey results available for "Senior Accountant." Staff obtained the above amounts by contacting the eight (8) comparable cities directly.

Planner – Journey Level

Table 3 – 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	0.018000	6,216
Blaine	\$ 5,707	0.018000	5,810
Brier	\$ 7,020	0.018000	7,146
Duvall	\$ 6,211	0.018000	6,323
Normandy Park	\$ 6,454	0.018000	6,570
North Bend	\$ 6,611	0.018000	6,730
Stanwood	\$ 5,129	0.018000	5,221
Average (excl Stanwood)	\$ 6,352	0.020435	\$ 6,466

Table 3a – 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 Inspector I

Table 4 – 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 4a – 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 5 – 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	1.8%	9,006
Blaine	\$ 7,509	1.8%	7,644
Duvall	\$ 7,698	1.8%	7,837
North Bend	\$ 9,500	1.8%	9,671
Stanwood	\$ 8,364	1.8%	8,515
Average (excl Stanwood)	\$ 8,389	1.8%	\$ 8,539

Table 5a – 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 6 – 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	1.8%	10,245
Sedro-Woolley	\$ 6,790	1.8%	6,912
Blaine	\$ 7,509	1.8%	7,644
Duvall	\$ 8,756	1.8%	8,914
Fircrest	\$ 7,244	1.8%	7,374
Normandy Park	\$ 8,797	1.8%	8,955
North Bend	\$ 9,500	1.8%	9,671
Stanwood	\$ 8,160	1.8%	8,307
Average	\$ 8,380	1.8%	\$ 8,531

Table 6a – 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 7 – 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	1.8%	10,352
Sedro-Woolley	\$ 8,558	1.8%	8,712
Blaine	\$ 8,237	1.8%	8,385
Duvall	\$ 9,881	1.8%	10,059
Fircrest	\$ 7,456	1.8%	7,590
North Bend	\$ 10,333	1.8%	10,519
Stanwood	\$ 8,670	1.8%	8,826
Average (excl Stanwood)	\$ 9,106	1.8%	\$ 9,270

Table 7a – 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

