

2018 Salary Survey

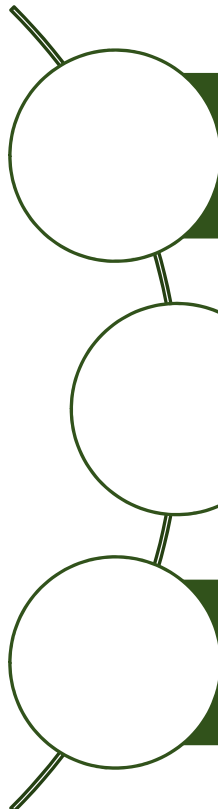
For Non-Represented Job Classifications

JULY 16, 2018

CITY COUNCIL STUDY SESSION



BACKGROUND & METHODOLOGY



2018 Work Program Goal to conduct a salary survey for the City's non-represented job classifications.

Includes non-represented, permanent full-time and part-time positions, and does not include fringe benefit data.

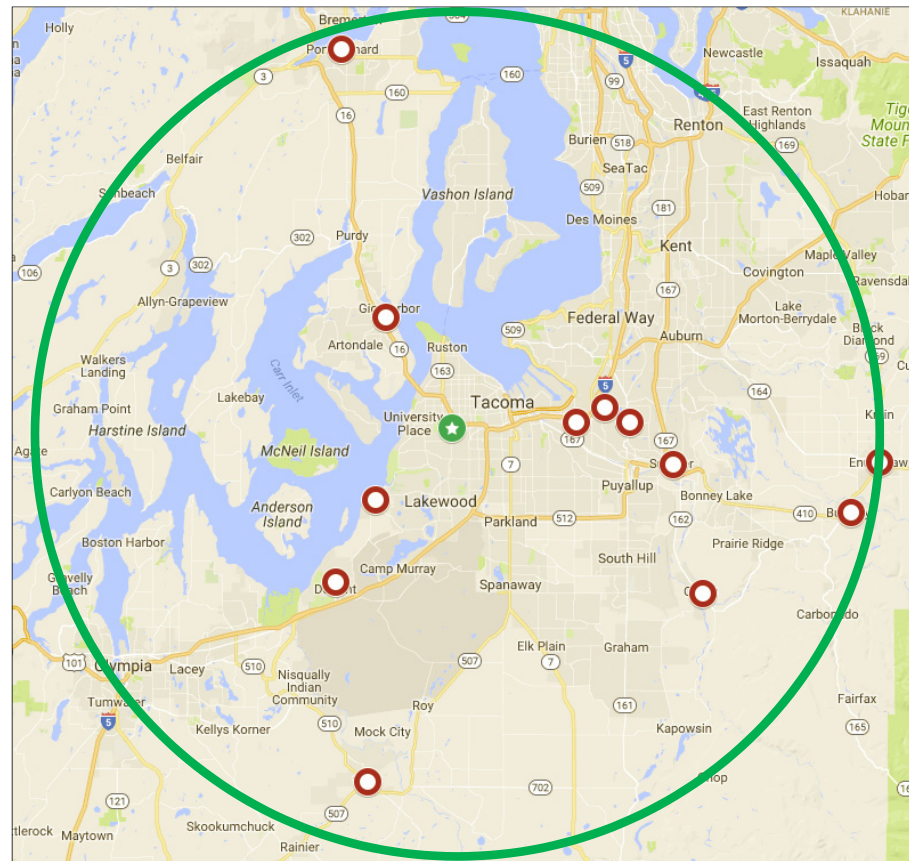
Use of comparative salary considers comparability factors, including population, geographic proximity to Fircrest, and similar jobs.

Comparable Localities

City/Town	Population
Buckley	4,765
DuPont	9,385
Edgewood	10,990
Enumclaw	11,660
Fife	10,100
Fircrest	6,710
Gig Harbor	10,320
Milton	7,900
Orting	8,105
Port Orchard	14,160
Steilacoom	6,425
Sumner	10,030
Yelm	9,030

Source: April 1, 2018 Official Population Estimates. Office of Financial Management.

Comparable localities within a 25-mile radius



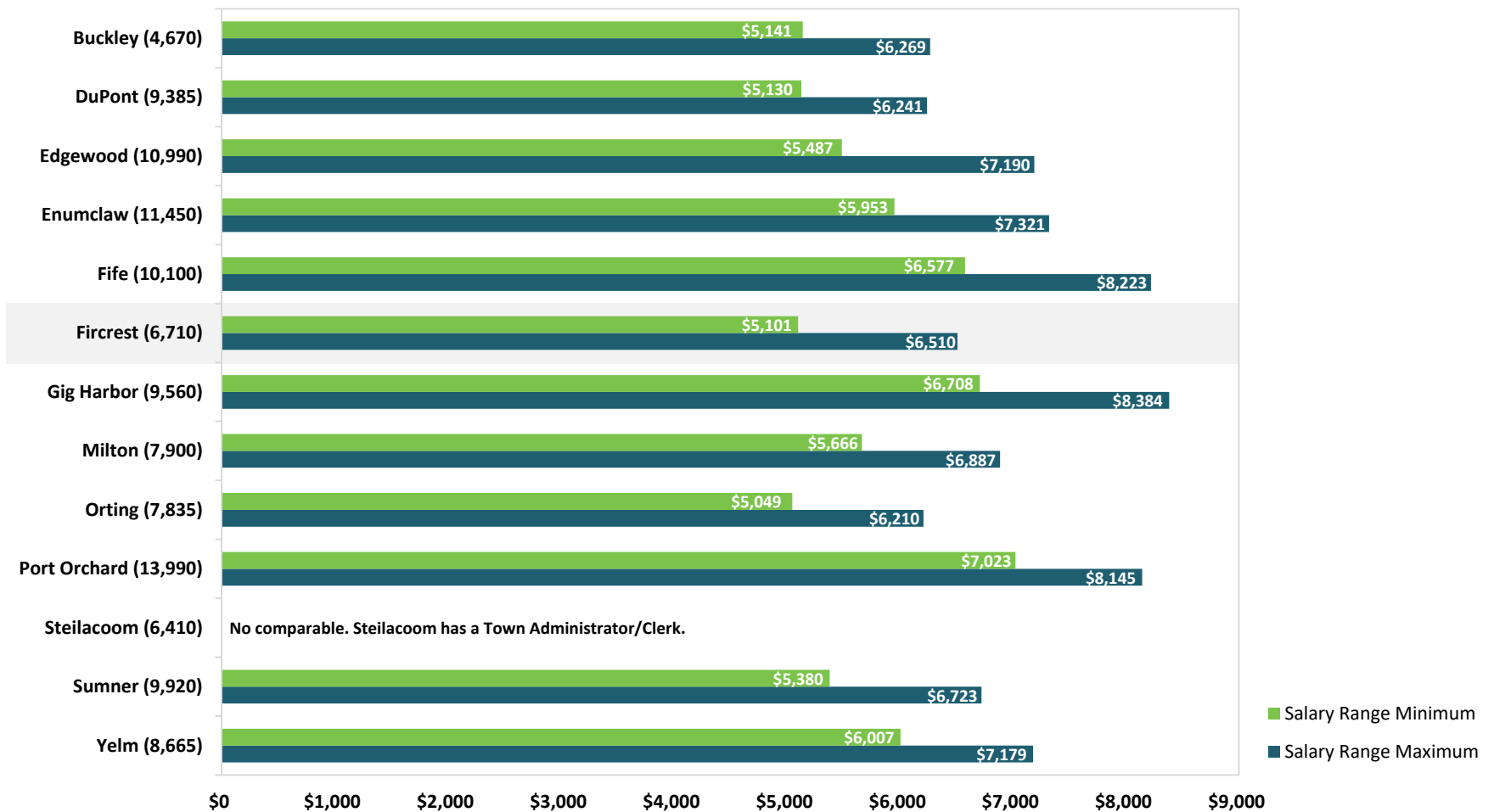
City 2018 Non-Represented Job Classifications

- Accountant I
- Accountant II
- Administrative Assistant
- City Clerk
- City Manager
- Court Administrator
- Court Clerk I
- Custodian
- Finance Director
- Landscape/Maintenance Worker
- Lead Court Clerk
- Maintenance Worker I
- Maintenance Worker II
- Office Assistant
- Parks Maintenance Supervisor
- Parks/Recreation Director
- Permit Coordinator/Code Enforcement Officer
- Planning/Building Administrative Assistant
- Planning/Building Administrator
- Planning/Building Director
- Police Chief
- Police Records Technician/CSO I
- Police Records Technician/CSO II
- Public Works Director/City Engineer
- Public Works Support Services Coordinator
- Recreation Program Coordinator
- Senior Maintenance Supervisor
- Utility Billing Clerk

Salary Survey Analysis
Monthly Salary

Average Minimum Salary: \$5,829
 Average Maximum Salary: \$7,161
 Above/Below Minimum Salary: \$ (728)
 Above/Below Maximum Salary: \$ (651)

Example: City Clerk



Next Steps

**July 16, 2018
Study Session**

Obtain City Council feedback

- The Council's philosophy to meet the City's needs and objectives in salary setting

**August 20, 2018
Study Session**

Present final salary survey report

- Final report findings, recommendations and supporting documentation
- Consideration of financial impact of implementing any adjustments

**November
Regular Meeting**

Implement approved actions in 2019 Budget

- Adoption of Preliminary 2019 Budget

Council's Compensation Philosophy

What is the Council's compensation philosophy? Where does the organization want to be in terms of market competitiveness?

- In this competitive job market, the City can *lead, meet* or *lag* the market:
 - **“Lag” the Market by paying lower wages**
Organizations that choose to implement a compensation strategy that lags the marketplace may do so because they simply do not have the financial resources to pay higher rates. An employer with a “lag the market” philosophy is likely to be at the back of the line when it comes to hiring and retaining employees, especially those with special skills.
 - **“Meet” the Market by paying comparable wages**
This is the most common compensation strategy. This level of competitiveness occurs when an organization's compensation strategy is equal to the labor market for the same position.
 - **“Lead” the Market by paying higher wages**
This compensation strategy may increase the supply of candidates, increase selection rates of qualified applicants, increase morale and productivity, decrease employee turnover or discourage unionization efforts. This strategy may occur because an organization believes that by paying more, it will receive more experienced employees for the same position.

Defining a Market Position

A thoughtfully executed compensation philosophy should be one which:

- Attracts high-quality and diverse candidates for employment
- Rewards and retains qualified employees
- Provides a fair and consistent framework for assigning pay grades to jobs
- Maintains the salary structure at market competitiveness
- Ensures fair and consistent pay practices
- Complies with applicable laws and regulations
- Operates within the constraints of fiscal resources
- Inspires employee excellence

Overall Policy Consideration

- A consideration when developing the City's compensation philosophy - economic conditions can change rapidly, particularly when it comes to public agency funding. We suggest that any statement include language such as, "whenever possible", "our aspirations are" or similar language which acknowledges financial pressures in downward economies.

Suggested Compensation Philosophy Statements

In order to fulfill its mission, the City of Fircrest shall maintain compensation levels directed toward attracting, retaining, and rewarding a qualified and diverse workforce. Within the boundaries of financial feasibility, the City's compensation philosophy shall be externally competitive and internally equitable with the salary point:

targeted to fall near the 50th percentile of the market ("Lag" the Market)

that "meets" the market (50th percentile)

above the 50th percentile ("Lead" the Market)