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# THE CITY OF FIRCREST

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## 2018 Salary Survey Report for Non-Represented Job Classifications

Prepared August 20, 2018

**UPDATED August 24, 2018**



## THE CITY OF FIRCREST

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August 20, 2018

Honorable Mayor and City Councilmembers,

We are pleased to provide you with the results of the salary survey of non-represented municipal positions in the City of Fircrest. The survey was prepared by the Personnel Officer and City Manager. The survey includes mostly full-time positions and considers salaries and the value of health benefits. The project included guidance from a Council committee and the Finance Director, with oversight by the City Council.

The goals of the survey are to analyze how the City's non-represented job classifications compare to the market for cities comparable to Fircrest within the region, determine potential budget impacts for 2019 for bringing City of Fircrest wages up to the 50<sup>th</sup>, 65<sup>th</sup> or 80<sup>th</sup> percentiles, and to provide recommendations to the City Council, using the survey data, for how the City might adjust salaries moving forward.

Our aim in compiling and completing the report has been to provide thorough analysis while keeping it as simple as possible, which is difficult due to the complex nature of a salary survey and the endless variables that could be considered. We want the report to be a tool for the City Council and staff to understand where the City sits in the market and provide guidance for how the City can remain competitive. As with most local government issues, it is still important for the City to use and apply this information with respect to the needs of the City of Fircrest specifically, and within the City's limited resources.

Page 8 of the report summarizes recommendations. Generally, we are recommending salaries for non-represented employees be adjusted to meet the 50<sup>th</sup> percentile (median) of the market. A specific recommendation is not made regarding the City's director level positions; however, a couple of options are included that we hope will guide the discussion regarding these positions as they have the biggest budget impacts overall.

As always, City staff stand ready to assist the Council with any questions you may have.

Scott Pingel, City Manager  
City of Fircrest

Jessica Nappi, City Clerk/Personnel Officer  
City of Fircrest

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## SECTION I. BACKGROUND

Identified as a work goal that was approved in the 2018 Budget, staff has conducted a salary survey for the City's 26 non-represented job classifications (permanent full-time and part-time positions). This salary survey was performed to ensure that the City's salary ranges remain market competitive. The analysis does not include any recommendations to the City's benefit plan or benefits costs directly tied to salaries.

This Background section includes the following information:

- Selection of Survey Employers
- Analysis of Survey Employers
- Methodology

### Selection of Survey Employers

The overall objective in selecting survey employers is to define the City's "Labor Market." A labor market consists of those employers with whom the City would compete with for employees. As seen in **Table 1**, these cities were selected based on a variety of comparability factors, including population, staff size, nature of the services provided, similar jobs, and geographic proximity (within 25 miles) to Fircrest. While some survey localities may not meet all of the criteria, it is important to have a balanced labor market.

Table 1. Survey Employers

City/Town	2018 Population	Number of Employees	Operating Budget (millions)	Median Household Income	Mean Household Income	Housing Units
Buckley	4,765	34	\$4.71	\$60,466	\$68,279	1,689
DuPont	9,385	30+	\$7.74	\$76,962	\$93,337	3,351
Edgewood	10,990	16	\$4.42	\$83,514	\$97,806	3,782
Fircrest	6,710	38	\$5.07	\$69,278	\$83,012	2,845
Milton	7,900	43	\$3.83	\$66,744	\$79,943	2,998
Orting	8,105	34	\$3.42	\$71,981	\$77,455	2,566
Steilacoom	6,425	46	\$4.91	\$67,500	\$90,156	2,707
Sumner	10,030	107	\$10.83	\$57,303	\$74,977	4,125
Yelm	9,030	62	\$5.68	\$51,405	\$60,361	2,801

Population Source: Office of Financial Management Official Population Estimate (2018).

Operating Budget: The Operating Budget is for the General Fund and does not include capital or fund balance.

Median Household Income Source: U.S. Census (2012-2016 American Community Survey 5-Year Estimate).

Mean Household Income Source: U.S. Census (2012-2016 American Community Survey 5-Year Estimate).

Housing Units Source: U.S. Census (2012-2016 American Community Survey 5-Year Estimate).

## Analysis of Survey Employers

**City of Buckley** – While the City of Buckley is smaller with respect to population, its operating budget, nature of services provided and staff size are similar to the City of Fircrest and it is only 23 miles from the City of Fircrest, which poses competition for talent.

**City of DuPont** – While the City of DuPont is larger with respect to population, operating budget, and staff size, its nature of services provided are similar to the City of Fircrest and it is only 11 miles from the City of Fircrest, which poses competition for talent.

**City of Edgewood** – While the City of Edgewood is larger with respect to population and smaller in staff size, its operating budget and nature of services provided are similar to the City of Fircrest and it is only 14 miles from the City of Fircrest, which poses competition for talent.

**City of Milton** – While the City of Milton is larger with respect to population, its operating budget, nature of services provided, and staff size are similar to the City of Fircrest and it is only 8 miles from the City of Fircrest, which poses competition for talent.

**City of Orting** – While the City of Orting is larger with respect to population and has a smaller operating budget, its nature of services provided and staff size are similar to the City of Fircrest and it is only 17 miles from the City of Fircrest, which poses competition for talent.

**City of Steilacoom** – The City of Steilacoom's population, operating budget, nature of services provided, and staff size are similar to the City of Fircrest and it is only 6 miles from the City of Fircrest, which poses competition for talent.

**City of Sumner** – While the City of Sumner is larger with respect to population, operating budget, and staff size, its nature of services provided are similar to the City of Fircrest and it is only 13 miles from the City of Fircrest, which poses competition for talent.

**City of Yelm** – While the City of Yelm is larger with respect to population and staff size, its operating budget and nature of services provided are similar to the City of Fircrest and it is only 21 miles from the City of Fircrest, which poses competition for talent.

## Methodology

The survey methodology utilized the 2018 Association of Washington Cities Salary and Benefits Survey<sup>1</sup>, and included confirmation of individual survey employers' salary schedules. The data is effective January 1, 2018. The City reviewed current job descriptions and performed any necessary follow-up questions or clarifications with individual city's Human Resources staff by phone and email. Overall responsibilities, specific duties, education, and experience requirements for job classifications were reviewed to provide accurate matching. Jobs were matched based on content, responsibilities, level and qualifications and not on title alone. For this reason, the titles in the labor market will not necessarily be the same titles as those employed by the City.

Benchmarks with fewer than three data points were excluded from any analyses because fewer than three data points matched to a given benchmark are considered an insufficient sample size for drawing conclusions. Where there was insufficient market data (fewer than three comparables), internal equity, avoiding compression, and alignment with the City's existing organizational structure were applied.

### Salary Range Minimum

The minimum salary range rate represents the minimum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has the minimal level of education and experience required for a job (attraction rate).

### Salary Range Maximum Rate

The maximum salary range rate represents the maximum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has an above average level of education and experience (retention rate).

### Elements of Insurance Benefits

This data is sourced from the 2018 Association of Washington Cities Salary and Benefits Survey. This data represents the City's share of the employee/spouse/dependents coverage of the medical, dental/orthodontics, and vision premiums.

### Percentile Analysis

The labor market 50<sup>th</sup> percentile (median), 65<sup>th</sup> percentile, and 80<sup>th</sup> percentile were calculated for the minimum monthly base salary based off the difference of the combination salary and insurance benefits. This section of the analysis demonstrates where the City's monthly 2018 wages salary fall (above or below the labor market).

Definitions:

- 50th Percentile: The 50th percentile is generally the median (the "middle" value).
- 65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.
- 80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

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<sup>1</sup> The AWC 2018 Washington City and County Employee Salary and Benefit Survey was made available July 19, 2018. 36 of 39 counties and 254 of the state's 281 cities and towns provided data for the survey this year – a combined 90% participation rate.

### **Potential Monthly Wage Adjustments**

This section of the analysis shows what the potential wage adjustments would be if the City were to meet the 50<sup>th</sup> percentile (median), 65<sup>th</sup> percentile, or 80<sup>th</sup> percentile. If the 'Salary & Insurance Benefits Above/Below Minimum' from the Percentile Analysis section was negative, that amount would be applied to the City's 2018 minimum base salary for that job classification; thereby adjusting the minimum wages. The 2019 Impact demonstrates the monthly 2019 budget impact, which assumes the employee in that position and their full-time equivalent<sup>2</sup> (FTE), their eligible step increase, and a cost of living adjustment<sup>3</sup> (COLA). The monthly maximum is calculated by a 5% step increase from Step A through Step F.

### **Potential Annual Impacts**

This section of the analysis represents the potential annual impact for 2019 based off the 2019 monthly impact.

### **Status Quo Adjustment for 2019**

This section represents the 2019 budget impacts should the City decide to maintain the status quo, which does not factor the wage adjustment based off the analysis and assumes only an eligible step increase and COLA increase in 2019.

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<sup>2</sup> Full Time Equivalent: An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day x 5 work days per week.

<sup>3</sup> Source: U.S. Department of Labor, Bureau of Labor Statistics – June 2017-June 2018 Consumer Price Index for Seattle-Tacoma-Bellevue.

## SECTION II. SALARY SURVEY RESULTS

This section of the report presents the salary survey findings including base salary and salary plus insurance benefits. Insurance benefits represents the City's contributions towards medical, dental/orthodontics, and vision. As indicated in the previous section, the survey involved the collection of compensation information for each of the survey job classifications from the survey employers identified. **Table 2** displays the comparability for each survey classification. If fewer than three comparables were found in the labor market, staff considered the data to be insufficient and applied a different methodology for potential wage adjustment.

Table 2. Comparability of Survey Job Classifications

Survey Classification	Number of Comparable Matches	Job Match
<b>Exempt</b>		
Police Chief	7	100%
Public Works Director	8	100%
Finance Director	6	100%
Planning & Building Director	4	100%
City Clerk	7	100%
Court Administrator	4	100%
Planning & Building Administrator	7	100%
Parks & Recreation Director	2*	100%
<b>Non-Exempt</b>		
Accountant I	6	100%
Accountant II	7	50%
Administrative Assistant	6	100%
Court Clerk I	4	100%
Custodian	3	100%
Facilities Maintenance Supervisor	2*	100%
Landscape Maintenance Worker	3	100%
Lead Court Clerk	0*	0%
Maintenance Worker I	8	100%
Maintenance Worker II	6	100%
Office Assistant	6	100%
Parks Maintenance Supervisor	1*	100%
Permit Coordinator/Code Enforcement Officer	6	100%
Police Records Tech/Community Services Coordinator I	7	100%
Police Records Tech/Community Services Coordinator II	1*	0%
Public Works Support Services Coordinator	4	100%
Recreation Program Coordinator	1*	100%
Utility Billing Clerk	7	100%

\*Insufficient data – fewer than 3 comparables.



The data has been organized in a series of tables that summarize the City's relationship to the labor market for each job classification. The individual job classification salary survey data sheets are presented in Appendix III of this report. **Table 3** summarizes, for each classification, how the City's compensation compares to the labor market. The following data is presented:

- Title of the City's job classification
- The City's current minimum monthly base salary for each job classification
- The 50<sup>th</sup> percentile (median) of the labor market for minimum monthly salary (includes insurance benefits)
- Percentage the City's minimum base salary is above or below the median of the labor market

**Table 3. Above or Below Labor Market Median**

Non-Represented Job Classifications	Minimum Monthly Salary	50th Percentile (Median)	% City is Above or Below Labor Market Median
<b>Exempt</b>			
Police Chief	\$7,322	\$7,950	-7.9%
Public Works Director	\$6,417	\$7,611	-15.7%
Finance Director	\$6,237	\$7,084	-12.0%
Planning & Building Director	\$5,994	\$7,651	-21.7%
City Clerk	\$5,101	\$5,179	-1.5%
Court Administrator <sup>4</sup>	\$4,982	-	-
Parks & Recreation Director	\$4,982	*	*
Planning & Building Administrator	\$4,982	\$5,096	-2.2%
<b>Non-Exempt</b>			
Accountant II <sup>4</sup>	\$4,307	-	-
Facilities Maintenance Supervisor	\$4,307	*	*
Parks Maintenance Supervisor	\$4,307	*	*
Permit Coordinator/Code Enforcement Officer	\$4,307	\$3,933	9.5%
Public Works Support Services Coordinator	\$4,307	\$3,740	15.2%
Maintenance Worker II	\$3,945	\$4,073	-3.1%
Lead Court Clerk	\$3,754	*	*
Recreation Program Coordinator	\$3,724	*	*
Police Records Tech/Community Services Coordinator II	\$3,694	*	*
Accountant I	\$3,585	\$3,845	-6.7%
Maintenance Worker I	\$3,522	\$3,607	-2.4%
Utility Billing Clerk	\$3,465	\$3,811	-9.1%
Administrative Assistant	\$3,417	\$3,646	-6.3%
Police Records Tech/Community Services Coordinator I	\$3,417	\$3,464	-1.4%
Court Clerk I	\$3,365	\$3,374	-0.3%
Custodian	\$2,694	\$2,482	8.5%
Office Assistant	\$2,694	\$2,807	-4.0%
Landscape Maintenance Worker	\$2,136	\$3,332	-35.9%

\* Insufficient data - fewer than three comparables.

<sup>4</sup> A separate recommendation will be provided for these classifications.

As shown in **Table 3**, the survey data reveals that, with a few exceptions, the City's salaries most frequently fall below the 50<sup>th</sup> percentile (Labor Market median). There are a significant portion where the City's salaries were more than 5% below the Labor Market median and several instances of these that differed from the Labor Market median by double digits.

## SECTION III. SALARY ADJUSTMENT RECOMMENDATIONS

**Table 4** and **Table 5** provide the 2019 budget impacts based on the following recommendations:

- **Two options ('Meet the Market' and 'Modified Meet the Market') for wage adjustments for the three highest paid classifications:**
  - Finance Director
  - Police Chief
  - Public Works Director
- **Table 4** demonstrates meeting the market at the 50<sup>th</sup> percentile for these classifications. **Table 5** shows that rather than meeting the market at the 50<sup>th</sup> percentile for these three classifications, the wage adjustments are modified and demonstrate the following percentage grade separations:
  - Police Chief Status Quo with an 8% grade separation from the City Manager
  - Public Works Director Status Quo with an 8% grade separation from the Police Chief
  - Finance Director Status Quo with a 3% grade separation from the Public Works Director
- **Maintain grouping of, and meet 50<sup>th</sup> percentile (median) of Planning & Building Administrator for all 3:**
  - Court Administrator
  - Parks & Recreation Director
  - Planning & Building Administrator
- **Meet 50<sup>th</sup> percentile (median) for the following 9 classifications:**
  - Accountant I
  - Administrative Assistant
  - City Clerk
  - Court Clerk I
  - Maintenance Worker I
  - Maintenance Worker II
  - Office Assistant
  - Police Records Technician / Community Services Officer I
  - Utility Billing Clerk
- **Provide only a COLA increase and an eligible step increase for those filled classifications that fall above the labor market median:**
  - Custodian
  - Public Works Support Services Coordinator
- **Grade separation for those classifications that had insufficient data:**
  - Facilities Maintenance Supervisor
  - Lead Court Clerk
  - Parks Maintenance Supervisor
  - Police Records Technician / Community Services Officer II
  - Recreation Program Coordinator
- **Meet 65<sup>th</sup> percentile for the Accountant II classification as it was only a 50% job match.**
- **Reduce minimum and maximum salary range of vacant classifications to the 50<sup>th</sup> percentile (median):**
  - Permit Coordinator/Code Enforcement Officer
- **Freeze vacant classifications at 2018 approved wages:**
  - Planning & Building Director
  - Landscape Maintenance Worker

Table 4. 2019 Annual Salary Adjustment Budget Impact: Meet the Market

Non-Represented Job Classifications	FTE	Status Quo*	Meet the Market
<b>Exempt</b>			
Police Chief	1.000	\$4,036	\$14,001
Finance Director	1.000	\$3,429	\$16,908
Public Works Director	1.000	\$3,537	\$22,489
Planning & Building Director	0.000	\$0	\$0
City Clerk	1.000	\$2,552	\$3,674
Court Administrator	1.000	\$2,612	\$4,330
Parks & Recreation Director	1.000	\$2,740	\$4,544
Planning & Building Administrator	1.000	\$2,483	\$4,119
<b>Non-Exempt</b>			
Accountant I	1.000	\$1,629	\$5,017
Accountant II	1.000	\$2,386	\$5,640
Administrative Assistant - City Hall	0.700	\$1,084	\$3,176
Administrative Assistant - Planning & Building	0.700	\$1,084	\$3,176
Court Clerk I	1.000	\$1,676	\$1,812
Court Clerk I	0.700	\$1,288	\$1,393
Custodian	1.000	\$1,477	\$1,477
Facilities Maintenance Supervisor	1.000	\$1,958	\$5,277
Landscape Maintenance Worker	0.000	\$0	\$0
Lead Court Clerk	0.000	\$0	\$0
Maintenance Worker I	0.500	\$799	\$1,354
Maintenance Worker II	0.000	\$0	\$0
Office Assistant - City Hall	1.000	\$1,477	\$3,273
Office Assistant - Recreation	0.500	\$738	\$1,637
Office Assistant - Recreation (Community Event Spec)	0.500	\$609	\$1,348
Parks Maintenance Supervisor	1.000	\$2,386	\$6,421
Permit Coordinator/Code Enforcement Officer	0.000	\$0	\$0
Police Records Technician / CSO I	0.625	\$1,073	\$1,495
Police Records Technician / CSO I	0.300	\$515	\$718
Police Records Technician / CSO II	0.850	\$1,717	\$4,221
Public Works Support Services Coordinator	1.000	\$2,386	\$2,386
Rec Program Coordinator	1.000	\$2,052	\$3,301
Utility Billing Clerk	1.000	\$1,902	\$7,392
<b>Subtotal</b>	<b>22.375</b>	<b>\$49,624</b>	<b>\$130,577</b>
<b>Addition of Social Security, Medicare, and Retirement</b>		<b>\$10,098</b>	<b>\$26,572</b>
<b>TOTAL</b>		<b>\$59,722</b>	<b>\$157,149</b>

\* Status Quo assumes only an eligible step increase and a 3.6% COLA increase.

Table 5. 2019 Annual Salary Adjustment Budget Impact: Modified Meet the Market

Non-Represented Job Classifications	FTE	Status Quo*	Modified Meet the Market
<b>Exempt</b>			
Police Chief	1.000	\$4,036	\$6,554
Finance Director	1.000	\$3,429	\$11,217
Public Works Director	1.000	\$3,537	\$11,622
Planning & Building Director	0.000	\$0	\$0
City Clerk	1.000	\$2,552	\$3,674
Court Administrator	1.000	\$2,612	\$4,330
Parks & Recreation Director	1.000	\$2,740	\$4,544
Planning & Building Administrator	1.000	\$2,483	\$4,119
<b>Non-Exempt</b>			
Accountant I	1.000	\$1,629	\$5,017
Accountant II	1.000	\$2,386	\$5,640
Administrative Assistant - City Hall	0.700	\$1,084	\$3,176
Administrative Assistant - Planning & Building	0.700	\$1,084	\$3,176
Court Clerk I	1.000	\$1,676	\$1,812
Court Clerk I	0.700	\$1,288	\$1,393
Custodian	1.000	\$1,477	\$1,477
Facilities Maintenance Supervisor	1.000	\$1,958	\$5,277
Landscape Maintenance Worker	0.000	\$0	\$0
Lead Court Clerk	0.000	\$0	\$0
Maintenance Worker I	0.500	\$799	\$1,354
Maintenance Worker II	0.000	\$0	\$0
Office Assistant - City Hall	1.000	\$1,477	\$3,273
Office Assistant - Recreation	0.500	\$738	\$1,637
Office Assistant - Recreation (Community Event Spec)	0.500	\$609	\$1,348
Parks Maintenance Supervisor	1.000	\$2,386	\$6,421
Permit Coordinator / Code Enforcement Officer	0.000	\$0	\$0
Police Records Technician / CSO I	0.625	\$1,073	\$1,495
Police Records Technician / CSO I	0.300	\$515	\$718
Police Records Technician / CSO II	0.850	\$1,717	\$4,221
Public Works Support Services Coordinator	1.000	\$2,386	\$2,386
Rec Program Coordinator	1.000	\$2,052	\$3,301
Utility Billing Clerk	1.000	\$1,902	\$7,392
<b>Subtotal</b>	<b>22.375</b>	<b>\$49,624</b>	<b>\$106,573</b>
<b>Addition of Social Security, Medicare, and Retirement</b>		<b>\$10,098</b>	<b>\$21,688</b>
<b>TOTAL</b>		<b>\$59,722</b>	<b>\$128,260</b>

\* Status Quo assumes only an eligible step increase and a 3.6% COLA increase.

## Proposed Net Impact to the General Fund

There are five of the City's non-represented job classifications that are not paid by the General Fund. **Table 6** 'Meet the Market' and **Table 7** 'Modified Meet the Market' show the proposed net impact to the General Fund, which deduct following percentages:

- Public Works Director: 100% (25% Storm Drain, 35% Water, 35% Sewer, 5% Streets)
- Facilities Maintenance Supervisor: 11% (3% Streets, 8% ERR)
- Office Assistant – City Hall: 60% (20% Storm Drain, 20% Water, 20% Sewer)
- Public Works Support Services Coordinator: 100% (25% Storm Drain, 30% Water, 30% Sewer, 15% Streets)
- Utility Billing Clerk: 100% (30% Storm Drain, 30% Water, 30% Sewer, 10% Streets)

Table 6. 2019 Annual Salary Adjustment Net Budget Impact to the General Fund: Meet the Market

Non-Represented Job Classifications	FTE	Status Quo*	Meet the Market
<b>Exempt</b>			
Police Chief	1.000	\$4,036	\$14,001
Finance Director	1.000	\$3,429	\$16,908
Public Works Director	1.000	\$0	\$0
Planning & Building Director	0.000	\$0	\$0
City Clerk	1.000	\$2,552	\$3,674
Court Administrator	1.000	\$2,612	\$4,330
Parks & Recreation Director	1.000	\$2,740	\$4,544
Planning & Building Administrator	1.000	\$2,483	\$4,119
<b>Non-Exempt</b>			
Accountant I	1.000	\$1,629	\$5,017
Accountant II	1.000	\$2,386	\$5,640
Administrative Assistant - City Hall	0.700	\$1,084	\$3,176
Administrative Assistant - Planning & Building	0.700	\$1,084	\$3,176
Court Clerk I	1.000	\$1,676	\$1,812
Court Clerk I	0.700	\$1,288	\$1,393
Custodian	1.000	\$1,477	\$1,477
Facilities Maintenance Supervisor	1.000	\$1,742	\$4,697
Landscape Maintenance Worker	0.000	\$0	\$0
Lead Court Clerk	0.000	\$0	\$0
Maintenance Worker I	0.500	\$799	\$1,354
Maintenance Worker II	0.000	\$0	\$0
Office Assistant - City Hall	1.000	\$591	\$1,309
Office Assistant - Recreation	0.500	\$738	\$1,637
Office Assistant - Recreation (Community Event Spec)	0.500	\$609	\$1,348
Parks Maintenance Supervisor	1.000	\$2,386	\$6,421
Permit Coordinator/Code Enforcement Officer	0.000	\$0	\$0
Police Records Technician / CSO I	0.625	\$1,073	\$1,495
Police Records Technician / CSO I	0.300	\$515	\$718
Police Records Technician / CSO II	0.850	\$1,717	\$4,221
Public Works Support Services Coordinator	1.000	\$0	\$0
Rec Program Coordinator	1.000	\$2,052	\$3,301
Utility Billing Clerk	1.000	\$0	\$0
<b>Subtotal</b>	<b>22.375</b>	<b>\$40,697</b>	<b>\$95,765</b>
<b>Addition of Social Security, Medicare, and Retirement</b>		<b>\$8,282</b>	<b>\$19,488</b>
<b>TOTAL</b>		<b>\$48,979</b>	<b>\$115,254</b>

\* Status Quo assumes only an eligible step increase and a 3.6% COLA increase.

Table 7. 2019 Annual Salary Adjustment Net Budget Impact to the General Fund: Modified Meet the Market

Non-Represented Job Classifications	FTE	Status Quo*	"Modified" Meet the Market	
Exempt				
Police Chief	1.000	\$4,036	\$6,554	
Finance Director	1.000	\$3,429	\$11,217	
Public Works Director	1.000	\$0	\$0	
Planning & Building Director	0.000	\$0	\$0	
City Clerk	1.000	\$2,552	\$3,674	
Court Administrator	1.000	\$2,612	\$4,330	
Parks & Recreation Director	1.000	\$2,740	\$4,544	
Planning & Building Administrator	1.000	\$2,483	\$4,119	
Non-Exempt				
Accountant I	1.000	\$1,629	\$5,017	
Accountant II	1.000	\$2,386	\$5,640	
Administrative Assistant - City Hall	0.700	\$1,084	\$3,176	
Administrative Assistant - Planning & Building	0.700	\$1,084	\$3,176	
Court Clerk I	1.000	\$1,676	\$1,812	
Court Clerk I	0.700	\$1,288	\$1,393	
Custodian	1.000	\$1,477	\$1,477	
Facilities Maintenance Supervisor	1.000	\$1,742	\$4,697	
Landscape Maintenance Worker	0.000	\$0	\$0	
Lead Court Clerk	0.000	\$0	\$0	
Maintenance Worker I	0.500	\$799	\$1,354	
Maintenance Worker II	0.000	\$0	\$0	
Office Assistant - City Hall	1.000	\$591	\$1,309	
Office Assistant - Recreation	0.500	\$738	\$1,637	
Office Assistant - Recreation (Community Event Spec)	0.500	\$609	\$1,348	
Parks Maintenance Supervisor	1.000	\$2,386	\$6,421	
Permit Coordinator / Code Enforcement Officer	0.000	\$0	\$0	
Police Records Technician / CSO I	0.625	\$1,073	\$1,495	
Police Records Technician / CSO I	0.300	\$515	\$718	
Police Records Technician / CSO II	0.850	\$1,717	\$4,221	
Public Works Support Services Coordinator	1.000	\$0	\$0	
Rec Program Coordinator	1.000	\$2,052	\$3,301	
Utility Billing Clerk	1.000	\$0	\$0	
Subtotal		22.375	\$40,697	\$82,628
Addition of Social Security, Medicare, and Retirement			\$8,282	\$16,815
TOTAL			\$48,979	\$99,443

\* Status Quo assumes only an eligible step increase and a 3.6% COLA increase.



## SECTION IV. PROPOSED 2019 PAY PLANS

**Table 8** shows the proposed 2019 pay plans for implementing 100% of Meet the Market for the three highest paid non-represented job classifications and incorporates the other recommendations for the non-represented job classifications covered by this survey listed under Salary Adjustment Recommendations.

Table 8. 2019 Monthly Salary Range Adjustment: Meet the Market

Non-Represented Job Classifications	Minimum to Maximum Monthly Salary Range					
	Step A	Step B	Step C	Step D	Step E	Step F
<b>Exempt</b>						
Police Chief	\$8,236	\$8,648	\$9,080	\$9,534	\$10,011	\$10,512
Public Works Director	\$7,885	\$8,280	\$8,694	\$9,128	\$9,585	\$10,064
Finance Director	\$7,339	\$7,705	\$8,091	\$8,495	\$8,920	\$9,366
Planning & Building Director	\$5,994	\$6,294	\$6,609	\$6,939	\$7,286	\$7,650
City Clerk	\$5,365	\$5,634	\$5,915	\$6,211	\$6,522	\$6,848
Court Administrator	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
Parks & Recreation Director	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
Planning & Building Administrator	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
<b>Non-Exempt</b>						
Parks Maintenance Supervisor	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
Facilities Maintenance Supervisor	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
Accountant II	\$4,675	\$4,908	\$5,154	\$5,411	\$5,682	\$5,966
Public Works Support Services Coordinator	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Maintenance Worker II	\$4,219	\$4,430	\$4,652	\$4,884	\$5,128	\$5,385
Police Records Technician / CSO II	\$4,019	\$4,220	\$4,431	\$4,653	\$4,886	\$5,130
Accountant I	\$3,983	\$4,182	\$4,391	\$4,611	\$4,841	\$5,083
Utility Billing Clerk	\$3,948	\$4,146	\$4,353	\$4,571	\$4,799	\$5,039
Recreation Program Coordinator	\$3,940	\$4,137	\$4,343	\$4,561	\$4,789	\$5,028
Permit Coordinator / Code Enforcement Officer	\$3,933	\$4,130	\$4,336	\$4,553	\$4,781	\$5,020
Lead Court Clerk	\$3,915	\$4,111	\$4,317	\$4,533	\$4,759	\$4,997
Administrative Assistant	\$3,777	\$3,966	\$4,164	\$4,373	\$4,591	\$4,821
Maintenance Worker I	\$3,737	\$3,924	\$4,120	\$4,326	\$4,542	\$4,769
Police Records Technician / CSO I	\$3,589	\$3,768	\$3,957	\$4,154	\$4,362	\$4,580
Court Clerk I	\$3,496	\$3,671	\$3,854	\$4,047	\$4,249	\$4,462
Office Assistant	\$2,908	\$3,054	\$3,206	\$3,367	\$3,535	\$3,712
Custodian	\$2,791	\$2,931	\$3,077	\$3,231	\$3,392	\$3,562
Landscape Maintenance Worker	\$2,136	\$2,243	\$2,355	\$2,473	\$2,597	\$2,727

**Table 9** shows the proposed 2019 pay plans for implementing a modified approach to Meet the Market for the three highest paid non-represented job classifications and incorporates the other recommendations for the non-represented job classifications covered by this survey listed under Salary Adjustment Recommendations.

**Table 9. 2019 Monthly Salary Range Adjustment: Modified Meet the Market**

Non-Represented Job Classifications	Minimum to Maximum Monthly Salary Range					
	Step A	Step B	Step C	Step D	Step E	Step F
<b>Exempt</b>						
Police Chief	\$7,750	\$8,138	\$8,544	\$8,972	\$9,420	\$9,891
Public Works Director	\$7,176	\$7,535	\$7,911	\$8,307	\$8,722	\$9,159
Finance Director	\$6,967	\$7,315	\$7,681	\$8,065	\$8,468	\$8,892
Planning & Building Director	\$5,994	\$6,294	\$6,609	\$6,939	\$7,286	\$7,650
City Clerk	\$5,365	\$5,634	\$5,915	\$6,211	\$6,522	\$6,848
Court Administrator	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
Parks & Recreation Director	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
Planning & Building Administrator	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
<b>Non-Exempt</b>						
Parks Maintenance Supervisor	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
Facilities Maintenance Supervisor	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
Accountant II	\$4,675	\$4,908	\$5,154	\$5,411	\$5,682	\$5,966
Public Works Support Services Coordinator	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Maintenance Worker II	\$4,219	\$4,430	\$4,652	\$4,884	\$5,128	\$5,385
Police Records Technician / CSO II	\$4,019	\$4,220	\$4,431	\$4,653	\$4,886	\$5,130
Accountant I	\$3,983	\$4,182	\$4,391	\$4,611	\$4,841	\$5,083
Utility Billing Clerk	\$3,948	\$4,146	\$4,353	\$4,571	\$4,799	\$5,039
Recreation Program Coordinator	\$3,940	\$4,137	\$4,343	\$4,561	\$4,789	\$5,028
Permit Coordinator / Code Enforcement Officer	\$3,933	\$4,130	\$4,336	\$4,553	\$4,781	\$5,020
Lead Court Clerk	\$3,915	\$4,111	\$4,317	\$4,533	\$4,759	\$4,997
Administrative Assistant	\$3,777	\$3,966	\$4,164	\$4,373	\$4,591	\$4,821
Maintenance Worker I	\$3,737	\$3,924	\$4,120	\$4,326	\$4,542	\$4,769
Police Records Technician / CSO I	\$3,589	\$3,768	\$3,957	\$4,154	\$4,362	\$4,580
Court Clerk I	\$3,496	\$3,671	\$3,854	\$4,047	\$4,249	\$4,462
Office Assistant	\$2,908	\$3,054	\$3,206	\$3,367	\$3,535	\$3,712
Custodian	\$2,791	\$2,931	\$3,077	\$3,231	\$3,392	\$3,562
Landscape Maintenance Worker	\$2,136	\$2,243	\$2,355	\$2,473	\$2,597	\$2,727

## APPENDIX I. SUMMARY JOB DESCRIPTIONS

### **Accountant I**

Performs a variety of technical accounting functions, and administrative work in accounts payable, accounts receivable, payroll and general administration.

### **Accountant II**

Performs complex professional, administrative and technical accounting and finance duties and functions in maintaining the fiscal records and systems of the City; assists in planning and organizing the financial operations of the City including budgeting, accounting, financial reporting, debt issue and management, cash and investment management, capital improvements, financial analysis and modeling of current and potential City activities and projects.

### **Administrative Assistant**

Performs a variety of technical record-keeping and clerical duties providing clerical and administrative work in receiving the public; providing customer assistance, cash receipting; data processing and bookkeeping; and support to various departments.

### **City Clerk**

Performs a variety of clerical, technical and administrative work in the administration of the City government. The City Clerk has the functional role as Public Records Officer, Personnel Officer, Risk Manager, and may be appointed Civil Service Commission Chief Examiner/Secretary.

### **Court Administrator**

Provides direction and overall management, authority, and responsibility of all non-judicial functions of the Court, relieving the Judge of administrative tasks, including providing strategic direction, program, and budget development and the development and implementation of policy and procedures, accounting management, case flow management, oversight of projects, contracts, liaison with other city departments and state and county agencies and other responsibilities as required of the non-judicial functions of the Court.

### **Court Clerk I**

Performs a variety of technical and clerical work including administrative support and in-court clerk duties; processes forms, orders and documentation for Court cases from origin to final disposition; jury management; and assisting the Court Administrator to maintain Court functions and procedures in compliance with Federal, State and City laws and regulations.

### **Custodian**

Provides routine janitorial work, grounds maintenance, building maintenance and repairs to all public buildings (including minor electrical and minor plumbing), including but not limited to, City Hall, Public Works Facility, Public Safety Building, and Recreation Building and surrounding grounds.

### **Facilities Maintenance Supervisor**

Performs a variety of technical, administrative, skilled tasks in maintaining the facilities and equipment of the City in the maintenance and operation of City buildings and grounds.

**Finance Director**

Performs a variety of professional, administrative and technical accounting functions in maintaining the fiscal records and systems of the City.

**Landscape Maintenance Worker**

Performs a variety of unskilled and semi-skilled tasks in landscape maintenance and operation of City buildings, grounds and parks.

**Lead Court Clerk**

Performs a variety of technical record-keeping and clerical duties in support of the Municipal Court; processes forms, orders and documentation for Court cases from origin to final disposition; jury management; and assists the Court Administrator to maintain Court functions and procedures in compliance with Federal, State and City laws and regulations.

**Maintenance Worker I**

Performs a variety of unskilled and semi-skilled tasks in the maintenance and operation of City buildings, grounds and parks.

**Maintenance Worker II**

Performs a variety of unskilled and semi-skilled tasks in the maintenance and operation of City buildings, grounds and parks.

**Office Assistant**

Performs routine clerical and administrative work in answering phones, receiving the public, providing customer assistance, cashiering, data processing, and bookkeeping.

**Parks Maintenance Supervisor**

Performs a variety of administrative, supervisory and semi-skilled tasks in the maintenance and operation of City buildings, grounds and parks.

**Parks and Recreation Director**

Manages the City's parks and recreation services programs, and performs a variety of professional and administrative work in planning, developing, scheduling, directing and implementing recreation programs.

**Permit Coordinator/Code Enforcement Officer**

Performs a variety of complex and routine technical work in the processing and issuance of building permits, plan reviews, inspections as well complaints, violations and issues relating to building code compliance, land use, signage, nuisances, site development and other related ordinances.

**Planning and Building Administrator**

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 contract City Planner with complex cases by gathering and analyzing data, assisting in the preparation of reports and documents for commission reviews and appeal hearings; provides staff support to planning commission.

**Planning and Building Director**

Performs a variety of administrative and technical work in the current and long-range planning programs of the City related to the development and implementation of land use and related municipal plans and policies; as Building Official performs a variety of code interpretation and plan review to insure that building and zoning codes and standards are met.

**Police Chief**

Plans, organizes, directs and controls the efficient operation of the police department. Accomplishes short term and long range planning, develops and implements budget. In smaller cities, may spend a portion of day doing patrol work.

**Police Records Technician/Community Service Officer I**

Performs a variety of clerical, secretarial and administrative work in support of law enforcement activities.

**Police Records Technician/Community Service Officer II**

Performs a variety of clerical, secretarial and administrative work in support of law enforcement activities.

**Public Works Director**

Performs a variety of administrative, supervisory, and professional work in planning, coordinating, and directing the activities of the Public Works Department.

**Public Works Support Services Coordinator**

Performs a variety of administrative and technical functions in the Public Works Department.

**Recreation Program Coordinator**

Plans, organizes and coordinates a community recreation program for seniors, adults, and youth, including cultural arts, physical activities, special interest classes and summer programs.

**Utility Billing Clerk**

Performs routine, and complex utility billing functions, administrative and clerical work in support of the Public Works Department and is the Water Conservation and Pollution Prevention Outreach Coordinator.

## APPENDIX II. MONTHLY SALARY WAGE ADJUSTMENTS PAY SCHEDULE

Non-Represented Job Classifications	Minimum to Maximum Monthly Salary Range					
	Step A	Step B	Step C	Step D	Step E	Step F
<b>Accountant I</b>						
2018 Pay Schedule	\$3,585	\$3,764	\$3,952	\$4,150	\$4,358	\$4,576
2019 Status Quo	\$3,714	\$3,900	\$4,095	\$4,299	\$4,514	\$4,740
Meet the Market Adjustment	\$3,983	\$4,182	\$4,391	\$4,611	\$4,841	\$5,083
<b>Accountant II</b>						
2018 Pay Schedule	\$4,307	\$4,522	\$4,748	\$4,985	\$5,234	\$5,496
2019 Status Quo	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Meet the Market Adjustment	\$4,675	\$4,908	\$5,154	\$5,411	\$5,682	\$5,966
<b>Administrative Assistant</b>						
2018 Pay Schedule	\$3,417	\$3,588	\$3,767	\$3,955	\$4,153	\$4,361
2019 Status Quo	\$3,540	\$3,717	\$3,903	\$4,098	\$4,303	\$4,518
Meet the Market Adjustment	\$3,777	\$3,966	\$4,164	\$4,373	\$4,591	\$4,821
<b>City Clerk</b>						
2018 Pay Schedule	\$5,101	\$5,356	\$5,624	\$5,905	\$6,200	\$6,510
2019 Status Quo	\$5,285	\$5,549	\$5,826	\$6,118	\$6,424	\$6,745
Meet the Market Adjustment	\$5,365	\$5,634	\$5,915	\$6,211	\$6,522	\$6,848
<b>Court Administrator</b>						
2018 Pay Schedule	\$4,982	\$5,231	\$5,493	\$5,768	\$6,056	\$6,359
2019 Status Quo	\$5,161	\$5,419	\$5,690	\$5,975	\$6,274	\$6,587
Meet the Market Adjustment	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
<b>Court Clerk I</b>						
2018 Pay Schedule	\$3,365	\$3,533	\$3,710	\$3,896	\$4,091	\$4,296
2019 Status Quo	\$3,486	\$3,660	\$3,843	\$4,036	\$4,237	\$4,449
Meet the Market Adjustment	\$3,496	\$3,671	\$3,854	\$4,047	\$4,249	\$4,462
<b>Custodian</b>						
2018 Pay Schedule	\$2,694	\$2,829	\$2,970	\$3,119	\$3,275	\$3,439
2019 Status Quo	\$2,791	\$2,931	\$3,077	\$3,231	\$3,392	\$3,562
Meet the Market Adjustment	-	-	-	-	-	-
<b>Facilities Maintenance Supervisor</b>						
2018 Pay Schedule	\$4,307	\$4,522	\$4,748	\$4,985	\$5,234	\$5,496
2019 Status Quo	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Meet the Market Adjustment	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
<b>Finance Director</b>						
2018 Pay Schedule	\$6,234	\$6,546	\$6,873	\$7,217	\$7,578	\$7,957
2019 Status Quo	\$6,458	\$6,781	\$7,120	\$7,476	\$7,850	\$8,243
Meet the Market Adjustment	\$7,339	\$7,705	\$8,091	\$8,495	\$8,920	\$9,366
Modified Meet the Market Adjustment	\$6,967	\$7,315	\$7,681	\$8,065	\$8,468	\$8,892

Non-Represented Job Classifications	Minimum to Maximum Monthly Salary Range					
	Step A	Step B	Step C	Step D	Step E	Step F
<b>Landscape Maintenance Worker</b>						
2018 Pay Schedule	\$2,136	\$2,243	\$2,355	\$2,473	\$2,597	\$2,727
2019 Status Quo	\$2,213	\$2,324	\$2,440	\$2,562	\$2,690	\$2,824
Meet the Market Adjustment	-	-	-	-	-	-
<b>Lead Court Clerk</b>						
2018 Pay Schedule	\$3,754	\$3,942	\$4,139	\$4,346	\$4,563	\$4,791
2019 Status Quo	\$3,889	\$4,084	\$4,288	\$4,502	\$4,727	\$4,964
Meet the Market Adjustment	\$3,915	\$4,111	\$4,317	\$4,533	\$4,759	\$4,997
<b>Maintenance Worker I</b>						
2018 Pay Schedule	\$3,522	\$3,698	\$3,883	\$4,077	\$4,281	\$4,495
2019 Status Quo	\$3,649	\$3,831	\$4,023	\$4,224	\$4,435	\$4,657
Meet the Market Adjustment	\$3,737	\$3,924	\$4,120	\$4,326	\$4,542	\$4,769
<b>Maintenance Worker II</b>						
2018 Pay Schedule	\$3,945	\$4,142	\$4,349	\$4,566	\$4,794	\$5,034
2019 Status Quo	\$4,087	\$4,291	\$4,506	\$4,731	\$4,968	\$5,216
Meet the Market Adjustment	\$4,219	\$4,430	\$4,652	\$4,884	\$5,128	\$5,385
<b>Office Assistant</b>						
2018 Pay Schedule	\$2,694	\$2,829	\$2,970	\$3,119	\$3,275	\$3,439
2019 Status Quo	\$2,791	\$2,931	\$3,077	\$3,231	\$3,392	\$3,562
Meet the Market Adjustment	\$2,908	\$3,054	\$3,206	\$3,367	\$3,535	\$3,712
<b>Parks Maintenance Supervisor</b>						
2018 Pay Schedule	\$4,307	\$4,522	\$4,748	\$4,985	\$5,234	\$5,496
2019 Status Quo	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Meet the Market Adjustment	\$4,725	\$4,962	\$5,210	\$5,470	\$5,744	\$6,031
<b>Parks and Recreation Director</b>						
2018 Pay Schedule	\$4,982	\$5,231	\$5,493	\$5,768	\$6,056	\$6,359
2019 Status Quo	\$5,161	\$5,419	\$5,690	\$5,975	\$6,274	\$6,587
Meet the Market Adjustment	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738
<b>Permit Coordinator / Code Enforcement Officer</b>						
2018 Pay Schedule	\$4,307	\$4,522	\$4,748	\$4,985	\$5,234	\$5,496
2019 Status Quo	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Meet the Market Adjustment	\$3,933	\$4,130	\$4,336	\$4,553	\$4,781	\$5,020
<b>Planning &amp; Building Administrator</b>						
2018 Pay Schedule	\$4,982	\$5,231	\$5,493	\$5,768	\$6,056	\$6,359
2019 Status Quo	\$5,161	\$5,419	\$5,690	\$5,975	\$6,274	\$6,587
Meet the Market Adjustment	\$5,279	\$5,543	\$5,820	\$6,111	\$6,417	\$6,738

Non-Represented Job Classifications	Minimum to Maximum Monthly Salary Range					
	Step A	Step B	Step C	Step D	Step E	Step F
<b>Planning &amp; Building Director</b>						
2018 Pay Schedule	\$5,994	\$6,294	\$6,609	\$6,939	\$7,286	\$7,650
2019 Status Quo	\$6,210	\$6,520	\$6,846	\$7,189	\$7,548	\$7,925
Meet the Market Adjustment	-	-	-	-	-	-
<b>Police Chief</b>						
2018 Pay Schedule	\$7,322	\$7,688	\$8,072	\$8,476	\$8,900	\$9,345
2019 Status Quo	\$7,586	\$7,965	\$8,363	\$8,781	\$9,220	\$9,681
Meet the Market Adjustment	\$8,236	\$8,648	\$9,080	\$9,534	\$10,011	\$10,512
Modified Meet the Market Adjustment	\$7,750	\$8,138	\$8,544	\$8,972	\$9,420	\$9,891
<b>Police Records Technician / Community Service Officer I</b>						
2018 Pay Schedule	\$3,417	\$3,588	\$3,767	\$3,955	\$4,153	\$4,361
2019 Status Quo	\$3,540	\$3,717	\$3,903	\$4,098	\$4,303	\$4,518
Meet the Market Adjustment	\$3,589	\$3,768	\$3,957	\$4,154	\$4,362	\$4,580
<b>Police Records Technician / Community Service Officer II</b>						
2018 Pay Schedule	\$3,694	\$3,879	\$4,073	\$4,277	\$4,491	\$4,716
2019 Status Quo	\$3,827	\$4,018	\$4,219	\$4,430	\$4,652	\$4,884
Meet the Market Adjustment	\$4,019	\$4,220	\$4,431	\$4,653	\$4,886	\$5,130
<b>Public Works Director</b>						
2018 Pay Schedule	\$6,417	\$6,738	\$7,075	\$7,429	\$7,800	\$8,190
2019 Status Quo	\$6,648	\$6,980	\$7,329	\$7,696	\$8,081	\$8,485
Meet the Market Adjustment	\$7,885	\$8,280	\$8,694	\$9,128	\$9,585	\$10,064
Modified Meet the Market Adjustment	\$7,176	\$7,535	\$7,911	\$8,307	\$8,722	\$9,159
<b>Public Works Support Services Coordinator</b>						
2018 Pay Schedule	\$4,307	\$4,522	\$4,748	\$4,985	\$5,234	\$5,496
2019 Status Quo	\$4,462	\$4,685	\$4,919	\$5,165	\$5,424	\$5,695
Meet the Market Adjustment	-	-	-	-	-	-
<b>Recreation Program Coordinator</b>						
2018 Pay Schedule	\$3,724	\$3,910	\$4,106	\$4,311	\$4,527	\$4,753
2019 Status Quo	\$3,858	\$4,051	\$4,254	\$4,466	\$4,690	\$4,924
Meet the Market Adjustment	\$3,940	\$4,137	\$4,343	\$4,561	\$4,789	\$5,028
<b>Utility Billing Clerk</b>						
2018 Pay Schedule	\$3,465	\$3,638	\$3,820	\$4,011	\$4,212	\$4,423
2019 Status Quo	\$3,590	\$3,769	\$3,958	\$4,156	\$4,363	\$4,582
Meet the Market Adjustment	\$3,948	\$4,146	\$4,353	\$4,571	\$4,799	\$5,039



## APPENDIX III. NON-REPRESENTED JOB CLASSIFICATION INDIVIDUAL DATA SHEETS

Municipal Compensation Survey (2018): Accountant I

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$3,898	\$4,916	Sr. Accounting Clerk	U	\$1,499	\$149	\$37	\$1,685	\$5,583	\$6,601
Edgewood	\$3,957	\$5,155	Accounting Technician	NU	\$1,927	\$168	\$27	\$2,122	\$6,079	\$7,277
Fircrest	\$3,585	\$4,576	Accountant I	NU	\$1,926	\$184	\$34	\$2,144	\$5,729	\$6,720
Milton	\$3,919	\$4,763	Finance Technician I	U	\$1,888	\$181	\$34	\$2,103	\$6,022	\$6,866
Orting	\$3,439	\$4,229	Accounting Clerk		\$1,824	\$106	\$0	\$1,930	\$5,369	\$6,159
Steilacoom	\$4,117	\$4,815	Accountant I		\$1,783	\$138	\$29	\$1,950	\$6,067	\$6,765
Sumner	\$4,284	\$5,354	Finance Technician I	NU	\$1,469	\$168	\$34	\$1,671	\$5,955	\$7,025
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Accounting Clerk* (Job Code: 250). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$3,938	\$3,997	\$4,117
	Maximum:	\$4,865	\$4,976	\$5,155
Above/Below Minimum:		(\$353)	(\$412)	(\$532)
Above/Below Maximum:		(\$289)	(\$400)	(\$579)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,989	\$6,033	\$6,067
	Maximum:	\$6,733	\$6,906	\$7,025
Above/Below Minimum:		(\$260)	(\$304)	(\$338)
Above/Below Maximum:		(\$13)	(\$186)	(\$305)

POTENTIAL MONTHLY WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$3,845	\$3,889	\$3,923
Maximum:	\$4,907	\$4,964	\$5,006
2019 Impact <sup>1</sup> :	\$418	\$467	\$503

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$136
Annual:	\$1,629

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Position is currently vacant with the intention to rehire in 2018 and assumes a step increase to Step B in 2019.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$5,017	\$5,600	\$6,037

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Accountant II

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$4,997	\$6,361	Accountant	U	\$1,499	\$149	\$37	\$1,685	\$6,682	\$8,046
Edgewood	\$4,844	\$6,403	Accounting Manager	NU	\$1,927	\$168	\$27	\$2,122	\$6,966	\$8,525
Fircrest	\$4,307	\$5,496	Accountant II	NU	\$1,926	\$184	\$34	\$2,144	\$6,451	\$7,640
Milton	\$4,318	\$5,245	Finance Technician II	U	\$1,888	\$181	\$34	\$2,103	\$6,421	\$7,348
Orting	\$4,229	\$5,202	Senior Accountant		\$1,824	\$106	\$0	\$1,930	\$6,159	\$7,132
Steilacoom	\$3,997	\$4,675	Accountant I		\$1,783	\$138	\$29	\$1,950	\$5,947	\$6,625
Sumner	\$4,727	\$5,907	Finance Technician II		\$1,469	\$168	\$34	\$1,671	\$6,398	\$7,578
Yelm	\$4,589	\$5,506	Senior Accountant	U	\$2,076	\$181	\$34	\$2,291	\$6,880	\$7,797

**Note:**  
50% Job Match to AWC Salary Survey Job Title: *Accountant - Journey* (Job Code: 510). The Fircrest position fell in between the Journey and Senior levels, and staff analyzed the Journey level comparable salaries. Six out of the eight comparable localities had a comparable position. Due to the unique situation of this comparable, staff recommends adjusting the wage per the 65th percentile.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$4,589	\$4,713	\$4,821
	Maximum:	\$5,506	\$5,867	\$6,270
	Above/Below Minimum:	(\$282)	(\$406)	(\$514)
	Above/Below Maximum:	(\$10)	(\$371)	(\$774)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$6,421	\$6,656	\$6,840
	Maximum:	\$7,463	\$7,695	\$8,046
	Above/Below Minimum:	\$30	(\$205)	(\$389)
	Above/Below Maximum:	\$177	(\$55)	(\$406)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
	50th (median)	65th	80th
Minimum:	\$4,277	\$4,512	\$4,696
Maximum:	\$5,459	\$5,759	\$5,994
2019 Impact <sup>1</sup> :	-	\$470	\$714

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
	50th (median)	65th	80th
2019 <sup>1</sup>	-	\$5,640	\$8,565

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$199
Annual:	\$2,386

1. Assumes no wage adjustment; only a 3.6% Non-Represented COLA increase in 2019 as employee is currently at Step F.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Administrative Assistant

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$3,435	\$4,378	Administrative Support	U	\$1,499	\$149	\$37	\$1,685	\$5,120	\$6,063
Edgewood	\$3,503	\$4,536	Administrative Assistant	NU	\$1,927	\$168	\$27	\$2,122	\$5,625	\$6,658
Fircrest	\$3,417	\$4,361	Administrative Assistant	NU	\$1,926	\$184	\$34	\$2,144	\$5,561	\$6,505
Milton	\$3,919	\$4,763	Administrative Assistant	U	\$1,888	\$181	\$34	\$2,103	\$6,022	\$6,866
Orting	\$3,648	\$4,487	Clerical II	U	\$1,824	\$106	\$0	\$1,930	\$5,578	\$6,417
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$4,284	\$5,354	Administrative Assistant	NU	\$1,469	\$168	\$34	\$1,671	\$5,955	\$7,025
Yelm	\$4,143	\$4,969	Administrative Assistant		\$2,076	\$181	\$34	\$2,291	\$6,434	\$7,260

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Clerical - Journey* (Job Code: 210). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
Minimum:		\$3,784	\$3,975	\$4,143
Maximum:		\$4,650	\$4,815	\$4,969
Above/Below Minimum:		(\$367)	(\$558)	(\$726)
Above/Below Maximum:		(\$289)	(\$454)	(\$608)
SALARY & INSURANCE BENEFITS				
Minimum:		\$5,790	\$5,972	\$6,022
Maximum:		\$6,762	\$6,906	\$7,025
Above/Below Minimum:		(\$229)	(\$411)	(\$461)
Above/Below Maximum:		(\$257)	(\$401)	(\$520)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
Minimum:	\$3,646	\$3,828	\$3,878
Maximum:	\$4,653	\$4,885	\$4,949
2019 Impact <sup>1</sup> :	\$265	\$403	\$441

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
Minimum:	\$3,646	\$3,828	\$3,878
Maximum:	\$4,653	\$4,885	\$4,949
2019 Impact <sup>1</sup> :	\$265	\$403	\$441

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$3,176	\$4,837	\$5,296

2. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$3,176	\$4,837	\$5,296

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENTS FOR 2019		
0.7 FTE <sup>1</sup>		0.7 FTE <sup>2</sup>
Monthly:	\$90	\$90
Annual:	\$1,084	\$1,084

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step A and assumes a step increase to Step B in 2019.

2. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Position is currently vacant with the intention to hire in 2018 and assumes a step increase to Step B in 2019.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): City Clerk

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$5,270	\$6,426	City Clerk	NU	\$1,938	\$92	\$23	\$2,053	\$7,323	\$8,479
DuPont	\$5,258	\$6,397	City Clerk	NU	\$1,499	\$149	\$37	\$1,685	\$6,943	\$8,082
Edgewood	\$5,487	\$7,190	City Clerk/HR Director	NU	\$1,927	\$168	\$27	\$2,122	\$7,609	\$9,312
Fircrest	\$5,101	\$6,510	City Clerk	NU	\$1,926	\$184	\$34	\$2,144	\$7,245	\$8,654
Milton	\$5,666	\$6,887	City Clerk	NU	\$1,888	\$181	\$34	\$2,103	\$7,769	\$8,990
Orting	\$5,202	\$6,397	City Clerk	NU	\$1,824	\$106	\$0	\$1,930	\$7,132	\$8,327
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$5,380	\$6,723	City Clerk/HR Coordinator	NU	\$1,469	\$168	\$34	\$1,671	\$7,051	\$8,394
Yelm	\$6,471	\$7,733	City Clerk/HR Manager	NU	\$2,076	\$181	\$34	\$2,291	\$8,762	\$10,024

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *City Clerk* (Job Code: 120). Seven out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$5,380	\$5,476	\$5,630
	Maximum:	\$6,723	\$6,871	\$7,129
	Above/Below Minimum:	(\$279)	(\$375)	(\$529)
	Above/Below Maximum:	(\$213)	(\$361)	(\$619)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$7,323	\$7,580	\$7,737
	Maximum:	\$8,479	\$8,939	\$9,248
	Above/Below Minimum:	(\$78)	(\$335)	(\$492)
	Above/Below Maximum:	\$175	(\$285)	(\$594)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$5,179	\$5,436	\$5,593
Maximum:	\$6,610	\$6,938	\$7,138
2019 Impact <sup>1</sup> :	\$306	\$615	\$803

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
1.0 FTE <sup>1</sup>		
Monthly:	\$213	
Annual:	\$2,552	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step C and assumes a step increase in 2019 to Step D.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$3,674	\$7,378	\$9,635

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Court Administrator

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$4,916	\$5,992	Court Administrator	NU	\$1,938	\$92	\$23	\$2,053	\$6,969	\$8,045
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$4,982	\$6,359	Court Administrator	NU	\$1,926	\$184	\$34	\$2,144	\$7,126	\$8,503
Milton	\$4,781	\$5,810	Court Administrator	U	\$1,888	\$181	\$34	\$2,103	\$6,884	\$7,913
Orting	\$5,202	\$6,397	Court Administrator	NU	\$1,824	\$106	\$0	\$1,930	\$7,132	\$8,327
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	\$5,478	\$6,545	Court Administrator		\$2,076	\$181	\$34	\$2,291	\$7,769	\$8,836

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Court Administrator* (Job Code: 680). Four out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$5,059	\$5,187	\$5,312
	Maximum:	\$6,195	\$6,377	\$6,457
	Above/Below Minimum:	(\$77)	(\$205)	(\$330)
	Above/Below Maximum:	\$164	(\$18)	(\$98)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$7,050	\$7,124	\$7,386
	Maximum:	\$8,186	\$8,313	\$8,531
	Above/Below Minimum:	\$76	\$2	(\$260)
	Above/Below Maximum:	\$317	\$190	(\$28)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$4,906	\$4,980	\$5,242
Maximum:	\$6,262	\$6,355	\$6,691
2019 Impact <sup>1</sup> :	-	-	\$546

1. Assumes step increase to Step E and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$218
Annual:	\$2,612

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is at Step D and assumes a step increase in 2019 to Step E.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	-	-	\$6,547

1 Assumes step increase to Step E and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION	
1.0 FTE <sup>1</sup>	
Monthly:	\$361
Annual:	\$4,330

1. Assumes maintain grouping of, and meeting 50th percentile (median) of Planning & Building Administrator. Assumes step increase to Step E.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Court Clerk I

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$2,688	\$3,032	Court Clerk	NU	\$1,938	\$92	\$23	\$2,053	\$4,741	\$5,085
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,365	\$4,296	Court Clerk I	NU	\$1,926	\$184	\$34	\$2,144	\$5,509	\$6,440
Milton	\$3,565	\$4,336	Court Clerk	U	\$1,888	\$181	\$34	\$2,103	\$5,668	\$6,439
Orting	\$3,439	\$4,229	Court Clerk	U	\$1,824	\$106	\$0	\$1,930	\$5,369	\$6,159
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	\$3,800	\$4,558	Court Clerk	U	\$2,076	\$181	\$34	\$2,291	\$6,091	\$6,849

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Court Clerk* (Job Code: 215). Four out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$3,502	\$3,559	\$3,659
	Maximum:	\$4,283	\$4,331	\$4,425
	Above/Below Minimum:	(\$137)	(\$194)	(\$294)
	Above/Below Maximum:	\$13	(\$35)	(\$129)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,518	\$5,653	\$5,837
	Maximum:	\$6,299	\$6,425	\$6,603
	Above/Below Minimum:	(\$9)	(\$144)	(\$328)
	Above/Below Maximum:	\$141	\$15	(\$163)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1 FTE			
50th (median)		65th	80th
Minimum:	\$3,374	\$3,509	\$3,693
Maximum:	\$4,307	\$4,479	\$4,713
2019 Impact <sup>1</sup> :	\$151	\$312	\$533

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
Minimum:	\$3,374	\$3,509	\$3,693
Maximum:	\$4,307	\$4,479	\$4,713
2019 Impact <sup>1</sup> :	\$116	\$241	\$411

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENTS FOR 2019		
1.0 FTE <sup>1</sup>		0.7 FTE <sup>2</sup>
Monthly:	\$140	\$107
Annual:	\$1,676	\$1,288

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step C and assumes a step increase in 2019 to Step D.

2. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,812	\$3,749	\$6,397

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.7 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,393	\$2,888	\$4,931

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018): Custodian

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$2,490	\$2,886	Maintenance Parks/Bldg Custodial	U	\$1,938	\$92	\$23	\$2,053	\$4,543	\$4,939
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$2,694	\$3,439		NU	\$1,926	\$184	\$34	\$2,144	\$4,838	\$5,583
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$2,955	\$3,693	Custodian Technician	NU	\$1,469	\$168	\$34	\$1,671	\$4,626	\$5,364
Yelm	\$3,785	\$4,523	Custodian/Maintenance Worker	U	\$2,076	\$181	\$34	\$2,291	\$6,076	\$6,814

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Custodial Worker* (Job Code: 475). Three out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$2,955	\$3,204	\$3,453
	Maximum:	\$3,693	\$3,942	\$4,191
Above/Below Minimum:		(\$261)	(\$510)	(\$759)
Above/Below Maximum:		(\$254)	(\$503)	(\$752)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$4,626	\$5,061	\$5,496
	Maximum:	\$5,364	\$5,799	\$6,234
Above/Below Minimum:		\$212	(\$223)	(\$658)
Above/Below Maximum:		\$219	(\$216)	(\$651)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$2,482	\$2,917	\$3,352
Maximum:	\$3,168	\$3,723	\$4,278
2019 Impact <sup>1</sup> :	-	\$418	\$993

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$123
Annual:	\$1,477

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	-	\$5,015	\$11,917

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018): Facilities Maintenance Supervisor

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$4,307	\$5,496	Facilities Maintenance Supervisor	NU	\$1,926	\$184	\$34	\$2,144	\$6,233	\$7,640
Milton	\$4,998	\$6,074	Maintenance III - Lead	U	\$1,888	\$181	\$34	\$2,103	\$6,886	\$8,177
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$5,710	\$5,710	PW Operator 2		\$1,469	\$168	\$34	\$1,671	\$7,179	\$7,381
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to individual comparable locality approved ordinances. Two out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:		N/A	N/A	N/A
Maximum:		N/A	N/A	N/A
Above/Below Minimum:		N/A	N/A	N/A
Above/Below Maximum:		N/A	N/A	N/A
SALARY & INSURANCE BENEFITS				
Minimum:		N/A	N/A	N/A
Maximum:		N/A	N/A	N/A
Above/Below Minimum:		N/A	N/A	N/A
Above/Below Maximum:		N/A	N/A	N/A

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:		N/A	N/A
Maximum:		N/A	N/A
2019 Impact <sup>2</sup> :		N/A	N/A

2. Assumes a step increase to Step B, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>2</sup>		N/A	N/A

2. Assumes a step increase to Step B, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$163
Annual:	\$1,958

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step A and assumes a step increase in 2019 to Step B.

ALTERNATE ANALYSIS - RECOMMENDATION	
1.0 FTE <sup>1</sup>	
Monthly:	\$440
Annual:	\$5,280

1. Assumes a 12% grade separation from the Maintenance II that meets the 50th percentile.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).  
65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.  
80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Finance Director

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$6,975	\$8,503	Finance Director	NU	\$1,938	\$92	\$23	\$2,053	\$9,028	\$10,556
DuPont	\$7,314	\$8,900	Finance Director	NU	\$1,499	\$149	\$37	\$1,685	\$8,999	\$10,585
Edgewood	\$7,737	\$9,273	Finance Director	NU	\$1,927	\$168	\$27	\$2,122	\$9,859	\$11,395
Fircrest	\$6,237	\$7,957	Finance Director	NU	\$1,926	\$184	\$34	\$2,144	\$8,381	\$10,101
Milton	\$6,395	\$8,880	Finance Director	NU	\$1,888	\$181	\$34	\$2,103	\$8,498	\$10,983
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$8,270	\$10,334	Chief Financial Officer	NU	\$1,469	\$168	\$34	\$1,671	\$9,941	\$12,005
Yelm	\$7,136	\$8,528	Finance Director	NU	\$2,076	\$181	\$34	\$2,291	\$9,427	\$10,819

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Finance Director* (Job Code: 635). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$7,225	\$7,419	\$7,737
	Maximum:	\$8,890	\$8,993	\$9,273
	Above/Below Minimum:	(\$988)	(\$1,182)	(\$1,500)
	Above/Below Maximum:	(\$933)	(\$1,036)	(\$1,316)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$9,228	\$9,535	\$9,859
	Maximum:	\$10,901	\$11,086	\$11,395
	Above/Below Minimum:	(\$847)	(\$1,154)	(\$1,478)
	Above/Below Maximum:	(\$800)	(\$985)	(\$1,294)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$7,084	\$7,391	\$7,715
Maximum:	\$9,041	\$9,433	\$9,847
2019 Impact <sup>1</sup> :	\$1,409	\$1,816	\$2,244

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
1.0 FTE <sup>1</sup>		
Monthly:	\$286	
Annual:	\$3,429	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$16,908	\$21,787	\$26,928

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION		
1.0 FTE <sup>1</sup>		
Monthly:	\$935	
Annual:	\$11,217	

1. Assumes a 3% grade separation from the Public Works Director.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Landscape Maintenance Worker

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$2,499	\$3,179	Ground Maintenance Worker	U	\$1,499	\$149	\$37	\$1,685	\$4,184	\$4,864
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$2,136	\$2,727	Landscape Maintenance Worker	NU	\$1,926	\$184	\$34	\$2,144	\$4,280	\$4,871
Milton	\$3,373	\$4,130	Parks/Facilities Worker	U	\$1,888	\$181	\$34	\$2,103	\$5,476	\$6,233
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$4,441	\$4,740	Parks Groundskeeper 1		\$1,469	\$168	\$34	\$1,671	\$6,112	\$6,411
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to individual comparable locality approved ordinances. Three out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$3,373	\$3,693	\$4,014
	Maximum:	\$4,130	\$4,313	\$4,496
	Above/Below Minimum:	(\$1,237)	(\$1,557)	(\$1,878)
	Above/Below Maximum:	(\$1,403)	(\$1,586)	(\$1,769)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,476	\$5,667	\$5,858
	Maximum:	\$6,233	\$6,286	\$6,340
	Above/Below Minimum:	(\$1,196)	(\$1,387)	(\$1,578)
	Above/Below Maximum:	(\$1,362)	(\$1,415)	(\$1,469)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE			
50th (median)		65th	80th
Minimum:	\$3,332	\$3,523	\$3,714
Maximum:	\$4,253	\$4,496	\$4,740
2019 Impact <sup>1</sup> :	\$0	\$0	\$0

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$0	\$0	\$0

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.0 FTE <sup>1</sup>	
Monthly:	\$0
Annual:	\$0

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Lead Court Clerk

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,754	\$4,791	Lead Court Clerk	NU	\$1,926	\$184	\$34	\$2,144	\$5,898	\$6,935
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
0% Job Match to AWC Salary Survey. None out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th	80th	
SALARY				
Minimum:	N/A	N/A	N/A	
Maximum:	N/A	N/A	N/A	
Above/Below Minimum:	N/A	N/A	N/A	
Above/Below Maximum:	N/A	N/A	N/A	
SALARY & INSURANCE BENEFITS				
Minimum:	N/A	N/A	N/A	
Maximum:	N/A	N/A	N/A	
Above/Below Minimum:	N/A	N/A	N/A	
Above/Below Maximum:	N/A	N/A	N/A	

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE			
50th (median)		65th	80th
Minimum:	N/A	N/A	N/A
Maximum:	N/A	N/A	N/A
2019 Impact <sup>1</sup> :	N/A	N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.0 FTE <sup>1</sup>	
Monthly:	\$0
Annual:	\$0

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	N/A	N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION	
0.0 FTE <sup>1</sup>	
Monthly:	\$0
Annual:	\$0

1. Assumes a 12% grade separation from the Court Clerk I that meets the 50th percentile.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Maintenance Worker I

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$3,781	\$4,384	Maint Parks/Bldg	U	\$1,938	\$92	\$23	\$2,053	\$5,834	\$6,437
DuPont	\$3,215	\$4,091	Maintenance Worker I	U	\$1,499	\$149	\$37	\$1,685	\$4,900	\$5,776
Edgewood	\$3,957	\$5,155	PW Maintenance Technician	NU	\$1,927	\$168	\$27	\$2,122	\$6,079	\$7,277
Fircrest	\$3,522	\$4,495	Maintenance Worker I	NU	\$1,926	\$184	\$34	\$2,144	\$5,666	\$6,639
Milton	\$3,565	\$4,336	Maintenance Worker I	U	\$1,888	\$181	\$34	\$2,103	\$5,668	\$6,439
Orting	\$3,439	\$4,229	Maintenance Worker I	U	\$1,824	\$106	\$0	\$1,930	\$5,369	\$6,159
Steilacoom	\$3,638	\$4,259	Serviceperson I	U	\$1,783	\$138	\$29	\$1,950	\$5,588	\$6,209
Sumner	\$4,441	\$4,740	PW Operator I	U	\$1,469	\$168	\$34	\$1,671	\$6,112	\$6,411
Yelm	\$3,785	\$4,523	P/W Maintenance Streets/Parks	U	\$2,076	\$181	\$34	\$2,291	\$6,076	\$6,814

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Maintenance Worker - Entry Level*  
(Job Code: 400). Eight out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
	50th (median)		65th	80th
SALARY				
	Minimum:	\$3,710	\$3,783	\$3,888
	Maximum:	\$4,360	\$4,460	\$4,653
	Above/Below Minimum:	(\$188)	(\$261)	(\$366)
	Above/Below Maximum:	\$135	\$35	(\$158)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,751	\$5,967	\$6,078
	Maximum:	\$6,424	\$6,438	\$6,664
	Above/Below Minimum:	(\$85)	(\$301)	(\$412)
	Above/Below Maximum:	\$215	\$201	(\$25)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
Minimum:	\$3,607	\$3,823	\$3,934
Maximum:	\$4,604	\$4,879	\$5,021
2019 Impact <sup>1</sup> :	\$113	\$230	\$291

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,354	\$2,765	\$3,487

1. Assumes step increase to Step B and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.5 FTE <sup>1</sup>	
Monthly:	\$67
Annual:	\$799

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Position is currently vacant with the intention to hire in 2018 and assumes a step increase to Step B in 2019.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Maintenance Worker II

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$4,485	\$5,199	Utility Worker	U	\$1,938	\$92	\$23	\$2,053	\$6,538	\$7,252
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	\$4,039	\$5,197	PW Maintenace Tech II	NU	\$1,927	\$168	\$27	\$2,122	\$6,161	\$7,319
Fircrest	\$3,945	\$5,034	Maintenance Worker II	NU	\$1,926	\$184	\$34	\$2,144	\$6,089	\$7,178
Milton	\$4,130	\$5,017	Maintenance Worker II	U	\$1,888	\$181	\$34	\$2,103	\$6,233	\$7,120
Orting	\$3,648	\$4,487	Maintenance Worker II	U	\$1,824	\$106	\$0	\$1,930	\$5,578	\$6,417
Steilacoom	\$4,250	\$4,975	Serviceperson II, III	U	\$1,783	\$138	\$29	\$1,950	\$6,200	\$6,925
Sumner	\$5,710	\$5,710	PW Operator II	U	\$1,469	\$168	\$34	\$1,671	\$7,381	\$7,381
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Maintenance Worker - Journey Level*  
(Job Code: 420). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$4,190	\$4,309	\$4,485
	Maximum:	\$5,107	\$5,198	\$5,199
	Above/Below Minimum:	(\$245)	(\$364)	(\$540)
	Above/Below Maximum:	(\$73)	(\$164)	(\$165)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$6,217	\$6,309	\$6,538
	Maximum:	\$7,186	\$7,269	\$7,319
	Above/Below Minimum:	(\$128)	(\$220)	(\$449)
	Above/Below Maximum:	(\$8)	(\$91)	(\$141)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.0 FTE			
50th (median)		65th	80th
Minimum:	\$4,073	\$4,165	\$4,394
Maximum:	\$5,198	\$5,316	\$5,608
2019 Impact <sup>2</sup> :	\$0	\$0	\$0

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
2019 <sup>2</sup>	\$0	\$0	\$0

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
0.0 FTE <sup>1</sup>		
Monthly:	\$0	
Annual:	\$0	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018) : Office Assistant

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$2,953	\$3,424	Administrative Assistant		\$1,938	\$92	\$23	\$2,053	\$5,006	\$5,477
DuPont	\$2,811	\$3,579	Receptionist	U	\$1,499	\$149	\$37	\$1,685	\$4,496	\$5,264
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$2,694	\$3,439	Office Assistant	NU	\$1,926	\$184	\$34	\$2,144	\$4,838	\$5,583
Milton	\$2,678	\$3,240	Receptionist/Cashier	U	\$1,888	\$181	\$34	\$2,103	\$4,781	\$5,343
Orting	\$2,966	\$3,648	Cashier		\$1,824	\$106	\$0	\$1,930	\$4,896	\$5,578
Steilacoom	\$3,520	\$4,117	Cashier/Receptionist		\$1,783	\$138	\$29	\$1,950	\$5,470	\$6,067
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	\$3,555	\$4,265	Accounting Clerk/Office Assistant	U	\$2,076	\$181	\$34	\$2,291	\$5,846	\$6,556

Note:

100% Job Match to AWC Salary Survey  
Job Title: *Clerical - Entry Level* (Job Code: 200). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:	\$2,960		\$3,105	\$3,520
Maximum:	\$3,614		\$3,765	\$4,117
Above/Below Minimum:	(\$266)		(\$411)	(\$826)
Above/Below Maximum:	(\$175)		(\$326)	(\$678)
SALARY & INSURANCE BENEFITS				
Minimum:	\$4,951		\$5,122	\$5,470
Maximum:	\$5,528		\$5,700	\$6,067
Above/Below Minimum:	(\$113)		(\$284)	(\$632)
Above/Below Maximum:	\$55		(\$117)	(\$484)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$2,807	\$2,978	\$3,326
Maximum:	\$3,583	\$3,801	\$4,245
2019 Impact <sup>1</sup> :	\$273	\$499	\$959

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$3,273	\$5,985	\$11,511

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
Minimum:	\$2,807	\$2,978	\$3,326
Maximum:	\$3,583	\$3,801	\$4,245
2019 Impact <sup>1</sup> :	\$136	\$249	\$480

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,637	\$2,992	\$5,756

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
Minimum:	\$2,807	\$2,978	\$3,326
Maximum:	\$3,583	\$3,801	\$4,245
2019 Impact <sup>1</sup> :	\$112	\$388	\$395

1. Assumes a step increase to Step B, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.5 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,348	\$4,658	\$4,737

1. Assumes a step increase to Step B, and a 3.6% Non-Represented COLA increase.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

STATUS QUO 2019 ADJUSTMENTS			
1.0 FTE <sup>1</sup>		0.5 FTE <sup>1</sup>	0.5 FTE <sup>2</sup>
Monthly:	\$123	\$62	\$51
Annual:	\$1,477	\$738	\$609

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Both employees are currently at Step F.

2. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step A and assumes a step increase in 2019 to Step B.

Municipal Compensation Survey (2018): Parks Maintenance Supervisor

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$4,307	\$5,496	Parks Maintenance Supervisor	NU	\$1,926	\$184	\$34	\$2,144	\$6,451	\$7,640
Milton	\$4,998	\$6,074	Maintenance III - Lead	U	\$1,888	\$181	\$34	\$2,103	\$6,886	\$8,177
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Parks Maintenance Supervisor* (Job Code: 606). One out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
	Minimum:	N/A	N/A	N/A
	Maximum:	N/A	N/A	N/A
	Above/Below Minimum:	N/A	N/A	N/A
	Above/Below Maximum:	N/A	N/A	N/A
SALARY & INSURANCE BENEFITS				
	Minimum:	N/A	N/A	N/A
	Maximum:	N/A	N/A	N/A
	Above/Below Minimum:	N/A	N/A	N/A
	Above/Below Maximum:	N/A	N/A	N/A

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	N/A	N/A	N/A
Maximum:	N/A	N/A	N/A
2019 Impact <sup>1</sup> :	N/A	N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	N/A	N/A	N/A

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
1.0 FTE <sup>1</sup>		
Monthly:	\$199	
Annual:	\$2,386	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

ALTERNATE ANALYSIS - RECOMMENDATION		
1.0 FTE <sup>1</sup>		
Monthly:	\$535	
Annual:	\$6,420	

1. Assumes a 12% grade separation from the Maintenance II that meets the 50th percentile.

**Definitions:**  
50th Percentile: The 50th percentile is generally the median (the "middle" value).  
65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.  
80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.  
  
FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.  
  
Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018): Parks and Recreation Director

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$4,916	\$5,992	Community Services Director		\$1,938	\$92	\$23	\$2,053	\$6,969	\$8,045
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$4,982	\$6,359	Parks and Recreation Director	NU	\$1,926	\$184	\$34	\$2,144	\$7,126	\$8,503
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	\$3,648	\$4,487	Parks and Recreation Director	NU	\$1,824	\$106	\$0	\$1,930	\$5,578	\$6,417
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Parks and Recreation Director* (Job Code: 640). Two out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:	N/A	N/A	N/A	N/A
Maximum:	N/A	N/A	N/A	N/A
Above/Below Minimum:	N/A	N/A	N/A	N/A
Above/Below Maximum:	N/A	N/A	N/A	N/A
SALARY & INSURANCE BENEFITS				
Minimum:	N/A	N/A	N/A	N/A
Maximum:	N/A	N/A	N/A	N/A
Above/Below Minimum:	N/A	N/A	N/A	N/A
Above/Below Maximum:	N/A	N/A	N/A	N/A

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	N/A	N/A	N/A
Maximum:	N/A	N/A	N/A
2019 Impact:	N/A	N/A	N/A

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019	N/A	N/A	N/A

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$228
Annual:	\$2,740

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

ALTERNATE ANALYSIS - RECOMMENDATION	
1.0 FTE <sup>1</sup>	
Monthly:	\$379
Annual:	\$4,548

1. Assumes maintain grouping of, and meeting 50th percentile (median) of Planning & Building Administrator.

**Definitions:**  
50th Percentile: The 50th percentile is generally the median (the "middle" value).  
65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.  
80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Permit Coordinator/Code Enforcement Officer

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$4,022	\$5,043	Permit Tech/PW Clerk	U	\$1,938	\$92	\$23	\$2,053	\$6,075	\$7,096
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	\$3,957	\$5,155	Permit Coordinator	NU	\$1,927	\$168	\$27	\$2,122	\$6,079	\$7,277
Fircrest	\$4,307	\$5,496	Permit Coordinator/Code ENF Officer	NU	\$1,926	\$184	\$34	\$2,144	\$6,451	\$7,640
Milton	\$3,565	\$4,336	Permit Technician (w/o license)	U	\$1,888	\$181	\$34	\$2,103	\$5,668	\$6,439
Orting	\$5,222	\$6,054	Code Enforcement Officer		\$1,824	\$106	\$0	\$1,930	\$7,152	\$7,984
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$4,537	\$5,670	Permit Specialist	NU	\$1,469	\$168	\$34	\$1,671	\$6,208	\$7,341
Yelm	\$3,665	\$4,396	Permit Coordinator/Office Assistant	U	\$2,076	\$181	\$34	\$2,291	\$5,956	\$6,687

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Building Permit Specialist* (Job Code: 575). Six out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:	\$3,990	\$4,151		\$4,537
Maximum:	\$5,099	\$5,284		\$5,670
Above/Below Minimum:	\$318	\$156		(\$230)
Above/Below Maximum:	\$397	\$212		(\$174)
SALARY & INSURANCE BENEFITS				
Minimum:	\$6,077	\$6,111		\$6,208
Maximum:	\$7,187	\$7,293		\$7,341
Above/Below Minimum:	\$374	\$340		\$243
Above/Below Maximum:	\$454	\$347		\$299

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.0 FTE			
50th (median)		65th	80th
Minimum:	\$3,933	\$3,967	\$4,064
Maximum:	\$5,020	\$5,063	\$5,187
2019 Impact <sup>1</sup> :	-	-	-

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	-	-	-

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.0 FTE <sup>1</sup>	
Monthly:	\$0
Annual:	\$0

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Planning and Building Administrator

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$5,270	\$6,426	Planner	NU	\$1,938	\$92	\$23	\$2,053	\$7,323	\$8,479
DuPont	\$5,396	\$6,845	Senior Planner	U	\$1,499	\$149	\$37	\$1,685	\$7,081	\$8,530
Edgewood	\$4,844	\$6,403	Associate Planner	NU	\$1,927	\$168	\$27	\$2,122	\$6,966	\$8,525
Fircrest	\$4,982	\$6,359	Planning & Building Administrator	NU	\$1,926	\$184	\$34	\$2,144	\$7,126	\$8,503
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	\$4,760	\$5,855	City Planner		\$1,888	\$181	\$34	\$2,103	\$6,863	\$7,958
Steilacoom	\$5,413	\$6,335	Town Planner	NU	\$1,824	\$106	\$0	\$1,930	\$7,343	\$8,265
Sumner	\$5,782	\$7,226	Associate Planner	NU	\$1,783	\$138	\$29	\$1,950	\$7,732	\$9,176
Yelm	\$4,962	\$6,953	Associate Planner		\$2,076	\$168	\$34	\$2,278	\$7,240	\$9,231

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Planner - Journey* (Job Code: 520).  
Seven out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$5,270	\$5,383	\$5,410
	Maximum:	\$6,426	\$6,803	\$6,931
	Above/Below Minimum:	(\$288)	(\$401)	(\$428)
	Above/Below Maximum:	(\$67)	(\$444)	(\$572)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$7,240	\$7,315	\$7,339
	Maximum:	\$8,525	\$8,529	\$9,047
	Above/Below Minimum:	(\$114)	(\$189)	(\$213)
	Above/Below Maximum:	(\$22)	(\$26)	(\$544)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$5,096	\$5,171	\$5,195
Maximum:	\$6,504	\$6,599	\$6,630
2019 Impact <sup>1</sup> :	\$343	\$433	\$462

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$4,119	\$5,198	\$5,548

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$207
Annual:	\$2,483

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step C and assumes a step increase in 2019 to Step D.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Planning and Building Director

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$7,314	\$8,900	Planning Director	NU	\$1,499	\$149	\$37	\$1,685	\$8,999	\$10,585
Edgewood	\$7,737	\$9,273	Community Development Director	NU	\$1,927	\$168	\$27	\$2,122	\$9,859	\$11,395
Fircrest	\$5,994	\$7,650	Planning & Building Director	NU	\$1,926	\$184	\$34	\$2,144	\$8,138	\$9,794
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$9,642	\$12,049	Community Development Director	NU	\$1,469	\$168	\$34	\$1,671	\$11,313	\$13,720
Yelm	\$7,440	\$8,892	Community Development Director	NU	\$2,076	\$181	\$34	\$2,291	\$9,731	\$11,183

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Planning/Community Development Director* (Job Code: 630). Four out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:	\$7,589	\$7,722	\$8,499	
Maximum:	\$9,086	\$9,254	\$10,383	
Above/Below Minimum:	(\$1,595)	(\$1,728)	(\$2,505)	
Above/Below Maximum:	(\$1,436)	(\$1,604)	(\$2,733)	
SALARY & INSURANCE BENEFITS				
Minimum:	\$9,795	\$9,853	\$10,441	
Maximum:	\$11,289	\$11,384	\$12,325	
Above/Below Minimum:	(\$1,657)	(\$1,715)	(\$2,303)	
Above/Below Maximum:	(\$1,495)	(\$1,590)	(\$2,531)	

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.0 FTE			
50th (median)		65th	80th
Minimum:	\$7,651	\$7,709	\$8,297
Maximum:	\$9,765	\$9,838	\$10,589
2019 Impact <sup>1</sup> :	-	-	-

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	-	-	-

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.0 FTE <sup>1</sup>	
Monthly:	\$0
Annual:	\$0

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Assumes Step A as position is vacant.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Police Chief

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$8,041	\$9,802	Police Chief	NU	\$1,938	\$92	\$23	\$2,053	\$10,094	\$11,855
DuPont	\$7,679	\$9,345	Police Chief	NU	\$1,499	\$149	\$37	\$1,685	\$9,364	\$11,030
Edgewood	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$7,322	\$9,345	Police Chief	NU	\$1,926	\$184	\$34	\$2,144	\$9,466	\$11,489
Milton	\$7,700	\$10,667	Police Chief	NU	\$1,888	\$181	\$34	\$2,103	\$9,803	\$12,770
Orting	\$7,200	\$8,855	Police Chief	NU	\$1,824	\$106	\$0	\$1,930	\$9,130	\$10,785
Steilacoom	\$8,449	\$9,885	Public Safety Director	NU	\$1,783	\$138	\$29	\$1,950	\$10,399	\$11,835
Sumner	\$9,642	\$12,049	Police Chief	NU	\$1,469	\$168	\$34	\$1,671	\$11,313	\$13,720
Yelm	\$8,023	\$9,588	Police Chief	NU	\$2,076	\$181	\$34	\$2,291	\$10,314	\$11,879

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Police Chief* (Job Code: 655). Seven out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$8,023	\$8,039	\$8,368
	Maximum:	\$9,802	\$9,876	\$10,510
	Above/Below Minimum:	(\$701)	(\$717)	(\$1,046)
	Above/Below Maximum:	(\$457)	(\$531)	(\$1,165)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$10,094	\$10,292	\$10,382
	Maximum:	\$11,855	\$11,876	\$12,591
	Above/Below Minimum:	(\$628)	(\$826)	(\$916)
	Above/Below Maximum:	(\$366)	(\$387)	(\$1,102)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$7,950	\$8,148	\$8,238
Maximum:	\$10,146	\$10,399	\$10,514
2019 Impact <sup>1</sup> :	\$1,167	\$1,428	\$1,548

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$336
Annual:	\$4,036

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$14,001	\$17,139	\$18,574

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION	
1.0 FTE <sup>1</sup>	
Monthly:	\$546
Annual:	\$6,554

1. Assumes a 12% grade separation from the City Manager.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Police Records Technician/Community Service Officer I

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$3,555	\$4,120	Records Clerk	U	\$1,938	\$92	\$23	\$2,053	\$5,608	\$6,173
DuPont	\$3,215	\$4,091	Police Records Clerk	U	\$1,499	\$149	\$37	\$1,685	\$4,900	\$5,776
Edgewood	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,417	\$4,296	Police Records Technician/CSO I	NU	\$1,926	\$184	\$34	\$2,144	\$5,561	\$6,440
Milton	\$4,853	\$5,900	Community Service Officer		\$1,888	\$181	\$34	\$2,103	\$6,956	\$8,003
Orting	\$3,242	\$3,987	Police Records Clerk	U	\$1,824	\$106	\$0	\$1,930	\$5,172	\$5,917
Steilacoom	\$4,117	\$4,815	PS Admin Asst (Records/Evidence)		\$1,783	\$138	\$29	\$1,950	\$6,067	\$6,765
Sumner	\$3,705	\$4,610	Police Records Specialist 1	U	\$1,469	\$168	\$34	\$1,671	\$5,376	\$6,281
Yelm	\$3,800	\$4,558	Police Records Clerk	U	\$2,076	\$181	\$34	\$2,291	\$6,091	\$6,849

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Police Records Clerk* (Job Code: 302). Seven out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:	\$3,705	\$3,791	\$4,053	
Maximum:	\$4,558	\$4,605	\$4,774	
Above/Below Minimum:	(\$288)	(\$374)	(\$636)	
Above/Below Maximum:	(\$262)	(\$309)	(\$478)	
SALARY & INSURANCE BENEFITS				
Minimum:	\$5,608	\$6,021	\$6,086	
Maximum:	\$6,099	\$6,423	\$6,849	
Above/Below Minimum:	(\$47)	(\$460)	(\$525)	
Above/Below Maximum:	\$341	\$17	(\$409)	

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.625 FTE			
50th (median)		65th	80th
Minimum:	\$3,464	\$3,877	\$3,942
Maximum:	\$4,421	\$4,948	\$5,031
2019 Impact <sup>1</sup> :	\$125	\$434	\$483

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.3 FTE			
50th (median)		65th	80th
Minimum:	\$3,464	\$3,877	\$3,942
Maximum:	\$4,421	\$4,948	\$5,031
2019 Impact <sup>1</sup> :	\$60	\$208	\$232

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.625			
50th (median)		65th	80th
2019 <sup>1</sup>	\$1,495	\$5,208	\$5,796

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE 0.3 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$718	\$2,500	\$2,782

1. Assumes step increase to Step D and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENTS FOR 2019		
0.625 FTE <sup>1</sup>		0.3 FTE <sup>2</sup>
Monthly:	\$89	\$43
Annual:	\$1,073	\$515

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step C and assumes a step increase in 2019 to Step D.

2. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step C and assumes a step increase in 2019 to Step D.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018): Police Records Technician/Community Service Officer II

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,694	\$4,716	Police Records Technician/CSO II	NU	\$1,926	\$184	\$34	\$2,144	\$5,838	\$6,860
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	\$4,128	\$5,135	Police Records Specialist 2		\$1,469	\$168	\$34	\$1,671	\$5,799	\$6,806
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
0% Job Match to AWC Salary Survey. One out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
	Minimum:	N/A	N/A	N/A
	Maximum:	N/A	N/A	N/A
	Above/Below Minimum:	N/A	N/A	N/A
	Above/Below Maximum:	N/A	N/A	N/A
SALARY & INSURANCE BENEFITS				
	Minimum:	N/A	N/A	N/A
	Maximum:	N/A	N/A	N/A
	Above/Below Minimum:	N/A	N/A	N/A
	Above/Below Maximum:	N/A	N/A	N/A

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 0.85 FTE			
50th (median)		65th	80th
Minimum:		N/A	N/A
Maximum:		N/A	N/A
2019 Impact <sup>1</sup> :		N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
0.85 FTE <sup>1</sup>	
Monthly:	\$143
Annual:	\$1,717

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE: 0.85 FTE			
50th (median)		65th	80th
2019 <sup>1</sup>		N/A	N/A

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION	
0.85 FTE <sup>1</sup>	
Monthly:	\$352
Annual:	\$4,221

1. Assumes a 12% grade separation from the CSO I that meets the 50th percentile.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Public Works Director

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$7,479	\$9,117	Public Works Director	NU	\$1,938	\$92	\$23	\$2,053	\$9,417	\$11,170
DuPont	\$7,314	\$8,900	Public Works Director	NU	\$1,499	\$149	\$37	\$1,685	\$8,813	\$10,585
Edgewood	\$7,737	\$9,273	Public Works Director/P.E.	NU	\$1,927	\$168	\$27	\$2,122	\$9,664	\$11,395
Fircrest	\$6,417	\$8,190	Public Works Director	NU	\$1,926	\$184	\$34	\$2,144	\$8,343	\$10,334
Milton	\$6,395	\$8,880	Public Works Director	NU	\$1,888	\$181	\$34	\$2,103	\$8,283	\$10,983
Orting	\$6,787	\$8,347	Public Works Director	NU	\$1,824	\$106	\$0	\$1,930	\$8,611	\$10,277
Steilacoom	\$9,139	\$10,691	Public Works Director	NU	\$1,783	\$138	\$29	\$1,950	\$10,922	\$12,641
Sumner	\$9,642	\$12,049	Public Works Director	NU	\$1,469	\$168	\$34	\$1,671	\$11,111	\$13,720
Yelm	\$7,582	\$9,063	Public Works Director	NU	\$2,076	\$181	\$34	\$2,291	\$9,658	\$11,354

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Public Works Director* (Job Code: 645).  
Eight out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$7,530	\$7,667	\$8,578
	Maximum:	\$9,090	\$9,203	\$10,124
	Above/Below Minimum:	(\$1,113)	(\$1,250)	(\$2,161)
	Above/Below Maximum:	(\$900)	(\$1,013)	(\$1,934)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$9,537	\$9,661	\$10,419
	Maximum:	\$11,262	\$11,376	\$12,143
	Above/Below Minimum:	(\$1,194)	(\$1,318)	(\$2,076)
	Above/Below Maximum:	(\$928)	(\$1,042)	(\$1,809)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$7,611	\$7,735	\$8,493
Maximum:	\$9,714	\$9,872	\$10,839
2019 Impact <sup>2</sup> :	\$1,874	\$2,038	\$3,039

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>2</sup>	\$22,489	\$24,453	\$36,471

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
1.0 FTE <sup>1</sup>		
Monthly:	\$295	
Annual:	\$3,537	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

ALTERNATE ANALYSIS - RECOMMENDATION		
1.0 FTE <sup>1</sup>		
Monthly:	\$969	
Annual:	\$11,622	

1. Assumes a 12% grade separation from the Police Chief.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.



Municipal Compensation Survey (2018): Public Works Support Services Coordinator

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$4,307	\$5,496	PW Support Services Coordinator	NU	\$1,926	\$184	\$34	\$2,144	\$6,451	\$7,640
Milton	\$3,749	\$4,556	PW Administrative Assistant	U	\$1,888	\$181	\$34	\$2,103	\$5,852	\$6,659
Orting	\$3,987	\$4,903	PW Administrative Assistant		\$1,824	\$106	\$0	\$1,930	\$5,917	\$6,833
Steilacoom	\$3,808	\$4,453	Facility Use Coordinator		\$1,783	\$138	\$29	\$1,950	\$5,758	\$6,403
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	\$4,143	\$4,969	PW Administrative Assistant		\$2,076	\$181	\$34	\$2,291	\$6,434	\$7,260

**Note:**  
100% Job Match to individual comparable locality approved ordinances. Four out of the eight comparable localities had a comparable position.

PERCENTILE ANALYSIS				
		50th (median)	65th	80th
SALARY				
	Minimum:	\$3,897	\$3,978	\$4,049
	Maximum:	\$4,730	\$4,886	\$4,929
	Above/Below Minimum:	\$410	\$329	\$258
	Above/Below Maximum:	\$766	\$610	\$567
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,884	\$5,913	\$6,124
	Maximum:	\$6,746	\$6,824	\$7,004
	Above/Below Minimum:	\$567	\$538	\$327
	Above/Below Maximum:	\$894	\$816	\$636

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:	\$3,740	\$3,769	\$3,980
Maximum:	\$4,774	\$4,811	\$5,079
2019 Impact <sup>2</sup> :	-	-	-

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>2</sup>	-	-	-

2. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$199
Annual:	\$2,386

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Recreation Program Coordinator

City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
DuPont	\$3,435	\$4,378	Events/Recreation Coordinator	U	\$1,499	\$149	\$37	\$1,685	\$5,120	\$6,063
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,724	\$4,753	Recreation Program Coordinator	NU	\$1,926	\$184	\$34	\$2,144	\$5,868	\$6,897
Milton	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Orting	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Steilacoom	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Sumner	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Yelm	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A

**Note:**  
100% Job Match to AWC Salary Survey Job Title: *Recreation Program Leader/Coordinator* (Job Code: 615). One out of the eight comparable localities had a comparable position; since this position had two or less comparables, a different methodology has been developed to analyze the salary range.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
Minimum:		N/A	N/A	N/A
Maximum:		N/A	N/A	N/A
Above/Below Minimum:		N/A	N/A	N/A
Above/Below Maximum:		N/A	N/A	N/A
SALARY & INSURANCE BENEFITS				
Minimum:		N/A	N/A	N/A
Maximum:		N/A	N/A	N/A
Above/Below Minimum:		N/A	N/A	N/A
Above/Below Maximum:		N/A	N/A	N/A

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE: 1.0 FTE			
50th (median)		65th	80th
Minimum:		N/A	N/A
Maximum:		N/A	N/A
2019 Impact <sup>1</sup> :		N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019		
1.0 FTE <sup>1</sup>		
Monthly:	\$171	
Annual:	\$2,052	

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>		N/A	N/A

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

ALTERNATE ANALYSIS - RECOMMENDATION		
1.0 FTE <sup>1</sup>		
Monthly:	\$275	
Annual:	\$3,301	

1. Assumes a 12% grade separation from the Maintenance Supervisor that meets the 50th percentile.

Definitions:

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.

Municipal Compensation Survey (2018): Utility Billing Clerk										
City/Town	Monthly Salary Range		Local Title	Union Status	Elements of Insurance Benefits				Salary & Insurance Benefits	
	Minimum	Maximum			Medical	Dental/Ortho	Vision	Total to Add to Salary	Minimum	Maximum
Buckley	\$3,953	\$4,582	Utility Billing/Deputy Clerk	U	\$1,938	\$92	\$23	\$2,053	\$6,006	\$6,635
DuPont	\$3,215	\$4,091	Accounting Clerk/Utility Billing	U	\$1,499	\$149	\$37	\$1,685	\$4,900	\$5,776
Edgewood	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A
Fircrest	\$3,465	\$4,423	Utility Billing Clerk		\$1,926	\$184	\$34	\$2,144	\$5,609	\$6,567
Milton	\$3,919	\$4,763	Finance Tech I	U	\$1,888	\$181	\$34	\$2,103	\$6,022	\$6,866
Orting	\$3,438	\$4,229	Accounting Clerk I	U	\$1,824	\$106	\$0	\$1,930	\$5,368	\$6,159
Steilacoom	\$3,663	\$4,281	Utility Billing		\$1,783	\$138	\$29	\$1,950	\$5,613	\$6,231
Sumner	\$4,284	\$5,354	Finance Tech I	NU	\$1,469	\$168	\$34	\$1,671	\$5,955	\$7,025
Yelm	\$4,149	\$4,978	Utility Clerk	U	\$2,076	\$181	\$34	\$2,291	\$6,440	\$7,269

**Note:**  
100% Job Match to AWC Salary Survey Job  
Title: *Utility Billing Clerk* (Job Code: 245).  
Seven out of the eight comparable localities  
had a comparable position.

PERCENTILE ANALYSIS				
50th (median)		65th		80th
SALARY				
	Minimum:	\$3,919	\$3,950	\$4,110
	Maximum:	\$4,582	\$4,745	\$4,935
	Above/Below Minimum:	(\$454)	(\$485)	(\$645)
	Above/Below Maximum:	(\$159)	(\$322)	(\$512)
SALARY & INSURANCE BENEFITS				
	Minimum:	\$5,955	\$6,001	\$6,019
	Maximum:	\$6,635	\$6,843	\$6,993
	Above/Below Minimum:	(\$346)	(\$392)	(\$410)
	Above/Below Maximum:	(\$68)	(\$276)	(\$426)

POTENTIAL WAGE ADJUSTMENTS			
MONTHLY SALARY INCREASE			
50th (median)		65th	80th
Minimum:	\$3,811	\$3,857	\$3,875
Maximum:	\$4,864	\$4,922	\$4,945
2019 Impact <sup>1</sup> :	\$616	\$677	\$700

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

POTENTIAL ANNUAL IMPACTS			
ANNUAL SALARY INCREASE			
50th (median)		65th	80th
2019 <sup>1</sup>	\$7,392	\$8,120	\$8,404

1. Assumes no step increase, and a 3.6% Non-Represented COLA increase.

STATUS QUO ADJUSTMENT FOR 2019	
1.0 FTE <sup>1</sup>	
Monthly:	\$159
Annual:	\$1,902

1. Assumes no wage adjustment; only an eligible step increase and a 3.6% Non-Represented COLA increase in 2019. Employee is currently at Step F.

**Definitions:**

50th Percentile: The 50th percentile is generally the median (the "middle" value).

65th Percentile: The 65th percentile is the value below which 65% of the observations may be found.

80th Percentile: The 80th percentile is the value below which 80% of the observations may be found.

FTE: Full Time Equivalent. An FTE is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day. x 5 work days per week.

Status Quo:Assumes only an eligible step increase and a 3.6% COLA increase.