



Shoreline City Hall  
17500 Midvale Avenue North  
Shoreline, Washington 98133  
(206) 801-2230

## **SHORELINE CITY COUNCIL SPECIAL MEETINGS NOTICE**

As required by RCW 42.30, the Open Public Meetings Act, you are hereby notified that the Shoreline City Council will hold a special meeting on Monday, May 23, 2022.

**Dates and** **Monday, May 23, 2022**

**Times:** **5:30 p.m. to 6:30 p.m.**

**Meet at:** **Join Zoom Webinar:**

**<https://us02web.zoom.us/j/84272846889>**

**Call into Webinar: 253-215-8782**

**Webinar ID: 842 7284 6889**

*(long distance fees may apply)*

The purpose of this meeting is for Council to discuss the upcoming City's Compensation Policy/2022 Study. The meeting agenda and materials are attached to this notice.

Dated this 17<sup>th</sup> Day of May, 2022.

Jessica Simulcik Smith  
City Clerk



# AGENDA

**SHORELINE CITY COUNCIL**  
**VIRTUAL/ELECTRONIC SPECIAL MEETING AGENDA**  
**Monday, May 23, 2022 at 5:30 p.m. on Zoom**

Join Zoom Webinar: <https://us02web.zoom.us/j/84272846889>

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	<u>Page</u>	<u>Estimated Time</u>
<b>1. CALL TO ORDER SPECIAL MEETING</b>		5:30
<b>2. ROLL CALL</b>		
<b>3. UPDATE ON THE 2022 COMPENSATION STUDY</b>		
<b>4. ADJOURN</b>		6:30

*Any person requiring a disability accommodation should contact the City Clerk's Office at 206-801-2230 in advance for more information. For TTY service, call 206-546-0457. For up-to-date information on future agendas, call 206-801-2230 or visit the City's website at [shorelinewa.gov/councilmeetings](http://shorelinewa.gov/councilmeetings). Council meetings are shown on the City's website at the above link and on Comcast Cable Services Channel 21 and Ziplify Fiber Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m.*



## Memorandum

**DATE:** May 23, 2022  
**TO:** Shoreline City Councilmembers  
**FROM:** Melissa Muir, Human Resources Director  
John Norris, Assistant City Manager  
**RE:** Update on the 2022 Compensation Study  
**CC:** Debbie Tarry, City Manager

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In 2015, the City completed a comprehensive citywide Compensation and Classification Study. At that time, we committed to working with a consultant again to study our market competitiveness following two cycles of annual review. In 2022, having reviewed approximately one third of the City's salary schedule for each of the last six years to complete the two cycles, it is time for a broader organizational compensation study.

Before initiating a salary survey, staff seeks concurrence from Council on the scope of our 2022 Compensation Study. This memo outlines the policy question we are asking for concurrence on. For context, we include information and historical background from the 2015 study.

Once we have direction from Council, staff will conduct the 2022 Study over the summer with results presented for Council consideration as part of the 2023-2024 biennial budget process. Human Resources staff and the City's consultant will provide education sessions for staff at the outset and share information and updates throughout the Study.

Joining us this evening is [Doug Johnson](#) from [Ralph Anderson and Associates](#),<sup>1</sup> the City's consultant for the 2022 Compensation Study. Mr. Johnson led both our 2015 Classification and Compensation Study and the compensation study analysis as part of the City's Collective Bargaining Agreement negotiation with the Teamsters Local 763 (Maintenance Union) in 2020.

### **Background**

Following the City's first compensation study in 1997 and minor adjustments to the City's compensation plan in the years following, the City conducted a comprehensive Classification and Compensation study in 2015. The 2015 Study's goals were to ensure the City can:

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<sup>1</sup> Ralph Andersen and Associates has provided human resource consulting services since 1972. Their firm has a strong focus on serving public sector clients, and they have expertise conducting compensation and classification studies for cities across the country.

- Attract and retain well-qualified personnel for all job classes;
- Compete with comparable public sector employers for qualified employees;
- Defend City salary ranges based on the pay practices of similar employers;
- Ensure pay consistency and equity within classes based on duties and responsibilities; and
- Ensure that the City’s compensation policies and long-term financial sustainability plan/goals align.

The 2015 study reconfirmed the City’s salary schedule structure (salary ranges and steps), as shown in the City’s current schedule in **Attachment A**. Our salary schedule is designed with:

- Multiple salary ranges each 2.5% apart;
- Within each salary range, six salary steps each 4% apart;
- Employees moving up one step each year on their anniversary date; and
- Once employees reach step six, they remain at that top step.

The 2015 study also reconfirmed the City’s compensation philosophy that we follow today:

- **Use Defined Labor Market**
  - Use Council-identified comparable cities, based on historical practices, nature of services provided, geographic proximity, employer size, and economic similarity
  - Using this criteria, in 2015 the City Council set the following 13 comparable jurisdictions as the City’s labor market:
    - *Bellevue, Bothell, Burien, Edmonds, Everett, Kenmore, Kirkland, Lynnwood, Marysville, Redmond, Renton, Sammamish and Seattle*
- **Set the City’s Market Position at the Median of the Defined Labor Market**
  - Established that a position salary is at market if it is within 5% +/- the median (50<sup>th</sup> percentile or “middle point”) of the City’s defined labor market
- **Use the Top Step as the Market Position Comparison Control Point**
  - Consistent with most agencies, we “anchor” salary ranges to the labor market by using our top Step 6 as the salary data point for comparison
- **Use Both Market Data and Internal Equity to Set Compensation**
  - Use market survey results to determine how our classifications compare to similar ones in our defined labor market
  - Internally analyze any recommended classification changes to ensure they do not create equity issues with other classifications
    - If so, we may also recommend adjustments to those classifications

### **2015 Compensation Study and Outcome**

The 2015 comprehensive Classification and Compensation Study had multiple steps:

1. A full Classification Study, where every employee completed a Job Analysis Questionnaire (JAQ) and was offered an interview with the consultant to discuss their duties and job description
2. A Compensation Study using the updated job descriptions and analyzing market data from the City’s 13 comparable cities against the City’s best-matched 43 “benchmark” job classifications
  - The 2015 Compensation Report in **Attachment B** determined that most of the benchmark classifications were “below market”

3. An internal equity analysis linking the 43 benchmarks to other City classifications
  - Full results of this market and internal equity analysis are shown in the recommended salary table in Appendix A of the 2015 Compensation Report (*Attachment B*)
4. Adjustments were made to salary ranges: 74 positions were adjusted up and 5 positions were adjusted down
  - The results of the Study were shared with staff in a presentation – see *Attachment C*

### **Recommended Scope for 2022 Compensation Study**

Staff seeks Council's concurrence on the recommended scope of the 2022 Compensation Study:

- Unlike the 2015 Study, limit this compensation study to current job descriptions
  - We have looked at 1/3 of classifications annually for the past six years
  - We have an existing process to request an individual classification and job duty review
  - While we would not use JAQs, staff could still provide input about their job description/classification to the City's consultant
- Limit this compensation study to non-represented positions
  - Union positions were reviewed in a separate study during the collective bargaining process in 2020
- Survey the labor market for base salary, cash supplements, and health insurance benefits. Cash supplements include such things as longevity pay and employer paid deferred compensation.
- Consult with Ralph Anderson and Associates to conduct a comprehensive study to set the City's employee Salary Range table
- Use the existing compensation philosophy as the basis for this 2022 Compensation Study
  - Use the same 13 existing comparable cities as our labor market, use the top step to anchor our salary ranges, use the median to assess the market position, and use both market data and internal equity to set compensation

### **Policy Questions for Council**

- Does Council concur with staff's proposed scope of the 2022 Compensation Study?

### **Attachments**

Attachment A – City of Shoreline Current Salary Schedule

Attachment B – Ralph Anderson and Associates 2015 Compensation Report

Attachment C – 2015 Compensation Study Close Out Meeting Presentation

# Attachment A

**City of Shoreline**  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**  
**2022 Min wage: \$14.49**

June '20 cpi-U            281.055  
 June '21 cpi-U            296.573  
 Estimated % Change      5.52%  
 100% of % Change:      5.52%

Estimated Mkt Adj:        **5.52%**  
 Effective:                    January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
1									
2									
3									14.68 30,543
4									15.05 31,307
5								14.83 30,855	15.43 32,089
6							14.62 30,410	15.21 31,627	15.81 32,892
7							14.99 31,171	15.59 32,417	16.21 33,714
8						14.77 30,721	15.36 31,950	15.97 33,228	16.61 34,557
9					14.56 30,278	15.14 31,489	15.74 32,749	16.37 34,059	17.03 35,421
10					14.92 31,035	15.52 32,276	16.14 33,567	16.78 34,910	17.45 36,306

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Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
11				14.71 30,587	15.29 31,811	15.91 33,083	16.54 34,406	17.20 35,783	17.89 37,214
12				15.07 31,352	15.68 32,606	16.30 33,910	16.96 35,267	17.63 36,677	18.34 38,144
13			14.83 30,850	15.45 32,136	16.07 33,421	16.71 34,758	17.38 36,148	18.07 37,594	18.80 39,098
14			15.20 31,621	15.84 32,939	16.47 34,257	17.13 35,627	17.81 37,052	18.53 38,534	19.27 40,075
15			15.58 32,412	16.23 33,763	16.88 35,113	17.56 36,518	18.26 37,978	18.99 39,497	19.75 41,077
16			15.97 33,222	16.64 34,607	17.30 35,991	18.00 37,430	18.72 38,928	19.46 40,485	20.24 42,104
17			16.37 34,053	17.05 35,472	17.74 36,891	18.45 38,366	19.18 39,901	19.95 41,497	20.75 43,157
18			16.78 34,904	17.48 36,359	18.18 37,813	18.91 39,325	19.66 40,898	20.45 42,534	21.27 44,236
19			17.20 35,777	17.92 37,268	18.63 38,758	19.38 40,309	20.15 41,921	20.96 43,598	21.80 45,342
20			17.63 36,671	18.37 38,199	19.10 39,727	19.86 41,316	20.66 42,969	21.48 44,688	22.34 46,475

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				Step 1					Step 6
21			18.07 37,588	18.82 39,154	19.58 40,720	20.36 42,349	21.17 44,043	22.02 45,805	22.90 47,637
22			18.52 38,528	19.29 40,133	20.07 41,738	20.87 43,408	21.70 45,144	22.57 46,950	23.48 48,828
23			18.99 39,491	19.78 41,136	20.57 42,782	21.39 44,493	22.25 46,273	23.14 48,124	24.06 50,049
24			19.46 40,478	20.27 42,165	21.08 43,851	21.93 45,605	22.80 47,430	23.71 49,327	24.66 51,300
25			19.95 41,490	20.78 43,219	21.61 44,948	22.47 46,746	23.37 48,615	24.31 50,560	25.28 52,582
26			20.45 42,527	21.30 44,299	22.15 46,071	23.04 47,914	23.96 49,831	24.92 51,824	25.91 53,897
27			20.96 43,591	21.83 45,407	22.70 47,223	23.61 49,112	24.56 51,077	25.54 53,120	26.56 55,244
28			21.48 44,680	22.38 46,542	23.27 48,404	24.20 50,340	25.17 52,353	26.18 54,448	27.22 56,626
29			22.02 45,797	22.94 47,706	23.85 49,614	24.81 51,598	25.80 53,662	26.83 55,809	27.90 58,041
30			22.57 46,942	23.51 48,898	24.45 50,854	25.43 52,888	26.44 55,004	27.50 57,204	28.60 59,492



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				Step 1					Step 6
31			23.13	24.10	25.06	26.06	27.11	28.19	29.32
			48,116	50,121	52,126	54,211	56,379	58,634	60,980
32			23.71	24.70	25.69	26.71	27.78	28.89	30.05
			49,319	51,374	53,429	55,566	57,788	60,100	62,504
33			24.30	25.32	26.33	27.38	28.48	29.62	30.80
			50,552	52,658	54,764	56,955	59,233	61,602	64,067
34	Administrative Assistant I	Non-Exempt, Hourly	24.91	25.95	26.99	28.07	29.19	30.36	31.57
	WW Utility Administrative Assist I	Non-Exempt, Hourly	51,816	53,974	56,134	58,379	60,714	63,143	65,668
	WW Utility Customer Service Rep	Non-Exempt, Hourly							
35			25.53	26.60	27.66	28.77	29.92	31.12	32.36
			53,111	55,324	57,537	59,838	62,232	64,721	67,310
36		Non-Exempt, Hourly	26.17	27.26	28.35	29.49	30.67	31.89	33.17
		Non-Exempt, Hourly	54,439	56,707	58,975	61,334	63,788	66,339	68,993
37	Finance Technician	Non-Exempt, Hourly	26.83	27.94	29.06	30.22	31.43	32.69	34.00
	Recreation Specialist I	Non-Exempt, Hourly	55,800	58,125	60,450	62,868	65,382	67,998	70,718
	WW Utility Accounting Technician	Non-Exempt, Hourly							
38	Administrative Assistant II	Non-Exempt, Hourly	27.50	28.64	29.79	30.98	32.22	33.51	34.85
			57,195	59,578	61,961	64,439	67,017	69,698	72,486

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
39			28.18	29.36	30.53	31.75	33.03	34.35	35.72
			58,625	61,067	63,510	66,050	68,692	71,440	74,298
40	Permit Technician	Non-Exempt, Hourly	28.89	30.09	31.30	32.55	33.85	35.20	36.61
	Public Disclosure Specialist	Non-Exempt, Hourly	60,090	62,594	65,098	67,702	70,410	73,226	76,155
41	Public Art Coordinator	Non-Exempt, Hourly	29.61	30.85	32.08	33.36	34.70	36.08	37.53
	Recreation Specialist II	Non-Exempt, Hourly	61,592	64,159	66,725	69,394	72,170	75,057	78,059
	Senior Finance Technician	Non-Exempt, Hourly							
	Special Events Coordinator	Non-Exempt, Hourly							
42	Administrative Assistant III	Non-Exempt, Hourly	30.35	31.62	32.88	34.20	35.56	36.99	38.47
	Communication Specialist	Non-Exempt, Hourly	63,132	65,763	68,393	71,129	73,974	76,933	80,010
	Human Resources Technician	Non-Exempt, Hourly							
	Legal Assistant	Non-Exempt, Hourly							
	Records Coordinator	Non-Exempt, Hourly							
	Transportation Specialist	Non-Exempt, Hourly							
	Surface Water Program Specialist	Non-Exempt, Hourly							
43	Environmental Program Specialist	Non-Exempt, Hourly	31.11	32.41	33.70	35.05	36.45	37.91	39.43
	Payroll Officer	Non-Exempt, Hourly	64,710	67,407	70,103	72,907	75,823	78,856	82,011
	Purchasing Coordinator	Non-Exempt, Hourly							
44	Engineering Technician	Non-Exempt, Hourly	31.89	33.22	34.55	35.93	37.36	38.86	40.41
			66,328	69,092	71,856	74,730	77,719	80,828	84,061

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
45	Assistant Planner	EXEMPT, Annual	32.69	34.05	35.41	36.83	38.30	39.83	41.42
	CRT Representative	Non-Exempt, Hourly	67,986	70,819	73,652	76,598	79,662	82,849	86,163
	PRCS Rental & System Coordinator	Non-Exempt, Hourly							
46	Deputy City Clerk	Non-Exempt, Hourly	33.50	34.90	36.29	37.75	39.26	40.83	42.46
	GIS Technician	Non-Exempt, Hourly	69,686	72,590	75,493	78,513	81,654	84,920	88,317
	IT Specialist	Non-Exempt, Hourly							
	Senior Surface Water Program Specialist	Non-Exempt, Hourly							
	Staff Accountant	EXEMPT, Annual							
	Traffic Operations Specialist	Non-Exempt, Hourly							
47	Code Enforcement Officer	Non-Exempt, Hourly	34.34	35.77	37.20	38.69	40.24	41.85	43.52
	Construction Inspector	Non-Exempt, Hourly	71,428	74,405	77,381	80,476	83,695	87,043	90,524
	Executive Assistant to City Manager	EXEMPT, Annual							
	Plans Examiner I	Non-Exempt, Hourly							
48			35.20	36.67	38.13	39.66	41.24	42.89	44.61
			73,214	76,265	79,315	82,488	85,787	89,219	92,788
49	Associate Planner	EXEMPT, Annual	36.08	37.58	39.09	40.65	42.28	43.97	45.72
	GIS Analyst	EXEMPT, Annual	75,044	78,171	81,298	84,550	87,932	91,449	95,107
	Grounds Maintenance Supervisor	EXEMPT, Annual							
	IT Functional Analyst	EXEMPT, Annual							
	PRCS Supervisor I - Recreation	EXEMPT, Annual							

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				Step 1					Step 6
50	Combination Inspector	Non-Exempt, Hourly	36.98	38.52	40.06	41.67	43.33	45.07	46.87
	Diversity and Inclusion Coordinator	EXEMPT, Annual	76,921	80,126	83,331	86,664	90,130	93,736	97,485
	Housing & Human Services Coordinator	EXEMPT, Annual							
	Limited Term Community Support Specialist	EXEMPT, Annual							
	Limited Term Light Rail Project Coordinator	EXEMPT, Annual							
	Neighborhoods Coordinator	EXEMPT, Annual							
	Utility Operations Specialist	Non-Exempt, Hourly							
WW Utility Specialist	Non-Exempt, Hourly								
51	B&O Tax Analyst	EXEMPT, Annual	37.91	39.48	41.06	42.71	44.42	46.19	48.04
	Budget Analyst	EXEMPT, Annual	78,844	82,129	85,414	88,830	92,384	96,079	99,922
	Emergency Management Coordinator	EXEMPT, Annual							
	Management Analyst	EXEMPT, Annual							
	Plans Examiner II	Non-Exempt, Hourly							
	Senior Accounting Analyst	EXEMPT, Annual							
52	IT Systems Analyst I	EXEMPT, Annual	38.85	40.47	42.09	43.77	45.53	47.35	49.24
			80,815	84,182	87,549	91,051	94,693	98,481	102,420
53	Communications Program Manager	EXEMPT, Annual	39.82	41.48	43.14	44.87	46.66	48.53	50.47
	Environmental Services Program Manager	EXEMPT, Annual	82,835	86,286	89,738	93,327	97,060	100,943	104,981
	PRCS Supervisor II - Recreation	EXEMPT, Annual							
	Senior Human Resources Analyst	EXEMPT, Annual							
	Web Systems Analyst	EXEMPT, Annual							
54	Code Enforcement and CRT Supervisor	EXEMPT, Annual	40.82	42.52	44.22	45.99	47.83	49.74	51.73
	PW Maintenance Superintendent	EXEMPT, Annual	84,906	88,444	91,981	95,661	99,487	103,467	107,605
	Senior Planner	EXEMPT, Annual							

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				Step 1					Step 6
55	CMO Management Analyst	EXEMPT, Annual	41.84	43.58	45.33	47.14	49.03	50.99	53.03
	Engineer I - Capital Projects	EXEMPT, Annual	87,029	90,655	94,281	98,052	101,974	106,053	110,295
	Engineer I - Development Review	EXEMPT, Annual							
	Engineer I - Surface Water	EXEMPT, Annual							
	Engineer I - Traffic	EXEMPT, Annual							
	Grants Administrator	EXEMPT, Annual							
	Plans Examiner III	Non-Exempt, Hourly							
Senior Management Analyst	EXEMPT, Annual								
56	Parks Superintendent	EXEMPT, Annual	42.89	44.67	46.46	48.32	50.25	52.26	54.35
	IT Systems Analyst II		89,204	92,921	96,638	100,503	104,524	108,705	113,053
57			43.96	45.79	47.62	49.53	51.51	53.57	55.71
			91,434	95,244	99,054	103,016	107,137	111,422	115,879
58	City Clerk	EXEMPT, Annual	45.06	46.94	48.81	50.77	52.80	54.91	57.10
	IT Projects Manager	EXEMPT, Annual	93,720	97,625	101,530	105,591	109,815	114,208	118,776
	Network Administrator	EXEMPT, Annual							
59	Budget and Tax Manager	EXEMPT, Annual	46.18	48.11	50.03	52.03	54.12	56.28	58.53
	Engineer II - Capital Projects	EXEMPT, Annual	96,063	100,066	104,068	108,231	112,560	117,063	121,745
	Engineer II - Development Review	EXEMPT, Annual							
	Engineer II - Surface Water	EXEMPT, Annual							
	Engineer II - Traffic	EXEMPT, Annual							
	Engineer II - Wastewater	EXEMPT, Annual							
	Lynnwood Link Extension Light Rail Project Manager	EXEMPT, Annual							
	Structural Plans Examiner	EXEMPT, Annual							
	Wastewater Manager	EXEMPT, Annual							
	<b>Parks Bond Project Manager</b>								

# Attachment A

**City of Shoreline**  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**  
**2022 Min wage: \$14.49**

June '20 cpi-U 281.055  
 June '21 cpi-U 296.573  
 Estimated % Change 5.52%  
 100% of % Change: 5.52%

Estimated Mkt Adj: **5.52%**  
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
60	Community Services Manager	EXEMPT, Annual	47.34	49.31	51.28	53.34	55.47	57.69	59.99
	IT Systems Analyst III	EXEMPT, Annual	98,465	102,567	106,670	110,937	115,374	119,989	124,789
	Recreation Superintendent	EXEMPT, Annual							
		EXEMPT, Annual							
61			48.52	50.54	52.57	54.67	56.86	59.13	61.49
			100,926	105,132	109,337	113,710	118,259	122,989	127,909
62	Engineer III - Lead Project Manager	EXEMPT, Annual	49.74	51.81	53.88	56.04	58.28	60.61	63.03
	IT Supervisor		103,450	107,760	112,070	116,553	121,215	126,064	131,106
63	Building Official	EXEMPT, Annual	50.98	53.10	55.23	57.44	59.73	62.12	64.61
	Economic Development Program Manager	EXEMPT, Annual	106,036	110,454	114,872	119,467	124,246	129,216	134,384
	Intergovernmental / CMO Program Manager	EXEMPT, Annual							
	Planning Manager	EXEMPT, Annual							
	SW Utility Manager	EXEMPT, Annual							
64	Finance Manager	EXEMPT, Annual	52.25	54.43	56.61	58.87	61.23	63.68	66.22
			108,687	113,215	117,744	122,454	127,352	132,446	137,744
65	Assistant City Attorney	EXEMPT, Annual	53.56	55.79	58.02	60.34	62.76	65.27	67.88
	City Traffic Engineer	EXEMPT, Annual	111,404	116,046	120,688	125,515	130,536	135,757	141,187
	Development Review and Construction Manager	EXEMPT, Annual							
	Engineering Manager	EXEMPT, Annual							
	Transportation Services Manager	EXEMPT, Annual							
66			54.90	57.19	59.47	61.85	64.33	66.90	69.58
			114,189	118,947	123,705	128,653	133,799	139,151	144,717
67	Information Technology Manager	EXEMPT, Annual	56.27	58.62	60.96	63.40	65.93	68.57	71.31
	Parks, Fleet and Facilities Manager	EXEMPT, Annual							
	Utility & Operations Manager	EXEMPT, Annual	117,044	121,921	126,797	131,869	137,144	142,630	148,335

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6

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Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
68			57.68 119,970	60.08 124,969	62.48 129,967	64.98 135,166	67.58 140,573	70.29 146,196	73.10 152,043
69	City Engineer	EXEMPT, Annual	59.12 122,969	61.58 128,093	64.05 133,216	66.61 138,545	69.27 144,087	72.04 149,850	74.93 155,844
70			60.60 126,043	63.12 131,295	65.65 136,547	68.27 142,009	71.00 147,689	73.84 153,597	76.80 159,741
71			62.11 129,194	64.70 134,577	67.29 139,961	69.98 145,559	72.78 151,381	75.69 157,437	78.72 163,734
72			63.67 132,424	66.32 137,942	68.97 143,460	71.73 149,198	74.60 155,166	77.58 161,373	80.69 167,827
73	Human Resource and Org. Development Director	EXEMPT, Annual	65.26 135,735	67.98 141,390	70.70 147,046	73.52 152,928	76.46 159,045	79.52 165,407	82.70 172,023
74				69.68 144,925	72.46 150,722	75.36 156,751	78.38 163,021	81.51 169,542	84.77 176,324
75	Administrative Services Director Planning & Community Development Director Recreation, Cultural & Community Services Director	EXEMPT, Annual EXEMPT, Annual EXEMPT, Annual	68.56 142,606	71.42 148,548	74.27 154,490	77.25 160,670	80.33 167,097	83.55 173,781	86.89 180,732
76	City Attorney Public Works Director	EXEMPT, Annual EXEMPT, Annual	70.27 146,172	73.20 152,262	76.13 158,353	79.18 164,687	82.34 171,274	85.64 178,125	89.06 185,250
77	Assistant City Manager	EXEMPT, Annual EXEMPT, Annual	72.03 149,826	75.03 156,069	78.03 162,311	81.16 168,804	84.40 175,556	87.78 182,578	91.29 189,881





# 2015 Compensation Report

City of Shoreline

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## SECTION I

### PROJECT OVERVIEW

*Ralph Andersen & Associates* was retained by the City of Shoreline to conduct a Compensation Study involving all of the City's job classifications. This report presents the results of the study through the following sections:

- Section I – Project Overview
- Section II – Methodologies
- Section III – Compensation Findings & Recommendations

The methodologies described in this report are similar to those used for any public or private employer, with a customized approach to fit the location and nature of services of the City.

#### EFFECTIVE COMPENSATION PLANS

The City's compensation plan is one of the most important elements in its personnel system. Combining a sound compensation system with an effective classification system contributes to the overall effectiveness of an organization. In broad terms, the City's compensation plan should:

- Ensure that the City has the ability to attract and retain well-qualified employees
- Provide a defensible and rational basis for compensating employees
- Allow flexibility and adaptability for making City-wide compensation decisions based on changing market conditions
- Recognize the City's responsibility as a public agency in establishing a pay plan that is consistent with public practices
- Ensure that the City's compensation practices are competitive and consistent with those of comparable employers.

Policy decisions resulting from the compensation study will ultimately balance the above goals with City's ability to pay and other budget priorities.

#### STUDY OBJECTIVES

Based on the identified needs of the City, this study was designed to achieve the following overall objectives:

- Review job titles, position allocations, and update the City's job descriptions
- Conduct a compensation and benefits survey using representative market employers
- Collect and analyze salary and benefits data to provide a picture of base salary and total compensation trends
- Document comparisons with the City compensation plan and identify any issues with the data, comparable jobs, or market agencies
- Conduct an internal relationship analysis and develop internal relationship guidelines using job evaluation criteria
- Develop salary and range recommendations based on the results of the market survey and internal relationship analysis.

The primary objective of the compensation survey and subsequent analysis is to provide a “picture” of wage practices in the labor market for comparable jobs. Additionally, the compensation survey documents how City management classifications compare to similar employers in terms of compensation. The results of the compensation survey provide a basis for compensating employees in a consistent, equitable, defensible, and competitive manner. The methodologies used to accomplish these objectives are presented in Section II.

## SECTION II

### METHODOLOGIES

This section provides an overview of the methodologies that have been used to conduct the compensation analyses and develop specific recommendations. Specific methods and systems presented include:

- Why Compensation Surveys
- Labor Market Survey Agencies
- Labor Market Position
- Market Data Collection Process
- Point of Comparison.

All methodologies used by *Ralph Andersen & Associates* are consistent with established professional standards of compensation.

#### WHY COMPENSATION SURVEYS?

Compensation surveys are an effective tool for compensation professionals to utilize in assessing an employer's competitiveness with market practices. Survey data is necessary because labor markets are constantly changing in response to the availability of skill sets and fluctuations in economic conditions. These changes can vary among regions and across industries and employer types. Thus, an effective survey will provide data that closely reflects market conditions that the employer is competing against. Survey data is important for the following reasons:

- Detailed data allows an employer to anticipate changing market conditions and understand what peer employers are doing with respect to compensation and benefits.
- Market data allows an employer to be deliberate in making compensation related decisions by reducing guesses or reliance on indexes that may not reflect compensation practices.
- Survey data can provide defensibility and transparency for employees and other stakeholders.

At a minimum, survey data can help an employer reduce undesired employee turnover and optimize the ability to hire employees when filling vacant positions. The use of market data is a common practice in both public and private employers, however, it is more critical for public employers who may need to meet the requirements of labor bargaining and related laws.

#### LABOR MARKET SURVEY AGENCIES

One of the most important policy components of a compensation plan is a definition of the labor market within which the City must compete. There are typically five important criteria utilized in identifying those employers that comprise an agency's labor market. They are:

- **Historical Practices** — Over time, an employer will develop some level of continuity regarding labor market comparables for the purposes of conducting compensation surveys. There may be a strong history of surveying a specific set of employers either by agreement or by practice.
- **Nature of Services Provided** — In order to ensure comparable jobs are found when conducting a market survey, it is important to utilize employers that provide similar services to the City. This factor recognizes that employers who provide similar services are most likely to compete with one another for employees, have similar jobs, and share organizational and economic characteristics. For this survey, we have focused on cities.

- **Geographic Proximity** — Geographic proximity of potential employers is a major factor utilized in identifying an organization’s labor market. This factor is particularly important because it identifies those employers that directly compete with the City to recruit and retain personnel. If a sufficient number of comparable agencies exist within close proximity to the City, the defined geographic area may be confined to a one, two or “surrounding” county region. For this survey, we have identified agencies within a reasonable commuting distance within the Seattle metropolitan region.
- **Employer Size** — The more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. This factor is less important for jobs where employer size makes little difference in the nature of duties and more important where employee or other resources are a defining characteristic of the job. To the degree size can impact the comparability of specific jobs, our survey analysis will consider this when identifying job matches (e.g., not using Seattle for department head job matches).
- **Economic Similarity** — While there are a number of economic factors that can be compared among agencies, the most important factor related to compensation is cost of living. In some regions or states, living costs can vary significantly and have an important impact on how potential candidates evaluate compensation. This factor can be important if labor market agencies are used beyond the local market, or there are significant differences in the cost of living.

Using these factors, the following table identifies the recommended survey agencies for this survey.

Survey Agency	Population Served	Distance	ERI COL	ERI Wage	Govt Form	Hist
<b>Shoreline</b>	<b>53,990</b>	<b>0</b>	<b>100.0</b>	<b>100.0</b>	<b>Council-Manager</b>	
Seattle	626,600	11	127.0	100.4	Mayor-Council	
Bellevue	132,100	16	121.4	100.4	Council-Manager	X
Everett	104,200	18	97.0	100.1	Mayor-Council	X
Renton	95,540	23	97.7	100.3	Mayor-Council	X
Kirkland	81,730	17	113.4	100.0	Council-Manager	X
Marysville	62,100	24	97.6	99.7	Mayor-Council	
Redmond	55,840	21	114.2	100.3	Mayor-Council	X
Sammamish	48,060	28	101.5	100.0	Council-Manager	
Burien	48,030	23	90.7	100.0	Council-Manager	
Edmonds	39,950	5	91.8	99.9	Mayor-Council	X
Lynnwood	35,960	6	94.1	99.8	Mayor-Council	
Bothell	34,460	14	102.3	99.9	Council-Manager	
Kenmore	21,170	5	93.0	99.5	Council-Manager	
<b>Median</b>	<b>55,840</b>	<b>17</b>	<b>97.7</b>	<b>100.0</b>		

**Data Sources:**

Population - State of Washington, City and Town Profiles

Distance - Google Maps

Cost of Living Index - Economic Research Institute Relocation Assessor; Jan 2015

Wage Index - Economic Research Institute Geographic Assessor; Jan 2015

Measurement criteria for several factors are included in the table including commuting distance, population served, cost of living differences (COL), and relative wage differences. The cost of living and wage differential indexes are provided by the Economic Research Institute (ERI) and are useful in understanding the economic differences between different communities. The cost of living index (ERI COL) quantifies the percentage

differences in goods, services, transportation, healthcare, fuel, utilities, taxes, and housing costs each employer city location. The wage differential index (ERI Wage) shows the relative wage differences for each city location and includes data from a large number of employers at each city location. This index is used by corporations to adjust wages from one market to another (e.g. a Chicago wage equivalent for a Seattle office).

These agencies represent cities that meet the market selection criteria with a balance in parameters, smaller/larger, 5-30 miles, and higher/lower cost of living.

#### LABOR MARKET POSITION

If the survey agencies represent a balanced set of employers, the City should consider a minimum market position at the labor market median (defined as the “middle” of the labor market or 50<sup>th</sup> percentile). The median statistic will not be significantly skewed with market anomalies or the inclusion of larger survey agencies. Most employers will establish a market position somewhere between the 50<sup>th</sup> and 75<sup>th</sup> percentile.

Ultimately, when establishing the City’ desired labor market position, some key elements for consideration will include:

- The City’ ability to pay
- Historical practices
- Priority of compensation versus other expenditures
- Recruitment and retention needs
- Differences in benefits, including retirement formulas.

A solid, defensible labor market position will rely on a balancing of these factors in order to meet the City’ compensation goals and objectives. Options for market position are provided in the recommendations presented later in this report.

#### MARKET DATA COLLECTION PROCESS

To ensure reliability and completeness, survey data was collected according to a structured methodology. In conducting the compensation survey, the following specific steps were taken:

- Survey employers were contacted to confirm participation and to request background information including current salary schedules, job descriptions, benefits information, position control documents, and organizational charts
- Source documents were analyzed for each survey agency in order to determine comparability issues and obtain salary/benefit data
- Follow-up reviews were conducted by e-mail and telephone to verify and clarify the data to ensure accuracy and comparability.

Throughout the data collection process, careful efforts were made to document the full range of duties and requirements of all job classes as compared to the City’s corresponding survey classes.

When conducting labor market surveys, one of the most important objectives is to ensure that the labor market data is sufficiently comparable to City jobs while also serving as a strong indicator of market trends. Since the purpose of the labor market analysis is to identify general wage trends with other agencies, broad comparability guidelines are used when collecting data. If the comparability guidelines are too narrow, then insufficient data will be found.

Common comparability criteria typically include similar core functional duties, education/skill requirements, level of duties, and scope of supervisory and management duties. It is not as critical for all job duties to be the same or for the number of employees supervised to be the same. Furthermore, it is not essential that comparable market jobs use the same equipment, have the same workload, or work in an identical facility. While *Ralph Andersen & Associates* has been careful not to include outlier job comparisons, there will be some variability in the job matches. In some instances, a comparable market job may exceed the responsibilities and duties of the City's job and in other cases, the market job may perform duties at a slightly lower level. Overall, the market comparabilities are intended to provide a balanced indication of market trends.

#### STATISTICS USED IN ANALYZING THE MARKET DATA

The salary survey data has been analyzed using a variety of statistical measures that are standards in compensation analysis. The purpose of the statistics is to describe the data and identify data trends that can be used to describe the labor market. The three most common statistics used in analyzing compensation data include:

- **Mean (average)** – This is a common statistical measure in which the market data is summed and divided by the number of agencies in which data is reported. While this is a valuable statistical measure, it is not stable for data sets of less than 30 agencies. In addition, this statistic can be significantly skewed by a significantly high or low paying agency that may not represent the entire sample.
- **Median (50th percentile)** – This statistic is based on the ranking of the data and represents the “middle” of the data set; as such, half of the data is above the median and half is below. This is the most stable statistical measure of the market, even for highly variable data sets, and is not skewed by unusually high or low payers.
- **75th Percentile (3rd quartile)** – This is also a rank based statistic in which one quarter of the data is above the 75th percentile and three quarters of the data are below this point. This statistic effectively captures the high end of the data set, however, it is not as stable a measure as the median. Since the relationship between the median and the 75th percentile is based both on the ranking and on variability of the data, no consistent percentage relationship exists between these statistics.

It is a policy decision as to which market reference point best serves the City for purposes of establishing a competitive salary plan. Our analysis has focused on the market median, which is the most stable statistical measure.

#### POINT OF COMPARISON

When comparing City salaries with market agencies, it is important to establish a consistent point of comparison. Since all the survey agencies used in the market study utilize pay range structures, a critical review was needed to find the salary range “control point.” This is the point in the salary range that:

- Is used to “anchor” the pay range to the labor market
- Employees will attain through step or other increases based on satisfactory performance (range progression beyond the control point is usually based on superior job performance)
- The majority of employee salaries cluster around as measured by calculating a compa-ratio (employee salary divided by the range maximum).



For the vast majority of agencies, the salary range maximum (top step) is the reference control point. Longevity steps, one-time lump sum payments, and incentive pays are not included in this comparison (but are included in the benefits analysis). These salaries are compared to the City's salary range.

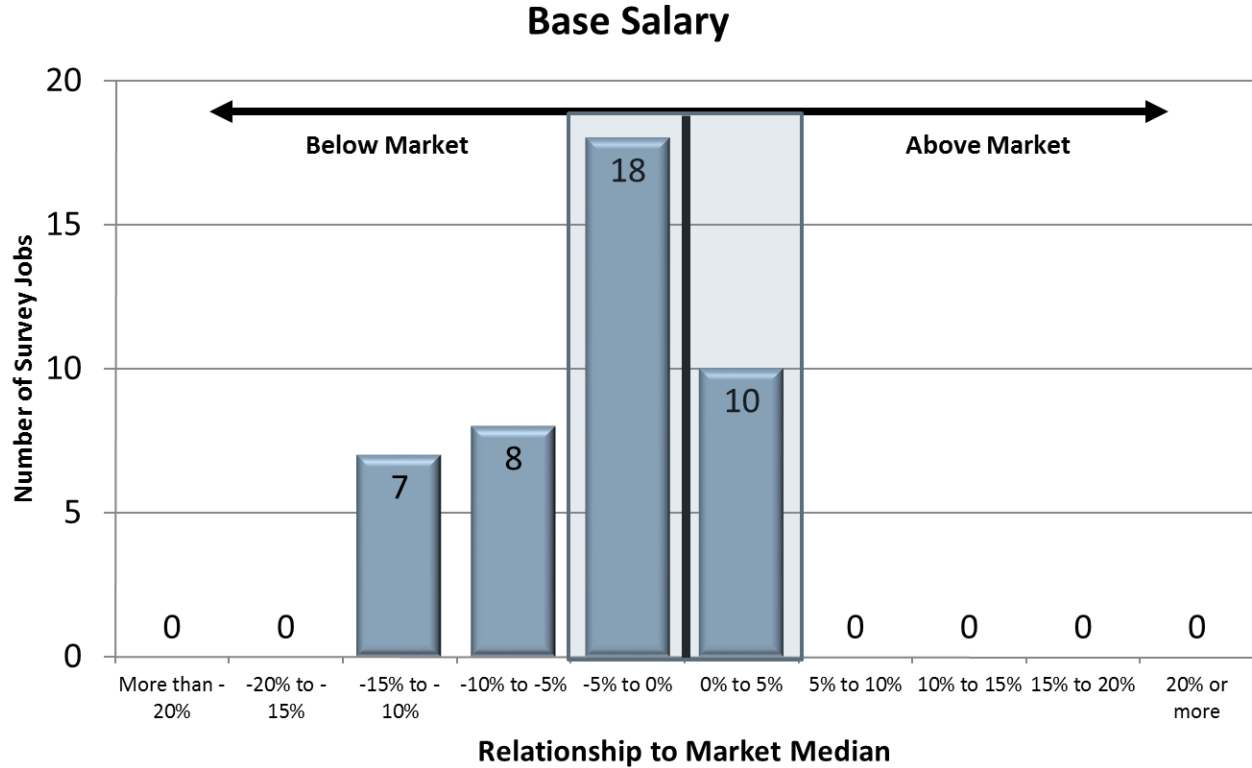


# SECTION III COMPENSATION FINDINGS & RECOMMENDATIONS

This section of the report documents the key findings and observations resulting from the consultant’s compensation analyses. The focus of the compensation analysis is to identify significant differences in the pay practices of the City as compared to the other labor market agencies. Ideally, the City should be consistent with any pay or benefit item that is a common practice in the market (half or more of the survey agencies).

## SALARY SURVEY RESULTS – BASE PAY

Based on an evaluation of the survey data, general salary trends in the marketplace have been identified. As a starting point, the consultants surveyed 81 job titles, from which sufficient data was found for 67 job classes. This data was further analyzed to determine the most comparable jobs and the best data using statistical analyses (reliability and validity) which resulted in a sample of 43 benchmark survey jobs. A summary of the 43 benchmark survey jobs is provided in the following graph and includes all thirteen survey employers who participated in the survey. The survey data is effective September 2015.



As indicated in the graph, no survey jobs are more than 5% above the median with 15 jobs being more than 5% below median. Ideally, the City’s pay plan should be within +/- 5% of the desired market position (in this case, market median). While increases to market median are appropriate, the above chart serves as a macro level of assessment – is the City’s pay plan generally competitive with the labor market? In this instance, the answer to that question is no. On average, the City is 3.9% below the market with some jobs being more than 10% below median and fewer jobs being slightly above median.

The following summary table that shows the survey results for all jobs where sufficient data was found.

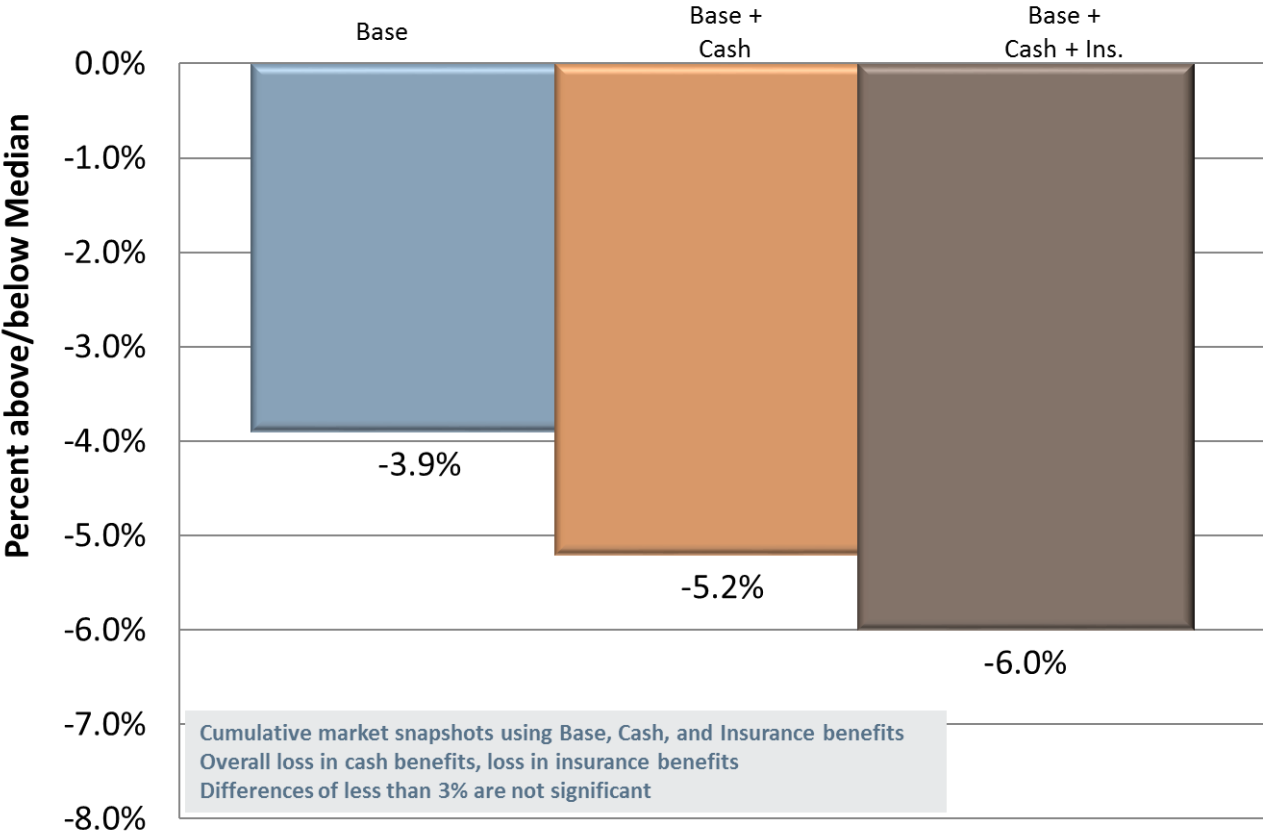
Class Title	Range Max	# of Obs.	Market Median	% +/- Median	Percentile
Administrative Assistant III	5,224	10	5,631	-7.8%	0
Assistant City Attorney	9,227	6	9,919	-7.5%	16
Assistant City Manager	12,407	4	13,764	-10.9%	15
Associate Planner	6,372	13	6,472	-1.6%	30
Budget Analyst	6,526	8	6,868	-5.2%	10
Building Official	9,001	9	9,428	-4.7%	32
Central Services Manager	8,568	8	8,819	-2.9%	28
City Attorney	12,407	7	13,086	-5.5%	12
City Clerk	7,758	9	7,934	-2.3%	32
City Traffic Engineer	9,454	10	9,463	-0.1%	49
Code Enforcement Officer	6,209	13	6,338	-2.1%	36
Combination Inspector	6,857	10	6,601	3.7%	75
Communications Program Manager	7,207	9	7,301	-1.3%	35
Construction Inspection Supervisor	7,387	3	7,314	1.0%	53
Construction Inspector	6,372	9	6,306	1.0%	55
Deputy City Clerk	5,628	10	6,173	-9.7%	21
Engineer II	8,568	13	8,610	-0.5%	44
Engineering Manager	9,934	7	9,517	4.2%	100
Engineering Technician	5,356	12	5,980	-11.6%	9
Executive Assistant to City Manager	6,060	12	6,312	-4.2%	22
Facilities Maintenance Worker II	5,628	11	5,405	4.0%	92
Finance Manager	8,568	9	9,666	-12.8%	0
Finance Technician	4,732	12	4,918	-3.9%	28
Human Resources Technician	5,224	7	5,677	-8.7%	17
Information Technology Manager	10,182	10	9,902	2.7%	64
IT Specialist	6,209	10	6,003	3.3%	69
Legal Assistant	4,971	7	5,654	-13.7%	23
Neighborhoods Coordinator	6,692	4	6,895	-3.0%	36
Network Administrator	7,387	8	8,060	-9.1%	32
Parks Maintenance Worker II	5,224	12	5,361	-2.6%	39
Parks Project Coordinator	6,692	5	7,605	-13.6%	0
Plans Examiner II	6,857	12	6,854	0.0%	50
PRCS Supervisor I - Recreation	6,526	12	6,611	-1.3%	37
Public Works Director	12,407	12	12,763	-2.9%	18
PW Maintenance Superintendent	7,569	7	7,277	3.9%	62
Recreation Specialist II	4,732	8	5,437	-14.9%	10
Recreation Superintendent	8,568	6	8,883	-3.7%	43
Senior Human Resources Analyst	7,207	5	7,277	-1.0%	42
Senior Planner	7,027	12	7,635	-8.7%	7
Staff Accountant	6,210	8	6,254	-0.7%	35
Surface Water Quality Specialist	5,491	6	6,143	-11.9%	3
SW Utility & Environmental Svcs Manager	9,454	5	9,428	0.3%	57
Web Developer	7,027	7	7,277	-3.6%	31
<b>Average</b>		<b>9</b>		<b>-3.9%</b>	<b>34</b>

SALARY SURVEY RESULTS – BENEFITS

In order to provide the City with a more accurate assessment of how its compensation plan compares with those of other agencies, Ralph Andersen & Associates collected and analyzed key employer provided benefits for each survey agency’s comparable class. All comparisons of the City to the labor market agencies are based on the labor market median so that differences in benefit categories can be analyzed in a trend analysis. The total compensation data is broken into three categories:

- **Base Salary**– This column contains base salary range maximum data for each agency where a comparable job was identified.
- **Cash Supplements** – These columns display the following cash equivalent benefits:
  - longevity pay
  - deferred compensation paid by the employer
- **Insurances** – These columns show the maximum employer contribution for the following insurance benefits:
  - health insurance, including dependent coverage as provided
  - dental insurance
  - vision insurance

An average cumulative sub-total of each benefit category is shown in the following graph. While the City’s cash and insurance benefits are slightly lower than the labor market, the differences are insignificant. Benefit differences or variances of less than 3.0% indicate the City is consistent and competitive with market practices.



**SALARY RANGE RECOMMENDATIONS**

Since it is impossible to compare all of the City's jobs to comparable market jobs, the objective of a market based compensation study is to identify wage differences for selected "benchmark" jobs. Benchmark jobs are jobs that are easily compared with the pay practices of other agencies and are directly comparable to many City jobs. This process not only maximizes the use of available market data but also preserves important salary relationships that currently exist in the City's compensation plan.

Appendix A contains recommended salary ranges for each City job classification. The process used to develop the recommendations in Appendix A included the following:

- Benchmark job classifications have been identified using a detailed analysis of the survey data. The salary range placement for these jobs are based on the market deviation to the median.
- Salary ranges for non-benchmark job classifications have been set using internal relationship salary differentials. These differentials are based on industry guidelines as well as a review of historical and current salary relationships. As needed, the consultants have also reviewed internal relationships for non-benchmark jobs using job evaluation criteria. These criteria include the following factors:

<p><b>Expertise</b></p> <ul style="list-style-type: none"> <li>– Education &amp; Training</li> <li>– Complexity</li> <li>– Experience</li> </ul> <p><b>Decision Making</b></p> <ul style="list-style-type: none"> <li>– Impact</li> <li>– Independence</li> </ul>	<p><b>Contacts</b></p> <ul style="list-style-type: none"> <li>– Type</li> <li>– Purpose</li> </ul> <p><b>Working Conditions</b></p> <ul style="list-style-type: none"> <li>– Effort</li> <li>– Environment</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>– Monetary/contracts</li> <li>– Staff/supervision</li> </ul>
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Differences within and across these factors can be used to determine pay relationships with minor differences equaling a 5% difference, moderate differences equaling 10%, and significant differences equaling 15% or higher differentials between jobs.

- Salary range comparisons are conducted using the range maximum, which serves as the control point for the market survey ranges as well as the City's ranges. The percentage change from the current salary range to the new salary range is shown as a percentage change.

As a result of this process, Appendix A contains salary range recommendations for all City job classifications. The document presents 43 benchmark jobs that are used to establish pay ranges for 104 job classifications with the appropriate internal alignment documented. All salary range placements use the City's current salary range table at the time of the market survey and salary range analysis. Appendix B contains the City's salary table effective January 1, 2016. This salary table incorporates a 2016 cost of living adjustment and establishes salary ranges that are consistently 2.5% between ranges.

**SALARY PLAN MAINTENANCE & ADMINISTRATION**

Once the above salary range adjustments are implemented, the City should continue to conduct market surveys every third year to maintain equity with market practices. In the interim years, the City can use a Cost of Living Adjustment (COLA) or other market estimate during the budget process to maintain overall equity with annual

changes in the market. This can be done by using an index such as CPI or by conducting a limited survey of key agencies to determine what overall increase are being implemented that year. A more extensive market survey every third year will provide additional data regarding changes in labor rates for different City jobs as well as changes in benefit practices. The City could also conduct detailed surveys for a third of the benchmark jobs each year on a rolling basis as it has done historically.

APPENDIX A  
SALARY RANGE RECOMMENDATIONS

**City of Shoreline**

**Salary Recommendations**

**Benchmark Classes set to Market Median (50th Percentile)**

**Same as current salary if less than 5.0% above market**

Line	Classification Job Title	Range	Current Range Max	Market Deviation	Recomm. Range	Recomm. Max.	Percent Change	Internal Alignment/Salary Setting Rationale
1	Sr. Management Analyst	52	\$ 7,207		54	\$7,569	5.0%	Approx. 10% above Management Analyst
2	Management Analyst	48	\$ 6,527		50	\$6,857	5.1%	Same as Budget Analyst
3								
4	Administrative Assistant III	39	\$ 5,224	-7.8%	42	\$5,628	7.7%	Benchmark; set to market
5	Administrative Assistant II	35	\$ 4,732		38	\$5,096	7.7%	Approx. 10% below Administrative Assistant III
6	Administrative Assistant I	31	\$ 4,290		34	\$4,619	7.7%	Approx. 10% below Administrative Assistant II
7								
8	Administrative Services Director	74	\$ 12,407		75	\$12,719	2.5%	Same as Parks, Rec & Cultural Svcs Director
9								
10	Central Services Manager	59	\$ 8,567	-2.9%	60	\$8,779	2.5%	Benchmark; set to market
11	Purchasing Coordinator	39	\$ 5,224		43	\$5,770	10.5%	Same as Payroll Officer
12	Sr. Facilities Maintenance Worker	44	\$ 5,912		46	\$6,209	5.0%	Approx. 10% above Facilities Maintenance Worker II
13	Facilities Maintenance Worker II	42	\$ 5,628	+4.0%	42	\$5,628	0.0%	Benchmark; set to market; SCS*
14	Facilities Maintenance Worker I	38	\$ 5,096		38	\$5,096	0.0%	Approx. 10% below Facilities Maintenance Worker II
15								
16	Finance Manager	59	\$ 8,567	-12.8%	64	\$9,693	13.1%	Benchmark; set to market
17	Budget Supervisor				56	\$7,956	--	Approx. 15% above Budget Analyst
18	Grants Administrator	52	\$ 7,207		54	\$7,569	5.0%	Approx. 10% above Budget Analyst
19	Budget Analyst	48	\$ 6,527	-5.2%	50	\$6,857	5.1%	Benchmark; set to market
20	Payroll Officer	39	\$ 5,224		43	\$5,770	10.5%	Approx. 5% above Senior Finance Technician
21	Staff Accountant	46	\$ 6,210	-0.7%	46	\$6,209	0.0%	Benchmark; set to market
22	Senior Finance Technician	37	\$ 4,971		41	\$5,491	10.5%	Approx. 10% above Finance Technician
23	Finance Technician	35	\$ 4,732	-3.9%	37	\$4,971	5.1%	Benchmark; set to market
24								
25	Information Technology Manager	66	\$ 10,182	+2.7%	66	\$10,182	0.0%	Benchmark; set to market; SCS*
26	IT Systems Analyst	59	\$ 8,567		59	\$8,568	0.0%	Approx. 5% above Network Administrator
27	Network Administrator	53	\$ 7,387	-9.1%	57	\$8,154	10.4%	Benchmark; set to market
28	Web Developer	51	\$ 7,027	-3.6%	52	\$7,207	2.6%	Benchmark; set to market
29	IT Specialist	46	\$ 6,209	+3.3%	46	\$6,209	0.0%	Benchmark; set to market; SCS*



**City of Shoreline**

**Salary Recommendations**

**Benchmark Classes set to Market Median (50th Percentile)**

**Same as current salary if less than 5.0% above market**

Line	Classification Job Title	Range	Current Range Max	Market Deviation	Recomm. Range	Recomm. Max.	Percent Change	Internal Alignment/Salary Setting Rationale
30	GIS Specialist	57	\$ 8,154		57	\$8,154	0.0%	Same as Network Administrator
31								
32	City Attorney	74	\$ 12,407	-5.5%	76	\$13,037	5.1%	Benchmark; set to market
33	Assistant City Attorney	62	\$ 9,226	-7.5%	65	\$9,934	7.7%	Benchmark; set to market
34	Legal Assistant	37	\$ 4,971	-13.7%	42	\$5,628	13.2%	Benchmark; set to market
35								
36	City Clerk	55	\$ 7,758	-2.3%	56	\$7,956	2.6%	Benchmark; set to market
37	Deputy City Clerk	42	\$ 5,628	-9.7%	46	\$6,209	10.3%	Benchmark; set to market
38	Records Coordinator	39	\$ 5,224		42	\$5,628	7.7%	Approx. 10% below Deputy City Clerk
39								
40	Assistant City Manager	74	\$ 12,407	-10.9%	76	\$13,037	5.1%	Benchmark; set to market
41	CMO Management Analyst	52	\$ 7,207		54	\$7,569	5.0%	Approx. 10% above Budget Analyst
42	Executive Assistant to City Manager	45	\$ 6,060	-4.2%	47	\$6,372	5.1%	Benchmark; set to market
43								
44	Economic Development Program Manager	62	\$ 9,226		63	\$9,454	2.5%	Same as Building Official
45	Intergovernmental Program Manager	59	\$ 8,567		63	\$9,454	10.4%	Same as Economic Development Program Manager
46								
47	Communications Program Manager	52	\$ 7,207	-1.3%	53	\$7,387	2.5%	Benchmark; set to market
48	Communication Specialist	39	\$ 5,224		42	\$5,628	7.7%	Same as Administrative Assistant III
49								
50	Community Services Manager	59	\$ 8,567		60	\$8,779	2.5%	Same as Permit Services Manager
51								
52	CRT Supervisor	52	\$ 7,207		53	\$7,387	2.5%	Approx. 20% above CRT Representative
53	CRT Representative	43	\$ 5,770		45	\$6,060	5.0%	Approx. 5% below Code Enforcement Officer
54								
55	Emergency Management Coordinator	49	\$ 6,692		50	\$6,857	2.5%	Same as Management Analyst
56								
57	Community Diversity Coordinator	47	\$ 6,371		50	\$6,857	7.6%	Same as Neighborhoods Coordinator
58								

**City of Shoreline**

**Salary Recommendations**

**Benchmark Classes set to Market Median (50th Percentile)**

**Same as current salary if less than 5.0% above market**

Line	Classification Job Title	Range	Current Range Max	Market Deviation	Recomm. Range	Recomm. Max.	Percent Change	Internal Alignment/Salary Setting Rationale
59	Neighborhoods Coordinator	49	\$ 6,692	-3.0%	50	\$6,857	2.5%	Benchmark; set to market
60								
61	Human Resource Director	70	\$ 11,239		73	\$12,106	7.7%	Approx. 5% below Administrative Services Director
62	Senior Human Resources Analyst	52	\$ 7,207	-1.0%	52	\$7,207	0.0%	Benchmark; set to market
63	Human Resources Technician	39	\$ 5,224	-8.7%	42	\$5,628	7.7%	Benchmark; set to market
64								
65	Parks, Rec & Cultural Svcs Director	74	\$ 12,407		75	\$12,719	2.5%	Same as Planning & Community Development Director
66								
67	Parks Project Coordinator	49	\$ 6,692	-13.6%	53	\$7,387	10.4%	Benchmark; set to market
68								
69	Parks Superintendent	59	\$ 8,567		56	\$7,956	-7.1%	Approx. 10% below Recreation Superintendent
70	Sr. Parks Maintenance Worker	44	\$ 5,912		46	\$6,209	5.0%	Approx. 15% above Parks Maintenance Worker II
71	Parks Maintenance Worker II	39	\$ 5,224	-2.6%	40	\$5,356	2.5%	Benchmark; set to market
72	Parks Maintenance Worker I	34	\$ 4,619		36	\$4,855	5.1%	Approx. 10% below Parks Maintenance Worker II
73								
74	Recreation Superintendent	59	\$ 8,567	-3.7%	60	\$8,779	2.5%	Benchmark; set to market
75	PRCS Supervisor II - Aquatics	52	\$ 7,207		53	\$7,387	2.5%	Same as PRCS Supervisor II - Recreation
76	PRCS Supervisor II - Recreation	52	\$ 7,207		53	\$7,387	2.5%	Approx. 10% above PRCS Supervisor I - Recreation
77	PRCS Supervisor I - Recreation	48	\$ 6,527	-1.3%	49	\$6,692	2.5%	Benchmark; set to market
78	Recreation Specialist III - Aquatics	39	\$ 5,224		45	\$6,060	16.0%	Approx. 10% above Recreation Specialist II
79	PRCS Rental & System Coordinator	39	\$ 5,224		45	\$6,060	16.0%	Approx. 10% above Recreation Specialist II
80								
81	Recreation Specialist II	35	\$ 4,732	-14.9%	41	\$5,491	16.0%	Benchmark; set to market
82	Recreation Specialist I	31	\$ 4,290		37	\$4,971	15.9%	Approx. 10% below Recreation Specialist II
83	Senior Life Guard	24	\$ 3,611		31	\$4,290	18.8%	Approx. 15% below Recreation Specialist I
84								
85	Special Events Coordinator	35	\$ 4,732		41	\$5,491	16.0%	Same as Recreation Specialist II
86								
87	Planning & Community Development Director	74	\$ 12,407		75	\$12,719	2.5%	Same as Public Works Director

**City of Shoreline**

**Salary Recommendations**

**Benchmark Classes set to Market Median (50th Percentile)**

**Same as current salary if less than 5.0% above market**

Line	Classification Job Title	Range	Current Range Max	Market Deviation	Recomm. Range	Recomm. Max.	Percent Change	Internal Alignment/Salary Setting Rationale
88								
89	Building Official	61	\$ 9,001	-4.7%	63	\$9,454	5.0%	Benchmark; set to market
90	Plans Examiner III	54	\$ 7,569		54	\$7,569	0.0%	Approx. 10% above Plans Examiner II
91	Plans Examiner II	50	\$ 6,857	+0.0%	50	\$6,857	0.0%	Benchmark; set to market; SCS*
92	Plans Examiner I	46	\$ 6,209		46	\$6,209	0.0%	Approx. 10% below Plans Examiner II
93	Structural Plans Examiner	59	\$ 8,567		59	\$8,568	0.0%	Same as Engineer II - Development Review
94	Combination Inspector	50	\$ 6,857	+3.7%	50	\$6,857	0.0%	Benchmark; set to market; SCS*
95								
96	Code Enforcement Officer	46	\$ 6,209	-2.1%	47	\$6,372	2.6%	Benchmark; set to market
97								
98	Permit Services Manager	59	\$ 8,567		60	\$8,779	2.5%	Approx. 15% above Senior Planner
99	Permit Technician	38	\$ 5,096		40	\$5,356	5.1%	Approx. 5% above Administrative Assistant II
100								
101	Planning Manager	59	\$ 8,567		60	\$8,779	2.5%	Approx. 15% above Senior Planner
102	Senior Planner	51	\$ 7,027	-8.7%	54	\$7,569	7.7%	Benchmark; set to market
103	Associate Planner	47	\$ 6,371	-1.6%	48	\$6,526	2.4%	Benchmark; set to market
104	Assistant Planner	43	\$ 5,769		44	\$5,912	2.5%	Approx. 10% below Associate Planner
105								
106	Public Works Director	74	\$ 12,407	-2.9%	75	\$12,719	2.5%	Benchmark; set to market
107								
108	City Engineer	71	\$ 11,520		69	\$10,965	-4.8%	Approx. 10% above Engineering Manager
109	Engineering Manager	65	\$ 9,933	+4.2%	65	\$9,934	0.0%	Benchmark; set to market; SCS*
110	Engineer II - Capital Projects	59	\$ 8,567	-0.5%	59	\$8,568	0.0%	Benchmark; set to market
111	Engineer I - Capital Projects	55	\$ 7,758		55	\$7,758	0.0%	Approx. 10% below Engineer II - Capital Projects
112	Engineer II - Development Review	59	\$ 8,567		59	\$8,568	0.0%	Same as Engineer II - Capital Projects
113	Engineer I - Development Review	52	\$ 7,207		55	\$7,758	7.7%	Approx. 10% below Engineer II - Development Review
114	Engineer II - Surface Water	59	\$ 8,567		59	\$8,568	0.0%	Same as Engineer II - Capital Projects
115	Engineer I - Surface Water	56	\$ 7,956		55	\$7,758	-2.5%	Approx. 10% below Engineer II - Surface Water
116	Engineering Technician	40	\$ 5,356	-11.6%	44	\$5,912	10.4%	Benchmark; set to market

**City of Shoreline**

**Salary Recommendations**

**Benchmark Classes set to Market Median (50th Percentile)**

**Same as current salary if less than 5.0% above market**

Line	Classification Job Title	Range	Current Range Max	Market Deviation	Recomm. Range	Recomm. Max.	Percent Change	Internal Alignment/Salary Setting Rationale
117								
118	Construction Inspection Supervisor	53	\$ 7,387	+1.0%	53	\$7,387	0.0%	Benchmark; set to market; SCS*
119	Construction Inspector	47	\$ 6,372	+1.0%	47	\$6,372	0.0%	Benchmark; set to market; SCS*
120								
121	Utility & Operations Manager	71	\$ 11,520		67	\$10,440	-9.4%	Approx. 10% above SW Utility & Environmental Svcs Manager
122								
123	PW Maintenance Superintendent	54	\$ 7,569	+3.9%	54	\$7,569	0.0%	Benchmark; set to market; SCS*
124	Senior PW Maintenance Worker	44	\$ 5,912		46	\$6,209	5.0%	Approx. 15% above PW Maintenance Worker II
125	PW Maintenance Worker II	39	\$ 5,224		40	\$5,356	2.5%	Same as Parks Maintenance Worker II
126	PW Maintenance Worker I	34	\$ 4,619		36	\$4,855	5.1%	Approx. 10% below PW Maintenance Worker II
127								
128	SW Utility & Environmental Svcs Manager	63	\$ 9,454	+0.3%	63	\$9,454	0.0%	Benchmark; set to market; SCS*
129	Environmental Services Analyst	43	\$ 5,770		50	\$6,857	18.8%	Same as Management Analyst
130	Environmental Program Specialist	39	\$ 5,224		42	\$5,628	7.7%	Approx. 20% below Environmental Services Analyst
131	Utility Operations Specialist	44	\$ 5,912		50	\$6,857	16.0%	Approx. 15% above Engineering Technician
132	Surface Water Quality Specialist	41	\$ 5,491	-11.9%	46	\$6,209	13.1%	Benchmark; set to market
133								
134	City Traffic Engineer	63	\$ 9,454	-0.1%	63	\$9,454	0.0%	Benchmark; set to market
135	Engineer II - Traffic	59	\$ 8,567		59	\$8,568	0.0%	Same as Engineer II - Capital Projects
136	Engineer I - Traffic	56	\$ 7,956		55	\$7,758	-2.5%	Approx. 10% below Engineer II - Traffic
137								
138	Transportation Services Manager	65	\$ 9,933		65	\$9,934	0.0%	Same as Engineering Manager
139	Transportation Specialist	35	\$ 4,732		42	\$5,628	18.9%	Approx. 5% below Engineering Technician

APPENDIX B  
SALARY RANGE TABLE

# Attachment B

City of Shoreline  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**

June '14 cpi-U 247.642  
 June '15 cpi-U 251.622  
 % Change 1.61%  
 90% of % Change: 1.45%

Mkt Adj: 1.45%  
 Effective: January 1, 2016

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calc

Range	Title	FLSA Status	Min						Max
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
1			9.83 20,449	10.22 21,267	10.63 22,117	11.06 23,002	11.50 23,922	11.96 24,879	
2			10.08 20,960	10.48 21,798	10.90 22,670	11.34 23,577	11.79 24,520	12.26 25,501	
3			10.33 21,484	10.74 22,343	11.17 23,237	11.62 24,166	12.08 25,133	12.57 26,138	
4			10.59 22,021	11.01 22,902	11.45 23,818	11.91 24,770	12.39 25,761	12.88 26,792	
5			10.85 22,571	11.29 23,474	11.74 24,413	12.21 25,390	12.69 26,405	13.20 27,462	
6			11.12 23,136	11.57 24,061	12.03 25,024	12.51 26,024	13.01 27,065	13.53 28,148	
7			11.40 23,714	11.86 24,663	12.33 25,649	12.82 26,675	13.34 27,742	13.87 28,852	
8			11.69 24,307	12.15 25,279	12.64 26,290	13.15 27,342	13.67 28,436	14.22 29,573	
9			11.98 24,915	12.46 25,911	12.96 26,948	13.47 28,026	14.01 29,147	14.57 30,312	
10			12.28 25,537	12.77 26,559	13.28 27,621	13.81 28,726	14.36 29,875	14.94 31,070	
11			12.58 26,176	13.09 27,223	13.61 28,312	14.16 29,444	14.72 30,622	15.31 31,847	
12			12.90 26,830	13.42 27,904	13.95 29,020	14.51 30,180	15.09 31,388	15.69 32,643	
13			13.22 27,501	13.75 28,601	14.30 29,745	14.87 30,935	15.47 32,172	16.09 33,459	
14			13.55 28,189	14.09 29,316	14.66 30,489	15.24 31,708	15.85 32,977	16.49 34,296	
15			13.89 28,893	14.45 30,049	15.02 31,251	15.63 32,501	16.25 33,801	16.90 35,153	
16			14.24 29,616	14.81 30,800	15.40 32,032	16.02 33,314	16.66 34,646	17.32 36,032	
17			14.59 30,356	15.18 31,570	15.79 32,833	16.42 34,146	17.07 35,512	17.76 36,933	
18			14.96 31,115	15.56 32,360	16.18 33,654	16.83 35,000	17.50 36,400	18.20 37,856	
19			15.33 31,893	15.95 33,168	16.58 34,495	17.25 35,875	17.94 37,310	18.66 38,802	
20			15.72 32,690	16.35 33,998	17.00 35,358	17.68 36,772	18.39 38,243	19.12 39,773	
21			16.11 33,507	16.75 34,848	17.42 36,242	18.12 37,691	18.85 39,199	19.60 40,767	

# Attachment B

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

June '14 cpi-U 247.642  
 June '15 cpi-U 251.622  
 % Change 1.61%  
 90% of % Change: 1.45%

Mkt Adj: 1.45%  
 Effective: January 1, 2016

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calc

Range	Title	FLSA Status	Min						Max
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
22			16.51 34,345	17.17 35,719	17.86 37,148	18.57 38,634	19.32 40,179	20.09 41,786	
23			16.92 35,204	17.60 36,612	18.31 38,076	19.04 39,599	19.80 41,183	20.59 42,831	
24			17.35 36,084	18.04 37,527	18.76 39,028	19.51 40,589	20.29 42,213	21.11 43,901	
25			17.78 36,986	18.49 38,465	19.23 40,004	20.00 41,604	20.80 43,268	21.63 44,999	
26			18.23 37,911	18.96 39,427	19.71 41,004	20.50 42,644	21.32 44,350	22.17 46,124	
27			18.68 38,858	19.43 40,413	20.21 42,029	21.01 43,710	21.86 45,459	22.73 47,277	
28			19.15 39,830	19.91 41,423	20.71 43,080	21.54 44,803	22.40 46,595	23.30 48,459	
29			19.63 40,825	20.41 42,458	21.23 44,157	22.08 45,923	22.96 47,760	23.88 49,670	
30			20.12 41,846	20.92 43,520	21.76 45,261	22.63 47,071	23.54 48,954	24.48 50,912	
31	Senior Lifeguard	Non-Exempt, Hourly	20.62 42,892	21.45 44,608	22.30 46,392	23.20 48,248	24.12 50,178	25.09 52,185	
32			21.14 43,965	21.98 45,723	22.86 47,552	23.78 49,454	24.73 51,432	25.72 53,490	
33			21.67 45,064	22.53 46,866	23.43 48,741	24.37 50,691	25.35 52,718	26.36 54,827	
34	Administrative Assistant I	Non-Exempt, Hourly	22.21 46,190	23.10 48,038	24.02 49,959	24.98 51,958	25.98 54,036	27.02 56,198	
35		Non-Exempt, Hourly Non-Exempt, Hourly	22.76 47,345	23.67 49,239	24.62 51,208	25.60 53,257	26.63 55,387	27.69 57,602	
36	Parks Maintenance Worker I PW Maintenance Worker I		23.33 48,529	24.26 50,470	25.23 52,489	26.24 54,588	27.29 56,772	28.39 59,043	
37	Finance Technician Recreation Specialist I	Non-Exempt, Hourly Non-Exempt, Hourly	23.91 49,742	24.87 51,732	25.87 53,801	26.90 55,953	27.98 58,191	29.10 60,519	
38	Administrative Assistant II Facilities Maintenance Worker I	Non-Exempt, Hourly Non-Exempt, Hourly	24.51 50,985	25.49 53,025	26.51 55,146	27.57 57,352	28.68 59,646	29.82 62,032	
39		Non-Exempt, Hourly Non-Exempt, Hourly	25.13 52,260	26.13 54,350	27.18 56,524	28.26 58,785	29.39 61,137	30.57 63,582	
40	Parks Maintenance Worker II Permit Technician PW Maintenance Worker II	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	25.75 53,567	26.78 55,709	27.85 57,938	28.97 60,255	30.13 62,665	31.33 65,172	

# Attachment B

City of Shoreline  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**

June '14 cpi-U 247,642  
 June '15 cpi-U 251,622  
 % Change 1.61%  
 90% of % Change: 1.45%

Mkt Adj: 1.45%  
 Effective: January 1, 2016

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calc

Range	Title	FLSA Status	Pay Scale					
			Min Step 1	Step 2	Step 3	Step 4	Step 5	Max Step 6
41	Recreation Specialist II	Non-Exempt, Hourly	26.40	27.45	28.55	29.69	30.88	32.12
	Senior Finance Technician	Non-Exempt, Hourly	54,906	57,102	59,386	61,762	64,232	66,801
	Special Events Coordinator	Non-Exempt, Hourly						
42	Administrative Assistant III	Non-Exempt, Hourly	27.06	28.14	29.26	30.44	31.65	32.92
	Communication Specialist	Non-Exempt, Hourly	56,278	58,530	60,871	63,306	65,838	68,471
	Environmental Program Specialist	Non-Exempt, Hourly						
	Facilities Maintenance Worker II	Non-Exempt, Hourly						
	Human Resources Technician	Non-Exempt, Hourly						
	Legal Assistant	Non-Exempt, Hourly						
	Records Coordinator	Non-Exempt, Hourly						
	Transportation Specialist	Non-Exempt, Hourly						
43	Payroll Officer	Non-Exempt, Hourly	27.73	28.84	30.00	31.20	32.44	33.74
	Purchasing Coordinator	Non-Exempt, Hourly	57,685	59,993	62,392	64,888	67,484	70,183
44	Assistant Planner	EXEMPT, Annual	28.43	29.56	30.75	31.98	33.26	34.59
	Engineering Technician	Non-Exempt, Hourly	59,127	61,493	63,952	66,510	69,171	71,938
45	CRT Representative	Non-Exempt, Hourly	29.14	30.30	31.51	32.78	34.09	35.45
	PRCS Rental & System Coordinator	Non-Exempt, Hourly	60,606	63,030	65,551	68,173	70,900	73,736
	Recreation Specialist III - Aquatics	Non-Exempt, Hourly						
46	Deputy City Clerk	Non-Exempt, Hourly	29.87	31.06	32.30	33.59	34.94	36.34
	IT Specialist	Non-Exempt, Hourly	62,121	64,606	67,190	69,877	72,673	75,579
	Plans Examiner I	Non-Exempt, Hourly						
	Senior Facilities Maintenance Worker	Non-Exempt, Hourly						
	Senior PW Maintenance Worker	Non-Exempt, Hourly						
	Senior Parks Maintenance Worker	Non-Exempt, Hourly						
	Staff Accountant	EXEMPT, Annual						
	Surface Water Quality Specialist	Non-Exempt, Hourly						
47	Code Enforcement Officer	Non-Exempt, Hourly	30.61	31.84	33.11	34.43	35.81	37.24
	Construction Inspector	Non-Exempt, Hourly	63,674	66,221	68,870	71,624	74,489	77,469
	Executive Assistant to City Manager	EXEMPT, Annual						
48	Associate Planner	EXEMPT, Annual	31.38	32.63	33.94	35.30	36.71	38.18
			65,266	67,876	70,591	73,415	76,352	79,406
49	PRCS Supervisor I - Recreation	EXEMPT, Annual	32.16	33.45	34.79	36.18	37.63	39.13
			66,897	69,573	72,356	75,250	78,260	81,391
50	Budget Analyst	EXEMPT, Annual	32.97	34.28	35.66	37.08	38.57	40.11
	Combination Inspector	Non-Exempt, Hourly	68,570	71,313	74,165	77,132	80,217	83,426
	Community Diversity Coordinator	EXEMPT, Annual						
	Emergency Management Coordinator	EXEMPT, Annual						
	Environmental Services Analyst	EXEMPT, Annual						
	Management Analyst	EXEMPT, Annual						
	Neighborhoods Coordinator	EXEMPT, Annual						
	Plans Examiner II	Non-Exempt, Hourly						
Utility Operations Specialist	Non-Exempt, Hourly							
51			33.79	35.14	36.55	38.01	39.53	41.11
			70,284	73,095	76,019	79,060	82,222	85,511
52	Senior Human Resources Analyst	EXEMPT, Annual	34.64	36.02	37.46	38.96	40.52	42.14
	Web Developer	EXEMPT, Annual	72,041	74,923	77,920	81,036	84,278	87,649



# Attachment B

City of Shoreline  
**Range Placement Table**  
**2.5% Between Ranges; 4% Between Steps**

June '14 cpi-U 247,642  
 June '15 cpi-U 251,622  
 % Change 1.61%  
 90% of % Change: 1.45%

Mkt Adj: 1.45%  
 Effective: January 1, 2016

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calc

Range	Title	FLSA Status	Min						Max
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
53	Communications Program Manager	EXEMPT, Annual	35.50	36.92	38.40	39.93	41.53	43.19	
	Construction Inspection Supervisor	EXEMPT, Annual	73,842	76,796	79,868	83,062	86,385	89,840	
	CRT Supervisor	EXEMPT, Annual							
	Parks Project Coordinator	EXEMPT, Annual							
	PRCS Supervisor II - Aquatics	EXEMPT, Annual							
	PRCS Supervisor II - Recreation	EXEMPT, Annual							
54	CMO Management Analyst	EXEMPT, Annual	36.39	37.84	39.36	40.93	42.57	44.27	
	Grants Administrator	EXEMPT, Annual	75,688	78,716	81,864	85,139	88,544	92,086	
	Plans Examiner III	Non-Exempt, Hourly							
	PW Maintenance Superintendent	EXEMPT, Annual							
	Senior Planner	EXEMPT, Annual							
	Senior Management Analyst	EXEMPT, Annual							
55	Engineer I - Capital Projects	EXEMPT, Annual	37.30	38.79	40.34	41.96	43.63	45.38	
	Engineer I - Development Review	EXEMPT, Annual	77,580	80,684	83,911	87,267	90,758	94,388	
	Engineer I - Surface Water	EXEMPT, Annual							
	Engineer I - Traffic	EXEMPT, Annual							
56	Budget Supervisor	EXEMPT, Annual	38.23	39.76	41.35	43.00	44.72	46.51	
	City Clerk	EXEMPT, Annual	79,520	82,701	86,009	89,449	93,027	96,748	
	Parks Superintendent	EXEMPT, Annual							
57	GIS Specialist	EXEMPT, Annual	39.19	40.75	42.38	44.08	45.84	47.68	
	Network Administrator	EXEMPT, Annual	81,508	84,768	88,159	91,685	95,353	99,167	
	IT Projects Manager	EXEMPT, Annual							
58			40.17	41.77	43.44	45.18	46.99	48.87	
			83,546	86,887	90,363	93,977	97,737	101,646	
59	Engineer II - Capital Projects	EXEMPT, Annual	41.17	42.82	44.53	46.31	48.16	50.09	
	Engineer II - Development Review	EXEMPT, Annual	85,634	89,060	92,622	96,327	100,180	104,187	
	Engineer II - Surface Water	EXEMPT, Annual							
	Engineer II - Traffic	EXEMPT, Annual							
	IT Systems Analyst	EXEMPT, Annual							
	Structural Plans Examiner	EXEMPT, Annual							
60	Central Services Manager	EXEMPT, Annual	42.20	43.89	45.64	47.47	49.37	51.34	
	Community Services Manager	EXEMPT, Annual	87,775	91,286	94,938	98,735	102,684	106,792	
	Permit Services Manager	EXEMPT, Annual							
	Planning Manager	EXEMPT, Annual							
	Recreation Superintendent	EXEMPT, Annual							
61			43.25	44.98	46.78	48.66	50.60	52.63	
			89,970	93,568	97,311	101,203	105,252	109,462	
62			44.34	46.11	47.95	49.87	51.87	53.94	
			92,219	95,908	99,744	103,734	107,883	112,198	
63	Building Official	EXEMPT, Annual	45.44	47.26	49.15	51.12	53.16	55.29	
	City Traffic Engineer	EXEMPT, Annual	94,524	98,305	102,237	106,327	110,580	115,003	
	Economic Development Program Manager	EXEMPT, Annual							
	Intergovernmental Program Manager	EXEMPT, Annual							
	SW Utility & Environmental Svcs Manager	EXEMPT, Annual							
64	Finance Manager	EXEMPT, Annual	46.58	48.44	50.38	52.40	54.49	56.67	
			96,887	100,763	104,793	108,985	113,344	117,878	
65	Assistant City Attorney	EXEMPT, Annual	47.74	49.65	51.64	53.71	55.85	58.09	
	Engineering Manager	EXEMPT, Annual	99,310	103,282	107,413	111,710	116,178	120,825	
	Transportation Services Manager	EXEMPT, Annual							

# Attachment B

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps

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Range	Title	FLSA Status	Min						Max
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
66	Information Technology Manager	EXEMPT, Annual	48.94 101,792	50.90 105,864	52.93 110,099	55.05 114,502	57.25 119,083	59.54 123,846	
67	Utility & Operations Manager	EXEMPT, Annual	50.16 104,337	52.17 108,511	54.26 112,851	56.43 117,365	58.68 122,060	61.03 126,942	
68			51.42 106,945	53.47 111,223	55.61 115,672	57.84 120,299	60.15 125,111	62.56 130,116	
69	City Engineer	EXEMPT, Annual	52.70 109,619	54.81 114,004	57.00 118,564	59.28 123,307	61.65 128,239	64.12 133,368	
70			54.02 112,360	56.18 116,854	58.43 121,528	60.76 126,389	63.19 131,445	65.72 136,703	
71			55.37 115,169	57.58 119,775	59.89 124,566	62.28 129,549	64.77 134,731	67.37 140,120	
72			56.75 118,048	59.02 122,770	61.38 127,681	63.84 132,788	66.39 138,099	69.05 143,623	
73	Human Resource Director	EXEMPT, Annual	58.17 120,999	60.50 125,839	62.92 130,873	65.44 136,107	68.05 141,552	70.78 147,214	
74			59.63 124,024	62.01 128,985	64.49 134,144	67.07 139,510	69.76 145,091	72.55 150,894	
75	Administrative Services Director Parks, Rec & Cultural Svcs Director Planning & Community Development Director Public Works Director	EXEMPT, Annual EXEMPT, Annual EXEMPT, Annual EXEMPT, Annual	61.12 127,125	63.56 132,210	66.10 137,498	68.75 142,998	71.50 148,718	74.36 154,667	
76	Assistant City Manager City Attorney	EXEMPT, Annual EXEMPT, Annual	62.65 130,303	65.15 135,515	67.76 140,935	70.47 146,573	73.29 152,436	76.22 158,533	

# City of Shoreline

## 2015 Compensation Study

### Close Out Meeting



# Goals of the Compensation Study

Attachment C

- Ensure the City has the ability to attract and retain well-qualified personnel for all job classes
- Ensure the City's compensation practices are competitive with those of comparable public sector employers
- Provide defensibility to City salary ranges based on the pay practices of similar employers
- Ensure pay consistency and equity among related classes based on the duties and responsibilities assumed
- Ensure that the City's compensation policies and long-term financial sustainability plan/goals are coordinated



# Foundation for the Compensation Plan Attachment C

- Job Analysis Questionnaires
- Labor market defined, 13 comparable cities
- Median data at top step
- 43 benchmark job classifications
- Internal relationship analysis

# 13 Comparable Cities:

Bellevue

Lynnwood

Bothell

Marysville

Burien

Redmond

Edmonds

Renton

Everett

Sammamish

Kenmore

Seattle

Kirkland



# Benchmarks Are ...

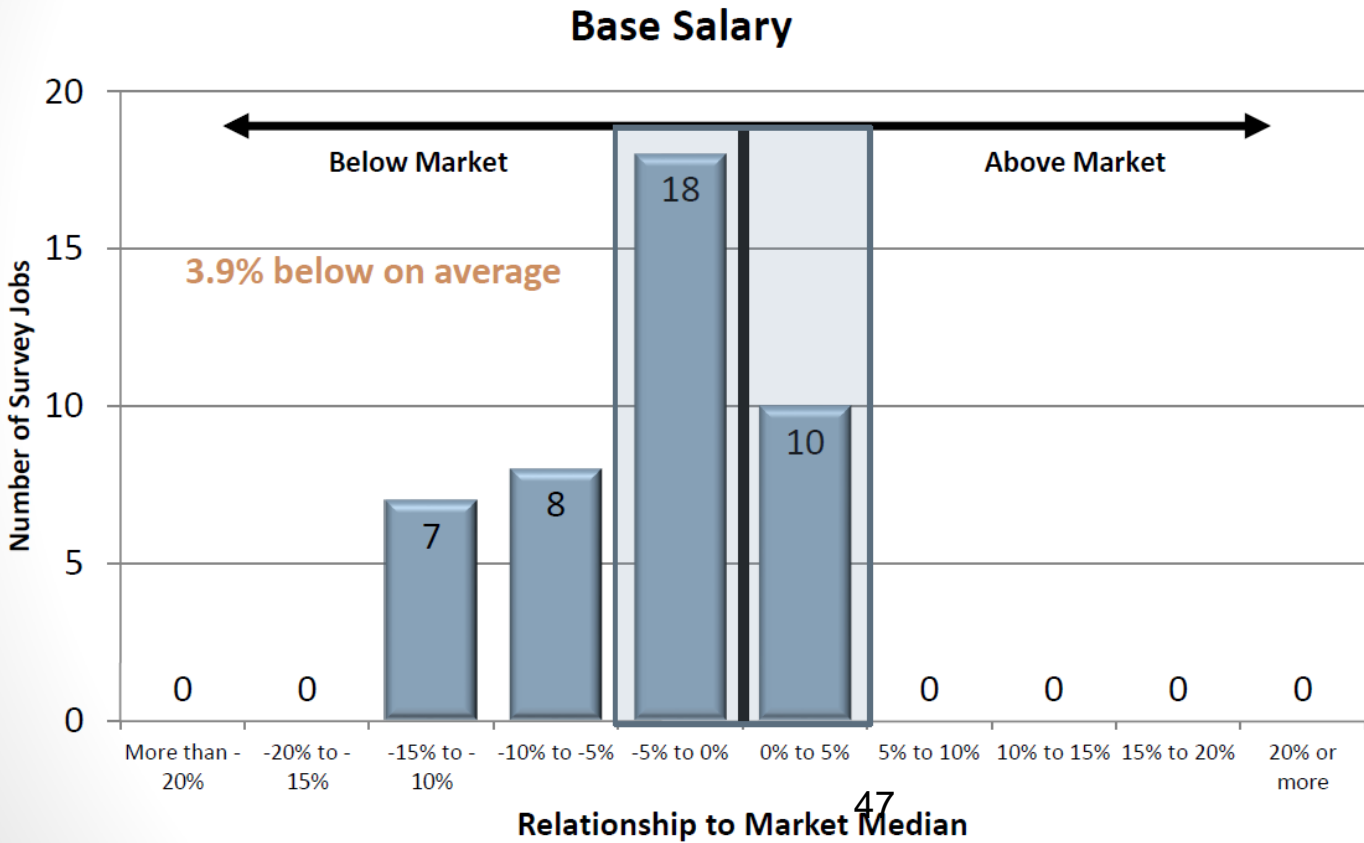
- Clearly understood jobs that comparable cities employ that have reliable and available data.
- Tied to market data and are points of comparison for non-benchmark jobs.

# 43 Benchmarks Classifications Used <sup>Attachment C</sup>

Administrative Assistant III	Communications Program Manager	Human Resources Technician	PRCS Supervisor I - Recreation
Assistant City Attorney	Construction Inspection Supervisor	Information Technology Manager	Public Works Director
Assistant City Manager	Construction Inspector	IT Specialist	PW Maintenance Superintendent
Budget Analyst	Deputy City Clerk	Legal Assistant	Recreation Specialist II
Building Official	Engineer II - Capital Projects	Neighborhoods Coordinator	Recreation Superintendent
Central Services Manager	Engineering Manager	Network Administrator	Senior Human Resources Analyst
City Attorney	Engineering Technician	Parks Maintenance Worker II	Staff Accountant
City Clerk	Executive Assist to City Manager	Parks Project Coordinator	Surface Water Quality Specialist
City Traffic Engineer	Facilities Maintenance Worker II	Planners - Associate Planner	SW Utility & Environmental Svcs Mgr
Code Enforcement Officer	Finance Manager	Planners - Senior Planner	Web Developer
Combination Inspector	Finance Technician	46 Plans Examiner II	

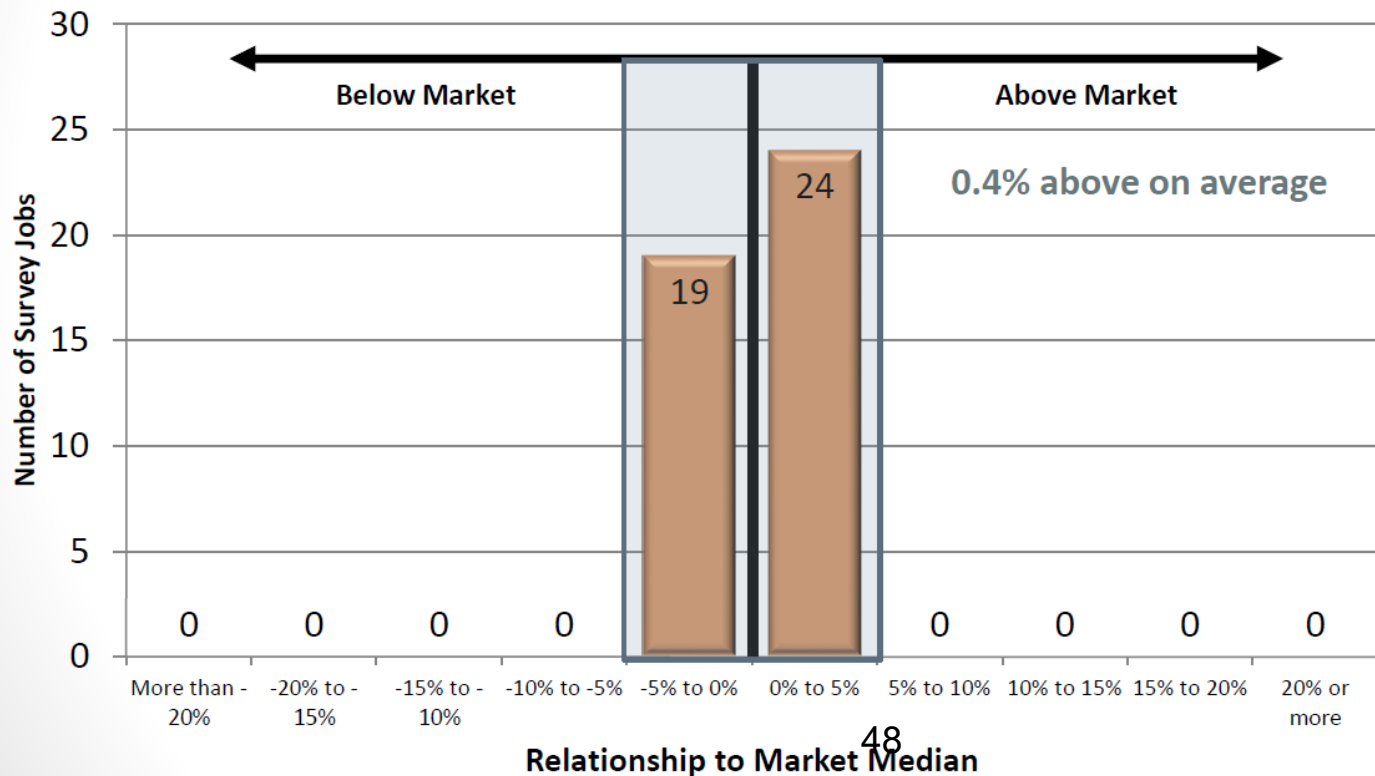


# Market Summary – 43 Benchmark Jobs



# Market Summary – 43 Benchmarks; New Ranges

## Base Salary



# Benchmark Positions Are Linked to Non-Benchmark Positions

Market Benchmark	Links
Administrative Assistant III	Communication Specialist, Same as Administrative Assistant III
	Administrative Assistant II, 10% below Administrative Assistant III
	Administrative Assistant I, 10% below Administrative Assistant II
	Permit Technician, 5% above Administrative Assistant II
Budget Analyst	Budget Supervisor, 15% above Budget Analyst
	CMO Management Analyst, 10% above Budget Analyst
	Grants Administrator, 10% above Budget Analyst
	Senior Management Analyst, 10% above Management Analyst
	Management Analyst, Same as Budget Analyst
	Emergency Management Coordinator, Same as Management Analyst
	Environmental Services Analyst, Same as Management Analyst
	Environmental Program Specialist, 20% below Environmental Services Analyst



# Outcome:

- 33 job titles were changed or slightly modified
- 74 positions went up
- 5 positions went down

# The Final Consultant Report - Table of Contents

Attachment C

- Project Overview
- Methodologies
- Compensation Findings and Recommendations
- Salary Range Recommendations
- Salary Range Table

# Market Maintenance Going Forward

- Survey 1/3 of the benchmark positions each year for 2 full cycles (6 years)
  - Use the same 13 comparable cities
  - Use the same benchmark and linking logic
  - +/- 5% of the median data is required for a change
- After 2 full cycles (the 7<sup>th</sup> year), hire a consultant to study Shoreline's competitiveness in the market place