



**CHELAN COUNTY**  
**DEPARTMENT OF COMMUNITY DEVELOPMENT**

**MEMORANDUM**

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Date: July 15, 2018

To: Board of Chelan County Commissioners

From: Mitch Reister  
Director – Community Development

Re: **Department Salary Analysis & Adjustment Proposal**

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Commissioners,

Per my previous presentation and discussions with you on this subject, I have prepared the following proposal and formal request for your approval. Once approved by the Board, this proposal will be presented to the Union pursuant to bargaining provisions in the respective Collective Bargaining Agreement (CBA).

**BACKGROUND & OVERVIEW**

The Chelan County Department of Community Development has experienced an astonishing degree of attrition and turnover in both staff and management over the past 18 years: 73 staff have left the department, under 11 different Directors, since 2000 – an average of 4 staff/year and a different Director every 19 ½ months. This degree of staff and management turnover has directly resulted in diminished departmental capacity and performance of its essential functions. The ramifications of these impacts are significant: inconsistent application and inadequate enforcement of codes, leading to public consternation and litigation; increased time and cost to defend legal claims; and a reduced ability to foster and support healthy growth and economic development within unincorporated Chelan County. As the Department's principle obligations to the public, ensuring success in these functional areas is essential to providing good county government and value to the taxpayers.

Unhealthy employee turnover rates can be the result of many factors in any organization; at Chelan County Community Development, however, the consistent and pervasive cause of attrition over the years can be most readily attributed to non-competitive compensation. While compensation can be defined in various ways, in the public sector it generally includes: direct salary, healthcare (and related cost to the employee), work schedule (including time-off policies and benefits), retirement, and other financial incentives (such as onsite daycare, group-rate membership fees, and continuing education programs). Although the concept of compensation is multifaceted, this proposal focuses on evaluating and adjusting the most prominent and measurable of those elements: direct salary.

Salary alone is not the only metric employees use to gauge their work satisfaction; however, a low salary can certainly preclude someone from becoming an employee in the first place. Equally, noncompetitive salaries make it difficult for employers to recruit and retain high-quality staff, particularly during a time of high workforce attrition and job availability on a national scale. Unfilled positions, increased workloads, and lack of qualified/motivated staff all act to lower workplace productivity and morale – situations that further exacerbate an agency's attrition rates.

Finally, there is an urgency to address this situation – the Baby Boom generation is in the beginning stages of retirement, and within the next 3-5 years the number of vacant positions across Washington State will overwhelm the employee market and create an even higher level of salary competition. Thus, it is imperative to secure talented staff and build succession plans before it becomes financially impossible to do so.

## **METHODOLOGY**

A recent analysis of Department salaries was completed using contemporary salary data provided by the Association of Washington Cities (AWC) and current pay scales from Wenatchee-area local governments. Not all positions in the Department were represented in AWC or local government salary data, so no “direct comparison” could be performed in those instances. In those cases, salary adjustments were made by using the existing relationship between the non-comparable position and those where direct comparisons with the salary dataset could be made, as well as other known factors that may modify those relationships.

Direct numerical comparisons were evaluated using only county salary data. However, a “local market factor” was also derived based on the overall employment pool and related salaries of other Central Washington governments, which include the cities of Wenatchee, East Wenatchee, Ellensburg, Ephrata, Moses Lake, and Yakima.

To reduce the number of unique salary classifications, all salary ranges will be reallocated to the Public Works pay scale, which is simply a numerical grid schema based on percent (%) increments between ranges and steps alike, similar to State government (WA Department of Personnel). Target top-step salaries determined by the procedures below will be correlated to the closest Public Works pay scale range, so long as that pay range is not greater than 1% below the target salary. In such cases, the assigned pay range will be adjusted to the next higher range.

The process to determine the competitive salary for each position is as follows:

### ***Comparable Positions (where a direct comparable is available in the dataset)***

1. Average comparable low/high salary rates for comparable counties
2. Match step 8 to the average of the comparable salaries
3. Add local market factor (3.5%)
4. Compile all department salaries into ascending list based on step 8 salary
5. Adjust salary intra-departmentally to fit relative to existing position hierarchy; result is “target salary”
6. Assign position to an existing Public Works salary range closest to target salary (but not less than 1% below target salary)

### ***Non-comparable Positions (where no direct comparable is available in the dataset)***

1. Establish comparable position salaries up to Step 5 (above)
2. Assign target salary based on relationship to existing salary classifications for comparable positions within the department
3. Assign position to an existing Public Works salary range closest to target salary (but not less than 1% below target salary)

A final check to ensure salaries follow a logical progression between positions is performed once both procedures (above) are completed.

## **ANALYSIS & RESULTS**

When comparing Community Development salaries to other comparable counties, two trends were identified:

- 1) Almost all positions had lower top-step salaries than those in comparable counties, and
- 2) The time-in-step duration for Chelan County is significantly longer than the average of all other comparables – city and counties alike.

The latter issue results in lower-seniority positions that are still in the lower pay steps experiencing “salary lag” relative to other jurisdictions where top-step is achieved in 6-8 years (compared to Chelan County’s 17-year progression).

All but three positions in Community Development have lower top-step salaries than their comparables in other counties: Permit Technician, Building Inspector, and Planner II. For these positions, only a local market factor and/or departmental adjustment would apply.

The final salary modification proposal and revised organizational chart is included in [Appendix A](#). The complete calculations, data, and analysis progression can be found in [Appendix B](#). Finally, the disparity analysis for comparable positions (based on the 17-year step duration) comprises [Appendix C](#).

The remaining factor affecting salary competition for Community Development is time-in-step. Chelan County currently uses an 8-step, 17-year progression to reach the top of a salary scale, which has a range of 40%. The average for other local governments in Eastern Washington is 6-8 steps over the same number of years, with a range of 25% from entry-level to top-step.

## **RECOMMENDATIONS**

### ***Salary & Time-in-Step***

As mentioned previously, specific salary adjustments for all positions are included in Appendix A. All positions that have a respective comparable within the salary dataset have been directly correlated to meet those salaries, plus a 3.5% market factor to account for local area government salary competition as well as inflation (salary data is predominately from 2017). Thus, established salary adjustments should meet or exceed the comparable salaries of other counties to maintain competitiveness in the market in the next year.

To eliminate salary lag with other agencies, ***service time required to reach top-step should be reduced from 17 years to 8 years, and the number of steps in a salary range should be reduced from 8 to 6*** – keeping the top step and ***eliminating steps 1-2***. This would equate to range of 30% from first to final step, transitioned over 8 years, which is on-par with the averages for other eastern Washington local governments. The recommended time/step system is represented by the table on the following page (Figure 1); steps 1 and 2 would remain solely for transitioning employees into the new pay scales (lag) to manage financial impacts to the County (discussed in further detail below).

Creating new salary classifications in the County payroll system to accommodate these changes is not desirable. There are simply too many classifications already, and their interrelationships isn’t logical in many cases. However, the Public Works salary scale is based on constant percent (%) increments between ranges and steps alike – a “pay grid” system. Therefore, ***salaries should be set using to the Public Works scale***. This will reduce the number of salary classifications within the County and provide a consistent, logical methodology to setting salaries in the future.

### ***Salary Transitioning***

Transitioning employees to the new salary scales in a single motion is not recommended for two reasons: initial financial impact to the County, and the size of pay increases that would immediately occur for some positions (each position’s salary adjustment is based on comparables, which vary in degree of salary disparity

across the department). On the upper end, pay increases of nearly 18% would occur instantaneously. Thus, the proposal is to assign the equivalent step on the new salary scale that an employee has presently, but also **limit initial increases to 11% in the first year (lag)**. **Employees currently at step 1 or 2 would automatically be increased to step 3 (or "A") unless the increase resulted in greater than an 11% pay increase.** Lag-step durations to move up to the next pay step will be 6-months for steps X and XX (former steps 1 and 2), and 1-year for all other steps except step F (which is always 2-years at step E). Once an employee reaches the step they were at prior to the salary transition, normal time-in-step durations will follow the new policy.

PW Step	New Step	Years @ Previous Step
1	X	6mo (lag)
2	XX	6mo (lag)
3	A	0/1(lag)
4	B	1/1(lag)
5	C	1/1(lag)
6	D	2/1(lag)
7	E	2/1(lag)
8	F	2

Figure 1 – Modified Time-Step & Crossover

**SUMMARY & CONCLUSION**

To retain qualified, competent staff requires a competitive salary. At Chelan County Community Development, history has shown that when an in-demand employee can relocate to a similar or less-responsible position in another agency for a higher (or significantly higher) salary without relocating their family – or in some cases, without even significantly changing their commute – they will. To address this trend and to position ourselves favorably in the employment market, Community Development salaries need to be on-par with other local jurisdictions and the Eastern Washington market on-the-whole.

This salary proposal will effectively make Chelan County Community Development a competitive employer, affording us the ability to recruit and retain talented, motivated employees to best serve the public. Given the rapid retirement of the single largest working generation in US history, it is imperative for Chelan County to get ahead of the recruiting tidal wave that is beginning to crash on local government shores and secure the next decade’s talent as soon as possible.

PROPOSED BY:

  
 Mitchell S. Reister, PE  
 Director – Community Development

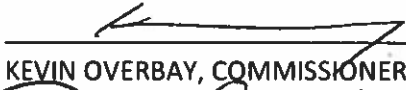
July 15<sup>th</sup>, 2018  
 DATE

APPROVED BY:  
BOARD OF CHELAN COUNTY COMMISSIONERS

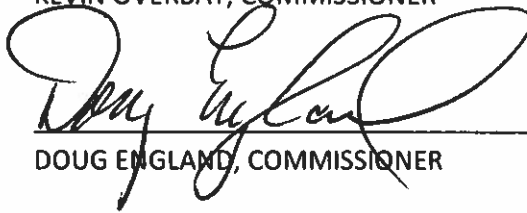
DATE: July 17<sup>th</sup>, 2018



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KEITH W. GOEHNER, CHAIRMAN



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KEVIN OVERBAY, COMMISSIONER



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DOUG ENGLAND, COMMISSIONER

ATTEST: Jacinda Rublaitus

Jacinda Rublaitus  
Clerk of the Board

# APPENDIX A

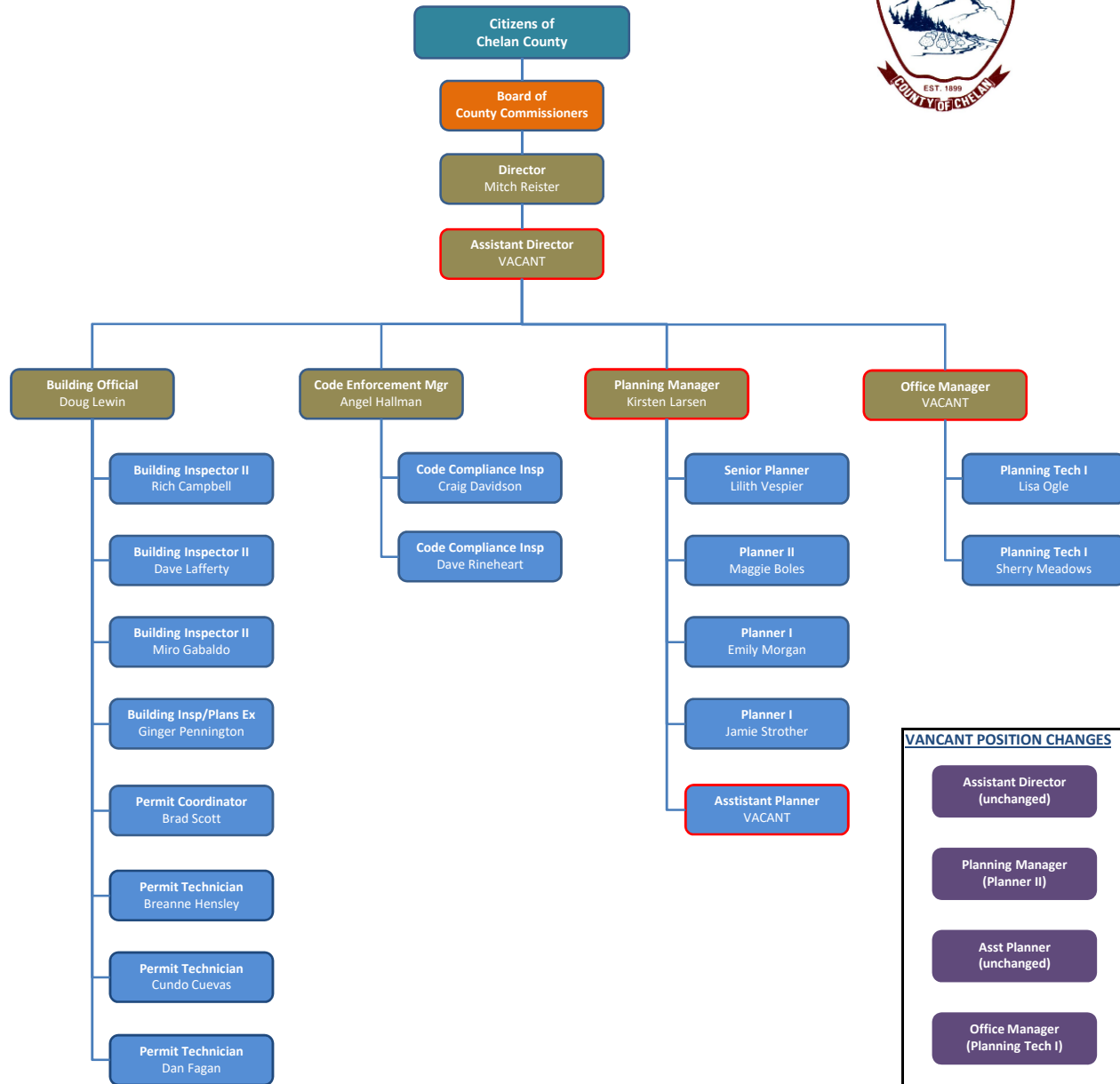
## Salary Modification Proposal & Organizational Chart



## Final (Draft) Salary Proposal & Budget Impact Summary (Adjusted)

As of: <b>7/12/2018</b>												
FTE?	Position Title	Previous Pay Class	Current Pay Step	Current Salary	Annual	Proposed Pay Class	Proposed Step	Proposed Salary	Annual	Δ Salary	% Increase	
	Permit Center Support*	a060	6	3,126.05	37,513	NA	NA	0.00	0	-37,512.6	N/A	
X	Planning Tech I*	t070	3	3,360.19	40,322	pw09	XX(2)	3,560.80	42,730	2,407.3	6.0%	
X	Planning Tech I/Exec Asst**	t070	8	4,288.55	51,463	pw09	E(7)	4,544.58	54,535	3,072.4	6.0%	
X	Assistant Planner	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%	
X	Permit Technician	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%	
X	Permit Technician	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%	
X	Permit Technician	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%	
X	Office Supervisor	NA	NA	0.00	0	pw13	A(3)	4,126.98	49,524	49,523.8	N/A	
X	Building Inspector	t093	4	4,481.85	53,782	pw15	B(4)	4,597.12	55,165	1,383.2	2.6%	
X	Building Inspector	t093	2	4,065.19	48,782	pw15	A(3)	4,378.20	52,538	3,756.1	7.7%	
X	Building Inspector	t093	6	4,941.25	59,295	pw15	D(6)	5,068.33	60,820	1,525.0	2.6%	
X	Planner I	p040	4	4,046.64	48,560	pw16	XX(2)	4,315.67	51,788	3,228.4	6.6%	
X	Planner I	p040	3	3,853.64	46,244	pw16	X(1)	4,110.16	49,322	3,078.2	6.7%	
X	Permit Coordinator	p040	4	4,046.64	48,560	pw16	XX(2)	4,315.67	51,788	3,228.4	6.6%	
X	Code Compliance Insp.	p040	4	4,046.64	48,560	pw16	XX(2)	4,315.67	51,788	3,228.4	6.6%	
X	Code Compliance Insp.	p040	8	4,918.28	59,019	pw16	D(6)	5,245.71	62,949	3,929.2	6.7%	
X	Plans Examiner	p055	3	4,569.41	54,833	pw17	A(3)	4,690.05	56,281	1,447.7	2.6%	
X	Planner II	p062	4	4,959.51	59,514	pw19	B(4)	5,275.29	63,303	3,789.4	6.4%	
	Planner II***	p062	1	4,284.20	51,410	NA	NA	0.00	0	-51,410.4	N/A	
X	Senior Planner (III)	p103	6	6,092.47	73,110	pw22	D(6)	6,448.32	77,380	4,270.2	5.8%	
X	Code Enforcement Mngr.	p092	7	6,567.87	78,814	pw24	E(7)	7,252.98	87,036	8,221.3	10.4%	
X	Building Official	p110	8	6,376.41	76,517	pw24	D(6)	6,907.61	82,891	6,374.4	8.3%	
X	Planning Manager***	p092	NA	0.00	0	pw24	E(7)	7,252.98	87,036	87,035.8	N/A	
X	Assistant Director	p124	5	6,344.29	76,131	pw26	D(6)	7,615.63	91,388	15,256.1	20.0%	
X	Director	XX	XX	8,799.58	105,595	pw28	E(8)	9,345.01	112,140	6,545.2	6.2%	
<b>23 FTEs</b>		<b>Legend: Salary lag applied</b>								<b>Σ Δ Salary:</b>	<b>135,977</b>	

# Community Development Department - Re-Organization 2018 (DRAFT)



# APPENDIX B

## Salary Analysis Calculations & Data



## Final (Draft) Salary Proposal & Budget Impact Summary

As of: 7/11/2018

FTE?	Position Title	Previous Pay Class	Current Pay Step	Current Salary	Annual	Proposed Pay Class	Proposed Step	Proposed Salary	Annual	Δ Salary	% Increase
	Permit Center Support*	a060	6	3,126.05	37,513	NA	NA	0.00	0	-37,512.6	N/A
X	Planning Tech I*	t070	3	3,360.19	40,322	pw09	A(3)	3,738.84	44,866	4,543.8	19.6%
X	Planning Tech I/Exec Asst**	t070	8	4,288.55	51,463	pw09	F(8)	4,771.81	57,262	5,799.1	11.3%
X	Assistant Planner	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%
X	Permit Technician	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%
X	Permit Technician	p030	3	3,742.98	44,916	pw12	A(3)	4,026.31	48,316	3,400.0	7.6%
X	Office Supervisor	NA	NA	0.00	0	pw13	A(3)	4,126.98	49,524	49,523.8	N/A
X	Building Inspector	t093	4	4,481.85	53,782	pw15	B(4)	4,597.12	55,165	1,383.2	2.6%
X	Building Inspector	t093	2	4,065.19	48,782	pw15	A(3)	4,378.20	52,538	3,756.1	7.7%
X	Building Inspector	t093	6	4,941.25	59,295	pw15	D(6)	5,068.33	60,820	1,525.0	2.6%
X	Planner I	p040	4	4,046.64	48,560	pw16	B(4)	4,758.01	57,096	8,536.4	17.6%
X	Planner I	p040	3	3,853.64	46,244	pw16	A(3)	4,531.44	54,377	8,133.6	17.6%
X	Permit Coordinator	p040	4	4,046.64	48,560	pw16	B(4)	4,758.01	57,096	8,536.4	17.6%
X	Code Compliance Insp.	p040	4	4,046.64	48,560	pw16	B(4)	4,758.01	57,096	8,536.4	17.6%
X	Code Compliance Insp.	p040	8	4,918.28	59,019	pw16	F(8)	5,783.39	69,401	10,381.3	17.6%
X	Plans Examiner	p055	3	4,569.41	54,833	pw17	A(3)	4,690.05	56,281	1,447.7	2.6%
X	Planner II	p062	4	4,959.51	59,514	pw19	B(4)	5,275.29	63,303	3,789.4	6.4%
	Planner II***	p062	1	4,284.20	51,410	NA	NA	0.00	0	-51,410.4	N/A
X	Senior Planner (III)	p103	6	6,092.47	73,110	pw22	D(6)	6,448.32	77,380	4,270.2	5.8%
X	Code Enforcement Mngr.	p092	7	6,567.87	78,814	pw24	E(7)	7,252.98	87,036	8,221.3	10.4%
X	Building Official	p110	8	6,376.41	76,517	pw24	F(8)	7,615.63	91,388	14,870.6	19.4%
X	Planning Manager***	p092	NA	0.00	0	pw24	E(7)	7,252.98	87,036	87,035.8	N/A
X	Assistant Director	p124	5	6,344.29	76,131	pw26	D(6)	7,615.63	91,388	15,256.1	20.0%
X	Director	XX	XX	8,799.58	105,595	pw28	E(8)	9,345.01	112,140	6,545.2	6.2%

**23 FTEs** **Σ Δ Salary:** 176,768  
(Annualized Cost)

**Other Notes/Legend:**

- \* Permit Center Support upgrade to Planning Tech I
- \*\* Executive Assistant consolidate to Planning Tech I
- \*\*\* Planner II (vacant) upgrade to Planning Manager
- Eliminated Position (-1 FTE)
- Reallocated Position (+1 FTE)



## Final (Draft) Salary Proposal & Budget Impact Summary (Adjusted)

As of: 7/12/2018

FTE?	Position Title	Previous Pay Class	Current Pay Step	Current Salary	Annual	Proposed Pay Class	Proposed Step	Proposed Salary	Annual	Δ Salary	% Increase
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X	Office Supervisor	NA	NA	0.00	0	pw13	A(3)	4,126.98	49,524	49,523.8	N/A
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X	Code Compliance Insp.	p040	8	4,918.28	59,019	pw16	D(6)	5,245.71	62,949	3,929.2	6.7%
X	Plans Examiner	p055	3	4,569.41	54,833	pw17	A(3)	4,690.05	56,281	1,447.7	2.6%
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X	Building Official	p110	8	6,376.41	76,517	pw24	D(6)	6,907.61	82,891	6,374.4	8.3%
X	Planning Manager***	p092	NA	0.00	0	pw24	E(7)	7,252.98	87,036	87,035.8	N/A
X	Assistant Director	p124	5	6,344.29	76,131	pw26	D(6)	7,615.63	91,388	15,256.1	20.0%
X	Director	XX	XX	8,799.58	105,595	pw28	E(8)	9,345.01	112,140	6,545.2	6.2%

**23 FTEs** **Σ Δ Salary:** 135,977

Legend: *Salary lag applied*

**Salary Adjustment Calculations**

**Planner I (p040)**

Current Low:	3,495			
Current High:	4,918	Step 5:	4,249	
City Low:	4,160	Comp Low:	4,330	4244.69
City High:	5,086			
County Low:	4,330	Comp High:	5,544	5314.619
County High:	5,544			
Δ Step 1	23.9%	Adj Step 1	4,330	-4.3%
Δ Step 8	12.7%	Adj Step 8	6,092	
		Δ Adj Step 8	23.9%	

**Planner II (p062)**

Current Low:	4,284			
Current High:	6,028	Step 5:	5,207	
City Low:	4,515	Comp Low:	4,467	4,491
City High:	5,785			
County Low:	4,467	Comp High:	5,442	5613.357
County High:	5,442			
Δ Step 1	4.3%	Adj Step 1	4,467	3.1%
Δ Step 8	-9.7%	Adj Step 8	6,285	
		Δ Adj Step 8	4.3%	

**Senior Planner (p103)**

Current Low:	4,774			
Current High:	6,717	Step 5:	5,802	
City Low:	5,478	Comp Low:	5,457	5467.493
City High:	7,006			
County Low:	5,457	Comp High:	6,865	6935.336
County High:	6,865			
Δ Step 1	14.3%	Adj Step 1	5,457	0.2%
Δ Step 8	2.2%	Adj Step 8	7,678	
		Δ Adj Step 8	14.3%	

**Building Inspector (t093)**

Current Low:	3,872			
Current High:	5,448	Step 5:	5,038	
City Low:	4,540	Comp Low:	4,215	4377.25
City High:	5,867			
County Low:	4,215	Comp High:	5,381	5623.783
County High:	5,381			
Δ Step 1	8.8%	Adj Step 1	4,215	3.7%
Δ Step 8	-1.2%	Adj Step 8	5,930	
		Δ Adj Step 8	8.8%	4.3%

**Plans Examiner (p055)**

Current Low:	4,145			
Current High:	5,832	Step 5:	5,038	
City Low:	4,661	Comp Low:	4,527	4594
City High:	6,992			
County Low:	4,527	Comp High:	5,588	6290
County High:	5,588			
Δ Step 1	9.2%	Adj Step 1	4,527	11.2%
Δ Step 8	-4.2%	Adj Step 8	6,369	
		Δ Adj Step 8	9.2%	

**Building Official (p110)**

Current Low:	4,532			
Current High:	6,376	Step 5:	5,508	
City Low:	6,341	Comp Low:	5,778	6059.611
City High:	8,111			
County Low:	5,778	Comp High:	7,556	7833.361
County High:	7,556			
Δ Step 1	27.5%	Adj Step 1	5,778	4.6%
Δ Step 8	18.5%	Adj Step 8	8,130	
		Δ Adj Step 8	27.5%	3.5%

**Permit Technician (p030)**

Current Low:	3,395			
Current High:	4,777	Step 5:	4,127	
City Low:	3,749	Comp Low:	3,530	3639.72
City High:	4,597			
County Low:	3,530	Comp High:	4,469	4533.045
County High:	4,469			
Δ Step 1	4.0%	Adj Step 1	3,530	3.0%
Δ Step 8	-6.4%	Adj Step 8	4,967	
		Δ Adj Step 8	4.0%	1.4%

**Executive Asst (t070)**

Current Low:	3,048			
Current High:	4,289	Step 5:	0	
City Low:	3,947	Comp Low:	3,291	3619.348
City High:	4,921			
County Low:	3,291	Comp High:	4,522	4721.402
County High:	4,522			
Δ Step 1	8.0%	Adj Step 1	3,291	9.1%
Δ Step 8	5.4%	Adj Step 8	4,631	
		Δ Adj Step 8	8.0%	4.2%

**Planning Director (x)**

Current Low:	8,792			
Current High:	8,792	Step 5:	0	
City Low:	7,802	Comp Low:	7,396	7598.813
City High:	9,851			
County Low:	7,396	Comp High:	8,908	9379.09
County High:	8,908			
Δ Step 1	-15.9%	Adj Step 1	8,792	2.7%
Δ Step 8	1.3%	Adj Step 8	8,908	
		Δ Adj Step 8	1.3%	5.0%

**Admin Asst**

Current Low:	2,449			
Current High:	3,446	Step 5:	2,977	
City Low:	3,383	Comp Low:	3,087	3234.55
City High:	4,131			
County Low:	3,087	Comp High:	3,900	4015.45
County High:	3,900			
Δ Step 1	26.0%	Adj Step 1	3,087	4.6%
Δ Step 8	13.2%	Adj Step 8	4,343	
		Δ Adj Step 8	26.0%	2.9%

<b>Chelan County</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>Total (18yrs)</b>	<b>Δ Earned</b>	<b>Δ Earned(%)</b>	
Permit Center Support (8,17)	\$2,449	\$2,572	\$2,572	\$2,700	\$2,700	\$2,835	\$2,835	\$2,835	\$2,977	\$2,977	\$2,977	\$3,126	\$3,126	\$3,126	\$3,282	\$3,282	\$3,282	\$3,446	\$637,223	-\$214,950	-33.7%	
Planning Tech (8,17)	\$3,048	\$3,200	\$3,200	\$3,360	\$3,360	\$3,528	\$3,528	\$3,528	\$3,705	\$3,705	\$3,705	\$3,890	\$3,890	\$3,890	\$4,084	\$4,084	\$4,084	\$4,289	\$792,953	-\$139,525	-17.6%	
Planner I (8,17)	\$3,495	\$3,670	\$3,670	\$3,854	\$3,854	\$4,047	\$4,047	\$4,047	\$4,249	\$4,249	\$4,249	\$4,461	\$4,461	\$4,461	\$4,684	\$4,684	\$4,684	\$4,918	\$909,396	-\$237,048	-26.1%	
Planner II (8,17)	\$4,284	\$4,498	\$4,498	\$4,723	\$4,723	\$4,960	\$4,960	\$4,960	\$5,207	\$5,207	\$5,207	\$5,467	\$5,467	\$5,467	\$5,741	\$5,741	\$5,741	\$6,028	\$1,114,578	-\$19,939	-1.8%	
Planner III (8,17)	\$4,774	\$5,012	\$5,012	\$5,263	\$5,263	\$5,526	\$5,526	\$5,526	\$5,802	\$5,802	\$5,802	\$6,092	\$6,092	\$6,092	\$6,397	\$6,397	\$6,397	\$6,717	\$1,241,920	-\$181,722	-14.6%	
Permit Tech (8,17)	\$3,395	\$3,565	\$3,565	\$3,743	\$3,743	\$3,930	\$3,930	\$3,930	\$4,127	\$4,127	\$4,127	\$4,333	\$4,333	\$4,333	\$4,550	\$4,550	\$4,550	\$4,777	\$883,284	-\$48,222	-5.5%	
Building Inspector (8,17)	\$3,872	\$4,065	\$4,065	\$4,268	\$4,268	\$4,482	\$4,482	\$4,482	\$4,706	\$4,706	\$4,706	\$4,941	\$4,941	\$4,941	\$5,188	\$5,188	\$5,188	\$5,448	\$1,007,265	-\$105,980	-10.5%	
Plans Examiner (8,17)	\$4,145	\$4,352	\$4,352	\$4,569	\$4,569	\$4,798	\$4,798	\$4,798	\$5,038	\$5,038	\$5,038	\$5,290	\$5,290	\$5,290	\$5,554	\$5,554	\$5,554	\$5,832	\$1,078,274	-\$90,538	-8.4%	
Building Official (8,17)	\$4,532	\$4,758	\$4,758	\$4,997	\$4,997	\$5,246	\$5,246	\$5,246	\$5,508	\$5,508	\$5,508	\$5,784	\$5,784	\$5,784	\$6,073	\$6,073	\$6,073	\$6,376	\$1,179,029	-\$378,318	-32.1%	
<b>Normalized Comparables</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>Total</b>			
Permit Center Support	\$3,235	\$3,405	\$3,576	\$3,746	\$3,917	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$4,087	\$852,174		
Planning Tech	\$3,291	\$3,538	\$3,784	\$4,030	\$4,276	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$4,522	\$932,478		
Planner I	\$4,330	\$4,532	\$4,734	\$4,937	\$5,139	\$5,341	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$5,544	\$1,146,444		
Planner II	\$4,467	\$4,629	\$4,792	\$4,954	\$5,117	\$5,279	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$5,442	\$1,134,517		
Planner III	\$5,457	\$5,692	\$5,926	\$6,161	\$6,395	\$6,630	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$6,865	\$1,423,641		
Permit Tech	\$3,530	\$3,718	\$3,906	\$4,093	\$4,281	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$4,469	\$931,506		
Building Inspector	\$4,215	\$4,409	\$4,603	\$4,798	\$4,992	\$5,186	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$5,381	\$1,113,245		
Plans Examiner	\$4,527	\$4,739	\$4,951	\$5,164	\$5,376	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$5,588	\$1,168,812		
Building Official	\$5,778	\$6,075	\$6,371	\$6,667	\$6,963	\$7,259	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$7,556	\$1,557,347		

Pay Grade Modificaitons - By Comps & Market Factor									
Position Title	Pay Class	Step 1	Step 8	Step A	Step E	Step A	Step E	% Increase	Notes
Permit Center Support	a060	29,391	41,356						Deleted Position
Planning Tech I	t070	36,573	51,463	44,932	56,165	3,744.35	4,680.44	9.14%	= Exec Asst
Executive Assistant	t070	36,573	51,463	44,932	56,165	3,744.35	4,680.44	9.14%	= Planning Tech
Office Supervisor	N/A	N/A	N/A	50,549	63,186	4,212.40	5,265.50	N/A	= 12.5% > Planning Tech
Assistant Planner	p030	40,740	57,324	49,069	61,336	4,089.09	5,111.37	7.00%	= Permit Tech
Building Inspector	t093	46,459	65,373	53,462	66,828	4,455.19	5,568.99	2.23%	
Permit Technician	p030	40,740	57,324	49,069	61,336	4,089.09	5,111.37	7.00%	+3.5% Bump (CE component)
Planner I	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	
Permit Coordinator	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	= Planner I
Plans Examiner	p055	49,736	69,979	57,400	71,750	4,783.33	5,979.16	2.53%	+3.5% Department Adj
Planner II	p062	51,410	72,338	61,341	76,676	5,111.74	6,389.68	6.00%	+2.5% Department Adj
Code Enforcement Mngr.	p092	58,813	82,755	73,258	91,573	6,104.84	7,631.06	10.65%	= Building Official
Senior Planner (III)	p103	57,282	80,601	68,206	85,258	5,683.87	7,104.83	5.78%	
Building Official	p110	54,383	76,517	73,258	91,573	6,104.84	7,631.06	19.68%	1.0% MF only
Assistant Director	p124	62,635	88,130	78,672	98,340	6,556.01	8,195.02	11.59%	= 12.5% < Director
Director	XX	XX	105,500	88,506	110,633	7,375.51	9,219.39	4.87%	
Code Compliance Insp.	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	= Planner I
Planning Manager	p092	58,813	82,755	73,258	91,573	6,104.84	7,631.06	10.65%	= Building Official

Market Factor: 3.5%

Adjusted Pay Grades (Targets w/Adjustments)									Market Factor: 3.5%
Position Title	Pay Class	Step 1	Step 8	Step A	Step E	Step A	Step E	% Increase	Notes
Permit Center Support	a060	29,391	41,356						Deleted Position
Planning Tech I	t070	36,573	51,463	44,932	56,165	3,744.35	4,680.44	9.14%	= Exec Asst
Executive Assistant	t070	36,573	51,463	44,932	56,165	3,744.35	4,680.44	9.14%	= Planning Tech
Assistant Planner	p030	40,740	57,324	49,069	61,336	4,089.09	5,111.37	N/A	= Permit Tech
Permit Technician	p030	40,740	57,324	49,069	61,336	4,089.09	5,111.37	7.00%	+3.5% Bump (CE component)
Office Supervisor	N/A	N/A	N/A	50,549	63,186	4,212.40	5,265.50	N/A	= 12.5% > Planning Tech
Building Inspector	t093	46,459	65,373	53,462	66,828	4,455.19	5,568.99	2.23%	
Planner I	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	
Permit Coordinator	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	= Planner I
Code Compliance Insp.	p040	41,946	59,019	55,082	68,852	4,590.16	5,737.70	16.66%	= Planner I
Plans Examiner	p055	49,736	69,979	57,400	71,750	4,783.33	5,979.16	2.53%	+3.5% Department Adj
Planner II	p062	51,410	72,338	61,341	76,676	5,111.74	6,389.68	6.00%	+2.5% Department Adj
Senior Planner (III)	p103	57,282	80,601	68,206	85,258	5,683.87	7,104.83	5.78%	
Code Enforcement Mngr.	p092	58,813	82,755	73,258	91,573	6,104.84	7,631.06	10.65%	= Building Official
Building Official	p110	54,383	76,517	73,258	91,573	6,104.84	7,631.06	19.68%	1.0% MF only
Planning Manager	p092	58,813	82,755	73,258	91,573	6,104.84	7,631.06	10.65%	= Building Official
Assistant Director	p124	62,635	88,130	78,672	98,340	6,556.01	8,195.02	11.59%	= 12.5% < Director
Director	XX	XX	105,500	88,506	110,633	7,375.51	9,219.39	4.87%	

Adjusted Pay Grades (Targets to Scale Assignments)								
Position Title	Current		Target	Assigned		Annual Step E	Δ Salary (%)	Assigned Target Δ
	Pay Class	Step 8	Step E	PW Class	Step E			
Permit Center Support	a060	41,356						
Planning Tech I	t070	51,463	4,680.44	pw09	4,771.81	57,262	11.27%	1.95%
Planning Tech/Exec Asst	t070	51,463	4,680.44	pw09	4,771.81	57,262	11.27%	1.95%
Assistant Planner	p030	57,324	5,111.37	pw12	5,138.70	61,664	7.57%	0.53%
Permit Technician	p030	57,324	5,111.37	pw12	5,138.70	61,664	7.57%	0.53%
Office Supervisor	N/A	N/A	5,265.50	pw13	5,267.19	63,206	N/A	0.03%
Building Inspector	t093	65,373	5,568.99	pw15	5,587.82	67,054	2.57%	0.34%
Planner I	p040	59,019	5,737.70	pw16	5,783.39	69,401	17.59%	0.80%
Permit Coordinator	p040	59,019	5,737.70	pw16	5,783.39	69,401	17.59%	0.80%
Code Compliance Insp.	p040	59,019	5,737.70	pw16	5,783.39	69,401	17.59%	0.80%
Plans Examiner	p055	69,979	5,979.16	pw17	5,985.83	71,830	2.65%	0.11%
Planner II	p062	72,338	6,389.68	pw19	6,412.14	76,946	6.37%	0.35%
Senior Planner (III)	p103	80,601	7,104.83	pw22	7,109.28	85,311	5.84%	0.06%
Code Enforcement Mngr.	p092	82,755	7,631.06	pw24	7,615.63	91,388	10.43%	-0.20%
Building Official	p110	76,517	7,631.06	pw24	7,615.63	91,388	19.43%	-0.20%
Planning Manager	p092	82,755	7,631.06	pw24	7,615.63	91,388	10.43%	-0.20%
Assistant Director	p124	88,130	8,195.02	pw26	8,396.24	100,755	14.33%	2.46%
Director	XX	105,500	9,219.39	pw28	9,345.01	112,140	6.29%	1.36%

## CITY - ENTRY LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Planner 1	Bremerton	5,048	5,944	5,496	Y	7, 6
Asst. Planner	Kennewick	4,602	6,443	5,523	N	M
Planner 1	Pasco	3,926	5,167	4,547	N	12, 10
Asst. Planner	Yakima	3,690	4,429	4,060	Y	5, 3, 5
Planner	Longview	4,433	5,985	5,209	N	6, 5
Asst. Planner	Puyallup	4,525	5,793	5,159	N	7, 6
Asst. Planner	University Place	4,434	5,833	5,134	N	8, 7
Planner	Bainbridge Island	4,937	6,193	5,565	Y	9, 8
CD Planning Tech	Battle Ground	4,411	5,244	4,828	Y	8, 8
Asst. Planner	Bonney Lake	4,710	6,123	5,417	Y	10, 9
Asst. Planner	Ellensburg	4,792	4,792	4,792	Y	11, 10
Housing & Comm Plnr	Wenatchee	4,503	5,525	5,014	N	4, 4
Asst. Planner	Monroe	4,450	5,500	4,975	N	5, 5
Asst. Planner	Moses Lake	3,695	4,619	4,157	N	2, 1
Planning Tech	Port Angeles	3,732	4,457	4,095	Y	7, 5
Planner - Entry	East Wenatchee	3,910	4,624	4,267	Y	M
	Cities Average:	4,362	5,417	4,890		7, 6
	Comp Average:	4,160	5,086	4,623		7, 6

## COUNTY - ENTRY LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Planner 1	Chelan	3,410	4,798	4,104	Y	8, 17
Planner 1	Clark	4,460	5,437	4,949	Y	11, 10
Asst. Planner	Cowlitz	3,895	4,326	4,111	N	3, 2
Asst. Planner	Grant	4,292	5,049	4,671	Y	7, 6
Planner 1	Grays Harbor	3,962	4,659	4,311	Y	10, 10
Asst. Planner	Island	3,569	4,761	4,165	Y	11, 26
Asst. Planner	Jefferson	3,763	4,841	4,302	Y	13, 12
Assoc. Planner	Kitsap	4,400	6,063	5,232	Y	14, 10
Planner	Kittitas	4,340	5,839	5,090	N	C
Asst. Planner	Klickitat	2,881	3,760	3,321	N	10, 12
Planner	Okanogan	2,885	3,507	3,196	N	5, 5
Planner 1	Pierce	4,962	6,278	5,620	N	10, 5
Planner 2	San Juan	4,294	5,578	4,936	Y	7, 6
Planner	Snohomish	5,207	6,335	5,771	Y	5, 4
Planner 1	Stevens	3,413	4,266	3,840	Y	10, 16
Asst. Planner	Thurston	4,354	5,792	5,073	Y	10, 8, 5
Planner 1	Whatcom	4,234	6,087	5,161	Y	15, 25
Planner	Yakima	4,357	5,743	5,050	Y	S
	Counties Average:	4,075	5,195	4,635		9, 11
	Comp Average:	4,330	5,544	4,937		7, 6

## CITY - JOURNEY LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Planner	Kennewick	5,199	7,279	6,239	N	M
Plan Examiner	Pasco	4,784	6,299	5,542	N	12, 10
Planner	Richland	4,661	6,992	5,827	N	M
Planner	Spokane Valley	4,252	6,258	5,255	Y	M
Assoc. Planner	Yakima	4,129	4,957	4,543	Y	5, 3, 5
Asst. City Planner	Pullman	4,483	5,449	4,966	N	5, 4
Planner	Walla Walla	4,456	5,686	5,071	N	6, 5
Assoc. Planner	Wenatchee	4,731	5,805	5,268	N	4, 4
Planner	Centralia	4,441	5,433	4,937	N	7, 6
Assoc. Planner	Moses Lake	4,415	5,518	4,967	N	2, 1
Assoc. Planner	East Wenatchee	4,428	5,236	4,832	Y	M
Planning Suprv.	Sunnyside	5,056	6,648	5,852	N	?
	Cities Average:	4,586	5,963	5,275		6, 5
	Comp Average:	4,515	5,785	5,150		6, 5

## COUNTY - JOURNEY LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Assoc. Planner	Benton	4,122	5,349	4,736	N	9, 8
Planner 2	Chelan	4,284	6,028	5,156	Y	8, 17
Planner 2	Clallam	4,102	4,997	4,550	Y	9, 8
Planner 2	Clark	4,843	5,902	5,373	Y	11, 10
Sr. Planner	Columbia	3,653	5,129	4,391	N	7, 7
Assoc. Planner	Cowlitz	4,592	5,104	4,848	N	3, 2
Assoc. Planner	Douglas	5,263	5,750	5,507	Y	8, 8
Assoc. Planner	Grant	4,527	5,588	5,058	Y	7, 6
Planner 2	Grays Harbor	4,328	5,095	4,712	Y	10, 10
Assoc. Planner	Island	3,893	5,195	4,544	Y	11, 26
Assoc. Planner	Jefferson	4,198	5,401	4,800	Y	13, 12
Planner	Kitsap	5,291	7,292	6,292	Y	14, 10
Assoc. Planner	Klickitat	3,434	4,479	3,957	N	10, 12
Planner 2/3	Okanogan	3,060	3,719	3,390	N	5, 5
Planner 2	Pierce	5,593	7,112	6,353	N	10, 5
Planner 3	San Juan	4,618	5,994	5,306	Y	7, 6
Planner 2	Skamania	3,894	4,644	4,269	N	5
Sr. Planner	Snohomish	5,746	6,979	6,363	Y	5, 4
Assoc. Planner	Spokane	3,705	4,999	4,352	Y	13, 11
Planner 2	Stevens	4,032	5,039	4,536	Y	10, 16
Assoc. Planner	Thurston	4,797	6,396	5,597	N	10, 8, 5
Assoc. Planner	Walla Walla	4,187	5,611	4,899	Y	7, 9
Planner 2	Whatcom	4,600	6,586	5,593	Y	15, 25
Asst. Co. Planner	Whitman	3,368	4,025	3,697	N	C
Sr. Planner	Yakima	4,614	6,042	5,328	Y	S
	Counties Average:	4,353	5,518	4,935		9, 10
	Comp Average:	4,467	5,442	4,954		8, 7

## CITY - SENIOR LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Sr. Planner	Richland	5,639	8,457	7,048	N	M
Supervising Planner	Yakima	5,774	7,025	6,400	N	5, 3, 5
City Planner	Pasco	5,496	7,237	6,367	N	12, 10
Sr. Planner	Spokane Valley	5,248	7,724	6,486	N	M
Sr. Planner	Bremerton	5,823	7,095	6,459	N	7, 6
Sr. Planner	Des Moines	6,186	7,482	6,834	N	5, 4
Planning Manager	Longview	5,498	7,425	6,462	N	6, 5
Sr. Planner	Walla Walla	5,888	7,165	6,527	N	6, 5
Sr. Planner	Wenatchee	5,642	6,924	6,283	N	4, 4
Sr. Planner	Ellensburg	5,687	5,687	5,687	Y	11, 10
Sr. Planner	Oak Harbor	5,642	6,938	6,290	N	8, 7
Sr. Planner	Moses Lake	5,048	6,311	5,680	N	2, 1
Plan/Bldg Mngr	Liberty Lake	5,355	6,031	5,693	N	7, 8
Sr. Planner	West Richland	5,000	7,500	6,250	N	M
	City Average:	5,566	7,072	6,319		7, 6
	Comp Average:	5,478	7,006	6,242		7, 6

## COUNTY - SENIOR LEVEL PLANNER

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
County Planner	Asotin	4,628	5,379	5,004	N	9, 35
Principal Planner	Benton	5,261	6,826	6,044	N	9, 8
Sr. Planner	Chelan	4,657	6,533	5,595	Y	8, 17
Planner 3	Clallam	4,756	5,795	5,276	Y	9, 8
Planner 3	Clark	5,784	7,037	6,411	Y	11, 10
Planning Director	Columbia	5,881	5,881	5,881	N	7, 7
Sr. Planner	Cowlitz	5,189	5,766	5,478	N	3, 2
Principal Planner	Douglas	6,806	7,554	7,180	Y	8, 8
Asst. Plan/Bldg Dir.	Franklin	5,002	6,706	5,854	N	7, 6
Planner 4	Grays Harbor	5,416	6,394	5,905	Y	10, 10
Sr. Planner	Island	4,217	5,626	4,922	Y	11, 26
Planning Suprv.	Kitsap	5,884	8,110	6,997	Y	14, 10
Planner 3	Kittitas	4,294	5,778	5,036	N	C
Sr. Planner	Klickitat	4,307	5,618	4,963	N	10, 12
Planner 3	Mason	4,815	5,006	4,911	Y	6, 5
Sr. Planner	Okanogan	3,548	4,311	3,930	N	5, 5
Planner 3	Pierce	6,297	8,063	7,180	N	10, 5
Planner 4	San Juan	5,739	7,447	6,593	Y	7, 6
Sr. Planner	Skagit	5,935	7,893	6,914	N	10, 11
Asst. Planner	Skamania	5,072	6,049	5,561	Y	5
Principal Planner	Snohomish	6,028	7,330	6,679	Y	5, 4
Principal Planner	Spokane	4,293	5,793	5,043	Y	13, 11
Sr. Planner	Thurston	5,538	7,384	6,461	N	10, 8, 5
Principal Planner	Walla Walla	5,892	7,892	6,892	N	7, 9
Sr. Planner	Whatcom	5,209	7,438	6,324	Y	15, 25
Project Planner	Yakima	4,867	6,344	5,606	Y	S
	County Average:	5,226	6,537	5,882		9, 11
	Comp Average:	5,457	6,865	6,161		7, 7

CITY - PLANS EXAMINER						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Plans Examiner	Kennewick	4,955	6,937	5,946	Y	M
Plans Examiner	Richland	5,124	7,686	6,405	N	M
Plans Examiner II	Yakima	4,314	5,186	4,750	Y	5,3.5
Bldg & Dev Spec II	Bremerton	5,048	5,944	5,496	Y	7,6
Plans Examiner	Spokane Valley	4,252	6,258	5,255	Y	M
Plans Examiner	Wenatchee	4,860	5,964	5,412	N	4,4
Building Insp II	Moses Lake	4,502	5,628	5,065	N	2,1
Plans Examiner	Oak Harbor	4,725	5,811	5,268	N	8,7
Building Inspector	East Wenatchee	4,709	5,568	5,139	Y	M
City Average:		4,721	6,109	5,415		5,4
Comp Average:		4,674	6,175	5,425		4,3

COUNTY - PLANS EXAMINER						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Building Insp.	Benton	3,739	4,852	4,296	N	9,8
Building/Plans Exam.	Chelan	4,044	5,689	4,867	Y	8,17
Code Comp. Offr.	Clallam	3,716	4,527	4,122	Y	9,8
Plans Examiner	Clark	4,961	6,041	5,501	Y	11,10
Code Technician IV	Cowlitz	4,857	5,397	5,127	Y	3,2
Plans Examiner	Douglas	5,007	5,552	5,280	Y	8,8
Plans Examiner Tech	Grant	4,065	4,782	4,424	Y	7,6
Plans Examiner I	Jefferson	3,763	5,401	4,582	Y	13,12
Plans Examiner II	King	6,094	7,724	6,909	Y	10,8
Construction Insp.	Kitsap	4,102	5,657	4,880	Y	14,10
Plans Examiner	Kittitas	4,647	6,252	5,450	N	C
Plans Examiner I/II	Klickitat	2,881	4,226	3,554	N	10,12
Plans Examiner II	Pierce	5,593	7,112	6,353	Y	10,5
Plans Examiner I	San Juan	4,294	5,578	4,936	Y	7,6
Plans Examiner	Skagit	4,385	5,580	4,983	Y	10,11
Plans Examiner	Snohomish	5,207	6,335	5,771	Y	5,4
Plans Examiner	Stevens	3,012	4,510	3,761	Y	10,16
Plans Examiner	Thurston	4,801	6,385	5,593	Y	10,8,5
Plans Examiner II	Whatcom	4,068	6,337	5,203	Y	15,25
Plans Examiner	Yakima	4,357	5,743	5,050	Y	5
County Average:		4,397	5,684	5,041		9,9
Comp Average:		4,445	5,430	4,938		7,6

CITY - BUILDING INSPECTOR						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Building Inspector	East Wenatchee	4,709	5,568	5,139	Y	M
Building Inspector	Wenatchee	4,503	5,525	5,014	N	4,4
Building Inspector	Kennewick	4,955	6,937	5,946	N	M
Building Inspector	Pasco	4,420	5,819	5,120	N	12,10
Building Inspector	Richland	4,233	6,351	5,292	N	M
Building Inspector II	Spokane Valley	4,252	6,258	5,255	Y	M
Code Inspector	Yakima	4,229	5,073	4,651	Y	5,3.5
Building Inspector	Pullman	4,352	5,290	4,821	N	5,4
Building Inspector	Walla Walla	4,156	5,303	4,730	Y	6,5
Building Inspector II	Ellensburg	4,315	5,754	5,035	N	11,10
Building Inspector	Moses Lake	4,269	5,336	4,803	Y	?,1
Building Inspector	Sunnyside	5,595	5,595	5,595	Y	2
Building Inspector	Cheney	4,570	5,401	4,986	Y	5,4.5
Build Insp/Asst Fire Ch	Ephrata	5,515	6,048	5,782	N	5
City Average:		4,577	5,733	5,155		6,5
Comp Average:		4,540	5,867	5,203		7,6

COUNTY - BUILDING INSPECTOR						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Building Inspector	Adams	3,061	4,607	3,834	Y	10,19
Building Inspector	Asotin	3,418	3,418	3,418	Y	9,35
Building Inspector	Chelan	3,777	5,315	4,546	Y	8,17
Code Compliance II	Clallam	4,001	4,875	4,438	Y	9,8
Building Inspector II	Clark	4,683	5,706	5,195	Y	11,10
Code Technician III	Cowlitz	4,427	4,920	4,674	Y	3,2
Building Inspector	Douglas	5,007	5,552	5,280	Y	8,8
Building Inspector I/II	Franklin	3,417	5,037	4,227	N	7,6
Building Safety Spc.	Grant	4,065	6,361	5,213	Y	7,6
Building Inspector	Grays Harbor	4,328	5,332	4,830	Y	10,10
Building Inspector	Island	2,991	4,077	3,534	Y	11,26
Building Inspector I/II	Jefferson	3,763	5,817	4,790	Y	13,12
General Inspector	King	6,094	7,724	6,909	Y	10,8
Construction Inspector	Kitsap	4,400	6,063	5,232	Y	14,10
Building Inspector	Kittitas	3,821	5,141	4,481	N	C
Building Inspector II	Klickitat	3,240	4,226	3,733	N	10,12
Building Inspector I-IV	Mason	3,492	5,347	4,420	Y	6,5
Building Inspector I/II	Okanogan	3,060	3,832	3,446	N	5,5
Building Inspector	Pacific	3,601	4,635	4,118	Y	10,10
Building Inspector	Pierce	5,593	7,112	6,353	Y	10,5
Building Inspector I/II	San Juan	4,618	5,994	5,306	Y	7,6
Building Inspector	Snohomish	5,466	6,647	6,057	Y	5,4
Building Inspector	Spokane	3,353	4,524	3,939	Y	13,11
Building Inspector I-III	Stevens	3,012	4,510	3,761	Y	10,16
Building Inspector	Thurston	4,572	6,081	5,327	Y	10,8,5
Building Inspector	Walla Walla	3,798	5,090	4,444	Y	7,9
Public Service Insp	Whatcom	4,412	6,337	5,375	Y	15,25
Building Inspector	Yakima	4,169	5,220	4,695	Y	5
County Average:		4,069	5,340	4,705		9,11
Comp Average:		4,215	5,381	4,798		6,6

CITY - BUILDING OFFICIAL						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Building/Fire Official	Wenatchee	6,757	8,292	7,525	N	4,4
Building Official	Kennewick	6,689	9,365	8,027	N	M
Insp Service Mngr	Pasco	8,065	8,065	8,065	N	12,10
Building Official	Richland	5,639	8,457	7,048	N	M
Building Official	Spokane Valley	6,480	9,537	8,009	N	M
Code Admin Mngr	Yakima	6,372	7,745	7,059	N	5,3.5
Building Official	Walla Walla	6,519	7,931	7,225	N	6,5
Building Official	Ellensburg	5,113	6,817	5,965	N	11,10
Building Official	Moses Lake	5,434	6,792	6,113	N	2,1
Building Official	Cheney	5,914	7,336	6,625	N	5,4.5
City Average:		6,298	8,034	7,166		6,6
Comp Average:		6,341	8,111	7,226		7,6

COUNTY - BUILDING OFFICIAL						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Building Official	Asotin	4,628	5,379	5,004	N	9,35
Building Mngr/Fire M	Chelan	4,421	6,221	5,321	N	8,17
Building Official	Clallam	5,382	6,557	5,970	Y	9,8
Chief Bldg Official	Clark	7,206	9,451	8,329	N	11,10
Building Official	Cowlitz	6,190	7,581	6,886	N	3,2
Building Inspector	Douglas	5,007	5,552	5,280	Y	8,8
Building Official	Ferry	3,642	3,642	3,642	N	5
Building Official	Franklin	4,547	6,096	5,322	N	7,6
Building	Grant	5,642	8,542	7,092	N	7,6
Building Insp Lead/IV	Grays Harbor	5,416	6,394	5,905	Y	10,10
Building Official	Island	5,418	6,509	5,964	N	11,26
Building Official	Kittitas	5,039	6,780	5,910	N	C
Director Bldg Insp	Klickitat	4,839	6,313	5,576	N	10,12
Building Official	Okanogan	5,530	5,530	5,530	N	5,5
Code Enforcement	Pacific	3,601	4,635	4,118	Y	10,10
Building Official	Pierce	7,188	9,708	8,448	N	10,5
Building Official	San Juan	5,988	7,774	6,881	N	7,6
Building Official	Skagit	6,358	8,456	7,407	N	10,11
Building Official	Skamania	4,852	5,786	5,319	Y	5
Division Mngr	Snohomish	7,323	10,348	8,836	N	5,4
Building Serv Supr	Thurston	4,801	6,385	5,593	Y	13,11
Building Official	Walla Walla	5,611	7,520	6,566	N	7,9
Building Official	Whitman	4,362	5,212	4,787	N	C
Senior Manager	Yakima	7,181	9,358	8,270	N	5
County Average:		5,467	6,935	6,201		8,10
Comp Average:		5,778	7,556	6,667		6,6

CITY - PERMIT SPECIALIST							COUNTY - PERMIT SPECIALIST						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs	Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Permit Technician	Pasco	3,220	4,240	3,730	N	12,10	Permit Technician	Adams	2,349	3,503	2,926	Y	10,19
Office Technician	Kennewick	3,749	5,248	4,499	N	M	Permit Technician	Benton	3,391	4,401	3,896	Y	9,8
Permit Technician	Richland	3,175	5,247	4,211	N	M	Permit Technician	Chelan	3,312	4,660	3,986	Y	8,17
Permit Technician	Yakima	3,163	3,765	3,464	Y	5,3,5	Cust Serv Spec	Clallam	3,450	4,204	3,827	Y	9,8
Permit Technician	Walla Walla	3,800	4,850	4,325	Y	6,5	Permit Technician	Clark	3,943	4,803	4,373	Y	11,10
Permit Technician	Ellensburg	4,325	4,325	4,325	Y	11,10	Planner I	Columbia	2,958	4,154	3,556	N	7,?
Build/Plan Tech	Moses Lake	3,590	4,488	4,039	N	2,1	Permit Specialist	Cowlitz	3,728	4,143	3,936	Y	3,2
Build Permit Tech	East Wenatchee	3,919	4,634	4,277	Y	M	Permit Technician	Douglas	4,163	5,094	4,629	N	8,8
Permit Technician	Ephrata	4,074	4,074	4,074	N	S	Plan/Bldg Sec	Franklin	1,444	1,935	1,690	N	7,6
Permit Coordinator	Chelan	3,908	4,698	4,303	Y	5,4	Planning Permit Tech	Grant	3,243	4,146	3,695	Y	7,6
Permit Specialist	Wenatchee	4,319	4,999	4,659	Y	4,4	Permit Coord	Grays	3,791	4,455	4,123	Y	10,10
City Average:		3,749	4,597	4,173		6,5	Planning Tech	Island	2,839	4,113	3,476	Y	11,26
CompAverage:		3,749	4,597	4,173		6,5	Comm Dev Tech	Jefferson	2,803	4,181	3,492	Y	13,12
							Permit Technician	King	4,169	5,285	4,727	Y	10,8
							Const Tech	Kitsap	3,806	5,248	4,527	Y	14,10
							Permit Technician	Kittitas	3,583	4,821	4,202	N	C
							Permit Specialist	Mason	3,416	3,886	3,651	Y	6,5
							Permit Clerk	Okanogan	2,415	2,936	2,676	N	5,5
							Permit Technician	Pierce	4,179	5,229	4,704	Y	10,5
							Permit Technician	San Juan	3,997	5,189	4,593	Y	7,6
							Permit Coord	Snohomish	4,082	4,961	4,522	Y	5,4
							Building	Spokane	2,485	3,353	2,919	Y	13,11
							Building	Stevens	3,080	4,605	3,843	Y	10,16
							Permit Technician	Thurston	3,761	5,003	4,382	Y	13,11
							Permit Technician	Walla Walla	3,125	4,187	3,656	Y	7,9
							Permit Technician	Whitman	2,835	3,388	3,112	N	C
							Program Spec	Yakima	3,339	4,423	3,881	Y	S
							County Average:		3,322	4,294	3,808		9,9
							Comp Average:		3,530	4,469	4,000		6,6

CITY - PLANNING DIRECTOR							COUNTY - PLANNING DIRECTOR						
Position	Agency	Low	High	Mid	Union?	Steps/Yrs	Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Planning Director	Kennewick	9,680	13,552	11,616	N	M	Planning & Bldg Dir	Adams	5,145	6,537	5,841	N	10,19
Comm & Eco Dev Dir	Pasco	10,294	10,294	10,294	N	12,10	Planning Manager	Benton	7,176	8,723	7,950	N	9,8
Comm Dev Director	Richland	7,961	11,941	9,951	N	M	Comm Dev Director	Chelan	8,585	8,585	8,585	N	8,17
Comm & Eco Dev Dir	Spokane Valley	8,888	13,082	10,985	N	M	Comm Dev Director	Clallam	6,091	6,723	6,407	N	9,8
Comm Dev Director	Yakima	8,538	10,897	9,718	N	5,3,5	Comm Dev Director	Clark	8,857	11,621	10,239	N	11,10
Planning Director	Pullman	7,436	9,038	8,237	N	5,4	Bldg & Planning Dir	Cowlitz	7,102	8,698	7,900	N	3,2
Dir of Dev Svcs	Walla Walla	7,916	9,714	8,815	N	6,5	Land Svcs Manager	Douglas	8,105	8,782	8,444	N	8,8
Comm Dev Director	Ellensburg	6,842	9,122	7,982	N	11,10	Planning Director	Ferry	3,642	3,642	3,642	N	S
Comm Dev Director	Moses Lake	7,626	9,533	8,580	N	2,1	Planning	Franklin	5,502	7,375	6,439	N	7,6
Comm Dev Director	East Wenatchee	5,519	8,193	6,856	N	M	Planning Director	Grant	7,259	8,542	7,901	N	7,6
Planning Director	Wenatchee	8,086	9,923	9,005	N	4,4	Comm Dev Director	Island	6,131	9,634	7,883	N	11,26
Comm Dev Director	Ephrata	6,609	6,609	6,609	N	S	Comm Dev Director	Jefferson	6,537	8,785	7,661	N	13,12
City Average:		7,950	10,158	9,054		6,5	Comm Dev Director	Kitsap	9,450	13,024	11,237	N	14,10
CompAverage:		7,802	9,851	8,826		6,5	CDS Director	Kittitas	6,677	8,984	7,831	N	C
							Planning Director	Klickitat	5,763	7,521	6,642	N	10,12
							Comm Svcs Director	Mason	9,061	10,284	9,673	N	6,5
							Planning Director	Okanogan	7,460	7,460	7,460	N	5,5
							Planning Director	Pacific	6,458	6,458	6,458	N	10,10
							Comm Dev Director	Pend	5,000	5,000	5,000	N	5,8
							Planning Director	Pierce	9,928	13,399	11,664	N	10,5
							Comm Dev Director	San Juan	7,595	9,861	8,728	N	7,6
							Planning Director	Skagit	7,815	10,399	9,107	N	10,11
							Planning Director	Snohomish	9,805	13,856	11,831	N	5,4
							Planning Director	Spokane	7,181	9,690	8,436	N	13,11
							Land Svcs Director	Stevens	7,987	7,987	7,987	N	10,16
							Planning Manager	Thurston	6,338	8,450	7,394	N	13,11
							Planning Director	Walla Walla	8,484	8,484	8,484	N	7,9
							Planning Director	Whatcom	8,864	12,084	10,474	N	15,25
							Senior Manager	Yakima	7,181	9,358	8,270	N	S
							County Average:		7,236	8,977	8,106		9,10
							Comp Average:		7,396	8,908	8,152		8,7

**CITY - ADMINISTRATIVE SECRETARY**

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Admin Asst	Kennewick	3,749	5,248	4,499	N	M
Admin Asst	Pasco	3,626	4,774	4,200	N	12,10
Executive Asst	Richland	3,498	5,247	4,373	N	M
Admin Asst	Yakima	4,188	5,080	4,634	N	5,3,5
Admin Asst	Wenatchee	4,273	5,244	4,759	N	4, 4
Admin Specialist	Pullman	3,645	4,430	4,038	N	5,4
Admin Coordinator	Walla Walla	4,514	5,285	4,900	N	6,5
Police Rec Suprv	Ellensburg	3,782	5,043	4,413	N	11,10
Department Sec	Moses Lake	3,506	4,384	3,945	N	2,1
Exec Sec (Police)	East Wenatchee	4,906	4,906	4,906	Y	M
Admin Asst	Chelan	3,734	4,486	4,110	Y	5,4
City Average:		3,947	4,921	4,434		6,5
CompAverage:		3,947	4,921	4,434		6,5

**COUNTY - ADMINISTRATIVE SECRETARY**

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Admin Asst	Adams	2,461	3,664	3,063	N	
Office Manager	Asotin	3,276	3,807	3,542	N	
Sr Secretary	Benton	3,230	4,191	3,711	N	
Executive Asst	Chelan	3,141	4,420	3,781	N	
Admin Specialist	Clallam	4,417	5,382	4,900	Y	
Admin Asst	Clark	3,479	4,448	3,964	Y	
Chief Dpty Asst	Columbia	2,863	4,055	3,459	N	
Dept Head Sec	Cowlitz	3,613	4,015	3,814	Y	
Engineering Coord	Douglas	3,768	4,355	4,062	N	
Admin Secretary	Ferry	2,532	3,084	2,808	N	
Admin Spt Spec	Franklin	3,417	4,581	3,999	Y	
Admin Asst	Garfield	2,648	37.5	1,343	N	
Admin Asst	Grant	3,137	6,103	4,620	N	
Executive Sec	Grays Harbor	3,710	4,351	4,031	N	
Executive Asst	Island	3,326	5,626	4,476	N	
Admin Asst	Jefferson	3,366	4,666	4,016	Y	
Confidential Sec	King	5,040	6,389	5,715	N	
Office Coordinator	Kitsap	4,103	5,658	4,881	N	
Admin Asst	Kittitas	3,507	4,920	4,214	N	
Admin Asst	Klickitat	2,565	3,545	3,055	N	
Admin Secretary	Mason	3,381	4,014	3,698	N	
Admin Officer	Okanogan	2,415	3,304	2,860	N	
Admin Asst	Pierce	4,371	5,448	4,910	N	
Admin Specialist	San Juan	3,718	4,825	4,272	Y	
Admin Coordinator	Skagit	3,926	5,223	4,575	N	
Admin Asst	Snohomish	5,207	6,335	5,771	Y	
Staff Assistant	Spokane	2,886	3,895	3,391	Y	
Admin Secretary	Stevens	2,929	3,661	3,295	Y	
Admin Asst	Thurston	3,582	4,765	4,174	Y	
Admin Asst	Wahkiakum	3,112	4,244	3,678	Y	
Admin Secretary	Walla Walla	3,125	4,187	3,656	N	
Admin Asst	Whatcom	4,237	5,823	5,030	N	
Admin Supervisor	Whitman	3,119	3,727	3,423	N	
Office Spt Tech	Yakima	2,598	3,553	3,076	Y	
County Average:		3,426	4,421	3,923		9,10
Comp Average:		3,291	4,522	3,907		8,7

**CITY - CLERICAL-JOURNEY LEVEL**

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Cust Care Rep	Kennewick	3,749	5,248	4,499	Y	M
Admin Asst 1	Pasco	3,035	3,995	3,515	N	
Support Spec	Richland	3,175	4,763	3,969	N	
Dept Asst III	Yakima	2,581	3,089	2,835	Y	
Secretary	Walla Walla	3,240	4,136	3,688	Y	
Dept Admin Sec	Ellensburg	3,583	3,583	3,583	Y	
Admin Asst - Fire	Ephrata	3,931	3,931	3,931	N	
Police Rec Spec	Wenatchee	3,901	4,516	4,209	Y	
Asst Court Admin	East Wenatchee	3,513	4,153	3,833	Y	
Municipal Srvc Clrk	Moses Lake	3,117	3,897	3,507	N	
City Average:		3,383	4,131	3,757		6,5
CompAverage:		3,383	4,131	3,757		6,5

**COUNTY - CLERICAL-JOURNEY LEVEL**

Position	Agency	Low	High	Mid	Union?	Steps/Yrs
Clerical	Adams	2,155	3,201	2,678	Y	
Office Asst 4	Asotin	2,591	2,591	2,591	Y	
Office Asst III	Benton	2,815	3,651	3,233	Y	
Admin Spec IV	Chelan	2,790	3,926	3,358	Y	
Office Asst II	Clark	2,867	3,657	3,262	Y	
Clerk/Program Spc	Columbia	1,809	2,541	2,175	N	
Sr Office Asst	Cowlitz	3,158	3,508	3,333	Y	
Clerica Deputy	Ferry	1,423	1,423	1,423	N	
Office Asst	Franklin	2,824	3,786	3,305	N	
Office Asst	Garfield	3,241	3,241	3,241	N	
Recording Clrk	Grant	3,255	4,571	3,913	N	
Secretary III	Grays Harbor	3,192	3,738	3,465	Y	
Admin Asst	Island	2,433	5,260	3,847	N	
Admin Clerk III	Jefferson	2,907	3,881	3,394	Y	
Admin Spec II	King	3,616	4,583	4,100	Y	
Office Spt Spec	Kitsap	3,510	4,839	4,175	N	
Office Manager	Kittitas	3,476	3,961	3,719	Y	
Clerical III	Mason	3,414	3,414	3,414	Y	
Clerk III	Okanogan	2,277	3,054	2,666	Y	
Admin Asst II	Pacific	2,748	3,535	3,142	Y	
Clerical	Pend Oreille	2,764	3,970	3,367	Y	
Office Asst 2	Pierce	3,631	4,536	4,084	N	
Admin Spec III	San Juan	3,216	4,491	3,854	Y	
Office Asst V	Skamania	3,003	3,581	3,292	N	
Admin Coordinator	Snohomish	3,889	4,728	4,309	Y	
Office Asst 4	Spokane	2,171	2,930	2,551	Y	
Grade 4	Stevens	2,324	3,170	2,747	Y	
Office Asst II	Thurston	2,947	3,920	3,434	Y	
Deputy	Wahkiakum	2,476	2,940	2,708	Y	
Office Asst II	Walla Walla	2,699	3,617	3,158	Y	
Clerk III	Whatcom	2,829	4,236	3,533	Y	
Office Spec	Yakima	2,845	3,842	3,344	Y	
County Average:		2,855	3,690	3,273		9,10
Comp Average:		3,087	3,900	3,493		8,7

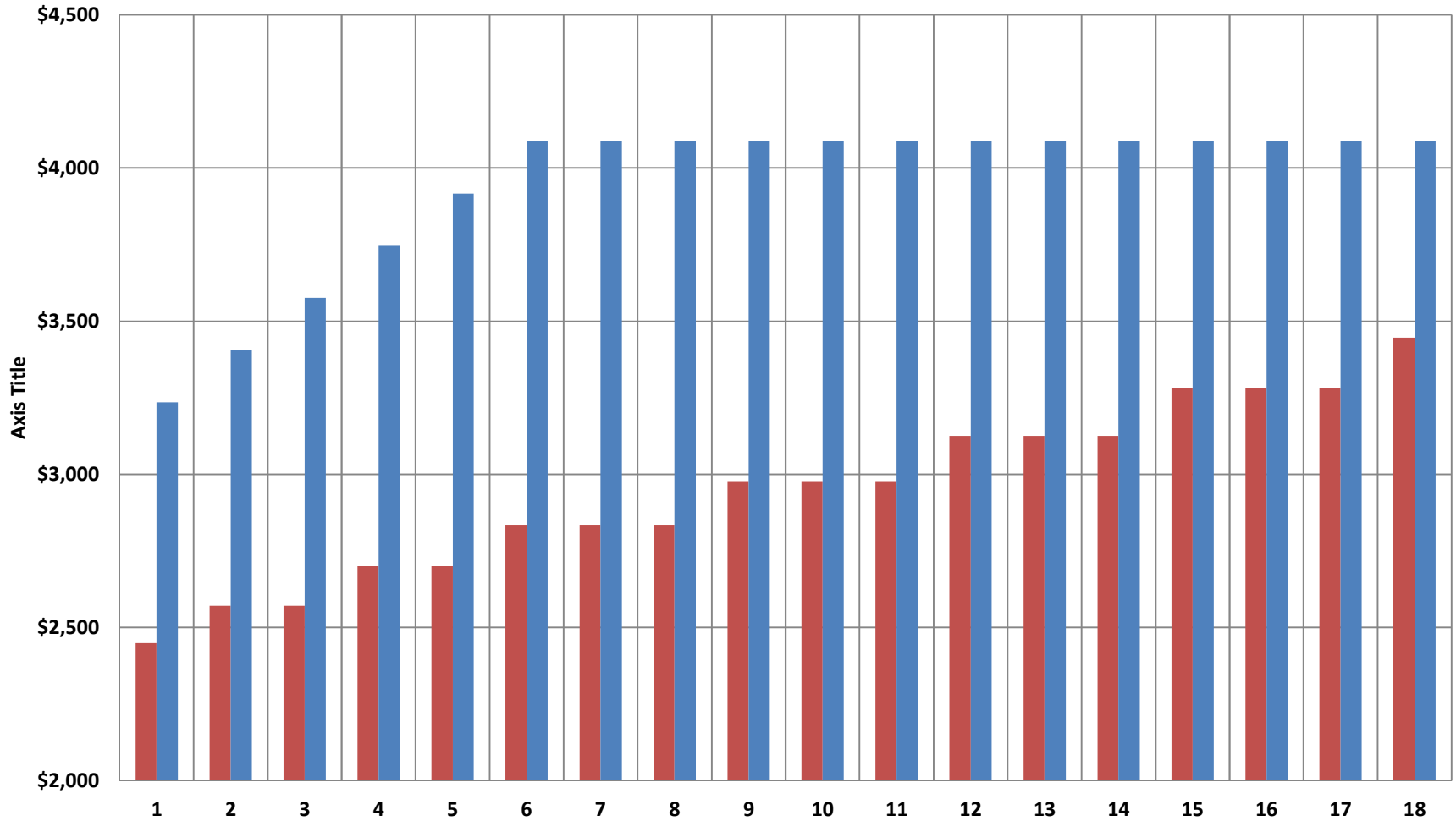
# APPENDIX C

## Comparable Position Salary Disparity Analysis



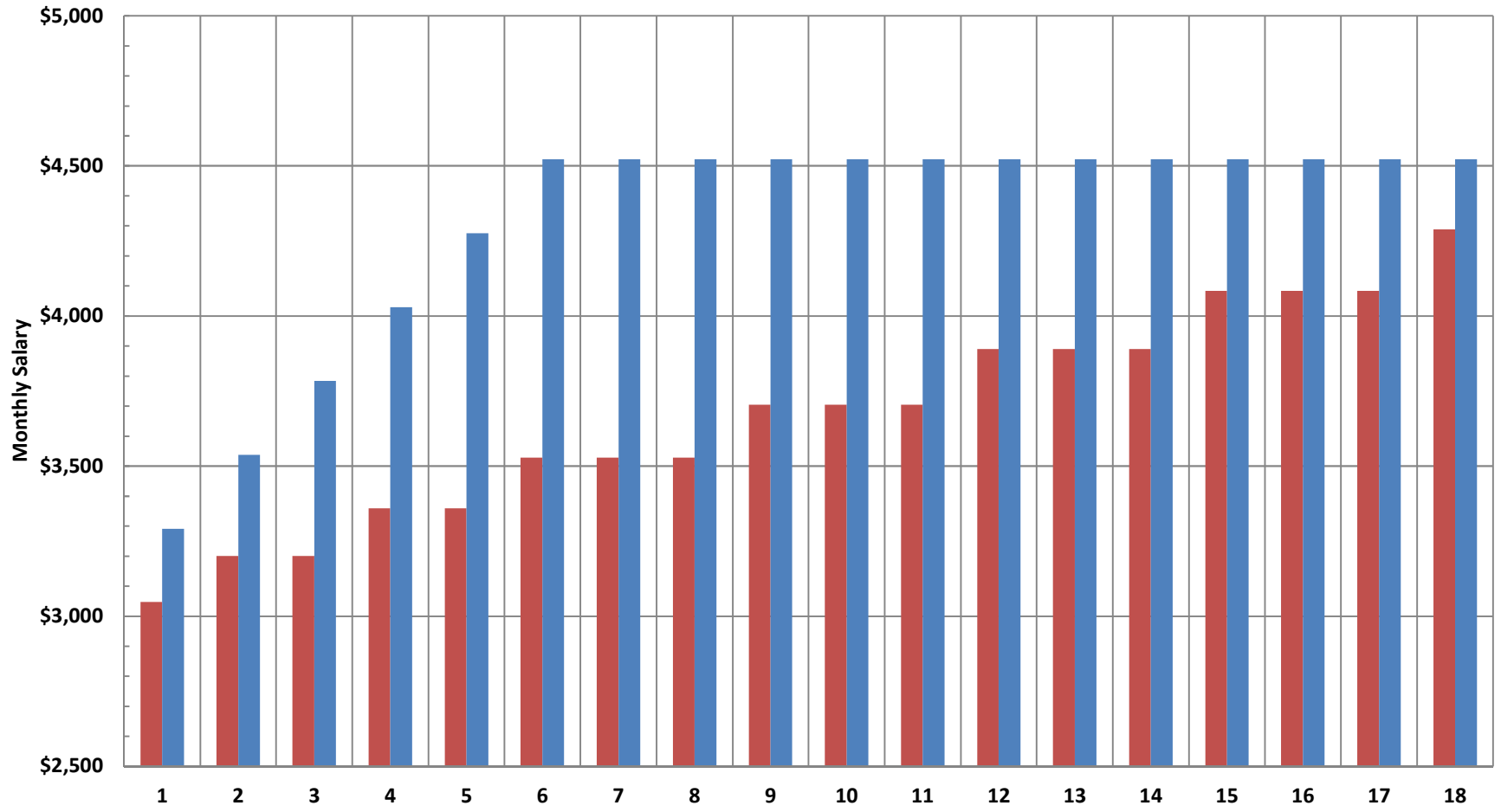
# Permit Center Support

■ Permit Center Support (8,17) ■ CLERICAL-JOURNEY LEVEL (6,5)



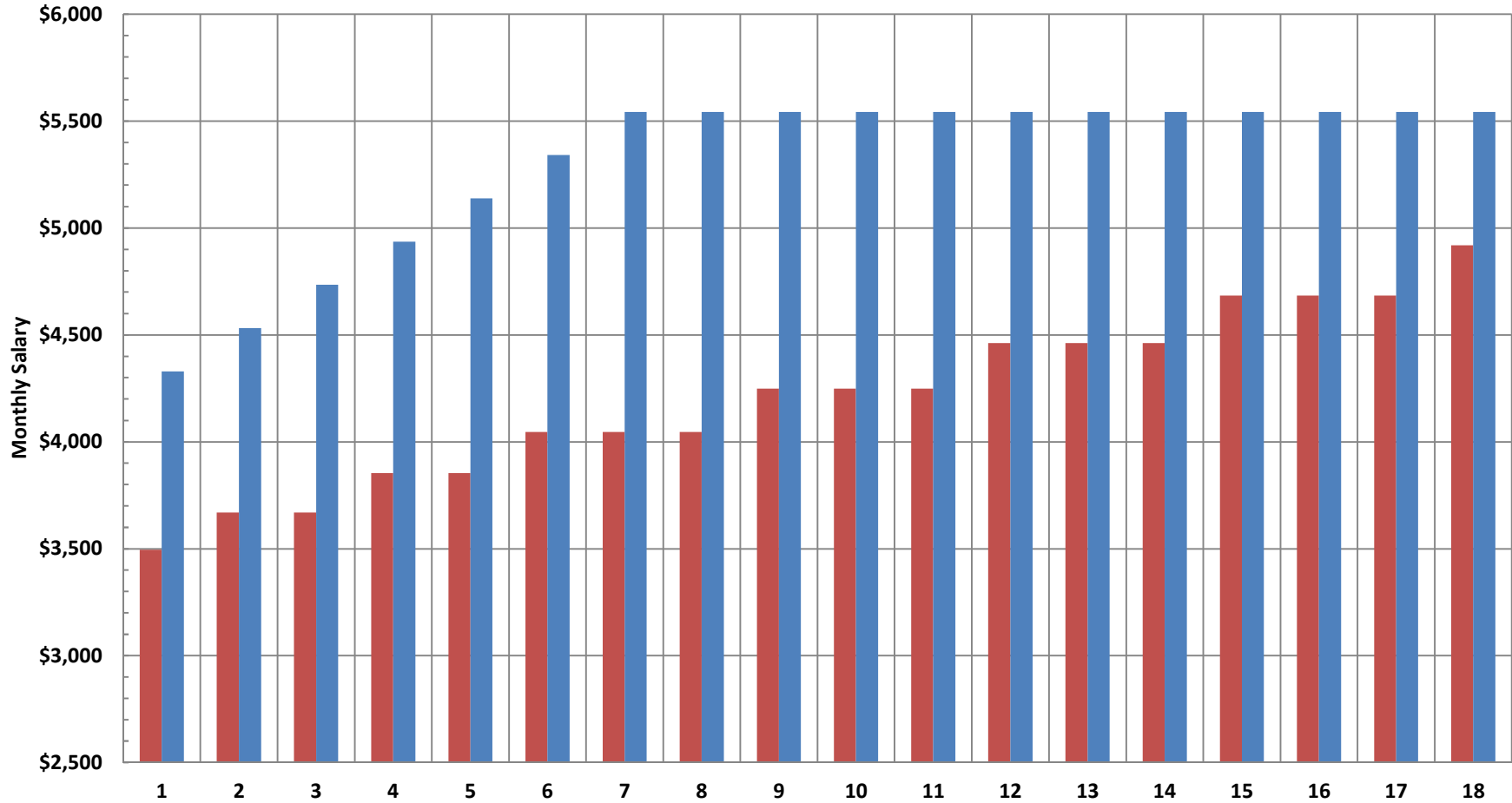
# Planning Tech/Admin Assistant

■ Planning Tech (8,17) ■ ADMINISTRATIVE ASST (6,5)



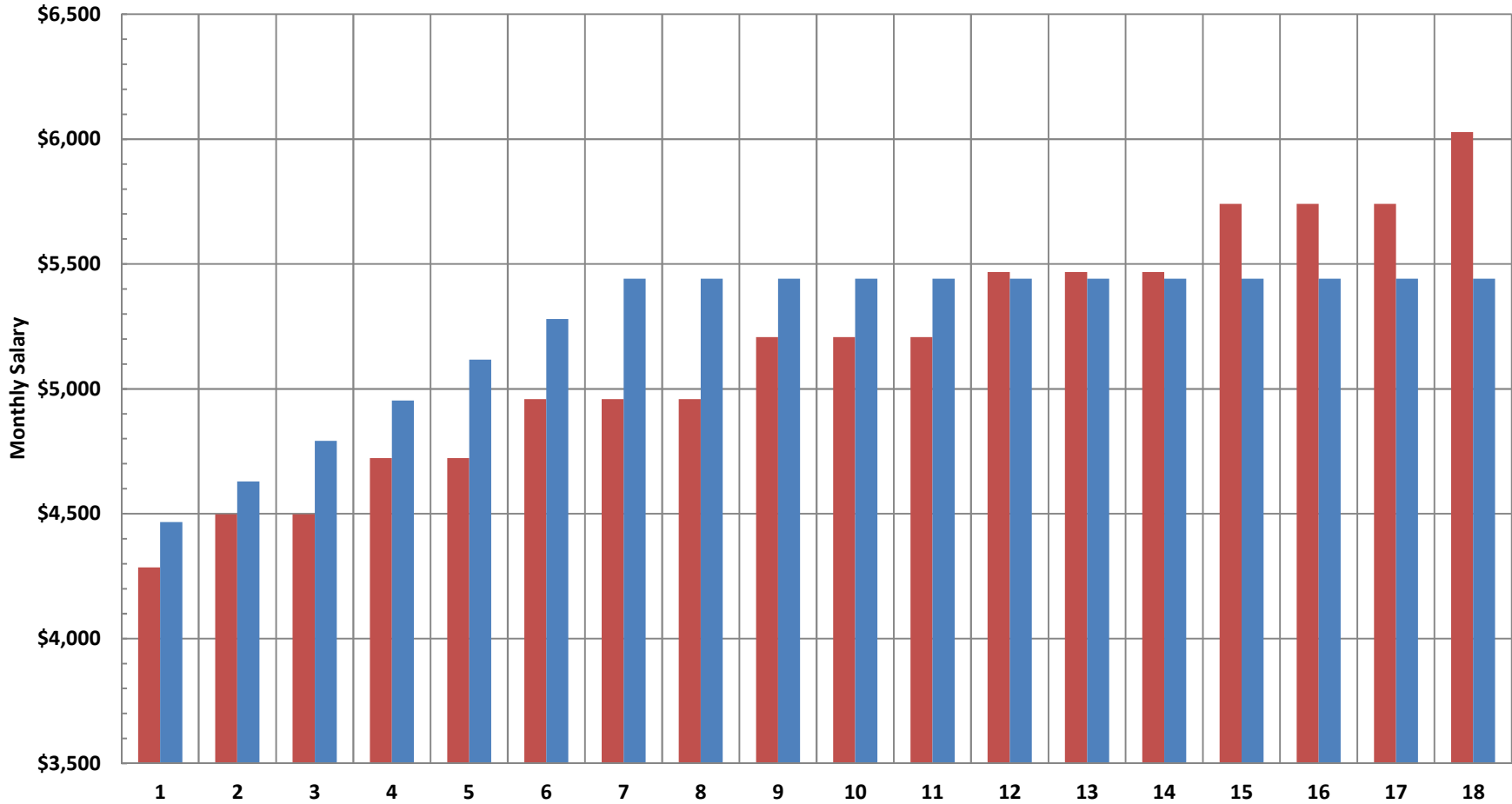
# Planner I

■ Planner I (8,17) ■ PLANNER - ENTRY LEVEL (7,6)



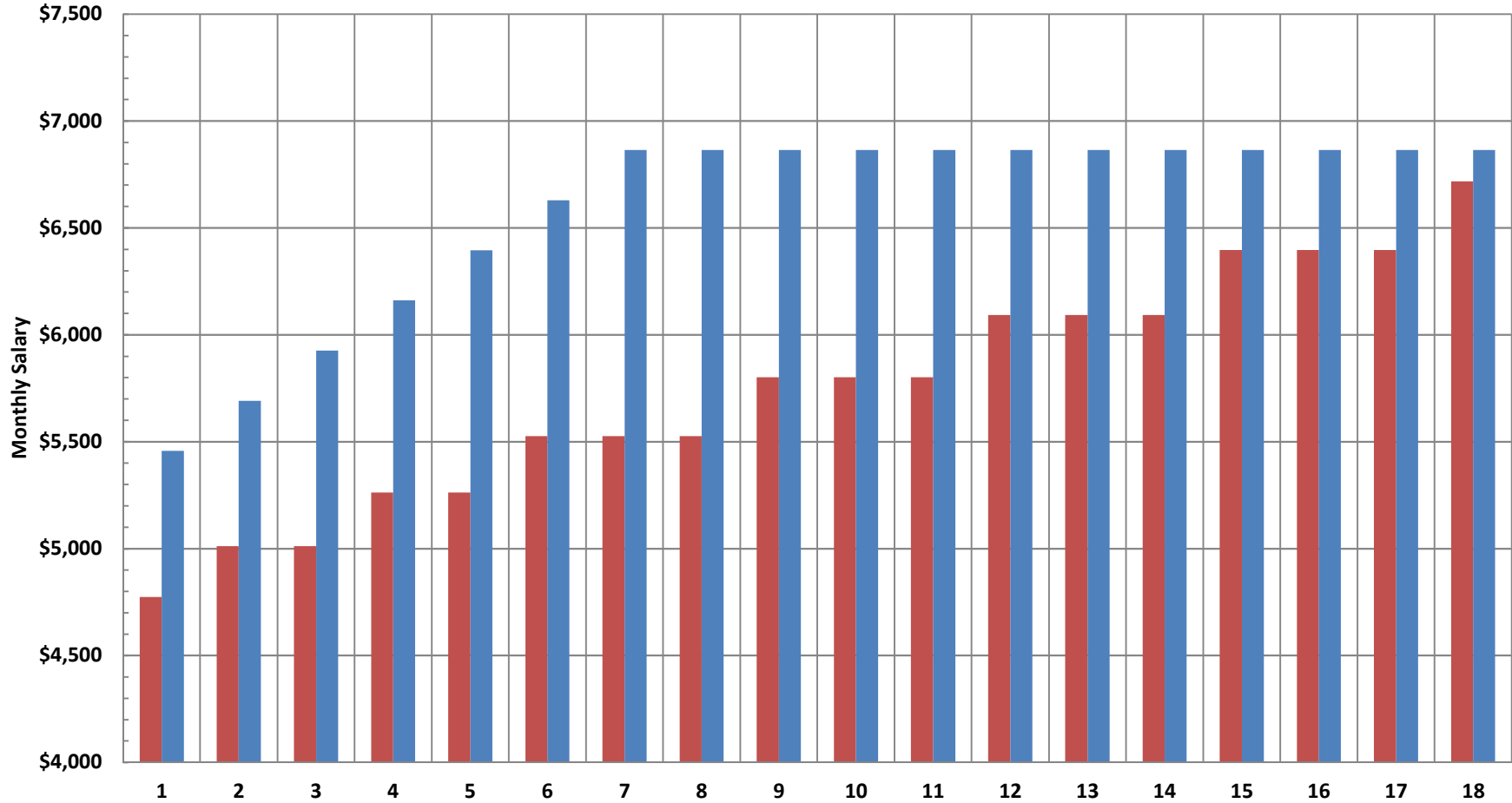
# Planner II

■ Planner II (8,17) ■ PLANNER - JOURNEY LEVEL (7,6)



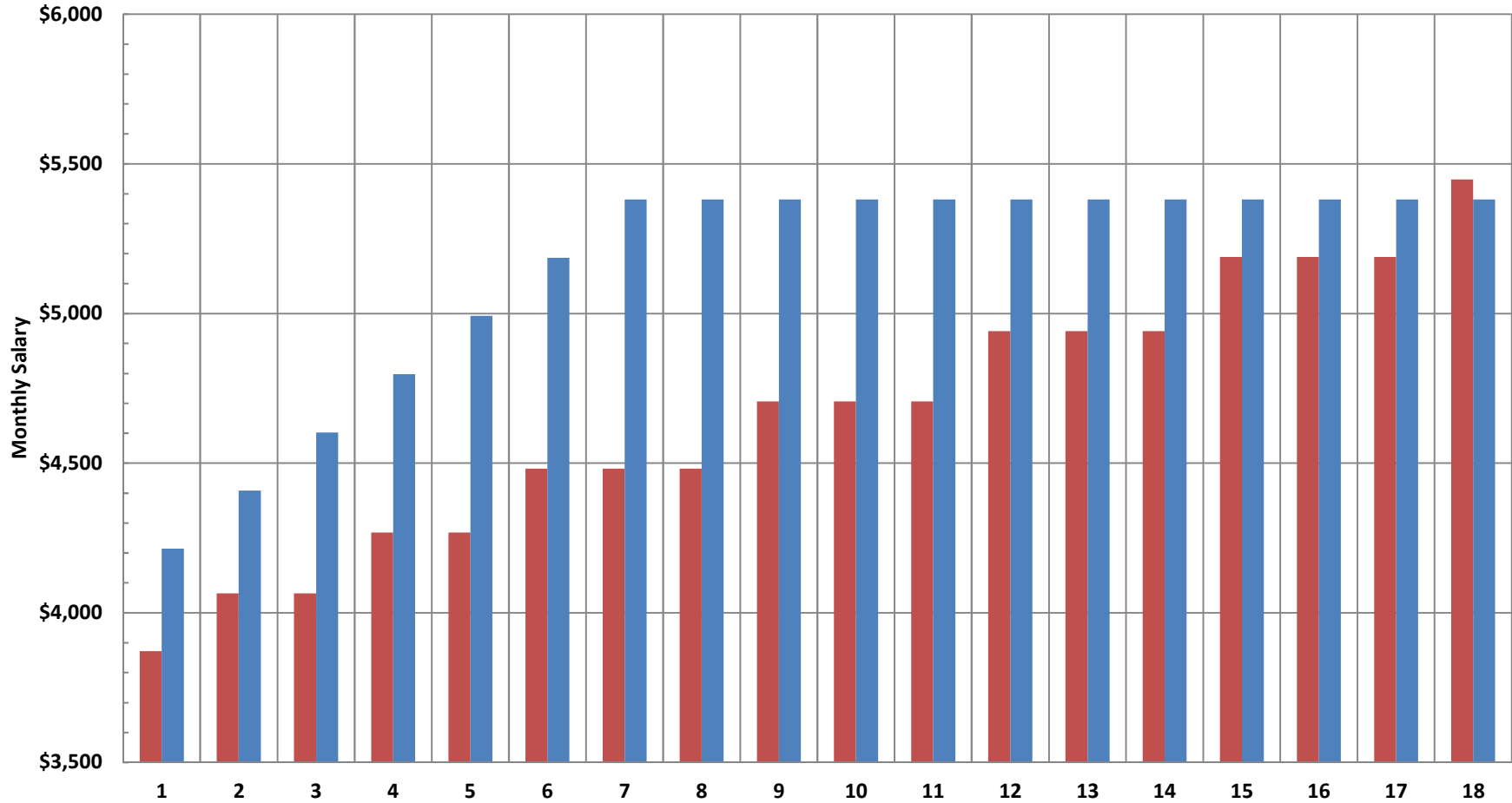
# Planner III (Sr Planner)

Planner III (8,17) PLANNER - SENIOR LEVEL (7,6)



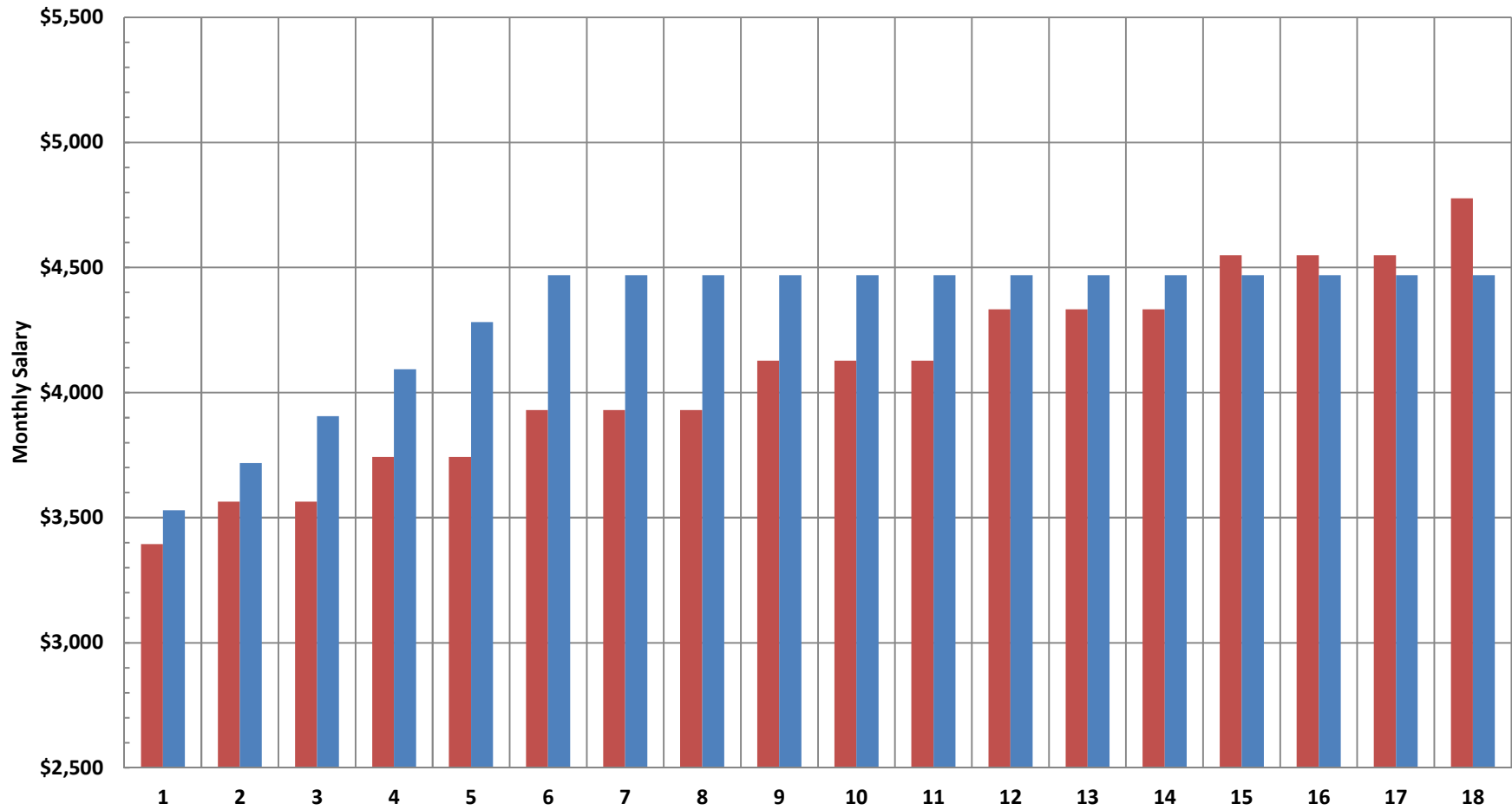
# Building Inspector

■ Building Inspector (8,17) ■ BUILDING INSPECTOR (7,6)



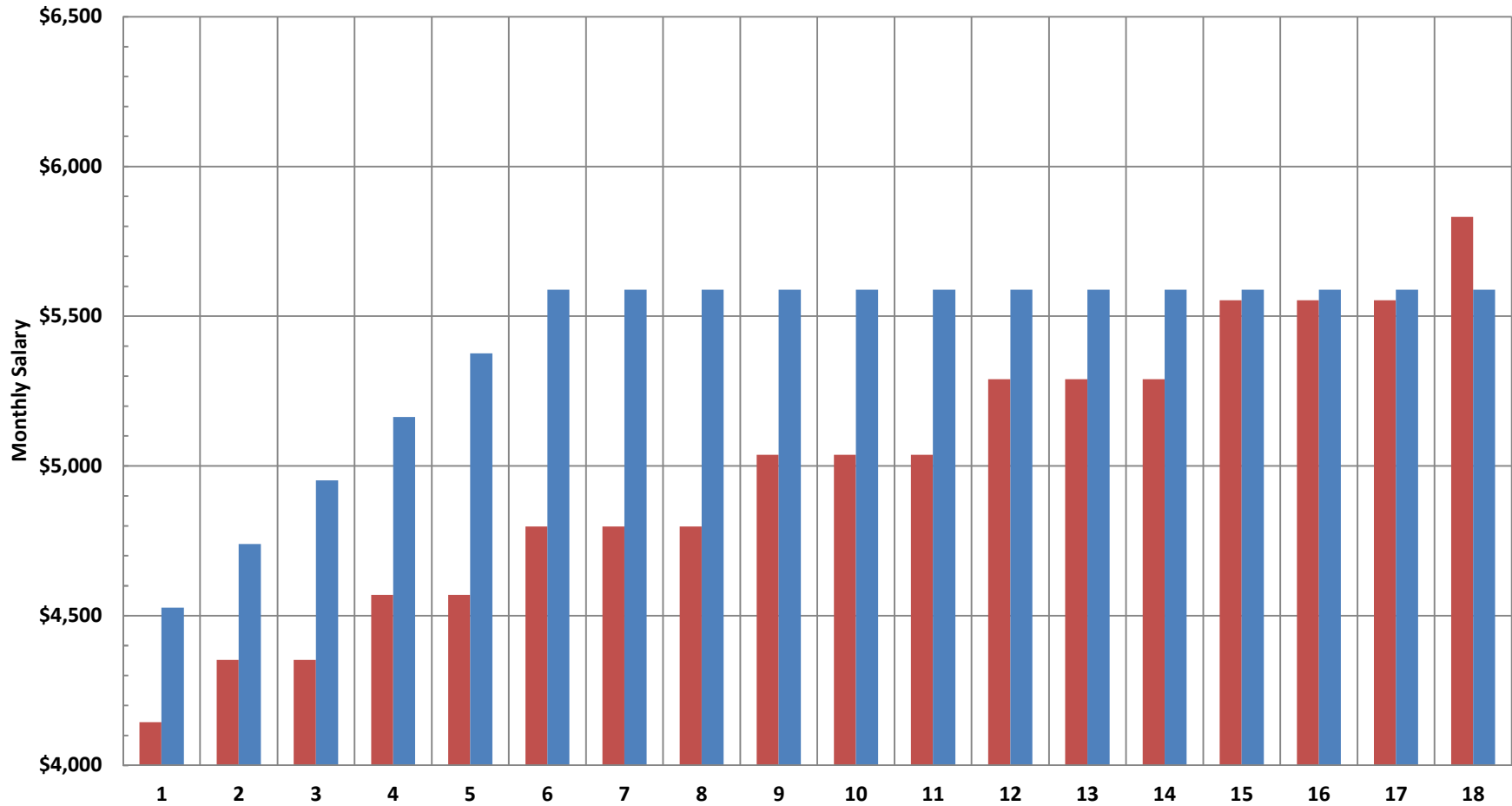
# Permit Tech

■ Permit Tech (8,17) ■ PERMIT SPECIALIST (6,5)



# Plans Examiner

■ Plans Examiner (8,17) ■ PLANS EXAMINER (6,5)



# Building Official

■ Building Official (8,17) ■ BUILDING OFFICIAL (7,6)

