



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**

FROM: **David Cline, City Administrator**
Rachel Bianchi, Deputy City Administrator
Erika Eddins, Human Resources Analyst

CC: **Mayor Allan Ekberg**

DATE: **September 12, 2018**

SUBJECT: **Review of Compensation Policy Resolution No. 1796**
Update from September 5, Finance Committee Meeting

Note: This is a new informational memorandum with the intent to capture the compensation policy review and discussion outcomes in preparation for discussion with the full Council.

At the July 17, Finance Committee meeting, Administration sought committee direction to finalize the scope of the review of the City Council compensation policy. The committee requested that Administration bring back recommendations on the following proposed policy change considerations of above and below market adjustments, comparable cities, compression, recruitment incentives, and the process for non-represented compensation review.

In addition, as directed by the Council, Administration has conducted the external market study using the Association of Washington Cities and County Employee Salary and Benefit Survey for 2018. Once the regressions analysis was applied to the raw data, the results show we are still close to market and are considered very competitive (Exhibit A.1 and A.2). This was also the case when we did the regression analysis for 2017.

In future years, to address the potential for above and below market wage adjustments, it is recommended that Council adopt the Market Competitiveness standard provided by our Mr. Lawson, our compensation consultant as it provides an objective guide to address when positions are out of alignment with the market.

Option 1

The Market Competitiveness Standard:

- +/-5% to +/-10% - Competitive with market
- +/-10% to +/-15% - Possibly Misaligned with market
- +/-15% and above - Significantly Misaligned with market

For positions that are possibly and significantly misaligned with the market would require review of the data to ensure the appropriateness of market data and review of job classifications to ensure appropriate placement.

Below are three examples of a process Council could adopt using the Market Competitiveness Standard:

OPTION A – External Market Study

- During External Market Study (for even numbered years) – Positions that are 5% or more below market and up to 10% above are considered competitive with the market and will receive a market adjustment the year the market adjustment is to occur.
- Those positions 10% to 15% above the market will not receive an adjustment during the year the market adjustment is to occur and will warrant further evaluation and possible reclassification. If further analysis results in reclassification, any adjustments will be made in alignment with City policy.

OPTION B – Internal Equity

- Considerations for cost of living adjustment (COLA) for odd numbered years will be based upon internal equity with represented groups to determine if an adjustment is warranted. Administration will inform City Council if an adjustment is warranted prior to implementation.

OPTION C – Written Justification for Misaligned Positions

The other option would be to update the current language in Resolution No. 1796 Section B.2. to state “If the City’s pay schedule for any classification that does not represent the average of comparable salary ranges (+/-10%) written justification must be provided to the City Council.”

2. Compression

As it relates to defining Compression, Council Resolution No. 1796, states, “The goal of the City is to mitigate or avoid salary compression issues where possible. An example of salary compression would be when a non-represented supervisor earns less or is projected to earn less than those that he/she supervises due to contracted wage increase.”

During the Council work session Mr. Lawson, our consultant expressed that compression cannot be totally mitigated. Therefore, Administration recommends that Council retain the current definition reflected in the resolution as it is referenced above. It is further recommended to review the salary structure more frequently preferably in the year a market study is done to ensure that wage adjustments that occur over time do not create compression between salary bands.

3. Comparability

During even numbered years when an external market study is conducted, the Administration uses Council Resolution No. 1796 parameters for comparability which looks at “All Puget Sound jurisdictions with +/-50% of Tukwila’s annual assessed valuation, based upon the Department of Revenue data, will be used to create the list of comparable jurisdictions for evaluation of salary information.” The issue of comparability has been discussed during the review of this resolution, specifically, do the parameters of +/-50% reflect the market to which we compare, or should the Committee also consider other factors to determine external market comparability.

Mr. Lawson, our compensation consultant shared with the Council at their work session on June 19, that comparability factors could include employee population, assessed valuation double or half the size of Tukwila, geography, and demographics. Whereas, Administration would not recommend considering assessed valuation of double the size of Tukwila, consideration of going above +50% would provide more consistency where jurisdictions come in and out for comparison. For example, in the 2017 Market Study Issaquah and Shoreline were included since they were within +50% of A.V. In the 2018 Market Study, these two cities increased to 54% and 57% of A.V. and therefore were excluded (see table below).

Assessed valuation changes annually as reported by the Department of Revenue, Taxing District Levy Table 30.

City	2017 Assessed Value	Assessed Value % of Tukwila	2018 Assessed Value	Assessed Value % of Tukwila
Tukwila	\$5.040	1.00%	\$5.736	1.00%
Shoreline	\$7.426	1.47%	\$8.848	1.54%
Issaquah	\$7.385	1.46%	\$8.989	1.57%

Assessed Value represented in Billions

In addition, given that these concerns have been raised by the Non-Represented Employees group and in previous discussions, the following are some suggested options for your consideration that will mitigate the inconsistency the current policy parameters impose.

OPTION 1

“All Puget sound jurisdictions with +75/-50% of Tukwila’s annual assessed valuation, using the most current data from County Assessors, will be used to create the list of comparable jurisdictions for evaluation of salary information.” As reflected in Exhibit B, the assessed valuation comparison table, this would serve to eliminate the in and out annually of comparator jurisdictions. If consideration were given to this option, Administration recommends a “second criteria to assessed valuation, to include employee population of similar size”. As Exhibit B also shows, by increasing to +75% of assessed valuation there would be more similar employee populations to compare to Tukwila.

OPTION 2

Make no change and retain current policy statement of comparison to “All Puget Sound jurisdictions of +/-50% of Tukwila’s annual assessed valuation”.

New Recruitment Incentives

The Finance Committee requested more information on what other cities do to recruit and retain employees. Twenty- five (25) Puget Sound Cities were surveyed and responded to our request on the attached Exhibit C. The data shows that some cities offer hiring bonuses specifically to law enforcement positions, additional vacation hours, or the ability to use vacation sooner than the typical six months. Several cities did not offer any recruitment incentives.

As has been discussed in previous committee meetings, Tukwila currently offers hiring bonuses to attract applicants to highly competitive positions such as Building and Construction Inspector, or Law Enforcement positions. Mr. Lawson, our compensation consultant, shared with the Council that a market premium may be appropriate to implement specifically when you want to attract and retain jobs that are competitive in the labor market.

Administration recommends the Committee define in its policy a statement that reflects its philosophy of providing above average benefits, hiring incentives and competitive pay to attract, and retain a highly skilled, qualified and trained workforce.

Non-Represented Compensation Review Process

The final item for discussion is should the process for non-represented compensation review change. Currently Resolution No. 1796, provides that non-represented employee compensation be reviewed annually to consider external market or a cost of living adjustment. Unlike represented groups, the non-represented compensation review typically is presented in the fall prior to the year of implementation. This is a more public process. Administration recommends adopting review of non-represented compensation at the time the budget is being adopted so that external market and cola wage adjustments are a more efficient and seamless transition covering a two-year period versus an annual review process.

The remainder of schedule for review of the City Council Resolution No. 1796 is as follows

September 5 – Finalize recommendations for City Council consideration
September 10- Bring recommendation to the City Council for review and discussion
September 17 – Adoption of changes to Resolution No. 1796 for implementation

We look forward to discussing these recommendations and options at the Finance Committee meeting on August 21, 2018.

Follow Up from the August 21, Finance Committee Meeting

At the August 21, Finance Committee Meeting, Administration reviewed the following recommendations with the Committee members:

- Reviewed results of the 2018 External Market Study for Non-Represented Employees;
- Recommendations and options for consideration on above and below market adjustments;
- Recommendations regarding how to address compression;
- Recommendations and options for consideration on comparability; and
- Recommendation on new recruitment incentives and the process for review of Non-represented compensation.

The Committee reviewed the recommendations, provided input, and asked these recommendations be discussed further at the Sept 5 Finance Committee meeting. In addition, based upon the results from both the 2017 and 2018 external market studies, the regression shows that we are competitive with the market. It was requested that Administration continue the current policy of conducting the external market study.

The Finance Committee asked for Administration to supplement the tables in Exhibits A.1 and A.2 to show the 2018 market study regression results based upon +60 of Assessed Valuation to include the two cities that were excluded from the original study based upon the +/-50% Assessed Valuation criteria. Those cities are Issaquah and Shoreline and the Committee can see the impact of this change now reflected in Exhibits A.1.1 and A.2.1. This analysis shows that the City remains competitive within the market averages.

It was also requested that the table in Exhibit B be updated to include columns showing City populations as a percentage of Tukwila's. Exhibit B.1 includes the population information as well as a column showing the 2018 Assessed Values by County data. The County data provides the most current assessed valuation figures available for cities and is included for comparison to the State Department of Revenue which lags a year behind.

Follow Up from the September 5, Finance Committee Meeting

Following the September 5 Finance Committee meeting, staff updated the resolution to reflect the following changes from Committee members:

- Increase timeliness of information – *edits to A.2 and addition of A.3*
- Update comparability definitions – *edits to B.1*
 - Use most current data from the County Assessors
 - Update the policy to +75% in order to maintain stability in the comparable cities year after year to mitigate changes in assessed valuation
 - Include a secondary criteria of FTE count as a refining factor to provide a manageable number of comparable jurisdictions
- Include policy direction on what makes a position considered to be in market – *addition of B.3*
- Include policy direction on what would happen if positions are found to be above the market during a market survey year – *addition of B.3*
- Provide policy language on internal equity between non-represented and represented employees during COLA years – *edits to B.4*

After the September 5 meeting, staff learned that effective January 2018 the Bureau of Labor Statistics introduced the first changes to CPI since 1998. The former Seattle-Tacoma-Bremerton index, which included King, Pierce, Island, Kitsap and Thurston Counties, is now the Seattle-Tacoma-Bellevue index, which includes King, Pierce and Snohomish Counties only. Staff recommends that the policy be updated to reflect this new index and use this definition for “Puget Sound jurisdictions” referenced in section B.1. This change would remove Bainbridge Island as a comparable jurisdiction. *Edits to B.4.*

Staff was asked to provide information on the market effect of these changes on non-represented employees. Analysis shows that raising the assessed value to +75% keeps all City employees consistent with the market. There is no significant variance between what was presented when just Issaquah and Shoreline were added. The attached tables provide this analysis for non-represented employees.

The remainder of the schedule for review of the City Council Resolution No. 1796 is as follows

September 18 – Finalize recommendations for City Council consideration

September 24 - Bring recommendation to the City Council for review and discussion

October 1 – Adoption of changes to Resolution No. 1796 for implementation

Follow Up from the September 5, Finance Committee Meeting

Following the September 18 Finance Committee meeting, staff updated the resolution to reflect the following changes from Committee members:

- Updated timeliness of information – edits to A.2 and deletion of A.3
- Provided a definition for comparable employee population based on city police departments – edits to B.1
- Updated documentation and process for positions above market – edits to B.3
- Updated documentation and process for adjustments to COLA – edits to B.4
- Provided a new definition for compression – edits to B.6
 - “An example of salary compression is when there is only a small difference in pay between employees regardless of their skills, level, seniority or experience.”
- Updated process to have an annual review of the compensation policy if warranted – edits to B.7

A revised schedule is provided for your review

October 1 – Finalize recommendations for City Council consideration

October 8 or 22 - Forward recommendation to the City Council for review and discussion

October 15 or Nov 6 – Adoption of changes to Resolution No. 1796 for implementation

DRAFT

NOTE: Shaded text in various locations reflects changes made after review by the Finance Committee on September 18, 2018.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ESTABLISHING A COMPENSATION POLICY FOR CITY OF TUKWILA EMPLOYEES AND REPEALING RESOLUTION NO. 1796.

WHEREAS, the City believes that the purpose of a compensation program is to facilitate recruiting, retention, development and productivity of employees; and

WHEREAS, the City desires to utilize standardized policies, procedures and processes, wherever possible, for compensating all employee groups, both represented and non-represented; and

WHEREAS, the City recognizes that current economic conditions and forecasts, long-range City budget forecasts, and position rates for comparable jurisdictions, as well as internal equity considerations, should assist in guiding the compensation of employees; and

WHEREAS, the City has made a determination to, when economic conditions allow, review and adjust non-represented employee salaries via a market analysis to that of the average of comparable jurisdictions in even-numbered years, and to provide a cost-of-living (COLA) allowance in odd-numbered years; and

WHEREAS, the City has made a determination to, when economic conditions and negotiations allow, provide represented employees with salaries that reflect the average of comparable jurisdictions; and

WHEREAS, the City has made a determination to, when economic conditions allow, provide benefits to represented and non-represented employees that are slightly above the average of comparable jurisdictions; and

WHEREAS, the City Council will participate in setting negotiation expectations and reviewing and approving represented employee group contracts;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. The following statements and processes are adopted for the purpose of guiding compensation programs for employees of the City of Tukwila.

A. Information to be provided to the City Council.

1. **For Represented Employees.** A written presentation of current internal and local external public agency salary and benefit trends, including a salary and benefits market survey of comparable jurisdictions, as defined herein, will be provided to the City Council. This presentation must be made to the Council prior to the commencement of negotiations with the bargaining units regarding salary and benefits. The City Council and Administration will discuss represented employee group negotiation expectations, negotiating points, salary and benefit change floors and/or ceilings prior to the beginning of, and at appropriate points during, negotiation sessions.

2. **For Non-Represented Employees.** A written presentation of current internal and local external public agency salary and benefit trends, including a salary and benefits market survey of comparable jurisdictions, as defined herein, will be provided to the City Council by Administration every year by the end of the third quarter that a non-represented salary increase is due. Relevant Association of Washington Cities (AWC) data from the previous year's Washington City and County Employee Salary and Benefit Survey, for the comparable jurisdictions, will be used in the salary market survey.

~~3. It is the responsibility of the City Council Finance Committee (or successor) to ensure that the written presentations described above are delivered on schedule.~~

B. Compensation Policy.

1. All Puget Sound jurisdictions with +75/-50% of Tukwila's annual assessed valuation, ~~based upon the Department of Revenue data using the most current data from County Assessors,~~ will be used to create the list of comparable jurisdictions for evaluation of salary information. A second criteria to be used to refine comparable jurisdictions is to include cities with their own police department employee population. It is desirable to use the same comparable jurisdictions for both represented and non-represented employee groups.

2. For non-represented employees, the City desires to pay the average salary for the particular pay scale, as derived from the comparable jurisdiction data described in Section B.1. If the City's pay scale for any classification does not represent the average of comparable salary ranges (+/-5%), written justification must be provided to the City Council. For represented employees, the City desires to pay salaries that are competitive to the City's comparable jurisdictions.

3. Positions that are 5% or more below the market and up to 10% above the market are considered competitive with the market and will receive a market adjustment the year the study survey is to occur. Those positions more than 10% above the market will not receive an adjustment during the year the market adjustment is to occur and will warrant further evaluation and possible reclassification. Documented justification of potential reclassification will be provided to the City Council for review and approval. If

Further analysis the documented justification results in reclassification, any adjustments will be made in alignment with City policy.

43. The cost-of-living adjustment (COLA) in odd-numbered years for non-represented employees shall be based upon 90% of the Seattle-Tacoma-Bellevue Bremerton Consumer Price Index (CPI-W) Average (June to June). It is desirable to calculate represented cost-of-living adjustments the same way, unless a different method is authorized by the Council. Considerations for cost-of-living adjustment for odd-numbered years will be based upon internal equity with represented groups to determine if an adjustment is warranted. Administration will inform provide a written justification to the City Council documenting that if an adjustment is warranted prior to implementation.

54. The goal of the City is to establish parity between represented and non-represented employees' benefits. The City desires to provide employee benefits that are competitive to the comparable cities described herein. The City will endeavor to keep increases to annual health care costs under market averages. If costs exceed market averages, adjustments will be made to reduce benefit costs.

65. The goal of the City is to mitigate or avoid salary compression issues where possible. An example of salary compression is when there is only a small difference in pay between employees regardless of their skills, level, seniority or experience would be when a non-represented supervisor earns less, or is projected to earn less than those that he/she supervises due to contracted wage increases.

76. The City Council shall review the compensation policy described herein on an annual basis to assess efficacy and make adjustments if warranted. If the Administration determines that a deviation from the above process (in its entirety or for individual positions) is necessary, it will provide justification to the City Council for review and approval prior to the adoption of any process change.

Section 2. Resolution No. 1796 is hereby repealed.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON,
at a Regular Meeting thereof this _____ day of _____, 2018.

ATTEST/AUTHENTICATED:

Christy O'Flaherty, MMC, City Clerk

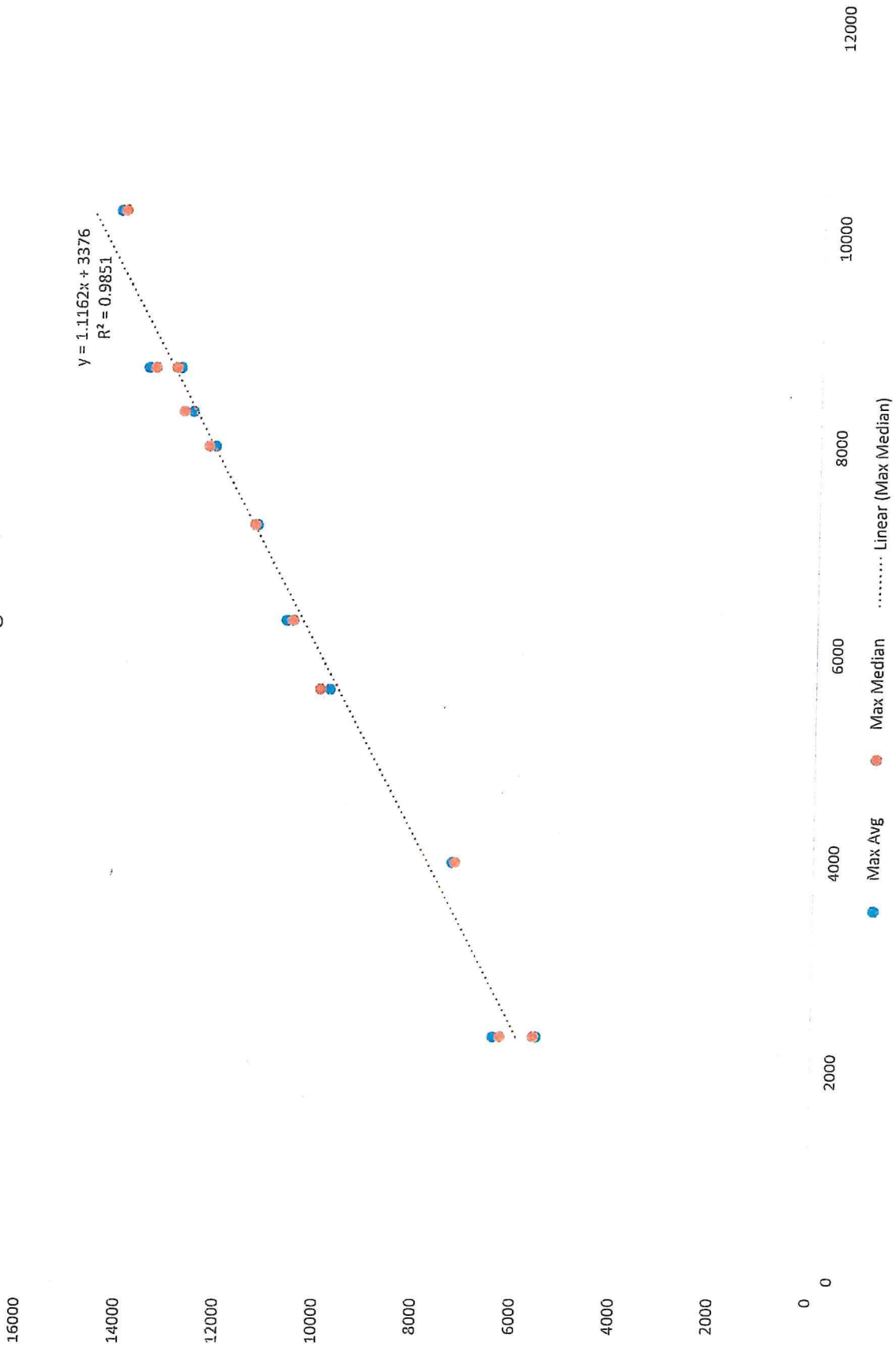
Verna Seal, Council President

APPROVED AS TO FORM BY:

Filed with the City Clerk: _____
Passed by the City Council: _____
Resolution Number: _____

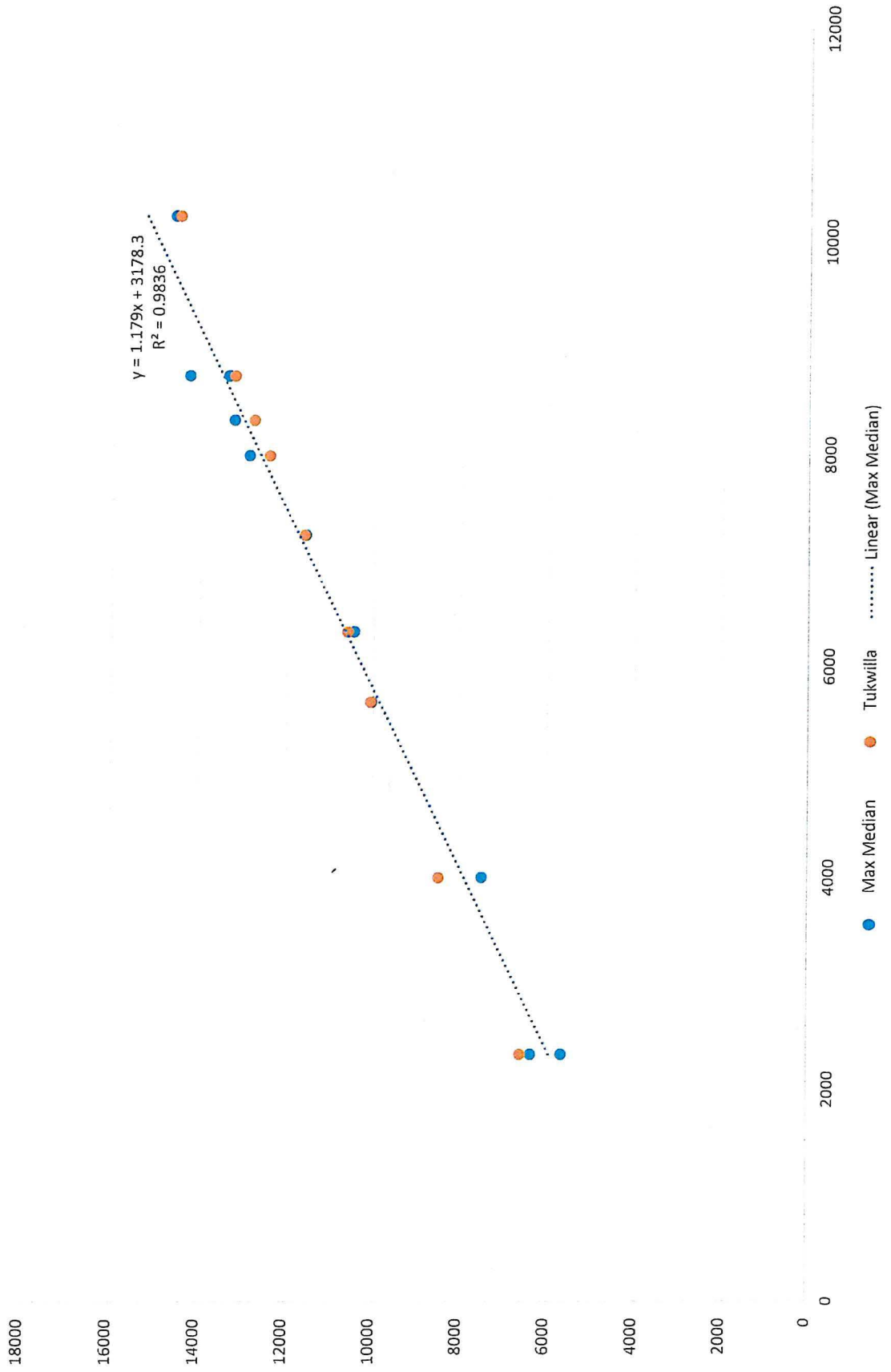
Rachel B. Turpin, City Attorney

City of Tukwila, WA
Market Data Regression

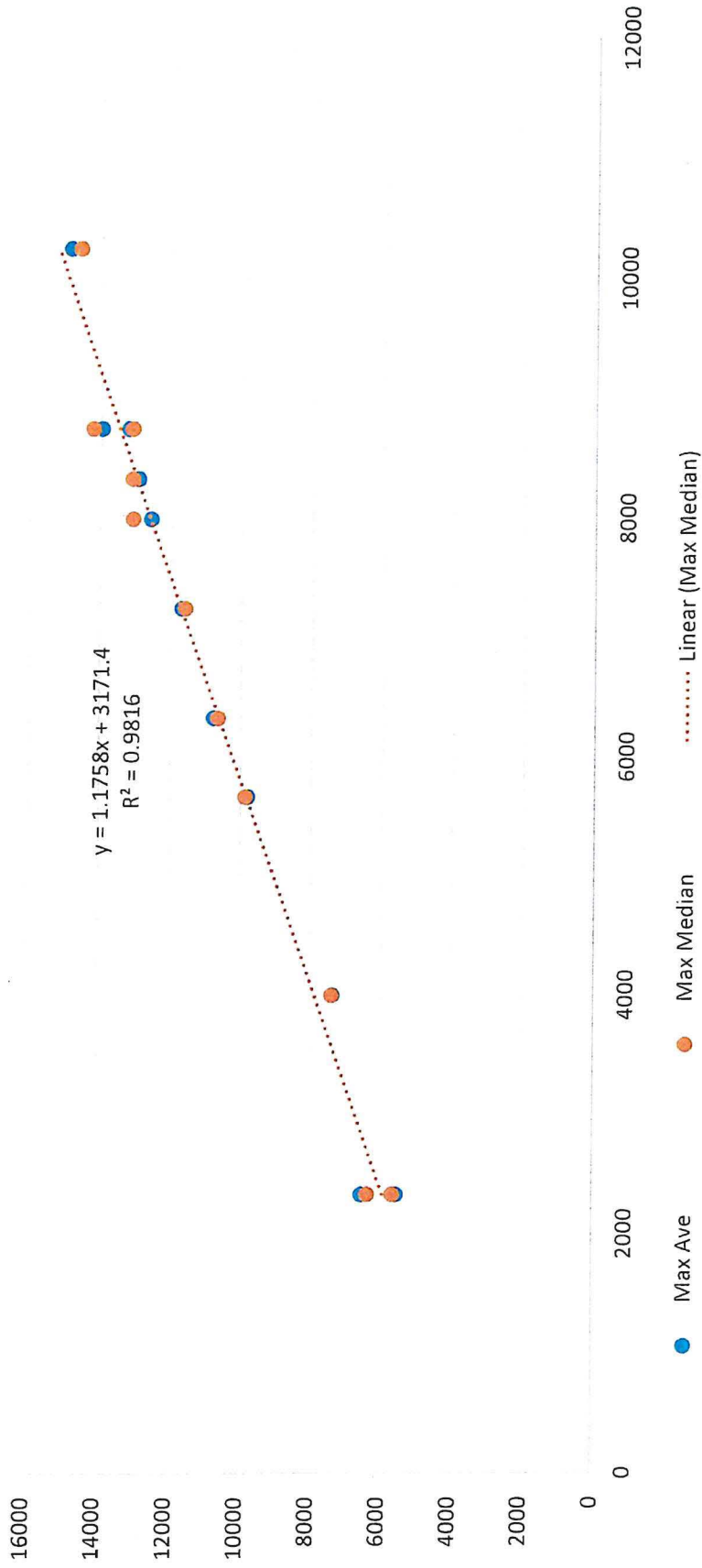


City of Tukwila, WA
Market Data Regression - Revised Analysis

EXHIBIT A.1.1
Issaquah and Shoreline



City of Tukwila, WA Market Data Regression



Structure Comparison: Max Comparisons					
	Market Median	Market Median Hrly	Current Max	Max Based on Regression Results	% Diff
A11	N/A	N/A	\$27.12	\$23.77	-12%
A12	N/A	N/A	\$29.30	\$25.92	-12%
A13	N/A	N/A	\$31.47	\$28.06	-11%
B21	N/A	N/A	\$33.65	\$30.21	-10%
B22	N/A	N/A	\$35.83	\$32.36	-10%
B23	\$5,975	\$34.47	\$38.00	\$34.50	-9%
C41	N/A	N/A	\$46.26	\$43.09	-7%
C42	\$7,276	\$41.97	\$48.89	\$45.24	-7%
C43	N/A	N/A	\$51.06	\$47.38	-7%
C51	N/A	N/A	\$53.79	\$50.07	-7%
C52	N/A	N/A	\$57.06	\$53.28	-7%
D61	\$10,071	\$58.10	\$58.04	\$55.97	-4%
D62	N/A	N/A	\$59.07	\$58.11	-2%
D63	\$10,639	\$61.38	\$61.15	\$60.26	-1%
D71	N/A	N/A	\$63.77	\$62.94	-1%
D72	\$11,453	\$66.08	\$66.88	\$66.16	-1%
E81	N/A	N/A	\$69.48	\$68.85	-1%
E82	\$12,416	\$71.63	\$71.58	\$70.99	-1%
E83	\$12,932	\$74.61	\$73.66	\$73.14	-1%
E91	\$13,302	\$76.74	\$76.23	\$75.82	-1%
E92	N/A	N/A	\$79.40	\$79.04	0%
F101	N/A	N/A	\$82.56	\$82.26	0%
F102	\$14,163	\$81.71	\$83.65	\$85.48	2%

Negative % = leading market Positive % = lagging market

Average % Difference

-4.8%

There are no current Non-Represented positions in Bands A11, A12, A13

Observations:

Current maximums for DBM ranges A11 - C52 currently lead the market

Beginning with D61, the ranges are aligned with market in a highly competitive manner

Structure Comparison: Max Comparisons - Revised Analysis w/Issaquah & Shoreline				
	Market Median Hrly	Current Max	Max Based on Regression Results: Original	% Diff
A11	N/A	\$27.12	\$22.87	-16%
A12	N/A	\$29.30	\$25.14	-14%
A13	N/A	\$31.47	\$27.40	-13%
B21	N/A	\$33.65	\$29.68	-12%
B22	N/A	\$35.83	\$31.94	-11%
B23	\$36.61	\$38.00	\$34.21	-10%
C41	N/A	\$46.26	\$43.28	-6%
C42	\$43.19	\$48.89	\$45.54	-7%
C43	N/A	\$51.06	\$47.81	-6%
C51	N/A	\$53.79	\$50.65	-6%
C52	N/A	\$57.06	\$54.05	-5%
D61	\$57.89	\$58.04	\$56.88	-2%
D62	N/A	\$59.07	\$59.15	0%
D63	\$60.26	\$61.15	\$61.41	0%
D71	N/A	\$63.77	\$64.25	1%
D72	\$66.77	\$66.88	\$67.65	1%
E81	N/A	\$69.48	\$70.49	1%
E82	\$74.26	\$71.58	\$72.75	2%
E83	\$76.31	\$73.66	\$75.02	2%
E91	\$77.08	\$76.23	\$77.85	2%
E92	N/A	\$79.40	\$81.25	2%
F101	N/A	\$82.56	\$84.66	3%
F102	\$84.25	\$83.65	\$88.06	5%
Average % Difference				-3.9%

There are no current Non-Represented positions in Bands A11, A12, A13

Negative % = leading market

Positive % lagging market

Observations: Pay structure better aligned with market with inclusion of Issaquah and Shoreline

EXHIBIT B

Puget Sound City
Comparisons within
+75%/-50% AV

City	County	Assessed Value	Assessed Value %	FTE	City Fire Dept
Des Moines	King	\$ 3,194,299,789	0.55	132	
Maple Valley	King	\$ 3,268,616,351	0.56	46	
Lake Stevens	Snohomish	\$ 3,324,196,683	0.57	93	
Mukilteo	Snohomish	\$ 4,354,213,237	0.75	124	X
Puyallup	Pierce	\$ 5,148,032,791	0.89	269	
SeaTac	King	\$ 5,405,585,665	0.94	112	
Lakewood	Pierce	\$ 5,410,414,843	0.94	209	
Burien	King	\$ 5,608,165,807	0.97	78	
Lynnwood	Snohomish	\$ 5,654,422,666	0.98	350	
Tukwila	King	\$ 5,736,568,228	1.00	321	X
Marysville	Snohomish	\$ 6,425,149,097	1.12	277	
Bainbridge Island	Kitsap	\$ 6,898,602,203	1.20	122	
Edmonds	Snohomish	\$ 8,177,283,180	1.42	220	
Bothell	King/Snohomish	\$ 8,760,887,474	1.52	328	X
Shoreline	Snohomish	\$ 8,848,561,852	1.54	176	
Issaquah	King	\$ 8,989,557,112	1.56	248	
Federal Way	King	\$ 9,420,224,291	1.64	323	
Auburn	King/Pierce	\$ 9,555,039,113	1.66	437	

Assessed Valuation Comparisons

2017 AV Cities for Market Survey	2018 AV Cities for Market Survey	Proposed Comp Cities	City	County	*2017 State DOR Assessed Value	% of Tukwila 2017 DOR Assessed Value	FTE	% of Tukwila FTE	Population	% of Tukwila Population	2018 County Assessed Values	% of Tukwila County Assessed Value	Has Fire Dept	Has Police Dept
X	X	X	Maple Valley	King	\$ 3,268,616,351	56%	46	14%	24,900	127%	\$ 3,680,189,655	60%		
X	X	X	Lake Stevens	Snohomish	\$ 3,324,196,683	57%	93	29%	31,740	161%	\$ 3,784,529,975	61%		X
X	X	X	Des Moines	King	\$ 3,194,299,789	55%	132	41%	30,860	157%	\$ 3,823,309,451	62%		X
X	X	X	Mukitreo	Snohomish	\$ 4,354,213,237	75%	124	39%	21,240	108%	\$ 4,745,542,557	77%	X	X
X	X	X	Puyallup	Pierce	\$ 5,148,032,791	89%	269	84%	40,500	206%	\$ 5,666,549,214	92%	X	X
X	X	X	Lakewood	Pierce	\$ 5,410,414,843	94%	209	65%	59,280	302%	\$ 6,002,783,089	97%	X	X
X	X	X	SeaTac	King	\$ 5,405,585,665	94%	112	35%	28,850	147%	\$ 6,165,328,557	100%	X	X
X	X	X	Tukwila	King	\$ 5,736,568,228	100%	321	100%	19,660	100%	\$ 6,184,943,263	100%	X	X
X	X	X	Lynnwood	Snohomish	\$ 5,654,422,666	98%	300	109%	36,950	188%	\$ 6,272,081,312	101%		X
X	X	X	Burien	King	\$ 5,608,165,807	97%	78	24%	50,680	258%	\$ 6,385,711,481	103%		X
X	X	X	Marysville	Snohomish	\$ 6,425,149,097	112%	277	86%	65,900	335%	\$ 7,144,089,843	116%		X
X	X	X	Bainbridge Island	Kitsap	\$ 6,898,602,203	120%	122	38%	23,950	122%	\$ 7,542,154,879	122%		X
X	X	X	Edmonds	Snohomish	\$ 8,177,283,180	143%	220	69%	41,260	210%	\$ 9,107,284,679	147%		X
X	X	X	Bothell	King/Snohomish	\$ 8,760,887,474	153%	328	102%	44,370	226%	\$ 9,900,884,044	160%	X	X
X	X	X	Issaquah	King	\$ 8,989,557,112	157%	248	77%	36,030	183%	\$ 10,152,241,433	164%		X
X	X	X	Shoreline	King	\$ 8,848,561,852	154%	176	55%	55,060	280%	\$ 10,228,874,349	165%		X
X	X	X	Federal Way	King	\$ 9,420,224,291	164%	323	101%	96,350	490%	\$ 10,301,293,691	167%		X
X	X	X	Auburn	King/Pierce	\$ 9,555,039,113	167%	437	136%	78,960	402%	\$ 10,600,014,202	171%		X
X	X	X	Mercer Island	King	\$ 12,083,477,559	211%	205	64%	24,210	123%	\$ 13,326,314,672	215%	X	X
X	X	X	Renton	King	\$ 15,035,333,726	262%	540	168%	102,700	522%	\$ 16,909,050,051	273%		X
X	X	X	Kent	King	\$ 16,335,686,545	285%	691	215%	127,100	646%	\$ 18,597,339,729	301%		X
X	X	X	Redmond	King	\$ 18,631,080,894	325%	642	200%	62,110	316%	\$ 20,770,064,850	336%	X	X

* WA State Department of Revenue (DOR) data was used for the 2018 Market Survey. The most recent DOR data available at the time of survey is 2017 figures (data lags by one year.)

FTE = Full Time Equivalent Employees

County Assessed Values from County Assessor Data current 2018 values

Sorted by 2018 County Assessed Values

Comparison on Recruiting Incentives

EXHIBIT C

EXHIBIT C
 Surveyed 25 Puget Sound Cities below are the responses received.

Puget Sound Cities	Recruiting Incentives Offered
Auburn	None
Bainbridge Island	None
Bremerton	Hiring Incentives Policy for difficult to fill positions. Bonus up to \$5k
Burien	At times offer a bank of vacation hours (management positions)
Edmonds	None
Federal Way	Hiring bonus offered to lateral police officers; Director level positions receive 40 hours vac upon hire; have paid up to \$5k in relocation expenses when applicable
Issaquah	None
Kent	Can offer vacation immediately upon hire; signing bonuses for PD; may advance to next salary step after 6 months instead of one year. Have paid for travel to and from for final interviews
Kirkland	Hiring bonus for police officer
Lake Stevens	May provide more vacation to non-reps at hire
Lakewood	Management level non-reps may receive initial leave upon hire, and an on occasion a higher vacation accrual rate
Lynnwood	None
Maple Valley	Managers & Directors may negotiate for additional vacation
Mt. Lake Terrace	Can offer higher vacation accruals and/or ability to use accrued vacation before 6 months
Mukilteo	On occasion have offered higher management positions vacation (2-3 weeks) upfront
Renton	Hiring bonus to lateral police officers; on occasion have given lump sum vacation or accelerated vacation accrual rate.
SeaTac	None