

SULTAN CITY COUNCIL AGENDA ITEM COVER SHEET

ITEM NO: Discussion - 4
DATE: November 8, 2007
SUBJECT: Establish a salary range for non-represented employees
CONTACT PERSON: Deborah Knight, City Administrator

ISSUE:

The issue before the City Council is to establish salary ranges for the non-represented employees.

STAFF RECOMMENDATION:

Discuss establishing salary ranges for non-represented employees.

Direct staff to return with an adopting ordinance to implement any changes to the salary ranges for non-represented employees as approved by the City Council.

SUMMARY:

The City Council has the authority to set pay and benefits. The City Council adopted Ordinance No. 944-06 (Attachment A) establishing salaries for 2007 for non-represented employees. Non-represented employees include:

City Administrator	\$7,291 monthly
Director of Community Development	\$6,512 monthly
Police Chief	\$6,225 monthly
City Engineer	\$5,351 monthly
Public Works Director	\$5,267 monthly
City Clerk/Deputy Finance Officer	\$5,243 monthly
Building Official	\$4,584 monthly
Grants/Economic Dev. Coordinator	\$23.85 hourly

As a part of the annual budget process, the City Council must adopt a salary and compensation ordinance for 2008 to establish pay levels for all employees. Salary levels for represented (union) employees are established during contract negotiations.

Salary levels for non-represented employees are set by the City Council annually during the budget process.

BACKGROUND:

At its meeting on August 23, 2007, the City Council approved changing the flat rate salary for the position of police chief to a salary range. The police chief's position was discussed outside of the budget process because of the immediate need to initiate a recruiting effort to fill the position following Chief Walser's resignation. At the meeting, the City Council evaluated four alternatives:

1. Keep the existing flat rate
2. Adopt a 2-step salary range using the 2008 salary as a starting point.
3. Adopt a 5-step salary range using the 2008 salary as a starting point.
4. Adopt a 5-step salary range using comparable cities as a starting point

The City Council approved alternative number 3 - a five step salary range using the 2008 salary as a starting point providing a 3% increase between each step based on satisfactory performance.

During the discussion to establish a salary range for police chief, City staff recommended establishing salary ranges for all non-represented employees during the annual budget process.

For consistency, the staff recommendation is to use the same methodology for all non-represented employees.

DISCUSSION:

The policy question in front of the City Council is whether the current flat rate salary for non-represented employees is adequate to attract and retain qualified candidates. The City Council must also keep in mind the overall impact of salaries and benefits on the General Fund budget.

The City's adopted classification ordinance (Attachment A) sets an annual salary for each non-represented position. Best personnel practices recommend establishing a salary range for each position to provide the hiring authority flexibility to negotiate with potential candidates based on the knowledge, skills and abilities they bring to the job.

City staff conducted an informal salary study (Attachment B) using the same comparable cities used for the police chief salary study. Comparable cities are select cities with populations less than 10,000 including:

Algona	Carnation	Gig Harbor	Pacific
Black Diamond	Duvall	Gold Bar	Snohomish
Brier	Fircrest	North Bend	Stanwood

Salary Study

Table 1 – Comparable Cities Summary

Job Title	Sultan Salary 2007	Sultan Salary 2008 (3.2% COLA)	2007 Comparable Cities Median	
			Low	High
Grants/Economic Development	23.85	24.61	N/A	N/A
Building Official	4,584	4,731	4,563	5,456
City Clerk	N/A		4,347	5,358
Clerk/Deputy Finance Director	5,243	5,411	4,144	5,243
Public Works Director	5,267	5,436	5,309	6,741
City Engineer	5,351	5,522	5,922	7,410
Police Chief	6,225	6,424	6,749	7,598
Community Development Director	6,512	6,720	6,312	7,400
City Administrator	7,291	7,524	7,314	8,318

Table 2 – Proposed Salary Schedule 2008-2012

Salary Schedule (Steps) Steps 2-5 do not include COLA					
	Step 1 (2008)	Step 2 (2009)	Step 3 (2010)	Step 4 (2011)	Step 5 (2012)
Grants/Economic Dev	24.61	25.35	26.11	26.90	27.70
Building Official	4,731	4,873	5,019	5,169	5,324
Clerk/Deputy Finance Director - Option 1	5,411	5,573	5,740	5,913	6,090
Clerk/Deputy Finance Director - Option 2	5,411	5,411	5,411	5,411	5,411
Public Works Director	5,436	5,599	5,767	5,940	6,118
City Engineer	5,522	5,688	5,859	6,034	6,215
Police Chief	6,424	6,617	6,815	7,020	7,230
Community Development Director	6,720	6,922	7,130	7,344	7,564
City Administrator	7,524	7,750	7,982	8,222	8,468

Proposed Alternatives

Alternative 1 – Keep the Existing Flat Rate

Alternative 1 is the do nothing alternative. The City Council has adopted a flat rate salary for non-represented employees. The salary for 2008-2012 would be the current adopted salary including any cost of living adjustment (COLA). The Council could make a decision to provide a cost of living adjustment annually during the budget process based on available revenues in the General Fund budget.

The benefit of a flat rate salary is the organization is able to hold personnel costs steady. Decisions regarding pay increases are not automatic. This provides some measure of cost control.

The drawback of a flat rate salary is that without specific policy guidelines about the criteria and timing for increases, decisions regarding pay adjustments are often times reactive rather than proactive.

Without a pay structure in place, employees are left to negotiate their own salary increases. Pay increases may or may not be tied to performance. The organization doesn't have a tool for managing performance or communicating with compensation desired outcomes.

City Clerk/Deputy Finance Director – Option 2

Because the City Clerk/Deputy Finance Director flat rate salary exceeds the maximum (high) median salary for the comparable cities, staff is offering a proposal (Option 2) to hold the City Clerk/Deputy Finance Director's salary at \$5,411 for the five year period (2008-2012).

The City Council could choose to evaluate this position annually during the budget process to ensure that the salary for the position remains competitive.

Staff is seeking direction from the City Council on the proposed options for the City Clerk/Deputy Finance Director position.

Alternative 2 – Adopt a 2-step salary range using the 2008 salary as a starting point

Alternative 2 starts with the COLA increase of 3.2% in 2008 based on the CPI-W negotiated for the Police Officers. The salary is increased by 3% for 2009 not including the COLA based on satisfactory performance.

The alternative also provides some measure of wage control. Incumbents and applicants for vacant positions will know in advance the 2009 salary proposed by the City. However, candidates for vacant positions would be offered the same starting

wage in 2008 and 2009 regardless of knowledge, skills, and abilities. In other words, the City would be offering the same salary to a candidate who just meets the minimum qualifications and a candidate who comes with exceptional experience. There would be no room for the Mayor to negotiate a salary to attract and retain exceptional candidates.

Incumbents and candidates for vacant positions would need to negotiate future wage increases beyond 2009.

Given the City's current revenue picture in the General Fund, candidates for vacant positions may be reluctant to join the City without certainty of future compensation levels.

Alternative 3 – Adopt a 5-step salary range using the 2008 salary as a starting point.

The proposed salary range provides for a 3% increase each year for five years based on satisfactory performance. The range could be further increased annually based on Council's approval of a cost of living adjustment.

The starting point for the salary range is the current proposed salary for 2008 and an overview of a salary study of the comparable cities (Attachment B) of similar size to the City of Sultan.

The alternative obligates the City to increase non-represented salaries by at least 3% annually if the employee meets the measures of satisfactory performance as defined by the Mayor and/or City Administrator.

Incumbents and applicants for positions will know in advance the salary range offered by the City. The successful candidates for the position would be offered a starting wage based on his or her knowledge, skills, and abilities. There would be room for the Mayor to negotiate a salary to attract and retain exceptional candidates.

Alternative 4 – Adopt a 5-step salary range using comparable cities as a starting point

This alternative is based on a salary study of comparable cities (Attachment B) of similar size to the City of Sultan. The starting point is the "2007 Comparable Cities Median".

Building Official Example:

2008 Sultan Salary \$4,731
Comparable Cities Median (low) \$4,563

Proposed 5 Step Pay Plan

	Step 1	Step 2	Step 3	Step 4	Step 5
Alternative 1	4,731	4,731	4,731	4,731	4,731
Alternative 2	4,731	4,873			
Alternative 3	4,731	4,873	5,019	5,169	5,324
Alternative 4	4,563	4,700	4,841	4,986	5,136

In this example, the Building Official would start in 2008 at Step 2 of the pay plan (\$4,700) since the 2007 salary (\$4,584) is greater than the proposed salary in Step 1 (\$4,563).

The proposed salary range provides for a 3% step increase based on satisfactory performance.

The range could be increased annually based on Council's approval of a cost of living adjustment.

The staff recommendation is not to begin incumbents or applicants at the top of the range rather; movement through the salary range would be based on satisfactory performance as defined by the Mayor and/or City Administrator. The range could be adjusted annually for cost-of-living.

A salary range would allow the Mayor to negotiate with potential candidates based on the knowledge, skills and abilities they bring to the job.

The drawback is the impact to the General Fund. The Council may not have full control of the timing and amount of future pay increases. Overall, the impact to the General Fund is relatively small. However, increases to salaries could become an obligation.

FISCAL IMPACT:

The Council will need to include an adequate salary and benefit package in the 2008 budget. The impacts for the 2008 budget are limited to the proposed 3.2% COLA adjustment. The impact for years 2009-2012 will depend on Council actions during the budget process.

City staff are not proposing to increase non-represented salaries for the 2008. The proposed salary ranges would be for advertising and recruiting purposes only and would apply to the newly appointed positions in 2008.

RECOMMENDED ACTION:

Discuss the alternatives for adopting salary ranges for non-represented employees.

Direct staff to return with an adopting ordinance to implement any changes to the salaries for non-represented employees as approved by the City Council.

ATTACHMENTS:

Attachment A – Salary Ordinance No. 944-06

Attachment B – Salary Study

CITY OF SULTAN
ORDINANCE NO. 944-06

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SULTAN WASHINGTON
ESTABLISHING SALARY RATES FOR NON-REPRESENTED PERSONNEL

WHEREAS, RCW 35A.33.050 requires that salary ranges for various positions in the City be made a part of the annual budget document adopted with the annual budget, and

WHEREAS, the City Council has determined it appropriate to adjust salary ranges for non-represented employees in order to permit salary increases along with approval of benefits,

NOW, THEREFORE, be it ordained by the City Council of the City of Sultan, Washington as follows:

Section 1 Salaries. As part of the City's annual budget, salaries for non-represented employees are hereby approved as follows:

Police Chief	\$6,225 monthly
Director of Community Development	\$6,512 monthly
Finance Director	\$5,834 monthly
Public Works Director	\$5,267 monthly
City Clerk/Deputy Finance Officer	\$5,243 monthly
Building Official	\$4,584 monthly
Administrative Manager (Police)	\$ 23.85 hourly
Grants/Economic Dev. Coordinator	\$ 23.85 hourly

Section 2 Contract Employees. The salary range for a permanent full time City Administrator shall be \$7,291 monthly. The City Engineer salary for 2007 shall be \$41.16 per hour.

Section 3 Union Employees. Wages and benefits for Union represented employees shall be in accordance with the current Union contracts, the salary scales for which are attached to this Ordinance.

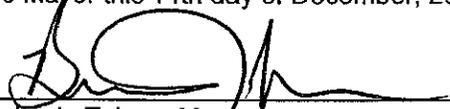
Section 4 Effective Date of Increase: The amendments to the annual salaries provided for in this ordinance shall become effective with the first payroll in 2007.

Section 5 Repealer: Any and all other ordinances or parts of ordinances of the City of Sultan inconsistent with the provisions of this ordinance are hereby repealed to the extent of such inconsistency.

Section 6 Severability: If any section of this ordinance, or if any subsection or part shall be declared unlawful, the balance of this ordinance and of each section shall remain in full force and effect.

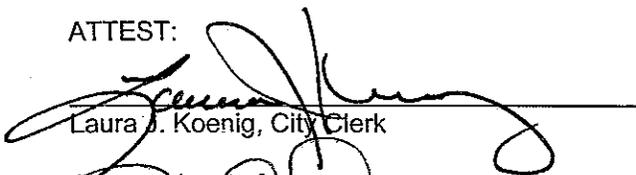
Section 7 Effective Date: This Ordinance shall be in full force and effect five days after publication as required by law.

PASSED by the City Council and APPROVED by the Mayor this 14th day of December, 2006.



Benjamin Tolson, Mayor

ATTEST:



Laura J. Koenig, City Clerk

Approved as to form:



Thom H. Graafstra, City Attorney

Date of Publication: 12/19/06

Wage scale effective January 1, 2007 through December 31, 2007

A.2

The increase in rates of pay effective January 1, 2007 will be four point two percent (4.2%) which is one hundred percent (100%) of the CPI-U for the period of June 2005 to June 2006.

CLASSIFICATIONS	STEP A 00-12m	STEP B 13-24m	STEP C 25-36m	STEP D 37-48m	STEP E 48-60m	STEP F 61m +
Administrative Secretary	\$13.74	\$15.39	\$17.06	\$18.69	\$20.36	\$21.99
Building Inspector	\$14.65	\$16.10	\$17.55	\$19.02	\$20.48	\$21.91
Custodian	\$14.47	\$15.57	\$16.73	\$18.00	\$19.36	\$20.82
Deputy/Treasurer	\$12.82	\$14.03	\$15.34	\$16.79	\$18.38	\$20.11
Permit Assistant	\$12.82	\$14.03	\$15.34	\$16.79	\$18.38	\$20.11
Planning Associate	\$21.10	\$22.16	\$23.27	\$24.43	\$25.64	\$26.91
Police Records Specialist	\$12.82	\$13.74	\$14.72	\$15.77	\$16.90	\$18.12
Utility Clerk/Receptionist	\$12.82	\$13.74	\$14.72	\$15.77	\$16.90	\$18.12
Utility Worker	\$14.47	\$15.57	\$16.73	\$18.00	\$19.36	\$20.82
Water Systems Manager	\$21.10	\$22.16	\$23.27	\$24.43	\$25.64	\$26.91
Waste Water Treatment Plant Operator	\$14.49	\$15.97	\$17.59	\$19.38	\$21.33	\$21.84
Waste Water Treatment Plant Supervisor	\$21.10	\$22.16	\$23.27	\$24.43	\$25.64	\$26.91
Water Treatment Plant Operator	\$14.49	\$15.97	\$17.59	\$19.38	\$21.33	\$21.84
Receptionist General Office	\$10.74	\$11.50	\$12.32	\$13.17	\$14.10	\$15.10

Effective January 01, 2007, the rates of pay set forth within Section A.1 shall be increased by one hundred percent (100%) of that percentage increase in the "All Urban Consumers Index (CPI-U, All Items Revised Series" (1967=100) for the Seattle-Tacoma-Bremerton Area for the period from June 2005 to June 2006, as is published by the Bureau of Labor Statistics, United States Department of Labor.

A.2.1 Effective January 01, 2006, the hourly rates of pay for classifications covered by the Agreement shall be as follows:

Police Recruit I	(00-06 months)	\$17.17
Police Officer II	(07-12 months)	\$18.95
Police Officer III	(13-24 months)	\$20.66
Police Officer IV	(25-36 months)	\$22.97
Police Officer V	(37-48 months)	\$24.76
Police Officer VI	(49-60 months)	\$26.41
Senior Police Officer VII	(61+ months)	\$28.14
Corporal		\$29.55

*The rate of pay for Corporal Classification will be a minimum of five percent (5%) above the rate of pay for a "Senior Police Officer VII.

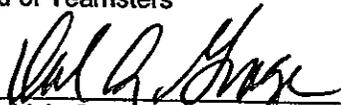
A.3 Education Pay - An employee who has earned a degree in a field of study including police administration, political science, sociology, psychology, law, business administration, education, criminology and other employer approved field of study shall receive additional compensation as follows.

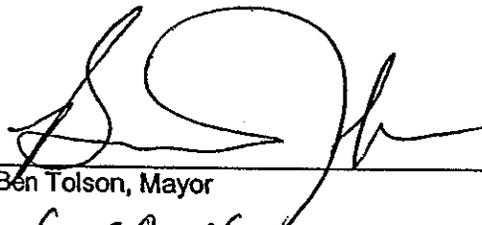
	Effective 2005	Effective 2006
AA degree	\$77.61	\$79.40
BA/BS	\$155.22	\$158.79
MA	\$203.60	\$208.28

Year 2006 the education pay will be adjusted by the formula listed in A.2.

PUBLIC, PROFESSIONAL & OFFICE-CLERICAL
EMPLOYEES AND DRIVERS LOCAL UNION
NO. 763, affiliated with the International
Brotherhood of Teamsters

CITY OF SULTAN, WASHINGTON

By 
David A. Grage, Secretary-Treasurer

By 
Ben Tolson, Mayor

Date 5-8-06

Date 6-08-06

Proposed 2008-2012 Salary Schedule

Attachment B

Job Title	Salary Schedule (Steps) not including COLA				
	Step 1 (2008)	Step 2 (2009)	Step 3 (2010)	Step 4 (2011)	Step 5 (2012)
Building Official	4,731	4,873	5,019	5,169	5,324
City Administrator	7,524	7,750	7,982	8,222	8,468
City Clerk					
Clerk/Deputy Finance Director - Alternative 1	5,411	5,573	5,740	5,913	6,090
Clerk/Deputy Finance Director - Alternative 2	5,411	5,411	5,411	5,411	5,411
City Engineer	5,522	5,688	5,859	6,034	6,215
Community Development Director	6,720	6,922	7,130	7,344	7,564
Grants/Economic Dev	24.61	25.35	26.11	26.90	27.70
Police Chief	6,424	6,617	6,815	7,020	7,230
Public Works Director	5,436	5,599	5,767	5,940	6,118

Job Title	Sultan Salary 2007	Sultan Salary 2008 (3.2% COLA)	Comparable Cities Median	
			Low	High
Building Official	4,584	4,731	4,563	5,456
City Administrator	7,291	7,524	7,314	8,318
City Clerk	N/A		4,347	5,358
Clerk/Deputy Finance Director - Alternative 1	5,243	5,411	4,144	5,243
Clerk/Deputy Finance Director - Alternative 2				
City Engineer	5,351	5,522	5,922	7,410
Community Development Director	6,512	6,720	6,312	7,400
Grants/Economic Dev	23.85	24.61	N/A	N/A
Police Chief	6,225	6,424	6,749	7,598
Public Works Director	5,267	5,436	5,309	6,741

2007 Salary Data - Cities and Towns

JOB TITLE: Building Official				
Summary Job Description: Directs activities and staff of building department/division in inspection and review of buildings and plans. Typical duties include development of				
Jurisdiction	Local Title	Formal Salary Range		Population
		Low	High	
Snohomish	Building/Fire Official			8970
Duvall	Building Official	3,815	5,385	5845
Gig Harbor	Fire Marshall/Building Official	5,735	7,169	6780
North Bend	Building Official	4,542	5,526	4705
Sultan	Building Official	4,584	4,584	4530
	Median	4,563	5,456	

2007 Salary 4,584

2008 Salary (3.2% COLA) 4,731

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	4,731	4,873	5,019	5,169	5,324

2007 Salary Data - Cities and Towns

JOB TITLE: City Manager/Administrator

Summary Job Description: Appointed city manager, city or town administrator, supervisor, or chief administrative officer. Directs the administration of city government. Provides leadership in the

Jurisdiction	Local Title	Formal Salary Range		Flat Rate	Population
		Low	High		
Snohomish	City Manager			9,693	8970
Black Diamond	City Administrator	8,500	9,833		4120
Duvall	City Hall Administrator/Planning Director	7,337	8,396		5845
Fircrest	City Manager	6,336	8,087		6270
Gig Harbor	City Administrator	8,595	10,744		6780
North Bend	City Administrator	6,770	8,239		4705
Stanwood	City Administrator	7,600	9,000		5200
Sultan	City Administrator	7,291	7,291	7,291	4530
Carnation	City Manager	7,083	7,083	7,083	1900
		7,314	8,318		

2007 Salary 7,291
 2008 Salary
 (3.2% COLA) 7524

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	7,524	7,750	7,983	8,222	8,469

2007 Salary Data - Cities and Towns

JOB TITLE: City Clerk						
Summary Job Description: Appointed city or town clerk. Provides responsible administrative and clerical work in support of the mayor, city council members						
Jurisdiction	Local Title	Formal Salary Range		Flat Rate	Population	Notes
		Low	High			
Snohomish	City Clerk	4,922	6,300		8970	
Black Diamond	City Clerk	4,959	6,054		4120	
Duvall	City Clerk	3,708	5,278		5845	
Fircrest	City Clerk	4,199	5,358		6270	
Gig Harbor	City Clerk	4,807	6,009		6780	
North Bend	City Clerk	4,347	5,289		4705	
Pacific	City Clerk/Personnel Manager	3,722	4,315		6055	
Stanwood	City Clerk/HR Director	4,400	5,600		5200	
Carnation	City Clerk	2,464	3,151		1900	
Median		4,347	5,358			

2007 Salary Data - Cities and Towns

JOB TITLE: Clerk/Treasurer					
Summary Job Description: Appointed city or town clerk/treasurer. Provides responsible administrative and clerical work in support of the mayor, council members					
Jurisdiction	Local Title	Formal Salary Range		Flat Rate	Population
		Low	High		
Algona	Clerk/Treasurer	5,275	5,677		2725
Brier	Clerk/Treasurer	4,144	6,522		6480
Granite Falls	Clerk/Treasurer	4,046	4,046	4,046	3195
Sultan	Clerk/Deputy Finance Director	5,243	5,243	5,243	4530
Gold Bar	Clerk/Treasurer	3,700	4,230		2175
		4,144	5,243		

2007 Salary 5,243
 2008 Salary (3.2% COLA) 5411

	Step 1	Step 2	Step 3	Step 4	Step 5
Steps	5,411	5,573	5,740	5,913	6,090

2007 Salary Data - Cities and Towns

JOB TITLE: County Engineer					
Summary Job Description: Plans, organizes and directs the operation of the engineering division; oversees initial project funding, design, and construction					
Jurisdiction	Local Title	Formal Salary		Flat Rate	Population
		Low	High		
Snohomish	City Engineer	6,108	7,818		8970
Duvall	City Engineer/Engineering Mgr	6,157	7,651		5845
Gig Harbor	City Engineer	5,735	7,169		6780
Sultan	City Engineer	5,351	5,351	5,351	4530
Median		5,922	7,410		

2007 Salary 5,351
 2008 Salary
 (3.2% COLA) 5522

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	5,522	5,688	5,859	6,034	6,215

2007 Salary Data - Cities and Towns

JOB TITLE: Planning/Community Development Director					
Summary Job Description: Plans, organizes, directs and controls the functions of a planning/community development department. Develops and implements policies, procedures and practices to do planning studies, review zoning ordinances, evaluation of					
Jurisdiction	Local Title	Formal Salary		Flat Rate	Population
		Low	High		
Snohomish	Planning Director	6,363	8,188		8970
Black Diamond	Community Development Director	6,312	8,100		4120
Brier	Dir of Comm Development & Planning	5,200	6,500		6480
Duvall	Economic Development Director	6,746	8,055		5845
Fircrest	Planning/Building Director	4,934	6,298		6270
Gig Harbor	Community Development Director	6,596	8,245		6780
North Bend	Community & Economic Dev Director	5,710	6,946		4705
Stanwood	Community Development Director	5,800	7,400		5200
Sultan	Director of Community Development	6,512	6,512	6,512	4530
Median		6,312	7,400		

2007 Salary 6,512
 2008 Salary
 (3.2% COLA) 6720

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	6,720	6,922	7,130	7,344	7,564

2007 Salary Data - Police Chief

JOB TITLE: Police Chief					
Summary Job Description: Plans, organizes, directs and controls the efficient operation of the police department. Accomplishes short term and long range planning, develops and implements budget. In smaller cities, may spend a portion of day doing patrol work					
Jurisdiction	Local Title	Formal Salary Range		Flat	Population
		Low	High	Rate	
Black Diamond	Police Chief	8,490	9,699		4,120
Brier	Police Chief	5,442	6,803		6,480
Duvall	Police Chief	7,337	8,396		5,845
Fircrest	Police Chief	5,207	6,644		6,270
Gig Harbor	Chief of Police	6,714	8,393		6,780
Granite Falls	Police Chief	5,500	5,500	5,500	3,195
	Public Safety				
Pacific	Director	6,783	6,783	6,783	6,055
Snohomish	Police Chief	7,374	9,077		8,970
Sultan	Police Chief	6,225	6,225	6,225	4,530
Median		6,749	7,598		6,163

2007 Salary 6,225
 2008 Salary
 (3.2% COLA) 6424

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	6,424	6,617	6,815	7,020	7,230

2007 Salary Data - Cities and Towns

JOB TITLE: Public Works Director					
Summary Job Description: Plans, organizes, directs and controls the functions of the public works department. Develops and implements policies, procedures and practices to provide					
Jurisdiction	Local Title	Formal Salary Range		Flat Rate	Population
		Low	High		
Snohomish	Public Works Director	6,736	8,293		8970
Algona	Public Works Director	5,275	5,677		2725
Duvall	Director of Public Works	7,337	8,396		5845
Fircrest	Public Works Director	5,282	6,741		6270
North Bend	Public Works Director	6,501	7,910		4705
Pacific	Public Works/Comm Development Dir	5,309	6,154		6055
Stanwood	Public Works Director	5,900	7,300		5200
Gold Bar	Public Works Director	3,885	4,442		2175
Sultan	Public Works Director	5,267	5,267	5,267	4530
Median		5,309	6,741		

2007 Salary 5,267
 2008 Salary
 (3.2% COLA) 5436

Steps	Step 1	Step 2	Step 3	Step 4	Step 5
	5,436	5,599	5,767	5,940	6,118