

**CITY OF SHORELINE**  
**SHORELINE CITY COUNCIL**  
**SUMMARY MINUTES OF SPECIAL MEETING**

Monday, September 26, 2022  
5:45 p.m.

Conference Room 440 - Shoreline City Hall  
17500 Midvale Avenue North

PRESENT: Mayor Scully, Deputy Mayor Robertson, and Councilmembers McConnell, Mork, Roberts, and Pobee

ABSENT: None

STAFF: City Manager Debbie Tarry, Assistant City Manager John Norris, and Human Resources and Organizational Development Director Melissa Muir

GUESTS: Ralph Andersen & Associates Vice President, Doug Johnson

At 5:47 p.m., the special meeting was called to order by Mayor Scully. All Councilmembers were present except for Councilmember Pobee who joined the meeting at 5:50 p.m.

Vice President of Ralph Andersen & Associates, Doug Johnson, explained the purpose of a compensation study is to inform compensation decisions and optimize employee recruitment and retention. The survey utilized 13 agencies that were identified in the previous compensation study to compare to the City of Shoreline. Then, the City's organization structure and job classifications were analyzed with data collected from Human Resources and managers to set a baseline for the compensation market. Other factors used to create the compensation plan include city population, cost of living, and average wages paid. Mr. Johnson stated that there is also a need to look at internal equity for account for an agency's unique service structure.

The market control point is set using the top step of a salary range from the City's Salary Table. Most organizations position their compensation plan between the 50<sup>th</sup> percentile and the 75<sup>th</sup> percentile, and the City Manager has recommended that the City position its compensation at the 50<sup>th</sup> percentile or market median. Once a position has been classified, the salary minimum and maximum range is defined. That range is considered the full value of the job. Comparing the maximum of a range of a position to the maximum range in the market, City of Shoreline positions are on average 4.9% below median.

A councilmember asked about reasoning for being behind the City's position below median and Mr. Johnson stated that many factors can impact that outcome. He pointed out a significant factor being the labor market conditions and the approximate 10% rise in consumer price index (CPI). City Manager, Debbie Tarry, mentioned that the City typically reviews 1/3 of staff salaries on an annual basis, and that this annual review was done over the last six years since the prior citywide compensation study in 2015. With a large comprehensive study to update

everyone's salary at once, some positions are found to be off the median. She added that some positions in the market changed significantly due to supply and demand for those positions.

Questions were asked regarding salary adjustments based on qualifications, performance, and years of service. HR and Organizational Development Director, Melissa Muir, responded that the number of years in a position would affect an individual's step within a salary range but the study analyzes the value of positions, not individuals. The City encourages internal promotions but does not provide merit pay, which is consistent with most public sector agencies. Staff may express interest in development opportunities that the City is able to support from a training budget. Assistant City Manager, John Norris, said the City tries to engage staff and highlight great work.

Ms. Muir said the next step in this process is to present and discuss the results to managers and supervisors and then individual staff members will receive the results of the study for their positions. Three staff meetings will also be held in mid-October to respond to questions from staff. During this time, the City Manager, executive management team, and Human Resources may make adjustments as appropriate. This will lead up the presentation to Council of the proposed final salary table on November 7, 2022. Ms. Muir pointed out that the proposal will only include non-represented staff. Next year, the City will go through the collective bargaining process with represented staff in the maintenance union, and wages will be discussed as part of that process.

Mayor Scully commented that there is no expectation that every position will be brought up or over the median. He said he would like to avoid inflation issues caused by one upping salaries among agencies.

At 6:40 p.m., Mayor Scully declared the meeting adjourned.

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Kendyl Hardy, Deputy City Clerk