

Next Ord: 2031-22  
Next Res: 1111-22

## **CITY COUNCIL STUDY SESSION**

### **IN PERSON OR VIA ZOOM**

#### **AGENDA**

**December 7, 2022**

**6:00 PM**

**Sedro-Woolley Municipal Building**

**Council Chambers**

**325 Metcalf Street**

#### **a. Introduction of Special Guests and Presentations:**

**Ross Dam and Seattle City Light: FERC Flood Storage-Executive Director of Skagit County Drainage of Irrigation District Consortium Jenna Friebe, Director of Operations of Skagit County Dike District 17 Daryl Hamburg, and Attorney for Skagit County Will Honea**

#### **b. Agenda items**

1. Possible Contract with Family Promise for the Expenditure of House Bill 1406 Affordable and Supportive Housing Funds
2. Adopting a Salary Schedule for Non-Represented Employees - Resolution 1110-22 - 2nd Read
3. 2022 Budget Amendment - Ordinance 2030-22 - 1st Read
4. Central Skagit Library Memorandum of Understanding - 1st Read
5. Ordinance 2029-22 Historic Preservation - 1st Read

#### **c. Adjournment**

#### **d. Closed Session**

Discussion of Collective Bargaining

**Next Meeting(s) December 14th, 2022 City Council Meeting**

**Topic: Sedro-Woolley City Council Study Session**  
**Time: 6:00 PM to 8:00 PM**

***Join Zoom Meeting***

<https://zoom.us/j/9178585U179Powd=Vys0Y29XalZmOTRmem1BM2txVDIUQT09>

Meeting ID: 917 8685 0179

Passcode: 091845

***OR*** One tap mobile

+12532158782,,91786850179#,,,,,0#,,091845# US (Tacoma)

+16699006833,,91786850179#,,,,,0#,,091845# US (San Jose)

***OR*** Dial by your location

+1 253 215 8782 US (Tacoma)

+1 669 900 6833 US (San Jose)

+1 346 248 7799 US (Houston)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington D.C)

+1 312 626 6799 US (Chicago)

Meeting ID: 917 8685 0179

Passcode: 091845



Agenda  
Item No.

Date:

December 7, 2022

Subject:

Possible Contract with Family Promise  
for the Expenditure of House Bill 1406  
Affordable and Supportive Housing  
Funds

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

This is a first read. If and when the City Council is ready to take action on this item, staff recommends approval. The motion would be, "I authorize the Mayor to enter into a professional services agreement with Family Promise for funding affordable and supportive housing services with House Bill 1406 funds received from the State."

**ISSUE:**

Should the City of Sedro-Woolley contract its House Bill 1406 funds with Family Promise for the delivery of services to Sedro-Woolley residents in 2023?

**BACKGROUND/SUMMARY INFORMATION:**

The City of Sedro-Woolley receives sales tax from the State limited for affordable and supportive housing uses. These funds originated from House Bill 1406, which passed the Legislature in 2019.

The revenue stream is in place for up to 20 years and can be used for acquiring, rehabilitating, or constructing affordable housing; operations and maintenance of new affordable or supportive housing facilities; and, for smaller cities, rental assistance. The funding must be spent on projects that serve persons whose income is at or below sixty percent of the median income of the city imposing the tax. Cities can also issue bonds to finance the authorized projects.

Through previous conversations of the City Council's Finance, Personnel, and Risk Management Committee, funding of Family Promise's services in Sedro-Woolley emerged as a potential option for the City's House Bill 1406 funds. As a result, staff are recommending that the City enter into a professional services agreement (PSA) with Family Promise. Our PSA template is attached. It will be modified appropriately, with advice from the City Attorney, for this purpose. A proposed Scope of Work from Family Promise, which would serve as Attachment A to the PSA, is also included in this packet. At Family Promise's request, this would be a one-year contract. Upon review of the results at the end of 2023, Family Promise would discuss the possibility for future funding with the City.

**FISCAL IMPACT, IF APPROPRIATE:**

Family Promise is requesting \$33,000 for funding services in 2023. The City currently has \$33,000 in House Bill 1406 funds, received over the past few years. The Finance Director anticipates that ongoing revenues from House Bill 1406 will be around \$14,000 per year.

**ATTACHMENTS:**

1. Professional Services Agreement Template
2. Family Promise Scope of Work



## PROFESSIONAL SERVICES AGREEMENT NO. 202X-PS-XX

**THIS AGREEMENT** ("Agreement") is made and entered into by and between the City of Sedro-Woolley, a Washington State municipal corporation ("City"), and \_\_\_\_\_, whose address is \_\_\_\_\_ hereinafter referred to as the "Consultant".

**NOW, THEREFORE**, in consideration of the terms, conditions, covenants and performances contained herein, the parties hereto agree as follows:

### ARTICLE I. PURPOSE

The purpose of this Agreement is to provide the City of Sedro-Woolley as described in Article II. The general terms and conditions of the relationship between the City and the Consultant are specified in this Agreement.

### ARTICLE II. SCOPE OF SERVICES

The Scope of Services is attached hereto as **Exhibit "A"** and incorporated herein by this reference ("Scope of Services"). All services and materials necessary to accomplish the tasks outlined in the Scope of Services shall be provided by the Consultant unless noted otherwise in the Scope of Services or this Agreement. All such services shall be provided in accordance with the standards of the Consultant's profession.

### ARTICLE III. OBLIGATIONS OF THE CONSULTANT

**III.1 MINOR CHANGES IN SCOPE.** The Consultant shall accept minor changes, amendments, or revision in the detail of the Scope of Services as may be required by the City when such changes will not have any impact on the service costs or proposed delivery schedule. Extra work, if any, involving substantial changes and/or changes in cost or schedules will be addressed as follows:

**Extra Work.** The City may desire to have the Consultant perform work or render services in connection with each project in addition to or other than work provided for by the expressed intent of the Scope of Services in the scope of services. Such work will be considered as extra work and will be specified in a written supplement or amendment to the scope of services, to be signed by both parties, which will set forth the nature and the scope thereof. All proposals for extra work or services shall be prepared by the Consultant at no cost to the City. Work under a supplemental agreement shall not proceed until executed in writing by the parties.

**III.2 WORK PRODUCT AND DOCUMENTS.** The Scope of Work deliverables, and all other documents produced under this Agreement shall be furnished by the Consultant to the City, and upon completion of the work shall become the property of the City. Provided however, the Consultant may retain one copy of the work product and documents for its records. Provided further, all Images and rights relating to the deliverables referenced in the exhibit

The Consultant will be responsible for the accuracy of the work, even though the work has been accepted by the City.

In the event that the Consultant shall default on this Agreement or in the event that this Agreement shall be terminated prior to its completion as herein provided, all work product of the Consultant, along with a summary of work as of the date of default or termination, shall become the property of the City. Upon request, the Consultant shall tender the work product and summary to the City. Tender of said work product shall be a prerequisite to final payment under this Agreement. The summary of work done shall be prepared at no additional cost to the City.

Consultant will not be held liable for reuse of documents produced under this Agreement or modifications thereof for any purpose other than those authorized under this Agreement without the written authorization of Consultant.

III.3 **TERM.** . The term of this Agreement shall be from date at which both parties have completed execution and shall terminate at midnight \_\_\_\_\_. The parties may extend the term of this Agreement by written mutual agreement.

III.4 **NONASSIGNABLE.** The services to be provided by the Consultant shall not be assigned or subcontracted without the express written consent of the City.

III.5 **EMPLOYMENT.**

a. The term “employee” or “employees” as used herein shall mean any officers, agents, or employee of the of the Consultant.

b. Any and all employees of the Consultant, while engaged in the performance of any work or services required by the Consultant under this Agreement, shall be considered employees of the Consultant only and not of the City, and any and all claims that may or might arise under the Workman's Compensation Act on behalf of any said employees while so engaged, and any and all claims made by any third party as a consequence of any negligent act or omission on the part of the Consultant or its employees while so engaged in any of the work or services provided herein shall be the sole obligation of the Consultant.

c. Consultant represents, unless otherwise indicated below, that all employees of Consultant that will provide any of the work under this Agreement have not ever been retired from a Washington State retirement system, including but not limited to Teacher (TRS), School District (SERS), Public Employee (PERS), Public Safety (PSERS), law enforcement and fire fighters (LEOFF), Washington State Patrol (WSPRS), Judicial Retirement System (JRS), or otherwise. *(Please indicate No or Yes below)*

\_\_\_\_\_ No employees supplying work have ever been retired from a Washington state retirement system.

\_\_\_\_\_ Yes employees supplying work have been retired from a Washington state retirement system.

In the event the Consultant indicates “no”, but an employee in fact was a retiree of a Washington State retirement system, and because of the misrepresentation the City is required to defend a claim by the Washington State retirement system, or to make contributions for or on account of the employee, or reimbursement to the Washington State retirement system for benefits paid, Consultant hereby agrees to save, indemnify, defend and hold City harmless from and against all expenses and costs, including reasonable attorney's fees incurred in defending the claim of the Washington State retirement system and from all contributions paid or required to be paid, and for all reimbursement required to the Washington State retirement system. In the event Consultant affirms that an employee providing work has ever retired from a Washington State retirement system, said employee shall be identified by Consultant, and such retirees shall provide City with all information required by City to report the employment with Consultant to the Department of Retirement Services of the State of Washington.

III.6 **INDEMNITY.**

a. **Indemnification / Hold Harmless.** Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

b. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence.

c. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties.

d. **Public Records Requests.** In addition to Paragraph IV.3 b, when the City provides the Consultant with notice of a public records request per Paragraph IV. 3 b, Consultant agrees to save, hold harmless, indemnify and defend the City its officers, agents, employees and elected officials from and against all claims, lawsuits, fees, penalties and costs resulting from the consultant's violation of the Public Records Act RCW 42.56, or consultant's failure to produce public records as required under the Public Records Act.

e. The provisions of this section III.6 shall survive the expiration or termination of this agreement.

### III.7 **INSURANCE.**

a. **Insurance Term.** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

b. **No Limitation.** Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

c. **Minimum Scope of Insurance - Consultant shall obtain insurance of the types described below:**

- (1) Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage.
- (2) Commercial General Liability insurance shall be written at least as broad on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO CG 20 26.
- (3) Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
- (4) Professional Liability insurance appropriate to the Consultant's profession.

d. **The minimum insurance limits shall be as follows:**  
Consultant shall maintain the following insurance limits:

- (1) Commercial General Liability. Insurance shall be written with limits no less than \$1,000,000 per occurrence; and \$2,000,000 general aggregate.
- (2) Automobile Liability. Insurance with a minimum \$1,000,000 combined single limit per accident for bodily injury and property damage.
- (3) Workers' Compensation. Workers' compensation limits as required by the Workers' Compensation Act of Washington.
- (4) Professional Liability/Consultant's Errors and Omissions Liability. Insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.

e. **Notice of Cancellation.** In the event that the Consultant receives notice (written, electronic or otherwise) that any of the above required insurance coverage is being cancelled and/or terminated, the Consultant shall immediately (within forty-eight (48) hours) provide written notification of such cancellation/termination to the City.

f. **Acceptability of Insurers.** Insurance to be provided by Consultant shall be with insurers with a current A.M. Best rating of no less than A: VII, or if not rated by Best, with minimum surpluses the equivalent of Best VII rating.

g. **Verification of Coverage.** In signing this agreement, the Consultant is acknowledging and representing that required insurance is active and current. Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work. Further, throughout the term of this Agreement, the Consultant shall provide the City with proof of insurance upon request by the City.

h. **Insurance shall be Primary - Other Insurance Provision.** The Consultant's insurance coverage shall be primary insurance as respect the City. The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect the City. Any Insurance, self-insurance, or self-insured pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.

i. **Claims-made Basis.** Unless approved by the City all insurance policies shall be written on an "Occurrence" policy as opposed to a "Claims-made" policy. The City may require an extended reporting endorsement on any approved "Claims-made" policy.

j. **Failure to Maintain Insurance.** Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

k. **Public Entity Full Availability of Consultant Limits**  
If the Consultant maintains higher insurance limits than the minimums shown above, the Public Entity shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Consultant, irrespective of whether such limits maintained by the Consultant are greater than those required by this contract or whether any certificate of insurance furnished to the Public Entity evidences limits of liability lower than those maintained by the Consultant.

III.8 **DISCRIMINATION PROHIBITED AND COMPLIANCE WITH EQUAL OPPORTUNITY LEGISLATION.**  
The Consultant agrees to comply with equal opportunity employment and not to discriminate against client, employee, or applicant for employment or for services because of race, creed, color, religion, national origin, marital status, sex, sexual orientation, age or handicap except for a bona fide occupational qualification with regard, but not limited to, the following: employment upgrading; demotion or transfer; recruitment or any recruitment advertising; layoff or terminations; rates of pay or other forms of compensation; selection for training, rendition of services. The Consultant further agrees to maintain (as appropriate) notices, posted in conspicuous places, setting forth the provisions of this nondiscrimination clause. The Consultant understands and agrees that if it violates this nondiscrimination provision, this Agreement may be terminated by the City, and further that the Consultant will be barred from performing any services for the City now or in the future, unless a showing is made satisfactory to the City that discriminatory practices have been terminated and that recurrence of such action is unlikely.

III.9 **UNFAIR EMPLOYMENT PRACTICES.** During the performance of this Agreement, the Consultant agrees to comply with RCW 49.60.180, prohibiting unfair employment practices.

III.10 **LEGAL RELATIONS.** The Consultant shall comply with all federal, state and local laws and ordinances applicable to work to be done under this Agreement. The Consultant represents that the firm and all employees assigned to work on any City project are in full compliance with the statutes of the State of Washington governing activities to be performed and that all personnel to be assigned to the work required under this Agreement are fully qualified and properly licensed to perform the work to which they will be assigned. This Agreement shall be interpreted and construed in accordance with the laws of Washington. Venue for any litigation commenced relating to this Agreement shall be in Sedro-Woolley County Superior Court.



### III.11 **INDEPENDENT CONTRACTOR.**

a. The Consultant and the City understand and expressly agree that the Consultant is an independent contractor in the performance of each and every part of this Agreement. The Consultant expressly represents, warrants and agrees that his status as an independent contractor in the performance of the work and services required under this Agreement is consistent with and meets the six-part independent contractor test set forth in RCW 51.08.195 or as hereafter amended. The Consultant, as an independent contractor, assumes the entire responsibility for carrying out and accomplishing the services required under this Agreement. The Consultant shall make no claim of City employment nor shall claim any related employment benefits, social security, and/or retirement benefits.

b. The Consultant shall be solely responsible for paying all taxes, deductions, and assessments, including but not limited to federal income tax, FICA, social security tax, assessments for unemployment and industrial injury, and other deductions from income which may be required by law or assessed against either party as a result of this Agreement. In the event the City is assessed a tax or assessment as a result of this Agreement, the Consultant shall pay the same before it becomes due.

c. The City may, during the term of this Agreement, engage other independent contractors to perform the same or similar work that the Consultant performs hereunder.

d. Prior to commencement of work, the Consultant and all approved Subcontractors/Subconsultants shall obtain a business license from the City.

e. **Municipal Research Service Center (MRSC) Roster Registration.**  
The Consultant shall register or maintain registration on the MRSC Consultant Roster.

f. **Debarment.**  
Consultant represents and agrees that it is not listed on any state or federal debarment list and further agrees that none of its sub-consultants are listed on any state or federal debarment list.

III.12 **CONFLICTS OF INTEREST.** The Consultant agrees to and shall notify the City of any potential conflicts of interest in Consultant's client base and shall obtain written permission from the City prior to providing services to third parties where a conflict or potential conflict of interest is apparent. If the City determines in its sole discretion that a conflict is irreconcilable, the City reserves the right to terminate this Agreement.

III.13 **CITY CONFIDENCES.** The Consultant agrees to and will keep in strict confidence, and will not disclose, communicate or advertise to third parties without specific prior written consent from the City in each instance, the confidences of the City or any information regarding the City or services provided to the City.

### III.14 **SUBCONTRACTORS/SUBCONSULTANTS.**

a. The Consultant shall be responsible for all work performed by subcontractors/subconsultants pursuant to the terms of this Agreement.

b. The Consultant must verify that any subcontractors/subconsultants they directly hire meet the responsibility criteria for the project. Verification that a subcontractor/subconsultant has proper license and bonding, if required by statute, must be included in the verification process. The Consultant will use the following Subcontractors/Subconsultants: \_\_\_\_\_

c. The Consultant may not substitute or add subcontractors/subconsultants without the written approval of the City.

d. All Subcontractors/Subconsultants shall have the same insurance coverages and limits as set forth in this Agreement and the Consultant shall provide verification of said insurance coverage.

## ARTICLE IV. OBLIGATIONS OF THE CITY

### IV.1 PAYMENTS.

a. The Consultant shall be paid by the City for services rendered under this Agreement as described in the Scope of Services **Exhibit A**. In no event shall the compensation paid to Consultant under this Agreement exceed \$ \_\_\_\_\_ (Written amount - dollars and no/100) without the written agreement of the Consultant and the City. Such payment shall be full compensation for work performed and services rendered and for all labor, materials, supplies, equipment and incidentals necessary to complete the work per the Fee Schedule **Exhibit B**. In the event the City elects to expand the scope of services from that set forth in **Exhibit A**, the City shall pay Consultant a mutually agreed amount.

b. The Consultant shall submit an invoice to the City for services performed at completion of the project in a format acceptable to the City. The Consultant shall maintain time and expense records and provide them to the City upon request.

c. The City will pay timely submitted and approved invoices within ten (10) days after approval by the City Council.

IV.2 **CITY APPROVAL.** Notwithstanding the Consultant's status as an independent contractor, results of the work performed pursuant to this Agreement must meet the approval of the City, which shall not be unreasonably withheld if work has been completed in compliance with the Scope of Services and City requirements.

### IV.3 MAINTENANCE/INSPECTION OF RECORDS.

a. The Consultant shall maintain all books, records, documents and other evidence pertaining to the costs and expenses allowable under this Agreement in accordance with generally accepted accounting practices. All such books and records required to be maintained by this Agreement shall be subject to inspection and audit by representatives of the City and/or the Washington State Auditor at all reasonable times, and the Consultant shall afford the proper facilities for such inspection and audit. Representatives of the City and/or the Washington State Auditor may copy such books, accounts and records where necessary to conduct or document an audit. The Consultant shall preserve and make available all such books of account and records for a period of three (3) years after final payment under this Agreement. In the event that any audit or inspection identifies any discrepancy in such financial records, the Consultant shall provide the City with appropriate clarification and/or financial adjustments within thirty (30) calendar days of notification of the discrepancy.

#### b. Public Records

The parties agree that this Agreement and records related to the performance of the Agreement are with limited exception, public records subject to disclosure under the Public Records Act RCW 42.56. Further, in the event of a Public Records Request to the City, the City may provide the Consultant with a copy of the Records Request and the Consultant shall provide copies of any City records in Consultant's possession, necessary to fulfill that Public Records Request. If the Public Records Request is large the Consultant will provide the City with an estimate of reasonable time needed to fulfill the records request.

## ARTICLE V. GENERAL

V.1 **NOTICES.** Notices to the City shall be sent to the following address:

325 Metcalf Street  
Sedro-Woolley, WA 98284

Notices to the Consultant shall be sent to the following address:

XXXXXXX

Receipt of any notice shall be deemed effective three (3) days after deposit of written notice in the U.S. mail with proper postage and address.

V.2 **TERMINATION.** The right is reserved by the City to terminate this Agreement in whole or in part at any time upon ten (10) calendar days' written notice to the Consultant.

If this Agreement is terminated in its entirety by the City for its convenience, the City shall pay the Consultant for satisfactory services performed through the date of termination in accordance with payment provisions of Section IV.1.

V.3 **DISPUTES.** The parties agree that, following reasonable attempts at negotiation and compromise, any unresolved dispute arising under this Agreement may be resolved by a mutually agreed-upon alternative dispute resolution of arbitration or mediation.

V.4 **EXTENT OF AGREEMENT/MODIFICATION.** This Agreement, together with attachments or addenda, represents the entire and integrated Agreement between the parties and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended, modified or added to only by written instrument properly signed by both parties.

V.5 **SEVERABILITY**

a. If a court of competent jurisdiction holds any part, term or provision of this Agreement to be illegal or invalid, in whole or in part, the validity of the remaining provisions shall not be affected, and the parties' rights and obligations shall be construed and enforced as if the Agreement did not contain the particular provision held to be invalid.

b. If any provision of this Agreement is in direct conflict with any statutory provision of the State of Washington, that provision which may conflict shall be deemed inoperative and null and void insofar as it may conflict, and shall be deemed modified to conform to such statutory provision.

V.6 **NONWAIVER.** A waiver by either party hereto of a breach by the other party hereto of any covenant or condition of this Agreement shall not impair the right of the party not in default to avail itself of any subsequent breach thereof. Leniency, delay or failure of either party to insist upon strict performance of any agreement, covenant or condition of this Agreement, or to exercise any right herein given in any one or more instances, shall not be construed as a waiver or relinquishment of any such agreement, covenant, condition or right.

V.7 **FAIR MEANING.** The terms of this Agreement shall be given their fair meaning and shall not be construed in favor of or against either party hereto because of authorship. This Agreement shall be deemed to have been drafted by both of the parties.

V.8 **GOVERNING LAW.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

V.9 **VENUE.** The venue for any action to enforce or interpret this Agreement shall lie in the Superior Court of Washington for Skagit County, Washington.

V.10 **COUNTERPARTS.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same Agreement.

V.11 **AUTHORITY TO BIND PARTIES AND ENTER INTO AGREEMENT.** The undersigned represent that they have full authority to enter into this Agreement and to bind the parties for and on behalf of the legal entities set forth below.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

CITY OF SEDRO-WOOLLEY

XXXXX

By \_\_\_\_\_  
Julia Johnson, Mayor

By \_\_\_\_\_  
XXXX

Approved as to form:

\_\_\_\_\_  
Nikki Thompson, City Attorney

**Exhibit A**  
**Scope of Services**

**Exhibit B  
Fee Schedule**

See attached Consultants Hourly **Schedule of Rates**

## Attachment A

### Family Promise

#### *Sedro-Woolley 2023 Scope of Work with HB 1406 Funds*

Family Promise has been providing housing services based out of Sedro Woolley since 2015. We provide our clients with life skills classes that help them rebuild their lives and create sustainable goals and futures. We also work with landlords to help families to gain or sustain permanent housing.

Due to the housing crisis in Skagit County we have also done our best to maintain Transitional Housing in multiple locations across Skagit County which allow families to get back to the cities they had been residing in when they lost housing. Our goal is to ensure that the children's lives are stabilized as quickly as possible in a setting that can create the most stability.

We understand the hardship on landlords, that is why we work hard to ensure our guests are educated on good tenancy. We run a landlord relationship-based eviction prevention program. We do not require landlords to have filed an eviction notice to serve the families in their units. Our Eviction Prevention program encourages landlords to stay in our cities and counties by supporting them to work with families that they feel are hardworking and have just fallen into a situational hardship.

The collaborative approach has helped us to maintain high success rates of housing our families. 78% of families that enter our program sustain or maintain housing. 91% of families remain in the same housing for over 2 years. In 2021 Families Promise served 33 Families in our shelter, 15 in Promise House, one of our Sedro Woolley 2nd stage houses. In 2021 across all programming 62 families were housed in permanent or maintained in permanent housing situations from our agency in 2021.

Expense	Amount
<b>Shelter Funding:</b> to help offset the cost to shelter families at our Shelter in Sedro Woolley. This would include supporting the rent of our building, paying for transportation needs, support of kids in after school activities, educational or vocational needs to support families in career advancement and any other needs that would support families goals to maintain sustainable housing.	<b>\$5,000</b>
<b>Transitional Housing Funding:</b> to help with providing direct client services. This would include supporting the occasional need to help	<b>\$5,000</b>

scholarship program fees, paying for transportation needs, support of kids in after school activities, educational or vocational needs to support families in career advancement and any other needs that would support families goals to maintain sustainable housing.	
<b>Rental Assistance for Sedro Woolley Residence/FP graduates:</b> This would allow us to provide rental assistance to 2-3 clients who have graduated our financial literacy and keys to good tenancy courses. We could provide \$300-\$500 per month for up-to 12 months	<b>\$10,000</b>
<b>General Operations Funding:</b> This funding would help us grow and support administrative staffing that supports bringing more funding to Sedro Woolley.	<b>\$13,000</b>
<b>Total Funding</b>	<b>\$33,000</b>

The majority of the clients we serve are below the poverty line or have temporarily fallen below the poverty line. All clients must enter through Shelter, Prevention or Shelter Diversion services. They must be at imminent risk of losing housing, have already lost housing, or are living in unstable housing.

Upon intake we screen the family for current income, housing options, strengths, opportunities, and current weaknesses and barriers to housing stability. Priority goes first to situationally homeless families but we also make sure to lower barriers to serve more chronic situations when possible.

For many years now Sedro Woolley has had some of the highest child homelessness rates. In 2020 (a year we believe was under documented) Sedro Woolley had 318 homeless school age children as compared to the 251 homeless families in Mount Vernon. Family Promise is dedicated to continuing to create innovative housing methods to support a healthier community.

This funding will allow families who work in Sedro Woolley or have children in school in Sedro Woolley to remain in our community. Currently rents have been increasing at a rate that does not allow many of the clients to find housing here. The lack of affordable housing options is creating longer stays in shelters. Slowing down our ability to serve as many families.

Other funding sources that your organization has secured to supplement this effort.

- We have also secured Mount Vernon 1406 funding for rental assistance

- We are working on receiving housing vouchers from the Burlington Housing Authority. That will support quicker turnover of clients moving into permanent housing
- We just received \$10,000 from PSE for shelter operations and renovations
- We are in the process of applying for County and WA state funding to purchase our Sedro Woolley Promise House to help offset the cost to operate.

We will provide a written and oral report to the City Council by the end of 2023 to report on the results of your investment. Our financial records, related to the expenditure of City of Sedro-Woolley House Bill 1406 funds, will also be available for the City's review and audit, upon request.





Agenda  
Item No.

Date:

December 7, 2022

Subject:

Adopting a Salary Schedule for Non-  
Represented Employees - Resolution  
1110-22 - 2nd Read

**FROM:**

Charlie Bush, City Administrator, and Kelly Kohnken, Finance Director

**RECOMMENDED ACTION:**

This is a second read. Staff recommends adopting a salary schedule for non-represented employees if/when the City Council is prepared to act.

**ISSUE:**

Should the City Council adopt salary ranges for non-represented employees that are consistent with salary ranges present or being discussed in the remainder of the organization, implement additional results of the classification and compensation study, and provide a \$2,500 one-time inflationary bonus?

**BACKGROUND/SUMMARY INFORMATION:**

Historically, the City had adopted either a salary ordinance or resolution each year to set the pay for non-represented employees. In May, the City commissioned a Classification and Compensation Study to review the positions, pay, and salary ranges for each position represented by the American Federation of State, County, and Municipal Employees (AFSCME) bargaining unit and for all of the City's non-represented employees. The City's agreement with AFSCME required the two sides to begin bargaining the impacts of the study's findings by the end of October. Bargaining began on time and is underway. The City's prior study, conducted in 2017, was both a joint AFSCME and non-represented employee study as well and the City made salary adjustments following the study.

In this case, for non-represented employees, our consultant is recommending establishing salary ranges with 12 steps, each representing a year of service. For AFSCME employees, if implemented, this would expand their current ranges. All current city employees, except for non-represented employees, currently have salary ranges. For non-represented employees, this would establish ranges for the first time. It is a rare practice, in the modern era, to not have salary ranges. Ranges offer the City more flexibility in hiring, the ability to post a salary range for hiring that can help generate additional applicants, and a greater ability to retain employees as they have an opportunity to move through the steps in the range over time and have a sense for their future salary growth. They also bring the City into parity with its competitors, most of which have salary ranges for non-represented positions. The salary ranges will gradually move over time to adjust to increases in the overall market. Those movements would be subject to Council action each year. The attached resolution would establish salary ranges for non-represented employees, rounding those employees up from their current salary to the next closest step. It would also address employees working out of their classification by aligning their current work with appropriate job titles and pay. As a part of this study, our consultant reviewed internal equity and appropriate adjustments will be made as a result of his findings.

In addition, the attached resolution includes a provision to provide non-represented employees with a one-time \$2,500 inflationary bonus provided with federal American Rescue Plan Act (ARPA) funds. This amount is consistent with the amount being discussed for all other employees in the organization. It would be pro-rated for part-time employees.

At the November 22, 2022 City Council meeting, the Council had questions about where and how the data originated to develop the proposed salary ranges. The Council also asked for data specific to Skagit County. Staff and our consultant will provide an explanation at this meeting regarding the methodology used to collect the data, the sources of the data, and the conclusions/recommendations of the study.

**FISCAL IMPACT, IF APPROPRIATE:**

The impact to the 2023 budget to implement this system is approximately \$83,000 of ongoing funding and \$35,000 of one-time ARPA funding. These amounts are already built into the 2023-2024 budget under consideration by the Council. The ongoing funding amount represents a 5.1% increase for the group as a whole.

**ATTACHMENTS:**

1. Resolution 1110-22
2. Attachment A to Resolution 1110-22
3. 2022 Classification and Compensation Study

**CITY OF SEDRO-WOOLLEY**  
**Sedro-Woolley, Washington**

**RESOLUTION 1110-22 - ADOPTING A SALARY SCHEDULE FOR NON-REPRESENTED  
EMPLOYEES**

**A RESOLUTION OF THE CITY OF SEDRO-WOOLLEY, WASHINGTON  
UPDATING THE NON-REPRESENTED EMPLOYEE SALARY SCHEDULE  
EFFECTIVE JANUARY 1, 2023.**

**WHEREAS**, it is necessary and appropriate to establish the City organizational structure and salary schedules for employees of the City of Sedro-Woolley by resolution of the City Council; and

**WHEREAS**, the City Council wishes to update its compensation plan in accordance with the recently completed compensation study; and

**WHEREAS**, negotiations, based upon the compensation study results, continue with the City's bargaining units; and

**WHEREAS**, to promote internal equity and retain quality employees, the City Council wishes to offer commensurate packages to non-represented employees; and

**WHEREAS**, the City Council must approve either a salary ordinance or a salary schedule so that non-represented employees receive pay beginning on January 1, 2023; and

**WHEREAS**, the City is moving to a new compensation structure involving a salary schedule for all employees; and

**WHEREAS**, pursuant to RCW 35A.11.020, the City Council has the power to fix the compensation and working conditions of its officers and employees through budget allocation for personnel and benefits.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEDRO-WOOLLEY, WASHINGTON, AS FOLLOWS:**

**Section 1: Adopting Updated Salary Schedule for Non-Represented Employees**

The monthly base compensation for City employees who are not represented by a union or bargaining group are subject to annual adjustments as set forth in Attachment A. Employees will receive a 2.5% salary adjustment from their current salary and then be rounded up to the next step in the range on January 1, 2023. In addition, the IT Specialist will have their position reclassified to IT System Integration Analyst due to results from the City's classification and compensation study indicating that the new position better reflects their work duties. Several position titles will also change but their classifications will not change.

**Section 2: Providing a One-Time Inflationary Bonus for Non-Represented Employees**

This provision provides a one-time \$2,500 bonus to non-represented employees due to historically high inflation in 2022. It is pro-rated for part-time employees. Funding for this payment originates from the City's allotment from the federal American Rescue Plan Act (ARPA). The amount is consistent with what is being offered to other employees and will be provided in the first paycheck of 2023.

**ADOPTED** by the City Council and **APPROVED** by the Mayor this 22nd day of November, 2022.

CITY OF SEDRO-WOOLLEY

By \_\_\_\_\_  
Julia Johnson, Mayor

ATTEST:

By \_\_\_\_\_  
Kelly Kohnken, City Clerk

## ATTACHMENT A

## CITY OF SEDRO-WOOLLEY

FY 2023

## Master Salary Schedule

Vacant or Career Ladder Placeholder

Grade/Step		Start	1	2	3	4	5	6	7	8	9	10	11	12
104	INTERN - ADMIN SUPPORT	\$ 16.40	\$ 17.22	\$ 18.08	\$ 18.98	\$ 19.55	\$ 20.14	\$ 20.74	\$ 21.36	\$ 21.79	\$ 22.23	\$ 22.56	\$ 22.90	\$ 23.24
		\$ 2,842	\$ 2,984	\$ 3,133	\$ 3,290	\$ 3,389	\$ 3,490	\$ 3,595	\$ 3,703	\$ 3,777	\$ 3,852	\$ 3,910	\$ 3,969	\$ 4,028
		\$ 34,103	\$ 35,808	\$ 37,599	\$ 39,478	\$ 40,663	\$ 41,883	\$ 43,139	\$ 44,433	\$ 45,322	\$ 46,228	\$ 46,922	\$ 47,626	\$ 48,340
105		\$ 16.93	\$ 17.78	\$ 18.66	\$ 19.60	\$ 20.19	\$ 20.79	\$ 21.42	\$ 22.06	\$ 22.50	\$ 22.95	\$ 23.29	\$ 23.64	\$ 24.00
		\$ 2,934	\$ 3,081	\$ 3,235	\$ 3,397	\$ 3,499	\$ 3,604	\$ 3,712	\$ 3,823	\$ 3,900	\$ 3,978	\$ 4,037	\$ 4,098	\$ 4,159
		\$ 35,213	\$ 36,974	\$ 38,822	\$ 40,763	\$ 41,986	\$ 43,246	\$ 44,543	\$ 45,879	\$ 46,797	\$ 47,733	\$ 48,449	\$ 49,176	\$ 49,913
106	INTERN - TECHNICAL SUPPORT	\$ 17.50	\$ 18.37	\$ 19.29	\$ 20.26	\$ 20.86	\$ 21.49	\$ 22.14	\$ 22.80	\$ 23.26	\$ 23.72	\$ 24.08	\$ 24.44	\$ 24.80
		\$ 3,033	\$ 3,185	\$ 3,344	\$ 3,511	\$ 3,616	\$ 3,725	\$ 3,837	\$ 3,952	\$ 4,031	\$ 4,111	\$ 4,173	\$ 4,236	\$ 4,299
		\$ 36,397	\$ 38,217	\$ 40,127	\$ 42,134	\$ 43,398	\$ 44,700	\$ 46,041	\$ 47,422	\$ 48,370	\$ 49,338	\$ 50,078	\$ 50,829	\$ 51,592
107		\$ 18.09	\$ 19.00	\$ 19.95	\$ 20.94	\$ 21.57	\$ 22.22	\$ 22.89	\$ 23.57	\$ 24.04	\$ 24.52	\$ 24.89	\$ 25.27	\$ 25.64
		\$ 3,136	\$ 3,293	\$ 3,457	\$ 3,630	\$ 3,739	\$ 3,851	\$ 3,967	\$ 4,086	\$ 4,167	\$ 4,251	\$ 4,315	\$ 4,379	\$ 4,445
		\$ 37,630	\$ 39,512	\$ 41,487	\$ 43,561	\$ 44,868	\$ 46,214	\$ 47,601	\$ 49,029	\$ 50,009	\$ 51,010	\$ 51,775	\$ 52,551	\$ 53,340
108		\$ 18.72	\$ 19.66	\$ 20.64	\$ 21.67	\$ 22.32	\$ 22.99	\$ 23.68	\$ 24.39	\$ 24.88	\$ 25.38	\$ 25.76	\$ 26.14	\$ 26.53
		\$ 3,245	\$ 3,407	\$ 3,577	\$ 3,756	\$ 3,869	\$ 3,985	\$ 4,105	\$ 4,228	\$ 4,312	\$ 4,398	\$ 4,464	\$ 4,531	\$ 4,599
		\$ 38,937	\$ 40,884	\$ 42,928	\$ 45,075	\$ 46,427	\$ 47,820	\$ 49,254	\$ 50,732	\$ 51,747	\$ 52,782	\$ 53,573	\$ 54,377	\$ 55,193
109		\$ 19.38	\$ 20.35	\$ 21.37	\$ 22.44	\$ 23.11	\$ 23.81	\$ 24.52	\$ 25.26	\$ 25.76	\$ 26.28	\$ 26.67	\$ 27.07	\$ 27.48
		\$ 3,360	\$ 3,528	\$ 3,704	\$ 3,889	\$ 4,006	\$ 4,126	\$ 4,250	\$ 4,378	\$ 4,465	\$ 4,554	\$ 4,623	\$ 4,692	\$ 4,763
		\$ 40,318	\$ 42,334	\$ 44,451	\$ 46,674	\$ 48,074	\$ 49,516	\$ 51,002	\$ 52,532	\$ 53,582	\$ 54,654	\$ 55,474	\$ 56,306	\$ 57,150
110		\$ 20.08	\$ 21.09	\$ 22.14	\$ 23.25	\$ 23.95	\$ 24.67	\$ 25.41	\$ 26.17	\$ 26.69	\$ 27.22	\$ 27.63	\$ 28.05	\$ 28.47
		\$ 3,481	\$ 3,655	\$ 3,838	\$ 4,030	\$ 4,151	\$ 4,275	\$ 4,404	\$ 4,536	\$ 4,626	\$ 4,719	\$ 4,790	\$ 4,862	\$ 4,934
		\$ 41,774	\$ 43,862	\$ 46,056	\$ 48,358	\$ 49,809	\$ 51,303	\$ 52,842	\$ 54,428	\$ 55,516	\$ 56,627	\$ 57,476	\$ 58,338	\$ 59,213
111	PROFESSIONAL INTERN	\$ 20.82	\$ 21.86	\$ 22.95	\$ 24.10	\$ 24.82	\$ 25.57	\$ 26.34	\$ 27.13	\$ 27.67	\$ 28.22	\$ 28.64	\$ 29.07	\$ 29.51
		\$ 3,609	\$ 3,789	\$ 3,978	\$ 4,177	\$ 4,303	\$ 4,432	\$ 4,565	\$ 4,702	\$ 4,796	\$ 4,892	\$ 4,965	\$ 5,039	\$ 5,115
		\$ 43,303	\$ 45,468	\$ 47,741	\$ 50,129	\$ 51,632	\$ 53,181	\$ 54,777	\$ 56,420	\$ 57,549	\$ 58,699	\$ 59,580	\$ 60,474	\$ 61,381
112		\$ 21.60	\$ 22.68	\$ 23.82	\$ 25.01	\$ 25.76	\$ 26.53	\$ 27.33	\$ 28.14	\$ 28.71	\$ 29.28	\$ 29.72	\$ 30.17	\$ 30.62
		\$ 3,744	\$ 3,931	\$ 4,128	\$ 4,334	\$ 4,464	\$ 4,598	\$ 4,736	\$ 4,878	\$ 4,976	\$ 5,076	\$ 5,152	\$ 5,229	\$ 5,307
		\$ 44,931	\$ 47,177	\$ 49,536	\$ 52,013	\$ 53,573	\$ 55,181	\$ 56,836	\$ 58,541	\$ 59,712	\$ 60,906	\$ 61,820	\$ 62,747	\$ 63,688
113		\$ 22.42	\$ 23.54	\$ 24.72	\$ 25.95	\$ 26.73	\$ 27.53	\$ 28.36	\$ 29.21	\$ 29.80	\$ 30.39	\$ 30.85	\$ 31.31	\$ 31.78
		\$ 3,886	\$ 4,080	\$ 4,284	\$ 4,499	\$ 4,634	\$ 4,773	\$ 4,916	\$ 5,063	\$ 5,164	\$ 5,268	\$ 5,347	\$ 5,427	\$ 5,508
		\$ 46,633	\$ 48,964	\$ 51,412	\$ 53,983	\$ 55,603	\$ 57,271	\$ 58,989	\$ 60,758	\$ 61,974	\$ 63,213	\$ 64,161	\$ 65,124	\$ 66,101
114		\$ 23.29	\$ 24.45	\$ 25.67	\$ 26.96	\$ 27.76	\$ 28.60	\$ 29.46	\$ 30.34	\$ 30.95	\$ 31.56	\$ 32.04	\$ 32.52	\$ 33.01
		\$ 4,036	\$ 4,238	\$ 4,450	\$ 4,672	\$ 4,812	\$ 4,957	\$ 5,106	\$ 5,259	\$ 5,364	\$ 5,471	\$ 5,553	\$ 5,637	\$ 5,721
		\$ 48,433	\$ 50,855	\$ 53,398	\$ 56,067	\$ 57,749	\$ 59,482	\$ 61,266	\$ 63,104	\$ 64,366	\$ 65,654	\$ 66,639	\$ 67,638	\$ 68,653

## ATTACHMENT A

## CITY OF SEDRO-WOOLLEY

FY 2023

## Master Salary Schedule

Vacant or Career Ladder Placeholder

Grade/Step	Start	1	2	3	4	5	6	7	8	9	10	11	12	
115		\$ 24.20 \$ 4,194 \$ 50,332	\$ 25.41 \$ 4,404 \$ 52,849	\$ 26.68 \$ 4,624 \$ 55,491	\$ 28.01 \$ 4,855 \$ 58,266	\$ 28.85 \$ 5,001 \$ 60,014	\$ 29.72 \$ 5,151 \$ 61,814	\$ 30.61 \$ 5,306 \$ 63,669	\$ 31.53 \$ 5,465 \$ 65,579	\$ 32.16 \$ 5,574 \$ 66,890	\$ 32.80 \$ 5,686 \$ 68,228	\$ 33.29 \$ 5,771 \$ 69,252	\$ 33.79 \$ 5,858 \$ 70,290	\$ 34.30 \$ 5,945 \$ 71,345
116		\$ 25.17 \$ 4,363 \$ 52,355	\$ 26.43 \$ 4,581 \$ 54,973	\$ 27.75 \$ 4,810 \$ 57,721	\$ 29.14 \$ 5,051 \$ 60,607	\$ 30.01 \$ 5,202 \$ 62,425	\$ 30.91 \$ 5,358 \$ 64,298	\$ 31.84 \$ 5,519 \$ 66,227	\$ 32.80 \$ 5,685 \$ 68,214	\$ 33.45 \$ 5,798 \$ 69,578	\$ 34.12 \$ 5,914 \$ 70,970	\$ 34.63 \$ 6,003 \$ 72,034	\$ 35.15 \$ 6,093 \$ 73,115	\$ 35.68 \$ 6,184 \$ 74,212
117		\$ 26.19 \$ 4,540 \$ 54,476	\$ 27.50 \$ 4,767 \$ 57,200	\$ 28.87 \$ 5,005 \$ 60,060	\$ 30.32 \$ 5,255 \$ 63,063	\$ 31.23 \$ 5,413 \$ 64,955	\$ 32.17 \$ 5,575 \$ 66,903	\$ 33.13 \$ 5,743 \$ 68,910	\$ 34.12 \$ 5,915 \$ 70,978	\$ 34.81 \$ 6,033 \$ 72,397	\$ 35.50 \$ 6,154 \$ 73,845	\$ 36.04 \$ 6,246 \$ 74,953	\$ 36.58 \$ 6,340 \$ 76,077	\$ 37.12 \$ 6,435 \$ 77,218
118		\$ 27.27 \$ 4,727 \$ 56,720	\$ 28.63 \$ 4,963 \$ 59,557	\$ 30.06 \$ 5,211 \$ 62,534	\$ 31.57 \$ 5,472 \$ 65,661	\$ 32.51 \$ 5,636 \$ 67,631	\$ 33.49 \$ 5,805 \$ 69,660	\$ 34.50 \$ 5,979 \$ 71,750	\$ 35.53 \$ 6,159 \$ 73,902	\$ 36.24 \$ 6,282 \$ 75,380	\$ 36.97 \$ 6,407 \$ 76,888	\$ 37.52 \$ 6,503 \$ 78,041	\$ 38.08 \$ 6,601 \$ 79,212	\$ 38.65 \$ 6,700 \$ 80,400
119	COURT SERVICES ADMINISTRATOR	\$ 28.41 \$ 4,924 \$ 59,088	\$ 29.83 \$ 5,170 \$ 62,043	\$ 31.32 \$ 5,429 \$ 65,145	\$ 32.89 \$ 5,700 \$ 68,402	\$ 33.87 \$ 5,871 \$ 70,454	\$ 34.89 \$ 6,047 \$ 72,568	\$ 35.94 \$ 6,229 \$ 74,745	\$ 37.01 \$ 6,416 \$ 76,987	\$ 37.75 \$ 6,544 \$ 78,527	\$ 38.51 \$ 6,675 \$ 80,097	\$ 39.09 \$ 6,775 \$ 81,299	\$ 39.67 \$ 6,877 \$ 82,518	\$ 40.27 \$ 6,980 \$ 83,756
120		\$ 29.61 \$ 5,132 \$ 61,579	\$ 31.09 \$ 5,388 \$ 64,658	\$ 32.64 \$ 5,658 \$ 67,891	\$ 34.27 \$ 5,940 \$ 71,286	\$ 35.30 \$ 6,119 \$ 73,424	\$ 36.36 \$ 6,302 \$ 75,627	\$ 37.45 \$ 6,491 \$ 77,896	\$ 38.57 \$ 6,686 \$ 80,233	\$ 39.34 \$ 6,820 \$ 81,838	\$ 40.13 \$ 6,956 \$ 83,474	\$ 40.73 \$ 7,061 \$ 84,726	\$ 41.34 \$ 7,166 \$ 85,997	\$ 41.97 \$ 7,274 \$ 87,287
121	ENGINEER I	\$ 30.87 \$ 5,352 \$ 64,219	\$ 32.42 \$ 5,619 \$ 67,429	\$ 34.04 \$ 5,900 \$ 70,801	\$ 35.74 \$ 6,195 \$ 74,341	\$ 36.81 \$ 6,381 \$ 76,571	\$ 37.92 \$ 6,572 \$ 78,868	\$ 39.06 \$ 6,770 \$ 81,234	\$ 40.23 \$ 6,973 \$ 83,671	\$ 41.03 \$ 7,112 \$ 85,345	\$ 41.85 \$ 7,254 \$ 87,052	\$ 42.48 \$ 7,363 \$ 88,358	\$ 43.12 \$ 7,474 \$ 89,683	\$ 43.76 \$ 7,586 \$ 91,028
122	ASSISTANT PLANNER	\$ 32.20 \$ 5,582 \$ 66,981	\$ 33.81 \$ 5,861 \$ 70,330	\$ 35.50 \$ 6,154 \$ 73,847	\$ 37.28 \$ 6,462 \$ 77,539	\$ 38.40 \$ 6,655 \$ 79,865	\$ 39.55 \$ 6,855 \$ 82,261	\$ 40.74 \$ 7,061 \$ 84,729	\$ 41.96 \$ 7,273 \$ 87,271	\$ 42.80 \$ 7,418 \$ 89,016	\$ 43.65 \$ 7,566 \$ 90,796	\$ 44.31 \$ 7,680 \$ 92,158	\$ 44.97 \$ 7,795 \$ 93,541	\$ 45.65 \$ 7,912 \$ 94,944
123		\$ 33.61 \$ 5,826 \$ 69,916	\$ 35.29 \$ 6,118 \$ 73,412	\$ 37.06 \$ 6,424 \$ 77,082	\$ 38.91 \$ 6,745 \$ 80,937	\$ 40.08 \$ 6,947 \$ 83,365	\$ 41.28 \$ 7,155 \$ 85,866	\$ 42.52 \$ 7,370 \$ 88,442	\$ 43.80 \$ 7,591 \$ 91,095	\$ 44.67 \$ 7,743 \$ 92,917	\$ 45.56 \$ 7,898 \$ 94,775	\$ 46.25 \$ 8,016 \$ 96,197	\$ 46.94 \$ 8,137 \$ 97,640	\$ 47.65 \$ 8,259 \$ 99,104
124	ASSOCIATE PLANNER ENGINEER II IT SYSTEM INTEGRATION ANALYST	\$ 35.31 \$ 6,120 \$ 73,445	\$ 37.08 \$ 6,426 \$ 77,117	\$ 38.93 \$ 6,748 \$ 80,973	\$ 40.88 \$ 7,085 \$ 85,021	\$ 42.10 \$ 7,298 \$ 87,572	\$ 43.37 \$ 7,517 \$ 90,199	\$ 44.67 \$ 7,742 \$ 92,905	\$ 46.01 \$ 7,974 \$ 95,692	\$ 46.93 \$ 8,134 \$ 97,606	\$ 47.86 \$ 8,297 \$ 99,558	\$ 48.58 \$ 8,421 \$ 101,052	\$ 49.31 \$ 8,547 \$ 102,568	\$ 50.05 \$ 8,676 \$ 104,106
125		\$ 36.98 \$ 6,410 \$ 76,918	\$ 38.83 \$ 6,730 \$ 80,763	\$ 40.77 \$ 7,067 \$ 84,802	\$ 42.81 \$ 7,420 \$ 89,042	\$ 44.09 \$ 7,643 \$ 91,713	\$ 45.42 \$ 7,872 \$ 94,464	\$ 46.78 \$ 8,108 \$ 97,298	\$ 48.18 \$ 8,351 \$ 100,217	\$ 49.14 \$ 8,518 \$ 102,222	\$ 50.13 \$ 8,689 \$ 104,266	\$ 50.88 \$ 8,819 \$ 105,830	\$ 51.64 \$ 8,951 \$ 107,417	\$ 52.42 \$ 9,086 \$ 109,029

## ATTACHMENT A

## CITY OF SEDRO-WOOLLEY

FY 2023

## Master Salary Schedule

Vacant or Career Ladder Placeholder

Grade/Step		Start	1	2	3	4	5	6	7	8	9	10	11	12
126	SENIOR PLANNER	\$ 38.74	\$ 40.67	\$ 42.71	\$ 44.84	\$ 46.19	\$ 47.57	\$ 49.00	\$ 50.47	\$ 51.48	\$ 52.51	\$ 53.30	\$ 54.10	\$ 54.91
\$ 6,715		\$ 7,050	\$ 7,403	\$ 7,773	\$ 8,006	\$ 8,246	\$ 8,494	\$ 8,748	\$ 8,923	\$ 9,102	\$ 9,238	\$ 9,377	\$ 9,518	
\$ 80,574		\$ 84,603	\$ 88,833	\$ 93,275	\$ 96,073	\$ 98,955	\$ 101,924	\$ 104,982	\$ 107,082	\$ 109,223	\$ 110,862	\$ 112,524	\$ 114,212	
127		\$ 40.60	\$ 42.63	\$ 44.76	\$ 47.00	\$ 48.41	\$ 49.86	\$ 51.35	\$ 52.89	\$ 53.95	\$ 55.03	\$ 55.86	\$ 56.69	\$ 57.55
\$ 7,037		\$ 7,389	\$ 7,758	\$ 8,146	\$ 8,390	\$ 8,642	\$ 8,901	\$ 9,168	\$ 9,352	\$ 9,539	\$ 9,682	\$ 9,827	\$ 9,975	
\$ 84,442		\$ 88,664	\$ 93,097	\$ 97,752	\$ 100,685	\$ 103,705	\$ 106,816	\$ 110,021	\$ 112,221	\$ 114,466	\$ 116,183	\$ 117,925	\$ 119,694	
128	ASSISTANT FIRE CHIEF	\$ 42.56	\$ 44.69	\$ 46.92	\$ 49.27	\$ 50.74	\$ 52.27	\$ 53.83	\$ 55.45	\$ 56.56	\$ 57.69	\$ 58.55	\$ 59.43	\$ 60.32
\$ 7,377		\$ 7,745	\$ 8,133	\$ 8,539	\$ 8,796	\$ 9,059	\$ 9,331	\$ 9,611	\$ 9,803	\$ 9,999	\$ 10,149	\$ 10,302	\$ 10,456	
\$ 88,520		\$ 92,946	\$ 97,593	\$ 102,473	\$ 105,547	\$ 108,713	\$ 111,975	\$ 115,334	\$ 117,641	\$ 119,993	\$ 121,793	\$ 123,620	\$ 125,475	
129	POLICE LIEUTENANT CITY ENGINEER	\$ 44.63	\$ 46.86	\$ 49.21	\$ 51.67	\$ 53.22	\$ 54.81	\$ 56.46	\$ 58.15	\$ 59.31	\$ 60.50	\$ 61.41	\$ 62.33	\$ 63.26
\$ 7,736		\$ 8,123	\$ 8,529	\$ 8,956	\$ 9,224	\$ 9,501	\$ 9,786	\$ 10,080	\$ 10,281	\$ 10,487	\$ 10,644	\$ 10,804	\$ 10,966	
\$ 92,834		\$ 97,476	\$ 102,350	\$ 107,468	\$ 110,692	\$ 114,012	\$ 117,433	\$ 120,956	\$ 123,375	\$ 125,842	\$ 127,730	\$ 129,646	\$ 131,590	
130	DIRECTOR, INFO TECHNOLOGIES	\$ 46.82	\$ 49.16	\$ 51.62	\$ 54.20	\$ 55.83	\$ 57.50	\$ 59.23	\$ 61.00	\$ 62.22	\$ 63.47	\$ 64.42	\$ 65.39	\$ 66.37
\$ 8,115		\$ 8,521	\$ 8,947	\$ 9,395	\$ 9,677	\$ 9,967	\$ 10,266	\$ 10,574	\$ 10,785	\$ 11,001	\$ 11,166	\$ 11,334	\$ 11,504	
\$ 97,386		\$ 102,255	\$ 107,368	\$ 112,736	\$ 116,118	\$ 119,602	\$ 123,190	\$ 126,886	\$ 129,423	\$ 132,012	\$ 133,992	\$ 136,002	\$ 138,042	
131	DIRECTOR, FINANCE DIRECTOR, COMMUNITY DEVEL	\$ 49.12	\$ 51.58	\$ 54.16	\$ 56.87	\$ 58.57	\$ 60.33	\$ 62.14	\$ 64.00	\$ 65.28	\$ 66.59	\$ 67.59	\$ 68.60	\$ 69.63
\$ 8,515		\$ 8,940	\$ 9,387	\$ 9,857	\$ 10,152	\$ 10,457	\$ 10,771	\$ 11,094	\$ 11,316	\$ 11,542	\$ 11,715	\$ 11,891	\$ 12,069	
\$ 102,174		\$ 107,283	\$ 112,647	\$ 118,279	\$ 121,828	\$ 125,483	\$ 129,247	\$ 133,124	\$ 135,787	\$ 138,503	\$ 140,580	\$ 142,689	\$ 144,829	
132		\$ 51.55	\$ 54.13	\$ 56.83	\$ 59.68	\$ 61.47	\$ 63.31	\$ 65.21	\$ 67.17	\$ 68.51	\$ 69.88	\$ 70.93	\$ 71.99	\$ 73.07
\$ 8,935		\$ 9,382	\$ 9,851	\$ 10,344	\$ 10,654	\$ 10,974	\$ 11,303	\$ 11,642	\$ 11,875	\$ 12,113	\$ 12,294	\$ 12,479	\$ 12,666	
\$ 107,225		\$ 112,587	\$ 118,216	\$ 124,127	\$ 127,851	\$ 131,686	\$ 135,637	\$ 139,706	\$ 142,500	\$ 145,350	\$ 147,530	\$ 149,743	\$ 151,989	
133	DIRECTOR, PUBLIC WORKS POLICE CHIEF FIRE CHIEF	\$ 54.12	\$ 56.82	\$ 59.67	\$ 62.65	\$ 64.53	\$ 66.46	\$ 68.46	\$ 70.51	\$ 71.92	\$ 73.36	\$ 74.46	\$ 75.58	\$ 76.71
\$ 9,381		\$ 9,850	\$ 10,342	\$ 10,859	\$ 11,185	\$ 11,520	\$ 11,866	\$ 12,222	\$ 12,466	\$ 12,716	\$ 12,907	\$ 13,100	\$ 13,297	
\$ 112,566		\$ 118,195	\$ 124,104	\$ 130,309	\$ 134,219	\$ 138,245	\$ 142,393	\$ 146,664	\$ 149,598	\$ 152,590	\$ 154,879	\$ 157,202	\$ 159,560	
134		\$ 56.83	\$ 59.67	\$ 62.65	\$ 65.78	\$ 67.76	\$ 69.79	\$ 71.88	\$ 74.04	\$ 75.52	\$ 77.03	\$ 78.19	\$ 79.36	\$ 80.55
\$ 9,850		\$ 10,342	\$ 10,859	\$ 11,402	\$ 11,744	\$ 12,097	\$ 12,460	\$ 12,833	\$ 13,090	\$ 13,352	\$ 13,552	\$ 13,755	\$ 13,962	
\$ 118,196		\$ 124,106	\$ 130,311	\$ 136,827	\$ 140,932	\$ 145,160	\$ 149,515	\$ 154,000	\$ 157,080	\$ 160,222	\$ 162,625	\$ 165,064	\$ 167,540	
135		\$ 59.68	\$ 62.67	\$ 65.80	\$ 69.09	\$ 71.16	\$ 73.30	\$ 75.50	\$ 77.76	\$ 79.32	\$ 80.90	\$ 82.12	\$ 83.35	\$ 84.60
\$ 10,345		\$ 10,862	\$ 11,406	\$ 11,976	\$ 12,335	\$ 12,705	\$ 13,086	\$ 13,479	\$ 13,748	\$ 14,023	\$ 14,234	\$ 14,447	\$ 14,664	
\$ 124,142		\$ 130,349	\$ 136,867	\$ 143,710	\$ 148,021	\$ 152,462	\$ 157,036	\$ 161,747	\$ 164,982	\$ 168,281	\$ 170,806	\$ 173,368	\$ 175,968	
137	CITY ADMINISTRATOR	\$ 65.87	\$ 69.16	\$ 72.62	\$ 76.25	\$ 78.54	\$ 80.90	\$ 83.32	\$ 85.82	\$ 87.54	\$ 89.29	\$ 90.63	\$ 91.99	\$ 93.37
\$ 11,417		\$ 11,988	\$ 12,588	\$ 13,217	\$ 13,613	\$ 14,022	\$ 14,442	\$ 14,876	\$ 15,173	\$ 15,477	\$ 15,709	\$ 15,945	\$ 16,184	
\$ 137,007		\$ 143,858	\$ 151,050	\$ 158,603	\$ 163,361	\$ 168,262	\$ 173,310	\$ 178,509	\$ 182,079	\$ 185,721	\$ 188,507	\$ 191,334	\$ 194,204	

# City of Sedro-Woolley



## Classification & Compensation Study

October 2022

JB REWARD SYSTEMS  
Bainbridge Island, WA

JB



**THE CITY OF SEDRO-WOOLLEY**  
**Classification & Compensation Review**

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# I.

## Introduction and Summary

### A. Background

The City of Sedro-Woolley, Washington provides a complete range of municipal and related services to urban residential, business, and close-in rural populations of ethnic and economic diversity. The City is listed as having a population of about 13,000, although its location in the Skagit Valley and substantial commercial, health care, and business activity, the City has a service area and effective population of a noticeably larger city.

The City boasts its service the community with state of the art services, systems, and infrastructure such as and not limited to water resources, distribution, and collection, visionary development, services and activities impacting the quality of community life, and the safety and security of its citizens and visitors.

In that regard and in order to attract, retain, and inspire employees to provide the high levels of service expected by the community, the City understands the value of having forward thinking administrative systems such as those for job classification, compensation, recognition, and career growth. The City also would like assurance that the current salary administration system adequately supports optimal internal job alignment decisions, challenges in developing and retaining of key skills, and contrasted by concerns about labor costs and fiscal responsibility.

To assure a logical approach to developing a job classification and compensation program, the City sought a project to review the existing program. This project would be conducted by an outside consultancy with experience in designing compensation systems for municipal government and other service organizations and would accomplish these broad objectives:

- Determine the City's **competitive standing** in a local/regional labor market comprised of local cross-industry employers, comparable municipalities, and other service industries such as education and healthcare.
- Update the **classification structures** to properly align managerial, supervisory, and confidential jobs, modernize job titles and design as needed, and support career ladders.
- Install the most modern tools for aligning jobs into pay levels based on content, difficulty, and responsibility.
- Assess the **internal equity** of the City's existing compensation practices. This should always be a fundamental goal of a salary administration program.
- Develop action **plans to implement changes** over time and within cost structure limitations.
- Develop **techniques** that enable periodic updating of compensation structure(s), re-evaluation of job content, and evaluation of pay range assignments.

The purpose of this report is to present our findings pertaining to the above mentioned objectives, recommend changes to existing practices, and ultimately recommend a systematic approach to establishing and administering compensation for employees.

## B. Project Process and Flow

The project to assess and modernize the compensation and job classification program for exempt, non-represented positions has involved the following major activities:

- **Organization Review.** A review of the City's political and management structure, scope of services, classification and compensation history, and job documentation, to enable a general understanding of how the City operates.
- **Job Analysis.** A review of the job content, or work performed, by employees and grouping into "classifications" and exploratory discussions about skill-based career paths that can sustain the City's high levels of service.
- **Salary Research.** The collection of salary information from other organizations of comparable size, complexity, nature and scope of services, economic character and cost-of-living, and geography in order to help the City understand the pay practices used elsewhere. The survey would be conducted by acquiring salary range data from local and regional competitors in municipal government. Reporting of competitive salary information would be in accordance with professional and legal requirements, displaying only median, average, and quartile information for the selected sample of jobs.
- **Job Measurement.** The study of job content using the JOBMEAS™ system of evaluation, ultimately producing a hierarchical list of job classifications from high to low according to job difficulty and responsibility.
- **Re-analysis.** The study includes quality reviews to test and accept recommended job classifications and their internal relationship to others.
- **Salary Structure.** The development of salary ranges to consider external salary data and the City's realistic competitive positioning and cost control goals.
- **Salary Advancement.** Provide a mechanism for employees to achieve salary growth that is compatible with competitive trends and, again, sensitive to the City's financial limitations.

The JOBMEAS™ system for job measurement and pay determination, described in a technical manual (provided for internal use only to trained personnel and requiring a license agreement), is the primary standard used to study job content, evaluate internal relationships among jobs, produce a classification and compensation structure, and provide stability to on-going pay related decisions. When implemented, the System can help the City make objective decisions on the following:

- **Internal Pay Equity,** where jobs are placed in proper salary ranges in-line with their difficulty and responsibility, and using a common measuring format.
- **External Competitiveness,** where the numeric job measurement scores provide the basis for designing salary structure and ranges are unilaterally competitive.
- **Administrative Efficiency,** where the process is meant to be responsive to departmental management and employees when significant job content changes occur requiring higher level skills.

## II. Highlights of Our Findings

The classification and compensation study has produced several key assessments for job classifications. These findings together with the opinions of the City Administration, functional management, and walk through and information we received from employees have formed the basis for the competitive assessment, job designs and study, and specific recommendations for a compensation structure.

### OVERVIEW

#### KEYS TO AN EFFECTIVE SALARY PROGRAM



FAIRNESS



RECRUIT



RETAIN

The City of Sedro Woolley pays its non-represented employees at or slightly below competitive trends. Salaries for management and other non-represented positions are at about the 41<sup>st</sup> to 44<sup>th</sup> percentile. The labor market used for making these assessments consisted of municipalities that were within a reasonable region, comparable in size and scope of service, organization, competitive risk, and in cost-of-living, giving particular weight to those in northern and western Puget Sound.

The salary ranges for AFSCME represented positions are currently set at the 42<sup>nd</sup> to 47<sup>th</sup> percentile in market analysis that combines a contractually agreed upon sample plus additional information from an expanded sample of municipalities.

The City has salary grids and job hierarchies for AFSCME but not for non-represented positions. We believe it would be reasonable to set up ranges for all positions. We found several exceptions, mostly with the spacing among positions that when realigned through implementation, could make the structures more dynamic.

Administratively speaking, the City could benefit from updating its job measurement/evaluation system to enhance the decision-making process on salary range alignments giving it more advanced decision support capability to handle emerging job design and alignment needs.

### A. Job Classification

From our perspective, the most important objective of this study and of the salary administration program, once implemented, is the design and proper alignment of all job classifications into ranges that are consistently competitive.

The City of Sedro-Woolley has some challenges when it comes to recruitment and retention of key skills. These challenges are common among municipalities of this size.

Where possible we have inserted vacant 'placeholder' positions to offer advancement within careers.



**OVERALL  
COMPETITIVENESS:**

➤ **Represented:**  
42<sup>nd</sup> to 47<sup>th</sup>

➤ **Non-represented:**  
41<sup>st</sup> to 44<sup>th</sup>

**PERCENTILE**

### A.1 Job Designs and Careers

Organizations everywhere find that from time to time, they must review job designs and titling schemes to gain assurance they are attracting the right skills and that jobs are set up to deliver effective customer service. This also means discontinuing obsolete job designs and titles, and rebuilding careers around those which are emerging.

We found opportunities where updates to job titles, career paths, and eventually descriptions that would enhance the City’s ability to recruit and retain highly qualified people, and give recognition to existing staff. The results of the updated classifications appear in Appendix C, Classification Structure.

There are however, several positions/career modifications we would like to point out as part of the findings leading to recommendations.

- Collection Specialist-to-Infrastructure and Mapping Specialist upgrade.
- Equipment Operator II-to-creating a level III or ‘senior’ centered between II and ‘lead’ and to be designed
- Creation of entry or senior level clerical, accounting, IT, permitting slots.
- Expansion of skill based titles in Planning, Engineering, etc.

### A.2 Job Alignment

Job alignment was one of the principle objectives of this study coupled with competitiveness. We found no systemic issues in alignment. In fact, we believe the City has done a good job of maintaining the integrity of its internally/externally aligned positions given the tools they have to work with and overall hiring urgency. The only potential internal equity issues we found were those instances such as above where jobs may have grown or changed over time and where an objective review can serve as a second set of eyes for the need to make alignment adjustments.

Making adjustments to these and other positions by using the job measurement system will maintain them in the proper grade level.

The recommended job classification structure and the JOBMEAS™ system will stabilize these issues. Chapter I describes this system in more depth.

## B. External Competitiveness

The City of Sedro-Woolley competes in a regional labor market that is very aggressive and local labor market that is influenced by limited numbers of specific skills considering the significant presence of education, healthcare, and other significant private employers.

The competitive environment for jobs is also influenced by some challenges recruiting key skills into Sedro-Woolley.

We have collected salary data for the fiscal year 2022/2023 with adjustments that are projected for fiscal years ’23 and ’24. The data collection primarily includes other

municipalities that share the same location, fiscal, cost-of-living, and recruiting pressures. We found we had to use a radius of about 100 miles to get adequate data as many organizations did not have good job matches and had very inconsistent pay practices with regards to salary ranges and their own internal alignment of jobs.

The salary survey data has been compiled from at least 12 organizations (see Appendix A for the list of data sources with varying degrees of job matches. This includes a core list of five that were set forth in the current contract for AFSCME representation.

The City's range minimums (first step) are estimated to be at or near the 47<sup>th</sup> to 49<sup>th</sup> percentile, and the range maximums are at or near the 45<sup>th</sup> percentile. This is not for every job classification, but an overall assessment. The important item to point out here is that as city employees progress through the salary ranges, they paid slightly less competitive, prompting us to ultimately recommend expanded ranges (see Chapter III).

Appendix A contains the survey summary information leading to these findings as well as the list of data sources. Survey data has been summarized into "quartiles" and according to professional standards. The sample size was sufficient enough to report the 25<sup>th</sup>, 40<sup>th</sup>, 50<sup>th</sup> or median, average, 60<sup>th</sup>, and 75<sup>th</sup> percentiles of the salary range minimum and maximum. Presentation of data quartiles complies with professional standards.

### **B.1 Salary Trends**

In consideration of financial projections for the State level and cross-industry economic trends that have been very aggressive during the past three years, we estimate that salary ranges will now be advancing more conservatively at the following pace over the next two-three years:

- 2022/2023: 4.5% to 5.6%
- 2023/2024: 3.1% to 3.5%
- 2024/2025: 1.6% to 2.2%

Later in chapter III, we will discuss a salary structure concept that will enable the City to enjoy both a cost-effectiveness and offer staff the ability to be paid above average rates.

### **B.2 Actual Base Salaries**

Assessing competitiveness of actual pay for staff is more difficult because of differences in years' service employees may have. Considering that the "average" City employee appears to have below median length of service (8.0 years compared to 10.9 years elsewhere) than competing organizations, we estimate that actual salaries are also on average below median.

### **B.3 Salary Structure Trends**

A noticeable recent trend, and one that will likely continue, is the expansion of salary range width from Step 1 to the maximum. Municipal government lags behind other industries in adopting this concept, which has been shown to offer advantages for recruitment, retention, and cost effectiveness.

During the last decade in particular, many municipalities have amended salary ranges from the “old-school” of 5 to 7 steps with 3% to 5% steps differentials to **‘modern’ plans** containing 9-13 smaller steps averaging in the 3% range and ending with smaller percentages. Sedro-Woolley’s ranges for management and confidential positions top out at four-six years and stop short of what we consider to be a full life cycle for the position.

On the non-represented size longevity doesn’t account for much since there are flat rates of pay which we believe should be converted to ranges

We, along with other salary administrators cite several reasons for expanding the width (from minimum to maximum) of salary ranges.

- First, we believe that salary growth should be connected to learning and skill development as well as retention in the years where the risk of loss to turnover is greatest. Years 1-2 take care of learning and 3-4 take care of competency. Years 5-6 are for proficiency, up to and through 8 for mastery. Some organizations are eliminating 5% steps all together and constructing ranges that go out to 13 steps (12 years) to give sustained recognition and better management of fixed costs.

Employers see this period of service as critical to operations and an expensive form of turnover, and as a result, want coverage in the main salary structure. That said, we believe a well-designed salary structure would contain ranges with at least 9 steps. This option will be discussed further.

- Second, most other industries use wider salary ranges. Having wider ranges (and a more flexible initial placement policy) may improve the City’s ability to attract a broader range of job candidates.
- Third, having more steps, even if they are smaller in percentage, individualizes salary adjustments. Many administrators believe this will place less pressure on COLA’s.

As mentioned earlier, another significant trend among municipalities is the use of skill-based career ladders. Skill-based career ladders tend to work best in environments dominated by growth, turnover, and a limited labor market. Sedro-Woolley is doing a good job in this area within the AFSCME contract but not elsewhere.

### III. Highlights of Our Recommendations

The classification and compensation review has enabled us to learn more about the City while producing findings and assessments, and ultimately formulating recommendations appearing below. As a result, we believe that the following general recommendations are in the best interest for the City and its employees. In order to preserve the integrity of the structure and decision support processes, it is important the program be implemented in its entirety – not piecemeal.

#### **Recommendation A. Adopt the JOBMEAS™ System**

Sedro-Woolley is sufficiently large and complex to justify a formal job classification and pay determination methodology such as that which is used in other governments and industries. This will come in handy when jobs are reviewed where there is not any meaningful market data.

The JOBMEAS™ system of evaluation enhances the consistency and objectivity when making decisions resulting in pay range assignments for City jobs. It provides a practical, yet bias-free approach to determining the relative value of jobs to each other, ultimately contributing to the process of developing equitable salary ranges.

The JOBMEAS™ system creates a permanent record describing the "judgments" made in connection with determining relative value and assigning the job to a salary grade. Years later, the logic behind the judgments can be recalled, even if no other job documentation can be found. Acceptance of the JOBMEAS™ system means the City honors its controls, copyrights, and license agreement.

A summary of the system appears in Appendix B of this report.

#### **A.1 Job Analysis Process**

We recommend upon approval of the system, the job classification, range assignment, and pay determination process follow these typical rules and outline (Chart A following the materials in Appendix B):

- A request for review is initiated by an employee (per agreed upon schedule, usually an annual or bi-annual 'opener', realignment of accountabilities, or newly established qualifications) or department head.
- When an existing position is believed to have changed considerably in qualifications, difficulty, and responsibility, then City administration, a department head and/or the job incumbent can initiate the review process.
- Changes in volume would not normally be considered for evaluation unless they require additional and unique knowledge and skills. In-service skill enhancement training paid by the City would also not normally be grounds for reclassification.
- Requests for review or reclassification can be made no more often than every two years. City administration will issue a job description worksheet to be completed by the job incumbent and reviewed and commented on by the job incumbent's



POLICY / PROCEDURE



supervisor. The supervisor may add, expand upon, or challenge data. If the job is vacant, the supervisor (or a prior incumbent) will complete the worksheet.

- The Worksheet and accompanying documents are routed to City administration where it will proceed with the job evaluation process.
- The position is analyzed by interviewing at least one incumbent in the classification, then conduct job evaluation using the JOBMEAS™ system. This will return a recommended salary grade.
- City administration or designee will submit the preliminary evaluation to the department head for review, confirmation, and approval. If, through its discussion, agreement cannot be made on the recommended salary grade placement based on the analysis, the job shall be returned for reanalysis. Alternatively, the City could arrange with the Consultant to provide periodic classification review services. Final recommendations are routed to the City Administrator for final approval (or negotiated in the case of represented jobs).
- Job analysis and evaluation should never be conducted in public proceedings.
- The job incumbent (or supervisor) will be notified of the change.
- We recommend that, if a job advances by one salary grade, range placement is to the closest step from the incumbent's current rate, thus emphasizing long term salary advancement potential. If a job advances by two or more grades, we suggest first assigning the job to the closest step, then, a minimum of an additional step to denote the equivalent of an advancement or promotion.

#### **Recommendation B. Adopt the Job Classifications and Listing**

We recommend that the City adopt the job classifications and their salary grade assignments as they appear in Appendix C of this report.

The job classification structure is the product of job analysis using JOBMEAS™, quality reviews, and preliminary acceptance.

It is important to leave the final listing virtually "intact" upon implementation, of course, subject to quality assurance and final review. During the implementation process, there will undoubtedly be offers to modify or accept a portion of the recommended classifications. In order to preserve its integrity, the job evaluation process must be followed when making modifications to job/grade assignments.

### Recommendation C. Adopt the Recommended Salary Structure

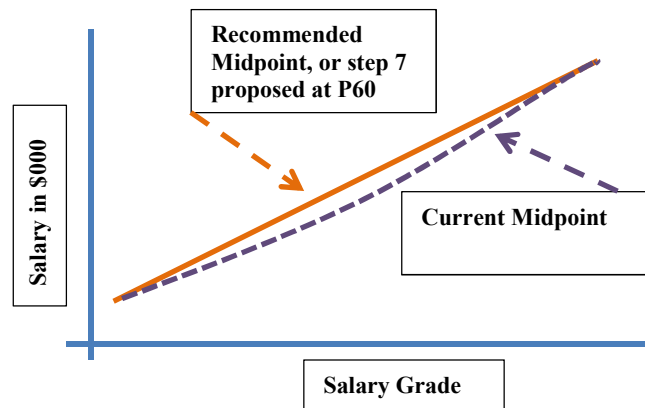
The salary structure presented for acceptance and approval is constructed so that it serves as a 'master structure' where Step 7 is set to approximately the 60<sup>th</sup> percentile of the competitive environment. This target is an important in that it provides a focal point for all employee groups and agreements/contracts.

We recommend the attached Appendix C) salary grid along with the numbering scheme for grade level and width extending out to 13 steps (twelve+ years).

- Steps 1-5 each increase by 5.0%
- Steps 6 & 7 each increase by 3.0%
- Steps 8 & 9 each increase by 2.0%
- Steps 10-13 each increase by 1.5%

The salary grid is set up for adoption and implementation as displayed for the non-represented positions and also to be used for AFSCME represented positions, but understand that minor variations may occur by way of the contractual process.

The salary ranges we recommend are based on this linear equation which we believe will continue to make the City unilaterally competitive. By using a base number and advance all ranges by a %, thus having consistent numbers appearing diagonally on the grid, the City becomes less competitive in the middle of the grid and this is where pay compression comes into play.



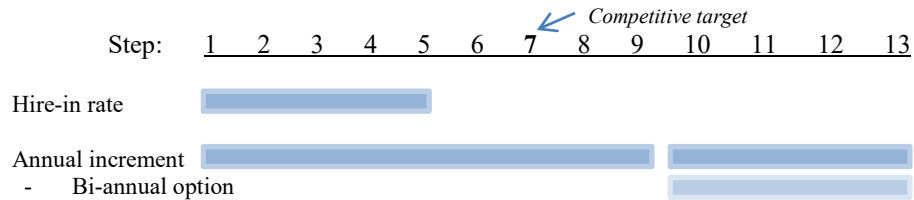
**RECOMMENDED  
STRUCTURE**

We believe the salary grids, with expanded step increments is the most reasonable structure the City can implement to facilitate change within a reasonable upfront implementation cost and be both competitive and cost effective in the future. The structure which appears in Appendix C is designed to be reflective of, and responsive to, the competitive labor market trends.

This form of salary grid offers the City additional flexibility and capacity in at least the following respects.

- We believe the ranges enable more flexibility in the hiring process without creating compression with pay rates of existing staff.

- The upper end of the ranges can be structured for longer time intervals between steps, thus giving the City more control over its longer term salary expense.
- The wider ranges may offer the opportunity for exemplary awards such as those for additional job-related credentials, exceptional performance, and/or other forms of recognition.



In conclusion, we recommend the City accept and adopt the salary range concept as presented containing the above-mentioned plans and steps.

#### Recommendation D. Adopt this Implementation Plan

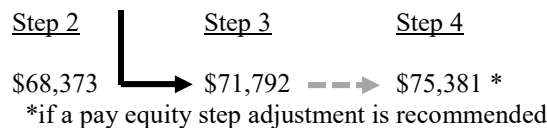
Implementation combines job classification, salary structure, conversion, and costs into a multi-year action plan. The action plan employs a philosophy of first adopting the expanded salary structure to reduce the competitive inconsistency and enhance cost-effectiveness.

The implementation phase has a goal to ‘get the City in the game’ by getting everyone on the plan, then ‘affordable’ ways to keep pace with the market trends.

- **Step 1.** Approve the recommended salary schedule, classification structure.
- **Step 2.** Guarantee employees 2.5% while assigning them to the next step in the new range. See Step 3.
- **Step 3.** Assign employees to the closest step upward in the new salary grade where they have been assigned. By this action, each employee

Here is an example of how an employee will convert to the new schedule.

Consider an employee at \$70,000 per year, after the 2.5% guarantee:



- For those employees on the non-represented and AFSCME structures combined, the cost for implementation is 4.7% to 5.0% or about \$170,000 to 177,000. These estimates do not include add-on amounts for employer taxes and all benefits.

#### IMPLEMENTATION STEPS

#### COST FOR AFSCME:

- Total = 103000 to 108000
- Includes a guarantee of 2.5% then rounding to the next step, and equity adjusts for some
- NON – REPRESENTED:**
- Total = 67000 to 69000
- Each group costs 4.7% to 5.0%

- **Step 4.** Engage in communications with employee groups and individual employees to increase their knowledge of the program and answer questions.
- **Step 5.** Conduct training on the JOBMEAS™ system and SALPLAN™ model.

#### **Recommendation E. Adopt this Maintenance Philosophy**

The use of wider salary ranges means that the cost of step-in-grade pay increases will be large and need to be factored into the total salary budget as part of and not in addition to discussions and decisions about cost-of-living adjustments. As a general rule, salary structures should advance at  $\frac{1}{4}$  -  $\frac{1}{2}$  the rate of inflation or other salary increase goal. In that regard, we believe the City should establish a 'cap' for salary structure adjustments to minimize costs going above the ability to pay.

For example, if the City wants to raise the salary budget by 5% and steps have a fixed cost of 2.8%, the structure would be adjusted by 2.2%. Exceptional adjustments such as those mentioned above would be above and beyond the 'basics' for maintaining the structure.

#### **Closing Thoughts**

The City of Sedro-Woolley needs to adopt the recommended structure and implementation. Considering the competitive environment, it would be in the best interest for the Council to move ahead with the realigned job classifications and expanded structure where the center of the ranges is set at or about the 55<sup>th</sup> to 60<sup>th</sup> percentile in the respective competitive markets.

The City of Sedro-Woolley has an opportunity to make the kind of changes to its job classification and compensation program, not just to realign jobs, but also to implement modern decision-making processes, but for salary schedule that proposes a cost-effective way of achieving competitive and recruitment and retention goals.

The calendar time and work effort of the consultant, City administration, the City Council and City employees to get to this point, has been labor intensive. We are very pleased to say that the entire staff conducted themselves in a very professional and engaging manner throughout the process. We have been honored to serve the City.

# Appendix A

## Salary Survey Summary



Data Quartiles  
Sources

Sedro-Woolley, Washington

JB

<u>Position</u>	<u>Checkpoint</u>	<u>25th</u>	<u>40th</u>	<u>Median</u>	<u>Average</u>	<u>60th</u>	<u>75th</u>	<u>Pctl</u>
<b>Administration</b>								
<b>City Administrator</b>	<i>Max</i>	\$168,872	\$181,748	\$186,811	\$183,137	\$193,686	\$196,371	45
	<i>Mid.</i>	\$155,160	\$165,939	\$167,038	\$163,785	\$172,182	\$177,089	
	<i>Min.</i>	\$130,548	\$137,615	\$142,798	\$141,599	\$144,624	\$151,117	
<b>Director, Community Development</b>	<i>Max</i>	\$136,511	\$143,516	\$144,390	\$144,308	\$148,533	\$152,471	40
	<i>Mid.</i>	\$121,000	\$131,074	\$133,350	\$132,550	\$137,792	\$148,847	
	<i>Min.</i>	\$99,953	\$110,930	\$116,208	\$111,588	\$117,401	\$121,578	
<b>Director, Public Works (City Engineer)</b>	<i>Max</i>	\$146,378	\$159,950	\$166,802	\$158,231	\$172,304	\$174,926	44
	<i>Mid.</i>	\$133,599	\$142,650	\$146,587	\$142,717	\$150,074	\$161,569	
	<i>Min.</i>	\$110,880	\$125,738	\$127,424	\$121,370	\$129,022	\$133,923	
<b>Director, Finance - Controller</b>	<i>Max</i>	\$134,347	\$139,826	\$141,463	\$143,327	\$147,463	\$151,689	49
	<i>Mid.</i>	\$125,923	\$133,098	\$135,993	\$130,391	\$140,480	\$145,832	
	<i>Min.</i>	\$102,671	\$108,758	\$113,002	\$113,391	\$117,246	\$124,144	
<b>City Engineer - Assistant Director PW - Sr. or Principal Engr.</b>	<i>Max</i>	\$125,450	\$132,685	\$135,626	\$136,002	\$141,916	\$146,773	38
	<i>Mid.</i>	\$107,635	\$119,565	\$125,903	\$121,339	\$128,435	\$135,207	
	<i>Min.</i>	\$97,333	\$104,909	\$108,501	\$104,312	\$109,578	\$113,697	
<b>Director Information Technologies - IT Manager</b>	<i>Max</i>	\$141,395	\$144,576	\$144,576	\$144,576	\$147,829	\$147,829	39
	<i>Mid.</i>	\$113,847	\$116,896	\$119,117	\$118,900	\$121,338	\$126,656	
	<i>Min.</i>	\$99,420	\$102,828	\$103,608	\$103,939	\$104,079	\$107,143	
<b>Police Chief</b>	<i>Max</i>	\$140,752	\$145,809	\$148,451	\$149,506	\$154,492	\$161,719	45
	<i>Mid.</i>	\$133,944	\$137,913	\$140,702	\$141,740	\$145,768	\$150,879	
	<i>Min.</i>	\$113,796	\$121,272	\$122,688	\$119,804	\$123,285	\$127,751	
<b>Fire Chief</b>	<i>Max</i>	\$147,702	\$151,648	\$152,481	\$155,647	\$156,764	\$160,638	46
	<i>Mid.</i>	\$128,146	\$140,702	\$143,013	\$140,242	\$148,593	\$152,893	
	<i>Min.</i>	\$105,408	\$115,804	\$117,706	\$116,930	\$119,608	\$124,593	
<b>Permit Technician, Experienced</b>	<i>Max</i>	\$61,998	\$68,300	\$71,571	\$66,828	\$73,616	\$74,269	46
	<i>Mid.</i>	\$57,808	\$63,573	\$63,573	\$63,149	\$65,003	\$69,242	51
	<i>Min.</i>	\$48,915	\$53,410	\$53,946	\$51,744	\$54,482	\$56,928	46
<b>Building Inspector/Plan Examiner - Commercial</b>	<i>Max</i>	\$81,163	\$86,574	\$87,305	\$86,491	\$90,016	\$92,850	40
	<i>Mid.</i>	\$75,444	\$80,123	\$82,786	\$80,265	\$86,093	\$89,068	47
	<i>Min.</i>	\$62,382	\$66,002	\$68,672	\$67,727	\$70,113	\$74,254	39
<b>Accounting Technician</b>	<i>Max</i>	\$67,078	\$69,662	\$70,025	\$70,333	\$73,753	\$75,273	34
	<i>Mid.</i>	\$60,939	\$63,386	\$63,504	\$63,743	\$65,486	\$68,982	42
	<i>Min.</i>	\$49,843	\$52,305	\$52,863	\$53,597	\$53,264	\$55,368	35
<b>Accounting Clerk</b>	<i>Max</i>	\$61,632	\$66,729	\$69,203	\$65,256	\$70,868	\$71,030	40
	<i>Mid.</i>	\$52,212	\$54,463	\$55,180	\$55,932	\$56,854	\$58,797	52
	<i>Min.</i>	\$43,258	\$45,144	\$46,150	\$46,486	\$47,156	\$48,751	50

<u>Position</u>	<u>Checkpoint</u>	<u>25th</u>	<u>40th</u>	<u>Median</u>	<u>Average</u>	<u>60th</u>	<u>75th</u>	<u>Pctl</u>
<b>Administrative Assistant</b>	<i>Max</i>	\$74,196	\$77,264	\$78,197	\$78,392	\$81,760	\$84,467	41
	<i>Mid.</i>	\$65,280	\$69,642	\$71,571	\$71,926	\$75,351	\$80,375	35
	<i>Min.</i>	\$56,904	\$59,760	\$60,810	\$61,204	\$61,900	\$64,964	27
<b>Public Works Supervisor</b>	<i>Max</i>	\$96,730	\$104,783	\$106,037	\$104,244	\$109,003	\$109,441	31
	<i>Mid.</i>	\$85,959	\$92,153	\$96,495	\$94,257	\$102,124	\$107,200	40
	<i>Min.</i>	\$68,294	\$80,516	\$85,984	\$81,683	\$88,950	\$92,185	30
<b>PW Maintenance III - Lead Equipment Operator</b>	<i>Max</i>	\$75,640	\$77,391	\$77,999	\$77,013	\$80,375	\$82,724	49
	<i>Mid.</i>	\$68,325	\$72,971	\$73,699	\$71,191	\$75,361	\$77,665	57
	<i>Min.</i>	\$52,621	\$57,301	\$59,438	\$57,409	\$61,575	\$64,940	54
<b>PW Maintenance I</b>	<i>Max</i>	\$59,989	\$62,918	\$63,971	\$67,095	\$70,277	\$77,577	42
	<i>Mid.</i>	\$56,740	\$60,888	\$63,524	\$63,224	\$67,648	\$71,733	49
	<i>Min.</i>	\$47,974	\$51,463	\$51,872	\$53,175	\$52,263	\$56,597	42
<b>PW Maintenance I I</b>	<i>Max</i>	\$67,897	\$70,644	\$71,758	\$72,231	\$74,590	\$75,820	43
	<i>Mid.</i>	\$63,723	\$66,949	\$67,549	\$67,719	\$69,424	\$71,542	50
	<i>Min.</i>	\$52,268	\$55,276	\$55,988	\$56,740	\$57,488	\$59,534	42
<b>WW Treatment Operator III</b>	<i>Max</i>	\$79,345	\$81,225	\$81,289	\$84,620	\$86,943	\$92,680	42
	<i>Mid.</i>	\$74,952	\$77,015	\$77,267	\$77,798	\$80,341	\$82,344	51
	<i>Min.</i>	\$63,748	\$67,753	\$69,468	\$66,615	\$69,471	\$71,038	64
<b>WW Treatment Operator II</b>	<i>Max</i>	\$71,724	\$74,838	\$75,837	\$77,381	\$79,110	\$81,459	43
	<i>Mid.</i>	\$68,628	\$71,405	\$72,226	\$72,286	\$74,558	\$77,321	50
	<i>Min.</i>	\$62,573	\$64,724	\$64,860	\$64,104	\$64,995	\$66,829	58
<b>SW Driver</b>	<i>Max</i>	\$71,762	\$73,847	\$74,160	\$75,249	\$76,817	\$78,300	33
	<i>Mid.</i>	\$66,072	\$69,517	\$70,822	\$69,281	\$72,727	\$74,841	41
	<i>Min.</i>	\$55,332	\$58,204	\$59,289	\$58,862	\$61,061	\$65,153	54
<b>Police Officer</b>	<i>Max</i>	\$93,288	\$95,530	\$96,567	\$97,035	\$99,909	\$100,369	49
	<i>Mid.</i>	\$85,349	\$88,061	\$90,650	\$90,048	\$91,071	\$93,587	51
	<i>Min.</i>	\$72,797	\$74,681	\$76,461	\$76,457	\$78,508	\$80,549	47
<b>Records Supervisor</b>	<i>Max</i>	\$70,103	\$72,260	\$72,646	\$72,646	\$74,675	\$75,268	40
	<i>Mid.</i>	\$65,244	\$66,518	\$68,884	\$68,442	\$69,449	\$71,878	45
	<i>Min.</i>	\$56,904	\$57,329	\$58,908	\$57,990	\$59,056	\$60,610	42
<b>Records Clerk</b>	<i>Max</i>	\$64,023	\$66,357	\$66,952	\$66,952	\$69,067	\$69,980	36
	<i>Mid.</i>	\$55,998	\$56,770	\$58,209	\$59,442	\$60,193	\$64,026	48
	<i>Min.</i>	\$45,552	\$46,574	\$47,976	\$48,710	\$51,020	\$52,675	49
<b>FF Paramedic</b>	<i>Max</i>	\$87,420	\$93,288	\$98,747	\$94,927	\$99,650	\$101,889	54
	<i>Mid.</i>	\$81,336	\$89,571	\$91,130	\$89,385	\$95,181	\$98,909	61
	<i>Min.</i>	\$73,435	\$76,945	\$76,964	\$78,214	\$82,757	\$84,488	74

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Position

Checkpoint

25th

40th

Median

Average

60th

75th

Pctl

SALARY RANGE DATA TAKEN FROM THESE ENTITIES

Anacortes	Shelton	Ocean Shores
Arlington	Snohomish	Steilacoom
Burlington	Mt. Vernon	Yelm
Ferndale	Oak Harbor	Aberdeen/Hoquiam
Lynden	Poulsbo	Duvall
Stanwood	Port Angeles	Skagit County
Centralia	Dupont	



## Appendix B

### JOBMEAS™ Overview



City of Sedro Woolley

JB

# The Pay Determination Process

## Using JOBMEAS™

**JOBMEAS™** is a job evaluation methodology which supports the pay determination process and salary administration decision-making. The primary purpose is to enhance and stabilize judgments about the status and salary treatment of jobs within an organization.

**JOBMEAS™** uses a point-factor technique to measure job content, thus enabling direct comparisons to be made among all jobs in quantitative terms. Five guide charts define the broad areas of measure which are applied to job content. Each chart contains two dimensions describing the broad area of measure. Each dimension contains a series of semantic definitions which are arranged in hierarchical order. Job content facts are then compared to the semantic definitions, producing a numerical value which considers the relative worth of the job to the organization and assures objectivity in the judgment process.

### A. INTRODUCTION

Over the past half-century numerous job evaluation techniques have been developed by human resources practitioners and behavioral scientists for the purpose of establishing the worth of jobs relative to each other. While these techniques measure compensable job content factors differently, they are all similar in that they assume certain jobs to be more important to an organization's functioning than others, and, in that regard, have greater relative or comparable value. Job evaluation (measurement) provides the basis for extending pay-related judgments and explanations on why a laborer is of less relative value to the organization than the Manager of Purchasing and why that position is less critical than the Plant Manager. Job measurement techniques seek to provide an objective basis for understanding the pay relationships between these kind of jobs.

When employees are paid according to the relative importance of their jobs, they perceive their salary treatment as fair and equitable. Successful salary programs are built on this principle of internal equity: that salary levels should be proportional to relative internal job worth, thus maximizing satisfaction and stability within the work force.

While it may be obvious that the relative value of the Plant Manager is greater than the purchaser of raw materials and supplies for the plant, many other comparisons of jobs are not so easy. For the computer software manufacturer, does the Software Designer or the Sales Representative in the field have greater value to the organization? In a hospital, how do we value a Registered Nurse relative to a Physical Therapist or an Accountant? In a city government, how would a Planner and a Civil Engineer compare? In a manufacturing setting, how about the Assembler and the Production Scheduler? These are all questions of judgment and regardless of the technique used, job measurement remains the application of human judgment to information about job content.

### B. FORMAL EVALUATION PROCESSES

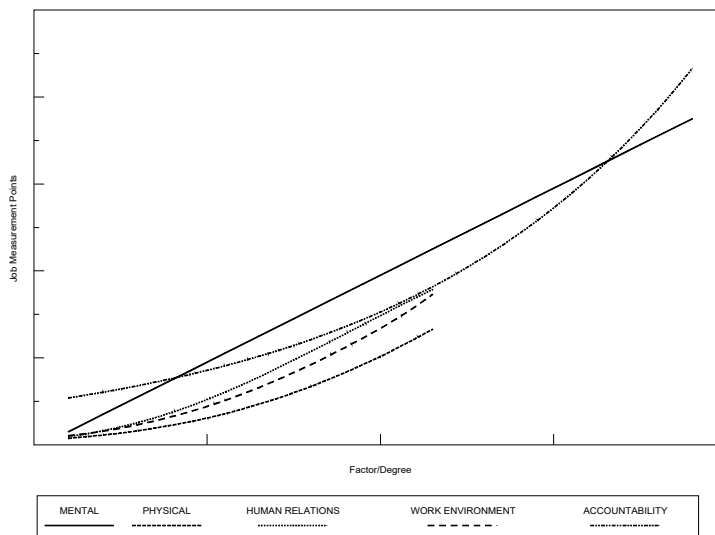
When large numbers of diverse jobs are evaluated, the human judgment process can be quite complex. A well-conceived job evaluation (measurement) plan will structure the judgment process to make sound comparisons and evaluations even in a large organization environment involving numerous departments, occupational fields, and managerial levels.

The **JOBMEAS™** System and others like it, are all designed to manage the evaluation and salary treatment of large numbers of jobs. The primary differences among competing systems lie in the completeness and appropriateness of the broad areas of measurement, the accuracy and validity of the job measurement results, and the ease of administration.

### C. THE **JOBMEAS™** SYSTEM

The **JOBMEAS™** system of evaluation achieves the elements which are critical to a sound measurement technique:

- **Enhancement of the Judgment Process.** **JOBMEAS™** provides a language and framework for defining jobs, discussing job content in a meaningful way, and making valid comparisons by translating certain job content components to the measuring technique.
- **Stabilization of the Judgment Process.** **JOBMEAS™** helps to ensure, given the same job content information, the inter-rater reliability is high. It simplifies the judgment process by providing discipline, clear measures, and controls to provide consistent judgments over time.
- **Optimal Weighing of Measurement Factors.** The guide charts are weighted to ensure that the relative worth of jobs, as measured by points, accurately reflects the relative importance of the individual factors comprising the whole job. The optimal weighing of factors also maximizes the ability of the total points assigned to a job, to project or predict salary levels.



- **Fairness.** **JOBMEAS™**, by way of the design and quantification of the guide charts, provides assurance that the derived internal job worth treats all jobs equitably in-line with the values of the organization and recognized concepts of job design and classification.

**JOBMEAS™** consists of five distinct job measurement guide charts. These charts have been designed to organize an evaluator's judgments in specific job content areas, through the use of semantic series which represent increasing levels of "value." The levels correspond to a numerical value, therefore, providing the descriptive job content considerations with a quantitative measure. The guide charts measure job content in the following broad areas:

<b>Mental Requirements</b>	The knowledge or learning development and the problem solving required by the job.
<b>Physical Requirements</b>	The learned physical skills and physical effort demands required when performing job-related tasks.
<b>Social Requirements</b>	The human relations skills and scope of contacts necessary to complete work.
<b>Work Environment</b>	The performance environment and physical working conditions under which tasks are performed.
<b>Accountability</b>	The level of professional development and category of work, leadership accountability, and the scope and magnitude of impact on the organization's delivery of service/products.

**JOBMEAS™** is a straightforward system which enables evaluators to easily become skilled and others to readily gain appreciation of its design, function, and capabilities. It is not, however, self evident. It requires formal training, expert guidance, and experience to be properly applied.

**JOBMEAS™** does not require the evaluator to directly compare or match jobs. Comparisons are made indirectly by using established rating scales that are a part of each factor. The rating scales contain a series of definitions, referred to as semantic series, to which job content information is compared. Each definition inside a rating scale carries a certain weight.

The weight is determined through an elaborate process of profiling jobs and establishing the relative importance of each rating scale to the total of all compensable factors. The weight is expressed as a number and is referred to as "points." Therefore each definition within each rating scale (five guide charts, ten rating scales) is associated with a point value. Jobs are rated by translating or fitting job content elements to the definitions along the rating scales and then assigning the corresponding points. The points derived from the rating scales are added to obtain a total point score. This number represents the relative or comparable worth of the job. The point value facilitates comparison of the elements found common in all jobs, ranking of jobs according to their "measured" relative value to the organization. The point value also provides linkage to other elements of salary administration such as salary structure development, job design, and organization/job sizing.

As mentioned above, each of the five guide charts or factors has two rating scales. Each scale represents a dimension of the factor. For example, the Mental Requirements factor has both the dimension of Learning Development or Know How and Problem Solving Challenges. Here is how it works:

- Step 1: Separate ratings are made for each dimension by aligning job content to the most appropriate definition on the rating scale.
- Step 2: The rating on each dimension enables a point value to be read off the guide chart. For example, a learning development rating of "D2" and a problem solving rating of "5 (data entry code)," on guide chart I-Mental Requirements, corresponds to a point value of 872.
- Step 3: When ratings are completed and applied to the five guide charts, the job receives a total point value representing its relative worth to the organization.
- Step 4: The guide charts offer flexibility to allow for gradations of judgment between those formally defined. In reviewing all jobs rated as "D" in learning development, some will undoubtedly appear to be of higher level, but not enough to be assigned to the next higher definition. **JOBMEAS™** accommodates job content which is slightly or just noticeably stronger (or weaker) than the guide chart text portrays. A "1, 2, or 3" accompanying the "alpha" (e.g., C2) rating denotes this feature as does the corresponding higher (or lower) assigned point value.

The ability of **JOBMEAS™** to recognize subtle differences and similarities among jobs not only enhances the credibility of the pay determination process but also facilitates other decisions such as the design of career ladders and complex organization structures.

The following chapters discuss the application of **JOBMEAS™** in detail, including elaborations and examples pertaining to each semantic definition in each guide chart.

The following general principles must be followed when applying the **JOBMEAS™** system of evaluation:

- The job is rated, not the incumbent.
- Ratings are based on the minimum requirements for the job at competent performance. Individual performance should not be a consideration.
- Ratings measure only job content. They should not be influenced by supply and demand problems, current or desired pay levels, staffing levels, or performance.

## Appendix C

### Job Classification & Salary Structure



City of Sedro Woolley

JB

Calendar Year	<b>CITY OF SEDRO-WOOLLEY</b>
	<b>FY 2023</b>
2022/2023	<b>Master Schedule for All Staff</b>

Vacant or Career Ladder Placeholder		2022/2023		Master Schedule for All Staff											
Grade/Step		Start	1	2	3	4	5	6	7	8	9	10	11	12	
104	INTERN - ADMIN SUPPORT	\$ 16.40	\$ 17.22	\$ 18.08	\$ 18.98	\$ 19.55	\$ 20.14	\$ 20.74	\$ 21.36	\$ 21.79	\$ 22.23	\$ 22.56	\$ 22.90	\$ 23.24	
		\$ 2,842	\$ 2,984	\$ 3,133	\$ 3,290	\$ 3,389	\$ 3,490	\$ 3,595	\$ 3,703	\$ 3,777	\$ 3,852	\$ 3,910	\$ 3,969	\$ 4,028	
		\$ 34,103	\$ 35,808	\$ 37,599	\$ 39,478	\$ 40,663	\$ 41,883	\$ 43,139	\$ 44,433	\$ 45,322	\$ 46,228	\$ 46,922	\$ 47,626	\$ 48,340	
105	PARK CARETAKER	\$ 16.93	\$ 17.78	\$ 18.66	\$ 19.60	\$ 20.19	\$ 20.79	\$ 21.42	\$ 22.06	\$ 22.50	\$ 22.95	\$ 23.29	\$ 23.64	\$ 24.00	
		\$ 2,934	\$ 3,081	\$ 3,235	\$ 3,397	\$ 3,499	\$ 3,604	\$ 3,712	\$ 3,823	\$ 3,900	\$ 3,978	\$ 4,037	\$ 4,098	\$ 4,159	
		\$ 35,213	\$ 36,974	\$ 38,822	\$ 40,763	\$ 41,986	\$ 43,246	\$ 44,543	\$ 45,879	\$ 46,797	\$ 47,733	\$ 48,449	\$ 49,176	\$ 49,913	
106	INTERN - TECHNICAL SUPPORT	\$ 17.50	\$ 18.37	\$ 19.29	\$ 20.26	\$ 20.86	\$ 21.49	\$ 22.14	\$ 22.80	\$ 23.26	\$ 23.72	\$ 24.08	\$ 24.44	\$ 24.80	
		\$ 3,033	\$ 3,185	\$ 3,344	\$ 3,511	\$ 3,616	\$ 3,725	\$ 3,837	\$ 3,952	\$ 4,031	\$ 4,111	\$ 4,173	\$ 4,236	\$ 4,299	
		\$ 36,397	\$ 38,217	\$ 40,127	\$ 42,134	\$ 43,398	\$ 44,700	\$ 46,041	\$ 47,422	\$ 48,370	\$ 49,338	\$ 50,078	\$ 50,829	\$ 51,592	
107	RECEPTIONIST	\$ 18.09	\$ 19.00	\$ 19.95	\$ 20.94	\$ 21.57	\$ 22.22	\$ 22.89	\$ 23.57	\$ 24.04	\$ 24.52	\$ 24.89	\$ 25.27	\$ 25.64	
		\$ 3,136	\$ 3,293	\$ 3,457	\$ 3,630	\$ 3,739	\$ 3,851	\$ 3,967	\$ 4,086	\$ 4,167	\$ 4,251	\$ 4,315	\$ 4,379	\$ 4,445	
		\$ 37,630	\$ 39,512	\$ 41,487	\$ 43,561	\$ 44,868	\$ 46,214	\$ 47,601	\$ 49,029	\$ 50,009	\$ 51,010	\$ 51,775	\$ 52,551	\$ 53,340	
108		\$ 18.72	\$ 19.66	\$ 20.64	\$ 21.67	\$ 22.32	\$ 22.99	\$ 23.68	\$ 24.39	\$ 24.88	\$ 25.38	\$ 25.76	\$ 26.14	\$ 26.53	
		\$ 3,245	\$ 3,407	\$ 3,577	\$ 3,756	\$ 3,869	\$ 3,985	\$ 4,105	\$ 4,228	\$ 4,312	\$ 4,398	\$ 4,464	\$ 4,531	\$ 4,599	
		\$ 38,937	\$ 40,884	\$ 42,928	\$ 45,075	\$ 46,427	\$ 47,820	\$ 49,254	\$ 50,732	\$ 51,747	\$ 52,782	\$ 53,573	\$ 54,377	\$ 55,193	
109		\$ 19.38	\$ 20.35	\$ 21.37	\$ 22.44	\$ 23.11	\$ 23.81	\$ 24.52	\$ 25.26	\$ 25.76	\$ 26.28	\$ 26.67	\$ 27.07	\$ 27.48	
		\$ 3,360	\$ 3,528	\$ 3,704	\$ 3,889	\$ 4,006	\$ 4,126	\$ 4,250	\$ 4,378	\$ 4,465	\$ 4,554	\$ 4,623	\$ 4,692	\$ 4,763	
		\$ 40,318	\$ 42,334	\$ 44,451	\$ 46,674	\$ 48,074	\$ 49,516	\$ 51,002	\$ 52,532	\$ 53,582	\$ 54,654	\$ 55,474	\$ 56,306	\$ 57,150	
110	CUSTODIAN	\$ 20.08	\$ 21.09	\$ 22.14	\$ 23.25	\$ 23.95	\$ 24.67	\$ 25.41	\$ 26.17	\$ 26.69	\$ 27.22	\$ 27.63	\$ 28.05	\$ 28.47	
		\$ 3,481	\$ 3,655	\$ 3,838	\$ 4,030	\$ 4,151	\$ 4,275	\$ 4,404	\$ 4,536	\$ 4,626	\$ 4,719	\$ 4,790	\$ 4,862	\$ 4,934	
		\$ 41,774	\$ 43,862	\$ 46,056	\$ 48,358	\$ 49,809	\$ 51,303	\$ 52,842	\$ 54,428	\$ 55,516	\$ 56,627	\$ 57,476	\$ 58,338	\$ 59,213	
111	ADMINISTRATIVE CLERK I GRAD INTERN	\$ 20.82	\$ 21.86	\$ 22.95	\$ 24.10	\$ 24.82	\$ 25.57	\$ 26.34	\$ 27.13	\$ 27.67	\$ 28.22	\$ 28.64	\$ 29.07	\$ 29.51	
		\$ 3,609	\$ 3,789	\$ 3,978	\$ 4,177	\$ 4,303	\$ 4,432	\$ 4,565	\$ 4,702	\$ 4,796	\$ 4,892	\$ 4,965	\$ 5,039	\$ 5,115	
		\$ 43,303	\$ 45,468	\$ 47,741	\$ 50,129	\$ 51,632	\$ 53,181	\$ 54,777	\$ 56,420	\$ 57,549	\$ 58,699	\$ 59,580	\$ 60,474	\$ 61,381	
112	MAINTENANCE CUSTODIAN	\$ 21.60	\$ 22.68	\$ 23.82	\$ 25.01	\$ 25.76	\$ 26.53	\$ 27.33	\$ 28.14	\$ 28.71	\$ 29.28	\$ 29.72	\$ 30.17	\$ 30.62	
		\$ 3,744	\$ 3,931	\$ 4,128	\$ 4,334	\$ 4,464	\$ 4,598	\$ 4,736	\$ 4,878	\$ 4,976	\$ 5,076	\$ 5,152	\$ 5,229	\$ 5,307	
		\$ 44,931	\$ 47,177	\$ 49,536	\$ 52,013	\$ 53,573	\$ 55,181	\$ 56,836	\$ 58,541	\$ 59,712	\$ 60,906	\$ 61,820	\$ 62,747	\$ 63,688	
113	ACCOUNTING CLERK ADMINISTRATIVE CLERK II PERMIT TECHNICIAN	\$ 22.42	\$ 23.54	\$ 24.72	\$ 25.95	\$ 26.73	\$ 27.53	\$ 28.36	\$ 29.21	\$ 29.80	\$ 30.39	\$ 30.85	\$ 31.31	\$ 31.78	
		\$ 3,886	\$ 4,080	\$ 4,284	\$ 4,499	\$ 4,634	\$ 4,773	\$ 4,916	\$ 5,063	\$ 5,164	\$ 5,268	\$ 5,347	\$ 5,427	\$ 5,508	
		\$ 46,633	\$ 48,964	\$ 51,412	\$ 53,983	\$ 55,603	\$ 57,271	\$ 58,989	\$ 60,758	\$ 61,974	\$ 63,213	\$ 64,161	\$ 65,124	\$ 66,101	

		CITY OF SEDRO-WOOLLEY													
		FY 2023													
		Master Schedule for All Staff													
		Calendar Year													
		2022/2023													
Grade/Step		Start	1	2	3	4	5	6	7	8	9	10	11	12	
114	IT WORKSTATION SUPPORT SPEC MAINTENANCE OPERATOR I WW TRMT OPERATOR-IN-TRAINING	\$ 23.29 \$ 4,036 \$ 48,433	\$ 24.45 \$ 4,238 \$ 50,855	\$ 25.67 \$ 4,450 \$ 53,398	\$ 26.96 \$ 4,672 \$ 56,067	\$ 27.76 \$ 4,812 \$ 57,749	\$ 28.60 \$ 4,957 \$ 59,482	\$ 29.46 \$ 5,106 \$ 61,266	\$ 30.34 \$ 5,259 \$ 63,104	\$ 30.95 \$ 5,364 \$ 64,366	\$ 31.56 \$ 5,471 \$ 65,654	\$ 32.04 \$ 5,553 \$ 66,639	\$ 32.52 \$ 5,637 \$ 67,638	\$ 33.01 \$ 5,721 \$ 68,653	
115	VEHICLE SERVICING MECHANIC PLANNING TECHNICIAN	\$ 24.20 \$ 4,194 \$ 50,332	\$ 25.41 \$ 4,404 \$ 52,849	\$ 26.68 \$ 4,624 \$ 55,491	\$ 28.01 \$ 4,855 \$ 58,266	\$ 28.85 \$ 5,001 \$ 60,014	\$ 29.72 \$ 5,151 \$ 61,814	\$ 30.61 \$ 5,306 \$ 63,669	\$ 31.53 \$ 5,465 \$ 65,579	\$ 32.16 \$ 5,574 \$ 66,890	\$ 32.80 \$ 5,686 \$ 68,228	\$ 33.29 \$ 5,771 \$ 69,252	\$ 33.79 \$ 5,858 \$ 70,290	\$ 34.30 \$ 5,945 \$ 71,345	
116	ACCOUNTING TECHNICIAN ENGINEERING TECHNICIAN I PERMIT TECHNICIAN - SENIOR WW TREATMENT OPERATOR I	\$ 25.17 \$ 4,363 \$ 52,355	\$ 26.43 \$ 4,581 \$ 54,973	\$ 27.75 \$ 4,810 \$ 57,721	\$ 29.14 \$ 5,051 \$ 60,607	\$ 30.01 \$ 5,202 \$ 62,425	\$ 30.91 \$ 5,358 \$ 64,298	\$ 31.84 \$ 5,519 \$ 66,227	\$ 32.80 \$ 5,685 \$ 68,214	\$ 33.45 \$ 5,798 \$ 69,578	\$ 34.12 \$ 5,914 \$ 70,970	\$ 34.63 \$ 6,003 \$ 72,034	\$ 35.15 \$ 6,093 \$ 73,115	\$ 35.68 \$ 6,184 \$ 74,212	
117	MAINTENANCE OPERATOR II PAYROLL/HR TECHNICIAN IT USER SUPPORT TECHNICIAN	\$ 26.19 \$ 4,540 \$ 54,476	\$ 27.50 \$ 4,767 \$ 57,200	\$ 28.87 \$ 5,005 \$ 60,060	\$ 30.32 \$ 5,255 \$ 63,063	\$ 31.23 \$ 5,413 \$ 64,955	\$ 32.17 \$ 5,575 \$ 66,903	\$ 33.13 \$ 5,743 \$ 68,910	\$ 34.12 \$ 5,915 \$ 70,978	\$ 34.81 \$ 6,033 \$ 72,397	\$ 35.50 \$ 6,154 \$ 73,845	\$ 36.04 \$ 6,246 \$ 74,953	\$ 36.58 \$ 6,340 \$ 76,077	\$ 37.12 \$ 6,435 \$ 77,218	
118	DEPUTY CITY CLERK ENGINEERING TECHNICIAN II VEHICLE TECHNICAL MECHANIC INFRASTRUCTURE & MAPPING SPEC	\$ 27.27 \$ 4,727 \$ 56,720	\$ 28.63 \$ 4,963 \$ 59,557	\$ 30.06 \$ 5,211 \$ 62,534	\$ 31.57 \$ 5,472 \$ 65,661	\$ 32.51 \$ 5,636 \$ 67,631	\$ 33.49 \$ 5,805 \$ 69,660	\$ 34.50 \$ 5,979 \$ 71,750	\$ 35.53 \$ 6,159 \$ 73,902	\$ 36.24 \$ 6,282 \$ 75,380	\$ 36.97 \$ 6,407 \$ 76,888	\$ 37.52 \$ 6,503 \$ 78,041	\$ 38.08 \$ 6,601 \$ 79,212	\$ 38.65 \$ 6,700 \$ 80,400	
119	DEPUTY CITY CLERK MAINTENANCE OPERATOR III WW TREATMENT OPERATOR II	\$ 28.41 \$ 4,924 \$ 59,088	\$ 29.83 \$ 5,170 \$ 62,043	\$ 31.32 \$ 5,429 \$ 65,145	\$ 32.89 \$ 5,700 \$ 68,402	\$ 33.87 \$ 5,871 \$ 70,454	\$ 34.89 \$ 6,047 \$ 72,568	\$ 35.94 \$ 6,229 \$ 74,745	\$ 37.01 \$ 6,416 \$ 76,987	\$ 37.75 \$ 6,544 \$ 78,527	\$ 38.51 \$ 6,675 \$ 80,097	\$ 39.09 \$ 6,775 \$ 81,299	\$ 39.67 \$ 6,877 \$ 82,518	\$ 40.27 \$ 6,980 \$ 83,756	
120	MAINTENANCE OPERATOR LEAD ADMINISTRATIVE ANALYST	\$ 29.61 \$ 5,132 \$ 61,579	\$ 31.09 \$ 5,388 \$ 64,658	\$ 32.64 \$ 5,658 \$ 67,891	\$ 34.27 \$ 5,940 \$ 71,286	\$ 35.30 \$ 6,119 \$ 73,424	\$ 36.36 \$ 6,302 \$ 75,627	\$ 37.45 \$ 6,491 \$ 77,896	\$ 38.57 \$ 6,686 \$ 80,233	\$ 39.34 \$ 6,820 \$ 81,838	\$ 40.13 \$ 6,956 \$ 83,474	\$ 40.73 \$ 7,061 \$ 84,726	\$ 41.34 \$ 7,166 \$ 85,997	\$ 41.97 \$ 7,274 \$ 87,287	
121	BUILDING INSPECTOR I DATA SYSTEMS SPECIALIST ENGINEER I (GRADUATE) WW TREATMENT OPERATOR III	\$ 30.87 \$ 5,352 \$ 64,219	\$ 32.42 \$ 5,619 \$ 67,429	\$ 34.04 \$ 5,900 \$ 70,801	\$ 35.74 \$ 6,195 \$ 74,341	\$ 36.81 \$ 6,381 \$ 76,571	\$ 37.92 \$ 6,572 \$ 78,868	\$ 39.06 \$ 6,770 \$ 81,234	\$ 40.23 \$ 6,973 \$ 83,671	\$ 41.03 \$ 7,112 \$ 85,345	\$ 41.85 \$ 7,254 \$ 87,052	\$ 42.48 \$ 7,363 \$ 88,358	\$ 43.12 \$ 7,474 \$ 89,683	\$ 43.76 \$ 7,586 \$ 91,028	
122	ASSISTANT PLANNER WW TREATMENT OPERATOR LEAD	\$ 23.00 \$ 32.20 \$ 5,582 \$ 66,981	\$ 24.15 \$ 33.81 \$ 5,861 \$ 70,330	\$ 25.36 \$ 35.50 \$ 6,154 \$ 73,847	\$ 26.63 \$ 37.28 \$ 6,462 \$ 77,539	\$ 27.43 \$ 38.40 \$ 6,655 \$ 79,865	\$ 28.25 \$ 39.55 \$ 6,855 \$ 82,261	\$ 29.10 \$ 40.74 \$ 7,061 \$ 84,729	\$ 29.97 \$ 41.96 \$ 7,273 \$ 87,271	\$ 30.57 \$ 42.80 \$ 7,418 \$ 89,016	\$ 31.18 \$ 43.65 \$ 7,566 \$ 90,796	\$ 31.65 \$ 44.31 \$ 7,680 \$ 92,158	\$ 32.12 \$ 44.97 \$ 7,795 \$ 93,541	\$ 32.60 \$ 45.65 \$ 7,912 \$ 94,944	
123	BUILDING INSPECTOR II MAINTENANCE OPNS SUPERVISOR SOLID WASTE SUPERVISOR	\$ 33.61 \$ 5,826 \$ 69,916	\$ 35.29 \$ 6,118 \$ 73,412	\$ 37.06 \$ 6,424 \$ 77,082	\$ 38.91 \$ 6,745 \$ 80,937	\$ 40.08 \$ 6,947 \$ 83,365	\$ 41.28 \$ 7,155 \$ 85,866	\$ 42.52 \$ 7,370 \$ 88,442	\$ 43.80 \$ 7,591 \$ 91,095	\$ 44.67 \$ 7,743 \$ 92,917	\$ 45.56 \$ 7,898 \$ 94,775	\$ 46.25 \$ 8,016 \$ 96,197	\$ 46.94 \$ 8,137 \$ 97,640	\$ 47.65 \$ 8,259 \$ 99,104	
124	WW TREATMENT SUPERVISOR ENGINEER (EIT) IT SYSTEM INTEGRATION ANALYST	\$ 35.31 \$ 6,120 \$ 73,445	\$ 37.08 \$ 6,426 \$ 77,117	\$ 38.93 \$ 6,748 \$ 80,973	\$ 40.88 \$ 7,085 \$ 85,021	\$ 42.10 \$ 7,298 \$ 87,572	\$ 43.37 \$ 7,517 \$ 90,199	\$ 44.67 \$ 7,742 \$ 92,905	\$ 46.01 \$ 7,974 \$ 95,692	\$ 46.93 \$ 8,134 \$ 97,606	\$ 47.86 \$ 8,297 \$ 99,558	\$ 48.58 \$ 8,421 \$ 101,052	\$ 49.31 \$ 8,547 \$ 102,568	\$ 50.05 \$ 8,676 \$ 104,106	



Vacant or Career Ladder Placeholder

Calendar Year	CITY OF SEDRO-WOOLLEY														
	FY 2023														
2022/2023	Master Schedule for All Staff														

Grade/Step	Start	1	2	3	4	5	6	7	8	9	10	11	12	
125	PLANNER	\$ 36.98	\$ 38.83	\$ 40.77	\$ 42.81	\$ 44.09	\$ 45.42	\$ 46.78	\$ 48.18	\$ 49.14	\$ 50.13	\$ 50.88	\$ 51.64	\$ 52.42
		\$ 6,410	\$ 6,730	\$ 7,067	\$ 7,420	\$ 7,643	\$ 7,872	\$ 8,108	\$ 8,351	\$ 8,518	\$ 8,689	\$ 8,819	\$ 8,951	\$ 9,086
		\$ 76,918	\$ 80,763	\$ 84,802	\$ 89,042	\$ 91,713	\$ 94,464	\$ 97,298	\$ 100,217	\$ 102,222	\$ 104,266	\$ 105,830	\$ 107,417	\$ 109,029
126	BUILDING OFFICIAL (CMML INSP)	\$ 38.74	\$ 40.67	\$ 42.71	\$ 44.84	\$ 46.19	\$ 47.57	\$ 49.00	\$ 50.47	\$ 51.48	\$ 52.51	\$ 53.30	\$ 54.10	\$ 54.91
		\$ 6,715	\$ 7,050	\$ 7,403	\$ 7,773	\$ 8,006	\$ 8,246	\$ 8,494	\$ 8,748	\$ 8,923	\$ 9,102	\$ 9,238	\$ 9,377	\$ 9,518
		\$ 80,574	\$ 84,603	\$ 88,833	\$ 93,275	\$ 96,073	\$ 98,955	\$ 101,924	\$ 104,982	\$ 107,082	\$ 109,223	\$ 110,862	\$ 112,524	\$ 114,212
127		\$ 40.60	\$ 42.63	\$ 44.76	\$ 47.00	\$ 48.41	\$ 49.86	\$ 51.35	\$ 52.89	\$ 53.95	\$ 55.03	\$ 55.86	\$ 56.69	\$ 57.55
		\$ 7,037	\$ 7,389	\$ 7,758	\$ 8,146	\$ 8,390	\$ 8,642	\$ 8,901	\$ 9,168	\$ 9,352	\$ 9,539	\$ 9,682	\$ 9,827	\$ 9,975
		\$ 84,442	\$ 88,664	\$ 93,097	\$ 97,752	\$ 100,685	\$ 103,705	\$ 106,816	\$ 110,021	\$ 112,221	\$ 114,466	\$ 116,183	\$ 117,925	\$ 119,694
128	ASSISTANT FIRE CHIEF	\$ 42.56	\$ 44.69	\$ 46.92	\$ 49.27	\$ 50.74	\$ 52.27	\$ 53.83	\$ 55.45	\$ 56.56	\$ 57.69	\$ 58.55	\$ 59.43	\$ 60.32
		\$ 7,377	\$ 7,745	\$ 8,133	\$ 8,539	\$ 8,796	\$ 9,059	\$ 9,331	\$ 9,611	\$ 9,803	\$ 9,999	\$ 10,149	\$ 10,302	\$ 10,456
		\$ 88,520	\$ 92,946	\$ 97,593	\$ 102,473	\$ 105,547	\$ 108,713	\$ 111,975	\$ 115,334	\$ 117,641	\$ 119,993	\$ 121,793	\$ 123,620	\$ 125,475
129	POLICE LIEUTENANT CITY ENGINEER	\$ 44.63	\$ 46.86	\$ 49.21	\$ 51.67	\$ 53.22	\$ 54.81	\$ 56.46	\$ 58.15	\$ 59.31	\$ 60.50	\$ 61.41	\$ 62.33	\$ 63.26
		\$ 7,736	\$ 8,123	\$ 8,529	\$ 8,956	\$ 9,224	\$ 9,501	\$ 9,786	\$ 10,080	\$ 10,281	\$ 10,487	\$ 10,644	\$ 10,804	\$ 10,966
		\$ 92,834	\$ 97,476	\$ 102,350	\$ 107,468	\$ 110,692	\$ 114,012	\$ 117,433	\$ 120,956	\$ 123,375	\$ 125,842	\$ 127,730	\$ 129,646	\$ 131,590
130	DIRECTOR, INFO TECHNOLOGIES	\$ 46.82	\$ 49.16	\$ 51.62	\$ 54.20	\$ 55.83	\$ 57.50	\$ 59.23	\$ 61.00	\$ 62.22	\$ 63.47	\$ 64.42	\$ 65.39	\$ 66.37
		\$ 8,115	\$ 8,521	\$ 8,947	\$ 9,395	\$ 9,677	\$ 9,967	\$ 10,266	\$ 10,574	\$ 10,785	\$ 11,001	\$ 11,166	\$ 11,334	\$ 11,504
		\$ 97,386	\$ 102,255	\$ 107,368	\$ 112,736	\$ 116,118	\$ 119,602	\$ 123,190	\$ 126,886	\$ 129,423	\$ 132,012	\$ 133,992	\$ 136,002	\$ 138,042
131	DIRECTOR, FINANCE DIRECTOR, COMMUNITY DEVEL	\$ 49.12	\$ 51.58	\$ 54.16	\$ 56.87	\$ 58.57	\$ 60.33	\$ 62.14	\$ 64.00	\$ 65.28	\$ 66.59	\$ 67.59	\$ 68.60	\$ 69.63
		\$ 8,515	\$ 8,940	\$ 9,387	\$ 9,857	\$ 10,152	\$ 10,457	\$ 10,771	\$ 11,094	\$ 11,316	\$ 11,542	\$ 11,715	\$ 11,891	\$ 12,069
		\$ 102,174	\$ 107,283	\$ 112,647	\$ 118,279	\$ 121,828	\$ 125,483	\$ 129,247	\$ 133,124	\$ 135,787	\$ 138,503	\$ 140,580	\$ 142,689	\$ 144,829
132		\$ 51.55	\$ 54.13	\$ 56.83	\$ 59.68	\$ 61.47	\$ 63.31	\$ 65.21	\$ 67.17	\$ 68.51	\$ 69.88	\$ 70.93	\$ 71.99	\$ 73.07
		\$ 8,935	\$ 9,382	\$ 9,851	\$ 10,344	\$ 10,654	\$ 10,974	\$ 11,303	\$ 11,642	\$ 11,875	\$ 12,113	\$ 12,294	\$ 12,479	\$ 12,666
		\$ 107,225	\$ 112,587	\$ 118,216	\$ 124,127	\$ 127,851	\$ 131,686	\$ 135,637	\$ 139,706	\$ 142,500	\$ 145,350	\$ 147,530	\$ 149,743	\$ 151,989
133	DIRECTOR, PUBLIC WORKS POLICE CHIEF FIRE CHIEF	\$ 54.12	\$ 56.82	\$ 59.67	\$ 62.65	\$ 64.53	\$ 66.46	\$ 68.46	\$ 70.51	\$ 71.92	\$ 73.36	\$ 74.46	\$ 75.58	\$ 76.71
		\$ 9,381	\$ 9,850	\$ 10,342	\$ 10,859	\$ 11,185	\$ 11,520	\$ 11,866	\$ 12,222	\$ 12,466	\$ 12,716	\$ 12,907	\$ 13,100	\$ 13,297
		\$ 112,566	\$ 118,195	\$ 124,104	\$ 130,309	\$ 134,219	\$ 138,245	\$ 142,393	\$ 146,664	\$ 149,598	\$ 152,590	\$ 154,879	\$ 157,202	\$ 159,560
134		\$ 56.83	\$ 59.67	\$ 62.65	\$ 65.78	\$ 67.76	\$ 69.79	\$ 71.88	\$ 74.04	\$ 75.52	\$ 77.03	\$ 78.19	\$ 79.36	\$ 80.55
		\$ 9,850	\$ 10,342	\$ 10,859	\$ 11,402	\$ 11,744	\$ 12,097	\$ 12,460	\$ 12,833	\$ 13,090	\$ 13,352	\$ 13,552	\$ 13,755	\$ 13,962
		\$ 118,196	\$ 124,106	\$ 130,311	\$ 136,827	\$ 140,932	\$ 145,160	\$ 149,515	\$ 154,000	\$ 157,080	\$ 160,222	\$ 162,625	\$ 165,064	\$ 167,540
135		\$ 59.68	\$ 62.67	\$ 65.80	\$ 69.09	\$ 71.16	\$ 73.30	\$ 75.50	\$ 77.76	\$ 79.32	\$ 80.90	\$ 82.12	\$ 83.35	\$ 84.60
		\$ 10,345	\$ 10,862	\$ 11,406	\$ 11,976	\$ 12,335	\$ 12,705	\$ 13,086	\$ 13,479	\$ 13,748	\$ 14,023	\$ 14,234	\$ 14,447	\$ 14,664
		\$ 124,142	\$ 130,349	\$ 136,867	\$ 143,710	\$ 148,021	\$ 152,462	\$ 157,036	\$ 161,747	\$ 164,982	\$ 168,281	\$ 170,806	\$ 173,368	\$ 175,968
137	CITY ADMINISTRATOR	\$ 65.87	\$ 69.16	\$ 72.62	\$ 76.25	\$ 78.54	\$ 80.90	\$ 83.32	\$ 85.82	\$ 87.54	\$ 89.29	\$ 90.63	\$ 91.99	\$ 93.37
		\$ 11,417	\$ 11,988	\$ 12,588	\$ 13,217	\$ 13,613	\$ 14,022	\$ 14,442	\$ 14,876	\$ 15,173	\$ 15,477	\$ 15,709	\$ 15,945	\$ 16,184
		\$ 137,007	\$ 143,858	\$ 151,050	\$ 158,603	\$ 163,361	\$ 168,262	\$ 173,310	\$ 178,509	\$ 182,079	\$ 185,721	\$ 188,507	\$ 191,334	\$ 194,204

Calendar Year	<b>CITY OF SEDRO-WOOLLEY</b> <b>FY 2023</b> <b>Master Schedule for All Staff</b>
2022/2023	

Vacant or Career Ladder Placeholder

Grade/Step	Start	1	2	3	4	5	6	7	8	9	10	11	12
<b>POSITION CROSSWALK - AFSCME</b>							<b>POSITION CROSSWALK - ADMIN</b>						
<u>CURRENT</u>							<u>CURRENT</u>						
<u>RECOMMENDED</u>							<u>RECOMMENDED</u>						
Wastewater Treatment Supervisor							City Supervisor						
Supervisor							Public Works Director						
Supervisor							Fire Chief						
Lead Plant Operator Class 3							Fire Chief						
Building Inspector							Planning Director						
Plant Operator Class 3							Finance Director						
Public Works Assistant							IT Director						
Lead Equipment Operator							Lieutenant						
Collection Specialist							City Engineer						
Eng Tech/Project Inspector							Assistant Fire Chief						
Deputy Clerk							Assistant Fire Chief						
Plant Operator Class 2							IT Specialist						
Equipment Operator 2							Assistant Planner						
Accounting Clerk/HR Assistant							Court Clerk						
Permitting Technician													
Accounting Clerk													
Collection Specialist													
Plant Operator Class 1													
Equipment Operator I													
Custodian													
Park Caretaker													



Agenda  
Item No.

Date: December 7, 2022

Subject: 2022 Budget Amendment - Ordinance  
2030-22 - 1st Read

**FROM:**

Kelly Kohnken, Finance Director

**RECOMMENDED ACTION:**

1st read. A motion to adopt Ordinance 2030-22 amending the 2022 budget.

**ISSUE:**

Should the City Council amend the 2022 budget?

**BACKGROUND/SUMMARY INFORMATION:**

The current budget is presented as beginning cash plus expenditures. The proposed changes are a combination of truing up beginning cash, adjusting expenditures, and transfer between accounts (for example transferring \$1,538,928 in ARPA moneys from the General Fund to a new ARPA fund) based on actual and projected activity.

A list of proposed changes and a brief summary is attached.

**FISCAL IMPACT, IF APPROPRIATE:**

Overall increase of beginning cash and expenditures of \$8,993,442.

**ATTACHMENTS:**

1. Ordinance 2030-22
2. Amendment 4 to 2021-2022 Biennial Budget

ORDINANCE NO. 2030-22

AN ORDINANCE AMENDING ORDINANCE NO. 2010-22 AMENDING THE ANNUAL BUDGET FOR THE CITY OF SEDRO-WOOLLEY, WASHINGTON, FOR THE FISCAL YEAR ENDING DECEMBER 31, 2022

WHEREAS, the Sedro-Woolley City Council has determined that it is in the best interest of the City to amend the 2022 Budget.

NOW, THEREFORE, the City Council of the City of Sedro-Woolley do ordain as follows:

Section 1. Year 2022 of the 2021-2022 Biennial Budget, adopted by Ordinance 1970-20, and passed by the City Council on December 8, 2020 and amended by Ordinance 2010-22 by City Council on May 11, 2022, is hereby amended as set forth in this Ordinance.

Section 2. Estimated revenues and expenditures, including fund balances or working capital from each separate fund of the City of Sedro-Woolley, and aggregate totals for all such funds combined, for the year 2022 are set forth in summary form below, and are hereby appropriated at the fund level as set forth below:

Fund	Beginning Cash	Expenditures	Total
001 Current Expense Fund	3,683,093	11,892,042	15,575,136
101 Parks & Facilities Fund	108,019	1,127,368	1,235,387
102 Cemetery Fund	73,170	194,504	267,674
103 Street Fund	258,219	983,138	1,241,357
104 Arterial Street Fund	234,671	3,359,303	3,593,974
105 Library Fund	232,204	435,617	667,821
106 Cemetery Endowment Fund	57,654	5,000	62,654
107 Parks Reserve Fund	963	1,576	2,539
108 Lodging Tax Fund	38,409	30,350	68,759

109 Special Investigation Fund	47,568	5,500	53,068
112 Code Enforcement Fund	127,429	10,200	137,629
113 Paths And Trails Fund	8,888	9,723	18,611
114 Law Enforcement Sales Tax Fund		721,800	721,800
115 City Council Strategic Reserve Fund	492,507	70,000	562,507
116 Affordable Housing - HB 1406 Fund	-	-	-
117 Housing and Related Services Fund		-	-
189 American Rescue Plan Act Fund	-	50,000	50,000
205 2008 G/O Bond Fund	66,850	200,550	267,400
206 G/O Bond 2008 Reserve Fund	150,000	-	150,000
301 1st 1/4% Real Estate Excise Tax Fund	984,876	560,300	1,545,176
302 2nd 1/4% Real Estate Excise Tax Fund	984,874	510,300	1,495,174
303 Building Maintenance Reserve Fund	89,732	25,000	114,732
304 Transportation Benefit District Fund	366,219	282,500	648,719
305 Library Construction Fund	629,706	629,428	1,259,134
310 Police Mitigation Reserve Fund	160,256	5,000	165,256
311 Parks Impact Fee Reserve Fund	515,417	60,000	575,417
312 Fire Impact Fee Reserve Fund	247,916	10,000	257,916
313 Public Safety Sales Tax Fund	192,894	347,192	540,086
314 Transportation Impact Fee Reserve Fund	729,515	650,637	1,380,152

401 Sewer Operations Fund	2,527,795	4,260,121	6,787,916
402 Sewer Facilities Reserve Fund		-	-
407 1998 Sewer Revenue Bond Fund		-	-
410 Sewer Capital Projects Reserve Fund	5,347,304	3,870,530	9,217,834
412 Solid Waste Operations Fund	217,948	3,139,288	3,357,235
413 Solid Waste Reserve Fund	509,826	-	509,826
425 Stormwater Operations Fund	805,215	831,335	1,636,550
426 Stormwater Reserve Fund	69,402	-	69,402
501 Equipment Replacement Fund	1,932,392	1,245,519	3,177,911
505 Public Works Facility Fund	3,906,945	6,127,592	10,034,537
635 Municipal Court Trust Fund	79	186,950	187,029
Total:	25,797,955	41,838,362	67,636,318

Section 3. This ordinance shall be in force and take effect five (5) days after its publication according to law.

PASSED BY THE CITY COUNCIL AND APPROVED BY THE MAYOR THIS \_\_\_\_ DAY OF December 2022.

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Julia Johnson, Mayor

ATTEST:

APPROVED AS TO FORM:

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Kelly Kohnken, Finance Director

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Nikki Thompson, City Attorney

Amendment 4 to the 2021-2022 biennial budget focused on fiscal year 2022.

Amendment 4 - 2022				Difference from	
Fund	Beginning Cash	Expenditures	Total	Amendment 3	Notes
001 Current Expense Fund	3,683,093	11,892,042	15,575,136	667,798	Transferred ARPA and housing revenues to separate funds. Remove \$1,450,000 ARPA transfer in and associated expenditures. Activity
101 Parks & Facilities Fund	108,019	1,127,368	1,235,387	(1,417,071)	
102 Cemetery Fund	73,170	194,504	267,674	(46,585)	
103 Street Fund	258,219	983,138	1,241,357	(16,051)	
104 Arterial Street Fund	234,671	3,359,303	3,593,974	728,715	
105 Library Fund	232,204	435,617	667,821	(4,938)	
106 Cemetery Endowment Fund	57,654	5,000	62,654	0	
107 Parks Reserve Fund	963	1,576	2,539	1,076	
108 Lodging Tax Fund	38,409	30,350	68,759	0	
109 Special Investigation Fund	47,568	5,500	53,068	0	
112 Code Enforcement Fund	127,429	10,200	137,629	0	
113 Paths And Trails Fund	8,888	9,723	18,611	9,723	
114 Law Enforcement Sales Tax Fund		721,800	721,800	176,800	Sales tax is deposited into this account and transferred to the General Fund. Transferring remaining balance to GF.
115 City Council Strategic Reserve Fund	492,507	70,000	562,507	1,039	
116 Affordable Housing - HB 1406 Fund	-	-	-	-	
117 Housing and Related Services Fund		-	-	-	
189 American Rescue Plan Act Fund	-	50,000	50,000	-	
205 2008 G/O Bond Fund	66,850	200,550	267,400	21,301	
206 G/O Bond 2008 Reserve Fund	150,000	-	150,000	-	
301 1st 1/4% Real Estate Excise Tax Fund	984,876	560,300	1,545,176	38,513	
302 2nd 1/4% Real Estate Excise Tax Fund	984,874	510,300	1,495,174	46,416	
303 Building Maintenance Reserve Fund	89,732	25,000	114,732	1,900	
304 Transportation Benefit District Fund	366,219	282,500	648,719	(234,062)	
305 Library Construction Fund	629,706	629,428	1,259,134	358,428	
310 Police Mitigation Reserve Fund	160,256	5,000	165,256	(0)	
311 Parks Impact Fee Reserve Fund	515,417	60,000	575,417	60,000	
312 Fire Impact Fee Reserve Fund	247,916	10,000	257,916	(0)	
313 Public Safety Sales Tax Fund	192,894	347,192	540,086	207,122	
314 Transportation Impact Fee Reserve Fund	729,515	650,637	1,380,152	(358,000)	
401 Sewer Operations Fund	2,527,795	4,260,121	6,787,916	(124,940)	
402 Sewer Facilities Reserve Fund		-	-	-	
407 1998 Sewer Revenue Bond Fund		-	-	-	
410 Sewer Capital Projects Reserve Fund	5,347,304	3,870,530	9,217,834	2,766,203	\$2,763,581 transfer out to Public Works facility to cover project expenditures.
412 Solid Waste Operations Fund	217,948	3,139,288	3,357,235	72,215	
413 Solid Waste Reserve Fund	509,826	-	509,826	(0)	
425 Stormwater Operations Fund	805,215	831,335	1,636,550	(119,366)	
426 Stormwater Reserve Fund	69,402	-	69,402	0	
501 Equipment Replacement Fund	1,932,392	1,245,519	3,177,911	135,886	



					\$3,830,698 adjustment to beginning cash and \$1,384,650 increase to construction expenditures.
505 Public Works Facility Fund	3,906,945	6,127,592	10,034,537	5,971,329	
635 Municipal Court Trust Fund	79	186,950	187,029	(9)	
Total:	25,797,955	41,838,362	67,636,318	8,993,442	



Agenda  
Item No.

Date:

December 7, 2022

Subject:

Central Skagit Library Memorandum of  
Understanding - 1st Read

**FROM:**

Kelly Kohnken, Finance Director

**RECOMMENDED ACTION:**

1st Read. A motion to approve Mayor Johnson to sign the Memorandum of Understanding with Central Skagit Library District.

**ISSUE:**

Library construction remaining funds.

**BACKGROUND/SUMMARY INFORMATION:**

The City partnered with the Central Skagit Library District for construction of the district library building. A large portion of construction costs were funded by a bond proceeds. A portion of the pre-design work was funded by City (41%) and District (59%) contributions.

Construction and final retainage was complete in March 2022. The City and the District agree the remaining \$295,815.73 funds are owned \$121,284.45 (41%) City and \$174,531.28 (59%) District.

**FISCAL IMPACT, IF APPROPRIATE:**

The City will distribute \$174,531.28 to the Central Skagit Library District.

**ATTACHMENTS:**

1. Memorandum of Understanding

**MOU Regarding Library Construction Fund Residual Funds**

This Memorandum of Understanding is by and between the City of Sedro-Woolley (the “City”) and the Central Skagit Rural Partial County Library District (the “District”), pursuant to the Library Partnership Agreement dated July 20, 2027.

1. Paragraph 4 of the Library Partnership agreement reads as follows: FUNDING/BUDGET. The City and the District agree to share the costs of this pre-design scope in proportion to each entities’ populations in the 2010 U.S. Census, as follows: City 10,540 (41%), District 14,933 (%9%). These percentages may be altered only by mutual agreement of the parties. The budget of the pre-design phase shall not exceed \$50,000 without written agreement of the parties.
2. MOU Regarding Pre-Design Funding dated November 21, 2017 added an additional \$8,450.00 to the pre-design budget under Paragraph 4.
3. The project was complete and final retainage was paid in March 2022.
4. After all other funding was expending, there remains \$295,815.73 from the City’s and District’s contributions.
5. The City and District agree to split the remaining funds, as follows: City \$121,284.45 (41%) and District \$174,531.28 (59%).

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

**City of Sedro-Woolley**

**Central Skagit Rural Partial County Library  
District**

\_\_\_\_\_  
Julia Johnson, Mayor

\_\_\_\_\_  
Jeanne Williams, Director

ATTEST:

\_\_\_\_\_  
Kelly Kohnken, Finance Director

APPROVED AS TO FORM:

\_\_\_\_\_  
Nikki Thompson, City Attorney



Agenda Item No.	
Date:	December 7, 2022
Subject:	Ordinance 2029-22 Historic Preservation - 1st Read

**FROM:**

Charlie Bush, City Administrator

**RECOMMENDED ACTION:**

If the City Council feels that historic preservation is an appropriate economic development strategy for the City of Sedro-Woolley to dedicate significant resources towards, then staff recommends approval.

**ISSUE:**

Should the City of Sedro-Woolley create a historic preservation program?

**BACKGROUND/SUMMARY INFORMATION:**

At the September 29, 2022 City Council Business Development Committee meeting, there was a brief discussion about tapping into Sedro-Woolley's passion for history as a potential driver for future economic development. Economic development is one of the City Council's three goals for its 2023-2028 Strategic Plan. Staff left that meeting with a charge to develop a community development grant program, organize a community engagement workshop, work on implementing the economic development focus group in the strategic plan, and to look further into possible strategies for leveraging the community's passion for history.

In the research to date on leveraging history, one option that emerged was implementing a historic preservation program. One element of such a program, creating historic districts, was cited as being particularly effective in preserving property values even in economic downturns, generating additional property investment, stimulating tourism (heritage visitors), and creating and retaining jobs. An offshoot of such an effort, creating a Main Street Program to help preserve and enhance the Downtown, was cited as the best return on investment a city can make for economic development. Developing a Main Street Program would be a separate Council discussion and initiative. Staff intended to have a more focused conversation on this topic with the Business Development Committee at their next meeting and then something may have come to Council for discussion.

During the time of conducting staff research, the owners of 804 Ferry Street approached the City Council, Mayor, and staff about the creation of a Historic Preservation Commission so that their recently renovated property might be the City's first addition to the Sedro-Woolley Register of Historic Places. Taking this step would lead the City significantly into the realm of historic preservation, which is a larger discussion. It is wise when making public policy to look broadly at any item and to not make policy for a single circumstance, or request, without taking that broader perspective. Not taking a broad perspective opens any public policymaking body to various unintended consequences from their policymaking. As a result, this ordinance and these materials take a broader view of this topic. Should the Council decide to approve this ordinance

tonight or on 12/14, then the owners of 804 Ferry Street would be eligible to have their property considered for addition to the Sedro-Woolley Register of Historic Places at the December 20, 2022 Planning Commission meeting. The Planning Commission would be acting as the Historic Preservation Commission until the Historic Preservation Commission can be appointed.

As a result of the convergence of these two items, staff are bringing forward a Historic Preservation Ordinance for the Council's consideration. If approved, it would:

- Create a 5 member Historic Preservation Commission with a requirement to have three professional technical experts on the Commission, given the work that is required. While the technical experts are not required by State law, staff are recommending their inclusion to prepare the City for becoming a State Certified Local Government (CLG). Becoming a CLG provides additional benefits, including access to grant funds, technical expertise, and additional training. To become a CLG, we need to apply through the State.
- Task the Commission with creating an inventory of historic properties within the City
- Task the Commission with reviewing applications for placement on or removal from the Sedro-Woolley Register of Historic Places, allowing those properties to be eligible for special valuation for qualifying improvement projects
- Task the Commission with reviewing building projects related to any property on the Sedro-Woolley Register of Historic Places
- Task the Commission with exploring, reviewing, and possibly creating historic district(s) in the future.

Impacts of implementing this ordinance will be additional staff time to process the applications, support the Commission and incorporate historic property review into the planning and building permit review processes. The Commission meetings will presumably be an evening meeting. That creates a need for staff to work extra hours outside the normal work hours. The Planning/Building Department is tasked as the lead department for this activity in the attached ordinance. Historic preservation is a specialty area where City staff currently do not have much experience. However, staff could and would learn through the implementation of this program and additional training.

This ordinance would also have implications for property owners with properties listed on the Sedro-Woolley Register of Historic Places, requiring additional approvals for building projects. There is also a provision for creating a historic district in an area, adding a large number of properties to the Sedro-Woolley Register of Historic Places at the same time, with a simple majority of property owners in support. This leaves open a likelihood of some property owners not supporting the creation of a historic district, should one form in the future.

The ordinance, which is based on a model ordinance from the Washington State Department of Archaeology and Historic Preservation, is written intentionally broadly and will likely be modified to become more focused on the community's historic priorities as additional dialog occurs.

The Land Use element of the City's Comprehensive Plan has the following goals and policies related to historic preservation (in compliance with RCW 36.70A.020):

- Policy LU6.5: Develop and implement a local historic and cultural preservation procedure.
- Goal LU7: To preserve Sedro-Woolley's unique history and small-town character.
- Policy LU7.1: Preserve historically-significant buildings, trees and sites within the Sedro-Woolley UGA through the development of historic preservation and urban forestry programs.
- Policy LU7.2: Preserve culturally-significant sites identified within the Sedro-Woolley urban growth area. Do not allow development or encroachment upon sites identified as significant by the Upper Skagit Tribe.

**FISCAL IMPACT, IF APPROPRIATE:**

For properties that meet the criteria for special valuation and are designated on the Sedro-Woolley Historic Register, the City will not receive the full valuation of the improvements made for a 10 year period. For example, if a property owner incurs qualified rehabilitation costs that equal at least 25% of the building's assessed value within a 24-month period prior to application, those qualified costs can be subtracted from the newly assessed value of the property for 10 years. Staff does not anticipate a large number of properties qualifying for this benefit in the initial of this program.

Other fiscal impacts include the cost of staff training in historic preservation, such as online classes and conferences. Conferences will be particularly useful training for historic preservation.

While not a direct cost, taking this action will commit limited staff time to this activity that could be used for other purposes.

**ATTACHMENTS:**

1. Ordinance 2029-22

# ORDINANCE 2029-22 HISTORIC PRESERVATION

Section 1	Purpose
Section 2	Title
Section 3	Definitions
Section 4	Sedro-Woolley Historic Preservation Commission
Section 5	Sedro-Woolley Register of Historic Places
Section 6	Review of Changes to Sedro-Woolley Register of Historic Places Properties
Section 7	Review and Monitoring of Properties for Special Property Tax Valuation

## SECTION 1. PURPOSE

The purpose of this ordinance is to provide for the identification, evaluation, designation, and protection of designated historic and prehistoric resources within the boundaries of the City of Sedro-Woolley, Washington and preserve and rehabilitate eligible historic properties within the City of Sedro-Woolley, Washington for future generations through special valuation, a property tax incentive, as provided in Chapter 84.26 RCW to:

- A. Safeguard the heritage of the City of Sedro-Woolley as represented by those buildings, districts, objects, sites and structures which reflect significant elements of the City of Sedro-Woolley's history;
- B. Foster civic and neighborhood pride in the beauty and accomplishments of the past, and a sense of identity based on the City of Sedro-Woolley's history;
- C. Stabilize or improve the aesthetic and economic vitality and values of such sites, improvements and objects;
- D. Assist, encourage and provide incentives to private owners for preservation, restoration, redevelopment and use of outstanding historic buildings, districts, objects, sites and structures;
- E. Promote and facilitate the early identification and resolution of conflicts between preservation of historic resources and alternative land uses; and,
- F. Conserve valuable material and energy resources by ongoing use and maintenance of the existing built environment.

## SECTION 2. SHORT TITLE

The following sections shall be known and may be cited as the "historic preservation ordinance of the City of Sedro-Woolley."

## SECTION 3. DEFINITIONS

The following words and terms when used in this ordinance shall mean as follows, unless a different meaning clearly appears from the context:

- A. "City of Sedro-Woolley Historic Inventory" or "Inventory" means the comprehensive inventory of historic and prehistoric resources within the boundaries of the City of Sedro-Woolley.
- B. "City of Sedro-Woolley Historic Preservation Commission" or "Commission" means the commission created by Section 4 herein.
- C. "City of Sedro-Woolley Register of Historic Places", "Local Register", or "Register" means the listing of locally designated properties provided for in Section 5 herein.
- D. "Actual Cost of Rehabilitation" means costs incurred within twenty-four months prior to the date of application and directly resulting from one or more of the following: a) improvements to an existing

building located on or within the perimeters of the original structure; or b) improvements outside of but directly attached to the original structure which are necessary to make the building fully useable but shall not include rentable/habitable floor-space attributable to new construction; or c) architectural and engineering services attributable to the design of the improvements; or d) all costs defined as “qualified rehabilitation expenditures” for purposes of the federal historic preservation investment tax credit.

- E. A “building” is a structure constructed by human beings. This includes both residential and nonresidential buildings, main and accessory buildings.
- F. “Certificate of Appropriateness” means the document indicating that the commission has reviewed the proposed changes to a local register property or within a local register historic district and certified the changes as not adversely affecting the historic characteristics of the property which contribute to its designation.
- G. “Certified Local Government” or “CLG” means the designation reflecting that the local government has been jointly certified by the State Historic Preservation Officer and the National Park Service as having established its own historic preservation commission and a program meeting Federal and State standards.
- H. “Class of properties eligible to apply for Special Valuation in the City of Sedro-Woolley” means all properties listed on the National Register of Historic Places or certified as contributing to a National Register Historic District which have been substantially rehabilitated at a cost and within a time period which meets the requirements set forth in Chapter 84.26 RCW, until the City of Sedro-Woolley becomes a Certified Local Government (CLG). Once a CLG, the class of properties eligible to apply for Special Valuation in the City of Sedro-Woolley means all properties listed on the local or national Register of Historic Places or properties certified as contributing to an local or national Register Historic District which have been substantially rehabilitated at a cost and within a time period which meets the requirements set forth in Chapter 84.26 RCW.
- I. “Cost” means the actual cost of rehabilitation, which cost shall be at least twenty-five percent of the assessed valuation of the historic property, exclusive of the assessed value attributable to the land, prior to rehabilitation.
- J. A “district” is a geographically definable area urban or rural, small or large, possessing a significant concentration, linkage, or continuity of sites buildings, structures, and/or objects united by past events or aesthetically by plan or physical development.
- K. “Emergency repair” means work necessary to prevent destruction or dilapidation to real property or structural appurtenances thereto immediately threatened or damaged by fire, flood, earthquake or other disaster.
- L. “Historic property” means real property together with improvements thereon, except property listed in a register primarily for objects buried below ground, which is listed in a local register of a Certified Local Government or the National Register of Historic Places.
- M. “Incentives” are such rights or privileges or combination thereof which the Sedro-Woolley City Council, or other local, state, or federal public body or agency, by virtue of applicable present or future legislation, may be authorized to grant or obtain for the owner(s) of Register properties. Examples of economic incentives include but are not limited to tax relief, conditional use permits, rezoning, street vacation, planned unit development, transfer of development rights, facade easements, gifts, preferential leasing policies, beneficial placement of public improvements or amenities, or the like.
- N. “Local Review Board”, or “Board” used in Chapter 84.26 RCW and Chapter 254-20 WAC for the special valuation of historic properties means the commission created in Section 4 herein.
- O. “National Register of Historic Places” means the national listing of properties significant to our cultural history because of their documented importance to our history, architectural history, engineering, or cultural heritage.



- P. An “object” is a thing of functional, aesthetic, cultural, historical, or scientific value that may be, by nature or design, movable yet related to a specific setting or environment.
- Q. “Ordinary repair and maintenance” means work for which a permit issued by the City of Sedro-Woolley is not required by law, and where the purpose and effect of such work is to correct any deterioration or decay of or damage to the real property or structure appurtenance therein and to restore the same, as nearly as may be practicable, to the condition prior to the occurrence of such deterioration, decay, or damage.
- R. “Owner” of property is the fee simple owner of record as exists in the Skagit County Assessor’s records.
- S. “Significance” or “significant” used in the context of historic significance means the following: a property with local, state, or national significance is one which helps in the understanding of the history or prehistory of the local area, state, or nation (whichever is applicable) by illuminating the local, statewide, or nationwide impact of the events or persons associated with the property, or its architectural type or style in information potential. The local area can include Sedro-Woolley, Skagit County, or Northwest Washington, or a modest geographic or cultural area, such as a neighborhood. Local significance may apply to a property that illustrates a theme that is important to one or more localities; state significance to a theme important to the history of the state; and national significance to property of exceptional value in representing or illustrating an important theme in the history of the nation.
- T. A “site” is a place where a significant event or pattern of events occurred. It may be the location of prehistoric or historic occupation or activities that may be marked by physical remains; or it may be the symbolic focus of a significant event or pattern of events that may not have been actively occupied. A site may be the location of ruined or now non-extant building or structure of the location itself possesses historic cultural or archaeological significance.
- U. “Special Valuation for Historic Properties” or “Special Valuation” means the local option program which when implemented makes available to property owners a special tax valuation for rehabilitation of historic properties under which the assessed value of an eligible historic property is determined at a rate that excludes, for up to ten years, the actual cost of the rehabilitation. (Chapter 84.26 RCW).
- V. “State Register of Historic Places” means the state listing of properties significant to the community, state, or nation but which may or may not meet the criteria of the National Register.
- W. A “structure” is a work made up of interdependent and interrelated parts in a definite pattern of organization. Generally constructed by man, it is often an engineering project.
- X. “Universal Transverse Macerator” or “UTM” means the grid zone in metric measurement providing for an exact point of numerical reference.
- Y. “Waiver of a Certificate of Appropriateness” or “Waiver” means the document indicating that the commission has reviewed the proposed whole or partial demolition of a local register property or in a local register historic district and failing to find alternatives to demolition has issued a waiver of a Certificate of Appropriateness which allows the building or zoning official to issue a permit for demolition.
- Z. “Washington State Advisory Council’s Standards for the Rehabilitation and Maintenance of Historic Properties” or “State Advisory’s Council’s Standards” means the rehabilitation and maintenance standards used by the City of Sedro-Woolley Historic Preservation Commission as minimum requirements for determining whether or not an historic property is eligible for special valuation and whether or not the property continues to be eligible for special valuation once it has been so classified.

## **SECTION 4. SEDRO-WOOLLEY HISTORIC PRESERVATION COMMISSION**

### **A. Creation and Size**

There is hereby established a City of Sedro-Woolley Historic Preservation Commission, consisting of five (5) members, as provided in subsection B below. Members of the City of Sedro-Woolley Historic Preservation Commission shall be appointed by the Mayor and approved by the Sedro-Woolley City Council and shall be residents of the City of Sedro-Woolley, except as provided in subsection B below. Until such time as the first Commission is appointed, the City's Planning Commission shall serve as the Historic Preservation Commission.

### **B. Composition of the Commission**

1. All members of the commission must have a demonstrated interest and competence in historic preservation and possess qualities of impartiality and broad judgement.
2. The commission shall always include at least three (3) professionals who have experience in identifying, evaluating, and protecting historic resources and are selected from among the disciplines of architecture, history, architectural history, planning, prehistoric and historic archaeology, folklore, cultural anthropology, curation, conservation, and landscape architecture, or related disciplines. The commission action that would otherwise be valid shall not be rendered invalid by the temporary vacancy of one or all the professional positions, unless the commission action is related to meeting Certified Local Government (CLG) responsibilities cited in the Certification Agreement between the Mayor and the State Historic Preservation Officer on behalf of the State. Furthermore, exception to the residency requirement of Commission members may be granted by the Mayor and the Sedro-Woolley City Council to obtain representatives from these disciplines.
3. In making appointments, the Mayor may consider names submitted from any source, but the Mayor shall notify history and Sedro-Woolley and Skagit County development related organizations of vacancies so that names of interested and qualified individuals may be submitted by such organizations for consideration along with names from any other source.

### **C. Terms**

The original appointment of members to the Commission shall be as follows: three (3) commissioners for two (2) years and two (2) commissioners for three (3) years. Thereafter, appointments shall be made for a three (3) year term. Vacancies shall be filled by the Mayor for the unexpired term in the same manner as the original appointment.

### **D. Powers and Duties**

The major responsibility of the Historic Preservation Commission is to identify and actively encourage the conservation of the City of Sedro-Woolley's historic resources by initiating and maintaining a register of historic places and reviewing proposed changes to register properties; to raise community awareness of the City of Sedro-Woolley's history and historic resources; and to serve as the City of Sedro-Woolley's primary resource in matters of history, historic planning, and preservation.

In carrying out these responsibilities, the Historic Preservation Commission shall engage in the following:

1. Conduct and maintain a comprehensive inventory of historic resources within the boundaries of the City of Sedro-Woolley and known as the Sedro-Woolley Historic Inventory and publicize and periodically update inventory results. Properties listed on the inventory shall be recorded on official zoning records with an "HI" (for historic inventory designation). This designation shall not change or modify the underlying zone classification.
2. Initiate and maintain the City of Sedro-Woolley Register of Historic Places. This official register shall be compiled of buildings, structures, sites, objects, and districts identified by the commission as having historic significance worthy of recognition and protection by the City of Sedro-Woolley and encouragement of efforts by owners to maintain, rehabilitate, and preserve properties.

3. Review nominations to the City of Sedro-Woolley Register of Historic Places according to criteria in Section 5 of this ordinance and adopt standards in its rules to be used to guide this review.
4. Review proposals to construct, change, alter, modify, remodel, move, demolish, or significantly affect properties or districts on the register as provided in Section 6; and adopt standards in its rules to be used to guide this review and the issuance of a certificate of appropriateness or waiver.
5. Provide for the review either by the commission or its staff of all applications for approvals, permits, environmental assessments or impact statements, and other similar documents pertaining to identified historic resources or adjacent properties.
6. Conduct all Commission meetings in compliance with Chapter 42.30 RCW, Open Public Meetings Act, to provide for adequate public participation and adopt standards in its rules to guide this action.
7. Participate in, promote, and conduct public information, educational and interpretive programs pertaining to historic and prehistoric resources.
8. Establish liaison support, communication and cooperation with federal, state, and other local government entities which will further historic preservation objectives, including public education, within the Sedro-Woolley area.
9. Review and comment to the Sedro-Woolley City Council on land use, housing and redevelopment, municipal improvement and other types of planning and programs undertaken by any agency of the City of Sedro-Woolley, other neighboring communities, Skagit County, and state and federal governments, as they relate to historic resources of the City of Sedro-Woolley.
10. Advise the Sedro-Woolley City Council and the Mayor generally on matters of Sedro-Woolley history and historic preservation.
11. Perform other related functions assigned to the Commission by the Sedro-Woolley City Council or the Mayor.
12. Provide information to the public on methods of maintaining and rehabilitating historic properties. This may take the form of pamphlets, newsletters, workshops, or similar activities.
13. Officially recognize excellence in the rehabilitation of historic buildings, structures, sites and districts, and new construction in historic areas; and encourage appropriate measures for such recognition.
14. Be informed about and provide information to the public and City of Sedro-Woolley departments on incentives for preservation of historic resources including legislation, regulations and codes which encourage the use and adaptive reuse of historic properties.
15. Review nominations to the State and National Registers of Historic Places.
16. Investigate and report to the Sedro-Woolley City Council on the use of various federal, state, local or private funding sources available to promote historic resource preservation in the City of Sedro-Woolley.
17. Serve as the local review board for Special Valuation and:
  - a) Make determination concerning the eligibility of historic properties for special valuation;
  - b) Verify that the improvements are consistent with the Washington State Advisory Council's Standards for Rehabilitation and Maintenance;
  - c) Enter into agreements with property owners for the duration of the special valuation period as required under WAC 254-20-070(2);
  - d) Approve or deny applications for special valuation;
  - e) Monitor the property for continued compliance with the agreement and statutory eligibility requirements during the 10-year special valuation period; and
  - f) Adopt bylaws and/or administrative rules and comply with all other local review board responsibilities identified in Chapter 84.26 RCW.
18. The Commission shall adopt rules of procedure to address items 3, 4, 6, and 18 inclusive.

## **E. Compensation**

All members shall serve without compensation.

## **F. Rules and Officers**

The Commission shall establish and adopt its own rules of procedure and shall select from among its membership a chairperson and such other officers as may be necessary to conduct the commission's business.

## **G. Commission Staff**

Commission and professional staff assistance shall be provided by the City of Sedro-Woolley's Planning Director/Building Official with additional assistance and information to be provided by other City of Sedro-Woolley departments as may be necessary to aid the commission in carrying out its duties and responsibilities under this ordinance.

## **SECTION 5. SEDRO-WOOLLEY REGISTER OF HISTORIC PLACES**

### **A. Criteria for Determining Designation in the Register**

Any building, structure, site, object, or district may be designated for inclusion in the Sedro-Woolley Register of Historic Places if it is significantly associated with the history, architecture, archaeology, engineering, or cultural heritage of the community; if it has integrity; is at least 50 years old, or is of lesser age and has exceptional importance; and if it falls in at least one of the following categories.

1. Is associated with events that have made a significant contribution to the broad patterns of national, state, or local history.
2. Embodies the distinctive architectural characteristics of a type, period, style, or method of design or construction, or represents a significant and distinguishable entity whose components may lack individual distinction.
3. Is an outstanding work of a designer, builder, or architect who has made a substantial contribution to the art.
4. Exemplifies or reflects special elements of the City of Sedro-Woolley or Skagit County's cultural, special, economic, political, aesthetic, engineering, or architectural history.
5. Is associated with the lives of persons significant in national, state, or local history.
6. Has yielded or may be likely to yield important archaeological information related to history or prehistory.
7. Is a building or structure removed from its original location but which is significant primarily for architectural value, or which is the only surviving structure significantly associated with an historic person or event.
8. Is a birthplace or grave of an historical figure of outstanding importance and is the only surviving structure or site associated with that person.
9. Is a cemetery which derives its primary significance from age, from distinctive design features, or from association with historic events, or cultural patterns.
10. Is a reconstructed building that has been executed in an historically accurate manner on the original site.
11. Is a creative and unique example of folk architecture and design created by persons not formally trained in the architectural or design professions, and which does not fit into formal architectural or historical categories.

### **B. Process for Designating Properties or Districts to the Sedro-Woolley Register of Historic Places**

1. Any person may nominate a building, structure, site, object, or district for inclusion in the Sedro-Woolley Register of Historic Places. Members of the Historic Preservation Commission or the Commission acting as a body can also generate nominations. In its designation decision, the Commission shall consider the Sedro-Woolley Historic Inventory and the City of Sedro-Woolley Comprehensive Plan.
2. In the case of individual properties, the designation shall include the UTM reference and all features—interior and exterior—and outbuildings that contribute to its designation.
3. In the case of districts, the designation shall include description of the boundaries of the district; the characteristics of the district justifying its designation; and a list of all properties including features, structures, sites, and objects contributing to the designation of the district.
4. The Historic Preservation Commission shall consider the merits of the nomination, according

to the criteria in Section 5A and according to the nomination review standards established in rules, at a public meeting. Adequate notice will be given to the public, the owner(s) and the authors of the nomination, if different, and lessees, if any, of the subject property prior to the public meeting according to standards for public meetings established in rules and in compliance with Chapter 42.30 RCW, Open Public Meetings Act. Such notice shall include publication in a newspaper of general circulation in Sedro-Woolley and any other form of notification deemed appropriate. If the Commission finds that the nominated property is eligible for the Sedro-Woolley Register of Historic Places, the Commission shall list the property in the register with owner's consent. In the case of historic districts, the Commission shall consider a simple majority of property owners to be adequate for owner consent. Owner consent and notification procedures in the case of districts shall be further defined in rules. The public, property owner(s) and the authors of the nomination, if different, and lessees, if any, shall be notified of the listing.

5. Properties listed on the Sedro-Woolley Register of Historic Places shall be recorded on official zoning records with an "HR" (for Historic Register) designation. This designation shall not change or modify the underlying zone classification.

### **C. Removal of Properties from the Register**

If any property is no longer deemed appropriate for designation to the Sedro-Woolley Register of Historic Places, the Commission may initiate removal from such designation by the same procedure as provided for in establishing the designation, Section 5B. A property may not be removed from the Sedro-Woolley Register of Historic Places without the owner's consent.

### **D. Effects of Listing on the Register**

1. Listing on the Sedro-Woolley Register of Historic Places is an honorary designation denoting significant association with the historic, archaeological, engineering, or cultural heritage of the community. Properties are listed individually or as contributing properties to an historic district.
2. Prior to the commencement of any work on a register property, excluding ordinary repair and maintenance and emergency measures defined in Section 3K, the owner must request and receive a Certificate of Appropriateness from the Commission for the proposed work. Violation of this rule shall be grounds for the Commission to review the property for removal from the register.
3. Prior to whole or partial demolition of a register property, the owner must request and receive a waiver of a Certificate of Appropriateness.
4. Once the City of Sedro-Woolley is certified as a Certified Local Government (CLG), all properties listed on the Sedro-Woolley Register of Historic Places may be eligible for Special Tax Valuation on their rehabilitation (Section 7).

## **SECTION 6. REVIEW OF CHANGES TO SEDRO-WOOLLEY REGISTER OF HISTORIC PLACES PROPERTIES**

### **A. Review Required**

No person shall change the use, construct any new building or structure, or reconstruct, alter, restore, remodel, repair, move, or demolish any existing property on the Sedro-Woolley Register of Historic Places or within an historic district on the Sedro-Woolley Register of Historic Places without review by the Commission and without receipt of a Certificate of Appropriateness, or in the case of demolition, a waiver, as a result of the review.

The review shall apply to all features of the property, interior and exterior, that contribute to its designation and are listed on the nomination form. Information required by the Commission to review the proposed changes are established in rules.

## **B. Exemptions**

The following activities do not require a Certificate of Appropriateness or review by the commission: ordinary repair and maintenance—which includes painting—or emergency measures defined in Section 3K.

## **C. Review Process**

### **1. Requests for Review and Issuance of a Certificate of Appropriateness or Waiver**

The building or zoning official shall report any application for a permit to work on a designated Sedro-Woolley Register of Historic Places property, or in a Sedro-Woolley Register of Historic Places historic district, to the Commission. If the activity is not exempt from review, the Commission or professional staff shall notify the applicant of the review requirements. The building or zoning official shall not issue any such permit until a Certificate of Appropriateness, or a waiver, is received from the Commission but shall work with the Commission in considering building and fire code requirements.

### **2. Commission Review**

The owner or his/her agent (architect, contractor, lessee, etc.) shall apply to the Commission for a review of proposed changes on a Sedro-Woolley Register of Historic Places property or within a Sedro-Woolley Register of Historic Places historic district and request a Certificate of Appropriateness or, in the case of demolition, a waiver. Each application for review of proposed changes shall be accompanied by such information as is required by the Commission established in its rules for the proper review of the proposed project.

The Commission shall meet with the applicant and review the proposed work according to the design review criteria established in rules. Unless legally required, there shall be no notice, posting, or publication requirements for action on the application, but all such actions shall be made at regular meetings of the commission. The Commission shall complete its review and make its recommendations within thirty (30) calendar days of the date of receipt of the application. If the Commission is unable to process the request, the Commission may ask for an extension of time.

The Commission's recommendations shall be in writing and shall state the findings of fact and reasons relied upon in reaching its decision. Any conditions agreed to by the applicant in this review process shall become conditions of approval of the permits granted. If the owner agrees to the Commission's recommendations, a Certificate of Appropriateness shall be awarded by the Commission according to standards established in the Commission's rules.

The Commission's recommendations and, if awarded, the Certificate of Appropriateness shall be transmitted to the building or zoning official. If a Certificate of Appropriateness is awarded, the building or zoning official may then issue the permit.

### **3. Demolition**

A waiver of the Certificate of Appropriateness is required before a permit may be issued to allow whole or partial demolition of a designated Sedro-Woolley Register of Historic Places property or in a Sedro-Woolley Register of Historic Places historic district. The owner or his/her agent shall apply to the Commission for a review of the proposed demolition and request a waiver. The applicant shall meet with the Commission to find alternatives to demolition. These negotiations may last no longer than 45 calendar days from the initial meeting of the Commission, unless either party requests an extension. If no request for an extension is made and no alternative to demolition has been agreed to, the Commission shall act and advise the official in charge of issuing a demolition permit of the approval or denial of the waiver of a Certificate of Appropriateness. Conditions in the case of granting a demolition permit may include allowing the Commission up to 45 additional calendar days to develop alternatives to demolition. When issuing a waiver, the board may require the owner to mitigate the loss of the Sedro-Woolley Register of Historic Places property by means determined by the commission at the meeting. Any conditions agreed to by the applicant in this review process shall become conditions of approval of the permits granted. After the property is demolished, the commission shall initiate removal of the property from the register.

### **4. Appeal of Approval or Denial of a Waiver of a Certificate of Appropriateness.**

The Commission's decision regarding a waiver of a Certificate of Appropriateness may be appealed to

the Sedro-Woolley City Council within ten days. The appeal must state the grounds upon which the appeal is based.

The appeal shall be reviewed by the Council only on the records of the commission. Appeal of Council's decision regarding a waiver of a Certificate of Appropriateness may be appealed to Superior Court.

## **SECTION 7. REVIEW AND MONITORING OF PROPERTIES FOR SPECIAL PROPERTY TAX VALUATION**

### **A. Timelines**

1. Applications shall be forwarded to the Commission by the assessor within 10 calendar days of filing.
2. Applications shall be reviewed by the Commission before December 31 of the calendar year in which the application is made.
3. Commission decisions regarding the applications shall be certified in writing and filed with the assessor within 10 calendar days of issuance.

### **B. Procedure**

1. The assessor forwards the application(s) to the Commission.
2. The Commission reviews the application(s), consistent with its rules of procedure, and determines if the application(s) are complete and if the properties meet the criteria set forth in WAC 254-20-070(1) and listed in Section 5A of this ordinance.
  - a. If the Commission finds the properties meet all the criteria, then, on behalf of the City of Sedro-Woolley, it enters into an Historic Preservation Special Valuation Agreement (set forth in WAC 254-20-120 and in Section 7D of this ordinance) with the owner. Upon execution of the agreement between the owner and Commission, the Commission approves the application(s).
  - b. If the Commission determines the properties do not meet all the criteria, then it shall deny the application(s).
3. The Commission certifies its decisions in writing and states the facts upon which the approvals or denials are based and files copies of the certifications with the assessor.
4. For approved applications:
  - a. The Commission forwards copies of the agreements, applications, and supporting documentation (as required by WAC 254-20-090 (4) and identified in Section 7C2 of this ordinance) to the assessor,
  - b. Notifies the state review board that the properties have been approved for special valuation, and
  - c. Monitors the properties for continued compliance with the agreements throughout the 10-year special valuation period.
5. The Commission determines, in a manner consistent with its rules of procedure, whether or not properties are disqualified from special valuation either because of
  - a. The owner's failure to comply with the terms of the agreement or
  - b. Because of a loss of historic value resulting from physical changes to the building or site.
6. For disqualified properties, if the Commission concludes that a property is no longer qualified for special valuation, the Commission shall notify the owner, assessor, and state review board in writing and state the facts supporting its findings.

### **C. Criteria**

1. **Historic Property Criteria:**  
The class of historic property eligible to apply for Special Valuation in the City of Sedro-Woolley means all properties listed on the National Register of Historic Places or certified as contributing to a National Register Historic District which have been substantially rehabilitated at a cost and within a time period which meets the requirements set forth in Chapter 84.26 RCW, until the City of Sedro-

Woolley becomes a Certified Local Government (CLG). Once a CLG, the class of property eligible to apply for Special Valuation in the City of Sedro-Woolley means all properties listed on the local or national Register of Historic Places or properties certified as contributing to a local or national Register Historic District which have been substantially rehabilitated at a cost and within a time period which meets the requirements set forth in Chapter 84.26 RCW.

2. **Application Criteria:**

Complete applications shall consist of the following documentation:

- a. A legal description of the historic property,
- b. Comprehensive exterior and interior photographs of the historic property before and after rehabilitation,
- c. Architectural plans or other legible drawings depicting the completed rehabilitation work, and
- d. A notarized affidavit attesting to the actual cost of the rehabilitation work completed prior to the date of application and the period of time during which the work was performed and documentation of both to be made available to the commission upon request, and
- e. For properties located within historic districts, in addition to the standard application documentation, a statement from the secretary of the interior or appropriate local official, as specified in local administrative rules or by the local government, indicating the property is a certified historic structure is required.

3. **Property Review Criteria:**

In its review the Commission shall determine if the properties meet all the following criteria:

- a. The property is historic property;
- b. The property is included within a class of historic property determined eligible for Special Valuation by the City of Sedro-Woolley under Section 5 of this ordinance;
- c. The property has been rehabilitated at a cost which meets the definition set forth in RCW 84.26.020(2) (and identified in Section 3I of this ordinance) within twenty-four months prior to the date of application; and d. The property has not been altered in any way which adversely affects those elements which qualify it as historically significant as determined by applying the Washington State Advisory Council's Standards for the Rehabilitation and Maintenance of Historic Properties (WAC 254-20-100(1)).

4. **Rehabilitation and Maintenance Criteria:**

The Washington State Advisory Council's Standards for the Rehabilitation and Maintenance of Historic Properties in WAC 254-20-100 shall be used by the Commission as minimum requirements for determining whether or not an historic property is eligible for special valuation and whether or not the property continues to be eligible for special valuation once it has been so classified.

**D. Agreement:**

The historic preservation special valuation agreement in WAC 254-20-120 shall be used by the commission as the minimum agreement necessary to comply with the requirements of RCW 84.26.050(2).

**E. Appeals:**

Any decision of the Commission acting on any application for classification as historic property, eligible for special valuation, may be appealed to Superior Court under Chapter 34.05.510 -34.05.598 RCW in addition to any other remedy of law. Any decision on the disqualification of historic property eligible for special valuation, or any other dispute, may be appealed to the County Board of Equalization.