



City Council Workshop Agenda

April 8, 2025 at 6:30 PM

City Hall Council Chambers - 210 W 6th Ave and Virtual

The City of Kennewick broadcasts Council meetings on the City's website at

<https://www.go2kennewick.com/CouncilMeetingBroadcasts>.

Written public comment is accepted pursuant to KMC 2.04.047.

1. **Class and Compensation Study - Baker Tilly**
2. **Animal Control Update - City of Pasco**

Council Agenda Coversheet 	Item Number: 1. Date: 4/8/2025 Item Type: Presentation Subject: Class and Compensation Study - Baker Tilly Department: City Manager	Category:
Summary This presentation provides the Kennewick City Council with an opportunity to review and offer feedback on the draft classification and compensation study provided by Baker Tilly. Formal adoption of this plan or any parts of this plan will be scheduled for a future Council meeting, as adoption is a critical step in strengthening the City's talent recruitment and retention strategy. Classification and Compensation Study Summary The presentation by Baker Tilly outlines a comprehensive review of the organization's job classification and compensation framework. The study was structured around several key components: Project Overview and Methodology • The study established the framework and approach used to evaluate both internal job structures and external market competitiveness • Details were provided on data collection methods and analysis techniques Project Results The findings were categorized into two main equity areas: Internal Equity (Job Evaluation) • Assessment of job roles, responsibilities, and relative value within the organization • Evaluation of current job classifications and potential inequities External Equity (Market Study) • Comparison of current compensation levels against relevant market benchmarks • Analysis of competitive positioning for recruiting and retention Pay Plan Development • Proposed structure for updated compensation frameworks • Strategies for implementation and transition to new pay scales NEXT STEPS FOR THE CITY COUNCIL: Feedback Opportunity: Council feedback during this meeting will guide final refinements to the draft plan. Provide Administration guidance on the following recommendations: • Specific action items for addressing identified issues		

- Long-term strategies for maintaining competitive and equitable compensation

Formal Adoption: The finalized classification and compensation plan will be presented for formal adoption at a future City Council meeting. Adoption will position Kennewick to maintain a strong talent recruitment and retention strategy.

Attachments:

1. Presentation



Classification and Compensation Study

- Project Overview and Methodology
- Project Results
 - Internal Equity = Job Evaluation
 - External Equity = Market Study
- Pay Plan Development
- Recommendations



Project Overview

COMPLETE

- ✓ **Data Collection:** project planning meetings, data request
- ✓ **Position Review:** PAQs and job descriptions used to review titles and conduct job evaluation using our point factor tool, called SAFE®. This process establishes a hierarchy of jobs within the organization that is reflective of internal equity.
- ✓ **Market Assessment:** collection of base pay data from peer organizations.
- ✓ **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.

IN PROGRESS

- **Project Completion:** final report delivered, final presentation, project documentation delivery, training for HR.



Project Overview

Project Initiation

- Planning Meetings: to establish working relationship with the project team.
 - Department head questionnaire
 - Timeline + Communication
- Data Collection
 - Pay structures
 - Policy handbook
 - Job descriptions
 - Organization charts
 - Union contracts or Collective Bargaining Agreements
 - Census file (names, salaries, hire dates, etc.)
- Position Analysis Questionnaires (PAQs)-
 - Online survey where employees tell us in their own words about the work they perform. Reviewed by Supervisors.



Project Overview

Position Review

- Title Review: Using PAQs, we will review titles and make recommendations for adjustments, as necessary.
- Job Evaluation: We will conduct job evaluation using our point factor tool, called SAFE®. This process will establish a hierarchy of jobs within the organization that is reflective of internal equity.
 - *This is a measurement of the position, NOT the person in the position.*
- The 9 compensable factors:

1. Education	6. Working Conditions
2. Experience	7. Independence of Actions
3. Level of Work	8. Impact on the Organization
4. Human Interaction	9. Supervision Exercised
5. Physical Demands	
- *SAFE is compatible and compliant with federal Equal Pay Act.*



Project Overview

Market Assessment

1. Peer Organizations (11): We partnered with you to identify comparable and competitive peer organizations to include in the study. These are organizations that look like you and work like you relative to size (revenue, population served, or number of employees), service offerings, geography, growth, etc.
 - Published salary survey data was incorporated as a private sector comparison.
2. Benchmark Positions: We included 110 positions in the market survey as benchmark positions.
3. Market Survey: A summary of work + minimum qualifications were included for each benchmark position to assist peers in providing an appropriate match.
4. Adjustments & Quality Control: Some adjustments were made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
 - Results are analyzed for quality control; reports demonstrating market averages and a comparison to the market was prepared.



Market Assessment: Peer Organizations

- The City of Kennewick identified 11 peer organizations to be included in the study.
- Data was collected or compiled from all 11 of those, **shown in bold below**.
- Data from **3 published surveys** were included to represent the “private sector”.

- 1. City of Pasco, WA**
- 2. City of Richland, WA**
- 3. City of Walla Walla, WA**
- 4. City of Yakima, WA**
- 5. City of West Richland, WA**
- 6. City of Ellensburg, WA**
- 7. City of Wenatchee, WA**
- 8. City of Marysville, WA**

- 9. City of Auburn, WA**
- 10. Franklin County, WA**
- 11. Benton County, WA**
- 12. Comp Analyst**
- 13. Economic Research Institute**
- 14. Pay Factors**

Market Assessment: Cost of Labor Differentials

Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.

Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
11/21/2024	City of Kennewick, WA	Kennewick, WA	108	103,208
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	City of Pasco, WA	Pasco, WA	108.3	-0.3%
2	City of Richland, WA	Richland, WA	107.6	0.4%
3	City of Walla Walla, WA	Walla Walla, WA	99.6	8.4%
4	City of Yakima, WA	Yakima, WA	98.7	9.3%
5	City of West Richland, WA	West Richland, WA	107.4	0.6%
6	City of Ellensburg, WA	Ellensburg, WA	99.4	8.6%
7	City of Wenatchee, WA	Wenatchee, WA	103.5	4.5%
8	City of Marysville, WA	Marysville, WA	117.4	-9.4%
9	City of Auburn, WA	Auburn, WA	117.4	-9.4%
10	Franklin County, WA	Pasco, WA	108.3	-0.3%
11	Benton County, WA	Richland, WA	107.6	0.4%
12	CompAnalyst	WA State Average	108.1	-0.1%
13	Economic Research Institute (ERI)	WA State Average	108.1	-0.1%
14	Pay Factors	WA State Average	108.1	-0.1%

Cost of labor differentials collected from Economic Research Institutes Geographic Assessor tool.

Market Assessment: Results

- In total, 110 benchmark positions were included in the market.
- Overall, the study yielded market values for 97.3% of the City of Kennewick's benchmark positions.

- **Average minimum, midpoint, and maximum results were prepared for 107 of the benchmarks with sufficient data.**
 - Benchmark positions had 6.4 matches, on average.

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
1	City Attorney	Assistant City Attorney I	8	\$94,784.19	\$111,643.28	\$128,502.38	36%
2	City Attorney	Assistant City Attorney II	8	\$109,899.80	\$130,545.61	\$151,191.41	38%
3	City Attorney	City Attorney	7	\$160,020.77	\$190,468.04	\$220,915.31	38%
4	City Attorney	Legal Secretary	8	\$60,539.60	\$69,372.56	\$78,205.52	29%
5	City Attorney	Office Specialist / Docket Clerk	4	\$50,838.28	\$59,664.00	\$68,489.72	35%
6	City Manager	City Manager	4	\$189,223.94	\$215,166.44	\$241,108.95	27%
7	City Manager	Executive Assistant and Lead Communication Specialist	9	\$69,728.17	\$80,740.81	\$91,753.45	32%
8	Executive Services	City Clerk	9	\$94,744.59	\$111,929.25	\$121,948.99	29%
9	Executive Services	Director of HR and Executive Services	9	\$152,888.65	\$178,698.39	\$201,404.51	32%
10	Executive Services	Economic Development Manager	8	\$110,720.52	\$130,068.45	\$149,416.38	35%
11	Executive Services	Economic Development Specialist	8	\$71,434.03	\$84,036.61	\$96,639.19	35%
12	Executive Services	Human Resources Generalist	11	\$70,711.01	\$81,001.20	\$91,291.38	29%

Market Assessment: Results

- A comparison of salary ranges was prepared, as well as additional market thresholds demonstrating 5% above and 5% below market were prepared for consideration.

Department	Position Title	City of Kennewick, WA			Market					
		Current Minimum	Current Midpoint	Current Maximum	Average Minimum	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
City Attorney	Assistant City Attorney I	\$91,566.00	\$106,827.00	\$122,088.00	\$94,784.19	▲ 3.5%	\$111,643.28	▲ 4.5%	\$128,502.38	▲ 5.3%
City Attorney	Assistant City Attorney II	\$108,486.00	\$126,567.00	\$144,648.00	\$109,899.80	▲ 1.3%	\$130,545.61	▲ 3.1%	\$151,191.41	▲ 4.5%
City Attorney	City Attorney	\$148,077.00	\$172,756.50	\$197,436.00	\$160,020.77	▲ 8.1%	\$190,468.04	▲ 10.3%	\$220,915.31	▲ 11.9%
City Attorney	Legal Secretary	\$63,972.00	\$74,634.00	\$85,296.00	\$60,539.60	▼ (5.4%)	\$69,372.56	▼ (7.0%)	\$78,205.52	▼ (8.3%)
City Attorney	Office Specialist / Docket Clerk	\$47,250.00	\$55,125.00	\$63,000.00	\$50,838.28	▲ 7.6%	\$59,664.00	▲ 8.2%	\$68,489.72	▲ 8.7%
City Manager	City Manager	\$230,000.16	\$230,000.16	\$230,000.16	\$189,223.94	▼ (17.7%)	\$215,166.44	▼ (6.4%)	\$241,108.95	▲ 4.8%
City Manager	Executive Assistant and Lead Communication Specialist	\$75,789.00	\$88,420.50	\$101,052.00	\$69,728.17	▼ (8.0%)	\$80,740.81	▼ (8.7%)	\$91,753.45	▼ (9.2%)
Executive Services	City Clerk	\$85,563.00	\$99,823.50	\$114,084.00	\$94,744.59	▲ 10.7%	\$111,929.25	▲ 12.1%	\$121,948.99	▲ 6.9%

Department	Position Title	Grade	Current Midpoint	Market					
				95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
City Attorney	Assistant City Attorney I	H	\$106,827.00	\$106,061.12	▼ (0.7%)	\$111,643.28	▲ 4.5%	\$117,225.45	▲ 9.7%
City Attorney	Assistant City Attorney II	K	\$126,567.00	\$124,018.33	▼ (2.0%)	\$130,545.61	▲ 3.1%	\$137,072.89	▲ 8.3%
City Attorney	City Attorney	O	\$172,756.50	\$180,944.64	▲ 4.7%	\$190,468.04	▲ 10.3%	\$199,991.44	▲ 15.8%
City Attorney	Legal Secretary	C	\$74,634.00	\$65,903.93	▼ (11.7%)	\$69,372.56	▼ (7.0%)	\$72,841.19	▼ (2.4%)
City Attorney	Office Specialist / Docket Clerk	A	\$55,125.00	\$56,680.80	▲ 2.8%	\$59,664.00	▲ 8.2%	\$62,647.20	▲ 13.6%
City Manager	City Manager	Q	\$230,000.16	\$204,408.12	▼ (11.1%)	\$215,166.44	▼ (6.4%)	\$225,924.77	▼ (1.8%)
City Manager	Executive Assistant and Lead Communication Speci	E	\$88,420.50	\$76,703.77	▼ (13.3%)	\$80,740.81	▼ (8.7%)	\$84,777.85	▼ (4.1%)

Market Assessments: Results

- Based on the draft market results, on average, the City of Kennewick is:
 - 1.4% **above** market at the minimum
 - 1.7% **above** market at the midpoint
 - 2.8% **above** market at the maximum



Note: Results are based on pay structure comparisons, not direct salary comparisons of individual employees. *Market assessment does not determine specific adjustments to individual salaries but aims to provide a broad understanding of market movements and organizational alignment.*

- Draft pay plan was aligned to 105% of market midpoints (Lead Market Philosophy).

Project Overview

Pay Plan Development

1. Pay Plan: We started with an analysis of your existing pay plan and provided recommendations that are tailored to the study's results.
2. Grade assignments are based on external equity (market), internal equity (job evaluation scores), and existing equity (current midpoints and grade groupings) with consideration to career progressions, supervisor separation, business needs, etc.
3. Implementation: With finalized grade assignments, we will prepare implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.



Current Pay Plan- General (Non-Rep)

Pay Grade	Step 1 - Minimum	Step 2 (2024)	Step 3 (2024)	Step 4 (2024)	Step 5 (2024)	Step 6 - Midpoint (2024)	Step 7 (2024)	Step 8 (2024)	Step 9 (2024)	Step 10 (2024)	Step 11 (2024)	Range Spread (Hiring Min)	Step Differential (Average)	Midpoint Differential
A	\$47,250.00	\$48,825.00	\$50,400.00	\$51,975.00	\$53,550.00	\$55,125.00	\$56,700.00	\$58,275.00	\$59,850.00	\$61,425.00	\$63,000.00	33.33%	2.84%	
B	\$57,357.00	\$59,268.90	\$61,180.80	\$63,092.70	\$65,004.60	\$66,916.50	\$68,828.40	\$70,740.30	\$72,652.20	\$74,564.10	\$76,476.00	33.33%	2.84%	21.39%
C	\$63,972.00	\$66,104.40	\$68,236.80	\$70,369.20	\$72,501.60	\$74,634.00	\$76,766.40	\$78,898.80	\$81,031.20	\$83,163.60	\$85,296.00	33.33%	2.84%	11.53%
D	\$70,398.00	\$72,744.60	\$75,091.20	\$77,437.80	\$79,784.40	\$82,131.00	\$84,477.60	\$86,824.20	\$89,170.80	\$91,517.40	\$93,864.00	33.33%	2.84%	10.05%
E	\$75,789.00	\$78,315.30	\$80,841.60	\$83,367.90	\$85,894.20	\$88,420.50	\$90,946.80	\$93,473.10	\$95,999.40	\$98,525.70	\$101,052.00	33.33%	2.84%	7.66%
F	\$79,542.00	\$82,193.40	\$84,844.80	\$87,496.20	\$90,147.60	\$92,799.00	\$95,450.40	\$98,101.80	\$100,753.20	\$103,404.60	\$106,056.00	33.33%	2.84%	4.95%
G	\$85,563.00	\$88,415.10	\$91,267.20	\$94,119.30	\$96,971.40	\$99,823.50	\$102,675.60	\$105,527.70	\$108,379.80	\$111,231.90	\$114,084.00	33.33%	2.84%	7.57%
H	\$91,566.00	\$94,618.20	\$97,670.40	\$100,722.60	\$103,774.80	\$106,827.00	\$109,879.20	\$112,931.40	\$115,983.60	\$119,035.80	\$122,088.00	33.33%	2.84%	7.02%
I	\$96,642.00	\$99,863.40	\$103,084.80	\$106,306.20	\$109,527.60	\$112,749.00	\$115,970.40	\$119,191.80	\$122,413.20	\$125,634.60	\$128,856.00	33.33%	2.84%	5.54%
J	\$102,321.00	\$105,731.70	\$109,142.40	\$112,553.10	\$115,963.80	\$119,374.50	\$122,785.20	\$126,195.90	\$129,606.60	\$133,017.30	\$136,428.00	33.33%	2.84%	5.88%
K	\$108,486.00	\$112,102.20	\$115,718.40	\$119,334.60	\$122,950.80	\$126,567.00	\$130,183.20	\$133,799.40	\$137,415.60	\$141,031.80	\$144,648.00	33.33%	2.84%	6.03%
L	\$117,936.00	\$121,867.20	\$125,798.40	\$129,729.60	\$133,660.80	\$137,592.00	\$141,523.20	\$145,454.40	\$149,385.60	\$153,316.80	\$157,248.00	33.33%	2.84%	8.71%
M	\$126,342.00	\$130,553.40	\$134,764.80	\$138,976.20	\$143,187.60	\$147,399.00	\$151,610.40	\$155,821.80	\$160,033.20	\$164,244.60	\$168,456.00	33.33%	2.84%	7.13%
N	\$137,214.00	\$141,787.80	\$146,361.60	\$150,935.40	\$155,509.20	\$160,083.00	\$164,656.80	\$169,230.60	\$173,804.40	\$178,378.20	\$182,952.00	33.33%	2.84%	8.61%
O	\$148,077.00	\$153,012.90	\$157,948.80	\$162,884.70	\$167,820.60	\$172,756.50	\$177,692.40	\$182,628.30	\$187,564.20	\$192,500.10	\$197,436.00	33.33%	2.84%	7.92%
P	\$155,475.00	\$160,657.50	\$165,840.00	\$171,022.50	\$176,205.00	\$181,387.50	\$186,570.00	\$191,752.50	\$196,935.00	\$202,117.50	\$207,300.00	33.33%	2.84%	5.00%

- Step and Grade Structure with 16 grades (labeled A-P)
- 11 Steps with an average of 2.84% between steps (Inconsistent ranging from 3.23% at lower steps to as low as 2.56% at higher steps)
- 33.33% range spreads
- 4.95-21.39% midpoint differential
- Midpoint aligns to “market” and represents when someone is “fully proficient” in the role.
- Current minimum wage for City is \$22.72/ hour (Grade A, Step 1)

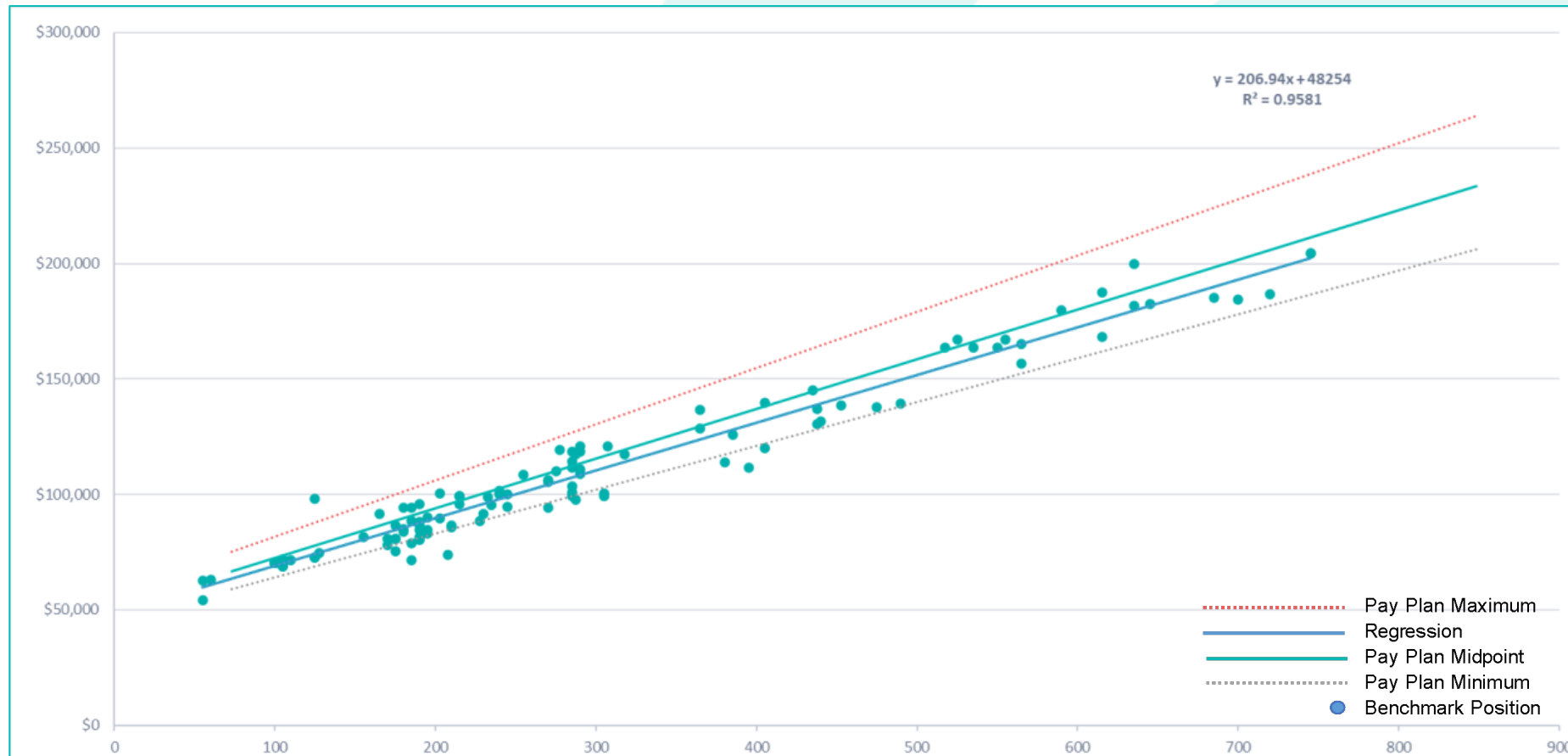
Step Dif 1	Step Dif 2	Step Dif 3	Step Dif 4	Step Dif 5	Step Dif 6	Step Dif 7	Step Dif 8	Step Dif 9	Step Dif 10	Step Dif 11
	3.23%	3.13%	3.03%	2.94%	2.86%	2.78%	2.70%	2.63%	2.56%	2.50%

Proposed Pay Plan- General (Non-Rep)

Grade	1	2	3	4	5	6	7	8	9	10	11	Midpoint Differential	Step Diff	Range Spread
A	\$54,622	\$55,988	\$57,387	\$58,822	\$60,293	\$61,800	\$63,345	\$64,929	\$66,552	\$68,216	\$69,921		2.50%	28%
B	\$61,723	\$63,266	\$64,848	\$66,469	\$68,131	\$69,834	\$71,580	\$73,369	\$75,204	\$77,084	\$79,011	13%	2.50%	28%
C	\$69,130	\$70,858	\$72,629	\$74,445	\$76,306	\$78,214	\$80,169	\$82,174	\$84,228	\$86,334	\$88,492	12%	2.50%	28%
D	\$78,117	\$80,070	\$82,071	\$84,123	\$86,226	\$88,382	\$90,592	\$92,856	\$95,178	\$97,557	\$99,996	13%	2.50%	28%
E	\$85,147	\$87,276	\$89,458	\$91,694	\$93,986	\$96,336	\$98,744	\$101,213	\$103,743	\$106,337	\$108,995	9%	2.50%	28%
F	\$89,405	\$91,640	\$93,931	\$96,279	\$98,686	\$101,153	\$103,682	\$106,274	\$108,931	\$111,654	\$114,445	5%	2.50%	28%
G	\$93,832	\$96,178	\$98,582	\$101,047	\$103,573	\$106,162	\$108,816	\$111,536	\$114,325	\$117,183	\$120,113	5%	2.50%	28%
H	\$100,400	\$102,910	\$105,482	\$108,119	\$110,822	\$113,593	\$116,433	\$119,344	\$122,327	\$125,385	\$128,520	7%	2.50%	28%
I	\$107,444	\$110,130	\$112,883	\$115,705	\$118,598	\$121,563	\$124,602	\$127,717	\$130,910	\$134,183	\$137,537	7%	2.50%	28%
J	\$113,400	\$116,235	\$119,141	\$122,120	\$125,173	\$128,302	\$131,510	\$134,797	\$138,167	\$141,621	\$145,162	6%	2.50%	28%
K	\$120,064	\$123,065	\$126,142	\$129,295	\$132,528	\$135,841	\$139,237	\$142,718	\$146,286	\$149,943	\$153,692	6%	2.50%	28%
L	\$127,298	\$130,480	\$133,742	\$137,086	\$140,513	\$144,026	\$147,627	\$151,317	\$155,100	\$158,978	\$162,952	6%	2.50%	28%
M	\$137,482	\$140,919	\$144,442	\$148,053	\$151,754	\$155,548	\$159,437	\$163,423	\$167,508	\$171,696	\$175,988	8%	2.50%	28%
N	\$155,354	\$159,238	\$163,219	\$167,299	\$171,482	\$175,769	\$180,163	\$184,667	\$189,284	\$194,016	\$198,866	13%	2.50%	28%
O	\$164,675	\$168,792	\$173,012	\$177,337	\$181,771	\$186,315	\$190,973	\$195,747	\$200,641	\$205,657	\$210,798	6%	2.50%	28%
P	\$174,556	\$178,920	\$183,393	\$187,978	\$192,677	\$197,494	\$202,431	\$207,492	\$212,679	\$217,996	\$223,446	6%	2.50%	28%
Q	\$185,030	\$189,655	\$194,397	\$199,257	\$204,238	\$209,344	\$214,578	\$219,942	\$225,441	\$231,077	\$236,854	6%	2.50%	28%
R	\$214,634	\$220,000	\$225,500	\$231,138	\$236,916	\$242,839	\$248,910	\$255,133	\$261,511	\$268,049	\$274,750	16%	2.50%	28%

- Step and Grade Structure with 18 grades (Labeled A-R)
- 11 Steps with a consistent 2.5% between steps
- Narrowed to 28% range spreads
- 5-16% midpoint differential
- Aligned to 105% of market midpoints (maintain lead market philosophy)
- **Minimum Wage increase for the City to \$26.26/ hr (Grade A, Step 1).**

Proposed General Pay Plan



Each dot represents a benchmark position where the total SAFE score and market average midpoint intersects.

The dark blue line is the “line of best fit” through all of the dots.

The remaining lines represent the **proposed** pay plan.

This does not reflect grade assignments.

Grade Assignments

A total of **119 unique positions** have been classified under the proposed General pay structure. Assignments were determined using the SAFE job evaluation process (based on employee-completed PAQs) and further refined based on:

Positions were assigned based on the following:

- Market equity (average midpoints)
- Existing internal equity (current midpoints & grade relationships)
- Career progression pathways
- Supervisor-subordinate grade separation to mitigate compression

The following information is NOT considered:

- The person in the position
- Performance
- Length of service
- Existing employee salary

We will continue to review these preliminary assignments with your project team and recommend a broader review with department heads for additional input.

Position Title	Grade	Current Midpoint	Market	
			105% of Mkt	+ / (-) Mkt
Assistant City Attorney I	H	\$106,827.00	\$117,225.45	▲ 9.7%
Assistant City Attorney II	K	\$126,567.00	\$137,072.89	▲ 8.3%
City Attorney	O	\$172,756.50	\$199,991.44	▲ 15.8%
Legal Secretary	C	\$74,634.00	\$72,841.19	▼ (2.4%)
Office Specialist / Docket Clerk	A	\$55,125.00	\$62,647.20	▲ 13.6%
City Manager	Q	\$230,000.16	\$225,924.77	▼ (1.8%)
Executive Assistant and Lead Communication Speci	E	\$88,420.50	\$84,777.85	▼ (4.1%)
City Clerk	G	\$99,823.50	\$117,525.72	▲ 17.7%
Director of HR and Executive Services	O	\$172,756.50	\$187,633.31	▲ 8.6%
Economic Development Manager	I	\$112,749.00	\$136,571.87	▲ 21.1%
Economic Development Specialist	E	\$88,420.50	\$88,238.44	▼ (0.2%)
Human Resources Generalist	E	\$88,420.50	\$85,051.26	▼ (3.8%)
Public Records Officer	E	\$88,420.50	\$80,936.73	▼ (8.5%)

Implementation Scenarios

Baker Tilly prepared 3 scenarios for the City of Kennewick for each pay plan to consider in its adoption of the new classification and compensation plan.

- **No employee will receive a pay decrease as a result of the study.**
- **Implementation cost reflects base pay in US dollars. Benefits and pay differentials are not included.**

	# of Staff
Totals	142
Employees Below Minimum	26
Employees Within Range	117
Employees Above Maximum	0

Implementation Scenarios for the proposed General (Non-Rep) pay plan:

Option 1: Employees move to the minimum step of their assigned grade if their current salary falls below that step. If they are already within range, they remain at their current salary or move to the next step providing an increase.

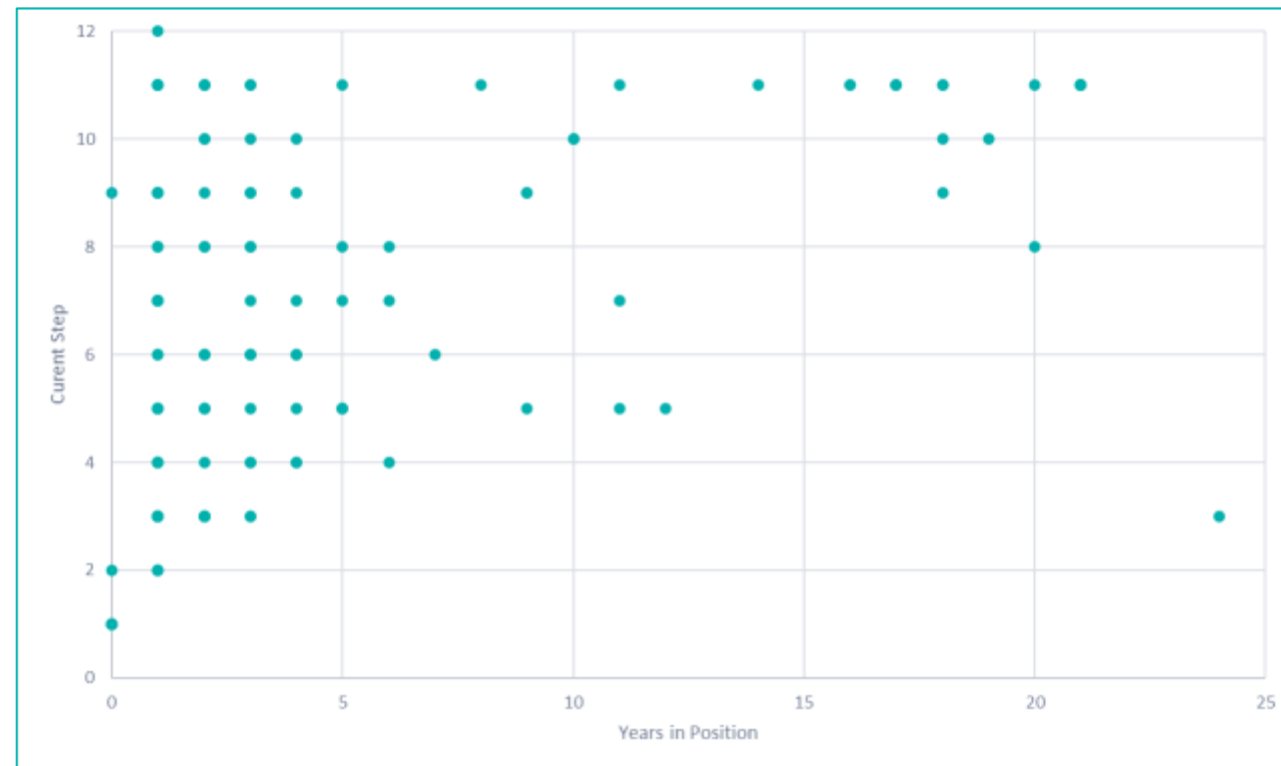
Option 2: Employees advance within their assigned grade based on time in the role, with each year in position equating to a step increase (capped at Step 7). For example, if an employee has been in their role for 4 years, they would move to Step 4 in the new pay plan. If that step movement resulted in a decrease from their existing salary, they would receive the step closest to their existing salary without a decrease (same as Option 1).

Option 3: Employees stay on the same step as their current assignment, unless that would result in a decrease, then they would move to the step established in Option 1. For example, if the employee is currently on Step 4, they would move to Step 4 in the proposed pay plan.



Implementation Scenarios

- Pay compression refers to the situation where there is a narrow pay differential between employees regardless of their experience or tenure in the organization.
- It often occurs when new hires are brought in at salaries comparable to or even higher than those of existing employees who have been with the company for a longer period.
- **Implementation Option 2: Alleviates compression by moving employees further into their range relative to their time in position.**
 - Employees advance within their assigned grade based on time in the role, with each year in position equating to a step increase.
 - If that step movement resulted in a decrease from their existing salary, they would receive the step closest to their existing salary without a decrease.



Average Years in Position = 5 years

Pay Plan Development

Implementation Scenarios- General Plan

	Option 1 - Closest Step, without Decrease				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	143	\$15,290,693.53	\$15,551,848.83	\$261,155.30	1.7%
Employees Below Minimum	25	\$2,141,949.60	\$2,231,863.77	\$89,914.17	4.2%
Employees Within Range	118	\$13,148,743.93	\$13,319,985.06	\$171,241.13	1.3%
Employees Above Maximum	0	\$0.00	\$0.00	\$0.00	#DIV/0!
	Option 2: Steps based on Years in Position				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	143	\$15,290,693.53	\$15,623,016.41	\$332,322.88	2.2%
Employees Below Minimum	25	\$2,141,949.60	\$2,263,392.75	\$121,443.15	5.7%
Employees Within Range	118	\$13,148,743.93	\$13,359,623.66	\$210,879.74	1.6%
Employees Above Maximum	0	\$0.00	\$0.00	\$0.00	#DIV/0!
	Option 3: Stay on Same Step				
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	143	\$15,290,693.53	\$16,194,861.57	\$904,168.05	5.9%
Employees Below Minimum	25	\$2,141,949.60	\$2,359,952.77	\$218,003.17	10.2%
Employees Within Range	118	\$13,148,743.93	\$13,834,908.80	\$686,164.87	5.2%
Employees Above Maximum	0	\$0.00	\$0.00	\$0.00	#DIV/0!

Project Overview

Project Completion

1. Final report: We will document the methodology used to conduct the study, our findings, and recommendations.
2. Final Presentation: We will present the results to elected officials, senior leadership, employees, and/or designated staff as desired.
3. Training: We will provide training to HR staff to administer and maintain the new classification and compensation system – including the SAFE® job evaluation process.
 - All project documentation will be delivered



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Council Agenda Coversheet	Item Number: 2.	Date: 4/8/2025	Category: Info Only
	Item Type: Presentation		
	Subject: Animal Control Update - City of Pasco		
	Department: City Manager		
<u>Summary</u> The cities of Kennewick, Pasco, and Richland have unified their animal control services through an interlocal agreement. This collaboration ensures smooth service delivery across all three areas. Pasco serves as the lead agency for this partnership, with representatives from the Pasco City Manager’s office, Parks and Recreation Department, and Animal Services Division providing an update on the current status. A presentation has been included to enhance the discussion.			
<u>Attachments:</u> 1. Presentation			



TRI-CITIES ANIMAL SERVICES

A FOCUS ON ANIMAL CONTROL

www.tricityanimalservices.com





New Facility Moving Day March 25th



Paws-itively Essential: Volunteering

DOG WALKING:

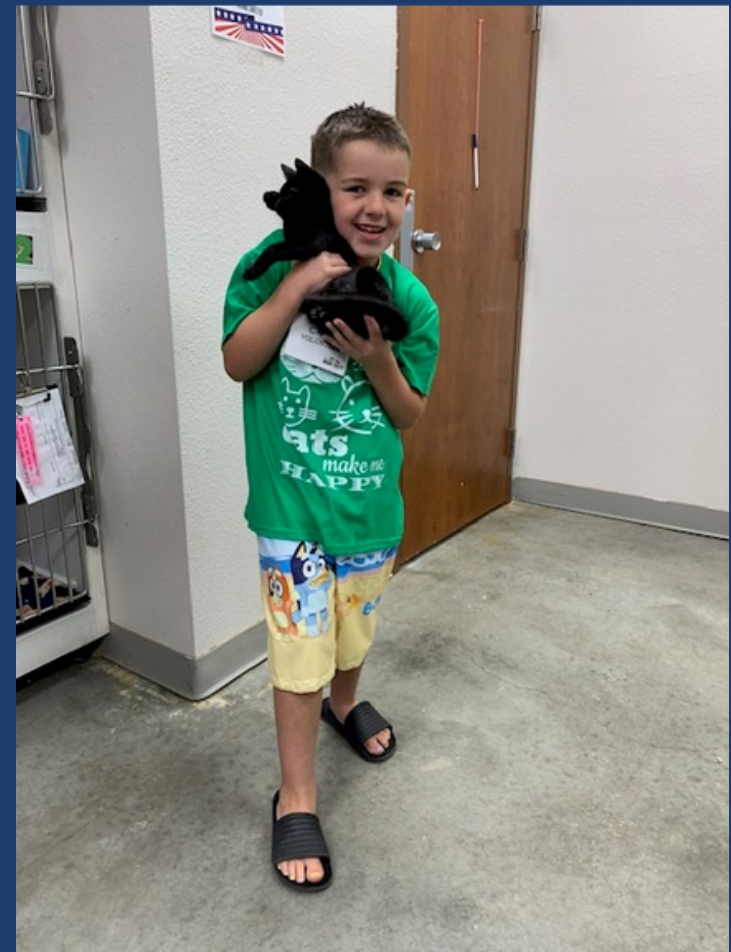
- OPEN TO VOLUNTEERS 18+
- DOG WALKERS ENSURE OUR PUPS GET THE EXERCISE AND ENRICHMENT THEY NEED TWICE A DAY, 365 DAYS A YEAR

CAT ENRICHMENT:

- FOR AGES 6+ (WITH A PARENT/GUARDIAN FOR CHILDREN AGES 6-13)
- VOLUNTEERS WORK DIRECTLY WITH OUR ADOPTABLE CATS, KEEPING THEM HAPPY AND HEALTHY WHILE THEY WAIT FOR THEIR FOREVER HOMES

VISITOR SUPPORT TEAM:

- OPEN TO VOLUNTEERS AGED 14+
- HELP VISITORS NAVIGATE THE SHELTER, ANSWER QUESTIONS, AND ENSURE A SAFE, FRIENDLY ATMOSPHERE



PRIMARY ROLES OF TCAS



- **Animal Control Services** - barking dogs, roaming animals, animal complaints, neglect, abuse, legal actions and medical response needs.
- **Animal Shelter Services** - include daily animal care, medical services, intake, adoption, surrender, fostering, rescue placement, volunteer management.
- **Community Outreach and Education** - adoption events, educational presentations, assisted living home visits, social media.

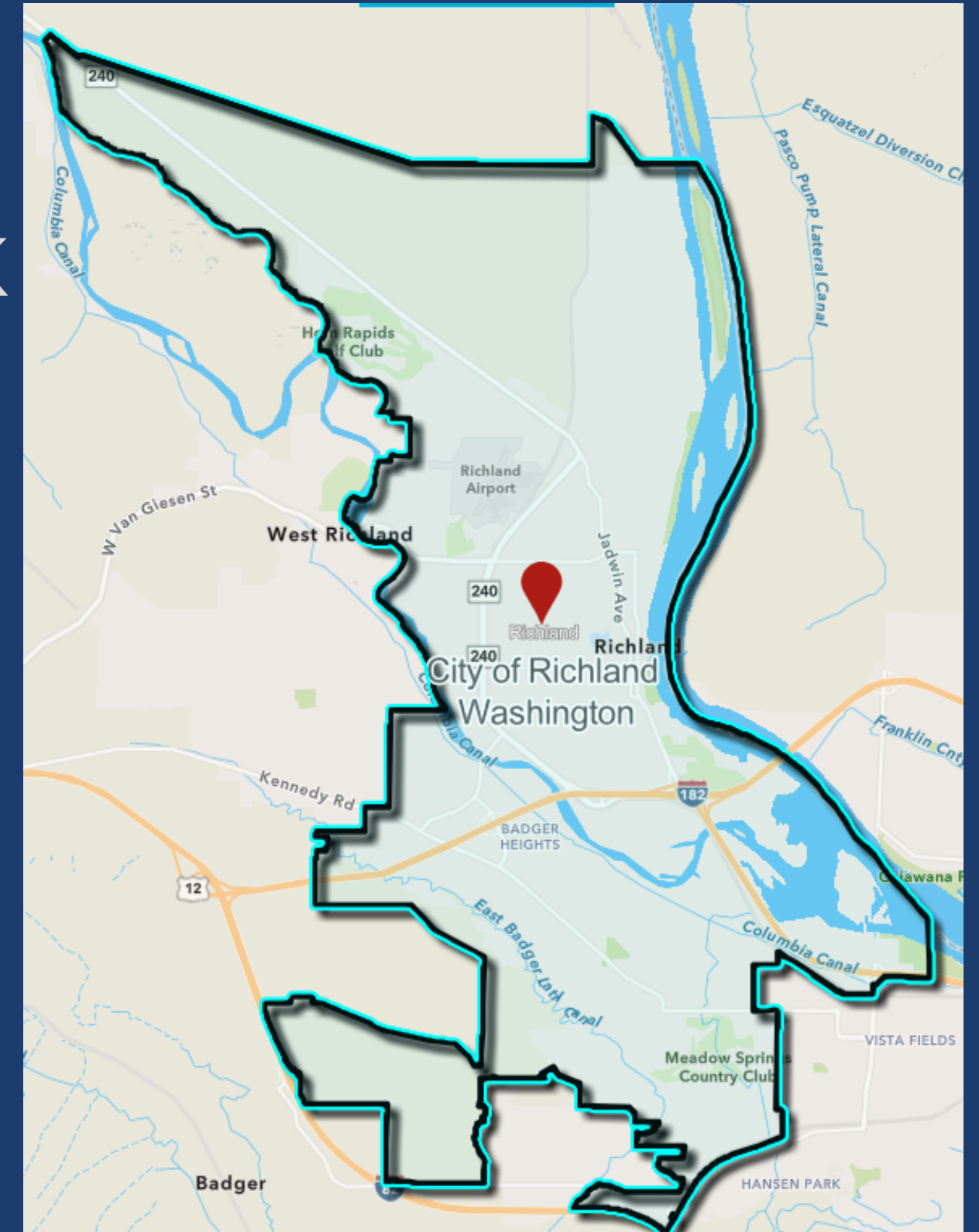
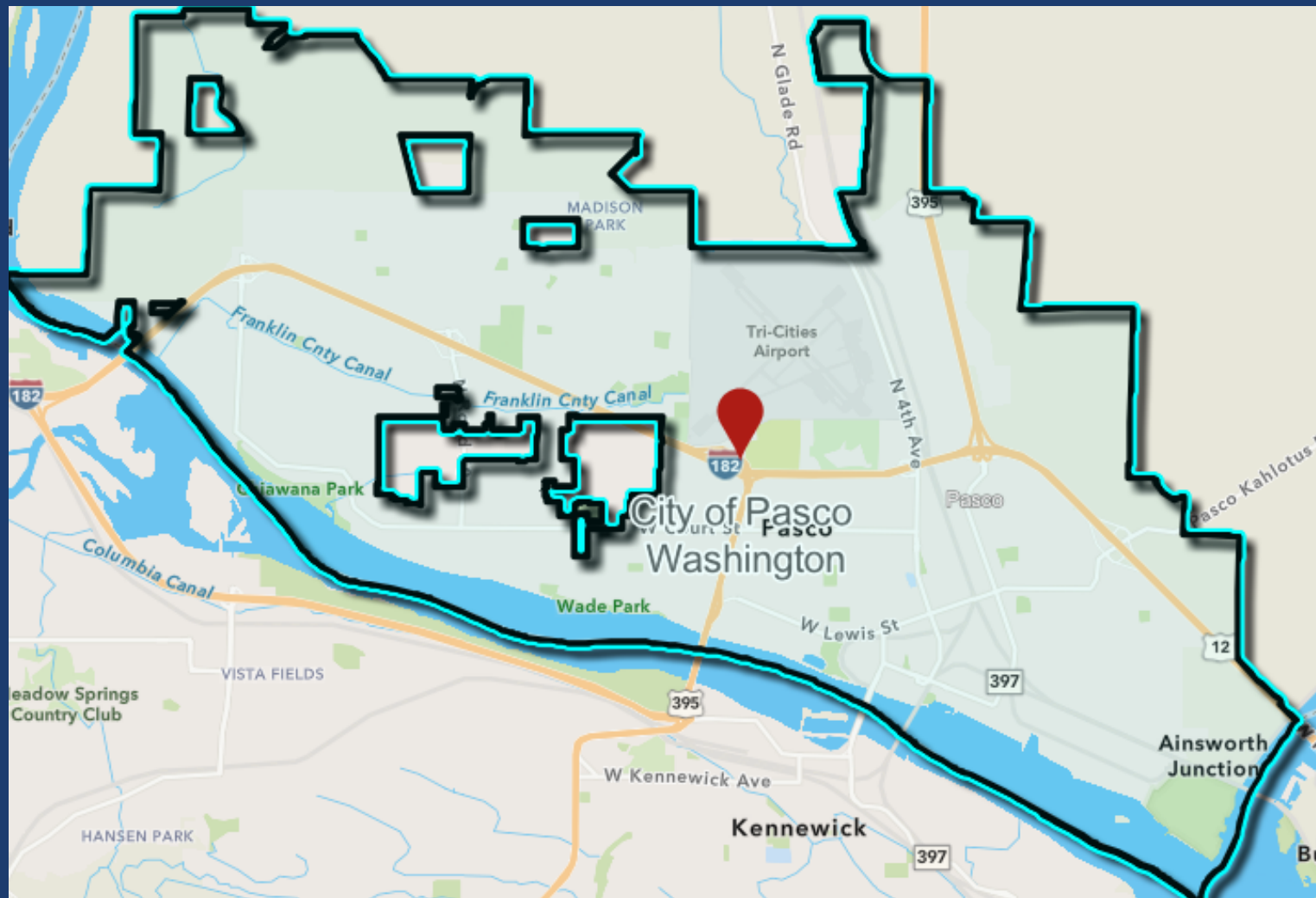
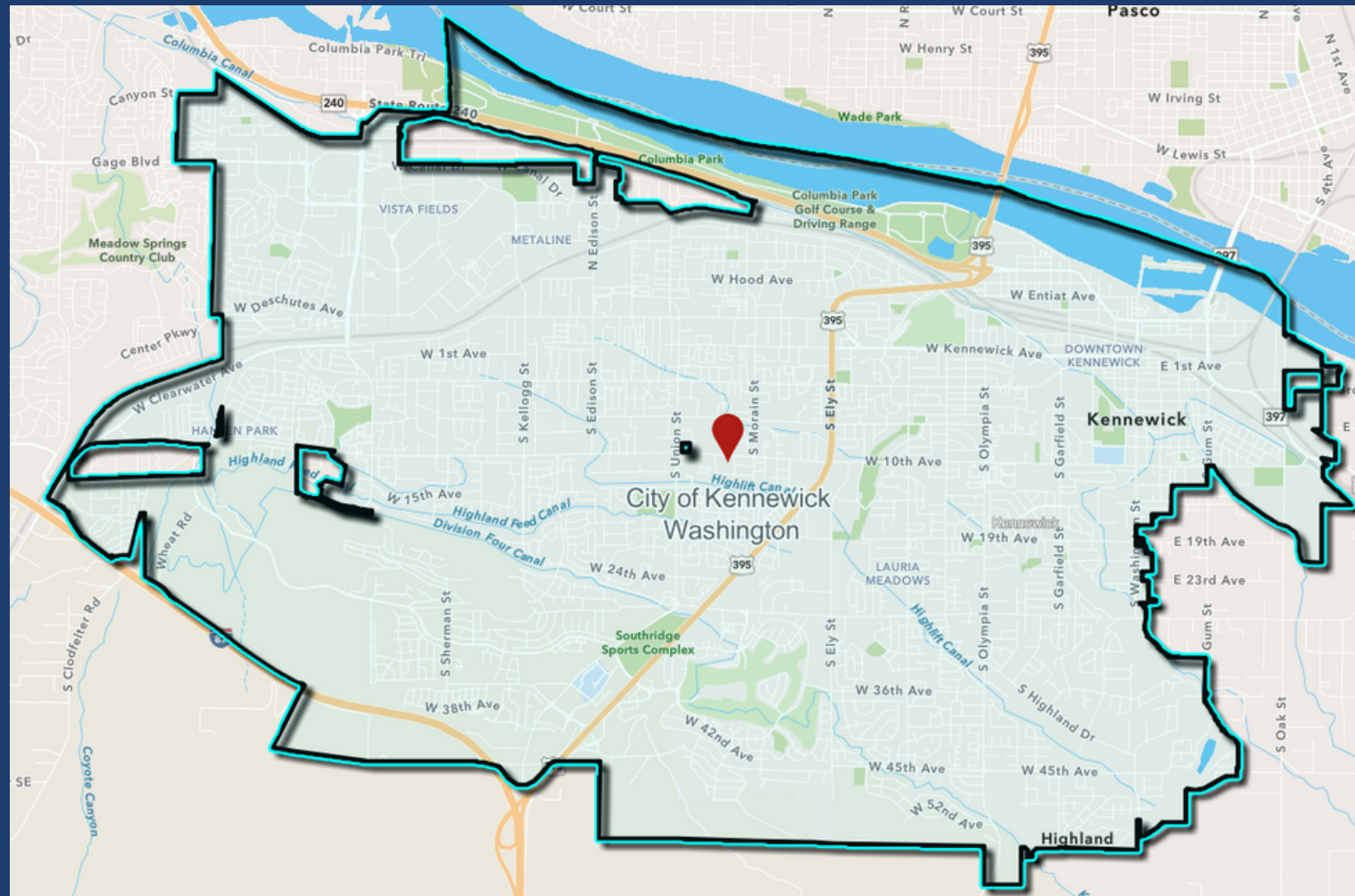
SERVICE AREAS

(approximate sq. miles and population)

Kennewick:
29 sq. miles
Population: 85K

Richland:
39 sq. miles
Population: 64K

Pasco:
34 sq. miles
Population: 77K



OPERATIONAL STANDARDS AND GUIDELINES



- Richland-Kennewick-Pasco ILA
- Richland-Kennewick-Pasco Municipal Codes
- Standardized Procedures for Animal Care and Public Safety by Association of Shelter Veterinarians (ASV)
- Animal Services Facility's Policy and Procedures
- Community Education to Promote Responsible Pet Ownership and Reduce Shelter Population

ANIMAL SERVICES STAFFING

POSITION	NUMBER OF STAFF	EMPLOYMENT TYPE
Animal Services Manager	1	Full Time
Animal Control Lead	1	Full Time
Animal Control Dispatcher	1	Full Time
Animal Control Officer	3	Full Time
Department Assistant II	1	Full Time
Customer Service Representative	2	Full Time
Transfer/Volunteer Coordinator	1	Full Time
Animal Intake/Medical Assistants	2	Full Time
Animal Care Technician	7	Full Time
Animal Care Lead	1	Full Time
Licensed Veterinarian Technician	1	Part Time
Veterinarian	1	Part-Time
Total Number of Employees	22	20 Full Time/ 2 Part Time



2024: STATISTICLY SPEAKING

ANIMAL INTAKE



ANIMAL TYPE	TOTAL NUMBER OF INTAKES	RICHLAND	KENNEWICK	PASCO
Dog	1388	161	538	689
Cat	1680	228	523	929
Other: (Bird, Horse, Goat, Rabbit)	23	1	16	6
Total Number Of Animals Per City	3091	390	1077	1624



ANIMAL CONTROL CALLS

CALL TYPE	NUMBER OF CASES	RICHLAND	KENNEWICK	PASCO
Animal At-Large	1766	327	768	671
Abandonment	51	11	28	12
Aggressive/Attack	215	46	90	17
Barking Dog	214	70	45	99
Bite Case - Human	133	28	51	54
Code Enforcement Complaint	27	13	3	11
Deceased on Arrival (DOA)	293	56	127	110
Information	536	96	191	249
Injured Animal	350	48	132	170
Police Assist	138	35	59	44
Welfare Check	578	157	233	188
Miscellaneous	7	2	2	3
TOTAL CASE NUMBERS	4308	889	1729	1690

THE ROLE OF ANIMAL CONTROL

- **Providing Emergency Response** – Assisting in accidents, rescues, and sick or injured animal situations.
- **Protecting Public Safety** – Addressing dangerous or aggressive animals and reducing risks to the community.
- **Investigating Cruelty & Neglect** – Responding to reports of animal abuse, neglect, and hoarding situations.
- **Rescuing Stray & Abandoned Animals** – Picking up lost, stray, and abandoned animals to provide them with safety and care.
- **Managing Nuisance Animal Complaints** – Addressing concerns about excessive barking, roaming animals, community cat/TNR and other animal-related disturbances.
- **Educating the Public** – Teaching responsible pet ownership, animal safety, and humane treatment of animals while out working within the community.

ANIMAL CONTROL

TEAM STRUCTURE AND SCHEDULING

Lead Animal Control Officer
Richland Animal Control Officer
Pasco Animal Control Officer
Kennewick Animal Control Officer
Dispatcher

Animal Control Hours of Operation:

Tuesday - Saturday 8 am - 5 pm

SHELTER HOURS: Tuesday - Saturday 10 am - 5 pm

CLOSED: Sunday and Monday, and all major holidays.

Outside Normal Business Hours:

Animal control calls sent to a screening service where emergencies are patched through to the on-call officer.

After Hours On Call Rotation:

2 days on - 4 days off and every 4th weekend.

ANIMAL CONTROL

PRIORTIZATION AND RESPONSE TIMES

Incidents with immediate Animal Control response:

- Potentially dangerous, dangerous, and immediate hazard to the public and is NOT contained.
- Animal bite to a person and an ambulance has been called.
- Animal in the roadway and posing a risk to itself and motorists.
- Animal left in a vehicle during extreme weather conditions.
- Sick, injured or suffering animal in need of immediate lifesaving assistance.
- Assistance requests from Police Department.

Incidents with a response within 24 hours:

- Animal welfare checks for lack of food/water/shelter.
- Animal attacks - person or animal where the animal is now safely contained.

Incidents addressed as time permits:

- Barking dog complaints.
- Deceased animals near a roadway.

Incidents not responded to by Animal Control:

- Wildlife
- Unincorporated areas of Benton and Franklin Counties.



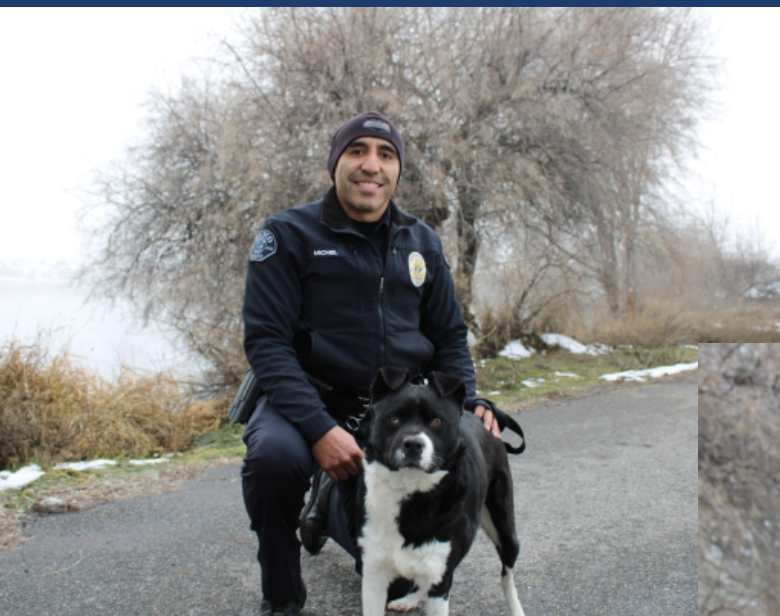
Tri-Cities ANIMAL SERVICES Upcoming

Events:

Fur Babies and the Fuzz

Saturday, May 10th

10 am - 2 pm





THE ANIMALS THANK YOU