



**CITY OF KENMORE
REQUEST FOR PROPOSALS
RFP NO.:24-C3043**

Salary Comparison Study & Equity Analysis

Proposals Due: **May 17, 4:00 pm** Pacific Local Time, 2024

Request for Proposals Information:

RFP Number: 24-C3043

RFP Title: Salary Comparison Study & Equity Analysis

Date Issued: May 3, 2024

Submittals Due: 4:00 pm on Friday May 17, 2024

Proposals shall be delivered electronically no later than 4:00 pm on Friday May 17, 2024. Proposals shall be marked and referenced as RFP No. 24-C3043 Salary Comparison Study and Equity Analysis. A proposal submitted after the deadline date and time will not be accepted. Only proposals submitted electronically will be accepted. Responders submitting a proposal should request confirmation that the proposal has been received.

Publication Dates: Seattle Times, Daily Journal of Commerce
May 3 and May 10, 2024

Submittals – Electronic Only: bids@kenmorewa.gov

NOTICE

Notice is hereby given that the City of Kenmore, Washington (the City) seeks Proposals in response to this Request for Proposals (RFP) No. 24-C3043. A Proposal submitted in response to **RFP No C3043** must be filed with the City electronically by 4:00 pm on Friday May 17, 2024.

The City of Kenmore is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality, disability, or sexual orientation and encourages disadvantaged, minority, and women-



owned firms to respond. The City encourages submittals from firms that demonstrate the same values and commitment.

PURPOSE:

The City of Kenmore is seeking a proposal for professional services from a consultant with expertise and experience conducting salary surveys and salary comparison studies as well as evaluation of salary equity within organizations.

DURATION OF SERVICES:

The term of the Contract will be from mid July 2024 (date of contract approval) to mid-October or a date determined during contract scope development. The Contract resulting from this proposal shall remain in effect until completion and final payment of the services described in the Contract, unless amended or terminated in accordance with the City's contractual policies.

RFP SCHEDULE:(These dates are estimates and subject to change by the City)

Event	Date
RFP Release	Friday May 3, 2024
Deadline to Submit Questions	Friday May 10, 2024, by 5:00 pm
City Staff Posts Responses to Website	Monday May 13, 2024, by 5:00 pm
Submittals Due	Friday May 17, 2024, by 4:00 pm
Submittal Evaluation Complete	Friday May 24, 2024
Finalist Interviews	Week of June 3, 2024,
Selection	Week of June 10, 2024
Contract scope development	Weeks of June 17 and June 2024
City Council authorize contract execution	July 2024
Execute contract	July 2024

QUESTIONS

Questions regarding this project may be directed to the City Clerk's Office via e-mail at bids@kenmorewa.gov Please place "RFP No. 24-C3043 Salary Comparison Study and Equity Analysis" in the subject line. The deadline for



questions is Friday May 10, 2024, at 5:00 pm. Responses will be posted on a rolling basis to the City's website ending Monday May 13, 2024, 5:00 pm. Unauthorized contact regarding this RFP with other City employees may result in disqualification. Any oral communications will be considered unofficial and non-binding on the City.

All questions and answers will be posted on the City's website at <https://www.kenmorewa.gov/government/departments/finance-administration/working-with-the-city/requests-for-proposals>.

It is the responsibility of the Consultant to check the website for any amendments or Q&As related to this RFP.

BACKGROUND

Every other year, the City of Kenmore conducts, typically via consultant, a salary comparison study to ensure that the City's employees are fairly compensated and that salaries are kept current with market conditions. The last study was completed in 2022.

The City of Kenmore currently employees 61 part-time and full-time regular employees (not including seasonal employees or interns). There are no union labor contracts. The City's Personnel Policies Manual was revised in 2023 by adoption of Resolution 23-398. Sections 4.1 and 4.2 of the City's Personnel Policy Manual describes the City's compensation policy and process for updating the salary plan. Sections 4.1 and 4.2 are included as Attachment A to this RFP. The City's 2024 adopted Salary Plan is included as Attachment B to this RFP. The City's organizational chart is included as Attachment C. Copies of current job employee job descriptions will be provided to the selected consultant.

SCOPE OF SERVICES

Following selection of the consultant, a contract for professional services will be negotiated including scope of services, budget, and schedule. Upon



authorization by the City Council, the City Manager will execute a contract with the consultant which will include the terms for providing the services.

1. Salary Comparison Study

The selected consultant will conduct a salary comparison study for all the positions listed on the Salary Plan in Attachment B, with the exception of Intern, Temp Office Aide, and Seasonal Maintenance Worker. The City may also ask the consultant to provide a comparison of potential new positions, to be determined.

To the extent feasible, the selected consultant will obtain job descriptions and salary ranges for each position directly from the City's comparison cities. The comparison cities are as follows:

Bothell
Edmonds
Lake Forest Park
Shoreline
Lynnwood
Mercer Island
Mill Creek
Mount Lake Terrace
Seatac
Woodinville

The consultant will then compile and compute the data to provide market adjustments for each salary range in accordance with Section 4.2 of the Personnel Policies Manual. In some cases, the consultant may need to interview some employees to better understand their job functions and how they compare with positions in the comparison cities.

Note that paragraph E of Section 4.2.7 of the Personnel Policies recognizes that "not all positions will have comparable positions in all comparable cities. If there are at least four comparable cities on the established list with comparable positions for a City position, the City will use those comparable positions to determine a median top step. If there are less than four, the City



will rely primarily on internal equity considerations, including level of responsibility and skill set required for the position.”

The consultant will produce a written report to include data, methodology, analysis, findings and recommendations. Recommendations will include a proposed Salary Plan for 2025.

2. Internal Equity Analysis

In addition to the salary comparison study, the consultant will conduct an internal equity analysis to assess pay equity within salary ranges and across positions. The consultant will consider factors such as years of relevant experience, education, and certifications. To obtain this information, the consultant will review necessary documentation provided by the City. The consultant will keep this information confidential.

In a few cases, the consultant may need to conduct interviews with several employees to better understand and determine equity or pay differences.

The consultant will present a confidential written memo outlining the findings of the equity analysis and recommended pay adjustments, if any.

3. Meetings

Kickoff Meeting. Following consultant selection, the consultant will meet with the City Manager and several senior staff to review the consultant’s approach and to discuss how the City can support the consultant in obtaining the necessary data. Project schedule and timeline for deliverables will also be discussed.

Check In Meetings. Several times during the project (the frequency confirmed as part of the project scope), the consultant and the City Manager or his designee may need to meet to discuss progress, provide clarifications, and answer questions.



Preliminary Reports Meetings. When the consultant has produced preliminary reports for the salary study and equity analysis, the consultant will meet with the city manager and his designees to discuss the consultant's preliminary findings and recommendations. After the consultant has made changes based on this meeting, the consultant will attend a meeting with the city manager and department heads to discuss the final reports.

RFP EVALUATION COMPONENTS/CRITERIA

Submittal Requirements

The Proposal shall be limited to no more than ten pages (not including cover pages). The electronic copy shall be in pdf format. Supplemental information, such as brochures, photos or videos, may be submitted if desired. All submittals will become the property of the City and will become public documents subject to public disclosure with limited exceptions. The Washington State Public Records Act (Chap. 42.56 RCW) requires public agencies in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the act or are otherwise privileged. Qualifications submitted under the RFP process shall be considered public records and with limited exceptions will be subject to disclosure under state law.

The following format and content shall be adhered to by each consultant:

- A) Executive Summary: An executive summary letter should include the key elements of the respondent's Proposal and an overview of the consultant team (provide an organization chart showing all proposed team members). Indicate the contact address, E-mail address, and telephone number of the respondent and the location of the office from which the project will be managed.
- B) Price. Provide hourly rate(s) and an estimate total cost based on anticipated hours to complete tasks identified in the scope of services;



or a one lump sum amount is also acceptable. The final price will be negotiated with the selected consultant.

- C) Approach: Describe the approach and methods your firm would use in conducting this salary study and equity analysis.
- D) Consultant/Key Staff Experience: The consultant is required to provide evidence of experience with compensation studies and equity analysis. The experience provided must have been performed by the consultant and team members and must be similar in nature to the work listed above. If a team member's experience is not with your company, provide additional examples of that team member's experience. Describe the responsibilities of each person on the project team.
- E) Schedule/Tasks: Draft schedule for identifying tasks to complete the scope, meeting schedule and timeline for submittal of deliverables. The final scope of services and schedule will be negotiated with the selected consultant.
- F) Additional Information: Any additional information you wish to share about your company or why the City should consider your proposal may be presented here.

Evaluation Procedure:

The City's Evaluation Panel will use the above content provided by each consultant to evaluate each Proposal.

Selected consultants may be invited to interview with the City's Evaluation Panel. Consultants selected for interview will provide three professional references, at least two of which are clients served by the firm in the last three years. Upon completion of the evaluations, the City's Evaluation Panel will determine the consultant to be selected based on all materials and information presented. The City Manager or his designee will then begin the contract negotiations with the selected consultant. The City reserves the right to interview in person or not. The City reserves the right to interview as many consultants as it wishes. Interview criteria for the evaluation will be:

- The consultant and team members' experience



- Consultant team's project approach and methodology
- Consultant team's communication skills

CODE OF CONDUCT POLICY - COMPETITIVE SOLICITATIONS

DEFINITIONS:

Solicitations: method of acquiring goods, services, and construction for public use in which offers are made to the City between two or more sources. Typical documents used by the City are titled: Invitation to Bid, Invitation to Quote, Request for Proposals, Request for Qualifications, Request for Information, or any other method of obtaining competitive offers.

Blackout Period: The period between the time a solicitation is issued by the City and the time the City awards the contract.

Lobbying: The attempt to persuade or influence any City employees, officials, or representatives responsible for reviewing, evaluating, ranking, or awarding the work or contract for goods or services for or against any solicitation; provided, however, that lobbying shall not include the submission of required materials in direct response to the solicitation according to the instructions to respondents in such solicitation.

CONDUCT OF PARTICIPANTS: After the issuance of any solicitation, all bidders, proposers, contractors, agencies, or individuals acting on their behalf are hereby prohibited from lobbying any City employee, official, or representative at any time during the blackout period.

SANCTIONS: The City may reject the submittal of any bidder, proposer, contractor, and/or team who violates the policy set forth herein.

REJECTION OF SUBMITTALS: The City reserves the right to reject any and all submittals and to waive irregularities and informalities in the submittal and evaluation process. This RFP does not obligate the City to pay any costs incurred by agencies in the preparation and submission of their proposals. Furthermore, the RFP does not obligate the City to accept or contract for any expressed or implied services.



RFP ADDENDUMS: The City reserves the right to change the RFP schedule or issue addendums to the RFP at any time. The City also reserves the right to cancel or reissue the RFP. All such addenda will become part of the RFP. If it becomes necessary to revise any part of this RFP, the City will issue the addenda on the City's website, link above. It is the consultant's responsibility to confirm whether any addenda have been issued.

QUALIFICATION MODIFICATION & CLARIFICATIONS: The City reserves the right to request that any consultant clarify its submittal or to supply any additional material deemed necessary to assist in the evaluation of the submittal.

Modification of a submittal already received will be considered only if the request is received prior to the submittal deadline. All modifications must be made in writing, executed, and submitted in the same form and manner as the original submittal.

EXCEPTIONS: If a consultant takes exception to any term or condition set forth in this RFP and/or any of its Exhibits and Attachments (including Insurance Requirements), said exceptions must be clearly identified in the response to this RFP. Exceptions or deviations to any of the terms and conditions must not be added to the proposal pages but must be submitted in a separate document accompanying team's proposal and identified as "Exceptions." Such exceptions shall be considered in the evaluation and the award processes. The City shall be the sole determiner of the acceptability of any exception.

QUALIFICATION SIGNATURES: An authorized representative must sign submittals, with the consultant's address, telephone, and email information provided. Unsigned submittals may not be considered.

CONTRACT AWARD: The City reserves the right to make an award without further discussion of the submittals. The consultant selected as the apparently successful consultant will be expected to enter into a contract with the City. The City shall not be bound, or in any way obligated, until both



parties have executed a contract. No party may incur any chargeable costs prior to the execution of the final contract.

The City reserves the right to award multiple contracts to multiple consultants for this scope of service if it is in the best interest of the City or use a contract different from the sample City contract.

TERMS & CONDITIONS

TITLE VI: In accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252,42 U.S.C. 2000d to 2000d-4) and the Regulations, the City of Kenmore hereby notifies all bidders that the City will affirmatively ensure that disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, creed, sex, age, disability, sexual orientation, religion, or national origin in consideration for an award.

EQUAL OPPORTUNITY EMPLOYMENT: The successful consultant must comply with the City of Kenmore equal opportunity requirements. The City of Kenmore is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality, disability, or sexual orientation and encourages disadvantaged, minority, and women-owned firms to respond. The City encourages submittals from firms that demonstrate the same values and commitment.

INSURANCE REQUIREMENTS: The selected consultant shall maintain insurance that is sufficient to protect the team's business against all applicable risks, as set forth in the City's Standard contract (available upon request).

INDEMNIFICATION: The selected consultant will be required to indemnify the City in the manner identified in the City's Standard contract (available upon request).



BUSINESS REGISTRATION AND TAXATION: If applicable, the consultant awarded the contract will be subject to the City of Kenmore Business Registration and Business Taxation as presented in the Kenmore City Code.

NON-ENDORSEMENT: As a result of the selection of a consultant to supply products and/or services to the City, consultant agrees to make no reference to the City in any literature, promotional material, brochures, sales presentation, or the like without the express written consent of the City.

NON-COLLUSION: Submittal and signature of a proposal swears that the document is genuine and not a sham or collusive, and not made in the interest of any person not named, and that the consultant has not induced or solicited others to submit a sham offer, or to refrain from proposing.

COMPLIANCE WITH LAWS AND REGULATIONS: In addition to nondiscrimination and affirmative action compliance requirements previously listed, the consultant ultimately awarded a contract shall comply with federal, state, and local laws, statutes, and ordinances relative to the execution of the work. This requirement includes, but is not limited to, protection of public and employee safety and health; environmental protection; waste reduction and recycling; the protection of natural resources; permits; fees; taxes; and similar subjects.

OWNERSHIP OF DOCUMENTS: Any reports, studies, conclusions, and summaries prepared by the consultant and submitted to the City shall become the property of the City.

CONFIDENTIALITY OF INFORMATION: All information and data furnished to the consultant by the City, and all other documents to which the consultant's employees have access during the term of the Contract, shall be treated as confidential to the City. Any oral or written disclosure to unauthorized individuals is prohibited.

FEDERAL DEBARMENT: The Bidder shall not currently be debarred or suspended by the Federal government. The Bidder shall not be listed as having an "active exclusion" on the U.S. government's "System for Award Management" database (www.sam.gov). Any consultant currently debarred



or suspended by the Federal government or having an “active exclusion” will be automatically disqualified.

Any consultant failing to submit information in accordance with the procedures set forth in the RFP may be subject to disqualification. The City reserves the right to change the solicitation schedule or issue amendments to the solicitation at any time. The City reserves the right, at its sole discretion, to waive immaterial irregularities contained in the proposals. The City reserves the right to reject any and all proposals at any time, without penalty. The City reserves the right to refrain from contracting with any respondent. Consultant’s eliminated from further consideration will be notified by mail by the City as soon as practical.

All prospective consultants are advised that Federally funded projects will be held to Federal EEO requirements and will also be held to ADA and Civil Rights language for the employing Agency.

The City of Kenmore, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 26 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin or sex in consideration for an award.

RFP ADDENDUMS: The City reserves the right to change the RFP schedule or issue addendums to the RFP at any time. The City also reserves the right to cancel or reissue the RFP. All such addenda will become part of the RFP. If it becomes necessary to revise any part of this RFP, the City will issue the addenda on the City’s website:

<http://www.kenmorewa.gov/requestsforproposals>.

It is the Consultant’s responsibility to confirm whether any addenda have been issued.



CONTRACT: The City's Standard contract (available upon request) will be used for this work.



Attachment A

Sections 4.1 and 4.2 of the City of Kenmore Personnel Policies Manual

4.1 Compensation Philosophy

- A. The City values its employees as vital in meeting its organizational mission and serving the community. Within available budgetary resources and in compliance with all applicable rules and laws, the City seeks to attract and retain well-qualified, productive employees through a total compensation philosophy which is driven by the following principles and processes:
- B. Establish wage levels for positions on the basis of internal equity (considering comparable positions and/or duties within the organization) and external competitiveness (comparing City positions with comparable outside labor markets).
- C. Maintain a system that provides for uniformity in initial wage determinations and subsequent wage increases and administer the wage plan equitably and consistently.
- D. Recognize that total compensation includes base pay, benefits, paid time off, and other economic components when determining market competitiveness.
- E. Maintain high expectations of performance and reward employees who meet these with annual pay increases that recognize an employee's knowledge, skills, longevity, and performance.
- F. Subject to revenue limitations, market conditions, and City Council approval, provide employees annual Consumer Price Index ("CPI")-based cost-of-living adjustments.
- G. Establish a periodic review of the City's compensation system to assess market competitiveness and the effectiveness of the City's system in attracting and retaining employees.
- H. Assist employees in understanding their wages and benefits through clear communications.



4.2 Wage Ranges and Wage Plan

A. Wage Plan. Each position within the City is assigned a general pay range for wage purposes, based on internal comparable equity, comparable pay of similar positions in comparable cities (see Section 4.2(B)), job qualifications, level of responsibility, level of difficulty, working conditions, skill, and amount of supervision and discretion required by the specific job title. Each position's pay range will be shown on the City's wage plan, which is approved annually as a part of budget adoption by the City Council.

B. Wage Study and Pay Range Adjustments. In furtherance of economic competitiveness, the City conducts a market study of wage ranges from time to time, usually every other year and coinciding with the year the biennial budget is prepared. Such study reviews the duties and wage ranges of some or all of the City's positions and compares them to the City's list of comparables. Based on the results of the market study, internal equity, and other operational and business-related considerations, the City Manager may recommend, and the City Council may approve or deny, adjustments to the wage plan.

In evaluating the relevant labor markets, the City (usually with the assistance of a compensation consultant, as it deems necessary and/or appropriate), shall maintain a list of comparable cities in the Puget Sound region that are determined to be substantially similar to the City using criteria such as geographic competition (e.g., cities that compete for the same labor pool), service level (i.e., full service v. contract city), number of employees employed, existing departments and positions, resident population/area served, and economic measures (such as assessed valuation, retail sales, and annual budgets). The City's list of "comparables" may be adjusted from time to time, in the City Manager's discretion, based on fluctuations in the labor markets and comparable jurisdictions.

For each position's wage range, the City uses the median top step of the wage ranges of comparable positions from the City's list of comparable cities to compare to the existing wage range. If the top step of a City wage range is within 10% of the median, the range typically will not receive a market adjustment and the range will increase by the amount



of the Council-approved cost of living adjustment (if any) in the following year. If the top step of a range is more than 10% below median, the top step will typically be increased to the median top step, plus any Council-approved cost of living increase effective the following year. If the top step of a salary/wage range is more than 10% above the median, the top step will be adjusted down to 10% above the median and the range will receive the Council-approved cost of living adjustment effective the following year. All range adjustments, including cost of living adjustments, are subject to City Council approval and will go into effect the year following the study (unless otherwise approved by the City Council). The Council retains the discretion to deviate from these standards when it determines it appropriate to do so under the particular circumstances.

The bottom end of wage ranges for all regular City positions will typically be set at 27% below the top step and shall be calculated as follows: (Top Step)*(1/1.27)=bottom step.

C. If a range adjustment causes an employee's pay to be below the bottom step of the pay range, the employee's pay shall be brought to the bottom step of the adjusted range. If the effective date of the annual cost of living increase and a pay range adjustment are the same, the employee will receive the greater of the cost-of-living increase or the bottom step of the new range (not both).

D. If a range adjustment causes an employee's pay to be above the top step of the new pay range, the employee's pay will be frozen, meaning the employee's pay will remain higher than the top step of the pay range but the employee shall not receive annual merit increases while the employee's pay is higher than the top step. However, the employee will continue to receive annual cost of living increases granted to other employees and approved by the City Council.

E. Due to the relatively small size of the organization and unique nature of our organization and the services we provide, not all positions will have comparable positions in all comparable cities. If there are at least four comparable cities on the established list with comparable positions for a City position, the City will use those comparable positions to determine a median top step. If there are less than four, the City will rely



primarily on internal equity considerations, including the level of responsibility and skill set required for the position.

F. Before presenting a proposed new wage plan for the following year to the City Council, the City Manager or designee will provide the market study results and the draft proposed plan for employees to review. Employees will be given at least a week to review the study and the proposed wage plan and propose position-specific adjustments based on current year data from the list of market comparable cities.

G. Note that the biennial market study is not a precise evaluation of wage ranges and their position in the market. The study is intended to produce wage ranges in the "ballpark" of the market comparable cities, and there will often be some degree of subjectivity in determining final salary and wage ranges. The overall intent of the market study is to pay employees fairly and competitively in comparison to the market.

Attachment B

City of Kenmore 2023 and 2024 Adopted Salary Plan

	2023 Monthly Pay Ranges		2024 Monthly Pay Ranges	
Position	Low	High	Low	High
Deputy City Manager	12,746	16,187	13,320	16,916
Finance & Administration Director	11,853	15,053	12,386	15,730
Public Works Director	11,853	15,053	12,386	15,730
Community Development Director	11,693	14,851	12,219	15,519
Development Services Director	11,693	14,851	12,219	15,519
City Engineer	11,375	14,447	11,887	15,097
Public Works Operations Director	9,736	12,365	10,174	12,921
Environmental Services Director	9,736	12,365	10,174	12,921
HHS Mgr./CAP Mgr./Admin. & Fin. Mgr.	8,882	11,281	9,282	11,789
Project Manager (Transportation, Parks, etc.)	8,540	10,846	8,924	11,334
Principal Planner	8,540	10,846	8,924	11,334
Senior Engineer	8,540	10,846	8,924	11,334
Traffic Engineer	8,540	10,846	8,924	11,334
Senior Development Review Engineer	8,540	10,846	8,924	11,334
Civil Engineer	7,971	10,123	8,330	10,579
Development Review Engineer	7,971	10,123	8,330	10,579
Building Official	7,971	10,123	8,330	10,579
City Clerk	7,803	9,910	8,154	10,356
Senior Planner	7,709	9,790	8,056	10,231
Maint. Supervisor (Parks & Streetscape, Streets & SWM, Facilities & Fleet, etc.)	7,484	9,505	7,821	9,933
Communications Specialist	7,365	9,353	7,696	9,774
Assist. to the City Mgr./DEIA Coordinator	7,365	9,353	7,696	9,774
Building Inspector/Plans Examiner	7,273	9,237	7,600	9,653
Senior Environmental Services Technician	7,273	9,237	7,600	9,653
Planner	6,970	8,852	7,284	9,250
Management Analyst/ARPA	6,970	8,852	7,284	9,250
GIS Analyst	6,970	8,852	7,284	9,250
Accountant	6,628	8,417	6,926	8,796
Building Inspector/Code Compliance Officer	6,628	8,417	6,926	8,796
Executive Assistant	6,469	8,215	6,760	8,585
Deputy City Clerk	6,469	8,215	6,760	8,585
ROW Inspector	6,355	8,071	6,641	8,434
Senior Maintenance Worker	6,194	7,866	6,473	8,220
Environmental Services Technician	5,972	7,584	6,241	7,926
Senior Permit Coordinator	5,972	7,584	6,241	7,926
Assistant Planner	5,868	7,453	6,132	7,788
Recreation Program Supervisor	5,868	7,453	6,132	7,788
Volunteer & Events Supervisor	5,868	7,453	6,132	7,788
Payroll & Accounting Coordinator	5,618	7,135	5,871	7,456
Permit Coordinator	5,618	7,135	5,871	7,456
Senior Facility Maintenance Technician	5,618	7,135	5,871	7,456
Specialist (Administrative, Permit, Events, Records)	5,318	6,753	5,557	7,057
Maintenance Worker	5,275	6,699	5,512	7,000
Administrative Assistant	5,027	6,384	5,253	6,672
Facility Maintenance Technician	4,728	6,005	4,941	6,275
Receptionist	4,419	5,611	4,618	5,864
Intern or Temp Office Aide	20.00	31.00	20.90	32.40
Seasonal Maintenance Worker	20.00	31.00	20.90	32.40

CITY OF KENMORE ORGANIZATIONAL CHART

