

ASEA Represented

Compensation Study

PREPARED BY:

REDW LLC

Human Resources Consulting

redw.com



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March 6th, 2025

John M. Leach, Municipal Administrator
City and Borough of Sitka
100 Lincoln Street
Sitka, Alaska, 99835

RE: Comprehensive Classification and Compensation Final Report

Dear Mr. John M. Leach:

Thank you for the opportunity to provide consulting services to City and Borough of Sitka regarding the operational infrastructure for Human Resources and how it relates to your compensation system. We are providing our recommendations and observations regarding the updated compensation levels and structure of your job positions. We appreciate the support we received from the organizations leadership to gain an understanding of organizational needs, Human Resources services provided, compensation needs, and process-driven challenges. Moreover, we're especially excited about the commitment to positioning the organization for continued success, and to that end, are pleased to provide you with an updated base compensation structure for your employees.

As the final stage of this project, after the draft report was finalized, we have included our recommendations regarding strategic opportunities to leverage City and Borough of Sitka strengths to achieve even greater success through a sound compensation strategy and recommended best practices.

We appreciate the opportunity to serve City and Borough of Sitka and our collaboration with your team on this meaningful and important project.

Sincerely,

REDWLLC



Cristin M. Heyns-Bousliman, Esq., THRP
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Compensation Structure Methodology

Our objective during this project is to assist management by developing market-based salary grades and ranges using 2025 Compease data for all positions using the Sitka, AK geographical area.

Key Considerations

The Exhibits included with this report reflect the Sitka, AK geographical area and are as follows:

- Exhibit 1 – Master List of Positions
- Exhibit 2 – Salary Ranges – Non-Exempt Positions
- Exhibit 3 – Compensable Factors

The salary grades and ranges included in **Exhibit 2** are **57** Non-Exempt (Hourly) positions. These salary ranges only reflect base compensation, not total compensation (which could include overtime pay, and additional remuneration). We then assessed each position's impact to your organization based on ten compensable factors that assess knowledge and skills, problem solving, accountability and workplace environment.

In general, the market rates were determined for each job description and position based on the evaluation of the following factors using the Compease compensation software:

- Knowledge, abilities, and skills reflected in the Minimum Qualifications on the job description for the position.
- Analysis of what other employers are paying for the same or similar position, where available, with a focus on public sector and in Alaska.
- Difficulty in recruitment and finding qualified applicants for vacant positions.
- Problems with retention resulting in frequent turnover or vacancy due to pay related issues. Professional job requirements, certifications, or education that are unique or individuals with such qualifications are in short supply in the market.

For a more detailed breakdown of the compensable factors, please see **Exhibit 3**.

We utilized market data from the following surveys and sources to develop compensation comparables for benchmark positions, using the Compease compensation software model:

- BLR Compensation
- Mercer Metropolitan
- REDW Tribal Government Compensation Survey
- Compdata Benchmark Pro
- Business Legal Reports Survey of Exempt/Non-Exempt Compensation
- Willis Towers Watson General Industry Executive Report

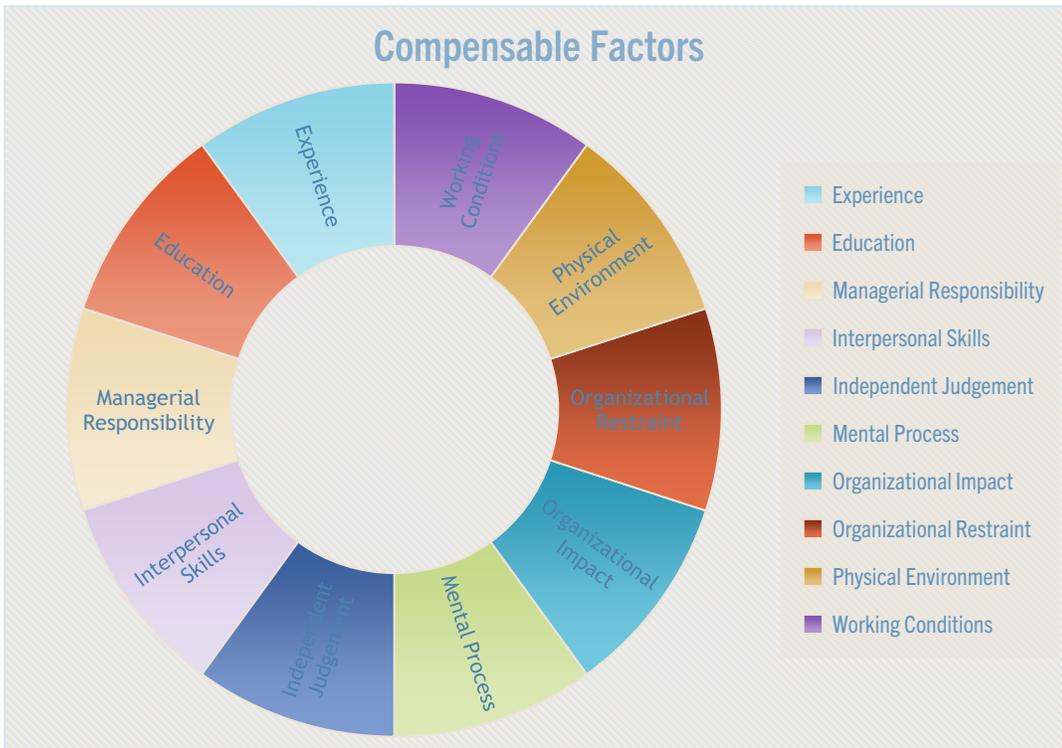
- Willis Towers Watson Supervisor and Middle Management Report
- Bureau Labor Statistics Occupational Wage Survey
- National Executive Compensation Survey, Employers Association of America
- Mercer Metropolitan Benchmark Salary Survey
- Compdata Financial Institutions Salary Survey Report
- PAS Construction/Construction Management Staff Survey
- Alaska Local Government Salary & Benefit Survey FY2024

Once all positions to be evaluated were identified, we assessed each position’s impact on the organization, using market data and ten compensable factors listed below (**Exhibit 3**).

In doing so, we strictly focused on job positions, and not the individual employees currently filling those positions. The compensable factors define criteria for determining the relative impact of each position, which were based on general and specific job qualifications, responsibilities, and characteristics.

Compensable Factors

All positions were evaluated using the following factors (as described further in **Exhibit 3**).



Based on the job requirements included in the position descriptions, and the ranking of each position we evaluated, we developed proposed Salary Grades and Ranges for all positions.

These Salary Grades and Ranges are a broad band structure, into which all Hourly (Non-Exempt) positions are allocated.

Each proposed Salary Range has a market rate entry and market rate average point. The market rate average is the median pay of people in comparable jobs within your industry. Assuming that an organization's employees are experienced in their positions and performing well, that organization "meets the market" in a competitive market by paying at the market rate.

All of the information included in this final compensation study report is based on data gathered at a specific point in time as analyzed at that time using the Compease compensation software. Therefore, this study should not be construed as a determinative assessment of what the salaries or hourly rates of pay for current Sitka employees should be. Instead, this study provides data points and a guideline for any appropriate wage adjustments since all of the data considered during this compensation study is subject to modification at any time due to market adjustments or labor availability. In addition, collective bargaining agreements and budgetary limitations determined by the Municipal Administrator [and Assembly] will impact the final outcome and implementation of any wage adjustments.

We appreciate the opportunity to be of service to City and Borough of Sitka, and in particular the time spent with you and your leadership team. We look forward to continuing our collaboration soon!

Project Team:



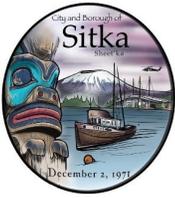
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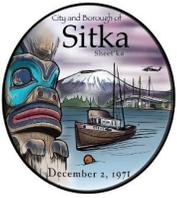
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City and Borough of Sitka

ASEA Master List of Positions

	POSITION TITLE (ORIGINAL TITLE)	DEPARTMENT
1	Accounting Clerk - Accounts Payable	Finance
2	Accounting Clerk - Billing	Finance
3	Accounting Clerk - Collections	Finance
4	Acquisitions Librarian	Library
5	Adult Services Librarian	Library
6	Appraisal Technician	Assessing
7	Appraiser	Assessing
8	Assistant Harbormaster	Harbor
9	Building Inspector I	Public Works
10	Building Inspector II	Public Works
11	Building Inspector III	Public Works
12	Building Maintenance Worker I	Public Works
13	Building Maintenance Worker II	Public Works
14	Building Maintenance Worker III	Public Works
15	Building Permit and Plans Examiner I	Public Works
16	Building Permit and Plans Examiner II	Public Works
17	Building Permit and Plans Examiner III	Public Works
18	CAD & GIS Technician	Public Works
19	Chief Heavy Equipment Mechanic	Public Works
20	Chief Solid Waste Operator	Public Works
21	Chief Wastewater Operator	Public Works
22	Chief Water Operator	Public Works
23	Customer Service Representative	Finance
24	Environmental Laboratory Technician/Operator I	Public Works
25	Environmental Laboratory Technician/Operator II	Public Works
26	Environmental Laboratory Technician/Operator III	Public Works
27	Environmental Laboratory Technician/Operator Trainee	Public Works
28	Grounds Maintenance Worker I	Public Works
29	Grounds Maintenance Worker II	Public Works
30	Grounds Maintenance Worker III	Public Works
31	Harbor Maintenance Specialist	Harbor
32	HCH Building Attendant	Harrigan Centennial Hall
33	HCH Building Supervisor	Harrigan Centennial Hall
34	Heavy Equipment Mechanic I	Public Works
35	Heavy Equipment Mechanic II	Public Works
36	Library Assistant I	Library
37	Library Assistant II	Library
38	Library Assistant III	Library
39	Port and Harbors Office Assistant	Harbor
40	Senior Customer Service Representative	Finance
41	Solid Waste Operator I	Public Works
42	Solid Waste Operator II	Public Works



City and Borough of Sitka

ASEA Master List of Positions

	POSITION TITLE (ORIGINAL TITLE)	DEPARTMENT
43	Streets Maintenance Worker I	Public Works
44	Streets Maintenance Worker II	Public Works
45	Streets Maintenance Worker III	Public Works
46	System Support Technician	IT
47	Systems Analyst	IT
48	Technical Services Librarian	Library
49	Water and Wastewater Mechanic I	Public Works
50	Water and Wastewater Mechanic II	Public Works
51	Water and Wastewater Mechanic III	Public Works
52	Water and Wastewater Mechanic IV	Public Works
53	Water/Wastewater Operator I	Public Works
54	Water/Wastewater Operator II	Public Works
55	Water/Wastewater Operator III	Public Works
56	Water/Wastewater Operator Trainee	Public Works
57	Youth Services Librarian	Library



City and Borough of Sitka
 Non-Exempt Hourly Ranges - ASEA Represented Positions

Data Year: 2025

ASEA Represented Non-Exempt Positions

<u>Grade</u>	<u>Job Title</u>	<u>Hourly Market Rate Entry</u>	<u>Hourly Market Rate Average</u>
5	Library Assistant I	\$16.65	\$20.81
6	HCH Building Attendant	\$18.52	\$23.15
	Library Assistant II		
7	Accounting Clerk - Accounts Payable	\$20.70	\$25.87
	Accounting Clerk - Billing		
	Accounting Clerk - Collections		
	Customer Service Representative		
	Library Assistant III		
8	Appraisal Technician	\$23.25	\$29.06
	Building Maintenance Worker I		
	Building Permit and Plans Examiner I		
	Grounds Maintenance Worker I		
	Port and Harbors Office Assistant		
	Senior Customer Service Representative		
	Solid Waste Operator I		
	Streets Maintenance Worker I		
	Water/Wastewater Operator Trainee		
9	Acquisitions Librarian	\$26.23	\$32.79
	Adult Services Librarian		
	Assistant Harbormaster		
	Building Inspector I		
	Building Maintenance Worker II		
	Building Permit and Plans Examiner II		
	Grounds Maintenance Worker II		
	Harbor Maintenance Specialist		
	HCH Bulding Supervisor		
	Solid Waste Operator II		
	Streets Maintenance Worker II		
	Technical Services Librarian		
	Water/Wastewater Operator I		
	Youth Services Librarian		
10	Appraiser	\$29.66	\$37.07
	Building Inspector II		
	Building Maintenance Worker III		
	Building Permit and Plans Examiner III		
	CAD & GIS Technician		
	Environmental Laboratory Technician/Operator Trainee		
	Grounds Maintenance Worker III		
	Heavy Equipment Mechanic I		
	Streets Maintenance Worker III		
	Water/Wastewater Operator II		
11	Building Inspector III	\$33.60	\$42.00
	Environmental Laboratory Technician/Operator I		
	Heavy Equipment Mechanic II		
	System Support Technician		
	Water/Wastewater Operator III		
12	Chief Solid Waste Operator	\$38.12	\$47.65
	Environmental Laboratory Technician/Operator II		
	Systems Analyst		
	Water and Wastewater Mechanic I		
13	Chief Heavy Equipment Mechanic	\$43.35	\$54.18
	Environmental Laboratory Technician/Operator III		
	Water and Wastewater Mechanic II		
14	Chief Wastewater Operator		
	Chief Water Operator	\$49.37	\$61.71
	Water and Wastewater Mechanic III		
15	Water and Wastewater Mechanic IV	\$56.38	\$70.47



City and Borough of Sitka

Compensable Factors

Experience

Degree	Description
	The amount of experience required to enable an employee (with necessary education) to attain acceptable proficiency and skill in the job. Include in the total, the time spent in preparatory positions and
1	The job can be learned in days, weeks or months.
2	Three months to twelve months of similar or related experience.
3	One year to three years of similar or related experience.
4	Three years to five years of similar or related experience.
5	Five to eight years of similar or related experience.
6	Eight to ten years similar or related experience.
7	At least ten years of similar or related experience.

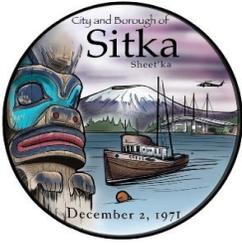


City and Borough of Sitka

Compensable Factors

Education

Degree	Description
	The formal education needed to perform the duties and fulfill the responsibilities of the job. If you were to hire someone for this position, this is the level of education you would seek.
1	No degree required.
2	Equivalent to a high school education.
3	(1) A two-year college degree or (2) completion of a specialized course of study at a business or trade school or (3) completion of specialized training courses conducted by equipment vendors or (4) job specific skills acquired through on-the-job training or apprenticeship program.
4	(1) A college degree (non-technical discipline) or (2) multi-craft skills acquired through extensive on-the-job training or apprenticeship programs or (3) in-depth industry and job specific technical skills acquired through a combination of formal instruction and on-the-job training.
5	A college degree in a technical discipline or a masters degree (non-technical) or non-technical degree plus professional certification.
6	Equivalent to a Doctorate degree.



City and Borough of Sitka

Compensable Factors

Managerial Responsibility

Degree	Description
	The degree to which the elements of supervision and/or management must be carried out in coordinating activities, functions or sub-functions.
1	Has no supervisory/managerial responsibilities.
2	Has supervisory/managerial responsibilities that are usually partial or part-time, and/or restricted to assigning work and supervising the efforts of a small subordinate group of employees (typically up to 3).
3	Has supervisory/managerial responsibilities that are direct or through work leaders or assistants, typically with a subordinate group of 3 to 15 employees. Estimates personnel needs and assigns work to meet these needs. Supervises, coordinates and reviews the work of assigned staff. Recommends candidates for employment, conducts performance evaluations and salary reviews for assigned staff, and applies organization policy.
4	Has supervisory/managerial responsibility for a large group of employees (generally more than 15) or more than one group of employees with diversified functions or supervises functions with dissimilar outcomes which require coordinating work with other units. Selects candidates for employment, conducts performance evaluations and salary reviews for assigned staff, and applies organization policies and procedures.
5	Has managerial responsibility for one or more major departments of the organization with responsibility for working closely with top leadership to establish broad plans that contribute to development and implementation of policies that affect several functional areas.



City and Borough of Sitka

Compensable Factors

Managerial Responsibility

- 6 Has managerial responsibility for a majority of the organization, with responsibility for working closely with top management to establish broad plans that contribute to development and implementation of policies that affect several functional areas. Determines goals to be reached, establishes standards of performance, and policies of a general nature. This is usually limited to the position that is second in charge of the organization.
- 7 Has managerial responsibility for the entire organization.



City and Borough of Sitka

Compensable Factors

Interpersonal Skills

Degree	Description
	The level of direct contact skills needed to work effectively with people inside or outside the organization.
1	Normal courtesy in dealing with others is required. Work involves minimal contacts, usually within the organization and generally with immediate co-workers. Contact usually involves routine, non-sensitive issues. External contacts are limited to incidental contacts with the public, or no contact.
2	Work occasionally involves contacts with persons beyond immediate co-workers generally regarding routine matters for purposes of giving or obtaining information that may require some discussion. Outside contacts take the form of service to the public (citizens or vendors) requiring ordinary courtesy in providing normal assistance to provide information.
3	Courtesy, tact, and diplomacy are essential elements of the job. Work involves personal contact with others inside and/or outside the organization for the purposes of giving or obtaining information, building relationships, making reports, or soliciting cooperation.
4	A significant level of trust and diplomacy is required, in addition to normal courtesy and tact. Work involves extensive personal contact with others and/or can be of a personal or sensitive nature. Work may involve motivating or influencing others. Outside contacts become important and fostering sound relationships with other entities (organizations and/or individuals) becomes necessary.



City and Borough of Sitka

Compensable Factors

Interpersonal Skills

- 5 The ability to motivate or influence others is a material part of the job, requiring a significant level of diplomacy and trust. Obtaining cooperation (internally and/or externally) is an important part of the job and a high level of interpersonal skills are critical to the success of this job. Work frequently involves contacts requiring considerable discussion of problems, material presentations, and issues that may impact whole departments.

- 6 Work involves extensive personal contact with citizens, committee members, community leaders, business leaders, and internal managers. Internal and external contacts are vital, not only for the success of the position, but the success of the organization overall.



City and Borough of Sitka

Compensable Factors

Independent Judgement

Degree	Description
	The latitude permitted for independent judgment in solving problems. What is measured here is the opportunity for thinking permitted by the characteristics of the job (policy and procedures controlling actions) .
1	Specific job operating procedures limit the latitude for independent judgment. There is little or no latitude for discretion. Decision-making is restricted.
2	Specific standards and operating procedures provide some options and latitude for independent decision and action. Decisions are usually limited to choosing between two or three known options. There is minimal room for discretion. Decision normally takes the form of recommendations (very limited decision-making authority).
3	Diversified procedures, specialized job standards, and specific policies limit the latitude permitted for independent judgment. Work requires analytical ability, judgment, and ingenuity. There is a moderate amount of discretion available in the job. Decision-making occurs and is normally reviewed with supervisor after action is taken
4	Distinct departmental or functional policies, criteria, and goals guide independent judgment. The job is doing its thinking within the policies and goals for a specific department or operating entity. There is significant discretion available in the job requiring interpretation of specific policies, laws, and theories. Makes most operational decisions, but requires concurrence on out-of-budget issues.
5	The job requires interpretation of general policies, laws, and theories. Decisions frequently require the construction of new decision-making frameworks and/or innovative application of general policies or principles. Highest level of decision-making within the operating entity or function.



City and Borough of Sitka

Compensable Factors

Independent Judgement

- 6 The job is guided by organization policies, long-range objectives, and strategic plans. Decisions involve very abstract policies, which demand new, innovative application of general theories and principles. Highest level of decision-making within the organization.



City and Borough of Sitka

Compensable Factors

Mental Process

Degree	Description
	<p>The extent and nature of the problems to be solved. This dimension measures the nature and complexity of the problems the job incumbent encounters and must solve.</p>
1	<p>Problems encountered are simple in nature, requiring a choice from a limited number of prescribed options. The job makes few, if any, manual dexterity, interpersonal, analytical or organizational demands which the general population would be unable to perform.</p>
2	<p>Problems encountered are relatively simple in nature, requiring some analysis or research to determine the best solution from a limited number of prescribed options. The job performs interpersonal, analytical or organizational activities which the general population would be able to perform with basic training.</p>
3	<p>Problems encountered are somewhat complex, requiring analysis of data; weighing the outcomes of a decision. Problems are generally similar in nature, with previous precedent to draw upon. The job performs interpersonal, analytical or organizational activities which the general population would be able to perform with advanced or specialty training.</p>
4	<p>Problems encountered require proficiency in a technique which requires a grasp of involved practices and precedents, or of scientific theory and principles, or both. Problems require analysis of a wide variety of data; weighing the desirability and/or probability of possible outcomes in relationship to each other.</p>
5	<p>Problems encountered require a determinative mastery of techniques, practices, and theories gained through wide seasoning and/or specialized study and development. Problems may deal with a variety of issues overlapping functional or organizational boundaries, requiring analytical interpretation. Decisions are frequently made without previous precedent to draw upon.</p>



City and Borough of Sitka

Compensable Factors

Mental Process

- 6 Problems encountered involve in-depth analysis and evaluation where significant innovative thinking or creativity is required. Problems involve thinking out several steps into the future, evaluation and/or constructive thinking. The demands of the job are among the most complex found within the organization.



City and Borough of Sitka

Compensable Factors

Organizational Impact

Degree	Description
	<p>The impact this job can have on the organization's key objectives and/or overall mission. It is the nature of the influence the job has on the end result. In general, this defines the potential effect of decision-making authority or the budget responsibility associated with the job.</p>
1	<p>Nominal Impact: The position has little or no noticeable authority to make decisions that would impact the overall organizational goals and objectives and would have no budgetary responsibilities. The impact of the job would generally affect the services or product which an individual citizen would receive.</p>
2	<p>Marginal Impact: Would generally have budgetary responsibility for a single small size department/unit or function (i.e. first level supervisor or small department) and/or decisions would only have a marginal impact on current organizational results and/or would only affect a small segment of citizens or employees.</p>
3	<p>Minor Impact: Would generally have budgetary responsibility for a medium size department or unit and/or decisions could have a minor impact on current organizational goals and objectives, and /or could impact a segment of citizens and/or employees across several functional areas, but not organization wide.</p>
4	<p>Noticeable Impact: Would generally have budgetary responsibility for a large department or multiple small size departments and/or the effect of decisions could be wide and generally impact all segments of citizens and employees. These broad based decisions could have a noticeable impact on current organizational goals and objectives and /or a minor impact on the long-term goals and objectives of the organization.</p>



City and Borough of Sitka

Compensable Factors

Organizational Impact

- 5 Significant Impact: Would generally have budgetary responsibility for multiple medium to large size departments and/or the effect of decisions would be organization wide and would impact all segments of citizens and employees. These broad-based decisions could have significant impact on both current and long-term organizational goals and objectives.
- 6 Major Impact: Would have operational budgetary responsibility for the entire organization and the effect of decisions would be organization wide and could impact all segments of citizens, employees and vendors. These broad-based decisions would have major impact on both current and long-term organizational goals and objectives. Generally limited to positions designated as the second-in-charge.
- 7 Extreme Impact: Would have total budgetary responsibility for entire organization and the effect of decisions would be organization wide and would impact all segments of citizens, employees and vendors. These board based decisions would have an extreme impact on both current and long-term organizational goals and objectives and a far-reaching impact on the long-term mission of the organization.



City and Borough of Sitka

Compensable Factors

Organizational Restraint

Degree	Description
	The extent or restraint under which the job must operate. Consider the supervision received and/or given and the potential for errors.
1	Close supervision and regular inspection of work. Errors are generally easily detected and resolved. Checks and balances exist to reduce the risk of consequential errors.
2	Moderate supervision and inspection of work. Errors can be difficult to detect but are generally easy to resolve and/or the consequences of potential errors is of some concern but not significant.
3	Limited supervision and inspection of work. Errors can be difficult to detect and resolve and/or the consequences of potential errors can be significant.
4	Very limited supervision and inspection of work. Errors can be difficult to detect and resolve and/or the consequences of potential errors can be very significant. Usually the most seasoned or specialized positions other than the supervisor. Or under general management, supervises the activities of a small functional unit within a large department. Often involved in identification and resolution of problems and errors of others, with input from immediate supervisor.
5	Under general management, directs the activities of a department or multiple small departments. Usually involved in identification and resolution of significant problems and errors.
6	Under general management, directs the activities of multiple large departments (equivalent to two or more major departments or a very large department). Usually involved in identification and resolution of significant problems and errors.
7	Under direct guidance from elected government commissioners, directs the activities of the organization.



City and Borough of Sitka

Compensable Factors

Physical Conditions

Degree	Description
	The physical working conditions under which the job must operate. Consider the level of physical activity of the job.
1	The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, carrying of light items, driving an automobile, etc. No special physical demands are required to perform the work.
2	The work requires minor physical exertion such as short periods of standing, walking over rough uneven surfaces, some recurring bending, crouching, stooping, stretching, reaching, or similar activities. Job may require recurring lifting of lightweight objects with infrequent bending or stooping alternating with the lighter activities. Job requires minimal agility and dexterity.
3	The work requires moderate physical exertion such as long periods of standing, repetitively lifting lightweight objects with frequent bending or stooping, recurring lifting of moderately heavy items such as computer, printers or record boxes. Occasionally lifts heavy
4	The work requires considerable physical exertion such as infrequent climbing of ladders, frequent lifting of heavy objects over 50 pounds with repetitive bending, crouching or stooping. Job requires above-average agility and dexterity.
5	The work requires strenuous physical exertion such as frequent climbing of tall ladders, repetitive lifting of heavy objects over 50 pounds, repetitive crouching or crawling in restricted areas or defending oneself or others against physical attack. Job requires above-average agility, dexterity and stamina.



City and Borough of Sitka

Compensable Factors

Work Environment

Degree	Description
	Working Environment Considers the risks and discomfort in the employee's physical surroundings, or the nature of the work assigned and safety regulations required.
1	Regular exposure to favorable conditions such as those found in a normal office.
2	Occasional exposure to objectionable conditions or variations such as those found in variable weather conditions or light industrial settings.
3	Regular exposure to unfavorable environments such as weather, body fluids, toxic laboratory & industrial chemicals, or confined, dirty and noisy locations. Employees may be required to use personal protective equipment such as masks, coats, gowns, boots, goggles, gloves, or shields.
4	The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress that require a range of safety and other precautions, e.g., working at great heights under extreme outdoor weather conditions, subject to possible physical attack or mob conditions, or similar situations where conditions cannot be controlled.