

NW MANAGEMENT CONSULTING, LLC

- COMPENSATION
- HUMAN RESOURCES

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Doug Coutts, CPRP
Executive Director
South Whidbey Parks and Recreation District
5475 Maxwellton Road
Langley, Washington 98260

DRAFT

South Whidbey Parks and Recreation District is heading into its M&O levy year and is looking to update its current compensation data in preparation for setting a rate for the new levy.

The purpose of updating SWPRD's Compensation Salary and Benefit programs, in addition to the rate setting, is also to keep the program current with SWPRD's job functions, labor markets and impacts of COVID-19. The not-to-exceed budget for professional fees is \$4,800 with expenses at about \$495 so the total project budget is \$5,295. Target for completion is September 30, 2021.

Scope of Work

A preliminary scope of work follows this page. Highlights are shown in the following tables. A suggested project plan and schedule with estimates is shown on page 3.

Tasks

Description

- | | |
|---|--|
| 1 | Introductions and project planning |
| 2 | Interviews with inputs on survey prospect updates and key issues |
| 3 | Board progress report and selection of comparison Districts and Agencies |
| 4 | Survey visits with other Districts and Agencies (6-8) |
| 5 | Analysis of survey data and preparation of preliminary reports |
| 6 | Meetings, reports with implementation |

2018 Participants

- | | |
|--------------------------------|----------------------|
| • Key Pen Parks - Lakebay | • City of Anacortes |
| • San Juan Park & Rec District | • City of Oak Harbor |
| • PenMet Parks - Gig Harbor | • City of Langley |
| • Island County | |

Highlights of Consultant Qualifications

NW Management Consulting is the compensation consulting practice of Ross J. Ardrey. The firm was founded in 1993 and is located in Everett. Studies with Park Districts and City Park Departments are strong specialties. Examples: Key Pen Parks, PenMet Parks, Bainbridge Island Metro Parks, Cities of Stanwood, Sedro-Woolley, Oak Harbor and Monroe plus Metro (Portland) and Oregon Zoo.

The proposal is intended to provide a framework for discussions. Suggestions and comments welcome.

Sincerely,

Ross J. Ardrey

Ross J. Ardrey
President

UPDATE OF SWPRD COMPENSATION PROGRAM

SUGGESTED SCOPE OF WORK

Study to Focus on Positions and Structures and Avoid Personalities **Study to Recognize Uniqueness of SWPRD and Other Park and Recreation Service Agencies**

The suggested scope of work reflects best practices and includes joint efforts on project planning as well as staff interviews and surveys through visits with 6 to 8 Districts and other agencies. The plan is flexible to include additions, deletions and refinements. Suggestions welcome.

TASK 1: INTRODUCTIONS AND PROJECT PLANNING

Task 1 focuses on start-up meetings with the Executive Director and other persons. Topics include project management, review of comparison Districts, Island County and local Cities, and refinement of the scope of work. Outcome: Consensus on project plans and responsibilities.

TASK 2: INTERVIEWS AND INPUTS ON SURVEY PROSPECTS AND KEY ISSUES

Task 2 focuses on updating job information through review of job descriptions, individual interviews and work site visits. The interviews to be 40 to 60 minutes, reflect an informal professional manner and include staff, supervisors and the Executive Director and well as individual Board Members. Important to this phase of the study will be development of survey plans with preliminary recommendations for updating the selection of 6 to 8 other Districts, the County and Cities. Outcome: Everyone a chance to be heard.

TASK 3: BOARD PROGRESS REPORT ON SURVEY COMPARISONS

Task 3 includes meetings with the Executive Director and Board to assure there is a consensus regarding updated survey plans. Outcome: Consensus on survey plans and selections.

TASK 4: SURVEY VISITS WITH OTHER DISTRICTS AND AGENCIES

Task 4 focuses on survey arrangements and visits. The survey is to continue to be conducted through on-site visits. Purpose of visits is to assure comparisons reflect best available resources and to provide credible audit trail. Also important is collecting any updates to job descriptions, salary schedules, policy manuals, benefit plans, and other documents. Participation of the Executive Director will be welcome. Outcome: Consensus of survey data collection.

TASK 5: ANALYSIS OF SURVEY DATA AND PRELIMINARY REPORTS

Task 5 focuses on analysis and validation of salary, wage, benefit and administrative data as well as preparation of preliminary reports plus review meetings with the Executive Director and other persons. Outcome: Consensus on preliminary findings.

TASK 6: MEETINGS, REPORTS AND IMPLEMENTATION

Task 6 will depend on findings. Steps are likely to include meetings with the Executive Director, Board and staff to consider updates, if any, to range structures, placements, next steps and contingencies plus final reports with meetings, briefings and participant reports. Outcome: Consensus on compensation study implementation plan, short- and longer-range goals, SWPRD's needs, resources and policies.

UPDATE OF SWPRD COMPENSATION PROGRAM

PROJECT PLAN, SCHEDULE AND ESTIMATES -- PRELIMINARY OUTLINE

Narrative: Purpose of Chart Is to Show Project Plan, Estimates and Flow of Work

Project Plan on Left, Estimates in Middle, Schedule on Right -- Positions: 6; Survey: Agencies: 6-8

Process: Open, Participatory, Non-Discriminatory -- Build on 2014 AND 2018 Studies -- Suggestions and Refinements Welcome

Project Tasks	DESCRIPTIONS Consultant Responsibilities	Cnslt Hours	ESTIMATE (\$100/Hr)			SCHEDULE		
			Fees	Expenses	Total	July	Aug	Sept
1	SURVEY PLAN AND STRATEGY Develop and refine project plan <ul style="list-style-type: none"> ● Mgt Team, Board and staff introductions ● Review project plans, discuss selections ● Job description and doc reviews/analysis → Outcome: Consensus on plans and survey	4	400	45	445			
2	INTERVIEWS / OBSERVATIONS Facilitate informal interviews and visits <ul style="list-style-type: none"> ● Interviews (≈6 @ 45-60 min each) ● Topics: Job functions and survey inputs ● ED/Supervisor meetings (≈2 @ 30 min each) ● Individual Board interviews (≈5 @ 20 min each) ● Target for interviews/visits: 100% ● Interview findings, survey planning preparations → Outcome: Everyone opportunity to be heard	10	1,000	135	1,135			
3	PROGRESS REPORT/SURVEY PLANS Board and ED meeting on plans and selections <ul style="list-style-type: none"> ● Survey to be through visits with other agencies ● Approve plans for Districts, County, Cities → Outcome: Consensus on plans and selections	4	400	45	445			
4	SURVEY VISIT MEETINGS Conduct compensation survey with site visits <ul style="list-style-type: none"> ● Survey visits (≈ 6-8 @ 2 hrs each) ● Feedback summaries and reviews → Outcome: Consensus on survey results	18	1,800	180	1,980			
5	ADJUSTMENTS AND PLACEMENTS Reconcile labor market and existing placements <ul style="list-style-type: none"> ● SWPRD raw data and audit reviews ● Report in draft format with inputs for final → Outcome: Consensus on recommendations	4	400		400			
6	IMPLEMENTATION AND REPORTS Plans to include worksheet and report formats <ul style="list-style-type: none"> ● Meetings with Board, ED, staff ● Prepare and distribute participant report → Outcome: Consensus on reports	8	800	90	890			
1 - 6	PROJECT PLAN, ESTIMATES, SCHEDULE	48	4,800	495	5,295			