

# SYNERGY

RESOURCES CONSULTING

## STATEMENT OF QUALIFICATIONS 2022





# WHO WE ARE

## **Our Experience**


Synergy Resources Consulting (SRC) is a multi-faceted consultation company that provides strategies and insight for non-profit, government, and business grant funding, community planning, project coordination, strategic facilitation, permit application assistance, research and analysis, and organizational development.

Founded in 2016 and headquartered in Spokane Valley, WA, the SRC partners have a combined 30+ years of experience in providing logistical, technical, strategic, innovative, cost-effective, and trusted solutions. Our team has a shared passion for helping others and has assisted hundreds of applicants achieve their goals, as well as successfully planning, coordinating, and managing multiple types of projects and events, and obtaining over \$3 million of funding to help organizations further their mission.

## **Why Us?**

SRC is dedicated to achieving outstanding results with the highest level of ethics and client satisfaction. "We are inspired to cultivate a people-centric culture while serving others with transparent humanity, honesty, understanding, and generous spirit!" Through these guiding statements our team is reminded of the commitments we have made to ourselves, to each other, and to members of our community who we have aspired to serve. SRC is committed to honesty, integrity, and service while helping to build a stronger community through patience, understanding, leadership, and empathic listening. Let us help you navigate the waters to reach your goals for planning, funding assistance, and organizational development!

**SRC is a WA State Certified Women's Business Enterprise (WBE Certificate #W2F0026282) that is 100% women owned by Amanda Tainio and Michelle Griffin as a WA Limited Liability Company (LLC Partnership) under the legal name of Michanda LLC (dba Synergy Resources Consulting), UBI Number 603 589 594.**



***"It is easy to believe we are each waves  
and forget we are also the ocean."  
— Jon J. Muth***

# SERVICES

## PLANNING

### Community Planning:

With almost two decades of land use planning expertise, SRC can assist with an array of planning and economic development functions from current and long range planning to parks planning. If you need assistance with comprehensive planning, crafting clear and concise development regulations, parks and trail plans, public participation programs and engagement, project review, or meeting facilitation, SRC can ensure a quality project and process.

### Permit Application Assistance:

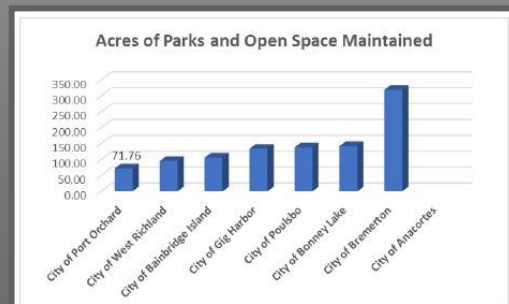
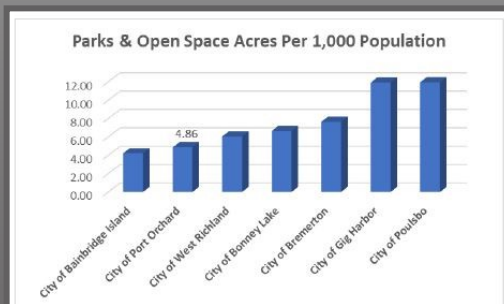
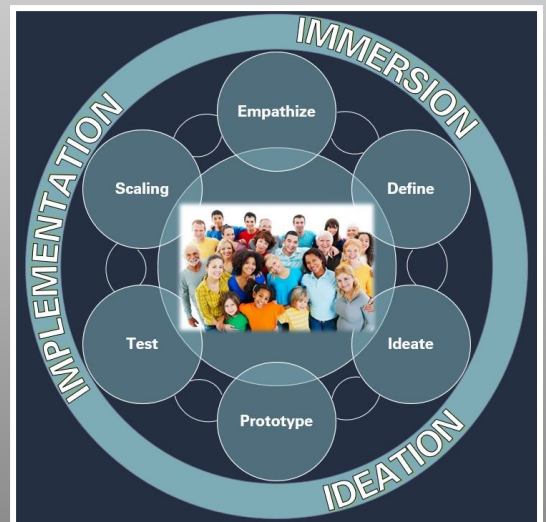
SRC can navigate the permitting processes for your building or land use projects to turn a sometimes frustrating and lengthy process into a simplified and efficient operation. Every zoning code has some loopholes. Administrative exceptions or alternative methods of compliance are available for a variety of requirements, but may not be openly offered. From landscaping standard modifications to parking exceptions, let us do the work to find ways to save you money on your project and prepare the letters needed to obtain approvals. SRC can also assist architects and contractors with navigating the local compliance process.

### Strategic Facilitation:

Does your organization need assistance with strategic planning that comes from within? SRC can carry your mission forward and assist with obtaining employee and stakeholder input, conduct SWOT analysis, and provide a useful roadmap utilizing design thinking.

### Project Coordination:

Do you have a project idea but need assistance getting it started? SRC can assist from pre-application to approval, coordinating the project professionals to ensure application submittals are complete, comments are addressed in a coordinated and timely manner, and your project moves from application to approval quickly to save time and money.



### Concierge Services:

Do you need additional assistance? Discuss the services you need with SRC and let us find a way to assist you.

# SERVICES

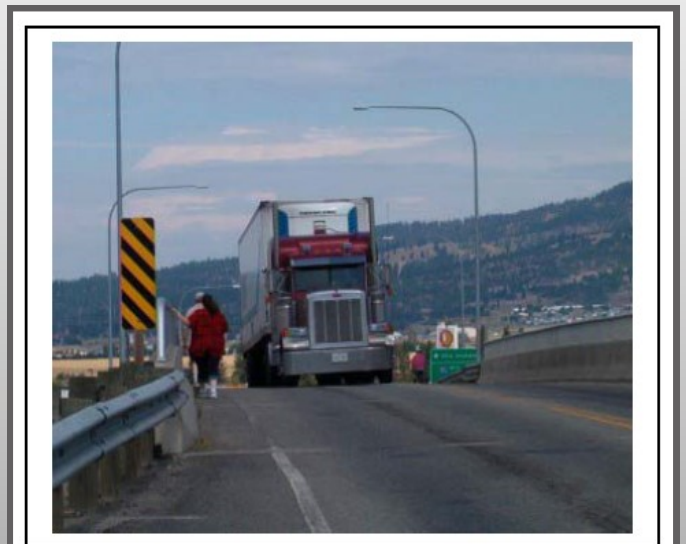
## FUNDING ASSISTANCE

### Funding Research and Grant Applications:

Do you lack the training or time needed to meet your funding goals for projects or programs? Non-profits and government agencies are always in need of grant funding but may not employ individuals with the expertise needed to manage the grant application process. Starting a new business and need resource guidance? With years of proven experience in local, state, and federal grant applications and over \$3 million of funding success, SRC can provide professional, dedicated service to help you achieve your funding goals.

### Grant Management:

Once you have successfully won a grant, someone needs to manage the reporting and administration of the grant to ensure compliance during the established time frame. SRC will meet the grant requirements and take additional steps to further future funding success. Let our team manage your grant award to achieve maximum funding and create and/or maintain a long term positive relationship with the funding agency.



Before



After

### Complex Issues Conveyed Through Photos



SRTC Valleyway Sidewalk Expansion  
Grant Award

### Concierge Services:

Do you need additional assistance? Discuss the services you need with SRC and let us find a way to assist you.

# SERVICES

## ORGANIZATIONAL DEVELOPMENT

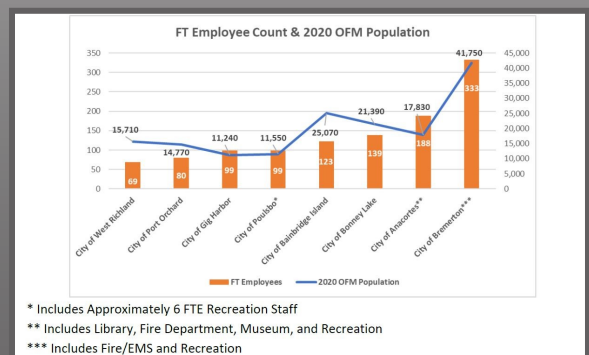
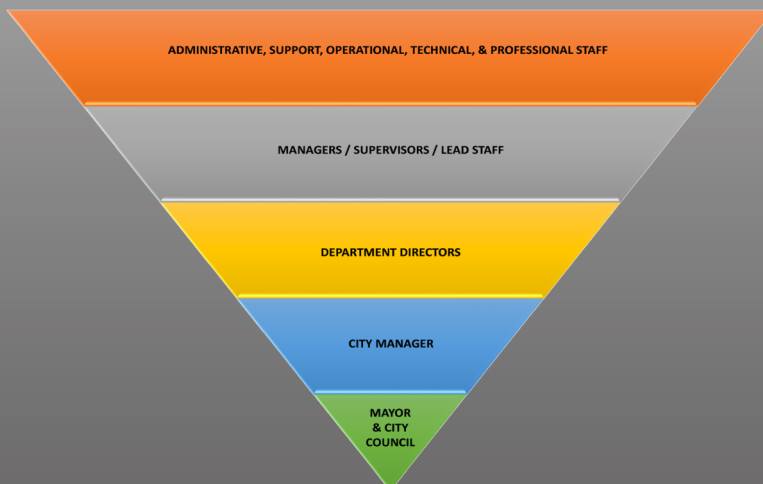
### Organizational Development & Team Building:

Trust is the cornerstone of any successful team. SRC can increase your group participation success to maximize your team building and leadership development activities while increasing individual connections. Our team has experienced the true definition of successful organizational development and the toxic effects of dysfunctional organizations. Let us help you bridge the gap between employee compliance and empowerment. Organizational development promotes employee motivation, loyalty, and trust, thereby increasing productivity and overall functionality, happiness, and success.

### Research & Analysis:

SRC has experience conducting salary and benefit analysis as well as strategic workforce planning for jurisdictions. A well designed employee benefits package can help drive employee engagement and encourage your most valuable asset, your staff, to stay committed to your organization.

Amanda Tainio served for over a decade in a management role and obtained the benefit of hands-on experience in local government operations and employment. Michelle Griffin also has local government administration experience in addition to her Masters of Organizational Leadership, with coursework in Human Resource Management, from Gonzaga University. Our diverse experience offers insights into local government that is distinctive to our firm. Having served in a multitude of roles within local government, our team brings a holistic perspective and appreciation for the intricacies of the various positions.



### Concierge Services:

Do you need additional assistance? Discuss the services you need with SRC and let us find a way to assist you.

# ABOUT SRC

## Amanda Tainio

### Principal Owner / Principal Planner



Amanda Tainio has two decades of professional planning experience in the public sector with a rare opportunity to experience the formation of a newly incorporated City. Ms. Tainio has experience in all aspects of community development and planning including long range, current, and park planning, building process and permitting, economic development and event coordination, urban design, SEPA review, grant funding, and capital project programming, along with 10 years of management experience. Ms. Tainio has performed research, analysis, report preparation and recommendations, legal interpretation, budget administration, project coordination and management, team building and collaboration, stakeholder engagement, facilitation, and presentations, as well as experience in residential real estate and construction project management.

#### Education & Affiliations:

Bachelor of Landscape Architecture,  
Washington State University

Certificate in Design Thinking,  
Gonzaga University

American Planning Association (APA)

Planning Association of WA (PAW)

PAW Vice President 2019-Current

#### Committees:

WA Recreation and Conservation  
Office (RCO) - WWRP State Lands  
Development Advisory Committee

Spokane County Housing and  
Community Development Advisory  
Committee (HCDAC)

Central Valley School District (CVSD)  
Capital Facilities Planning Committee

#### Professional Training:

- Placemaking at Work - Form-Based Economic Development
- Spokane Regional Health District - Healthy Communities Workshop, Healthy Planning in Your Community, & Opening Your Community to Play: A Training on Joint Use Agreements
- Washington Recreation & Park Association - Risk Management School
- MRSC/APWA Contract Administration Education Committee (CAEC) - Purchasing & Contracting

#### Presentations & Speaking Engagements:

- 2018 APA & 2019 PAW Conferences - Thriving in the Changing Workplace Culture Session
- Inland NW Women Leading Govern. (INWLG) - Deeper Listening & Developing Empathy Focus Session (2020)
- PAW Webinar - Design Thinking in Planning (2022)
- WSDOC Short Course on Local Planning - Roles and Responsibilities Presenter (2018 - 2022)

#### Representative Professional Experience:

- City of Cheney Capital Facilities Plan Update - Cheney Planning Comm.
- City of Liberty Lake Comprehensive Plan, Development Code, Capital Facilities Plan, & subsequent plan updates 2003 - 2017
- City of Liberty Lake Parks, Recreation, Open Space, and Trails Plan & subsequent updates 2006 - 2015
- River District Specific Area Plan Overlay & updates 2009 - 2017
- Liberty Village Specific Area Plan Overlay 2007
- City of Liberty Lake Orchard Park Master Plan, Fallen Heroes Circuit Course, & Nature's Place at Meadowwood Arboretum
- WA State Dept. of Commerce Planning Grants
- WA Recreation and Conservation Office (RCO) Grants
- Social & Economic Development Strategies (SEDS) - US Dept. of Health & Human Services, Native Connections Tribal Behavioral Health Grant & Admin. for Children and Families Grant
- City of West Richland Strategic Workforce Plan
- City of West Richland 2018 Salary & Benefit Comparison
- City of West Richland 2020 Salary & Benefit Comparison Update
- City of Port Orchard Organizational Assessment and Salary Survey
- City of Sequim Salary and Benefit Analysis
- Multiple small city / town on-call planning ordinances and projects
- Multiple private land use options and coordination contracts

# ABOUT SRC

## Michelle Griffin, CPRP

### Principal Owner / Administration & Organizational Development



Michelle Griffin co-founded SRC in 2016 and has two decades of progressive work experience in both the private and public sector with extensive experience in funding assistance, recreation, and organizational development. Ms. Griffin's experience includes nineteen years of grant research, writing, and administration for public and non-profit entities, as well as five years of professional recreation management, event coordination, research / analysis, and team building. Ms. Griffin is a versatile, bilingual professional that has successfully written and managed local, state, and federal grants, is skilled in budget preparation and administration, is adept at both inside and outside of the box thinking, and is both media and technology savvy. Ms. Griffin is a dedicated servant leader.

#### Education & Affiliations:

Bachelor of Arts Business Administration, California State University Stanislaus

Master of Arts Organizational Leadership, Gonzaga University

Certified Park and Recreation Professional (CPRP)

Washington Recreation & Park Association (WRPA)

Certified Workforce Development Professional (CWDP)

National Association of Workforce Development Professionals (NAWDP)

#### Committees:

WA Recreation and Conservation Office (RCO) - WWRP Trails Advisory Committee

#### Representative Professional Experience:

- US Dept. of Agriculture - Conservation Innovation Grant
- Federal Emergency Management Agency (FEMA) Grants
- Federal American Recovery and Reinvestment (ARRA) Grant
- US Dept. of Trans. - Federal Motor Carrier Safety Admin. Grant
- Social & Economic Development Strategies (SEDS) - US Dept. of Health & Human Services, Native Connections Tribal Behavioral Health Grant & Admin. for Children and Families Grant
- Oregon State Parks and Recreation - Local Government Grants
- WA Rec. and Conservation Office (RCO) Grants - WA Wildlife and Rec. Program (WWRP) & Youth Athletic Facilities (YAF)
- WA State Dept. of Commerce - Energy Efficiency Grant for Higher Education and Local Governments & Community CFP Grant
- WA State Inst. of Museum & Library Services - Tech. Act Grant
- WA State Dept. of Commerce - Justice Assistance Grant
- WA State Military Dept. of Emergency Management Grant
- WA State SOS - Archives and Records Management Grant
- Spokane Regional Transportation Council (SRTC) Grant Program
- City of Liberty Lake Parks, Recreation, Open Space, and Trails Plan update 2014/2015 & City of Liberty Lake Fallen Heroes Circuit Course
- City of West Richland Strategic Workforce Plan
- City of West Richland 2018 Salary & Benefit Comparison
- City of West Richland 2020 Salary & Benefit Comparison Update
- City of Port Orchard Organizational Assessment and Salary Survey
- City of Sequim Salary and Benefit Analysis
- Career Path Services Employment Coordination
- Multiple small city / town on-call planning ordinances and projects
- Multiple private land use options and coordination contracts

#### Professional Training:

- WRPA - Risk Management
- WFOA - Federal Grant Requirements & Mgmt.
- Cascade West Leadership Institute

#### Presentations & Speaking Engagements:

- 2018 APA & 2019 PAW Conferences - Thriving in the Changing Workplace Culture Session
- Inland NW Women Leading Govern. (INWLG) - Deeper Listening & Developing Empathy Focus Session (2020)

# PORTFOLIO EXCERPTS

## Parks, Recreation, Open Space, & Trails Plan

### City of Liberty Lake, WA

The Liberty Lake Parks, Recreation, Open Space, and Trails Plan was developed and adopted to guide and shape the future parks, recreation, open space, and trails system in Liberty Lake, WA. The 2014 update combined technical analysis with the community input to establish priorities for future improvements of parks and recreation facilities, programs, and services in Liberty Lake, as well as providing a basis for grant applications. The plan was originally designed to supplement the Parks, Recreation, and Open Space element of the City's Comprehensive Plan by expanding on the information contained in the Comprehensive Plan to provide significantly greater detail regarding the inventory of park and recreation facilities, demands and needs for the future, management and operations, and level of service.

The 2014 updated included the Comprehensive Plan Park and Recreation Element. Using public input gathered through the months long planning process, the Plan takes into consideration current and future needs, current trends, public desires, and in-depth analysis to establish a long-term system vision. A multi-layered public input process informed the plan update, designed to provide multiple opportunities for a range of audiences and constituencies to participate. Amanda Tainio and Michelle Griffin handled all aspects of the plan update, including coordinating the community engagement process and administering the survey; conducting the level of service analysis and providing the needs assessment; updating the inventory and conditions evaluation; formulating recommendations and strategic goals; outlining implementation strategies including management and operations; preparing a capital improvement plan; and conducting a subsequent feasibility study for a potential municipal aquatic facility.

#### Reference - 2009 Plan:

Doug Smith, Community Development Director (2001 - 2012) | 509.230.0546 | smithby3@msn.com

#### Reference - 2014/2015 UPDATE:

Andrew Staples, City Engineer (2008 - 2018) | 208.659.1624 | andrew.staples3@gmail.com





# PORTFOLIO EXCERPTS

## Comprehensive Plan, Development Code, & CFP

### City of Liberty Lake, WA

The City of Liberty Lake Washington's Comprehensive Plan is a management tool to guide decision-making in the City as well as the allocation of limited City resources. The Comprehensive Plan is based on a Vision Statement that is a description of the preferred future for the City. The Vision Statement that is the basis for this Comprehensive Plan was articulated through a series of community workshops in 2000-02 and was approved by the Liberty Lake City Council on September 16, 2003. The primary focus of the 2015 to 2037 Comprehensive Plan is a series of goals and policies that describe in more detail what the City hopes to accomplish over the next twenty to thirty years and how it hopes to achieve it. The Comprehensive Plan update and associated Capital Facilities Plan (CFP) and Development Code required extensive coordination internally between City staff and externally with the planning consultant as well as intergovernmental coordination. As the City Planner/ Project Manager, Amanda Tainio overcame challenges such as differing expectations and the ability to obtain needed information from City staff members and other government agencies on such issues as transportation and land use coordination. Through continued timeline management, group, and one-on-one meetings, topic outlines, and overall project transparency, these challenges were addressed for the plan to be adopted on schedule and under budget.

### Reference:

Andrew Staples, City Engineer (2008 - 2018) | 208.659.1624 | Andrew.staples3@gmail.com

**Mission Statement**  
*Provide services with integrity by developing a partnership with residents and businesses, which focuses on quality of life, environment, and economic vitality.*

**Vision Statement**  
*The Liberty Lake community will maintain an environment that preserves and enhances natural surroundings through the harmony of planned architectural design and green space. Our community will achieve its quality of life by creating a safe, friendly environment in which community involvement promotes recreational opportunities and civic pride. Liberty Lake encourages and supports leading edge technology and a progressive business environment, which ensures a diverse, prosperous, and financially secure community.*

**SENSE OF COMMUNITY -**  
DISTINCT CITY CORE,  
CIVIC FACILITIES & EVENTS,  
CIVIC PRIDE & IMAGE,  
PLACE-MAKING,  
COMMUNITY INVOLVEMENT

**TRANSPORTATION ALTERNATIVES -**  
PEDESTRIAN FRIENDLY DEVELOPMENT,  
CONNECTIVITY, WALKABLE,  
BICYCLE FRIENDLY,  
GOLF COURSE COMMUNITY

**STRONG ECONOMIC VITALITY -**  
DIVERSITY IN BUSINESSES,  
SERVICES, & HOUSING,  
REGIONAL ATTRACTIONS,  
PRESERVED PROPERTY VALUES

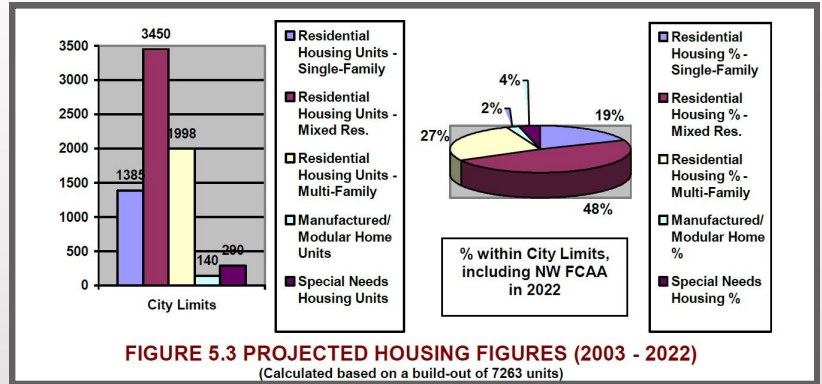
**QUALITY OF LIFE -**  
RECREATIONAL AMENITIES AND OPPORTUNITIES, SAFETY,  
PRESERVATION OF OUR NATURAL ENVIRONMENT,  
GREEN SPACE

**AESTHETICALLY PLEASING DEVELOPMENT -**  
INCREASED LANDSCAPING,  
DESIGN STANDARDS,  
PLANNED BUILT ENVIRONMENT,  
DISTINCTIVE CHARACTER

**MULTI-USE -**  
COST EFFECTIVE,  
HIGH QUALITY, YEAR-ROUND, &  
MULTI-GENERATIONAL PUBLIC FACILITIES AND SERVICES

**SHARED VISION AND PARTNERSHIP -**  
WITHIN THE CITY AND SURROUNDING COMMUNITIES,  
GOVERNMENTS, AND BUSINESSES

# PORTFOLIO EXCERPTS



**FIGURE 5.3 PROJECTED HOUSING FIGURES (2003 - 2022)**  
(Calculated based on a build-out of 7263 units)



*Highlighting Best Practices from Peer Communities in the West*

HOME

CATEGORY SEARCH

STATE SEARCH

ABOUT US

## Liberty Lake, WA Planned Unit Development Code



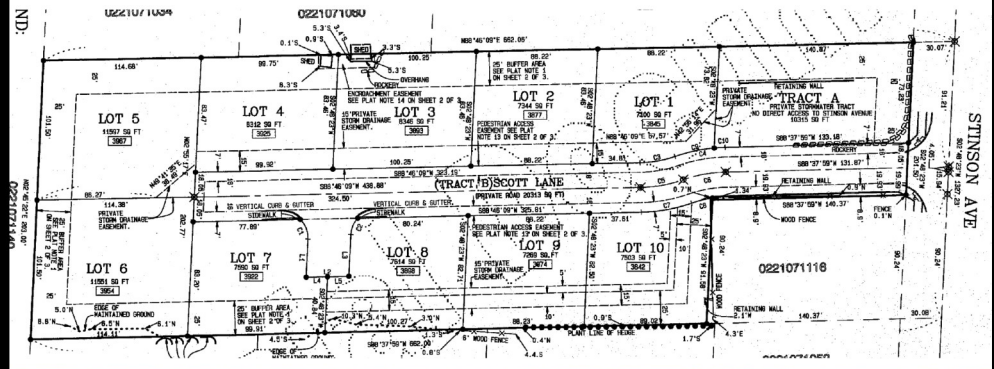
A planned unit development (PUD) is a large, integrated development, developed under unified control according to a master plan, and located on a single, or contiguous, tract of land. Rather than the typical lot-by-lot development approach of traditional zoning, the entire parcel is planned in a comprehensive and integrated fashion. PUDs are often subject to a rigorous review and public hearing process to ensure the proposal complies with the overall vision of the community. However, once the PUD is approved, developers enjoy a predictable approval process that helps to reduce development time and costs.

After designating an area as a PUD, local officials adopt a unique set of zoning laws for that area which may be less rigid or encourage a greater mix of land uses than traditional zoning policies allow. Generally, these laws are targeted to achieve specific goals within the PUD, including higher-density development or creation of mixed-income residential subdivisions in a district previously designated for large-lot development. Communities may also choose to include affordable housing incentives or requirements, where appropriate, to ensure that homes for low- and moderate-income families are included in the new development.

Located east of Spokane, Washington on the Idaho state line, Liberty Lake has incorporated a PUD ordinance that promotes creativity in site layout and design. This allows for greater flexibility in the application of the standards for residential and mixed-use development in order to protect and enhance environmental features, encourage the development of affordable housing, and provide other public benefits. Chapter four of the Development Code provides performance criteria to encourage increased choice of the types of living units available to the public through the PUD process.

# PORTFOLIO EXCERPTS

## Saylor View - R-2 Zone, 4 du/acre minimum net density (2.64 acre site - 2.17 net acres could have had 9 to 13 homes, platted for 10)



### Current Code Potential -

R-2 Zone, no minimum net density w/ guest parking & existing vegetation requirements  
(2.64 acre site - could have had 1 to 13 homes &  
10 - 13 lots would need 3 - 4 guest parking spaces)

*Total number of homes and lot sizes would likely be based on market factors and land value.*

# PORTFOLIO EXCERPTS



**Spokane Tribe  
of Indians**

**Social and Economic Development Strategies (SEDS) -  
US Dept. of Health and Human Services,  
Native Connections Tribal Behavioral Health Grant**

*"Synergy Resources Consulting helped me secure a million-dollar grant that was absurdly competitive. But that's not the half of it, during the application process they were able to successfully navigate processes and personalities that would have been a show-stopper for any other firm."*

*Mike Tedesco  
Former Planning and Economic Development Director  
Spokane Tribe of Indians*

**Social and Economic Development Strategies (SEDS) - US Dept. of Health and Human Services,  
Administration for Children and Families Grant**

*"I was working as a pro bono consultant with a Portland-based Native American group that was seeking a federal grant. The group had a lot of enthusiasm and vision, but little familiarity with the federal grants process. A colleague recommended Synergy Resources Consulting and we were not disappointed. With Synergy's careful guidance—and patience with having to coordinate a team that was amending and refining the proposal in the process of writing the grant—we went from an inchoate idea of a business incubator to serve Portland's Native American population to a refined proposal that won a federal grant award."*

**Steve Dubb, Ph.D.,  
Community Wealth Building Strategist**



# PORTFOLIO EXCERPTS

## My Leadership Philosophy

*When I evaluate where I am currently at, within my personal leadership development, I realize that my leadership philosophy is shaped by my collective life experiences, my observations, my successes and failures. As I reflected on what my philosophy was, I resonated with a great quote from Robin S. Sharma, a lawyer from Canada. "Leadership is not about a title or a designation. It's about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers." This quote sums up both my philosophy and the inspiration I want to contribute to both my team and to my community.*

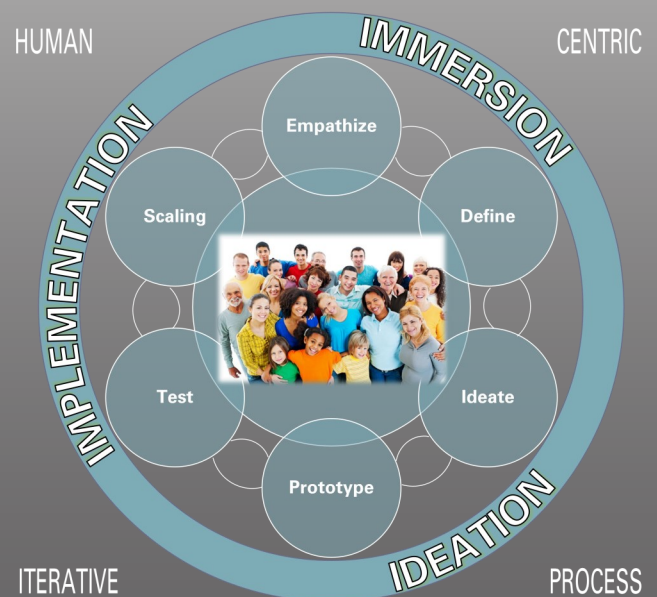
*For me leadership is about a journey I take with others, where we are all working toward a common purpose. It requires flexibility, integrity and accountability as we navigate a complicated and ever changing business environment. Each and every day the members of our team will be trusted to make multiple decisions that either get us closer or further from our desired destination. This journey will be challenging and will take mutual trust, a willingness to be vulnerable, healthy respect for each other and some risk in order for us to achieve our common goals. My leadership philosophy will be used as a road map to keep our team on track and to ensure we have a clear vision of our collective destination.*

## My Personal Values

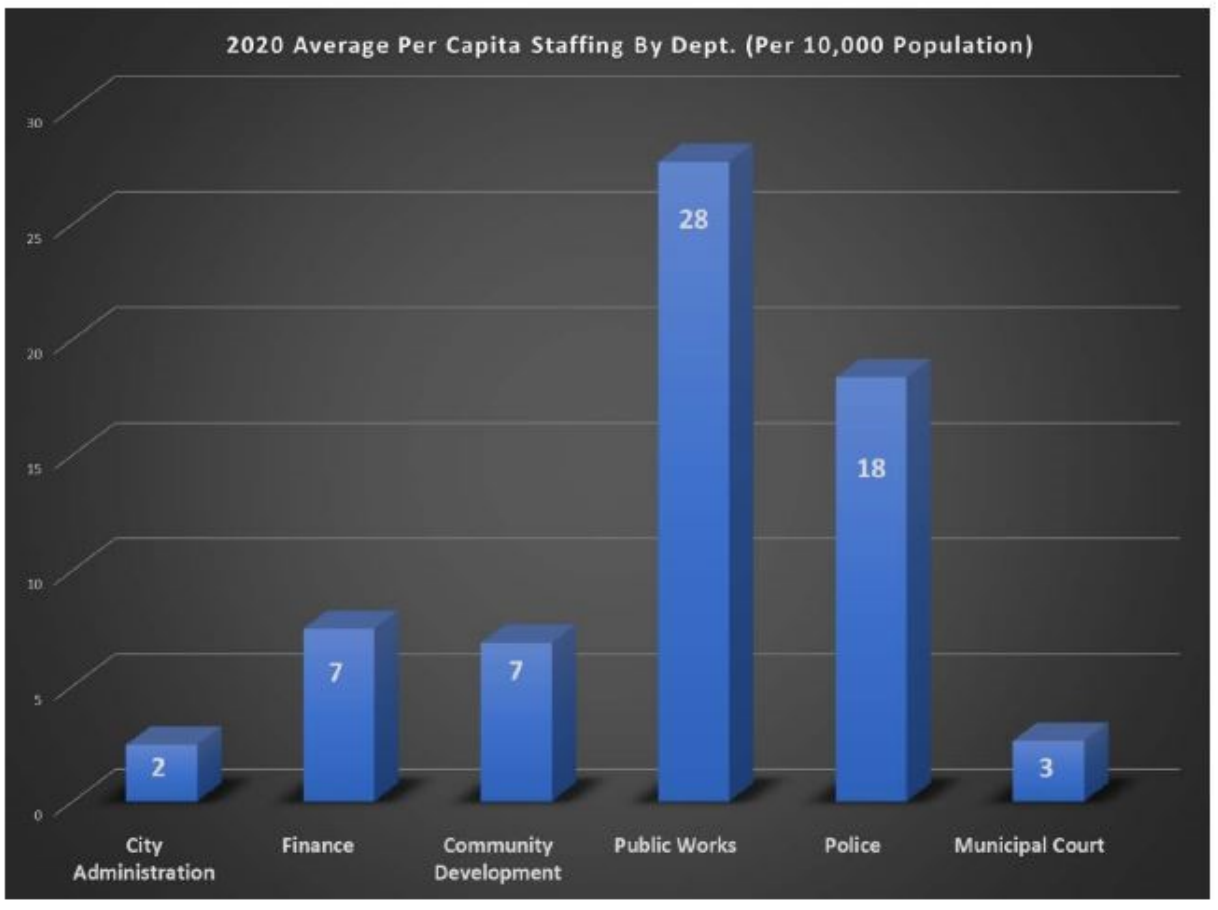
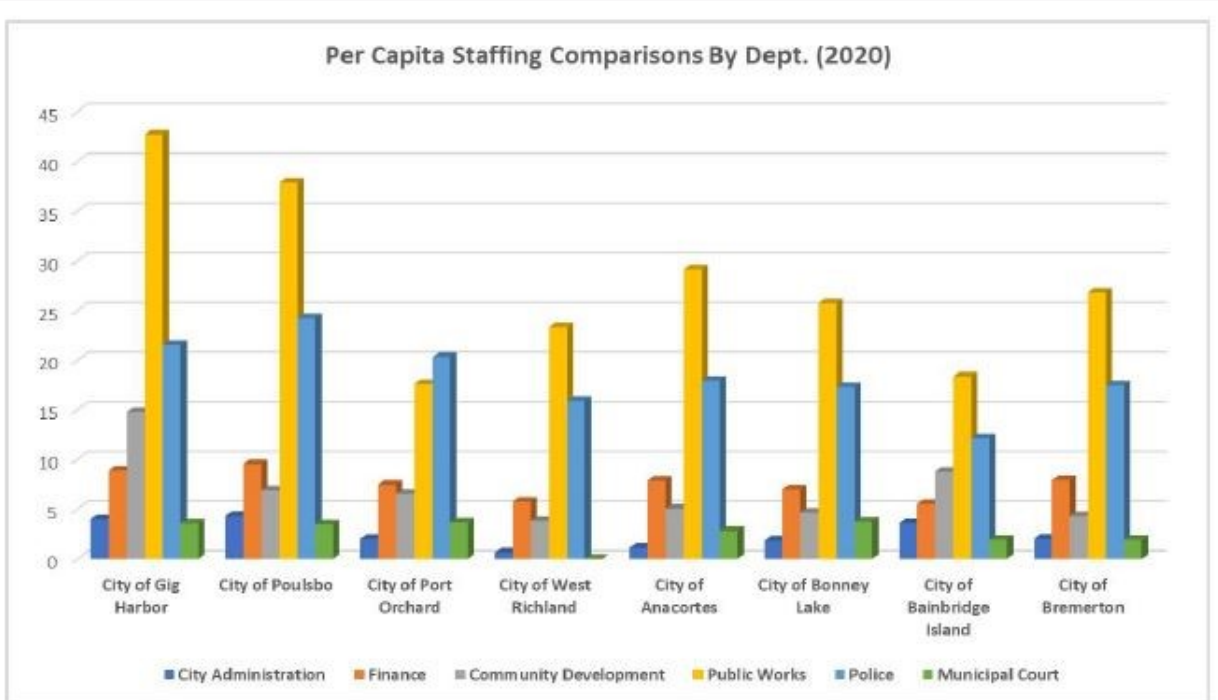
*The values that I bring into my leadership style are the same values I have for all other aspects of my life. It is important to me that my values at work are aligned with my personal values such as strong ethics, hard work, honesty and integrity. "We are inspired to cultivate a people-centric culture while serving others with transparent humanity, honesty, understanding and generous spirit!" I have learned that an organization needs a clear vision in order for a team to have passion in pursuit of that vision. "For a vision to be compelling, it needs to touch people's hearts. People need to see, feel, and touch the values and the vision of the organization to make these abstractions meaningful. Tuning people into a meaningful vision has integrity at its heart: People need to feel as if they can reach for the organization's dream without compromising their own dreams, their own beliefs, and their values" (Goleman, Boyatzis, McKee, 2013). The mission statement we created for our business is "Synergy Resources Consulting is dedicated to achieving outstanding results with the highest level of ethics and client satisfaction." Through these guiding statements our team is reminded of the commitments we have made to ourselves, to each other and to members of our community who we have aspired to serve.*

*Written by Michelle Griffin, Masters of Organizational Leadership, Gonzaga University Class of 2018*

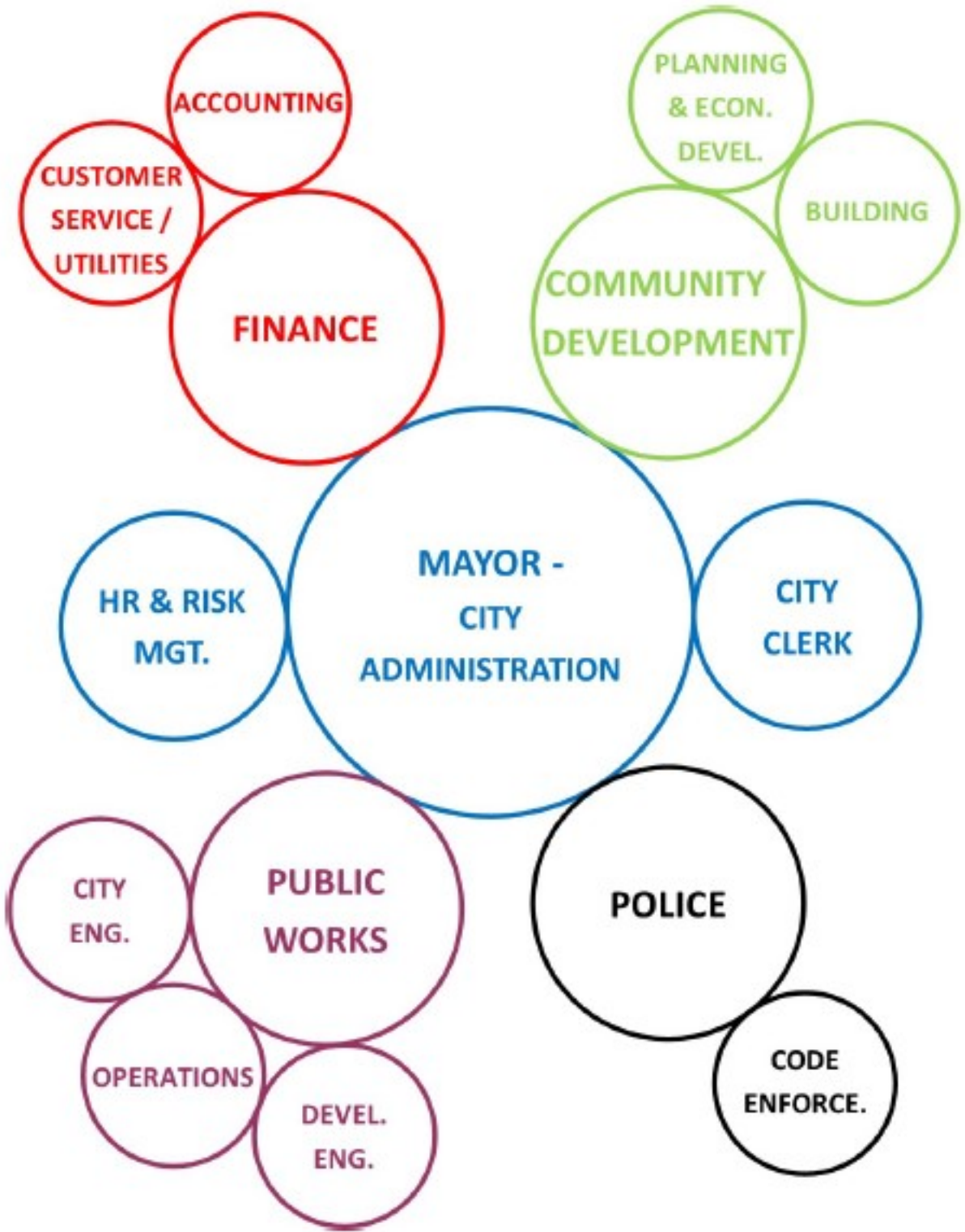
*Design thinking shifts the mindset of problem-solving from solution-focused to problem-focused, with attention to the user experience*



# PORTFOLIO EXCERPTS



# PORTFOLIO EXCERPTS



## **Organizational Assessment and Salary Survey**

### **City of Port Orchard, WA**

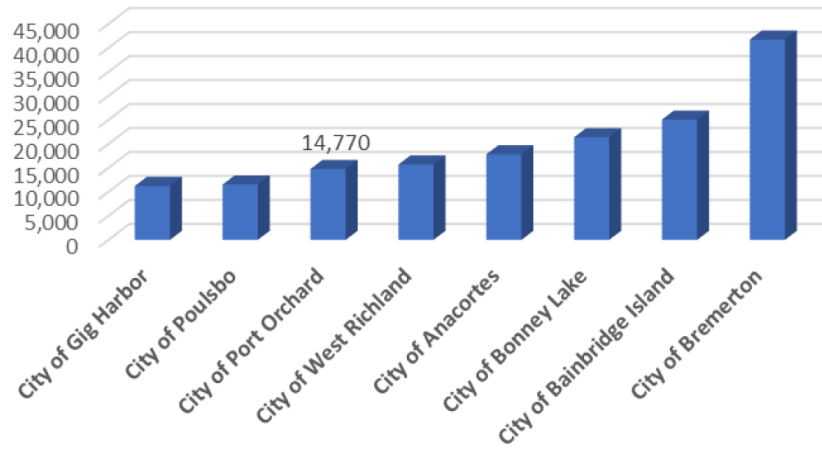
Just prior to the COVID-19 pandemic in 2020, SRC was retained by the City of Port Orchard to conduct an organizational assessment with additional focus on the functions of the Public Works and Community Development Departments along with a salary and benefit comparison. COVID-19 required the project to move forward with creative new ways of working, which SRC spearheaded with an outside of the box mentality, and a continued ability to gain an understanding of the City of Port Orchard. This 2-part project report included the basis/ background/ explanation/ justification for all recommendations and provided a roadmap for each department's organizational structure, including what future staffing needs would be for the next 5 - 10 years (Part 1 Organizational Assessment). Online surveys, a virtual site tour, a SWOT analysis, one on one virtual interviews, and a virtual facilitated exercise to assess the overall functionality of Community Development and Public Works as well as begin the conversation on an organizational issue that had arisen, were conducted for the project. In Part 2 of project report, SRC utilized the staff feedback collected during the Part 1 interviews and through the employee surveys, along with review of the updated job descriptions, the comparable jurisdiction salary and benefit survey responses and attachments, as well as information from the AWC Washington City and County Employee Salary and Benefit Survey. Additionally, data was compiled from City/County websites, job descriptions, and position advertisements, to supplement the information, and the AWC Survey was also utilized to cross check for classifications. SRC provided recommendations for updating the City's salary schedule for 34 positions in 7 departments based on comparisons/ benchmarking of the four (4) comparable cities plus Kitsap County and their positions from the previous Port Orchard salary survey. SRC also provided a comparative review of the job duties with secondary comparables, as needed, for the two positions that were not an equivalent match in the previous salary survey. Also for Part 2, SRC provided recommendations for updating the City's benefit package based on comparisons/benchmarking of the four (4) comparable cities plus Kitsap County from the previous salary survey with each of the various benefits (health insurance, life insurance, LTD/STD, time off, Flex, HRA VEBA and retirement), compared to the equivalent benefit(s).

#### **Reference:**

Debbie Lund, Human Resources Coordinator | 360.876.7014 | [dlund@cityofportorchard.us](mailto:dlund@cityofportorchard.us)



## 2020 OFM Population



SALARY COMPARISONS - PORT ORCHARD POSITIONS	City of Port Orchard Below Comparables	City of Port Orchard Comparable	City of Port Orchard Above Comparables	Notes
Associate Planner - Long Range		X		<i>Very few municipalities have a designated Long-Range Planner at the Associate level. Port Orchard education and experience requirements are more aligned with Senior Planner level.</i>
Building Inspector		X		<i>When comparing this position, it is essential to look at plans examining duties as well. Port Orchard position conducts plans examining.</i>
Chief of Police		X		
City Administrator		N/A		<i>Only one comparable City has a City Administrator position (Gig Harbor), Bainbridge Island has a Council-Manager form of government.</i>
City Clerk / Assistant to the Mayor		X		<i>This position varies based on educational requirements and experience. Port Orchard position is also functioning as an Assistant to the Mayor and other comparables do not.</i>
Civil Engineer I	X	X		<i>Port Orchard position requires an EIT certificate but has a slightly lower experience requirement than comparable positions.</i>
Civil Engineer II	X	X		<i>Port Orchard position requires registration as a Professional Engineer in WA State.</i>



## CITY OF PORT ORCHARD

### Human Resources

216 Prospect Street, Port Orchard, WA 98366  
Voice: (360) 876-7014 • Fax: (360) 895-9029  
dlund@cityofportorchard.us  
www.cityofportorchard.us

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November 2, 2020

#### TO WHOM IT MAY CONCERN:

If you have ever worked through an organizational assessment or salary survey before, you know how involved and complex such a project can be. Now put that project in the middle of a pandemic with travel and gathering restrictions and you have the City of Port Orchard's involvement with Synergy Resources Consulting in 2020.

The City of Port Orchard is a rapidly growing community of roughly 14,000 in Kitsap County. With just shy of 100 employees, the City embarked on an organizational assessment and salary survey project with the following objectives:

1. Review current organizational structure and make recommendations for structure and staffing for the next 10 years.
2. Review current non-represented positions salaries and make recommendations for appropriate wage ranges using established local comparable organizations.

Shortly after selecting Synergy for the project, we were impacted by COVID-19. The City initially halted the project while we focused on other priorities and waited to see what our revenue impacts would be. Once things stabilized, we wanted to restart the project but knew we had some additional hurdles to comply with COVID-19 protocols.

Amanda Tainio and Michelle Griffin of Synergy responded immediately and without hesitation to come up with a creative new way of working on the project. For example, rather than doing an on-site review, they asked for a video walkthrough of our facilities and a virtual tour of the City from our Community Development Director utilizing Google Earth. I was impressed by the information that Amanda and Michelle gleaned from that "virtual" process and the questions they asked, assuring me and the rest of the team that they truly were getting a sense of what Port Orchard was all about.

When it came time for the one-on-one interviews, they again adapted and moved all the interviews to Zoom. From a staff perspective, I think the process ended up being less disruptive to everyone's schedule than an actual in person interview might have been.

The delivery of the final report did not disappoint. It is clear from reading the report that Amanda and Michelle truly gained an understanding of Port Orchard, our culture, our history and our goals. As an example, the final report utilized the 4 guiding principles set by our City Council to drive their recommendations. Proof that Synergy's approach is not cookie cutter, it is customized for the organization.

In addition to making recommendations based on our goals, the recommendations were supported by factual statistical data. Synergy again showed their ability to "think outside the box" by going to organizations similar in size and demographics beyond our immediate area to make recommendations for organizational structure changes that serve those other jurisdictions well. Those recommendations included ideas I would not have thought of after 25 years in the public sector.

I would not hesitate to recommend Synergy Resources Consulting for any type of public sector organizational study. They demonstrated a well rounded knowledge of the operations of government, asked in depth, thought provoking questions, were open to feedback and input and approached our project with an open-mind and a desire to produce results that were customized for our organization. Amanda and Michelle were always timely and prompt with their responses to questions and needs of the City, were organized, on task and delivered the final product on time and under budget.

Please feel free to contact me with any questions you may have. I can be reached at 360-876-7014 or [dlund@cityofportorchard.us](mailto:dlund@cityofportorchard.us).

Sincerely,



Debbie Lund, SPHR SHRM-SCP CEBS  
Human Resources Coordinator

## **Salary & Benefit Comparison and Strategic Workforce Plan**

### **City of West Richland, WA**

In the Summer of 2018, SRC completed a salary and benefit comparison for the City of West Richland that was summarized into a report with benefit and salary schedule recommendations. The scope of the 2018 project was to conduct salary and benefit comparisons to establish a baseline list of non-bargaining unit positions and benefits. SRC gathered comparison data on comparable jurisdictions (15,000 to 30,000 population) as well as the City of Richland, the City of Kennewick, and the City of Pasco, Washington via a survey and research. SRC compiled the data from the thirteen participating comparables plus the City of West Richland into this overview of salary and benefits. Applicable West Richland positions and salary information were compared to the data compiled for the responding jurisdictions plus the City of Sunnyside to provide information for the comparable jurisdictions throughout Washington, including the Tri-Cities area, that had similar positions and services, and are growing jurisdictions like West Richland. Additionally, data was compiled from the AWC Washington City and County Employee 2017 Salary and Benefit Survey, City websites, job descriptions, and position advertisements, to supplement the information, and the AWC survey was also utilized to cross check for classifications. Available job descriptions were reviewed to identify the closest comparable jurisdiction position(s) to each of the forty-two City of West Richland positions to aid in equivalency analysis. In the Summer of 2020, the City contracted again with SRC in order to provide an update to the 2018 West Richland Salary and Benefit Comparison Report for 2020.

Subsequent to the salary and benefit comparison in 2018, SRC was again retained to prepare a Strategic Workforce Plan with organizational research and comparison as well as a skills gap analysis and staffing demand forecast. The report was designed to provide an assessment of the City's organizational structure, answering questions posed by the Mayor in multiple topic areas, and to provide a six-year staffing forecast. Multiple times throughout the project, SRC was able to adjust the trajectory and methods of data collection in order to adapt to the various directions the project was taking based on the stakeholder participation. SRC conducted surveys and subsequent on-site interviews to get an understanding of City operations. SRC also facilitated a group collaboration meeting with senior staff and the Mayor to clarify the organization's vision and values and to review responses and discuss the project. These findings were utilized as a foundation for further analysis and comparison for all recommendations. Based on the findings developed, SRC evaluated additional data, including growth projections, and analyzed issues and alternatives, which resulted in recommendations to streamline operations and service delivery to maximize the effectiveness and efficiency of City operations over the next six years.

#### **Reference:**

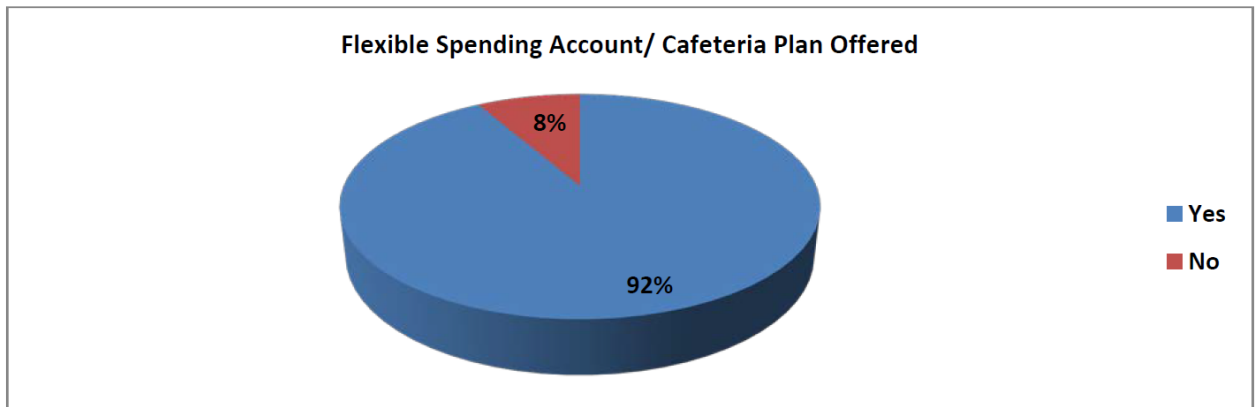
Selena Smathers, Human Resources Analyst | 509.967.3431 x7104 | [ssmathers@westrichland.org](mailto:ssmathers@westrichland.org)

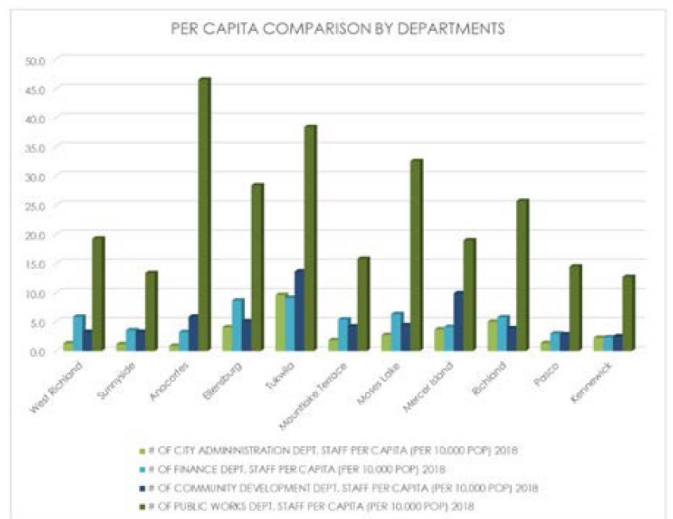
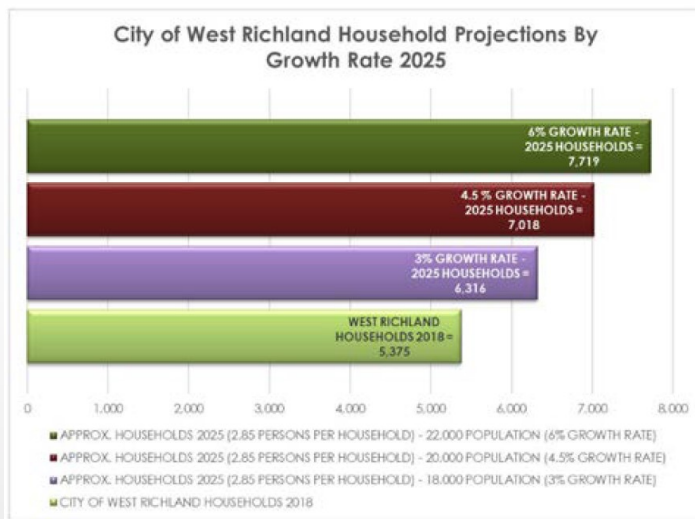
## Community Development Director

Jurisdiction	West Richland Job Title	Comparable Job Title - If Different	Monthly Salary - MIN	Monthly Salary - MID	Monthly Salary - MAX
AWC Salary Survey 15,000 - 29,999 City Pop.	Community Development Director				11,555
West Richland	Community Development Director		8,000	10,000	12,000
City of Richland	Community Development Director		9,441	11,329	13,218
City of Kennewick		Planning Director	10,190		14,266
City of Pasco		Community & Economic Development Director			10,816
City of Anacortes		Planning, Community, & Economic Devel. Director			9,780
City of Bainbridge Island		Planning & Community Development Director	10,795		13,536
City of Battle Ground	Community Development Director		9,225		10,965
City of Bonney Lake		Public Services Director	10,400		12,871
City of Maple Valley		Community Development Manager	7,968		10,082
City of Oak Harbor		Director of Development Services	9,164		12,186
City of SeaTac		Community & Economic Development Director	10,579	11,677	13,541
City of Sunnyside		Public Works / Community Dev Director	7,167		8,998
City of Tukwila	Community Development Director		10,132		13,175
City of Tumwater	Community Development Director		9,162		11,165
<b>MONTHLY SALARY AVERAGE</b>			<b>9,352</b>	<b>11,002</b>	<b>11,877</b>

### Flexible Spending Account / Cafeteria Plan - 2018

Of the survey respondents, nearly all (92%) of the comparable jurisdictions offer a flexible spending account / cafeteria plan to employees. The City of Bonney Lake is the only comparable jurisdiction that does not offer a flexible spending account / cafeteria plan. The City of West Richland offers a flexible spending account / cafeteria plan.





3100 Belmont Blvd Suite 106 \* West Richland, WA 99353 \* [www.westrichland.org](http://www.westrichland.org)  
 Office of the Mayor (509) 967-3431 FAX (509) 967-5706

November 29, 2018

To whom it may concern,

I had the pleasure of working with Synergy Resources Consulting on two projects this past year. Amanda Tainio and Michelle Griffin compiled a Salary and Benefits Comparison and a Strategic Workforce Plan for the City of West Richland. Their experience with municipal government, knowledge of the inner workings of each department and individual job positions made the process easy for us. Both projects were a collaborative process between West Richland staff and Synergy Resources. Synergy truly listened to our needs and wants and their creative solutions to problems reflected their awareness of our concerns. These assignments grew in scope and had some directional changes, yet Synergy rolled with our changes, offered resourceful solutions and was conscientious of our budget. The final product of both projects was well researched, thoughtfully analyzed and usefully organized. I highly recommend Synergy Resources Consulting for your consulting needs.

Sincerely yours,

Mayor Brent Gerry

# SYNERGY

RESOURCES CONSULTING



## CONTACT

**9116 E. Sprague Ave. #439  
Spokane Valley, WA 99206-3601  
Phone: 509-216-0500**

**Amanda Tainio -  
Amanda@SynergyResourcesConsulting.com**

**Michelle Griffin -  
Michelle@SynergyResourcesConsulting.com**

**LET US HELP YOU NAVIGATE THE WATERS TO  
REACH YOUR GOALS FOR PLANNING,  
FUNDING ASSISTANCE, AND  
ORGANIZATIONAL DEVELOPMENT!**