



**BELLINGHAM
WHATCOM COUNTY
HOUSING AUTHORITIES**

**REQUEST FOR PROPOSALS – 11-2025
FOR
SALARY SURVEY CONSULTANT**

**RFP ISSUE DATE: November 7, 2025
PROPOSALS DUE DATE: January 6, 2026 at 4:00 PM
ADDENDUM ISSUE DATE: December 15, 2025**

This Addendum is issued to clarify and supplement the Request for Proposals (RFP) for compensation and classification consulting services. All provisions of the original RFP remain in effect except as expressly modified by this Addendum. Proposers shall incorporate the information contained herein into their proposals.

1. Job Classification Framework

The Authority's current job classification system is structured in accordance with the attached Salary Schedule. Positions are assigned to established grades based on job responsibilities, scope of work, required qualifications, and internal alignment within each occupational grouping. While this framework has functioned effectively, one purpose of this study is to validate whether the existing structure continues to support internal equity and external market competitiveness.

2. Job Description Currency

All job descriptions included in the Task Order Request (TOR) are current and accurately reflect the work performed by incumbents.

3. Intended Outcome of the Study

The primary objective of this study is to ensure accurate and equitable placement of individual positions within appropriate pay grades, and to confirm market alignment. The Authority is not seeking the development of a new career-progression or classification framework at this time. However, the Authority welcomes recommendations if the consultant identifies opportunities for improvement.

4. Compensation Benchmarking Comparators

The Authority's compensation benchmarking has historically focused on local government agencies and other Washington State housing authorities, as these organizations are most comparable in terms of size, scope, and labor market dynamics. The Authority does not intend to include state civil service systems (e.g., Washington State agencies) in the salary survey.

5. Use of Commercial Compensation Data

The Authority is open to incorporating reputable, commercially available compensation data where appropriate, provided such data enhances the accuracy and completeness of the benchmarking analysis.

6. Salary Schedules by Occupational Group

The Authority maintains three distinct salary schedules:

1. Non-exempt, union-represented administrative staff
2. Non-exempt, union-represented maintenance staff
3. Exempt, non-union staff

Differences between salary schedules are established based on bargaining-unit status, job family, and the nature of duties performed. Union-represented schedules are negotiated through the collective bargaining process, while the exempt schedule is established internally based on market conditions and organizational structure.

7. Pay Progression and Equity Criteria

For union-represented positions, pay progression is governed by the Collective Bargaining Agreement (CBA). Relevant provisions include:

Section 25.3 – Longevity Steps

- Step increases are granted annually on the first of the month following the employee's anniversary date, unless the employee is on a performance improvement plan.
- Performance evaluations for existing employees occur at least three months prior to the anniversary date.
- Employees who successfully complete a performance improvement plan receive their step increase at the start of the next regular pay period.
- Employees promoted to a higher classification are eligible for their next step increase twelve (12) months following promotion.
- Step increases may be waived or suspended due to budget constraints, in which case the Employer and Union will bargain the impacts.

Exempt, non-represented employees follow a similar annual review process, with pay movement guided by performance, internal equity considerations, and available budget.

8. Current Compensation System Challenges

The Authority does not currently experience significant challenges with its remuneration system. This study is being undertaken proactively to ensure ongoing competitiveness, internal equity, and alignment with evolving labor market conditions.

9. Presentation of Findings

The Authority is flexible regarding the presentation format. A virtual presentation will generally be sufficient; however, an onsite presentation may be considered if the consultant believes it would provide additional value or clarity.

10. Additional Clarifications

- The study will include **40 distinct job titles**.
- The Authority has flexibility in the project timeline and may extend the completion date to **May 1**.
- The Authority can accommodate **virtual meetings** throughout the project.

All other terms and conditions of the RFP remain unchanged. Proposers are responsible for acknowledging receipt of this Addendum in their proposal submission.



**BELLINGHAM
WHATCOM COUNTY
HOUSING AUTHORITIES**

**EXHIBIT B-1
SALARY SCHEDULE FOR NON-EXEMPT (BARGAINING UNIT) EMPLOYEES**

Effective January 1, 2025

Monthly Rates	Grade	2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
		POSITION	*Salary Range	Step 1 - Monthly	Step 2 - Monthly	Step 3 - Monthly	Step 4 - Monthly	Step 5 - Monthly	Step 6 - Monthly	Step 7 - Monthly	Step 8 - Monthly	Step 9 - Monthly
Maintenance Technician III	10	\$65,869	\$86,737	\$5,489.11	\$5,681.23	\$5,880.07	\$6,085.87	\$6,298.88	\$6,519.34	\$6,747.51	\$6,983.68	\$7,228.11
Maintenance Program Specialist	9	\$62,733	\$82,607	\$5,227.72	\$5,410.69	\$5,600.06	\$5,796.07	\$5,998.93	\$6,208.89	\$6,426.20	\$6,651.12	\$6,883.91
Maintenance Technician II	7	\$56,900	\$74,927	\$4,741.70	\$4,907.66	\$5,079.42	\$5,257.20	\$5,441.21	\$5,631.65	\$5,828.76	\$6,032.76	\$6,243.91
Grounds Technician III	5	\$51,610	\$67,961	\$4,300.86	\$4,451.39	\$4,607.19	\$4,768.44	\$4,935.33	\$5,108.07	\$5,286.85	\$5,471.89	\$5,663.41
Maintenance Technician I	5	\$51,610	\$67,961	\$4,300.86	\$4,451.39	\$4,607.19	\$4,768.44	\$4,935.33	\$5,108.07	\$5,286.85	\$5,471.89	\$5,663.41
Maintenance Program Assistant	4	\$49,153	\$64,725	\$4,096.06	\$4,239.42	\$4,387.80	\$4,541.37	\$4,700.32	\$4,864.83	\$5,035.10	\$5,211.33	\$5,393.72
Building Services Tech III	3	\$46,812	\$61,643	\$3,901.01	\$4,037.54	\$4,178.85	\$4,325.11	\$4,476.49	\$4,633.17	\$4,795.33	\$4,963.17	\$5,136.88
Grounds Technician II	3	\$46,812	\$61,643	\$3,901.01	\$4,037.54	\$4,178.85	\$4,325.11	\$4,476.49	\$4,633.17	\$4,795.33	\$4,963.17	\$5,136.88
Building Services Technician II	2	\$44,583	\$58,707	\$3,715.24	\$3,845.28	\$3,979.86	\$4,119.16	\$4,263.33	\$4,412.54	\$4,566.98	\$4,726.83	\$4,892.27
Building Services Technician I	1	\$42,460	\$55,912	\$3,538.33	\$3,662.17	\$3,790.34	\$3,923.01	\$4,060.31	\$4,202.42	\$4,349.51	\$4,501.74	\$4,659.30
Grounds Technician I	1	\$42,460	\$55,912	\$3,538.33	\$3,662.17	\$3,790.34	\$3,923.01	\$4,060.31	\$4,202.42	\$4,349.51	\$4,501.74	\$4,659.30

Hourly Rates**	Grade	2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
		POSITION	*Salary Range	Step 1 - Hourly**	Step 2 - Hourly**	Step 3 - Hourly**	Step 4 - Hourly**	Step 5 - Hourly**	Step 6 - Hourly**	Step 7 - Hourly**	Step 8 - Hourly**	Step 9 - Hourly**
Maintenance Technician III	10	\$65,869	\$86,737	\$35.19	\$36.42	\$37.69	\$39.01	\$40.38	\$41.79	\$43.25	\$44.77	\$46.33
Maintenance Program Specialist	9	\$62,733	\$82,607	\$33.51	\$34.68	\$35.90	\$37.15	\$38.45	\$39.80	\$41.19	\$42.64	\$44.13
Maintenance Technician II	7	\$56,900	\$74,927	\$30.40	\$31.46	\$32.56	\$33.70	\$34.88	\$36.10	\$37.36	\$38.67	\$40.03
Grounds Technician III	5	\$51,610	\$67,961	\$27.57	\$28.53	\$29.53	\$30.57	\$31.64	\$32.74	\$33.89	\$35.08	\$36.30
Maintenance Technician I	5	\$51,610	\$67,961	\$27.57	\$28.53	\$29.53	\$30.57	\$31.64	\$32.74	\$33.89	\$35.08	\$36.30
Maintenance Program Assistant	4	\$49,153	\$64,725	\$26.26	\$27.18	\$28.13	\$29.11	\$30.13	\$31.18	\$32.28	\$33.41	\$34.58
Building Services Tech III	3	\$46,812	\$61,643	\$25.01	\$25.88	\$26.79	\$27.73	\$28.70	\$29.70	\$30.74	\$31.82	\$32.93
Grounds Technician II	3	\$46,812	\$61,643	\$25.01	\$25.88	\$26.79	\$27.73	\$28.70	\$29.70	\$30.74	\$31.82	\$32.93
Building Services Technician II	2	\$44,583	\$58,707	\$23.82	\$24.65	\$25.51	\$26.40	\$27.33	\$28.29	\$29.28	\$30.30	\$31.36
Building Services Technician I	1	\$42,460	\$55,912	\$22.68	\$23.48	\$24.30	\$25.15	\$26.03	\$26.94	\$27.88	\$28.86	\$29.87
Grounds Technician I	1	\$42,460	\$55,912	\$22.68	\$23.48	\$24.30	\$25.15	\$26.03	\$26.94	\$27.88	\$28.86	\$29.87

2025 COLA 4%

On-Call Rates:

The Maintenance Employee on-call rates of pay for 2025 shall be \$48.66 per each Saturday, Sunday or holiday assigned and \$34.78 for all other days so assigned

*Salary Range: Rounded to nearest dollar

**Hourly Rate: Based upon 1,872 hours per year



EXHIBIT C-1
SALARY SCHEDULE FOR NON-EXEMPT (BARGAINING UNIT) EMPLOYEES

Effective January 1, 2025

Monthly Rates	Grade	2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
		*Salary Range		Step 1 - Monthly	Step 2 - Monthly	Step 3 - Monthly	Step 4 - Monthly	Step 5 - Monthly	Step 6 - Monthly	Step 7 - Monthly	Step 8 - Monthly	Step 9 - Monthly
Senior Accountant	14	\$79,883	\$105,191	\$6,656.91	\$6,889.90	\$7,131.05	\$7,380.64	\$7,638.96	\$7,906.32	\$8,183.04	\$8,469.45	\$8,765.88
Accountant	12	\$72,621	\$95,628	\$6,051.74	\$6,263.55	\$6,482.77	\$6,709.67	\$6,944.51	\$7,187.57	\$7,439.13	\$7,699.50	\$7,968.99
Development Coordinator	12	\$72,621	\$95,628	\$6,051.74	\$6,263.55	\$6,482.77	\$6,709.67	\$6,944.51	\$7,187.57	\$7,439.13	\$7,699.50	\$7,968.99
Housing Programs Coordinator III	10	\$65,869	\$86,737	\$5,489.11	\$5,681.23	\$5,880.07	\$6,085.87	\$6,298.88	\$6,519.34	\$6,747.51	\$6,983.68	\$7,228.11
Housing Inspector	9	\$62,733	\$82,607	\$5,227.72	\$5,410.69	\$5,600.06	\$5,796.07	\$5,998.93	\$6,208.89	\$6,426.20	\$6,651.12	\$6,883.91
IT Specialist - Housing Management Software	7	\$56,900	\$74,927	\$4,741.70	\$4,907.66	\$5,079.42	\$5,257.20	\$5,441.21	\$5,631.65	\$5,828.76	\$6,032.76	\$6,243.91
IT Specialist - Systems Support Technician	7	\$56,900	\$74,927	\$4,741.70	\$4,907.66	\$5,079.42	\$5,257.20	\$5,441.21	\$5,631.65	\$5,828.76	\$6,032.76	\$6,243.91
Accounting Technician - Payroll	6	\$54,191	\$71,359	\$4,515.90	\$4,673.96	\$4,837.55	\$5,006.86	\$5,182.10	\$5,363.47	\$5,551.20	\$5,745.49	\$5,946.58
Housing Programs Coordinator II	6	\$54,191	\$71,359	\$4,515.90	\$4,673.96	\$4,837.55	\$5,006.86	\$5,182.10	\$5,363.47	\$5,551.20	\$5,745.49	\$5,946.58
Property Manager	5	\$51,610	\$67,961	\$4,300.86	\$4,451.39	\$4,607.19	\$4,768.44	\$4,935.33	\$5,108.07	\$5,286.85	\$5,471.89	\$5,663.41
Accounting Technician	5	\$51,610	\$67,961	\$4,300.86	\$4,451.39	\$4,607.19	\$4,768.44	\$4,935.33	\$5,108.07	\$5,286.85	\$5,471.89	\$5,663.41
Housing Programs Coordinator I	4	\$49,153	\$64,725	\$4,096.06	\$4,239.42	\$4,387.80	\$4,541.37	\$4,700.32	\$4,864.83	\$5,035.10	\$5,211.33	\$5,393.72
IT Support Technician	4	\$49,153	\$64,725	\$4,096.06	\$4,239.42	\$4,387.80	\$4,541.37	\$4,700.32	\$4,864.83	\$5,035.10	\$5,211.33	\$5,393.72
Housing Programs Assistant	2	\$44,583	\$58,707	\$3,715.24	\$3,845.28	\$3,979.86	\$4,119.16	\$4,263.33	\$4,412.54	\$4,566.98	\$4,726.83	\$4,892.27
Program Assistant, Inspections	2	\$44,583	\$58,707	\$3,715.24	\$3,845.28	\$3,979.86	\$4,119.16	\$4,263.33	\$4,412.54	\$4,566.98	\$4,726.83	\$4,892.27

Hourly Rates**	Grade	2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
		*Salary Range		Step 1 - Hourly**	Step 2 - Hourly**	Step 3 - Hourly**	Step 4 - Hourly**	Step 5 - Hourly**	Step 6 - Hourly**	Step 7 - Hourly**	Step 8 - Hourly**	Step 9 - Hourly**
Senior Accountant	14	\$79,883	\$105,191	\$42.67	\$44.17	\$45.71	\$47.31	\$48.97	\$50.68	\$52.46	\$54.29	\$56.19
Accountant	12	\$72,621	\$95,628	\$38.79	\$40.15	\$41.56	\$43.01	\$44.52	\$46.07	\$47.69	\$49.36	\$51.08
Development Coordinator	12	\$72,621	\$95,628	\$38.79	\$40.15	\$41.56	\$43.01	\$44.52	\$46.07	\$47.69	\$49.36	\$51.08
Housing Programs Coordinator III	10	\$65,869	\$86,737	\$35.19	\$36.42	\$37.69	\$39.01	\$40.38	\$41.79	\$43.25	\$44.77	\$46.33
Housing Inspector	9	\$62,733	\$82,607	\$33.51	\$34.68	\$35.90	\$37.15	\$38.45	\$39.80	\$41.19	\$42.64	\$44.13
IT Specialist - Housing Management Software	7	\$56,900	\$74,927	\$30.40	\$31.46	\$32.56	\$33.70	\$34.88	\$36.10	\$37.36	\$38.67	\$40.03
IT Specialist - Systems Support Technician	7	\$56,900	\$74,927	\$30.40	\$31.46	\$32.56	\$33.70	\$34.88	\$36.10	\$37.36	\$38.67	\$40.03
Accounting Technician - Payroll	6	\$54,191	\$71,359	\$28.95	\$29.96	\$31.01	\$32.10	\$33.22	\$34.38	\$35.58	\$36.83	\$38.12
Housing Programs Coordinator II	6	\$54,191	\$71,359	\$28.95	\$29.96	\$31.01	\$32.10	\$33.22	\$34.38	\$35.58	\$36.83	\$38.12
Property Manager	5	\$51,610	\$67,961	\$27.57	\$28.53	\$29.53	\$30.57	\$31.64	\$32.74	\$33.89	\$35.08	\$36.30
Accounting Technician	5	\$51,610	\$67,961	\$27.57	\$28.53	\$29.53	\$30.57	\$31.64	\$32.74	\$33.89	\$35.08	\$36.30
Housing Programs Coordinator I	4	\$49,153	\$64,725	\$26.26	\$27.18	\$28.13	\$29.11	\$30.13	\$31.18	\$32.28	\$33.41	\$34.58
IT Support Technician	4	\$49,153	\$64,725	\$26.26	\$27.18	\$28.13	\$29.11	\$30.13	\$31.18	\$32.28	\$33.41	\$34.58
Housing Programs Assistant	2	\$44,583	\$58,707	\$23.82	\$24.65	\$25.51	\$26.40	\$27.33	\$28.29	\$29.28	\$30.30	\$31.36
Program Assistant, Inspections	2	\$44,583	\$58,707	\$23.82	\$24.65	\$25.51	\$26.40	\$27.33	\$28.29	\$29.28	\$30.30	\$31.36

2025 COLA 4%

*Salary Range: Rounded to nearest dollar

**Hourly Rate: Based upon 1,872 hours per year



EXHIBIT D
SALARY SCHEDULE FOR EXEMPT EMPLOYEES

Effective January 1, 2025

Monthly Rates		2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
POSITION	Grade	*Salary Range		Step 1 - Monthly	Step 2 - Monthly	Step 3 - Monthly	Step 4 - Monthly	Step 5 - Monthly	Step 6 - Monthly	Step 7 - Monthly	Step 8 - Monthly	Step 9 - Monthly
Chief Operating Officer	24	\$130,417	\$171,734	\$10,868.06	\$11,248.44	\$11,642.13	\$12,049.61	\$12,471.34	\$12,907.84	\$13,359.61	\$13,827.20	\$14,311.15
Director of Finance	23	\$124,206	\$163,556	\$10,350.53	\$10,712.80	\$11,087.74	\$11,475.82	\$11,877.47	\$12,293.18	\$12,723.44	\$13,168.76	\$13,629.67
Director of Asset Development	22	\$118,292	\$155,768	\$9,857.65	\$10,202.66	\$10,559.76	\$10,929.35	\$11,311.88	\$11,707.79	\$12,117.56	\$12,541.68	\$12,980.64
Director of Information Technology	21	\$112,659	\$148,350	\$9,388.23	\$9,716.82	\$10,056.91	\$10,408.90	\$10,773.21	\$11,150.28	\$11,540.54	\$11,944.46	\$12,362.51
HR Manager / Executive Services	20	\$107,294	\$141,286	\$8,941.18	\$9,254.12	\$9,578.01	\$9,913.24	\$10,260.20	\$10,619.31	\$10,990.99	\$11,375.67	\$11,773.82
Director of Leased Housing	19	\$102,185	\$134,558	\$8,515.41	\$8,813.44	\$9,121.92	\$9,441.18	\$9,771.62	\$10,113.63	\$10,467.61	\$10,833.97	\$11,213.16
Accounting Manager	18	\$97,319	\$128,150	\$8,109.91	\$8,393.76	\$8,687.54	\$8,991.60	\$9,306.31	\$9,632.03	\$9,969.15	\$10,318.07	\$10,679.20
Housing Programs Manager	17	\$92,685	\$122,048	\$7,723.72	\$7,994.05	\$8,273.85	\$8,563.43	\$8,863.15	\$9,173.36	\$9,494.43	\$9,826.73	\$10,170.67
Maintenance Manager	17	\$92,685	\$122,048	\$7,723.72	\$7,994.05	\$8,273.85	\$8,563.43	\$8,863.15	\$9,173.36	\$9,494.43	\$9,826.73	\$10,170.67
Manager of Capital Improvements	15	\$84,068	\$110,701	\$7,005.65	\$7,250.84	\$7,504.62	\$7,767.28	\$8,039.14	\$8,320.51	\$8,611.73	\$8,913.14	\$9,225.10
Housing Programs Supervisor	15	\$84,068	\$110,701	\$7,005.65	\$7,250.84	\$7,504.62	\$7,767.28	\$8,039.14	\$8,320.51	\$8,611.73	\$8,913.14	\$9,225.10
Payroll Manager/HR Generalist	15	\$84,068	\$110,701	\$7,005.65	\$7,250.84	\$7,504.62	\$7,767.28	\$8,039.14	\$8,320.51	\$8,611.73	\$8,913.14	\$9,225.10
Rental Management Supervisor	15	\$84,068	\$110,701	\$7,005.65	\$7,250.84	\$7,504.62	\$7,767.28	\$8,039.14	\$8,320.51	\$8,611.73	\$8,913.14	\$9,225.10
Grounds Supervisor	13	\$76,252	\$100,409	\$6,354.33	\$6,576.73	\$6,806.91	\$7,045.16	\$7,291.74	\$7,546.95	\$7,811.09	\$8,084.48	\$8,367.44
Communications and Technical Systems Coordinator	10	\$65,869	\$86,737	\$5,489.11	\$5,681.23	\$5,880.07	\$6,085.87	\$6,298.88	\$6,519.34	\$6,747.51	\$6,983.68	\$7,228.11
HR Coordinator	8	\$59,745	\$78,673	\$4,978.78	\$5,153.04	\$5,333.39	\$5,520.06	\$5,713.27	\$5,913.23	\$6,120.19	\$6,334.40	\$6,556.10

Hourly Rates**		2025		2025	2025	2025	2025	2025	2025	2025	2025	2025
POSITION	Grade	*Salary Range		Step 1 - Hourly**	Step 2 - Hourly**	Step 3 - Hourly**	Step 4 - Hourly**	Step 5 - Hourly**	Step 6 - Hourly**	Step 7 - Hourly**	Step 8 - Hourly**	Step 9 - Hourly**
Chief Operating Officer	24	\$130,417	\$171,734	\$69.67	\$72.11	\$74.63	\$77.24	\$79.94	\$82.74	\$85.64	\$88.64	\$91.74
Director of Finance	23	\$124,206	\$163,556	\$66.35	\$68.67	\$71.08	\$73.56	\$76.14	\$78.80	\$81.56	\$84.42	\$87.37
Director of Asset Development	22	\$118,292	\$155,768	\$63.19	\$65.40	\$67.69	\$70.06	\$72.51	\$75.05	\$77.68	\$80.40	\$83.21
Director of Information Technology	21	\$112,659	\$148,350	\$60.18	\$62.29	\$64.47	\$66.72	\$69.06	\$71.48	\$73.98	\$76.57	\$79.25
HR Manager / Executive Services	20	\$107,294	\$141,286	\$57.32	\$59.32	\$61.40	\$63.55	\$65.77	\$68.07	\$70.46	\$72.92	\$75.47
Director of Leased Housing	19	\$102,185	\$134,558	\$54.59	\$56.50	\$58.47	\$60.52	\$62.64	\$64.83	\$67.10	\$69.45	\$71.88
Accounting Manager	18	\$97,319	\$128,150	\$51.99	\$53.81	\$55.69	\$57.64	\$59.66	\$61.74	\$63.90	\$66.14	\$68.46
Housing Programs Manager	17	\$92,685	\$122,048	\$49.51	\$51.24	\$53.04	\$54.89	\$56.82	\$58.80	\$60.86	\$62.99	\$65.20
Maintenance Manager	17	\$92,685	\$122,048	\$49.51	\$51.24	\$53.04	\$54.89	\$56.82	\$58.80	\$60.86	\$62.99	\$65.20
Manager of Capital Improvements	15	\$84,068	\$110,701	\$44.91	\$46.48	\$48.11	\$49.79	\$51.53	\$53.34	\$55.20	\$57.14	\$59.14
Housing Programs Supervisor	15	\$84,068	\$110,701	\$44.91	\$46.48	\$48.11	\$49.79	\$51.53	\$53.34	\$55.20	\$57.14	\$59.14
Payroll Manager/HR Generalist	15	\$84,068	\$110,701	\$44.91	\$46.48	\$48.11	\$49.79	\$51.53	\$53.34	\$55.20	\$57.14	\$59.14
Rental Management Supervisor	15	\$84,068	\$110,701	\$44.91	\$46.48	\$48.11	\$49.79	\$51.53	\$53.34	\$55.20	\$57.14	\$59.14
Grounds Supervisor	13	\$76,252	\$100,409	\$40.73	\$42.16	\$43.63	\$45.16	\$46.74	\$48.38	\$50.07	\$51.82	\$53.64
Communications and Technical Systems Coordinator	10	\$65,869	\$86,737	\$35.19	\$36.42	\$37.69	\$39.01	\$40.38	\$41.79	\$43.25	\$44.77	\$46.33
HR Coordinator	8	\$59,745	\$78,673	\$31.92	\$33.03	\$34.19	\$35.39	\$36.62	\$37.91	\$39.23	\$40.61	\$42.03

2025 COLA 4%

*Salary Range: Rounded to nearest dollar

**Hourly Rate: Based upon 1,872 hours per year