

Washoe County

- Total Compensation Market Survey and Analysis Study

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01

Background and Objectives

Background and Objectives

During 2011, the Board of County Commissioners (BOCC) requested that County leadership develop a three year strategy and plan for the creation of a new and sustainable compensation program. As an outcome of that request, a three year project plan was developed in August 2011

- It was determined that an analysis of current total remuneration for County employees was required in order to make sound and defensible compensation policy decisions
- This report includes the compensation and benefit market analysis and provides the basis for the County to determine the appropriate mix of compensation compared to the target market in terms of both cost and value
- It reflects changes to Hay Group's preliminary report based on feedback provided by the County in a February 27, 2012 meeting.

02

Project Process

Project Process

The following steps have been undertaken:

- Initial planning and scoping meeting;
- Mutual agreement on the benchmark positions, the constituency of the comparator market, and data to be collected;
- Collection of current Washoe County salary data;
- Design and distribution of customized salary survey instrument;
- Intensive follow up with identified participants to optimize participation;
- Analysis of salary and benefits data;
- Analysis of overall outcomes; and
- Presentation of a preliminary report
- Preparation of a final report

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Market Competitiveness –
Cash Compensation

Market Competitiveness – Salary

To determine the current competitiveness of salaries and range maximums:

- Washoe County's salary range maximum (policy) and actual salaries (practice) were compared to survey average salary range maximum (market policy).
 - Analysis was done in comparison with the salary range maximums of the custom market due to the fact that the County, as well as the custom survey participants, pay the majority of their positions at the range maximum.
 - The County's overall compa ratio (actual pay to current range maximum) for the benchmark and premium pay positions is approximately **98%**
 - Custom survey average compa ratio for all positions was **95%**
- The purpose for this study is to provide a basis to develop a new structure for the County
 - Average salary range width (range minimum to maximum) for custom survey participants was 35%
 - The County's average salary range width is 30%
- In order to have a more comprehensive market database, data has been gathered from the Hay Group General Market database in addition to the custom survey

Market Competitiveness – Salary

The following survey sources were utilized:

- Custom Survey – 23 public and private sector organizations, representing over 19,000 employees. 124 benchmark positions were surveyed
- Hay Group All Organizations database, Nevada participants (excluding public sector companies)
 - 194 organizations with employees in Nevada
- Please refer to the appendix for a listing of comparator organizations and benchmark positions

All data are effective or projected to November 1, 2011

Market Competitiveness – Salary

Findings from the market competitiveness of current salaries include:

- This analysis shows that salary range maximums (policy) for all Washoe County benchmark positions are approximately 7% behind the market policy
 - Premium pay positions salary range maximums are approximately 10% behind the market average policy
 - Non Premium Pay positions salary range maximums are approximately 6% behind the market average policy
- This analysis shows that current actual pay (practice) for all benchmarks is approximately 8% behind the market average policy
 - Premium Pay position practice is approximately 10% behind the market average policy
 - Non Premium Pay positions practice is approximately 9% behind the market average policy

Market Competitiveness – Salary

- Hay Group also compared Washoe County to four different cuts of the custom market data as has been done in past years
- Cuts include:
 - Total Sample – All custom survey market data
 - Nevada – All custom survey participants located within the State of Nevada
 - Counties – Includes all counties participating in the custom survey
 - Greater Reno – All custom survey participants located within the Greater Reno Area (see Appendix for detail regarding participants included in the Greater Reno cut)
- Set out on the following pages are tables showing the variance from market by salary grade and occupational grouping. Market variances are not weighted by incumbent
- The County's pay grade allocation reflects each position's evaluated job content but not necessarily the pay (policy) due to two factors:
 - When the initial structure was created certain positions were placed into higher grades than evaluated due to market pressures to pay that job at a different rate
 - Differing pay based upon bargaining unit negotiations, with some jobs taking concessions or getting increases differently than other jobs with the same grade

Market Competitiveness – Salary

By Pay Grade– based on Non Premium Pay benchmarks

- The majority of (non premium pay) pay grades fall behind the custom survey market policy, on average (sorted by WC pay grade)

WC Pay Grade	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
ZZ	-5%	-5%
1YY	-7%	0%
WW	-	-11%
VV	-14%	-9%
TT	-6%	-2%
DTT	-16%	-16%
SS	0%	-9%
RR	-7%	-7%
QQ	-7%	-7%
PP	-6%	-4%
OO	-13%	-10%
NN	-9%	-8%

WC Pay Grade	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
1NN	-6%	-4%
MM	-10%	3%
LL	-10%	-6%
KK	-9%	-6%
JJ	-7%	-4%
II	-7%	-4%
HH	-6%	-3%
GG	-3%	-1%
FF	-11%	-11%
EE	-12%	-6%
110	-3%	5%

“ - ” Indicates where position is vacant.

Market Competitiveness – Salary

By Occupational Group – based on Non Premium Pay benchmarks

- The majority of (non premium pay) pay grades fall behind the custom survey market policy, on average (sorted by furthest below market at policy)

Occupational Group	# of Benchmarks	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
Information Technology	5	-15.4%	-13.0%
Mechanical & Construction Trades	11	-10.1%	-9.3%
Environmental & Health Protection	4	-10.6%	-9.0%
Medical, Health & Related	3	-11.6%	-7.4%
Property Appraisal, Valuation, & Acquisition	6	-8.0%	-7.4%
Fiscal Management & Staff Services	12	-6.8%	-6.2%
Legal and Related	3	-10.8%	-5.2%
Law Enforcement Support Services	8	-8.5%	-5.3%
Crime Lab	1	-9.3%	-5.2%
Investigations and Inspections	4	-12.2%	-4.9%
Human Support Services	10	-7.2%	-3.6%
Library and Archives	3	-4.4%	-3.1%
Group Institutional Supervision	3	-5.3%	-1.8%
Clerical & Related Services	6	-1.1%	2.3%

Market Competitiveness – Salary

By Premium Pay Benchmark

- Where market data was available, the majority of premium pay positions fall behind the overall custom survey market (sorted by furthest below market at policy)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
LM	Technology Network Engineer II	-28%	-28%
LM	Technology Systems Administrator II	-26%	-26%
OP	Sr. Environmental Engineer	-24%	-24%
QR	Architect	-	-21%
KL	Technology Network Engineer I	-	-21%
PQ	Sr. Hydrogeologist	-20%	-20%
QR	Water Resources Program Manager	-20%	-20%
PQ	District Attorney Investigator III (RR)	-	-19%
YZ	Public Defender	-19%	-19%
KL	Technology Systems Administrator I	-	-19%
QR	Utility Operations Manager	-	-18%
NO	Plans Examiner Supervisor	-	-15%
DVV	Assistant Director - Engineering (APWD Engineering)	-15%	-14%
NO	Sr. Department Programmer Analyst	-13%	-13%
UZ	Pediatric Physician	-	-13%

“ – ” Indicates where a position is either vacant or there was insufficient data to provide a market comparison.

Market Competitiveness – Salary

By Premium Pay Benchmark (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
NO	District Attorney Investigator II (RR)	-	-13%
RS	Sr. Licensed Engineer	-10%	-10%
XY	Chief Information Management Officer	-10%	-10%
LM	Investigator II (Public Defender)	-11%	-10%
TU	Psychologist / Administrator	-9%	-9%
KO	Pilot	-10%	-9%
NO	Civil Engineer II	-8%	-8%
QR	Licensed Engineer	-9%	-8%
GH	Juvenile Services Support Specialist	-	-8%
LM	Plans Examiner	-7%	-7%
NP	Criminalist II	-14%	-7%
NO	Public Health Nurse II	-7%	-6%
KL	Department Computer Specialist	-6%	-6%
NO	Technology Systems Developer II	-6%	-6%
RS	Sr. Project Manager	-	-4%

“ – ” Indicates where a position is either vacant or there was insufficient data to provide a market comparison.

Market Competitiveness – Salary

By Premium Pay Benchmark (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	WC Practice % from Mkt Policy	WC Policy % from Mkt Policy
WZ	EPI (Epidemiology) Center Director	-5%	-3%
DVV	Assistant Director - Facilities (APWD Facilities)	-3%	-3%
QR	Technology Project Coordinator	-2%	-2%
NO	Environmental Engineer II	-1%	-1%
OQ	Sr. Criminalist	-6%	1%
TV	Crime Lab Director	1%	4%
QR	Project Manager	4%	4%
NO	Disease Intervention Specialist	14%	14%
WX	Alternate Public Defender	-	-
RU	Chief Toxicologist	-	-
QR	Supervising Criminalist	-	-
EPQ	District Attorney Investigator III (Police/Fire PERS Retirement)	-	-
ENO	District Attorney Investigator II (Police/Fire PERS Retirement)	-	-
LN	Polygraph Examiner II	-	-
LM	Mitigation Specialist	-	-

“ – ” Indicates where a position is either vacant or there was insufficient data to provide a market comparison.

* The Disease Intervention Specialist was also shown to be paid significantly above market in the market analysis conducted for the County in 2007.

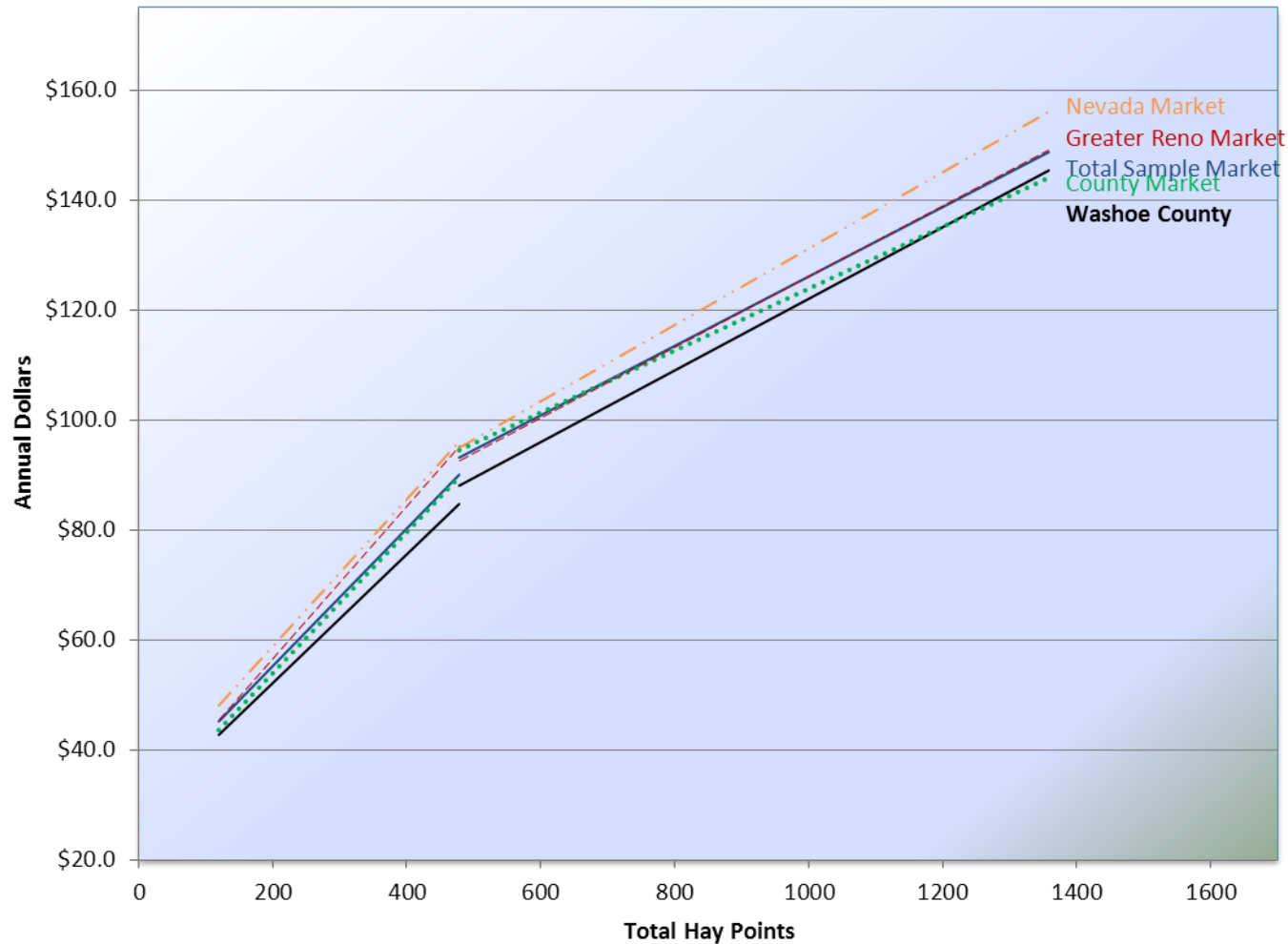
Market Competitiveness – Salary

Overall comparison of the County to Custom Market cuts

	Total Sample		Nevada		County		Greater Reno	
	<i>WC Practice % from Mkt Policy</i>	<i>WC Policy % from Mkt Policy</i>	<i>WC Practice % from Mkt Policy</i>	<i>WC Policy % from Mkt Policy</i>	<i>WC Practice % from Mkt Policy</i>	<i>WC Policy % from Mkt Policy</i>	<i>WC Practice % from Mkt Policy</i>	<i>WC Policy % from Mkt Policy</i>
Non-Premium Pay Avg:	-8%	-6%	-13%	-11%	-7%	-4%	-9%	-7%
Premium Pay Avg:	-10%	-10%	-13%	-15%	-9%	-9%	-9%	-10%
Overall Avg:	-9%	-7%	-13%	-12%	-7%	-6%	-9%	-8%

Market Competitiveness – Salary

Washoe County Policy versus 2012 Custom Survey Policy (Non-premium pay benchmarks)



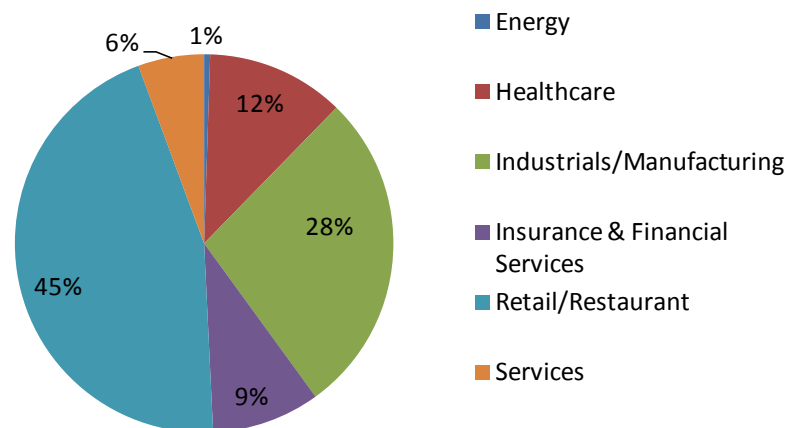
Market Competitiveness – Salary

Overall comparison to Hay Group General Market

- In comparing to General Market, it is important to note that the policy for Washoe County is set at the average of the market and this is the **top of the pay range**. In the private sector, the policy is typically set the midpoint of the salary range and employee pay distribution is both above and below the policy position
- In addition, the constituency of the private sector market in Nevada needs to be taken into consideration

	Hay Group General Market	
	WC Practice % from Mkt Practice	WC Policy % from Mkt Practice
Grade Z - Grade Q Average:	-17%	-17%
Grade P and Below Average:	7%	10%
All Grades Average:	3%	5%

Nevada Participants by Industry Sector



Market Competitiveness – Salary

A sample of benchmarks at pay level increments were compared to custom survey and private market averages for policy and total cash to determine overall levels of competitiveness

- These comparisons are the basis for Total Compensation competitiveness bar charts

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Custom Survey Market (Total Sample)				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Policy AVG	WC Policy % from Mkt Policy	Mkt Longevity (a) AVG	Total Cash (a) AVG	WC Total Cash % from Mkt TC
VV	Budget Manager	vacant	\$114.4	(b)	(b)	\$115.9	-1%	\$3.4	\$116.7	-
VV	Library Director	1	\$114.4	\$1.5	\$115.9	\$135.8	-16%	\$2.8	\$136.9	-15%
DVV	Division Director - Children's Services	1	\$114.4	\$1.3	\$115.7	\$125.3	-9%	\$5.2	\$127.9	-10%
DTT	IT Manager	2	\$103.2	\$1.7	\$104.9	\$111.3	-7%	\$4.1	\$112.5	-7%
DTT	Division Director - Air Quality Management	1	\$103.2	(b)	(b)	\$136.9	-25%	-	-	-
TT	Deputy District Attorney III	25	\$114.9	\$2.6	\$117.5	\$117.0	-2%	\$4.4	\$119.0	-1%
SS	Roads Superintendent	1	\$94.8	\$2.4	\$97.2	\$104.5	-9%	-	-	-
RR	Chief Property Appraiser	1	\$88.3	\$2.0	\$90.3	\$91.9	-4%	\$3.1	\$93.0	-3%
RR	Planning Manager	2	\$88.3	\$2.2	\$90.5	\$97.8	-10%	\$3.6	\$99.2	-9%
QQ	Family Support Program Manager	1	\$82.6	\$1.9	\$84.4	\$91.2	-10%	-	-	-
QQ	Public Health Nurse Supervisor	4	\$85.4	\$1.8	\$87.2	\$90.0	-5%	-	-	-
			\$100.4	\$1.9	\$100.4	\$110.7	-9%	\$3.8	\$115.0	-13%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Custom (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Custom Survey Market (Total Sample)				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Policy AVG	WC Policy % from Mkt Policy	Mkt Longevity (a) AVG	Total Cash (a) AVG	WC Total Cash % from Mkt TC
OO	WIC Program Manager	1	\$73.0	\$1.1	\$74.0	\$79.6	-8%	-	-	-
OO	Deputy District Attorney I	2	\$79.4	(b)	(b)	\$89.2	-11%	\$3.6	\$90.9	-
OO	District Park Manager	2	\$73.0	\$1.7	\$74.7	\$93.1	-22%	-	-	-
OO	Sr. Environmental Health Specialist	6	\$73.0	\$1.6	\$74.6	\$73.3	0%	\$1.9	\$73.8	1%
NN	Chief Deputy Recorder	1	\$68.9	\$1.3	\$70.2	\$92.2	-25%	\$3.9	\$94.3	-26%
NN	Accountant II	6	\$68.9	\$1.1	\$70.0	\$67.4	2%	\$2.6	\$68.5	2%
NN	Fiscal Analyst II	vacant	\$68.9	(b)	(b)	\$79.1	-13%	\$2.9	\$80.1	-
NN	Safety Officer	1	\$68.9	\$1.0	\$69.9	\$82.4	-16%	\$2.8	\$83.3	-16%
NN	Human Resource Analyst II	4	\$68.9	\$1.2	\$70.1	\$77.3	-11%	\$2.6	\$78.3	-10%
NN	Business Systems Analyst II	1	\$68.9	\$0.5	\$69.4	\$84.0	-18%	\$2.7	\$85.1	-18%
NN	Appraiser III	19	\$68.9	\$1.0	\$70.0	\$67.8	2%	\$1.9	\$68.3	2%
NN	Librarian II	9	\$68.9	\$1.3	\$70.2	\$66.3	4%	\$2.2	\$67.2	4%
NN	Air Quality Specialist II	6	\$68.9	\$1.1	\$70.1	\$76.5	-10%	-	-	-
NN	Environmental Health Specialist	22	\$68.9	\$0.9	\$69.8	\$69.6	-1%	\$1.9	\$70.0	0%
NN	Social Worker III	72	\$68.9	\$0.9	\$69.9	\$71.2	-3%	-	-	-
1NN	Juvenile Probation Officer II	4	\$65.7	\$1.1	\$66.8	\$68.3	-4%	\$2.4	\$69.2	-4%
NN	Planner	4	\$68.9	\$0.9	\$69.7	\$71.2	-3%	\$2.8	\$72.2	-3%
			\$70.1	\$1.1	\$70.6	\$77.0	-9%	\$2.6	\$77.0	-8%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Custom (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Custom Survey Market (Total Sample)				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Policy AVG	WC Policy % from Mkt Policy	Mkt Longevity ^(a) AVG	Total Cash ^(a) AVG	WC Total Cash % from Mkt TC
KK	Youth Advisor II	25	\$56.1	\$0.9	\$56.9	\$56.8	-1%	\$1.5	\$57.5	-1%
KK	Facility Technician	14	\$58.1	\$1.1	\$59.2	\$61.8	-6%	\$2.1	\$62.3	-5%
KK	Code Enforcement Officer II	2	\$58.1	\$0.6	\$58.7	\$64.4	-10%	\$2.6	\$65.5	-10%
KK	Park Ranger II	6	\$58.1	\$0.9	\$59.0	\$53.5	9%	\$0.7	\$53.7	10%
KK	Registered Nurse	24	\$60.2	\$0.6	\$60.8	\$77.4	-22%	\$2.8	\$78.6	-23%
JJ	Carpenter	2	\$54.6	\$1.3	\$55.8	\$61.9	-12%	\$3.1	\$63.5	-12%
JJ	Administrative Secretary	13	\$54.6	\$1.3	\$55.8	\$51.1	7%	\$2.0	\$51.8	8%
JJ	Human Resources Specialist II	2	\$54.6	\$0.6	\$55.1	\$58.8	-7%	\$2.3	\$59.5	-7%
JJ	Forensic Technician II	4	\$54.6	\$1.5	\$56.0	\$57.5	-5%	\$1.3	\$58.1	-4%
II	Collections Analyst	3	\$51.4	\$2.1	\$53.5	\$50.6	1%	\$2.2	\$51.7	3%
II	Technology Support Technician II	2	\$51.4	\$0.3	\$51.6	\$64.8	-21%	\$2.7	\$66.0	-22%
II	Family Support Specialist	20	\$51.4	\$1.1	\$52.5	\$52.1	-1%	\$2.3	\$53.3	-1%
II	Investigative Assistant	17	\$51.4	\$1.2	\$52.6	\$49.0	5%	-	-	-
II	Eligibility Certification Specialist II	16	\$51.4	\$1.2	\$52.6	\$51.8	-1%	\$2.3	\$52.7	0%
II	Legal Secretary	32	\$51.4	\$1.1	\$52.5	\$50.0	3%	\$2.0	\$50.8	3%
II	Grounds Equipment Mechanic	2	\$51.4	\$0.7	\$52.0	\$52.5	-2%	\$1.8	\$53.1	-2%
II	Victim Witness Advocate	4	\$51.4	\$1.1	\$52.5	\$55.8	-8%	\$2.2	\$56.9	-8%
II	Animal Control Officer	11	\$51.4	\$1.0	\$52.4	\$50.6	2%	\$2.0	\$51.4	2%
II	Heavy Equipment Operator	11	\$51.4	\$2.0	\$53.4	\$56.4	-9%	\$2.4	\$57.3	-7%
II	Sewer Systems Worker II	4	\$51.4	\$0.9	\$52.3	\$55.8	-8%	\$1.3	\$56.4	-7%
II	Utility Worker II	9	\$51.4	\$1.2	\$52.6	\$57.4	-11%	\$2.0	\$58.2	-10%
			\$53.6	\$1.1	\$54.7	\$56.7	-5%	\$2.1	\$57.9	-6%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Custom (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Custom Survey Market (Total Sample)				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Policy AVG	WC Policy % from Mkt Policy	Mkt Longevity ^(a) AVG	Total Cash ^(a) AVG	WC Total Cash % from Mkt TC
HH	Water Meter Technician II	3	\$48.6	\$1.2	\$49.7	-	-	-	-	-
HH	Sheriff Support Specialist (B/C/PC)	83	\$48.6	\$1.0	\$49.6	\$46.1	5%	\$1.4	\$46.7	6%
HH	Office Support Specialist	70	\$48.6	\$1.1	\$49.6	\$47.6	2%	-	-	-
HH	Payroll Technician	1	\$48.6	\$0.9	\$49.5	\$56.3	-14%	\$2.1	\$57.1	-13%
HH	Human Services Support Specialist II	13	\$48.6	\$1.0	\$49.6	\$51.9	-6%	-	-	-
GG	Account Clerk	18	\$46.0	\$0.8	\$46.8	\$46.1	0%	\$1.8	\$46.6	0%
GG	Imaging Equipment Technician II	4	\$46.0	\$1.3	\$47.3	\$49.3	-7%	-	-	-
GG	Library Assistant II	53	\$46.0	\$0.9	\$46.9	\$44.8	3%	\$1.6	\$45.5	3%
110	Deputy Clerk II	13	\$47.7	\$0.8	\$48.5	\$45.2	5%	\$2.3	\$46.5	4%
FF	Maintenance Worker II	25	\$43.8	\$1.1	\$44.9	\$46.8	-6%	\$2.1	\$47.5	-6%
FF	Equipment Services Worker II	3	\$43.8	\$1.2	\$45.0	\$51.7	-15%	\$2.3	\$52.6	-14%
EE	Office Assistant II	104	\$41.3	\$0.9	\$42.3	\$41.2	0%	\$1.7	\$41.8	1%
EE	Community Health Aide	18	\$41.3	\$1.3	\$42.6	\$43.2	-4%	-	-	-
EE	Courthouse Security Officer	24	\$41.3	\$1.0	\$42.3	\$48.6	-15%	-	-	-
			\$45.7	\$1.0	\$46.8	\$47.6	-4%	\$1.9	\$48.0	-3%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Private Market

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Private - Hay Group General Market				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Practice AVG	WC Policy % from Mkt Practice	Short Term Incentive AVG	Mkt Total Cash AVG	WC Total Cash % from Mkt TC
VV	Budget Manager	vacant	\$114.4	(b)	(b)	\$147.2	-22%	\$23.5	\$170.7	-
VV	Library Director	1	\$114.4	\$1.5	\$115.9	\$140.4	-18%	\$18.2	\$158.6	-27%
DVV	Division Director - Children's Services	1	\$114.4	\$1.3	\$115.7	\$140.4	-18%	\$18.2	\$158.6	-27%
DTT	IT Manager	2	\$103.2	\$1.7	\$104.9	\$123.5	-16%	\$14.8	\$138.3	-24%
DTT	Division Director - Air Quality Management	1	\$103.2	(b)	(b)	\$120.7	-14%	\$14.5	\$135.2	-
TT	Deputy District Attorney III	25	\$114.9	\$2.6	\$117.5	\$117.6	-2%	\$14.1	\$131.8	-11%
SS	Roads Superintendent	1	\$94.8	\$2.4	\$97.2	\$107.6	-12%	\$12.9	\$120.5	-19%
RR	Chief Property Appraiser	1	\$88.3	\$2.0	\$90.3	\$106.8	-17%	\$12.8	\$119.7	-25%
RR	Planning Manager	2	\$88.3	\$2.2	\$90.5	\$106.8	-17%	\$12.8	\$119.7	-24%
QQ	Family Support Program Manager	1	\$82.6	\$1.9	\$84.4	\$95.7	-14%	\$11.5	\$107.1	-21%
QQ	Public Health Nurse Supervisor	4	\$85.4	\$1.8	\$87.2	\$93.6	-9%	\$11.2	\$104.8	-17%
			\$100.4	\$1.9	\$100.4	\$118.2	-15%	\$15.0	\$133.2	-25%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Private (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Private - Hay Group General Market				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Practice AVG	WC Policy % from Mkt Practice	Short Term Incentive AVG	Mkt Total Cash AVG	WC Total Cash % from Mkt TC
OO	WIC Program Manager	1	\$73.0	\$1.1	\$74.0	\$72.7	0%	\$8.0	\$80.7	-8%
OO	Deputy District Attorney I	2	\$79.4	(b)	(b)	\$72.4	10%	\$8.0	\$80.4	-
OO	District Park Manager	2	\$73.0	\$1.7	\$74.7	\$71.0	3%	\$7.8	\$78.8	-5%
OO	Sr. Environmental Health Specialist	6	\$73.0	\$1.6	\$74.6	\$71.0	3%	\$7.8	\$78.8	-5%
NN	Chief Deputy Recorder	1	\$68.9	\$1.3	\$70.2	\$65.9	5%	\$4.0	\$69.9	1%
NN	Accountant II	6	\$68.9	\$1.1	\$70.0	\$64.5	7%	\$3.9	\$68.4	2%
NN	Fiscal Analyst II	vacant	\$68.9	(b)	(b)	\$64.5	7%	\$3.9	\$68.4	-
NN	Safety Officer	1	\$68.9	\$1.0	\$69.9	\$64.5	7%	\$3.9	\$68.4	2%
NN	Human Resource Analyst II	4	\$68.9	\$1.2	\$70.1	\$64.5	7%	\$3.9	\$68.4	3%
NN	Business Systems Analyst II	1	\$68.9	\$0.5	\$69.4	\$64.5	7%	\$3.9	\$68.4	2%
NN	Appraiser III	19	\$68.9	\$1.0	\$70.0	\$64.5	7%	\$3.9	\$68.4	2%
NN	Librarian II	9	\$68.9	\$1.3	\$70.2	\$64.5	7%	\$3.9	\$68.4	3%
NN	Air Quality Specialist II	6	\$68.9	\$1.1	\$70.1	\$64.5	7%	\$3.9	\$68.4	2%
NN	Environmental Health Specialist	22	\$68.9	\$0.9	\$69.8	\$64.5	7%	\$3.9	\$68.4	2%
NN	Social Worker III	72	\$68.9	\$0.9	\$69.9	\$64.5	7%	\$3.9	\$68.4	2%
1NN	Juvenile Probation Officer II	4	\$65.7	\$1.1	\$66.8	\$64.5	2%	\$3.9	\$68.4	-2%
NN	Planner	4	\$68.9	\$0.9	\$69.7	\$63.2	9%	\$3.8	\$67.0	4%
			\$70.1	\$1.1	\$70.6	\$66.2	6%	\$4.8	\$71.0	-1%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Private (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Private - Hay Group General Market				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Practice AVG	WC Policy % from Mkt Practice	Short Term Incentive AVG	Mkt Total Cash AVG	WC Total Cash % from Mkt TC
KK	Youth Advisor II	25	\$56.1	\$0.9	\$56.9	\$53.5	5%	\$3.2	\$56.7	0%
KK	Facility Technician	14	\$58.1	\$1.1	\$59.2	\$53.0	10%	\$3.2	\$56.2	5%
KK	Code Enforcement Officer II	2	\$58.1	\$0.6	\$58.7	\$52.5	11%	\$3.1	\$55.6	5%
KK	Park Ranger II	6	\$58.1	\$0.9	\$59.0	\$52.0	12%	\$3.1	\$55.1	7%
KK	Registered Nurse	24	\$60.2	\$0.6	\$60.8	\$50.6	19%	\$3.0	\$53.6	14%
JJ	Carpenter	2	\$54.6	\$1.3	\$55.8	\$47.8	14%	\$2.9	\$50.6	10%
JJ	Administrative Secretary	13	\$54.6	\$1.3	\$55.8	\$47.4	15%	\$2.8	\$50.2	11%
JJ	Human Resources Specialist II	2	\$54.6	\$0.6	\$55.1	\$47.4	15%	\$2.8	\$50.2	10%
JJ	Forensic Technician II	4	\$54.6	\$1.5	\$56.0	\$47.2	15%	\$2.8	\$50.1	12%
II	Collections Analyst	3	\$51.4	\$2.1	\$53.5	\$46.7	10%	\$2.8	\$49.5	8%
II	Technology Support Technician II	2	\$51.4	\$0.3	\$51.6	\$46.7	10%	\$2.8	\$49.5	4%
II	Family Support Specialist	20	\$51.4	\$1.1	\$52.5	\$46.7	10%	\$2.8	\$49.5	6%
II	Investigative Assistant	17	\$51.4	\$1.2	\$52.6	\$46.7	10%	\$2.8	\$49.5	6%
II	Eligibility Certification Specialist II	16	\$51.4	\$1.2	\$52.6	\$46.2	11%	\$2.8	\$49.0	7%
II	Legal Secretary	32	\$51.4	\$1.1	\$52.5	\$46.2	11%	\$2.8	\$49.0	7%
II	Grounds Equipment Mechanic	2	\$51.4	\$0.7	\$52.0	\$45.6	13%	\$2.7	\$48.3	8%
II	Victim Witness Advocate	4	\$51.4	\$1.1	\$52.5	\$45.6	13%	\$2.7	\$48.3	9%
II	Animal Control Officer	11	\$51.4	\$1.0	\$52.4	\$44.4	16%	\$2.2	\$46.7	12%
II	Heavy Equipment Operator	11	\$51.4	\$2.0	\$53.4	\$44.4	16%	\$2.2	\$46.7	14%
II	Sewer Systems Worker II	4	\$51.4	\$0.9	\$52.3	\$44.4	16%	\$2.2	\$46.7	12%
II	Utility Worker II	9	\$51.4	\$1.2	\$52.6	\$44.4	16%	\$2.2	\$46.7	13%
			\$53.6	\$1.1	\$54.7	\$47.6	13%	\$2.8	\$50.4	9%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments - Private (cont'd)

WC Pay Grade	Benchmark Title (Washoe Title if Dif.)	Washoe County				Private - Hay Group General Market				
		# of EEs	Policy	Longevity AVG	Total Cash (Policy + Longevity)	Mkt Practice AVG	WC Policy % from Mkt Practice	Short Term Incentive AVG	Mkt Total Cash AVG	WC Total Cash % from Mkt TC
HH	Water Meter Technician II	3	\$48.6	\$1.2	\$49.7	\$43.9	11%	\$2.2	\$46.1	8%
HH	Sheriff Support Specialist (B/C/PC)	83	\$48.6	\$1.0	\$49.6	\$43.4	12%	\$2.2	\$45.6	9%
HH	Office Support Specialist	70	\$48.6	\$1.1	\$49.6	\$42.9	13%	\$2.1	\$45.0	10%
HH	Payroll Technician	1	\$48.6	\$0.9	\$49.5	\$42.9	13%	\$2.1	\$45.0	10%
HH	Human Services Support Specialist II	13	\$48.6	\$1.0	\$49.6	\$42.5	14%	\$2.1	\$44.6	11%
GG	Account Clerk	18	\$46.0	\$0.8	\$46.8	\$39.2	17%	\$2.0	\$41.2	14%
GG	Imaging Equipment Technician II	4	\$46.0	\$1.3	\$47.3	\$39.2	17%	\$2.0	\$41.2	15%
GG	Library Assistant II	53	\$46.0	\$0.9	\$46.9	\$39.2	17%	\$2.0	\$41.2	14%
110	Deputy Clerk II	13	\$47.7	\$0.8	\$48.5	\$39.2	22%	\$2.0	\$41.2	18%
FF	Maintenance Worker II	25	\$43.8	\$1.1	\$44.9	\$38.0	15%	\$1.9	\$39.9	12%
FF	Equipment Services Worker II	3	\$43.8	\$1.2	\$45.0	\$37.7	16%	\$1.9	\$39.5	14%
EE	Office Assistant II	104	\$41.3	\$0.9	\$42.3	\$36.1	14%	\$1.8	\$37.9	11%
EE	Community Health Aide	18	\$41.3	\$1.3	\$42.6	\$36.1	14%	\$1.8	\$37.9	12%
EE	Courthouse Security Officer	24	\$41.3	\$1.0	\$42.3	\$36.1	14%	\$1.8	\$37.9	12%
			\$45.7	\$1.0	\$46.8	\$39.8	15%	\$2.0	\$41.7	12%

Market Competitiveness – Salary

Sample of benchmark competitiveness at salary increments – Table Footnotes

- “ - “ in tables indicates insufficient market data to report and/or make market comparisons
- (a) Longevity and Total Cash for the custom market includes only those participants offering longevity
- (b) Longevity for the County is listed only for those classifications eligible for and receiving longevity payments as of December, 2011

Salary Administration Questionnaire Summary

Additional data were collected from custom survey participants to analyze salary administration practices and market trends. The following is a summary of results as submitted by custom survey participants. Detailed results are provided in the appendix

- The County's average structure increase *per year* from 2009 through 2011 was -1.0% (this figure does not include the ten month wage concession or PERS contribution decrease in 2009)
 - Participants in the custom survey had a median increase of 0.0% for this period
 - For those participants who provided increases during this period, the average increase was 0.7%
 - In 2008, the County increased their salary structure by .375% compared to the market 1.4% increase during the same year
 - The only structure movement for any participant in 2011 (actual) or 2012 (planned) was negative

Salary Administration Questionnaire Summary

Merit Increases

- Merit Increases were the most prevalent form of pay increase found among survey participants
- From 2008 through 2011 the County lead the market with a sustained 5% average merit increase

Merit Increases 2008-2012

	2008	2009	2010	2011	2012 Planned
Washoe County	5.0%	5.0%	5.0%	5.0%	2.5%
Survey Median	4.0%	3.8%	2.0%	2.0%	4.0%

- 54% of survey respondents reported having merit increases based upon employee performance as opposed to “automatic” increases

Salary Administration Questionnaire Summary

Cost of Living Adjustments (COLA)

- In 2010 and 2011 the County had negative cost of living adjustments (COLAs), with no other cost of living adjustments in 2008, 2009 or 2012 (planned)
- In 2008, participants reported a 3.0% COLA (median). However, the median COLA for years 2009 through 2012 was 0.0%
 - Excluding participants reporting 0% COLAs, the median adjustment was 2.9% in 2009 and 2.0% in 2010
 - In 2011, two participants reported negative cost of living adjustments

COLAs 2008-2012

	2008	2009	2010	2011	2012 Planned
Washoe County	0.0%	0.0%	-3.4%	-1.0%	0.0%
Survey Median	3.0%	0.0%	0.0%	0.0%	0.0%
Survey Median excluding 0%	3.2%	2.9%	2.0%	-1.6% (avg)	N/A

Salary Administration Questionnaire Summary

Salary Administration/Staff Planning

- For 2011, 60% of participants reported freezing salaries at current levels
- 7% of participants reported decreasing salary budgets and 13% reported reducing salary levels in 2011
- For 2012, 47% are planning to freeze salaries at current levels and 6% are planning to decrease their salary budgets (others were undecided or are planning to use a combination of practices)
- The County plans to decrease salary budgets and reduce salaries from current levels in 2011 and 2012
 - Two participants reported plans to also decrease salary budgets and reduce salaries in 2011 and 2012

Market Competitiveness – Variable Cash Compensation

Longevity Pay

- The County's longevity program is currently frozen at the amounts paid in Fiscal Year 2010/2011
 - Two (2) of the 17 survey respondents reported discontinuing their previous longevity plans in recent years
 - Nine (9) of the 17 respondents report offering a longevity pay to employees covered by the survey going forward, which is 53% of the survey group
- The County's average years of service for those employees currently receiving longevity was just over 12 years for the positions covered by the survey
- Participant longevity varies in years of service required for eligibility as well as amount of pay for such years of service. Therefore, longevity data was compiled for all custom survey participants offering longevity pay based on 12 years of service –to ensure “apples-to-apples” comparisons (see “sample of benchmark competitiveness” tables or Appendix G for details by benchmark)
- Because longevity pay is not a prevalent practice among private sector companies, short term incentive (or STI) was collected from the Hay Group's General Market database to be compared to the County's longevity

04

Market Competitiveness –
Benefits

Market Competitiveness – Benefits

- In order for compensation decisions to be made based on the competitiveness of total compensation, Hay Group has conducted additional analysis of the competitiveness of the benefits program offered by the County
- This analysis has been based on the benefits program information provided by the County for its current FY benefits program
- Hay Group used two comparator markets for the benefits analysis
 - Public Sector Market – Select public sector organizations gathered through the custom survey conducted in December of 2011 and January of 2012 plus public sector organizations in the western US contained in our 2011 benefits database
 - General Market – General Market organizations contained in our 2011 benefits database that have employees in the State of Nevada
- The following pages summarize the County's competitive position relative to both markets. Please refer to the appendix for a description of the benefits valuation methodology, comparator group listings and detailed charts illustrating market competitiveness for all benefit program components

Market Competitiveness – Benefits

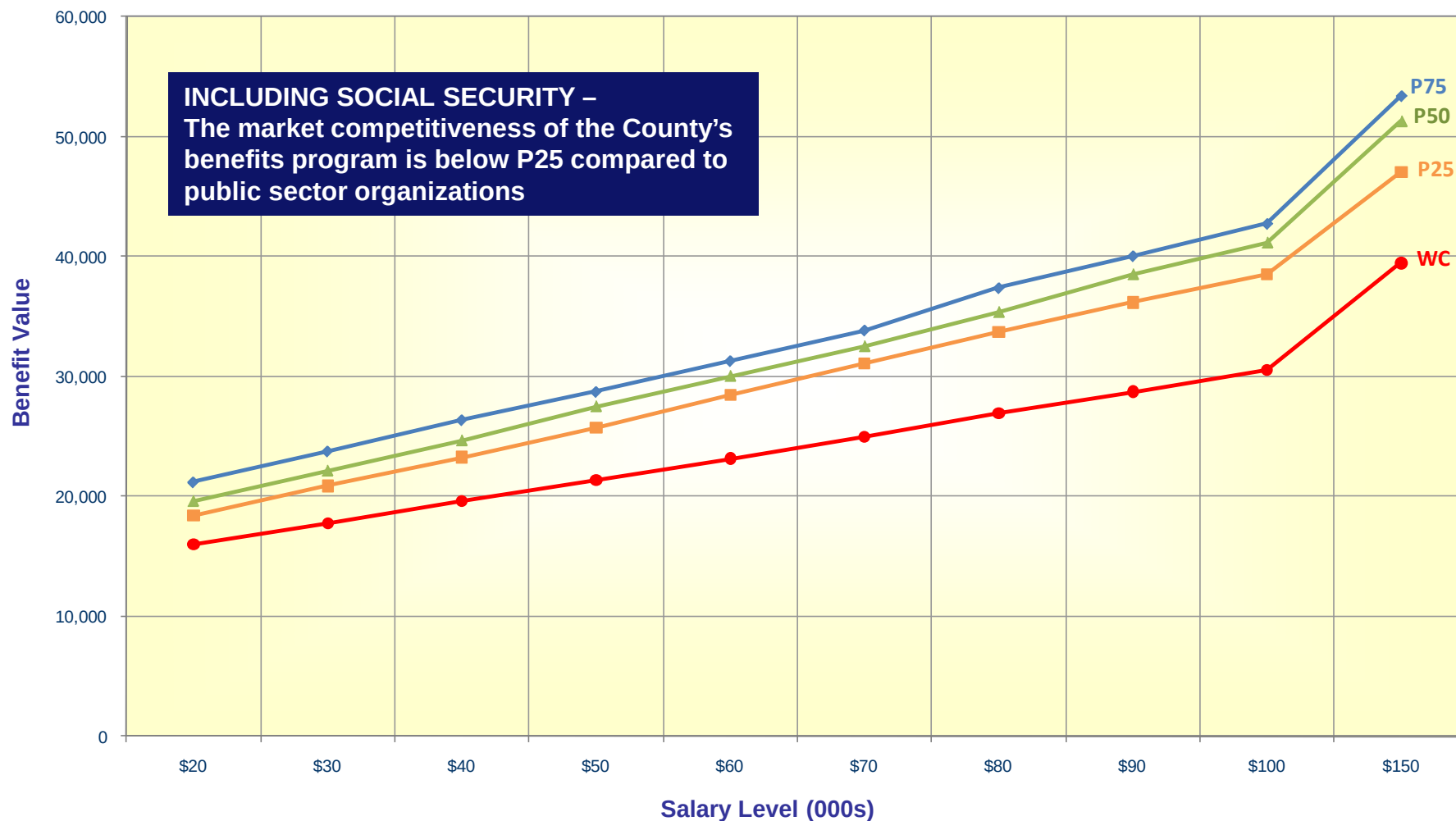
- The County provides a full range of benefit programs to its employees that is below the market median compared to both public sector and NV general market organizations
 - Retirement, a primary driver of overall market competitiveness, is at or above market median relative to both the NV market (P75) and public sector market (P50)
 - Health care, another driver of overall market competitiveness, is below the market P50 relative to both the NV and public sector markets, driven primarily by high premium contributions for dependent coverage
 - Disability is competitive relative to both comparator groups; however, this benefit comprises a smaller portion of the total benefit package
 - Death and other benefits are at or below market, but contribute very little toward the total benefits value
- **The County is competitive when comparing individual benefit programs such as retirement and disability; however, when the value of statutory benefits is included, overall program competitiveness significantly decreases due to the County's non-participation in Social Security.**
- **It is important to not that the decrease in competitiveness is relative to the private sector and non-Nevada based public sector. The prevalent practice in public sector Nevada organizations is to provide retirement benefits solely through PERS.**

Market Competitiveness – Benefits

- It is also important to note that the differences between P25, P50 and P75 in the public sector market are not as big as we typically see in other industries:
 - Specifically, the cash equivalent difference between the market quartiles (P25, P50 and P75) ranges from 5% to 8% for most salary levels while the typical range in the general market is 10% to 15%
 - Compression in public sector market values is common and demonstrates the significant similarities in benefit programs, especially retirement and health care

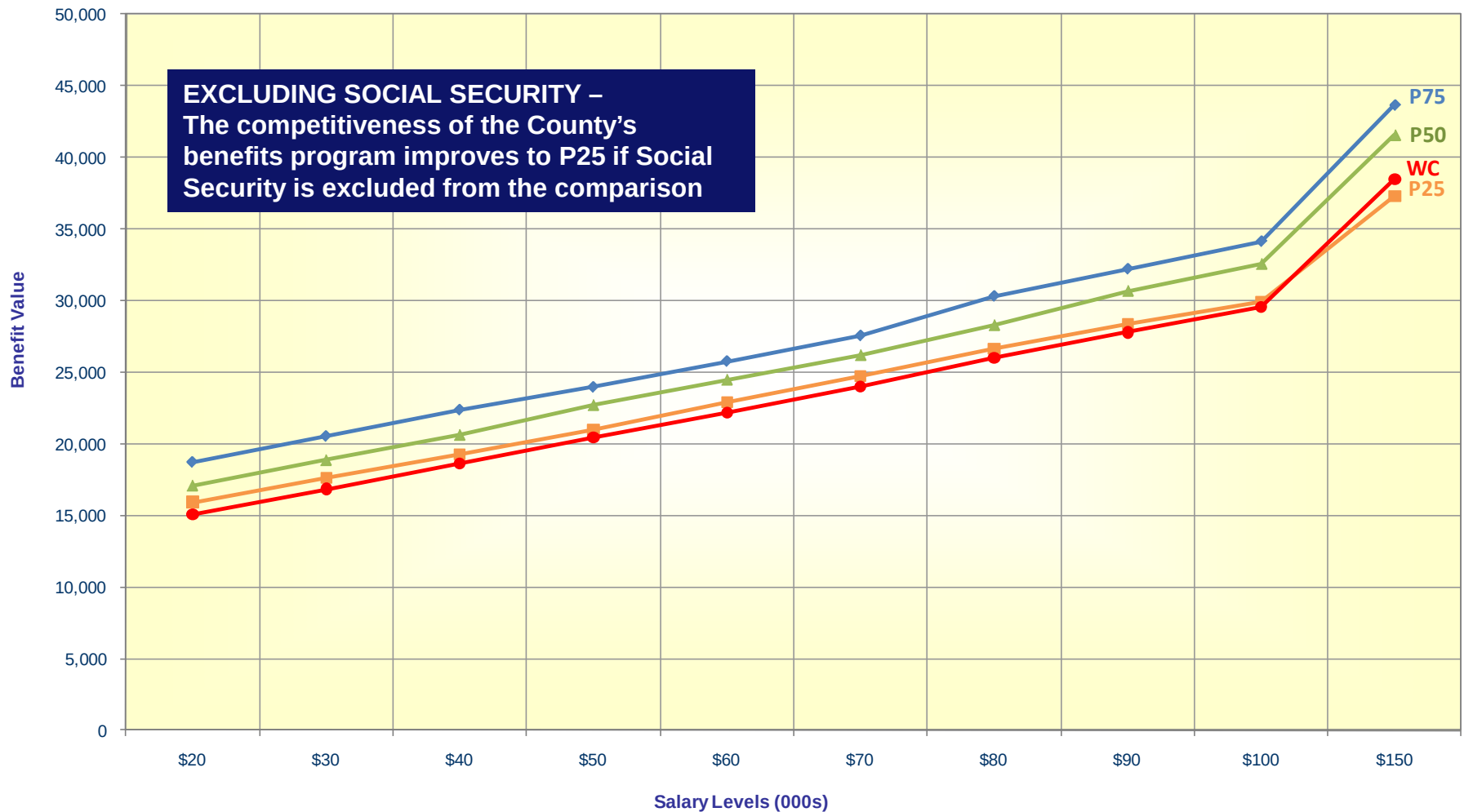
Market Competitiveness – Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 Public Sector Market



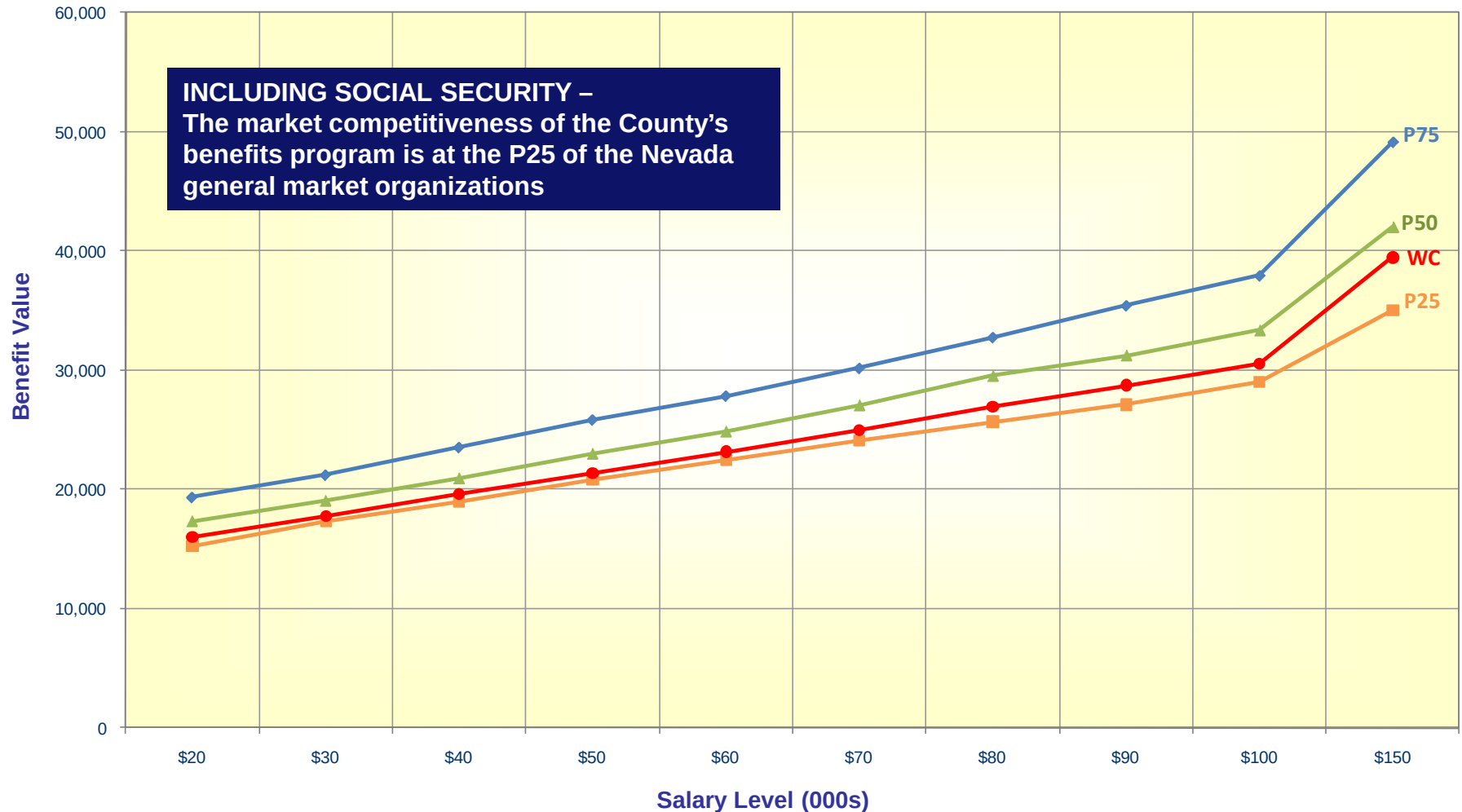
Market Competitiveness – Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 Public Sector Market



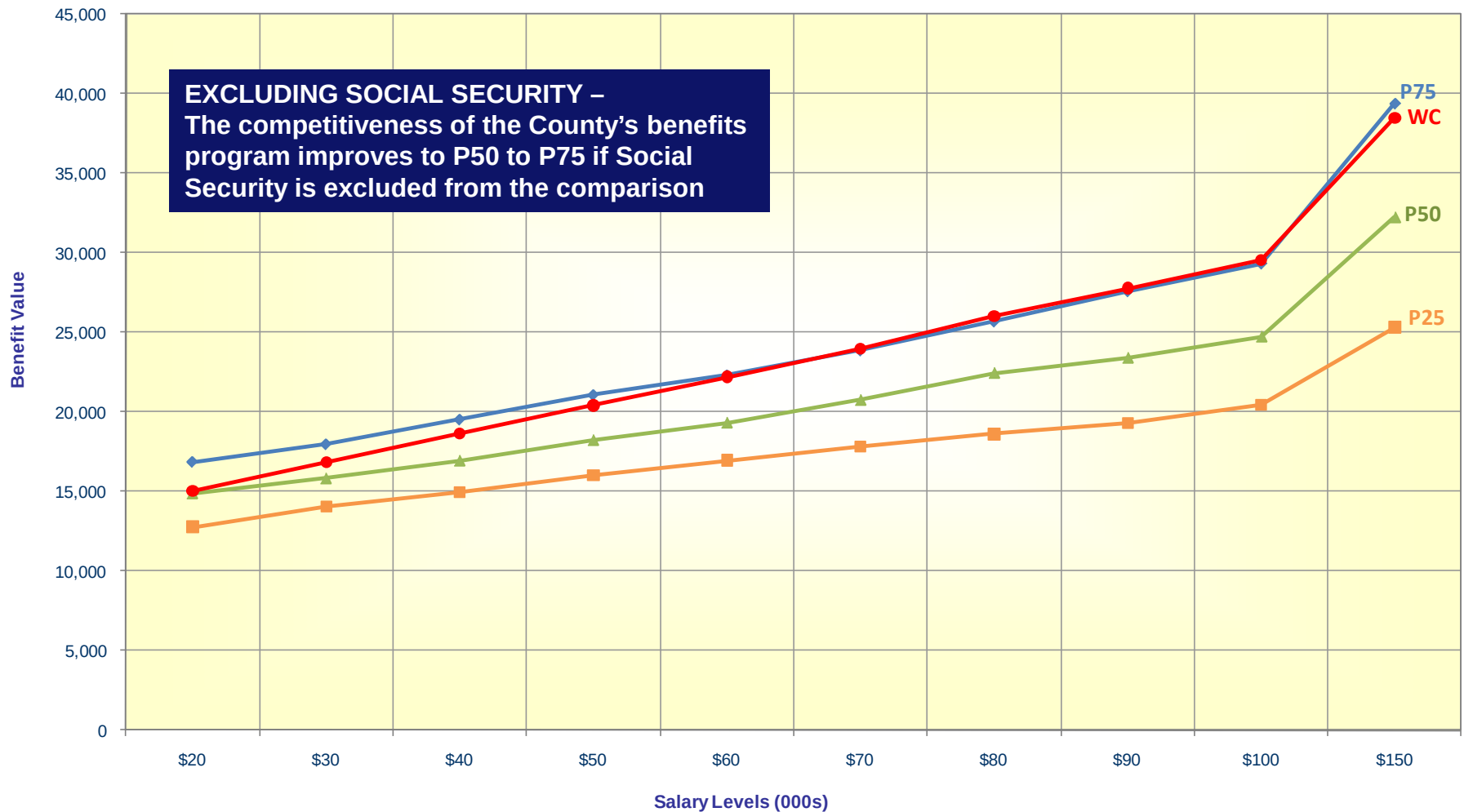
Market Competitiveness – Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



Market Competitiveness – Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



Market Competitiveness – Benefits

WASHOE COUNTY VS. PUBLIC SECTOR MARKET

Benefit Area	Market Comparison	Key Findings
Total Benefits	< P25 P25 – excl. SS	The County's non-participation in Social Security decreases the overall competitiveness of the benefits program, although individual benefit programs are quite competitive
Retirement	P50	The County participates in NV PERS, which provides a 2.5% benefit formula, which is at the market median. 95% of the market continues to provide a DB plan
Health Care	Below P25	Market position is driven primarily by employee contributions, which are high for dependent coverage at 50%. County employees pay 0% for single coverage, as does 35% of the market.
Disability	P75	The County's disability program consists of a sick leave accrual and disability under the pension plan. Most public sector organizations provide sick leave and/or insured STD plus LTD. The County's sick leave accrual is above the market with an annual accrual of up to 18 days and no accrual maximum.
Death	Below P25	The County's flat dollar benefit of \$20,000 is below the market P25. The County provides \$100,000 of coverage to eligible managers, which improves the market position to P25. Public sector is split, with 58% providing a flat dollar benefit and 42% providing a benefit based on salary.
Vacation / Holiday	N/A *	The number of paid holidays is consistent with other public sector organizations. The vacation schedule is above typical market practice.
Other	P25	Limited offering of flexible spending accounts and tuition reimbursement puts the County at the market P25

Market Competitiveness – Benefits

WASHOE COUNTY VS. GENERAL MARKET (NV)

Benefit Area	Market Comparison	Key Findings
Total Benefits	P25	The County's non-participation in Social Security decreases the overall competitiveness of the benefits program, although individual benefit programs are quite competitive
Retirement	Above P75	Defined benefit plans are less prevalent in the market (32%), increasing the County's retirement market position.
Health Care	Between P25 and P50	General market contributions lag the public sector, generating a slightly higher market position for the County. County contributions for dependent coverage at 50% remains high; however, the County rate of 0% for single coverage is above market, as only 5% of the general market fully subsidizes employee coverage.
Disability	P75	The County's disability program consists of a sick leave accrual and disability under the pension plan. Most general market organizations provide sick leave (60%), while 38% provide sick leave and STD. All provide LTD coverage The County's sick leave accrual is above the market with an annual accrual of up to 18 days and no accrual maximum.
Death	Below P25	The County's flat dollar benefit of \$20,000 is below the market P25. The County provides \$100,000 of coverage to eligible managers, which improves the market position to P25. 88% of the general market provides 1 to 2 times pay.
Vacation / Holiday	N/A *	The number of paid holidays is above typical general market practice, while the vacation schedule is aligned with typical general market practice.
Other	Below P25	Limited offering of flexible spending accounts and tuition reimbursement puts the County at the market P25

Market Competitiveness – Retirement Benefits

- The County participates in the Nevada PERS, which provides a defined benefit formula of 2.5% of pay. The County makes 100% of the required contribution
- The County also offers a voluntary 457 plan to employees, but does not make any employer contributions to the plan
- Nearly all public sector organizations provide a defined benefit plan (95%). 95% also provide a defined contribution plan and 29% provide a defined contribution plan with employer contributions
- General (NV) organizations typically provide a defined contribution plan with employer contribution only (62%), with only 30% providing both a defined contribution plan with employer contribution and a defined benefit plan
- The 5 year vesting schedule is aligned with both the NV market (85%) and public sector market (52%)

Market Competitiveness – Retirement Benefits

- The County's retirement program is currently P50 relative to the public sector market and P75 against the NV market
- With regard to Social Security:
 - 100% of the NV market participates (private sector)
 - Nearly 80% of the public sector market participates in Social Security
 - The NV market does not follow typical public sector practice, as none of the Nevada based surveyed organizations participate in Social Security.
- Typically, retirement programs for non-participating organizations are higher relative to the market to offset the loss of SS

Market Competitiveness – Health Care Benefits

- The County's most prevalent plan is an HMO plan. A PPO plan is the most common for both comparator groups (79% for the NV market and 53% for the public sector market)
- The County requires employees to pay 0% of the premium for single coverage and 50% of the premium for family coverage. In aggregate, this puts the County below both markets
 - 33% of the public sector market and 5% of the NV market and provide employer paid coverage for single coverage.
 - The most prevalent cost sharing range for employee coverage in the public sector market is 15% or less (51%) and 15% to 29% in the NV market (66%)
 - The most prevalent cost sharing range for dependent coverage is 15% to 29% for both markets (41% of public sector market and 57% of the NV market). The 2nd most prevalent cost sharing range in the public sector market is less than 15%, required by 37% of organizations
- Coinsurance varies by type of service in both markets, while the County pays 100% consistently for all services. 100% coinsurance is provided by 31% of public sector organizations, while 81-99% is most prevalent in both the public sector (40%) and the NV market (45%)

Market Competitiveness – Health Care Benefits

- The County has no plan deductibles, while that's the case for only 32% of public sector organizations and 21% of NV organizations. This feature is above typical market practice
 - 79% of the NV market and 76% of the public sector market have an individual deductible of \$500 or less
 - 69% of the NV market and 67% of the public sector market have a family deductible of \$500 to \$1,500
- The County does maintain copayments for various services such as inpatient hospital admissions (\$1,000), imaging and diagnostic services (\$225), urgent (\$40) and emergency (\$100) care, and surgical services (\$500). These copayments function in a manner similar to plan deductibles
- The County's individual and family out of pocket maximums of \$2,500 and \$5,000, respectively, are in line with both markets. All copayments count toward the maximum
 - 45% of the NV market and 60% of public sector market have an individual maximum of \$2,000 or greater
 - 82% of the NV market have a family maximum of \$6,000 or less while 71% of the public sector market have a family maximum of \$5,000 or less

Market Competitiveness – Health Care Benefits

- Although current employees are grandfathered into the County's retiree health care program, the County no longer offers retiree health care to new employees. For purposes of this analysis, retiree medical was not valued, as our standard methodology values benefits offered to new employees only
- 36% of the general market and 88% of public sector market provide coverage to early and normal retirees
- Most public sector organizations provide retiree paid coverage (57%), while the most prevalent practice in the NV market is to share the cost (77%)
- The County's health care program is below market due to the following:
 - High employee premium contributions for dependent coverage(-)
 - High copayments for medical services (-)
 - No retiree medical coverage (-)

Market Competitiveness – Disability Benefits

- The County provides a salary continuation plan, referred to as sick leave by the County. Employees with up to 10 years of service earn 15 sick days per year, while employees with more than 10 years earn 18 days per year. There is no maximum accrual
 - 47% of the public sector provides salary continuance plan only and 53% provide both salary continuance and STD plan
 - 60% of the NV market provides a salary continuance plan only and another 38% provide both a salary continuance plan and STD plan
- NV organizations typically base the salary continuance on a uniform benefit (55%) and service schedule (24%), while 82% of the public sector base salary continuance on an accumulation of days, as the County does
- 66% of the public sector accrue 12 days of sick leave annually, while 28% accrue 13 days or more per year
- The County places no limit on the number of sick days an employee can accumulate, which is in line with the public sector (67%), while only 20% of the NV market has no maximum accumulation of days. 100% of those in the NV market that have a maximum maintain a maximum of 60 days or less

Market Competitiveness – Disability Benefits

- The County provides immediate eligibility as does 78% of the public sector, while 64% of the NV market does
- The County does not provide a stand alone employer paid long term disability benefit. Rather, disability retirement is provided through the retirement plan
 - Most of the NV market (64%) and public sector (69%) provide employer paid LTD
 - The benefit provided is typically 60% of pay (62% of the NV market and 56% of public sector)
 - Of those organizations that have a pension plan (32% in the NV market and 95% of the public sector market), only 38% of the NV market provides a disability retirement, while 92% of the public sector market does
- The County's overall disability program is above both the public sector and NV markets due primarily to the higher sick leave accrual with no maximum. The disability retirement benefit enhances the value to put the County at the market P75 compared to both the public sector and NV markets

Market Competitiveness – Death Benefits

- The County provides a basic life insurance benefit of \$20,000, with some managers eligible for \$100,000 in coverage. Only 8% of the NV market provides a flat dollar benefit, while 65% of the public sector does so
- Most of the NV market provides a benefit based on a uniform earnings multiple, such as 1x or 2x pay, with 1x pay as the most prevalent benefit level in the NV market (57%)
- The County's \$20,000 flat dollar benefit is below the public sector median of \$25,000
- The County's basic benefit is augmented by employee paid supplemental group life and AD&D plans. This type of benefit is typical in the private sector, provided by 98% of the NV market. The high prevalence among public sector organizations (89%) is due to the typically lower basic life benefit that is provided
- The County also provides employer-paid dependent group life; however, the benefit maximum is \$1,000 for spouse and children. Typically this type of coverage is provided on an employee-paid basis, with maximums of \$10,000 to \$50,000 in available coverage for a spouse and \$5,000 to \$10,000 per child
- The competitiveness of the County's death benefit decreases as salary increases due to the flat dollar benefit structure. In addition, the County's death benefit is less competitive against the NV market than the public sector market

Market Competitiveness – Holiday & Vacation

- The County provides 11 total holidays, as does 30% of the public sector market. 49%, however, provide 12 or 13 holidays. In the NV market, 52% provide 10 or fewer holidays and 48% provide 11 to 13 holidays
- The County provides a service based vacation schedule, which is most prevalent in both markets. Employees have 19 days of vacation at 5 years, 22 days at 10 years and 25 days (the maximum) at 20 years.
 - At 5 years, the most prevalent accrual is 15 days in both the public sector (50%) and the NV market (62%)
 - At 10 years, the most prevalent accrual is 16 to 19 days in the public sector market (50%) and 20 days in the NV market (51%)
 - At 20 years, the most prevalent accrual is 21 to 24 days in the public sector (50%) and 25 days in the NV market (43%)
- The County's 25 day maximum is in line with the NV market, while it is slightly above the public sector market
- Overall, the County provides a holiday & vacation schedule that is slightly above typical market practice

Market Competitiveness – Other Benefits

- The County provides health care and dependent care spending accounts and tuition reimbursement to its employees. Due to the low level of employer paid benefits in this category, the County is below market in comparison to the public sector and NV markets

05

Market Competitiveness – Total
Compensation

Market Competitiveness – Total Compensation

- The County's **total compensation** program is not market competitive when compared to the public sector custom survey market, but is more competitive when compared to the NV private sector market. Below are key findings regarding specific aspects of the County's compensation program:
 - **Base salary** competitiveness varies depending on market:
 - The County lags the custom **public sector** market by an average of 7% – higher paid employees lag the market by 9% and lower paid employees lag the market by 4% to 5%
 - The County exceeds the NV **private sector** market by 5% – lower paid employees are the primary driver of this figure, as they exceed the market by an average of 10%, while higher paid employees lag their private sector counterparts by 17%
 - **Variable pay** lags surveyed public sector organizations, as the County's longevity pay is low relative to those that continue to pay this type of compensation. The County also lags the private sector, especially at higher salary levels, as annual incentive compensation typically comprises a larger percentage of salary
 - **Benefits** are at or below the market P25 of both markets for all employees driven by non-participation in Social Security and a less than market median health care program

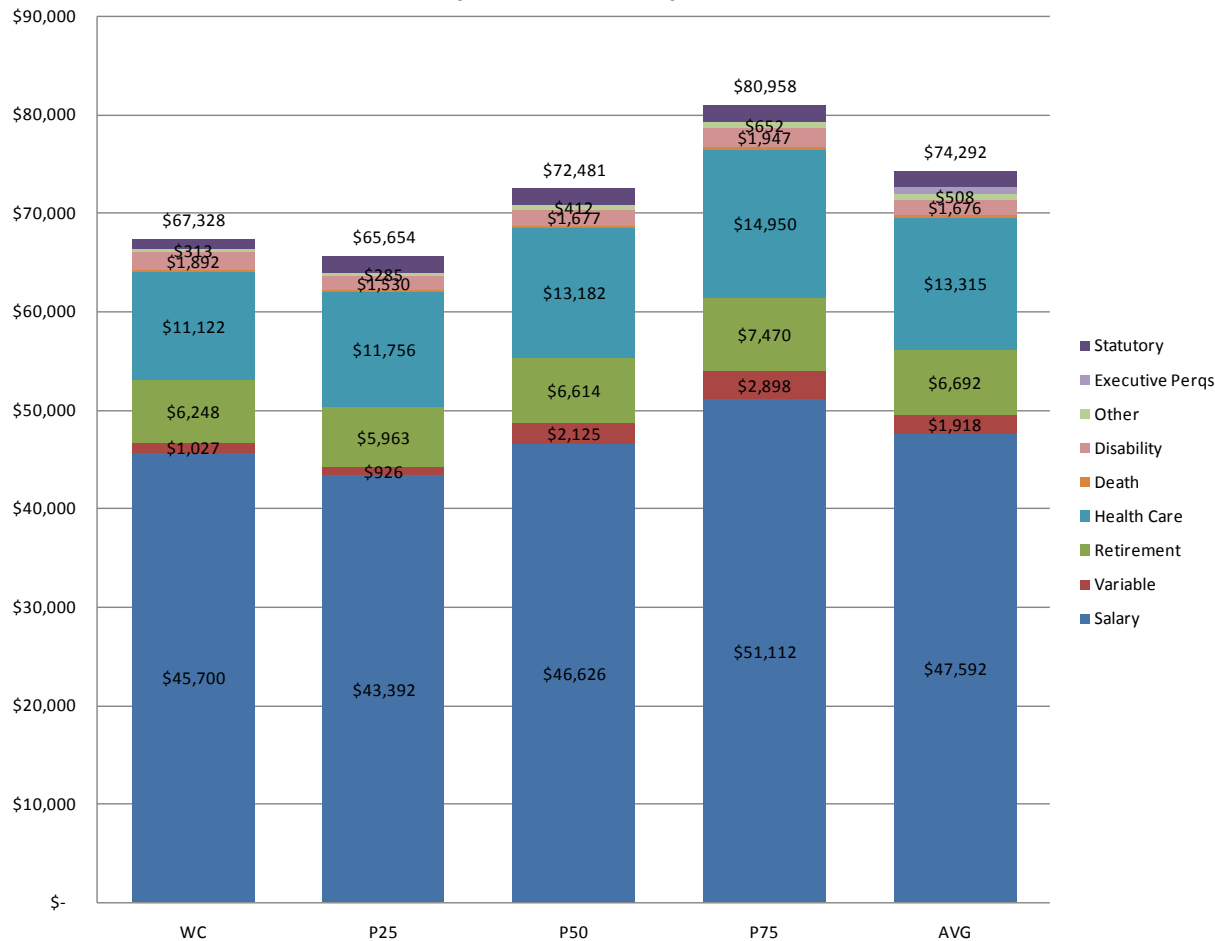
Market Competitiveness – Total Compensation

- Key findings, continued:
 - **Total Compensation** is at or below the market P25 compared to the public sector at all salary levels, which is a result of less competitive cash compensation. Total compensation is between the market median and P75 compared to the NV private sector market, due to the higher relative salary position, with the exception of the highest salary level which is below P50 due to higher variable pay in the private sector.
 - **Pay Mix** for County employees varies against the market depending on salary.
- The charts on the following pages illustrate the total compensation picture for Washoe County employees relative to the Public Sector market as well as the NV market
- Also included are pay mix charts that show the differences between the County's compensation elements and the two markets
- “Statutory” refers to federal programs – Medicare and Social Security. However, for the Public Sector market, which is primarily NV organizations, only Medicare is included, as prevalent practice is to not participate in Social Security.

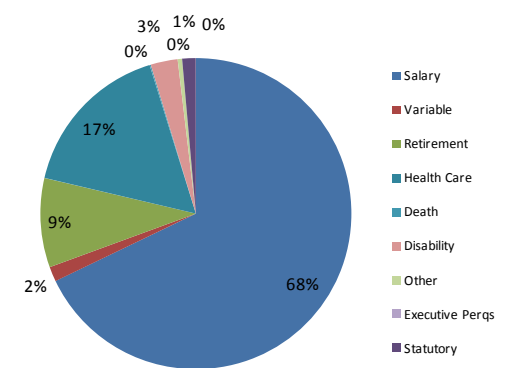
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. PUBLIC SECTOR MARKET - \$45,700 SALARY

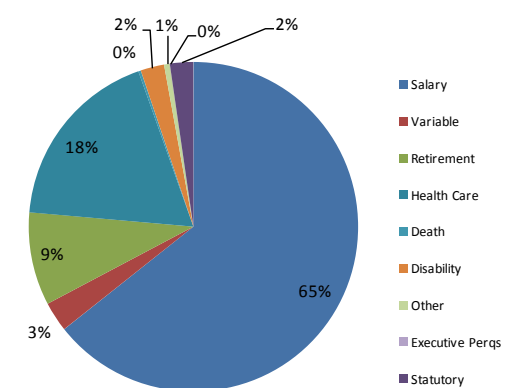
Total Compensation Comparison - \$45,700



WC - \$45,700 Benefit Mix



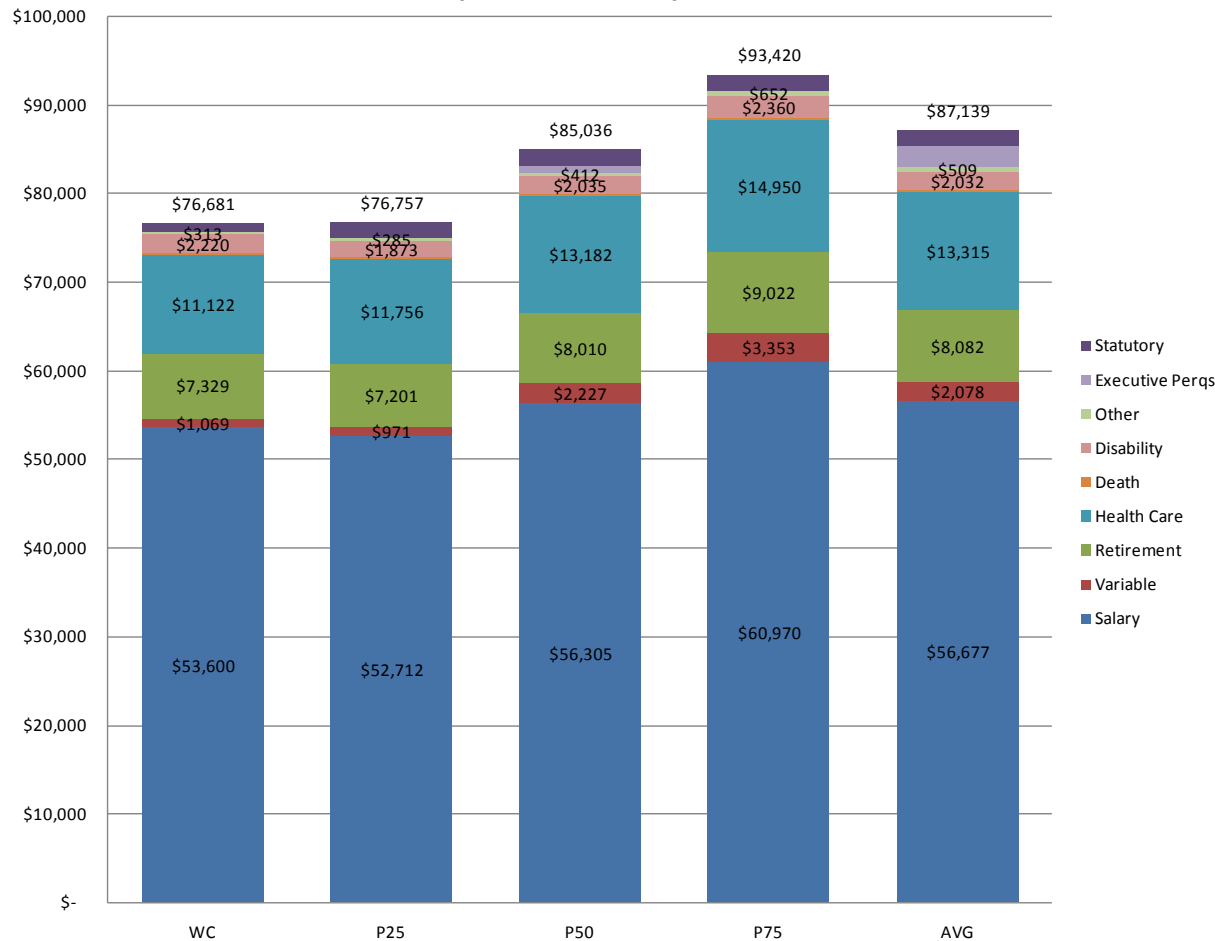
Market P50 - \$46,626 Benefit Mix



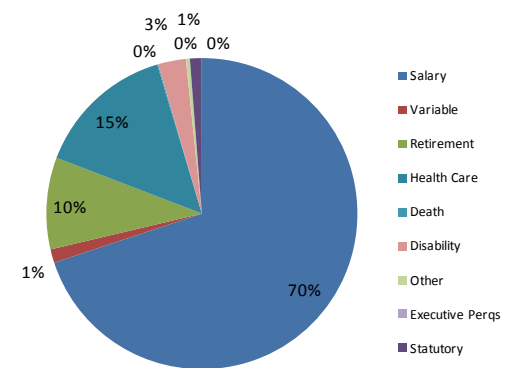
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. PUBLIC SECTOR MARKET - \$53,600 SALARY

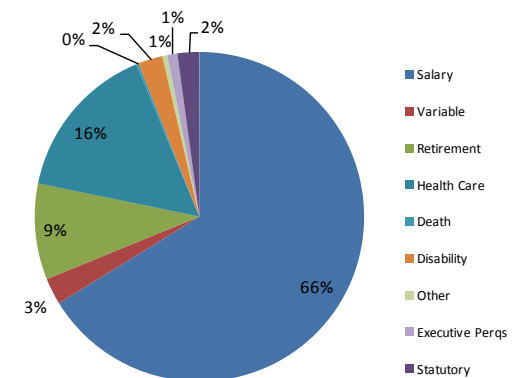
Total Compensation Comparison - \$53,600



WC - \$53,600 Benefit Mix



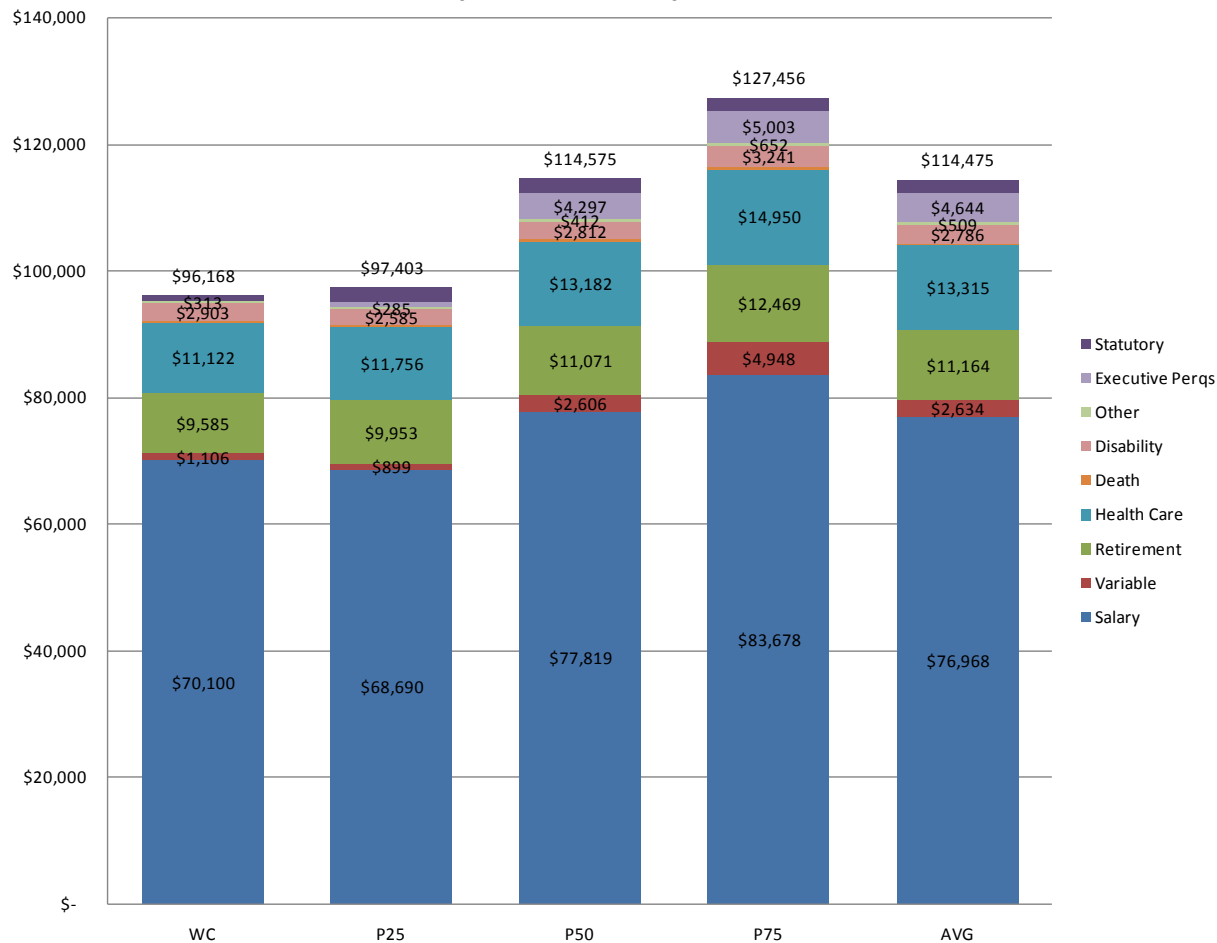
Market P50 - \$56,305 Benefit Mix



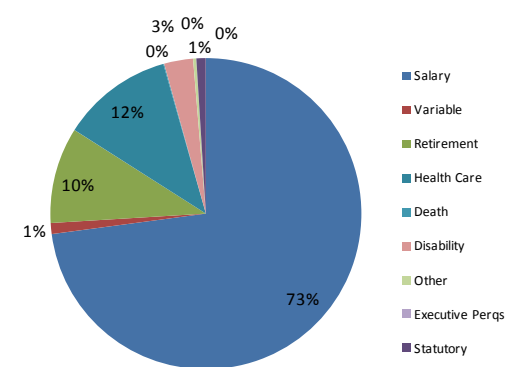
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. PUBLIC SECTOR MARKET - \$70,100 SALARY

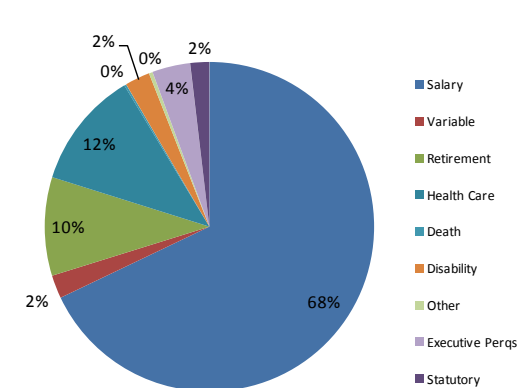
Total Compensation Comparison - \$70,100



WC - \$70,100 Benefit Mix



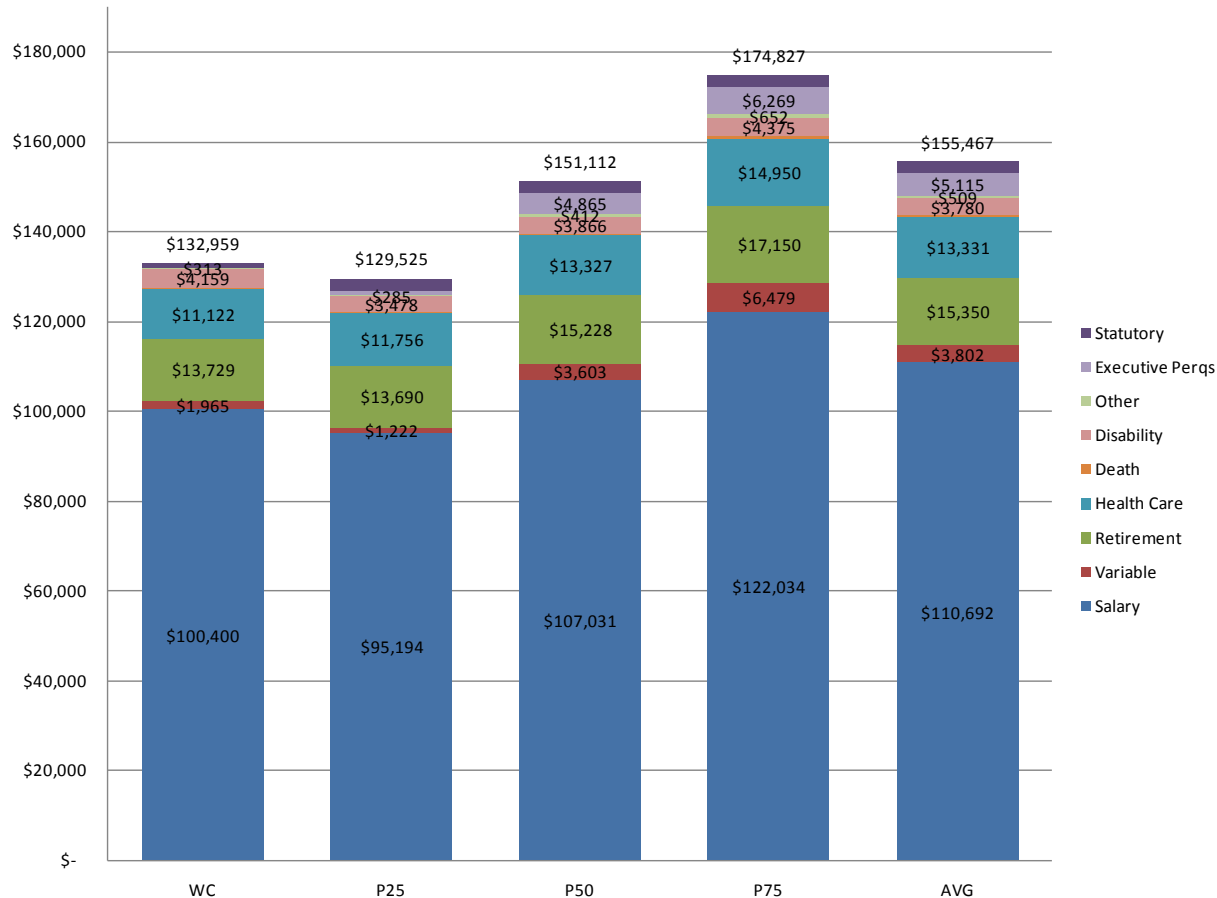
Market P50 - \$77,819 Benefit Mix



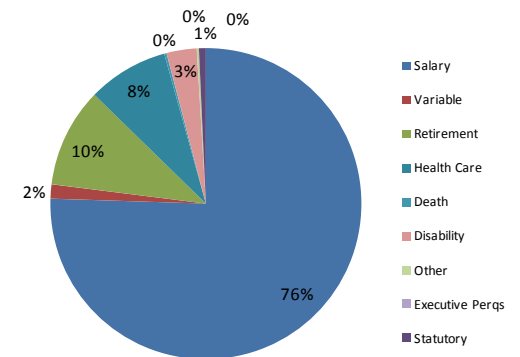
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. PUBLIC SECTOR MARKET - \$100,400 SALARY

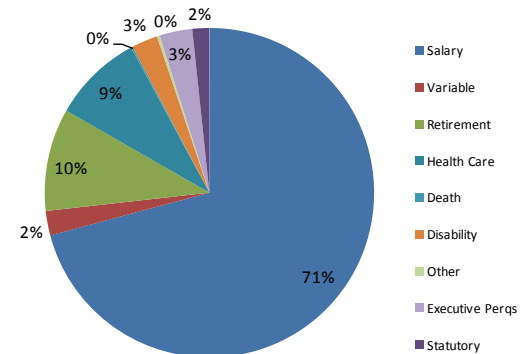
Total Compensation Comparison - \$100,400



WC - \$100,400 Benefit Mix



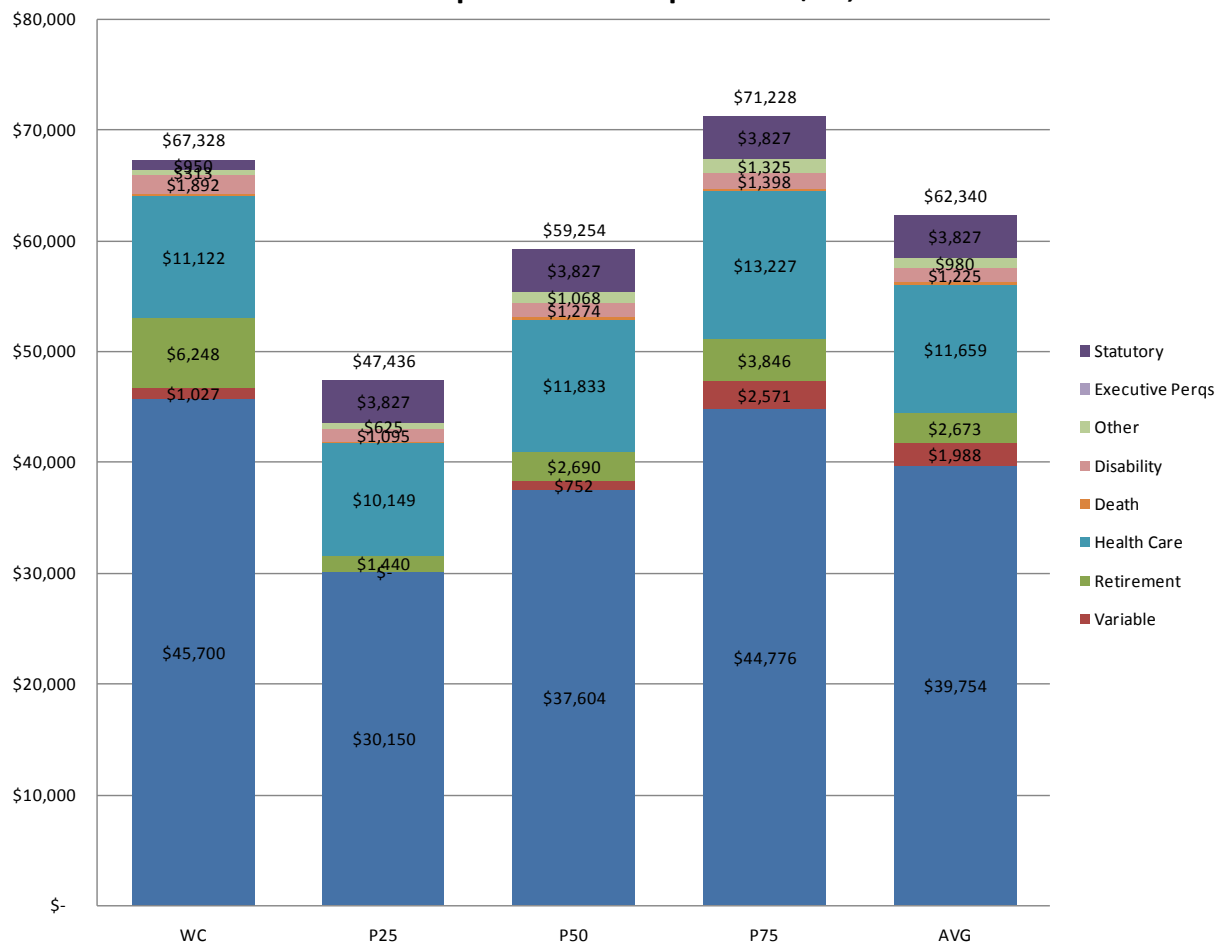
Market P50 - \$107,031 Benefit Mix



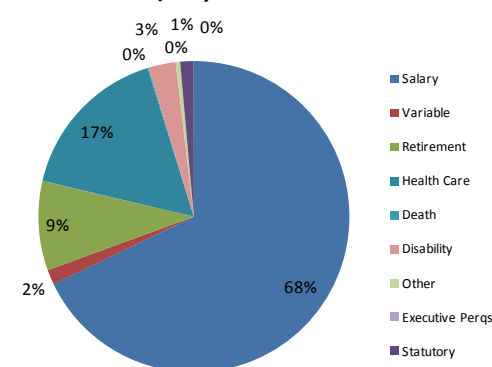
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. NV PRIVATE SECTOR MARKET - \$45,700 SALARY

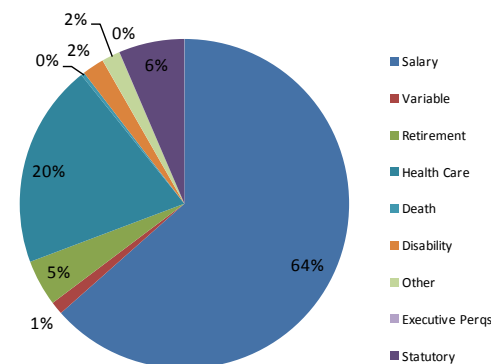
Total Compensation Comparison - \$45,700



WC - \$45,700 Benefit Mix



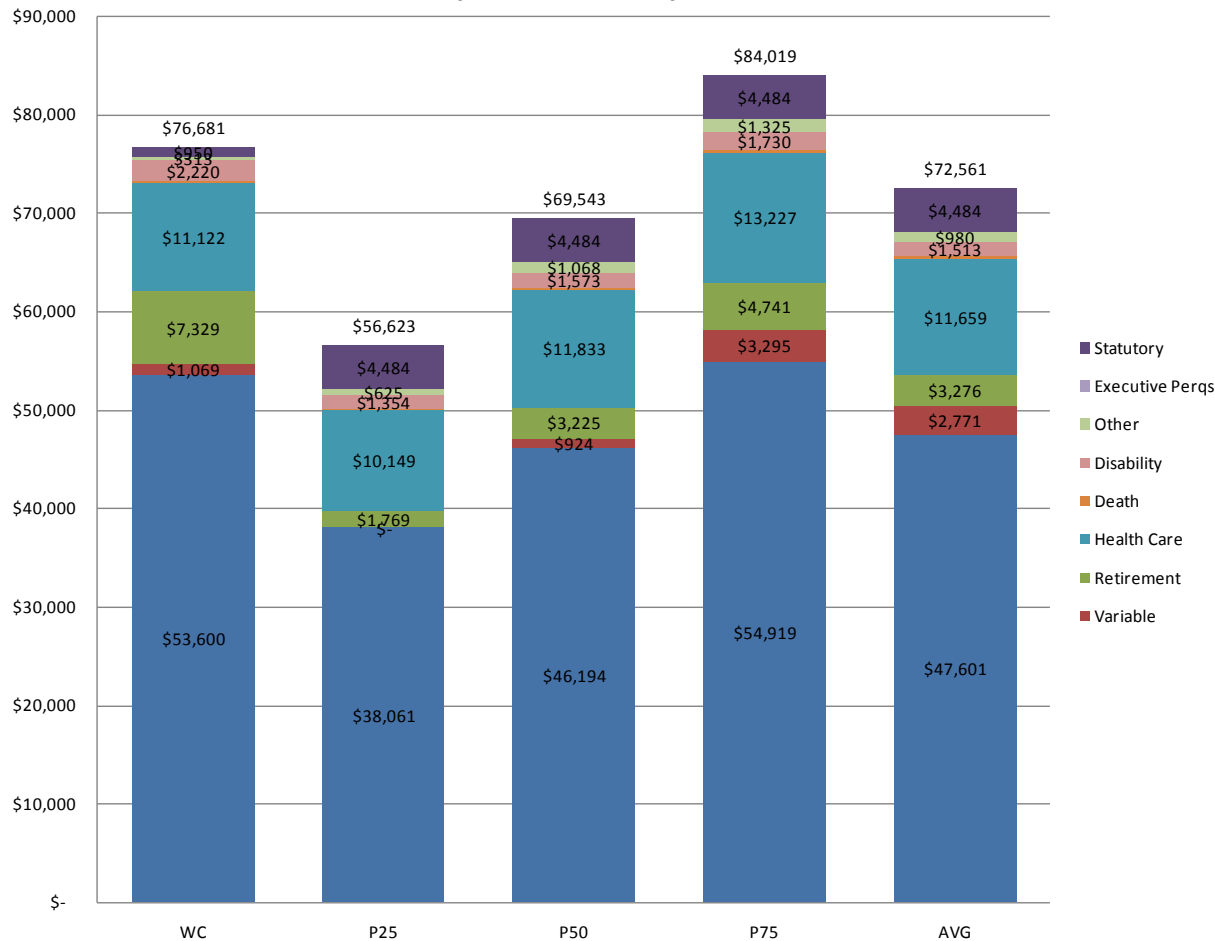
Market P50 - \$37,604 Benefit Mix



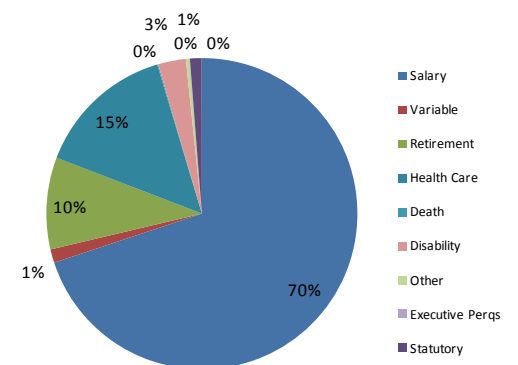
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. NV PRIVATE SECTOR MARKET - \$53,600 SALARY

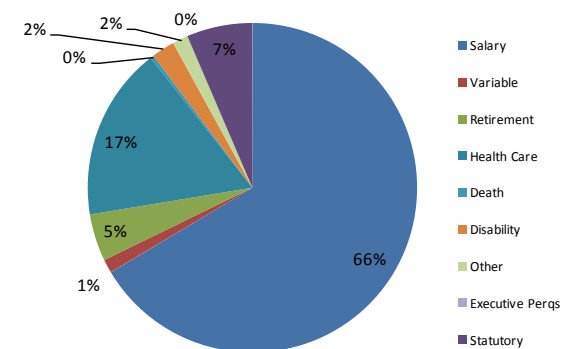
Total Compensation Comparison - \$53,600



WC - \$53,600 Benefit Mix



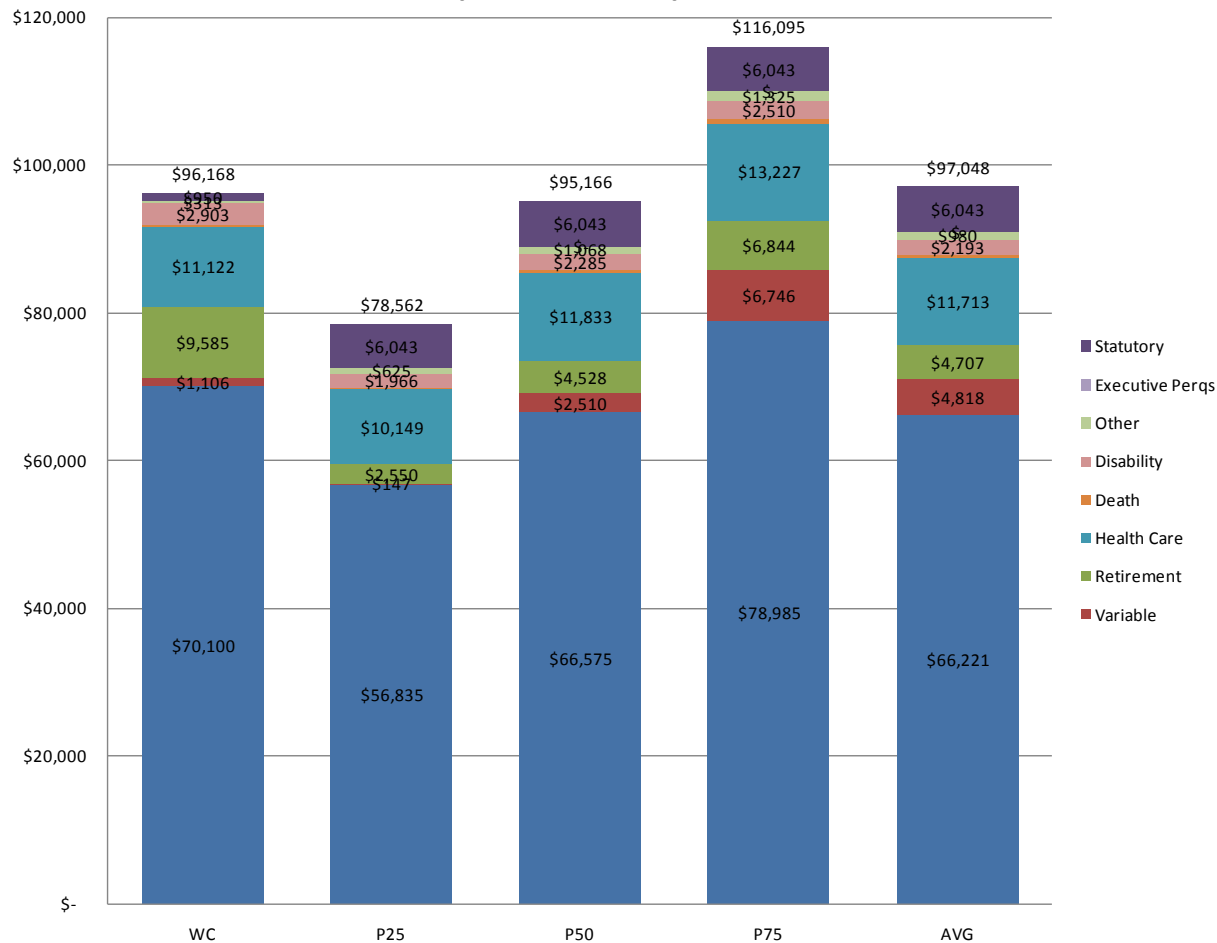
Market P50 - \$46,194 Benefit Mix



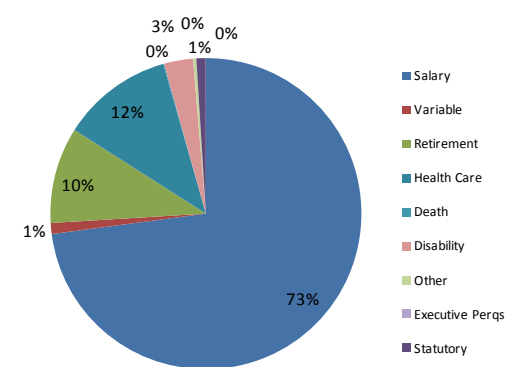
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. NV PRIVATE SECTOR MARKET - \$70,100 SALARY

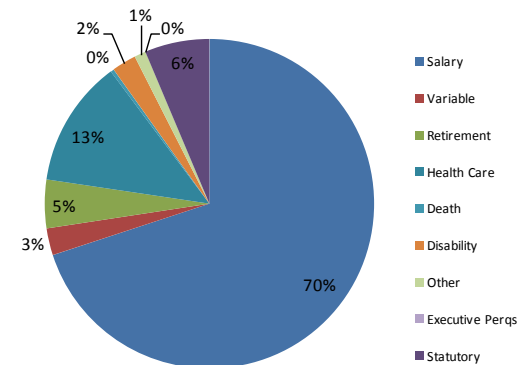
Total Compensation Comparison - \$70,100



WC - \$70,100 Benefit Mix



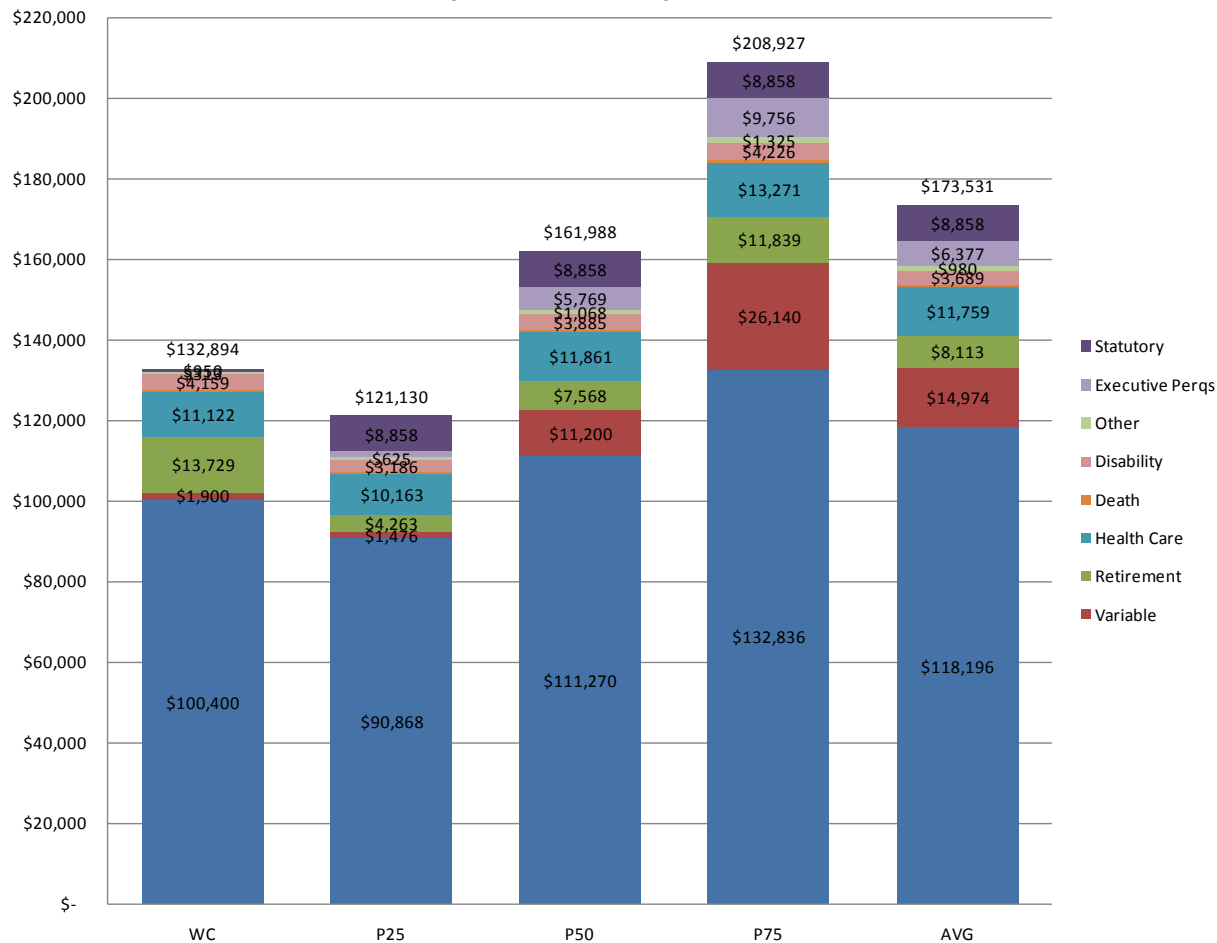
Market P50 - \$66,575 Benefit Mix



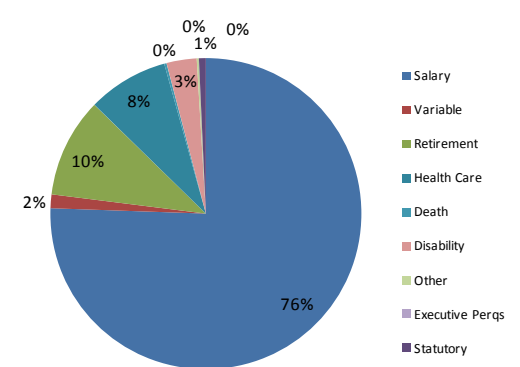
Market Competitiveness – Total Compensation

WASHOE COUNTY VS. NV PRIVATE SECTOR MARKET - \$100,400 SALARY

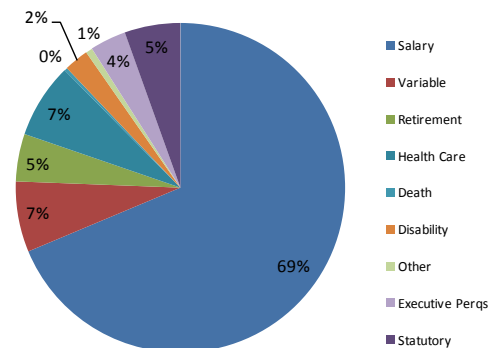
Total Compensation Comparison - \$100,400



WC - \$100,400 Benefit Mix



Market P50 - \$111,270 Benefit Mix



Market Competitiveness – Total Compensation

- It is very important to understand the impact a salary that is less than competitive with the market has on the competitiveness of total career earnings
- In addition, total compensation competitiveness must be seen in terms of workforce demographics; current and future workforce
- While salary is a known value, benefits is perceived value
- There is a perception that often exists in the Public Sector that “our benefits, particularly our retirement plan, are so competitive we don’t need to be competitive on base salary”
- Public Sector employees sacrifice salary now (lower salary compared to market) in return for reward later (above market retirement and possibly post retirement medical)
- Any reduction to any component of the compensation package, such as increased premium contributions for health care or elimination of post retirement health care, must be considered in the context of total compensation, as that change disrupts the balance outlined above – sacrifice now for reward later.
- The key decisions to be considered are not only about the level of compensation but also about the mix of compensation

06

Appendices

A

Participant Lists

Custom survey participants

City of Carson, NV*

City of Henderson, NV

City of Las Vegas, NV

City of Reno, NV*

City of Sparks, NV*

Clackamas County, OR

Clark County, NV

Clark County, WA

Lane County, OR

Placer County, CA

Sacramento County, CA

Santa Cruz County, CA

Solano County, CA

Sonoma County, CA

Spokane County, WA

State of CA

State of Nevada*

Summit Engineering Corp, NV*

University of Nevada, Reno (NV)*

Washington County, OR

Washoe County School District, NV*

Reno-Sparks Convention & Visitors Authority, NV*

Reno-Sparks Regional Transportation Commission, NV*

*** Participants included in "Greater Reno" Market Cut**

Hay Group all organizations – Nevada participants

- 7-Eleven
- Abercrombie & Fitch
- Abercrombie & Fitch -- Outlets
- Aetna
- Air Liquide America
- Air Products and Chemicals
- Akzo Nobel - Car Refinishes
- Allianz Life Insurance of North America
- American Eagle Outfitters
- American Family Insurance Group
- Amerigroup
- Andersons, The
- Anheuser-Busch InBev -- Anheuser-Busch
- Aramark
- Ashland
- AutoZone
- Bacardi Limited -- Bacardi USA
- Barnes Group Inc.
- BASF
- Best Buy
- Big Lots
- Boehringer Ingelheim Pharmaceuticals
- Bombardier Transportation Holdings USA
- Bridgestone Americas
- Build A Bear Workshop
- Cabela's
- Calgon Carbon
- Carson Tahoe Regional Healthcare
- Carter's
- Carter's -- OshKosh B'Gosh
- Caterpillar
- Charles River Labs
- Charlotte Russe
- Charming Shoppes -- Catherine's
- Charming Shoppes -- Fashion Bug
- Charming Shoppes -- Lane Bryant
- Charming Shoppes -- Outlets
- Chico's -- Chico's
- Chico's -- Soma Intimates
- Chico's -- White House/Black Market
- Children's Place, The
- CHW -- St. Mary's Regional Medical Center
- CHW -- St. Rose Dominican Hospitals - De Lima Campus
- CHW -- St. Rose Dominican Hospitals - San Martin Campus
- CHW -- St. Rose Dominican Hospitals - Siena Campus
- CIGNA
- CIGNA
- CNH Global
- Coach
- Colgate-Palmolive
- Collective Brands
- Compass Group -- NAD
- Constellation Brands -- Crown Imports
- Cooper Industries
- COUNTRY Insurance & Financial Services
- Coventry Health Care
- Crawford
- Cytex Industries
- D&B
- Daiichi Sankyo
- Day & Zimmermann
- Dean Foods
- Deere
- Department of Veterans Affairs
- Diageo North America
- Dick's Sporting Goods
- Dollar Tree
- Dr Pepper Snapple Group

Hay Group all organizations – Nevada participants cont'd

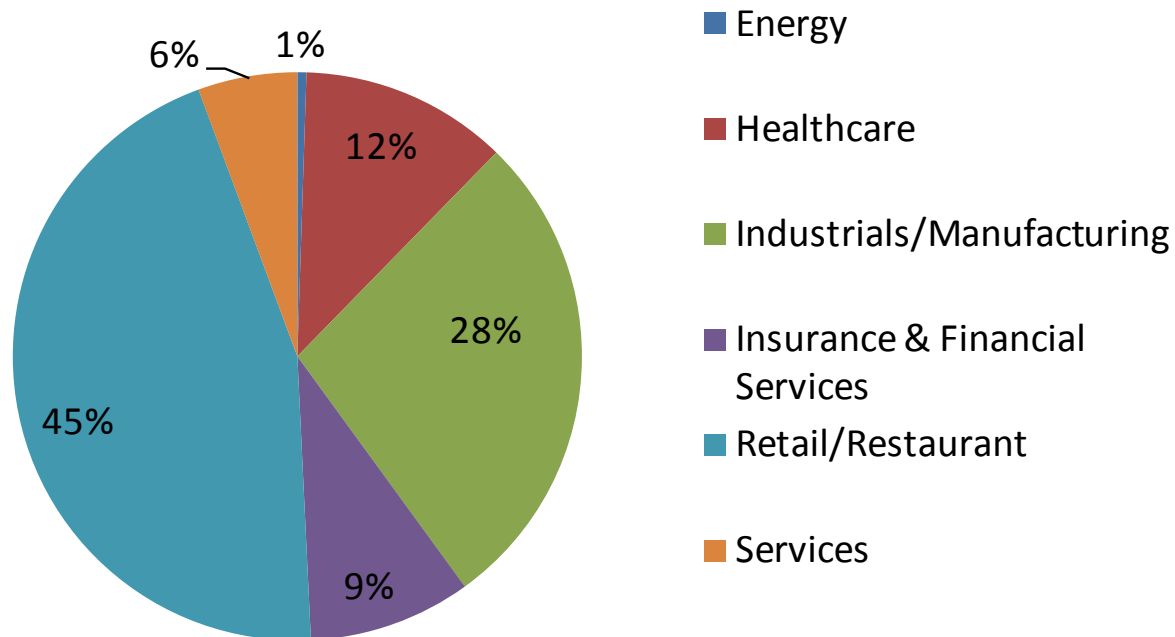
- E. I. du Pont de Nemours
- Eaton
- Express
- Express Scripts
- Family Dollar
- FedEx
- FedEx -- FedEx Express
- FedEx -- FedEx Office and Print Services
- Fidelity Investments
- Foot Locker
- Forest Laboratories
- Fossil
- Galderma Laboratories
- Gap -- Banana Republic
- Gap -- Gap Outlet
- Gap -- Gap Stores
- Gap -- Old Navy
- GNC
- Graceway Pharmaceuticals
- Granite Construction
- Gymboree
- Hallmark Cards -- Retail
- HCA Healthcare -- Montgomery Regional Hospital
- HCA Healthcare -- Mountainview Hospital
- HCA Healthcare -- Summit Medical Center
- HCA Healthcare -- Sunrise Hospital and Medical Center
- Health Net
- Heineken USA
- Helzberg Diamonds
- Hershey Foods
- HMS Host
- Home Depot
- Hot Topic
- J.Crew
- jcpenny
- Kindred Healthcare -- Kindred Hospice
- Kindred Healthcare -- Kindred Long Term Care
- Kindred Healthcare -- Kindred Rehabilitation
- Knowledge Learning Corporation
- Kohl's
- Laureate Education
- Lhoist North America
- LifeCare -- Tahoe Pacific Hospitals
- Limited Brands -- Bath & Body Works
- Limited Brands -- Victoria's Secret Stores
- Limited Stores
- Liz Claiborne
- Lowe's
- LVMH Moet Hennessy Louis Vuitton
- LVMH Moet Hennessy Louis Vuitton -- Fendi
- LVMH Moet Hennessy Louis Vuitton -- Moet Hennessy USA
- Macy's
- Macy's -- Bloomingdale's
- Magellan Health Services
- Magellan Health Services
- Maidenform Brands
- Margaritaville - Jimmy Buffett's
- MetLife
- Michaels Stores
- Moog
- Movado Group, Inc.
- Nike
- Nordstrom
- Nordstrom -- Nordstrom Rack
- Novo Nordisk

Hay Group all organizations – Nevada participants cont'd

- Office Depot
- OfficeMax
- Panda Restaurant Group
- Penske Truck Leasing
- Pernod Ricard SA -- Pernod Ricard USA
- PETCO
- PETSMART
- Philips Electronics -- North America
- Pier 1 Imports
- PRA International
- Praxair
- Purdue Pharma L.P.
- Ralph Lauren
- Retail Brand Alliance -- Brooks Brothers
- Ritchie Bros. Auctioneers
- SABIC Innovative Plastics US
- Safeway
- Saks
- Saks -- Off 5th
- Sanofi Pasteur
- Sears
- Skey Spirits
- Sodexo -- Sodexo
- Solutia
- Sonic Automotive
- Southwest Gas
- St. John Knits International
- Stage Stores -- Peebles
- Staples
- Starbucks
- SuperValu
- Takeda Pharmaceuticals North America
- Target
- Tekni-Plex
- Teva Pharmaceuticals USA
- Tiffany & Co.
- Tipp Enterprises -- Novamex
- TJX
- Tory Burch
- Toys R Us
- Tronox
- Tween Brands
- UHS -- Centennial Hills Medical Center
- UHS -- Desert Springs Hospital Medical Center
- UHS -- Northern Nevada Medical Center
- UHS -- Spring Mountain Sahara
- UHS -- Spring Mountain Treatment Center
- UHS -- Spring Valley Hospital Medical Center
- UHS -- Summerlin Hospital Medical Center
- UHS -- Valley Hospital Medical Center
- Unilever US
- UnitedHealth Group
- UnitedHealth Group
- VA Medical Center - Ioannis A. Lougaris Campus
- VA Medical Center - Southern Nevada Campus
- Valley Services
- Walgreens
- Walmart Stores -- Sam's Club
- Walmart Stores -- Stores and Super Stores
- Watson Pharmaceuticals
- William Grant & Sons
- Williams-Sonoma

Hay Group all organizations – Nevada participants by sector

Nevada Participants by Industry Sector



Hay Group all organizations – Nevada participants (benefits survey)

- 7-Eleven
- Air Liquide America
- Andersons, The
- Anheuser-Busch InBev -- Anheuser-Busch
- AutoZone
- BASF
- Boston Beer
- Bridgestone Americas
- Carson Tahoe Regional Healthcare
- Children's Place, The
- CNH Global
- Coca-Cola
- Cytotec Industries
- Day & Zimmermann
- Deere
- FMC
- Foster's Group -- Foster's Wine Estates Americas
- Health Net
- Heineken USA
- Hershey Foods
- Hilti -- US
- Moog
- Nordstrom
- Office Depot
- Pernod Ricard SA -- Pernod Ricard USA
- Philips Electronics -- Phillips Consumer Electronics
- PRA International
- Praxair
- Ritchie Bros. Auctioneers
- Saks
- Sanofi-Aventis
- Sears
- Skyy Spirits
- Solutia
- Southwest Gas
- SUPERVALU
- Takeda Pharmaceuticals North America
- Tronox
- UnitedHealth Group
- William Grant & Sons

Hay Group database – western public sector participants (benefits survey)

- Campbell County School District #1
- City of Bountiful, UT
- City of Colorado Springs, CO
- City of Denver, CO
- City of Fresno, CA
- City of Gillette, WY
- City of Jackson, WY
- City of Las Vegas, NV *
- City of Long Beach, CA
- City of Oakland, CA
- City of Ogden City, UT
- City of Pasco, WA
- City of Reno, NV*
- City of Renton, WA
- City of Rock Springs, WY
- City of Roseville, CA
- City of Sacramento, CA
- City of Salt Lake, UT
- City of San Francisco, CA
- City of Seattle, WA
- City of South San Francisco, CA
- City of Sunnyvale, CA
- City of Tucson, AZ
- County of Alameda, CA
- County of Franklin, WA
- County of King, WA
- County of Kittitas, WA
- County of Klickitat, WA
- County of Laramie, WY
- County of Pierce, WA
- County of Snohomish, WA
- County of Whitman, WA
- Davis County Personnel
- Fremont County School District #21
- Granite School District
- Laramie County Community College
- Maricopa County Community College District
- Natrona County School District
- New Mexico State University
- Placer County, CA *
- Reno-Sparks Regional Transportation *
- Salt Lake County
- State of Arizona
- State of California *
- State of Colorado
- State of Idaho
- State of Montana
- State of Nevada *
- State of New Mexico
- State of Oregon
- State of Utah
- State of Washington
- State of Wyoming
- University of California
- University of Utah
- University of Wyoming
- Utah County Government
- Utah Retirement Systems
- Utah System of Higher Education
- Utah Valley University
- Washoe County School District *
- Weber State University
- Western Wyoming Community College

** Custom Survey Participant*

B

Benchmark Job Listing

Benchmark Job Listing

Sorted by Dept/Occ Group

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
General / Administration	Administrative Assistant II	LL	60000163
General / Administration	Administrative Secretary	JJ	60000023
General / Administration	Office Assistant II	EE	60000015
General / Administration	Office Support Specialist	HH	60000017
General / Administration	Program Coordinator	LL	60000171
Finance and Related	Account Clerk	GG	60000312
Finance and Related	Accountant II	NN	60000318
Finance and Related	Budget Manager	VV	60009328
Finance and Related	Collections Analyst	II	60006140
Finance and Related	Director of Finance	ZZ	60009407
Finance and Related	Fiscal Analyst II	NN	60000151
Finance and Related	Payroll Supervisor	LL	60000317
Finance and Related	Payroll Technician	HH	60000514
Purchasing	Buyer	LL	60000412
Recorder	Chief Deputy Recorder	NN	60000137
Risk Management	Safety Officer	NN	60002325
Human Resources	Director of Human Resources*	WW	60009410
Human Resources	Human Resource Analyst II	NN	60000508
Human Resources	Human Resources Specialist II	JJ	60000510
IT / Technology Services	Business Systems Analyst II	NN	60000261
IT / Technology Services	Chief Information Management Officer	XY	60015950
IT / Technology Services	Department Computer Specialist	KL	60000435

* Director of Human Resources job was reclassified and re-graded (XX) since the survey was initiated.

Benchmark Job Listing

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
IT / Technology Services	Imaging Equipment Technician II	GG	60000203
IT / Technology Services	IT Manager	DTT	60000283
IT / Technology Services	Sr. Department Programmer Analyst	NO	60000430
IT / Technology Services	Technology Network Engineer I	KL	60015836
IT / Technology Services	Technology Network Engineer II	LM	60015837
IT / Technology Services	Technology Project Coordinator	QR	60015825
IT / Technology Services	Technology Support Technician II	II	60015830
IT / Technology Services	Technology Systems Administrator I	KL	60015831
IT / Technology Services	Technology Systems Administrator II	LM	60015832
IT / Technology Services	Technology Systems Developer II	NO	60015835
IT / Technology Services	Sr. Technology Systems Developer	PP	60015840
Assessor	Appraiser III	NN	60000330
Assessor	Chief Property Appraiser	RR	60000338
Building Inspection	Plans Examiner	LM	60002112
Building Inspection	Plans Examiner Supervisor	NO	60002117
Community Development	Code Enforcement Officer II	KK	60000700
Community Development	Planner	NN	60000705
Community Development	Planning Manager	RR	60000712
Library	Librarian II	NN	60005022
Library	Library Assistant II	GG	60005014
Library	Library Director	VV	60009305
Parks and Recreation	District Park Manager	OO	60016130

Benchmark Job Listing

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
Parks and Recreation	Grounds Equipment Mechanic	II	60008102
Parks and Recreation	Park Ranger II	KK	60004017
Engineering	Assistant Director - Engineering	DVV	60016627
Engineering	Civil Engineer II	NO	60003016
Engineering	Licensed Engineer	QR	60003017
Engineering	Sr. Licensed Engineer	RS	60003019
Environmental Health / Air Quality	Air Quality Specialist II	NN	60000618
Environmental Health / Air Quality	Division Director - Air Quality Management	DTT	60000619
Environmental Health / Air Quality	Environmental Engineer II	NO	60003041
Environmental Health / Air Quality	Sr. Environmental Engineer	OP	60003038
Environmental Health / Air Quality	Environmental Health Specialist	NN	60000614
Environmental Health / Air Quality	Sr. Environmental Health Specialist	OO	60000613
Animal Services	Animal Control Officer	II	60002216
Animal Services	Animal Services Supervisor	LL	60002217
Coroner	Deputy Coroner (Investigator)	MM	60002255
Health	Community Health Aide	EE	60000600
Health	Disease Intervention Specialist	NO	60000640
Health	EPI (Epidemiology) Center Director	WZ	60015302
Health	Health Educator II	MM	60000628
Health	Pediatric Physician	UZ	60016300
Health	Psychologist / Administrator	TU	60015334
Health	Public Health Nurse II	NO	60000605
Health	Public Health Nurse Supervisor	QQ	60000623

Benchmark Job Listing

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
Health	Registered Nurse	KK	60000602
Health	WIC Program Manager	OO	60000643
Human / Social Services	Division Director - Children`s Services	DVV	60006135
Human / Social Services	Eligibility Certification Specialist II	II	60006150
Human / Social Services	Guardian Case Manager	LL	60000188
Human / Social Services	Human Services Support Specialist II	HH	60006129
Human / Social Services	Mental Health Counselor II	PP	60006153
Human / Social Services	Social Services Case Manager II	LL	60015601
Human / Social Services	Social Services Supervisor	PP	60006136
Human / Social Services	Social Worker III	NN	60006143
Family Support	Family Support Program Manager	QQ	60001023
Family Support	Family Support Specialist	II	60001014
Alternate / Public Defender	Alternate Public Defender	WX	60015975
Alternate / Public Defender	Investigator II (Public Defender)	LM	60001015
Alternate / Public Defender	Mitigation Specialist	LM	60006145
Alternate / Public Defender	Public Defender	YZ	60009311
District Attorney	District Attorney Investigator II (RR)	NO	60001019
District Attorney	District Attorney Investigator II (Police/Fire PERS Retirement)	ENO	60001031
District Attorney	District Attorney Investigator III (RR)	PQ	60001020
District Attorney	District Attorney Investigator III (Police/Fire PERS Retirement)	EPQ	60001032

Benchmark Job Listing

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
District Attorney	Deputy District Attorney I	OO	60001090
District Attorney	Deputy District Attorney III	TT	60001092
District Attorney	Victim Witness Advocate	II	60001025
Legal	Deputy Clerk II	110	60001210
Legal	Legal Secretary	II	60000101
Juvenile Services	Director of Juvenile Services	1YY	60013700
Juvenile Services	Juvenile Probation Officer II	1NN	60000711
Juvenile Services	Juvenile Services Support Specialist	GH	60013729
Juvenile Services	Youth Advisor II	KK	60013751
Sheriff	Courthouse Security Officer	EE	60002211
Sheriff	Investigative Assistant	II	60001013
Sheriff	Pilot	KO	60002220
Sheriff	Polygraph Examiner II	LN	60002244
Sheriff	Sheriff Support Specialist	HH	60002205
Sheriff - Crime Lab	Chief Toxicologist	RU	60002228
Sheriff - Crime Lab	Crime Lab Director	TV	60016450
Sheriff - Crime Lab	Criminalist II	NP	60002252
Sheriff - Crime Lab	Sr. Criminalist	OQ	60002250
Sheriff - Crime Lab	Supervising Criminalist	QR	60002253
Sheriff - Crime Lab	Forensic Technician II	JJ	60002226
Public Works	Architect	QR	60003021
Public Works	Assistant Director - Facilities	DVV	60016626

Benchmark Job Listing

Dept/Occ Group for Survey	Job Title	WC Pay Grade	WC Job Code
Public Works	Sr. Project Manager	RS	60016700
Public Works - Roads	Heavy Equipment Operator	II	60008243
Public Works - Roads	Roads Superintendent	SS	60016877
Public Works - Roads	Roads Supervisor	LL	60008352
Facilities / Maintenance	Carpenter	JJ	60008126
Facilities / Maintenance	Equipment Services Worker II	FF	60008111
Facilities / Maintenance	Facility Technician	KK	60008136
Facilities / Maintenance	Maintenance Worker II	FF	60008003
Water Resources	Sewer Systems Worker II	II	60003032
Water Resources	Sr. Hydrogeologist	PQ	60003030
Water Resources	Utility Operations Manager	QR	60003039
Water Resources	Utility Worker II	II	60003014
Water Resources	Water Meter Technician II	HH	60003049
Water Resources	Water Resources Program Manager	QR	60003053

C

Salary Administration Questionnaire Survey Results

Salary Administration Survey Results

Salary Administration

Number of employees

	Washoe County	Participant Average	Participant Median
Full-time	2,388	16,810	1,822
Part-time	73	2,608	284

93 % of respondents use an overall structure/policy to administer salaries:

How is the level of compensation determined?

Washoe County	Point Factor System Only	Market Data Only	Combination of Point Factor and Market Data	Other*
Point Factor System	0%	47%	13%	40%

*Other includes: job analysis, internal equity, determined by bargaining unit, years of experience and productivity

Salary Administration Survey Results

How often do you adjust your salary structure?

Washoe County	Every Year	Every 2 Years	Every 3 Years	Other*
Sporadically	21%	7%	7%	65%

*Other factors include: As needed by the market / bargaining unit (23%); No movement in recent past due to economic conditions/budget constraints (28%); Sporadically and no specific response (7%); No salary structure (7%)

Percent of salary structure increase in 2008:

Washoe County	Average Including Zeros*	Median Including Zeros*	Average Excluding Zeros*	Median Excluding Zeros*
0.4%	1.4%	1.4%	2.6%	3.0%

*Average and Median Excluding Zeros: excludes participations reporting structure freeze.

44% reported 0% structure movement in 2008.

Salary Administration Survey Results

Percent of salary structure increase in 2009:

Washoe County	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*
(a)	0.7%	0.0%	2.5%	2.5%

70% reported 0% structure movement in 2009.

(a) In 2009 the WCEA took a 2.5% wage concession which lasted ten months and there was also a 0.5% decrease in the PERS contribution rate most for employees.

Percent of salary structure increase in 2010:

Washoe County	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*
-3.4%	0.2%	0.0%	0.6%	0.5%

73% reported 0% structure movement in 2010.

One participant reported a structure decrease in 2010.

*Average and Median Excluding Zeros: excludes participations reporting structure freeze.

Salary Administration Survey Results

Percent of salary structure increase in 2011:

Washoe County	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*
-1.0%	-0.3%	0.0%	-1.6%	-1.6%

None of the respondents reported a positive structure increase in 2011: 83% reported 0% structure movement; three participants reported a structure decrease.

Percent of *planned* salary structure increase in 2012:

Washoe County	Average Including Zeros	Median Including Zeros	Average Excluding Zeros*	Median Excluding Zeros*
unknown	-0.4%	0.0%	Insuf. data	Insuf. data

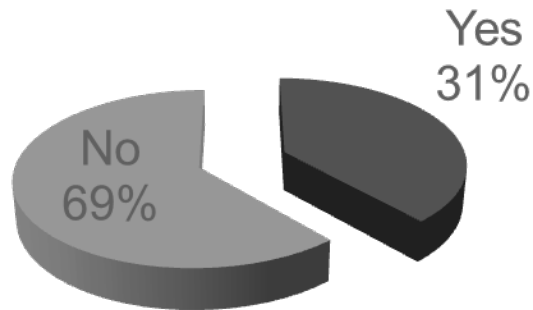
None of the respondents reported a positive planned structure increase in 2012: 88% reported 0% planned structure movement; one participants reported a planned structure decrease.

*Average and Median Excluding Zeros: excludes participations reporting structure freeze.

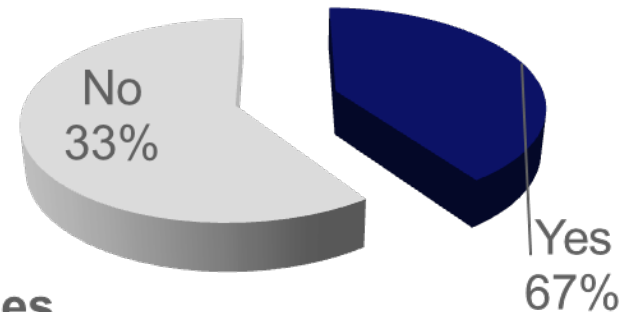
Salary Administration Survey Results

Respondents providing general increases, cost-of-living increases, and merit increases:

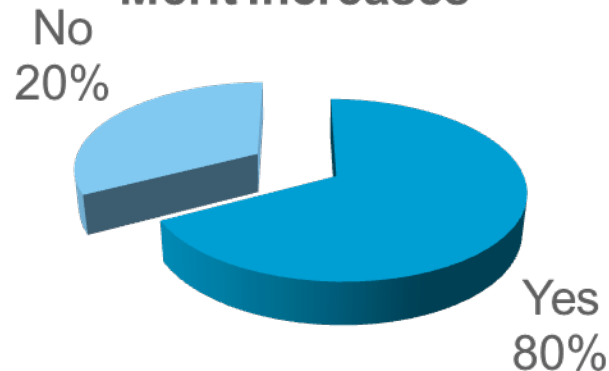
General Increase



Cost-of-Living Increase



Merit Increases



Salary Administration Survey Results

Percent of general, cost-of-living, and merit increases in 2008*

	Washoe County	Average	Median
General Increase	0.4%	1.3%	0.0%
Cost-of-Living Increase		2.0%	3.0%
Merit Increase	5.0%	3.5%	4.0%

Percent of general, cost-of-living, and merit increases in 2009*

	Washoe County	Average	Median
General Increase	0.0%	0.6%	0.0%
Cost-of-Living Increase	(a)	1.2%	0.0%
Merit Increase	5.0%	2.8%	3.8%

(a) In 2009 the County had a temporary 2.5% wage concession from 02/16/09 – 12/20/09 in exchange for 2 hours of personal leave per pay period as well as a .50% Decrease (PERS Contribution Rate Adjustment)

*One participant reported a positive increase in 2008 and in 2009 that was not included within the above categories.

Salary Administration Survey Results

Percent of general, cost-of-living, and merit Increases in 2010*

	Washoe County	Average	Median
General Increase	0.0%	0.0%	0.0%
Cost-of-Living Increase	-3.4%	0.8%	0.0%
Merit Increase	5.0%	2.4%	2.0%

Percent of (actual or *planned*) general, cost-of-living, and merit increases in 2011*

	Washoe County	Average	Median
General Increase	0.0%	0.0%	0.0%
Cost-of-Living Increase	-1.0%	-0.3%	0.0%
Merit Increase	5.0%	2.4%	2.0%

*One participant reported a negative increases in 2010 and in 2011 that were outside of the above categories.

Salary Administration Survey Results

Percent of *planned* general, cost-of-living, and merit increases in 2012*

	Washoe County	Average	Median
General Increase	0.0%	0.0%	0.0%
Cost-of-Living Increase		0.0%	0.0%
Merit Increase	2.5%	2.7%	4.0%

73% of participants give general, cost-of-living and/or merit increases annually, the remaining provide increases irregularly or without a set schedule.

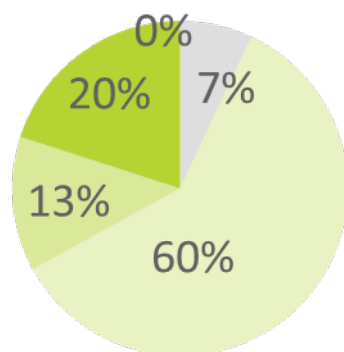
*One participant reported a planned negative increase in 2012 that was outside of the above categories.

Salary Administration Survey Results

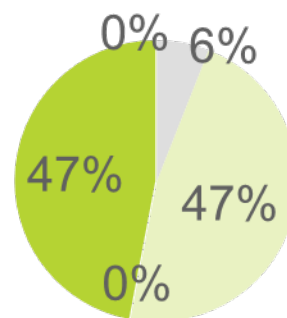
Has your organization made plans to increase, decrease or freeze salaries for 2011 and 2012?

	% reporting for 2011	% reporting for 2012
Increasing salary budget	0%	0%
Decreasing salary budget	7%	6%
Freezing salaries at current levels	60%	47%
Reducing salaries from current levels	13%	0%
Don't know/Combo* (two participants reported plans to decrease salary budget and reduce salaries from current level for 2012)	20%	47%

% reporting - 2011



% reporting – 2012



- Increasing salary budget
- Decreasing salary budget
- Freezing salaries at current levels
- Reducing salaries from current levels
- Don't know/Combo

Washoe County plans to decrease salary budget and reduce salaries from current levels in 2011 and 2012.

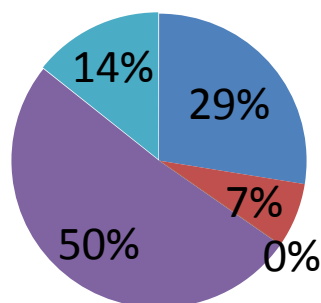
*Participants choosing more than one of the given options

Salary Administration Survey Results

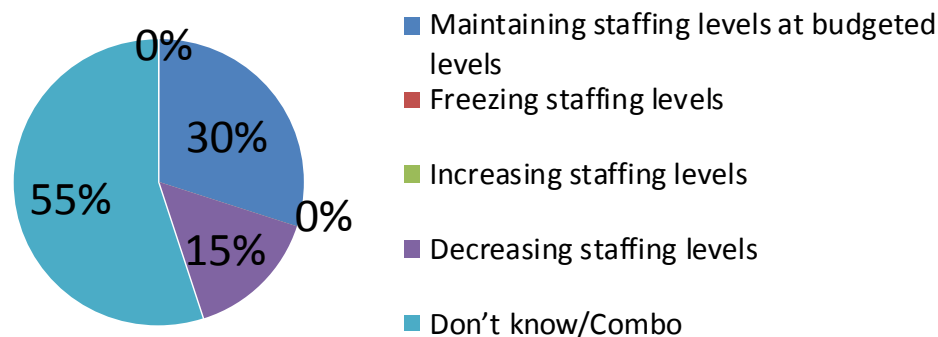
Has your organization recently made changes to (or planning to change) overall staffing levels?

	% reporting for 2011	% reporting for 2012
Maintaining staffing levels at budgeted levels	29%	30%
Freezing staffing levels	7%	0%
Increasing staffing levels	0%	0%
Decreasing staffing levels	50%	15%
Don't know/combo* (four participant reported plans to decrease staffing levels in 2012)	14%	55%

% reporting – 2011



% reporting – 2012



Washoe county decreased staffing levels in 2011 and is planning on reducing staffing levels again in 2012

**Participants choosing more than one of the given options*

Salary Administration Survey Results

What is your base salary target position in the market?

P25	P50	N/A
9%	73%	18%

“9%” represents a single participant of those providing a target market position.

Washoe County targets P50 of the market

Do you use a step system? If so, how many steps?

Washoe County	Percent Using a Step System	Average # of Steps	Median # of Steps
N/A	47%	9	9

3 participants responded that the # of steps varies by employee group and position.

Which step is set to a market (targeted) value?

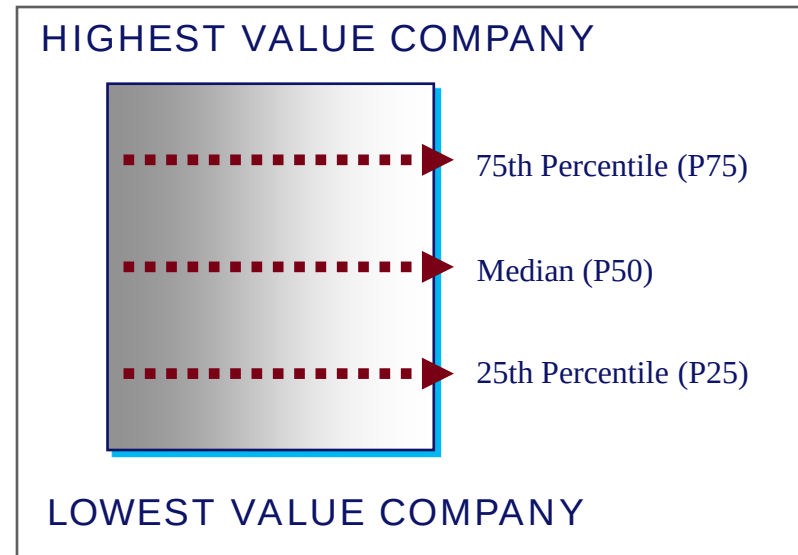
Washoe County	Average	Median
NA	5	5

D

Benefits Valuation Methodology

Methodology: Comparator Database and Market Level

- Marketplace data references for this report were drawn from the Hay Group Benefits Database. The comparator organizations valued by the Hay Methodology in this report include Nevada organizations contained in the 2011 database plus Western Public Sector organizations. Refer to Appendix D for comparator group information.
- The selected comparator organizations' benefit programs are ranked according to the following percentile measures:
 - 75% (P75) is a “high-end” measure
 - 25% (P25) is a “low-end” measure
 - Median (P50) is a mid-market measure



Methodology: Hay Benefit Valuation Methodology

- Hay Group utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits.
- In establishing a program's overall market competitiveness the Hay Benefit Valuation model uses "standard cost assumptions", instead of a company's specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
- The utilization of "standard or common cost assumptions" provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided.
- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is the higher the relative value.

Methodology: Hay Benefit Valuation Methodology

The valuation method is applied to a full range of employee benefits including:

- Healthcare Insurance (medical, dental, RX, vision, physical exams);
- Retirement Plans (defined benefit and defined contribution plans);
- Death Benefits (employer paid and voluntary life insurance plans);
- Disability and Sick Leave (sick leave, short-term, long-term disability plans); and
- Other benefits such as Tuition Reimbursement, Flex Plans, Statutory Benefits, etc.

Benefit values are calculated on an “Employer-paid” basis. Employer- paid benefit values are discounted to reflect the relationship of any required employee contributions to the program’s total value. For fully employee-paid plans, the discount is 95% (some value remains due to such things as group purchasing power, etc.). For fully employer-paid plans, there is no discount, and for cost shared plans, a pro-ration is applied.

Methodology: Internal Equity

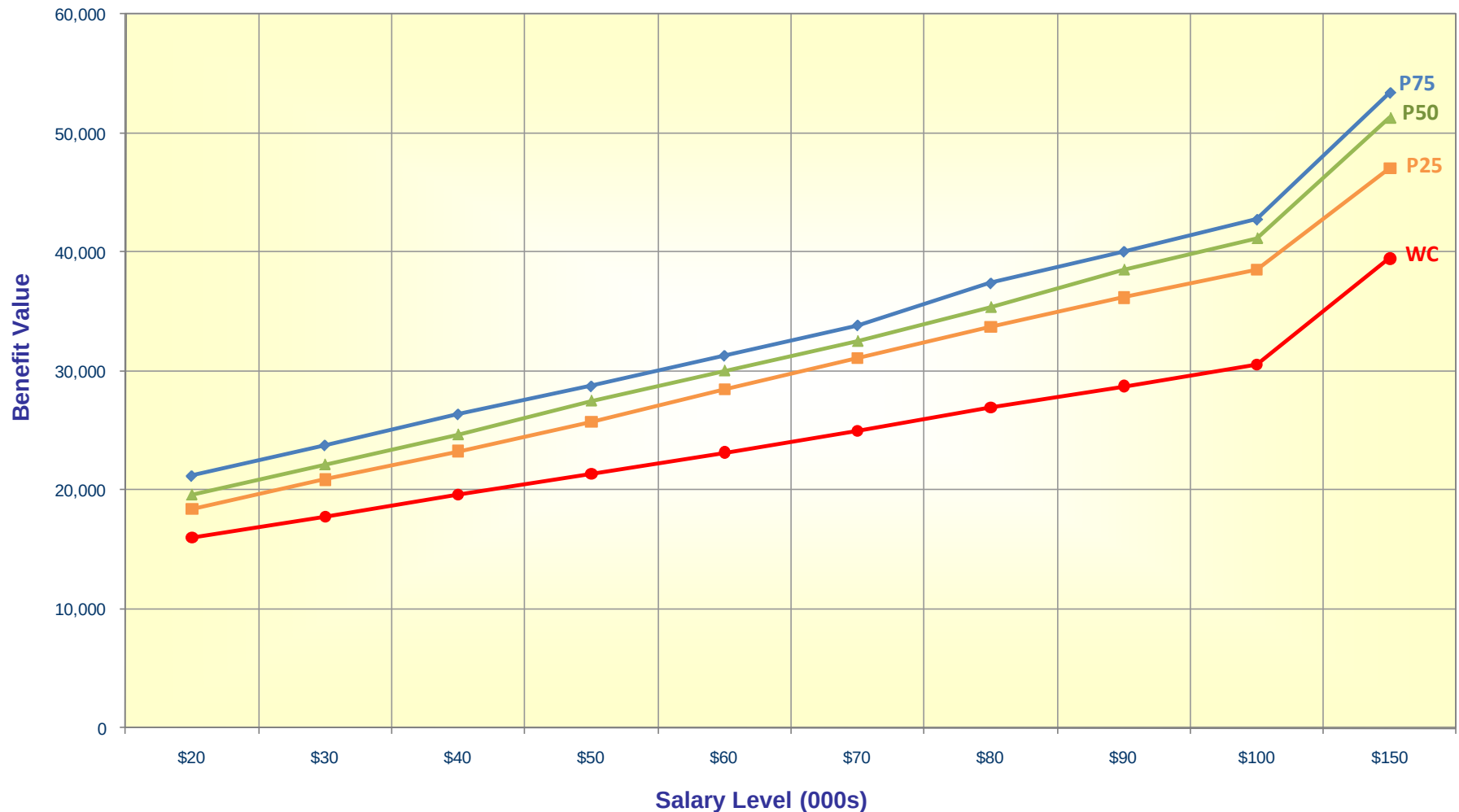
- Internal equity is the inter-relationship between reward opportunities within an organization. Many benefit plans (death benefits, disability, retirement, etc.) have features or benefit levels that are related to salary. Internal equity is achieved in a benefit program when the relationships between the benefit level and the employee salary are consistent within each employee population (Note: While benefit program differences can often be found between employee classes, most organizations provide consistent policies within a class).
- Organizations that wish to achieve internal equity within a benefit plan typically establish benefit levels that are based on uniform salary multiples (i.e. death benefits of one times salary or disability income replacement level of 60% of salary).
- In order to observe the internal equity of an employee benefits program, benefit values are typically illustrated at several salary levels. For this review of benefits, values are shown for salaries from \$20,000 to \$150,000.

E

BVC Charts – Public Sector Market

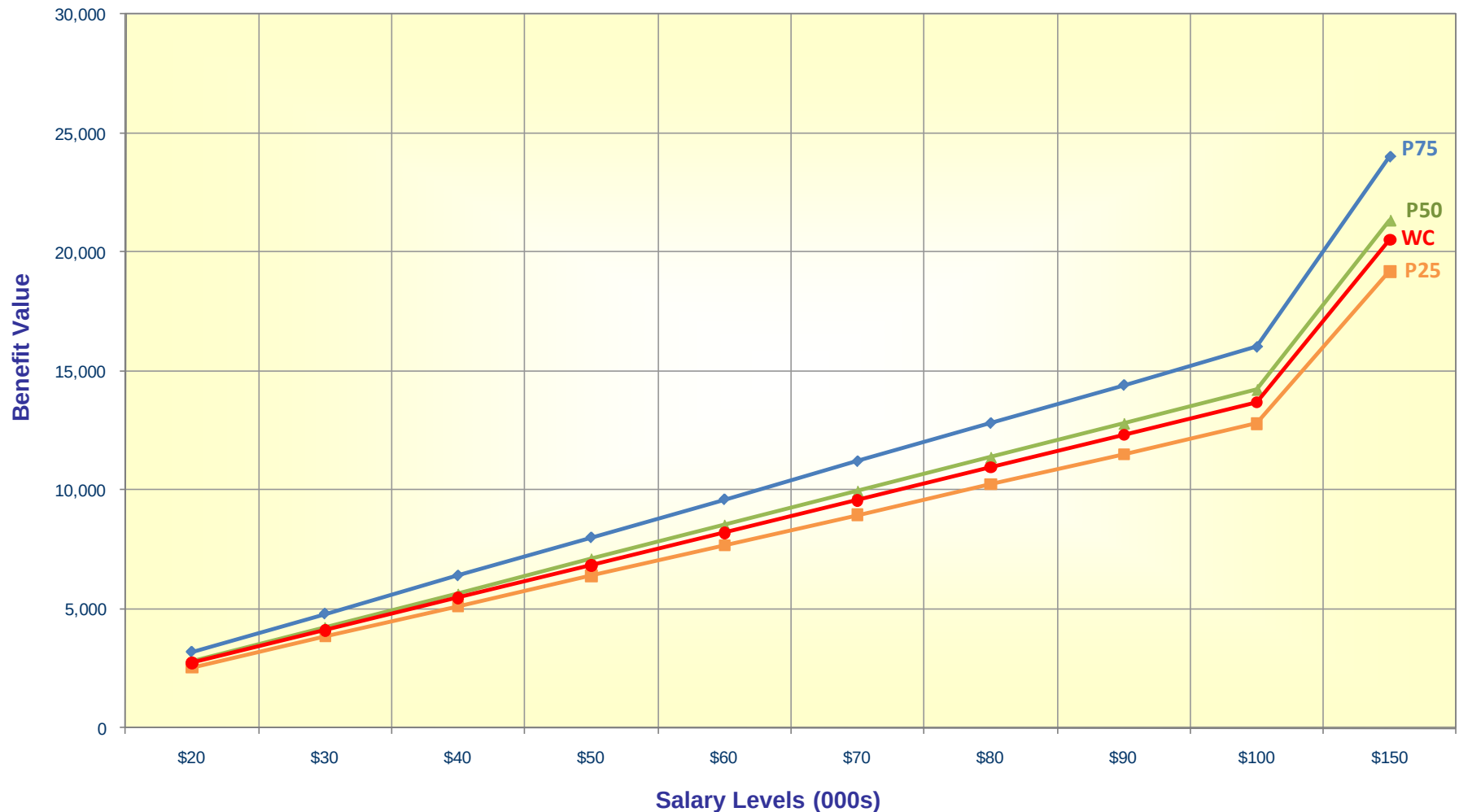
Market Competitiveness – Total Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**



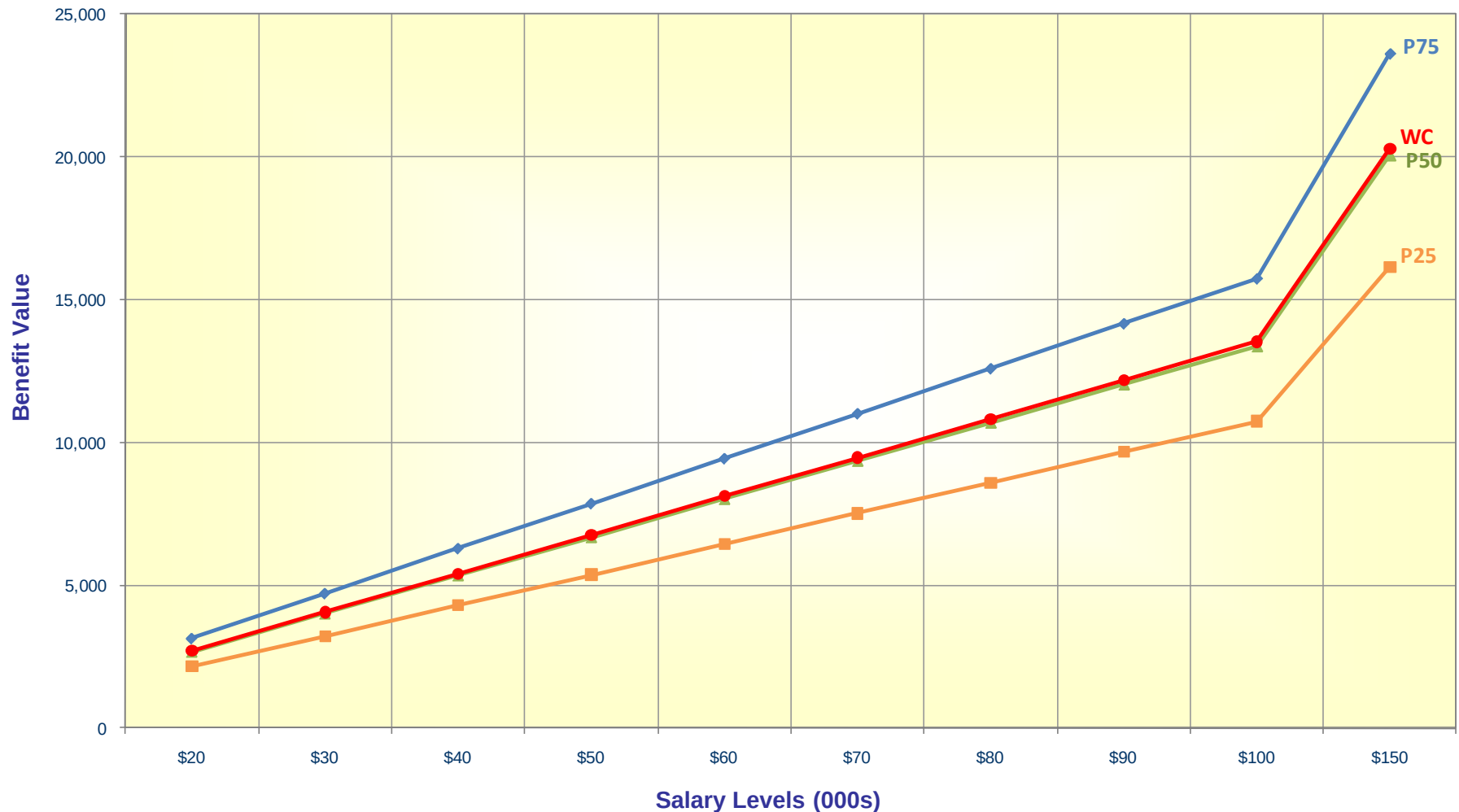
Market Competitiveness – Total Retirement

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**



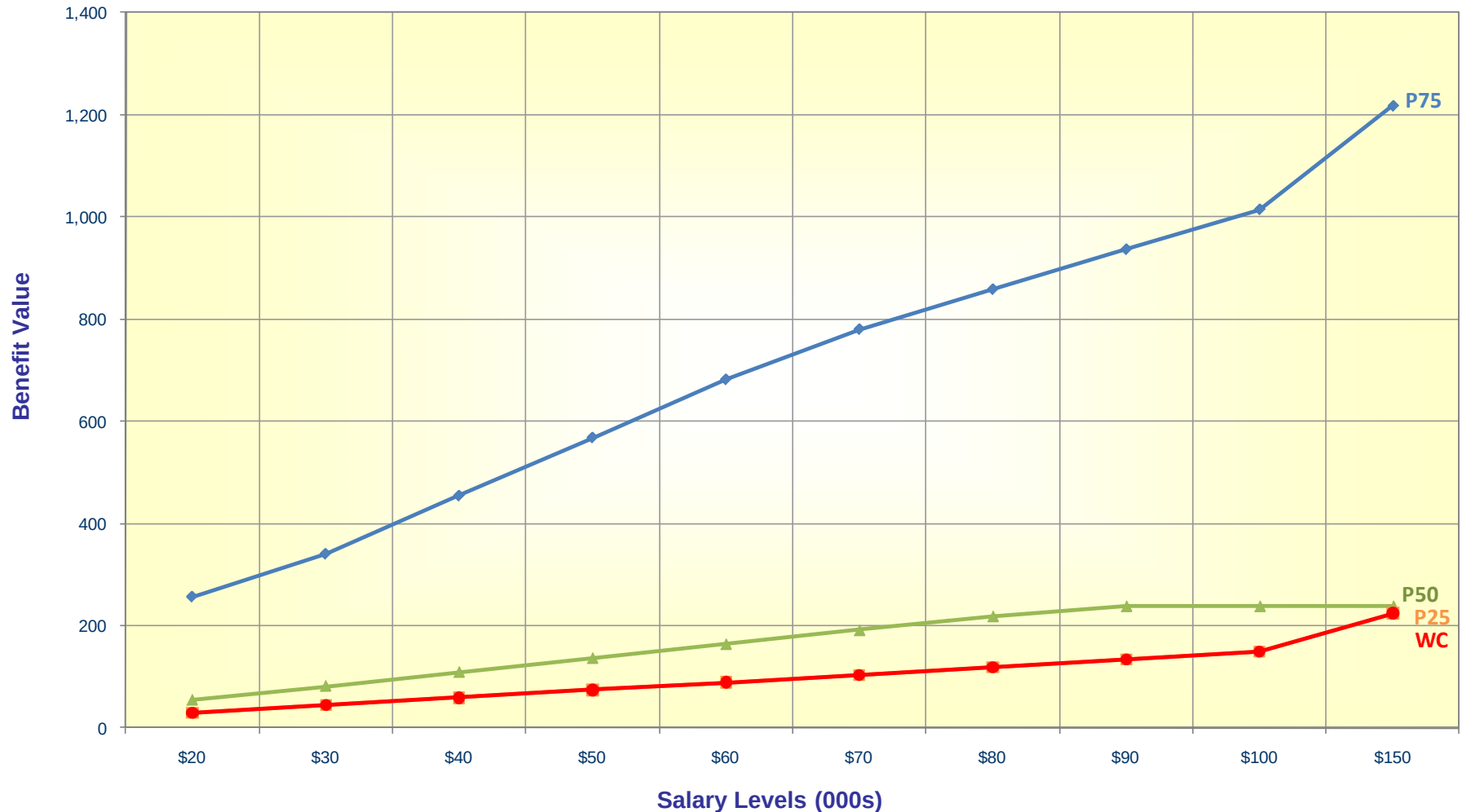
Market Competitiveness – Defined Benefit

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**



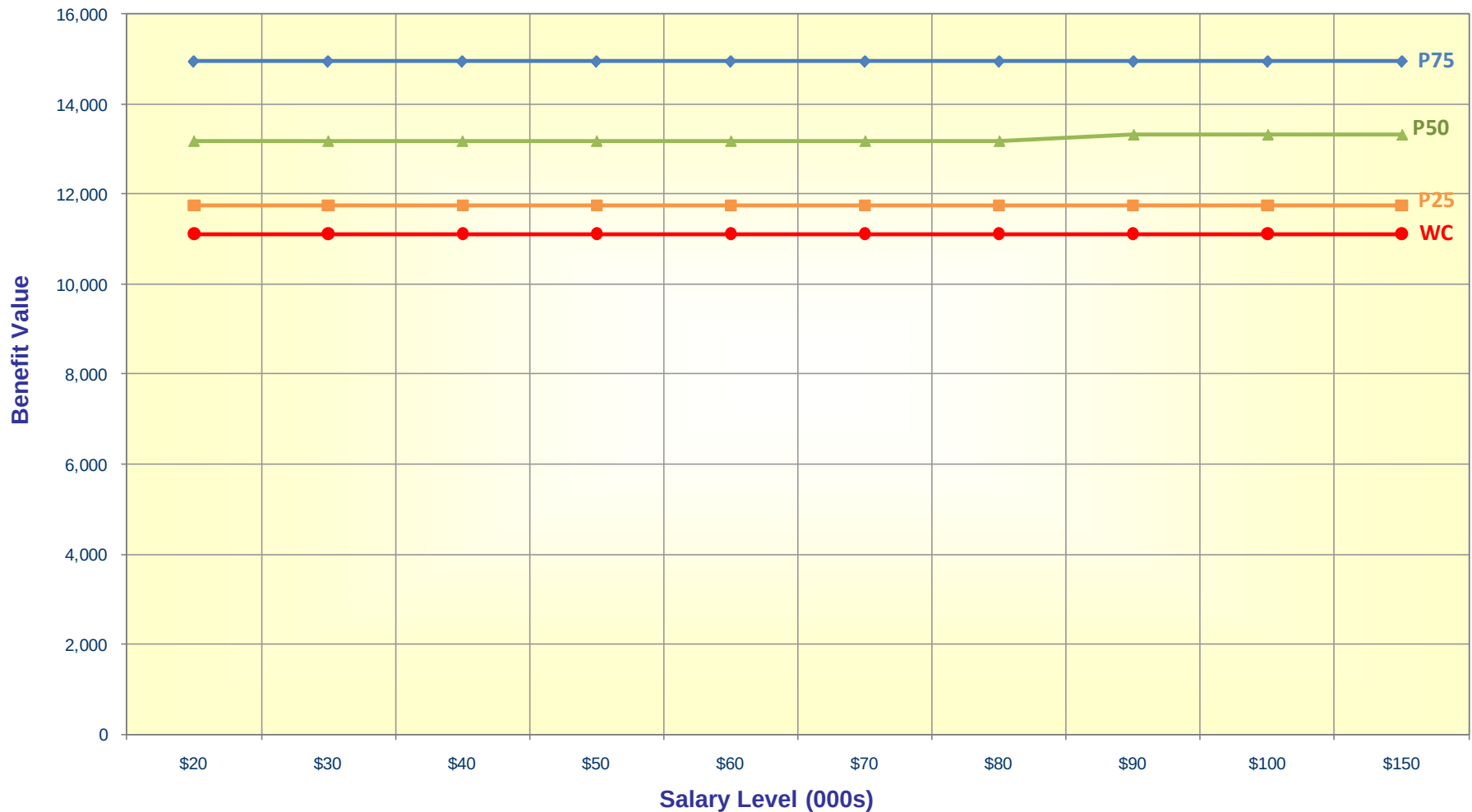
Market Competitiveness – Defined Contribution

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 Public Sector Market



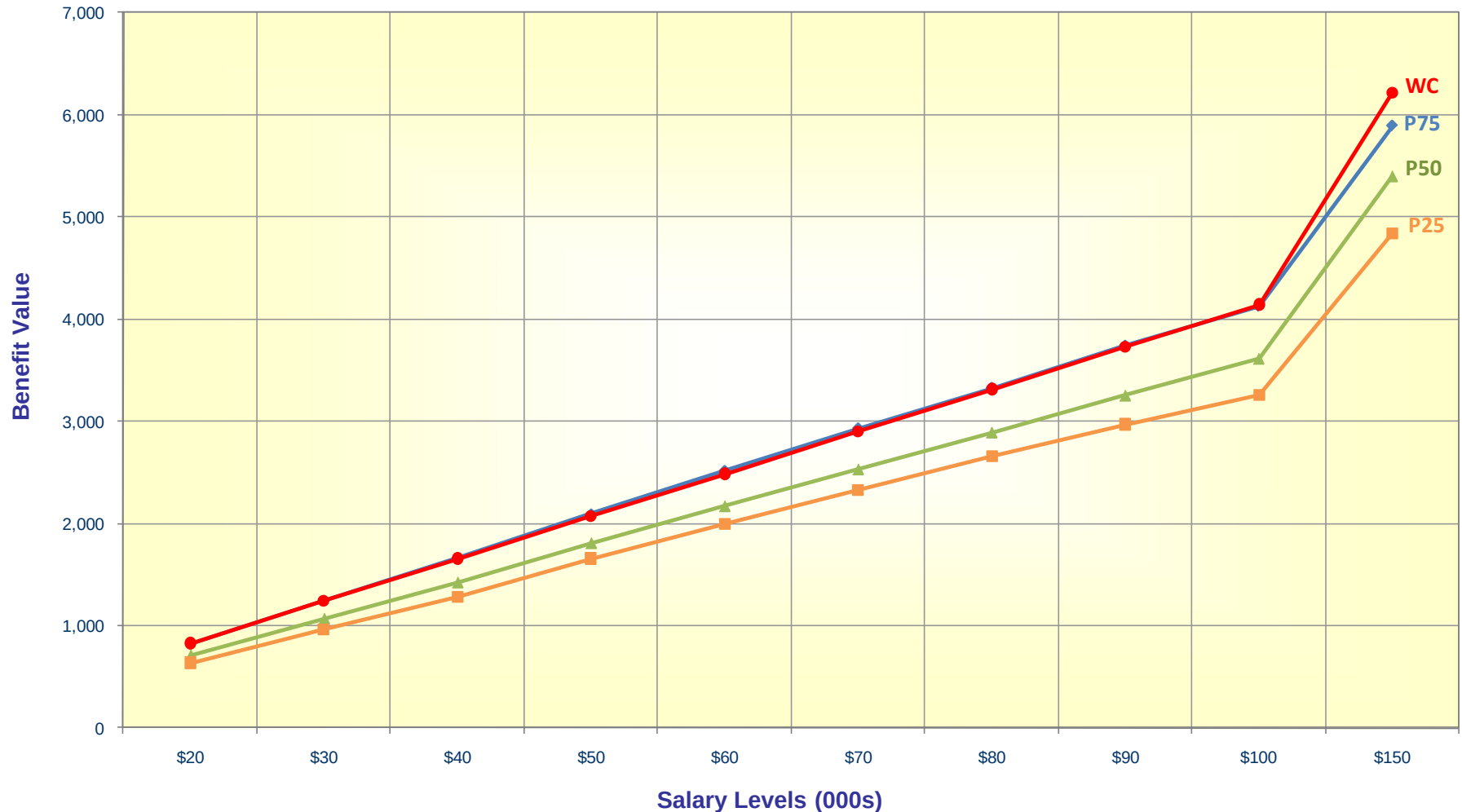
Market Competitiveness – Health Care

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**



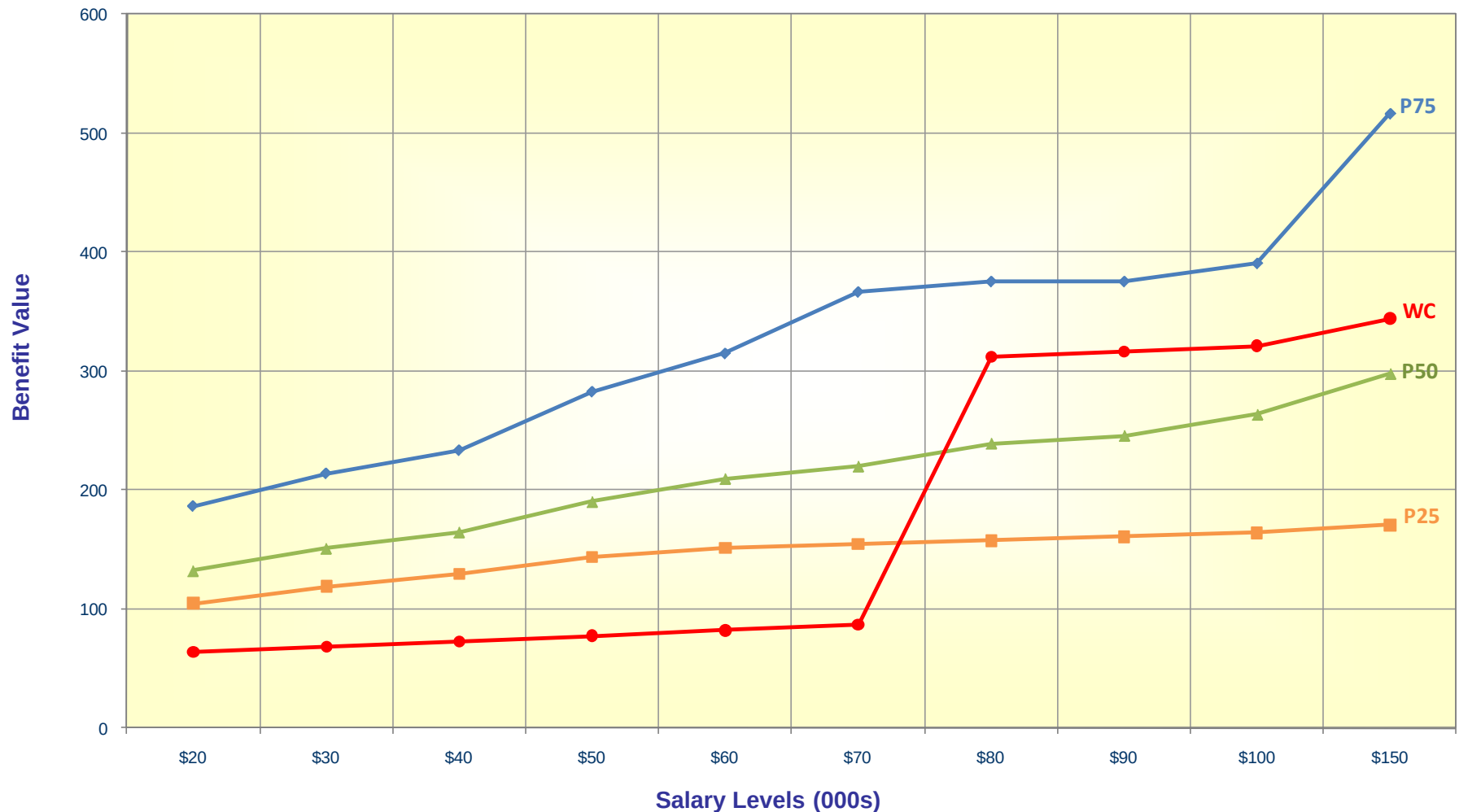
Market Competitiveness – Disability

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 Public Sector Market



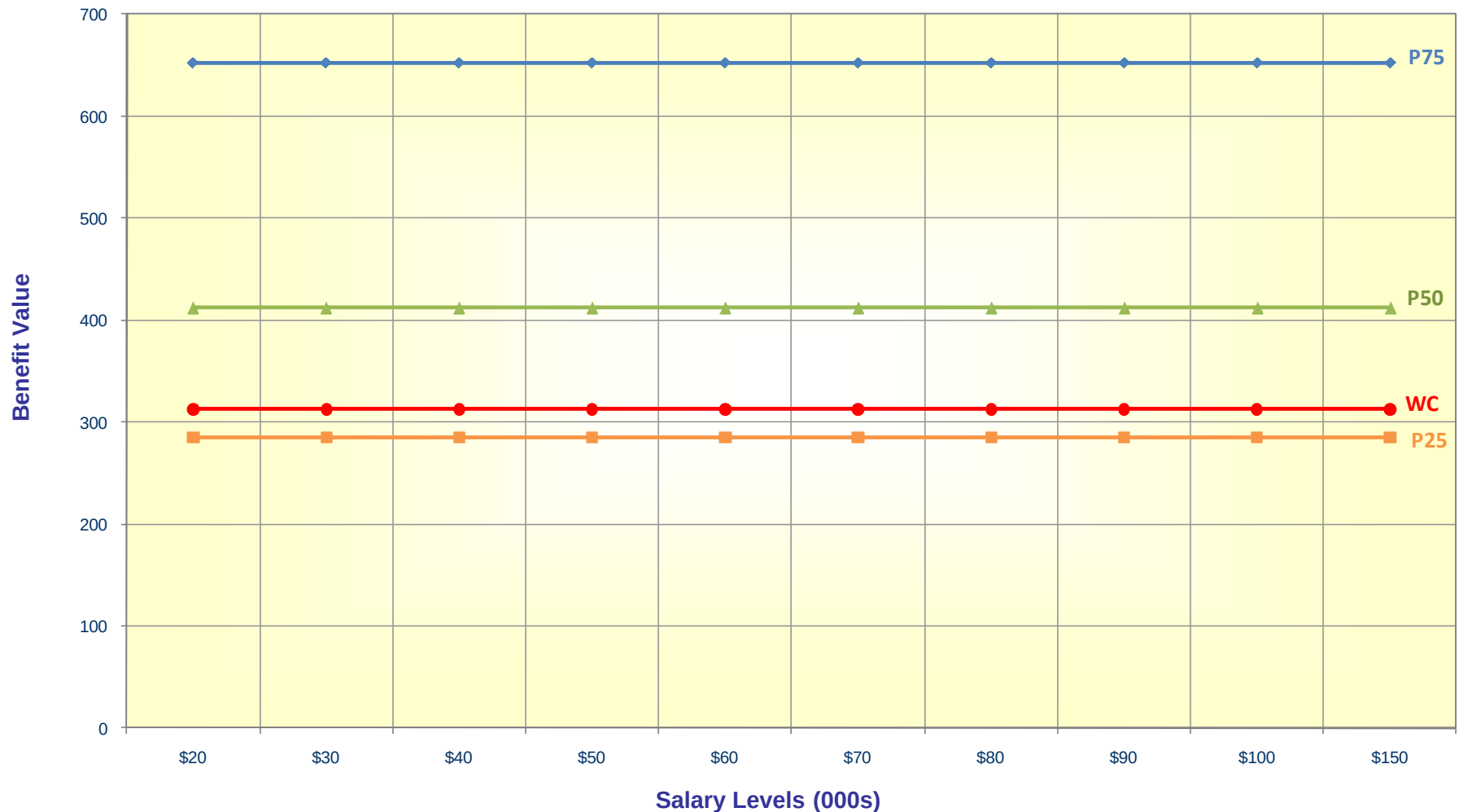
Market Competitiveness – Death

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**



Market Competitiveness – Other Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 **Public Sector Market**

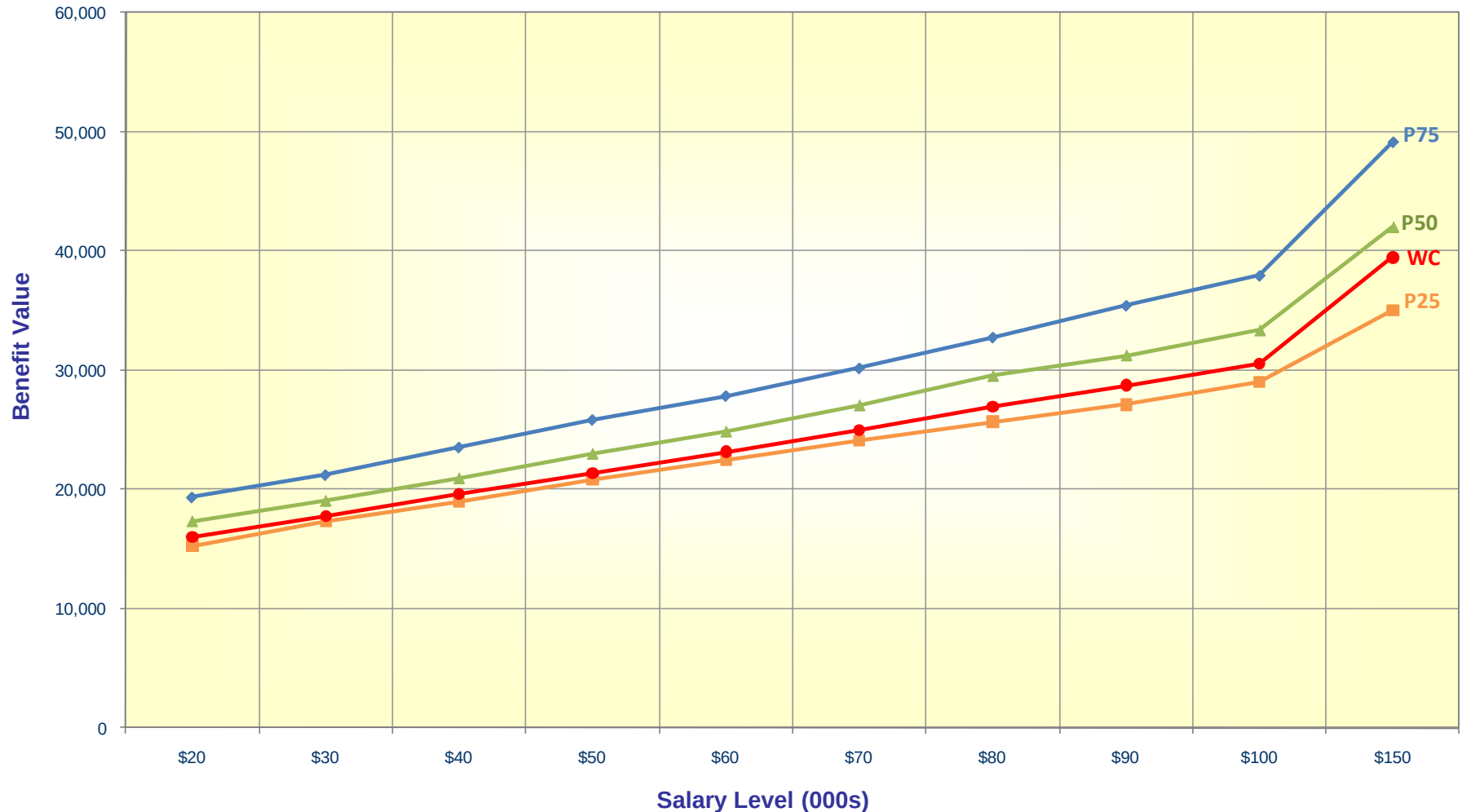


F

BVC Charts – General Market
(NV)

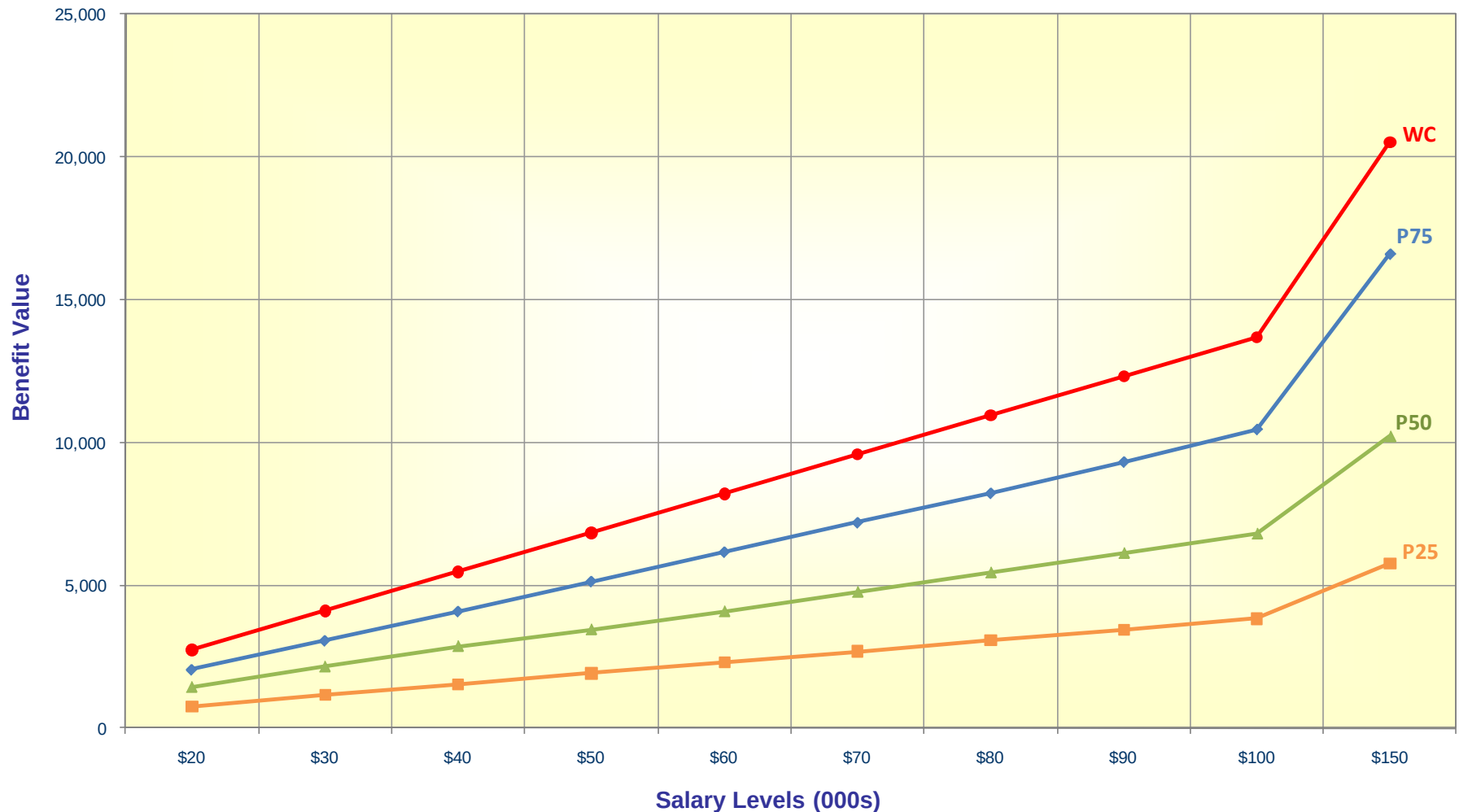
Market Competitiveness – Total Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



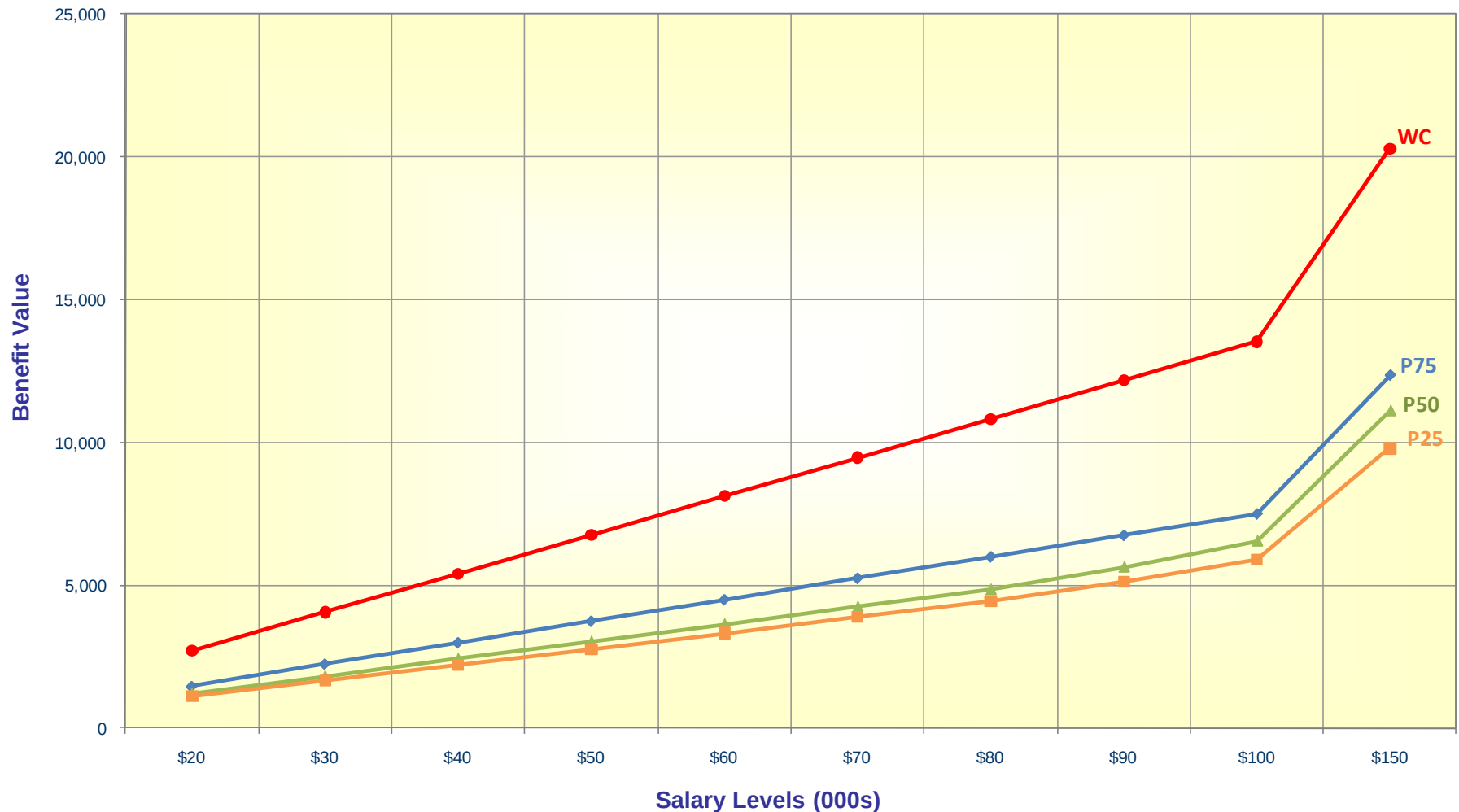
Market Competitiveness – Total Retirement

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



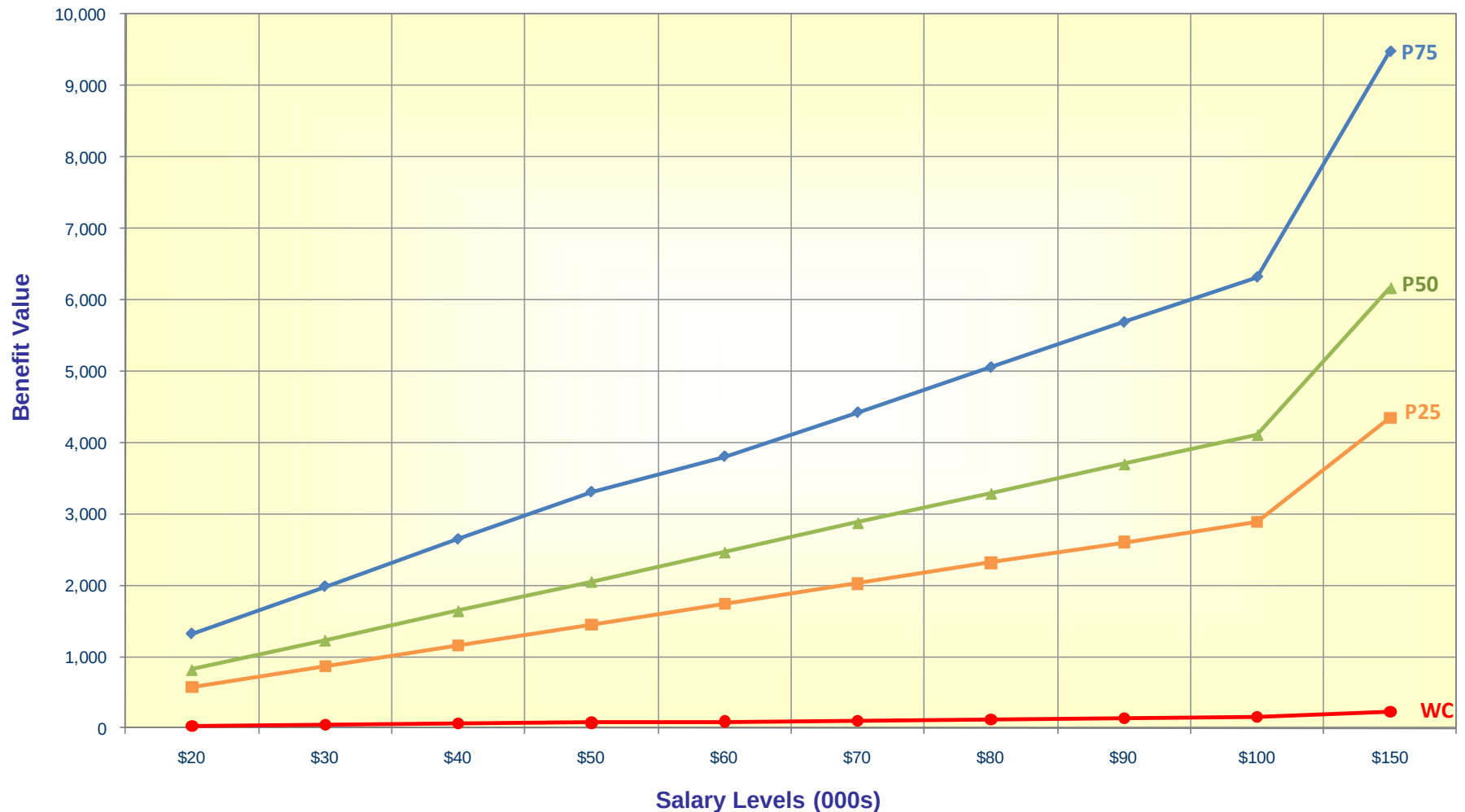
Market Competitiveness – Defined Benefit

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



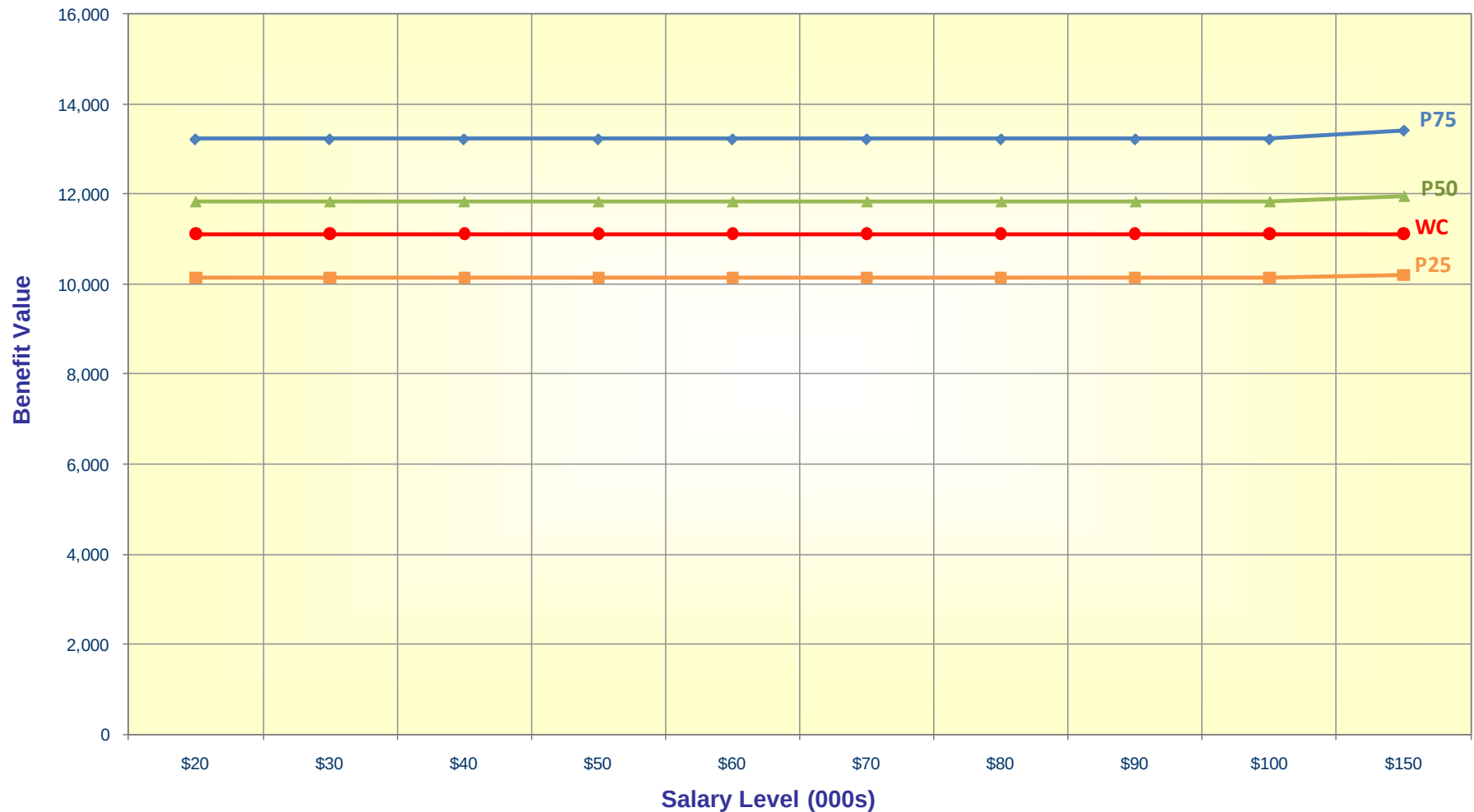
Market Competitiveness – Defined Contribution

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



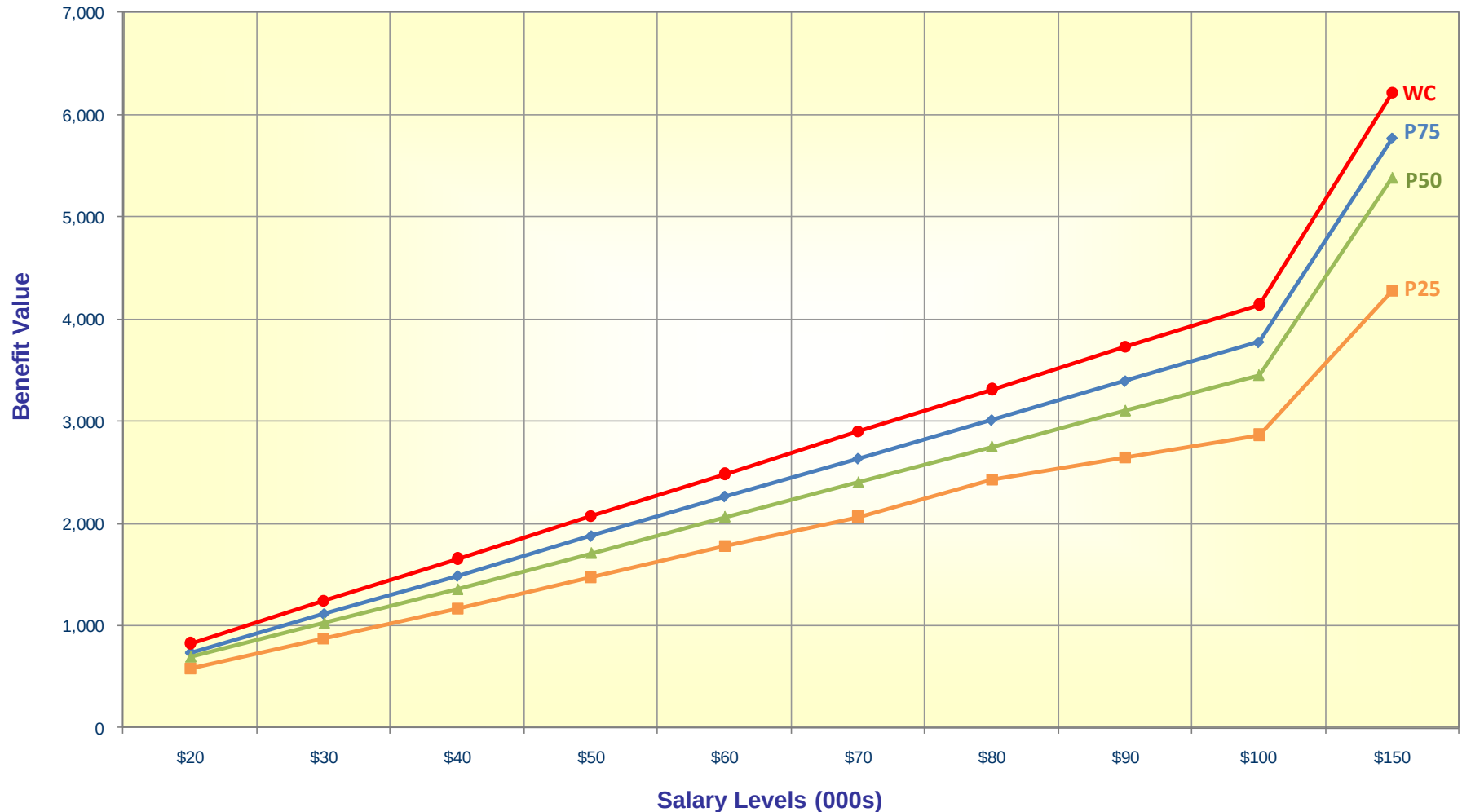
Market Competitiveness – Health Care

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



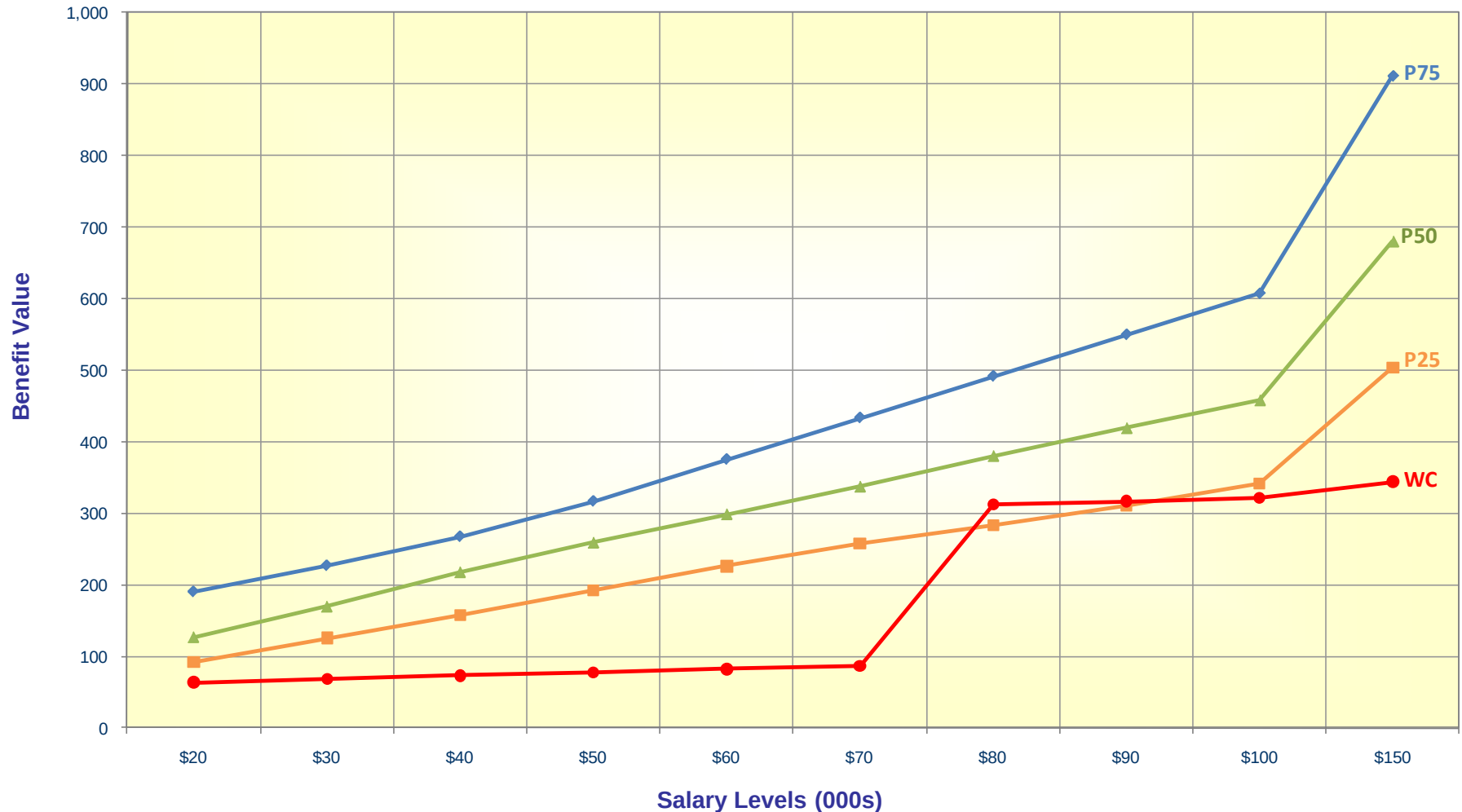
Market Competitiveness – Disability

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



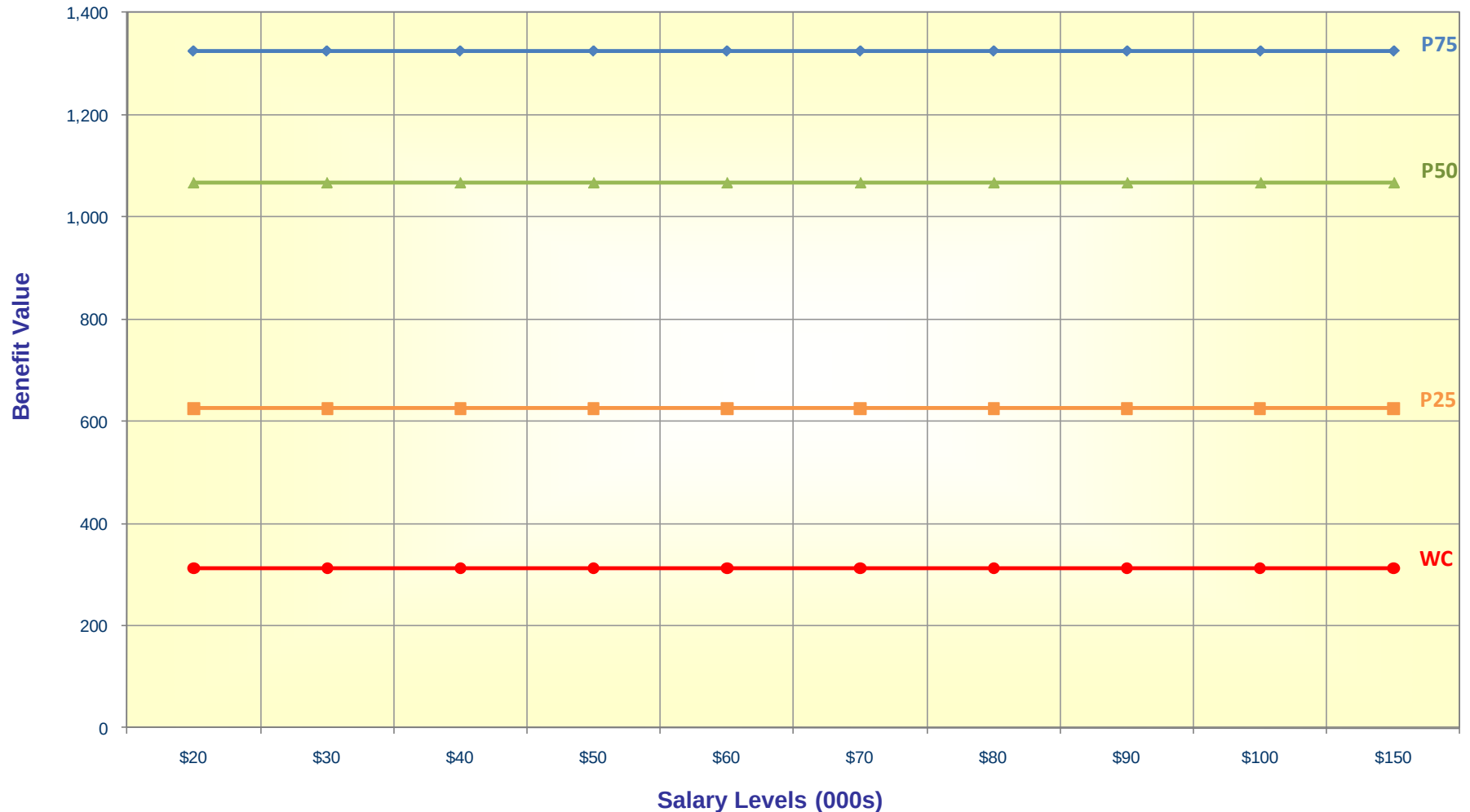
Market Competitiveness – Death

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



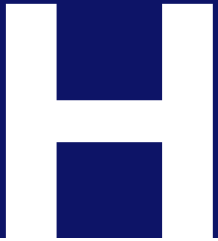
Market Competitiveness – Other Benefits

EMPLOYER PAID TOTAL BENEFITS VALUES – Salary Levels \$20,000 - \$150,000 General Market (NV)



G

Custom Market Data – Detailed Analysis



Benefits Prevalence of Practice Report