

**Carson City  
Agenda Report**

**Date Submitted:** 1-7-14

**Agenda Date Requested:** 1-16-14

**Time Requested:** 15 minutes

**To:** The Board of Supervisors

**From:** Melanie Bruketta, HR Director

**Subject Title:** (Informational Item Only:) Presentation of the Classification and Compensation Study by Pete Ronza, President, Pontifex Consulting Group, LLC.

**Staff Summary:** The Board of Supervisors entered into a contract with Pontifex Consulting Group, LLC to complete a classification and compensation study. The last study was completed in 1999. Mr. Ronza will present the findings of the study.

**Type of Action Requested:** (check one)

Resolution

Ordinance

Formal Action/Motion

Other (Presentation)

**Does this Action Require a Business Impact Statement:**  Yes  No

**Recommended Board Action:** Presentation only- no action required.

**Explanation for Recommended Board Action:** The Board of Supervisors entered into a contract with Pontifex Consulting Group, LLC to conduct a classification and compensation study. The last study was completed by Ralph Andersen in 1999. The purpose of a classification and compensation study is to define the City's jobs, create an internal value structure, and to determine the labor market value for jobs comparable to the City's in similar organizations. The competitive labor market for most City jobs is local governments in Northern Nevada. This is the geographic area the City must be competitive in order to recruit and retain talent. A majority of the City's jobs are found only in the public sector. The first part of the study was to identify the current job duties for each full-time employee, the knowledge, skills and abilities needed to perform the job, which then led to the creation of new job descriptions. The jobs were then compared to similar jobs in the labor market and compensation ranges were constructed reflecting the market rates and allowing for the City to recruit and retain talent. Mr. Ronza will explain the study process and the results.

**Applicable Statute, Code, Policy, Rule or Regulation:**

**Fiscal Impact:** None at this time

**Explanation of Impact:** N/A

**Supporting Material:** Classification and Compensation Study, Carson City, Nevada Final Report (December 2013)

**Prepared By:** Melanie Bruketta, HR Director *MB*


**Reviewed By:**

  
(Interim City Manager)

Date: 1-7-14

  
(Finance Director)

Date: 1/7/14

  
(District Attorney)

Date: 1/7/14

**Board Action Taken:**

Motion(s): \_\_\_\_\_ 1) \_\_\_\_\_ Aye/Nays  
2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)

# Classification & Compensation Study

Carson City, Nevada

Final Report

December 2013

Pontifex Consulting Group LLC



## TABLE OF CONTENTS

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|  | <u>Page</u> |
|--|-------------|
| I. Introduction  | 3           |
| II. Human Capital Issues and Compensation Philosophy         | 4           |
| III. Classification Study                                    | 8           |
| IV. Compensation Analysis                                    | 11          |
| V. Summary and Recommendations                               | 55          |
| Appendix A – Non-Represented Staff Classification Structure  | 63          |
| Appendix B – Compensation Survey Participants                | 78          |
| Appendix C – Fair Labor Standards Act (FLSA) Recommendations | 80          |



## Introduction

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### What was the Pontifex Consulting Group (PCG) asked to do?

The objectives of the study were to:

- Validate the compensation philosophy and its alignment to the Carson City's (City) strategy and direction.
- Review job content information for City jobs.
- Compose classification specifications for work being performed at the City.
- Group City positions into the classifications of work.
- Provide recommendations for classification structures (internal equity).
- Examine current compensation programs and structures for City jobs.
- Analyze current competitive labor market compensation and benefits practices.
- Provide recommendations for compensation structures (labor market equity).
- Provide recommendations for maintenance of classification and compensation systems.
- Prepare a written report of our findings and comparisons.

This report covers all of these objectives.

## **II. Human Capital Issues and Compensation Philosophy**

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## Human Resources Issues

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The City is a results oriented government. The Board of Supervisors has adopted a method of governing that requires the following:

- Focusing attention on those things most important to the community - Recognizing what it takes to have a great quality of life.
- Aligning efforts throughout the organization - Working in unison, throughout the organization to achieve results.
- Measuring results - Using data to drive discussion and decision.
- Improving those results - Taking action to make improvements

To achieve the mission and goals of the City requires the attraction and retention of key talent to fill staff jobs. These are jobs that have a significant depth in technical and scientific competencies, while at the same time possessing advanced skills in project coordination and team-building. These unique skills are essential for staff to be successful at carrying-out the City's mission in an effective and efficient manner.

Specifically, the City intends to:

- Become the employer of choice for key staff talent necessary to meet its core mission.
- Retain key staff and prevent "poaching" from other agencies.
- Maintain a competitive, market driven compensation and benefits system.
- Maintain a performance-based, results oriented culture.
- Increase staffing where appropriate to continue providing quality customer service.
- Engage in succession planning efforts for staff and management positions.



## Compensation Strategy

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The City currently compensates its staff in accordance with a classification and compensation system that was last updated in 1999. The system is internally focused with rules that are oriented towards the composition of the workforce and mission that existed fourteen (14) years ago.

The compensation of an organization's staff normally follows an established compensation philosophy and strategy. Such strategic documents are critical towards alignment of the organization's largest budgetary expenditure towards organizational needs and fiscal resources.

A survey of 2,150 organizations across the United States shows that a majority of them have a stated compensation strategy of paying at or above the labor market rate for staff jobs:

| <i>Employee Group</i>                 | <i>Pay Below Market Rate</i> | <i>Pay Equal to Market Rate</i> | <i>Pay Above Market Rate</i> | <i>Other Percentile or No Strategy</i> |
|---------------------------------------|------------------------------|---------------------------------|------------------------------|--|
| <b>Hourly Employees</b>               | 3.3%                         | 84.9%                           | 3.3%                         | 8.5%                                   |
| <b>Salaried Employees</b>             | 1.5%                         | 86.7%                           | 4.1%                         | 7.7%                                   |
| <b>Management/Executive Employees</b> | 1.3%                         | 76.0%                           | 12.3%                        | 10.4%                                  |

SOURCE: *World-at-Work (American Compensation Association) 2012/2013 Salary Budget Survey.*





## Compensation Strategy

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- The “Employer Costs for Employee Compensation” survey is produced by the Bureau of Labor Statistics of the U.S. Department of Labor to show what employer’s average hourly costs are for compensation and its components. Listed below are comparative figures for wages (no benefits data included) between 2000 to 2012:

| <i>Private Sector Employers</i>   | <i>Cost Compensation<br/>2000</i> | <i>Cost Compensation<br/>2012</i> | <i>% Increase</i> |
|-----------------------------------|-----------------------------------|-----------------------------------|-------------------|
| <b>All Private Employers</b>      | <b>\$14.49</b>                    | <b>\$20.32</b>                    | <b>+40%</b>       |
| - Professionals                   | \$17.91                           | \$35.85                           | +100%             |
| - Office & Administrative Support | \$12.99                           | \$16.13                           | +21%              |
| - Service Occupations             | \$7.57                            | \$10.67                           | +24%              |

| <i>State &amp; Government Employers</i>           | <i>Cost Compensation<br/>2000</i> | <i>Cost Compensation<br/>2012</i> | <i>% Increase</i> |
|---|-----------------------------------|-----------------------------------|-------------------|
| <b>All State &amp; Local Government Employers</b> | <b>\$20.57</b>                    | <b>\$27.24</b>                    | <b>+32%</b>       |
| - Professionals                                   | \$23.36                           | \$34.46                           | +48%              |
| - Office & Administrative Support                 | \$14.29                           | \$17.45                           | +22%              |
| - Service Occupations                             | N/A                               | \$18.41                           | N/A               |



## III. Classification Study

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## Classification Study

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### Methodology

Pete Ronza of the Pontifex Consulting Group (PCG), met with Melanie Bruketta, Director of Human Resources of the City and members of the management team in March 2013 to discuss the project work plan, deliverables, and the City's issues/concerns with their classification and compensation programs.

PCG conducted briefing sessions on-site for City employees to inform them of the objectives of the study, timelines, and to answer questions. Employees were also given instructions on how to complete the Position Description Questionnaire (PDQ) that would be used to obtain information on their individual jobs. The PDQs were of critical importance in describing:

- Duties and Responsibilities;
- Knowledge and Skills required to perform those responsibilities and duties;
- Education and/or Experience levels required to perform duties and responsibilities;
- Supervisory responsibilities;
- Scope of Decision-making;
- Delegation of Authority;
- Physical Demands; and,
- Environmental and Working Conditions.

The City delivered the last of the PDQs to PCG in April of 2013.

## Classification Study

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### Methodology (continued)

PCG reviewed the PDQs and performed any necessary follow-up questions or clarifications with City Human Resources staff, supervisors and Directors by phone, email and onsite. After the review process was complete, PCG conducted Fair Labor Standards Act (FLSA) tests to ensure that City jobs are properly classified in accordance with federal regulations. This process is discussed in more detail on page 62 of this report.

Based upon the information gathered from the PDQs, PCG grouped individual jobs into classifications of work and developed draft classification descriptions for employee and supervisor review. PCG received the employee and supervisor comments in August 2013. These were reviewed with required follow-up conducted by PCG. Classification determinations and descriptions were revised as appropriate and responses sent to all respondents in September of 2013.

PCG then developed a proposal for new classification structures that combined jobs of similar levels of duties, responsibilities, knowledge, skills, education and experience. This new structure also created clear career ladders and job families in accordance with the mix of jobs, the mission and classification strategy of the City.

The proposal was discussed with the City's management in August of 2013. The City reviewed the proposal, recommended revisions, and a final structure was presented to PCG in October of 2013 so that PCG could then create compensation recommendations based upon the population of classifications in the structures and their competitive labor market data. The classification structure and methodology can be found in Appendix A on page 63.



## IV. Compensation Analysis

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## Competitive Compensation Analysis

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### Methodology

Pete Ronza of the Pontifex Consulting Group (PCG), met with Melanie Bruketta, City Human Resources Director and City management in March of 2013 to discuss the project work plan, deliverables, and the City's compensation philosophy and strategy.

A majority of the City's jobs only exist in public sector organizations. Therefore, the public sector is one of the City's primary competitors for talent. The City and PCG agreed to a list of public sector comparable agencies in the State of Nevada to survey for the purpose of obtaining compensation and benefits data for this sector. The list of respondents can be found in Appendix B on page 78.

For those jobs that are recruited from the overall labor market (public and private), PCG obtained comparable information from the private sector as well. Examples of jobs that are recruited and retained from the private sector would be jobs in finance, information technology and human resources.

Overall responsibilities, specific duties and education and experience requirements for City job classifications were referenced for matching. As new/revised job information was released to PCG through the PDQ process, survey participants were asked to provide additional data.

Note: To maintain data integrity, we can only use valid data provided to us through our survey process in order to conduct a professional and objective analysis of the information.



## Competitive Compensation Analysis

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### Methodology (continued)

Data reflect market pay levels updated to July 1, 2013.

Survey data provide critical competitive salary information; however, compensation of individual positions may differ from the target labor market for many reasons, including stage of organizational growth, organizational performance and the qualifications, specific responsibilities and performance of the individual position incumbents.

Jobs were matched based on content, responsibilities, level and qualifications and not on title alone. For this reason, the titles in the market will not necessarily be the same titles as at the City.

Benchmarks with fewer than three (3) data points were excluded from any analyses because fewer than three (3) data points matched to a given benchmark are considered an insufficient sample size for drawing conclusions. Statistics with fewer than three (3) data points are noted on each chart with an "N/A" in the statistic columns.

Due to Sherman Antitrust Act consent decrees, only summary (aggregate) data are shown for each benchmark.

Since the City is a unique organization, a comparison with other similar organizations and similar positions needs to be viewed as a reference point. It would be an error to directly adopt the compensation levels of other organizations without carefully analyzing the factors that make the City unique, and which make each staff employee valuable to the City.

For example, there is a legitimate organizational reason for paying some City jobs more or less than market due to the difference in scope, services and population with services provided by other agencies.



## Competitive Compensation Analysis

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### Base Compensation

Base compensation should provide the employee with an appropriate level of pay that is commensurate with their position in the organization, competitive with the pay for employees holding similar responsibilities in comparable organizations and takes into account the standard of living of the location(s) in which the organization has operations.

The City's compensation philosophy is to pay their jobs at market competitive compensation levels.

When setting a staff employee's level of pay, the City considers individual and organizational performance, levels of responsibility, prior experience, breadth of knowledge and competitive pay practices.

Base compensation is considered competitive when it is within  $\pm 10\%$  of the average pay practices of other comparable organizations, (the 50<sup>th</sup> percentile of the market).

Most organizations strive to set base compensation at least at the market average, based on overall organization and individual employee performance.

The charts on pages 15-21 show the overall comparison of the competitive labor market base salary averages in Northern Nevada and Southern Nevada areas and the City's average of base salaries. Refer to Appendix B on page 78 for the organizations in each geographic group.





## Competitive Compensation Analysis

### Average Base Salaries – Northern Nevada Area Public Employers

| Job Title                          | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|------------------------------------|-----------------------------------|----------------------------|--|
| Accountant (1)                     | \$42,877                          | \$64,033                   | -33.0%                                   |
| Accounting Manager (2)             | \$75,544                          | \$91,675                   | -17.6%                                   |
| Accounting Technician (1)          | \$45,313                          | \$50,172                   | -9.7%                                    |
| Administrative Assistant (2)       | \$61,437                          | \$51,821                   | 18.6%                                    |
| Animal Regulation Caretaker (2)    | \$26,850                          | \$31,662                   | -15.2%                                   |
| Animal Services Manager (1)        | \$59,093                          | \$62,303                   | -5.2%                                    |
| Appraiser (4)                      | \$55,823                          | \$47,179                   | 18.3%                                    |
| Assistant Project Manager (1)      | \$57,595                          | \$64,892                   | -11.2%                                   |
| Building Inspector (1)             | \$58,811                          | \$51,509                   | 14.2%                                    |
| Building Maintenance Worker (4)    | \$39,766                          | \$33,741                   | 17.9%                                    |
| Business Systems Analyst (3)       | \$70,113                          | \$76,550                   | -8.4%                                    |
| Chief Building Officer (1)         | \$101,597                         | \$88,820                   | 14.4%                                    |
| Chief Deputy District Attorney (1) | \$114,948                         | \$113,494                  | 1.3%                                     |
| Chief Property Appraiser (1)       | \$60,511                          | \$72,377                   | -16.4%                                   |
| City Engineer (1)                  | \$116,776                         | \$118,032                  | -1.1%                                    |
| Code Compliance Officer (1)        | \$52,178                          | \$59,775                   | -12.7%                                   |
| Construction Inspector, PW (1)     | \$62,024                          | \$64,707                   | -4.1%                                    |
| Criminalist, Senior (1)            | \$67,811                          | \$70,298                   | -3.5%                                    |
| Culinary Coordinator (1)           | \$53,959                          | \$41,859                   | 28.9%                                    |
| Deputy City Manager (1)            | \$123,750                         | \$149,264                  | -17.1%                                   |
| Deputy District Attorney (2)       | \$64,675                          | \$80,962                   | -20.1%                                   |
| Deputy Finance Director (1)        | \$89,799                          | \$98,261                   | -8.6%                                    |

Number of incumbents in ()



## Competitive Compensation Analysis

### Average Base Salaries – Northern Nevada Area Public Employers (continued)

| Job Title                         | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|-----------------------------------|-----------------------------------|----------------------------|--|
| Director, Parks Operations (1)    | \$87,606                          | \$84,542                   | +3.6%                                    |
| Engineering Technician (1)        | \$47,482                          | \$46,986                   | +1.1%                                    |
| Environmental Control Officer (2) | \$58,533                          | \$76,372                   | -23.4%                                   |
| Finance Director (1)              | \$114,958                         | \$127,547                  | -9.9%                                    |
| Fire Chief (1)                    | \$120,288                         | \$136,847                  | -12.1%                                   |
| Fiscal Analyst (1)                | \$73,514                          | \$67,414                   | +9.0%                                    |
| Fleet Services Supervisor (1)     | \$69,072                          | \$62,771                   | +10.0%                                   |
| GIS Analyst (1)                   | \$57,595                          | \$65,038                   | -11.4%                                   |
| Grant Analyst (1)                 | \$51,904                          | \$68,375                   | -24.1%                                   |
| Help Desk Technician (1)          | \$51,411                          | \$40,161                   | +28.0%                                   |
| Human Resources Director (1)      | \$114,948                         | \$117,141                  | -1.9%                                    |
| Human Resources Specialist (2)    | \$59,744                          | \$48,669                   | +22.8%                                   |
| Investigator (1)                  | \$81,788                          | \$69,257                   | +18.1%                                   |
| IT Director (1)                   | \$114,948                         | \$109,742                  | +4.7%                                    |
| IT Manager (1)                    | \$85,420                          | \$92,355                   | -7.5%                                    |
| Judicial Clerk (8)                | \$39,338                          | \$39,250                   | +0.2%                                    |
| Juvenile Probation Officer (5)    | \$61,494                          | \$56,235                   | +9.4%                                    |
| Law Clerk (2)                     | \$57,000                          | \$52,943                   | +7.7%                                    |
| Legal Secretary (5)               | \$42,447                          | \$45,016                   | -5.7%                                    |
| Librarian (1)                     | \$49,713                          | \$54,433                   | -8.7%                                    |
| Library Assistant (2)             | \$35,489                          | \$35,678                   | -0.5%                                    |

Number of incumbents in ( )



## Competitive Compensation Analysis

### Average Base Salaries – Northern Nevada Area Public Employers (continued)

| Job Title                                | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|--|-----------------------------------|----------------------------|--|
| Library Manager (1)                      | \$51,565                          | \$58,376                   | -11.7%                                   |
| Library Director (1)                     | \$99,121                          | \$88,007                   | +12.6%                                   |
| Mechanic (3)                             | \$51,836                          | \$53,887                   | -3.8%                                    |
| Office Assistant (4)                     | \$40,362                          | \$38,275                   | +5.5%                                    |
| Office Manager (1)                       | \$62,003                          | \$52,596                   | +17.9%                                   |
| Office Specialist (16)                   | \$41,794                          | \$40,100                   | +4.2%                                    |
| Open Space Administrator (1)             | \$83,385                          | \$79,041                   | +5.5%                                    |
| Parks Maintenance Worker (5)             | \$38,987                          | \$42,353                   | -7.9%                                    |
| Park Ranger (2)                          | \$48,176                          | \$42,129                   | +14.4%                                   |
| Parks & Facilities Manager (1)           | \$74,998                          | \$91,727                   | -18.2%                                   |
| Permit Technician (1)                    | \$42,008                          | \$51,297                   | -18.1%                                   |
| Planning Director (1)                    | \$99,121                          | \$99,077                   | 0.0%                                     |
| PS Communication Center Operator (11)    | \$42,989                          | \$47,510                   | -9.5%                                    |
| PS Communication Center Supervisor (6)   | \$55,551                          | \$63,433                   | -12.4%                                   |
| Public Works Director (1)                | \$133,305                         | \$127,501                  | +4.6%                                    |
| Purchasing & Contracts Administrator (1) | \$75,544                          | \$85,040                   | -11.2%                                   |
| Recording Secretary (1)                  | \$64,699                          | \$58,662                   | +10.3%                                   |
| Recreation Manager (1)                   | \$47,693                          | \$61,202                   | -22.1%                                   |
| Recreation Program Coordinator (2)       | \$44,553                          | \$55,595                   | -19.9%                                   |
| Recruitment Analyst (1)                  | \$53,896                          | \$57,729                   | -6.6%                                    |

Number of incumbents in ( )

## Competitive Compensation Analysis

### Average Base Salaries – Northern Nevada Area Public Employers (continued)

| Job Title                          | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|------------------------------------|-----------------------------------|----------------------------|--|
| Risk Management Coordinator (1)    | \$56,529                          | \$71,950                   | -21.4%                                   |
| Senior District Attorney (4)       | \$79,837                          | \$92,535                   | -13.7%                                   |
| Senior Office Specialist (5)       | \$51,776                          | \$44,493                   | +16.4%                                   |
| Senior Project Manager (1)         | \$90,373                          | \$95,620                   | -5.5%                                    |
| Senior Street Technician (4)       | \$52,287                          | \$49,229                   | +6.2%                                    |
| Sheriff Support Specialist (7)     | \$41,740                          | \$53,729                   | -22.3%                                   |
| Skilled Trades Technician (6)      | \$54,702                          | \$55,330                   | -1.1%                                    |
| Social Work Program Manager (1)    | \$51,860                          | \$69,350                   | -25.2%                                   |
| Streets Supervisor (1)             | \$57,874                          | \$73,901                   | -21.7%                                   |
| Street Technician (14)             | \$40,136                          | \$43,867                   | -8.5%                                    |
| Systems Technician (1)             | \$52,919                          | \$53,292                   | -0.7%                                    |
| Victim Witness Advocate (1)        | \$44,824                          | \$53,593                   | -16.4%                                   |
| Warehouse & Supply Coordinator (1) | \$59,561                          | \$46,958                   | +26.8%                                   |
| Wastewater Plant Operator 2 (3)    | \$50,374                          | \$63,736                   | -21.0%                                   |
| Water Production Technician 2 (1)  | \$34,596                          | \$48,755                   | -29.0%                                   |
| Water Utility Manager (1)          | \$89,799                          | \$95,863                   | -6.3%                                    |
| Youth Advisor (8)                  | \$49,242                          | \$47,965                   | +2.7%                                    |

Number of incumbents in ( )



## Competitive Compensation Analysis

### Average Base Salaries – Southern Nevada Area Public Employers

| Job Title                          | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|------------------------------------|-----------------------------------|----------------------------|--|
| Accountant (1)                     | \$42,877                          | \$69,907                   | -38.7%                                   |
| Accounting Technician (1)          | \$45,313                          | \$54,265                   | -16.5%                                   |
| Administrative Assistant (2)       | \$61,437                          | \$52,809                   | +16.3%                                   |
| Animal Control Manager (1)         | \$59,093                          | \$83,516                   | -29.2%                                   |
| Assistant Project Manager (1)      | \$57,595                          | \$89,380                   | -35.6%                                   |
| Building Inspector (1)             | \$58,811                          | \$78,237                   | -24.8%                                   |
| Building Maintenance Worker (4)    | \$39,766                          | \$44,564                   | -10.8%                                   |
| Business Systems Analyst (3)       | \$70,113                          | \$84,422                   | -16.9%                                   |
| Chief Deputy District Attorney (1) | \$114,948                         | \$138,065                  | -16.7%                                   |
| Code Compliance Officer (1)        | \$52,178                          | \$80,028                   | -34.8%                                   |
| Construction Inspector, PW (1)     | \$62,024                          | \$90,129                   | -31.2%                                   |
| Criminalist, Senior (1)            | \$67,811                          | \$74,589                   | -9.1%                                    |
| Culinary Coordinator (1)           | \$53,959                          | \$41,859                   | +28.9%                                   |
| Deputy City Manager (1)            | \$123,750                         | \$154,493                  | -19.9%                                   |
| Deputy District Attorney (2)       | \$64,675                          | \$77,724                   | -16.8%                                   |
| Deputy Finance Director (1)        | \$89,799                          | \$116,590                  | -23.0%                                   |
| Engineering Technician (1)         | \$47,482                          | \$65,298                   | -27.3%                                   |
| Finance Director (1)               | \$114,958                         | \$150,497                  | -23.6%                                   |
| Fire Chief (1)                     | \$120,288                         | \$150,369                  | -20.0%                                   |
| Fiscal Analyst (1)                 | \$73,514                          | \$80,977                   | -9.2%                                    |
| Fleet Services Supervisor (1)      | \$69,072                          | \$88,627                   | -22.1%                                   |
| GIS Analyst (1)                    | \$57,595                          | \$81,301                   | -29.2%                                   |

Number of incumbents in ()



## Competitive Compensation Analysis

### Average Base Salaries – Southern Nevada Area Public Employers (continued)

| Job Title                                | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|--|-----------------------------------|----------------------------|--|
| Grant Analyst (1)                        | \$51,904                          | \$74,091                   | -29.9%                                   |
| Human Resources Director (1)             | \$114,948                         | \$132,766                  | -13.4%                                   |
| Human Resources Specialist (2)           | \$59,744                          | \$57,011                   | +4.8%                                    |
| IT Director (1)                          | \$114,948                         | \$142,323                  | -19.2%                                   |
| IT Manager (1)                           | \$85,420                          | \$102,884                  | -17.0%                                   |
| Judicial Clerk (8)                       | \$39,338                          | \$56,802                   | -30.7%                                   |
| Legal Secretary (5)                      | \$61,494                          | \$62,831                   | -2.1%                                    |
| Librarian (1)                            | \$49,713                          | \$56,495                   | -12.0%                                   |
| Library Assistant (2)                    | \$35,489                          | \$44,426                   | -20.1%                                   |
| Library Director (1)                     | \$99,121                          | \$133,289                  | -25.6%                                   |
| Library Manager (1)                      | \$51,565                          | \$82,646                   | -37.6%                                   |
| Office Assistant (4)                     | \$40,362                          | \$44,679                   | -9.7%                                    |
| Office Specialist (16)                   | \$41,794                          | \$48,426                   | -13.7%                                   |
| Open Space Administrator (1)             | \$83,385                          | \$102,121                  | -18.3%                                   |
| Parks Maintenance Worker (5)             | \$38,987                          | \$45,786                   | -14.8%                                   |
| Parks & Facilities Manager (1)           | \$74,998                          | \$105,328                  | -28.8%                                   |
| Permit Technician (1)                    | \$42,008                          | \$61,384                   | -31.6%                                   |
| Planning Director (1)                    | \$99,121                          | \$122,734                  | -19.2%                                   |
| PS Communication Center Operator (11)    | \$42,989                          | \$63,751                   | -32.6%                                   |
| PS Communication Center Supervisor (6)   | \$55,551                          | \$80,575                   | -31.1%                                   |
| Public Works Director (1)                | \$133,305                         | \$155,931                  | -14.5%                                   |
| Purchasing & Contracts Administrator (1) | \$75,544                          | \$101,159                  | -25.3%                                   |

Number of incumbents in ()



## Competitive Compensation Analysis

### Average Base Salaries – Southern Nevada Area Public Employers (continued)

| Job Title                           | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|-------------------------------------|-----------------------------------|----------------------------|--|
| Recreation Manager (1)              | \$47,693                          | \$88,538                   | -46.1%                                   |
| Recreation Program Coordinator (2)  | \$44,553                          | \$60,840                   | -26.8%                                   |
| Recruitment Analyst (1)             | \$53,896                          | \$75,622                   | -28.7%                                   |
| Risk Management Coordinator (1)     | \$56,529                          | \$71,895                   | -21.4%                                   |
| Senior Deputy District Attorney (4) | \$79,837                          | \$114,176                  | -30.1%                                   |
| Senior Office Specialist (5)        | \$51,776                          | \$57,076                   | -9.3%                                    |
| Sheriff Support Specialist (7)      | \$41,740                          | \$52,079                   | -19.9%                                   |
| Skilled Trades Technician (6)       | \$54,702                          | \$60,403                   | -9.4%                                    |
| Streets Supervisor (1)              | \$54,874                          | \$107,606                  | -49.0%                                   |
| Street Technician (14)              | \$40,136                          | \$46,661                   | -14.0%                                   |
| Systems Technician (1)              | \$52,919                          | \$65,654                   | -19.4%                                   |
| Victim Witness Advocate (1)         | \$44,824                          | \$59,681                   | -24.9%                                   |
| Warehouse & Supply Coordinator (1)  | \$59,561                          | \$60,537                   | -1.6%                                    |
| Wastewater Plant Operator 2 (3)     | \$50,374                          | \$64,587                   | -22.0%                                   |

Number of incumbents in ()



## Competitive Compensation Analysis

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### Salary Range Minimum Rate

The minimum salary range rate represents the minimum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has the minimal level of education and experience.

The charts on pages 23-29 show the overall comparison of the competitive labor market base salary averages in Northern Nevada and Southern Nevada areas and the City's salary range minimum rates.





## Competitive Compensation Analysis

### Salary Range Minimum Rates – Northern Nevada Area Public Employers

| Job Title                      | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|--------------------------------|--|--|
| Accountant                     | \$36,928                       | \$51,607                                 | -28.4%                                   |
| Accounting Technician          | \$33,455                       | \$37,399                                 | -10.5%                                   |
| Administrative Assistant       | \$48,885                       | \$42,634                                 | +14.7%                                   |
| Animal Services Officer        | \$31,843                       | \$36,375                                 | -12.5%                                   |
| Animal Services Manager        | \$48,885                       | \$52,415                                 | -6.7%                                    |
| Appraiser                      | \$36,928                       | \$39,861                                 | -7.4%                                    |
| Assistant Project Manager      | \$40,761                       | \$55,047                                 | -26.0%                                   |
| Building Inspector             | \$43,896                       | \$46,543                                 | -5.7%                                    |
| Building Maintenance Worker    | \$30,309                       | \$28,159                                 | +7.6%                                    |
| Business Systems Analyst       | \$53,960                       | \$59,536                                 | -9.4%                                    |
| Chief Building Officer         | \$72,520                       | \$83,651                                 | -13.3%                                   |
| Chief Deputy District Attorney | \$82,106                       | \$89,985                                 | -8.8%                                    |
| Chief Property Appraiser       | \$42,826                       | \$54,052                                 | -20.8%                                   |
| City Engineer                  | \$86,263                       | \$46,483                                 | +85.6%                                   |
| Compliance Officer             | \$36,928                       | \$91,399                                 | -59.6%                                   |
| Construction Inspector, PW     | \$43,896                       | \$55,396                                 | -20.8%                                   |
| Criminalist , Senior           | \$44,994                       | \$58,790                                 | -23.5%                                   |
| Department Business Manager    | \$56,691                       | \$68,109                                 | -16.8%                                   |
| Deputy City Manager            | \$95,218                       | \$115,884                                | -17.8%                                   |
| Deputy District Attorney       | \$53,960                       | \$68,096                                 | -20.8%                                   |
| Deputy Director Finance        | \$64,141                       | \$88,515                                 | -27.5%                                   |
| Deputy Director Public Works   | \$84,158                       | \$95,183                                 | -11.6%                                   |

## Competitive Compensation Analysis

### Salary Range Minimum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                     | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|-------------------------------|--------------------------------|--|--|
| Director Parks Operations     | \$62,578                       | \$72,395                                 | -13.6%                                   |
| Engineering Technician        | \$35,149                       | \$38,015                                 | -7.5%                                    |
| Environmental Control Officer | \$38,798                       | \$53,549                                 | -27.5%                                   |
| Finance Director              | \$82,106                       | \$104,347                                | -21.3%                                   |
| Fiscal Analyst                | \$53,960                       | \$52,201                                 | +3.4%                                    |
| Fleet Services Supervisor     | \$42,826                       | \$47,973                                 | -10.7%                                   |
| GIS Analyst                   | \$40,761                       | \$50,409                                 | -19.1%                                   |
| Grant Analyst                 | \$48,453                       | \$54,532                                 | -11.1%                                   |
| Help Desk Technician          | \$33,455                       | \$35,228                                 | -5.0%                                    |
| Human Resources Director      | \$82,106                       | \$93,316                                 | -12.0%                                   |
| Human Resources Specialist    | \$48,885                       | \$40,682                                 | +20.2%                                   |
| IT Director                   | \$82,106                       | \$103,637                                | -20.8%                                   |
| IT Manager                    | \$62,578                       | \$78,728                                 | -20.5%                                   |
| Judicial Clerk                | \$40,120                       | \$37,601                                 | +6.7%                                    |
| Juvenile Probation Officer    | \$45,861                       | \$48,601                                 | -5.6%                                    |
| Law Clerk                     | \$46,539                       | \$51,345                                 | -9.4%                                    |
| Legal Secretary               | \$33,455                       | \$37,983                                 | -11.9%                                   |
| Librarian                     | \$40,122                       | \$40,286                                 | -0.4%                                    |
| Library Assistant             | \$29,832                       | \$28,856                                 | +3.4%                                    |
| Library Director              | \$70,800                       | \$75,071                                 | -5.7%                                    |
| Library Manager               | \$40,122                       | \$53,922                                 | -25.6%                                   |



## Competitive Compensation Analysis

### Salary Range Minimum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                            | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|--------------------------------|--|--|
| Mechanic                             | \$38,797                       | \$40,135                                 | -3.3%                                    |
| Office Assistant                     | \$27,458                       | \$29,998                                 | -8.5%                                    |
| Office Manager                       | \$44,287                       | \$41,006                                 | +8.0%                                    |
| Office Specialist                    | \$36,349                       | \$32,949                                 | +10.3%                                   |
| Open Space Administrator             | \$59,577                       | \$68,878                                 | -13.5%                                   |
| Parks Maintenance Worker             | \$34,596                       | \$30,898                                 | +12.0%                                   |
| Park Ranger                          | \$31,843                       | \$39,350                                 | -19.1%                                   |
| Parks & Facilities Manager           | \$53,960                       | \$72,395                                 | -25.5%                                   |
| Parks & Recreation Director          | \$88,419                       | \$102,989                                | -14.1%                                   |
| Payroll Administrator                | \$38,798                       | \$41,312                                 | -6.1%                                    |
| Permit Technician                    | \$31,843                       | \$37,880                                 | -15.9%                                   |
| Planning Director                    | \$70,800                       | \$85,913                                 | -17.6%                                   |
| Project Manager                      | \$56,691                       | \$67,361                                 | -15.8%                                   |
| PS Communication Operator            | \$35,149                       | \$38,961                                 | -9.8%                                    |
| PS Communication Supervisor          | \$38,798                       | \$50,771                                 | -23.6%                                   |
| Public Works Director                | \$95,218                       | \$107,294                                | -11.3%                                   |
| Purchasing & Contracts Administrator | \$53,960                       | \$69,420                                 | -22.3%                                   |
| Recording Secretary                  | \$48,885                       | \$40,930                                 | +19.4%                                   |
| Recreation Manager                   | \$50,106                       | \$53,314                                 | -6.0%                                    |
| Recreation Program Coordinator       | \$36,928                       | \$40,430                                 | -8.7%                                    |
| Recruitment Analyst                  | \$48,885                       | \$48,882                                 | 0.0%                                     |

## Competitive Compensation Analysis

### Salary Range Minimum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                      | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|--------------------------------|--|--|
| Risk Management Coordinator    | \$50,106                       | \$65,240                                 | -23.2%                                   |
| Senior District Attorney       | \$62,578                       | \$75,741                                 | -17.4%                                   |
| Senior Office Specialist       | \$38,798                       | \$38,425                                 | +1.0%                                    |
| Senior Planner                 | \$59,577                       | \$65,999                                 | -9.7%                                    |
| Senior Street Technician       | \$38,188                       | \$37,909                                 | +0.7%                                    |
| Sheriff Support Specialist     | \$34,596                       | \$39,290                                 | -11.9%                                   |
| Skilled Trades Technician      | \$42,152                       | \$39,112                                 | 7.8%                                     |
| Social Work Program Manager    | \$50,106                       | \$56,008                                 | -10.5%                                   |
| Streets Supervisor             | \$48,884                       | \$59,932                                 | -18.4%                                   |
| Street Technician              | \$34,596                       | \$34,957                                 | -1.0%                                    |
| Systems Technician             | \$44,286                       | \$45,670                                 | -3.0%                                    |
| Victim Witness Advocate        | \$38,188                       | \$43,612                                 | -12.4%                                   |
| Volunteer Coordinator          | \$32,930                       | \$34,668                                 | -5.0%                                    |
| Warehouse & Supply Coordinator | \$42,152                       | \$30,207                                 | +39.5%                                   |
| Wastewater Plant Mechanic      | \$35,149                       | \$42,194                                 | -16.7%                                   |
| Wastewater Plant Operator 2    | \$35,149                       | \$45,898                                 | -23.4%                                   |
| Wastewater Operations Manager  | \$64,141                       | \$66,564                                 | -3.6%                                    |
| Water Technician               | \$30,309                       | \$39,613                                 | -23.5%                                   |
| Water Utility Manager          | \$64,141                       | \$72,507                                 | -11.5%                                   |
| Youth Advisor                  | \$46,528                       | \$40,740                                 | +14.2%                                   |



## Competitive Compensation Analysis

### Salary Range Minimum Rates – Southern Nevada Area Public Employers

| Job Title                      | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|--------------------------------|--|--|
| Accountant                     | \$36,928                       | \$53,032                                 | -30.4%                                   |
| Accounting Technician          | \$33,455                       | \$40,179                                 | -16.7%                                   |
| Administrative Assistant       | \$48,885                       | \$42,049                                 | +16.3%                                   |
| Animal Services Manager        | \$48,885                       | \$61,323                                 | -20.3%                                   |
| Animal Services Officer        | \$31,843                       | \$46,629                                 | -31.7%                                   |
| Assistant Project Manager      | \$40,761                       | \$62,839                                 | -35.1%                                   |
| Building Inspector             | \$43,896                       | \$57,748                                 | -24.0%                                   |
| Building Maintenance Worker    | \$30,309                       | \$31,648                                 | -4.2%                                    |
| Business Systems Analyst       | \$53,960                       | \$59,036                                 | -8.6%                                    |
| Chief Deputy District Attorney | \$82,106                       | \$94,323                                 | -13.0%                                   |
| City Engineer                  | \$86,263                       | \$87,374                                 | -1.3%                                    |
| Compliance Officer             | \$36,928                       | \$58,602                                 | -37.0%                                   |
| Construction Inspector, PW     | \$43,896                       | \$59,341                                 | -26.0%                                   |
| Criminalist, Senior            | \$44,994                       | \$58,830                                 | -23.5%                                   |
| Department Business Manager    | \$56,691                       | \$80,231                                 | -29.3%                                   |
| Deputy City Manager            | \$95,218                       | \$123,839                                | -23.1%                                   |
| Deputy District Attorney       | \$53,960                       | \$67,607                                 | -20.2%                                   |
| Deputy Finance Director        | \$64,141                       | \$89,534                                 | -28.4%                                   |
| Deputy Public Works Director   | \$84,158                       | \$92,597                                 | -9.1%                                    |
| Engineering Technician         | \$35,149                       | \$46,033                                 | -23.6%                                   |
| Environmental Control Officer  | \$38,798                       | \$62,542                                 | -38.0%                                   |
| Finance Director               | \$82,106                       | \$114,547                                | -28.3%                                   |



## Competitive Compensation Analysis

### Salary Range Minimum Rates – Southern Nevada Area Public Employers (continued)

| Job Title                   | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|-----------------------------|--------------------------------|--|--|
| Fiscal Analyst              | \$53,960                       | \$58,802                                 | -8.2%                                    |
| Fleet Services Supervisor   | \$42,826                       | \$69,891                                 | -38.7%                                   |
| GIS Analyst                 | \$40,761                       | \$54,991                                 | -25.9%                                   |
| Grants Analyst              | \$48,453                       | \$58,038                                 | -16.5%                                   |
| Human Resources Director    | \$82,106                       | \$99,528                                 | -17.5%                                   |
| Human Resources Specialist  | \$48,885                       | \$42,720                                 | +14.4%                                   |
| IT Director                 | \$82,106                       | \$103,350                                | -20.6%                                   |
| IT Manager                  | \$62,578                       | \$81,956                                 | -23.6%                                   |
| Judicial Clerk              | \$40,120                       | \$40,878                                 | -1.9%                                    |
| Legal Secretary             | \$33,455                       | \$46,079                                 | -27.4%                                   |
| Mechanic                    | \$38,797                       | \$50,707                                 | -23.5%                                   |
| Office Assistant            | \$27,458                       | \$32,784                                 | -16.2%                                   |
| Office Specialist           | \$36,349                       | \$34,486                                 | +5.4%                                    |
| Open Space Administrator    | \$59,577                       | \$72,034                                 | -17.3%                                   |
| Parks Maintenance Worker    | \$34,596                       | \$39,442                                 | -12.3%                                   |
| Parks & Facilities Manager  | \$53,960                       | \$81,209                                 | -33.6%                                   |
| Parks & Recreation Director | \$88,419                       | \$107,209                                | -17.5%                                   |
| Payroll Administrator       | \$38,978                       | \$45,346                                 | -14.0%                                   |
| Permit Technician           | \$31,843                       | \$46,620                                 | -31.7%                                   |



## Competitive Compensation Analysis

### Salary Range Minimum Rates – Southern Nevada Area Public Employers (continued)

| Job Title                            | City Minimum Salary Range Rate | Market Average Minimum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|--------------------------------|--|--|
| Planning Director                    | \$70,800                       | \$91,301                                 | -22.5%                                   |
| Project Manager                      | \$56,691                       | \$67,951                                 | -16.6%                                   |
| PS Communications Operator           | \$35,149                       | \$54,629                                 | -35.7%                                   |
| PS Communications Supervisor         | \$38,798                       | \$62,813                                 | -38.2%                                   |
| Public Works Director                | \$95,218                       | \$109,974                                | -13.4%                                   |
| Purchasing & Contracts Administrator | \$53,960                       | \$80,424                                 | -32.9%                                   |
| Recreation Manager                   | \$50,106                       | \$61,896                                 | -19.0%                                   |
| Recreation Program Coordinator       | \$36,928                       | \$44,348                                 | -16.7%                                   |
| Recruitment Analyst                  | \$48,885                       | \$56,329                                 | -13.2%                                   |
| Risk Management Coordinator          | \$50,106                       | \$62,463                                 | -19.8%                                   |
| Senior Deputy District Attorney      | \$62,578                       | \$78,987                                 | -20.8%                                   |
| Senior Office Specialist             | \$38,798                       | \$38,828                                 | -0.1%                                    |
| Senior Planner                       | \$59,577                       | \$61,383                                 | -2.9%                                    |
| Sheriff Support Specialist           | \$34,596                       | \$41,589                                 | -16.8%                                   |
| Skilled Trades Technician            | \$42,152                       | \$43,886                                 | -4.0%                                    |
| Streets Supervisor                   | \$48,884                       | \$77,694                                 | -37.1%                                   |
| Streets Technician                   | \$34,596                       | \$38,118                                 | -9.2%                                    |
| Systems Technician                   | \$44,286                       | \$49,706                                 | -10.9%                                   |
| Victim Witness Advocate              | \$38,188                       | \$43,043                                 | -11.3%                                   |
| Warehouse & Supply Coordinator       | \$42,152                       | \$45,247                                 | -6.8%                                    |
| Wastewater Plant Operator 2          | \$35,149                       | \$51,643                                 | -31.9%                                   |



## Competitive Compensation Analysis

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### Salary Range Maximum Rate

The maximum salary range rate represents the maximum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has an above average level of education and experience.

The charts on pages 31-37 show the overall comparison of the competitive labor market base salary averages in Northern Nevada and Southern Nevada areas and the City's salary range maximum rates.



## Competitive Compensation Analysis

### Salary Range Maximum Rates – Northern Nevada Area Public Employers

| Job Title                      | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|--------------------------------|--|--|
| Accountant                     | \$52,178                       | \$69,731                                 | -25.2%                                   |
| Accounting Technician          | \$47,271                       | \$50,794                                 | -6.9%                                    |
| Administrative Assistant       | \$68,439                       | \$57,349                                 | +19.3%                                   |
| Animal Service Manager         | \$68,439                       | \$66,925                                 | +2.3%                                    |
| Animal Services Officer        | \$44,994                       | \$46,230                                 | -2.7%                                    |
| Appraiser                      | \$52,178                       | \$52,566                                 | -0.7%                                    |
| Assistant Project Manager      | \$57,595                       | \$76,408                                 | -24.6%                                   |
| Building Inspector             | \$62,024                       | \$62,274                                 | -0.4%                                    |
| Building Maintenance Worker    | \$42,826                       | \$39,103                                 | +9.5%                                    |
| Business Systems Analyst       | \$75,544                       | \$89,339                                 | -15.4%                                   |
| Chief Building Officer         | \$101,597                      | \$112,426                                | -9.6%                                    |
| Chief Deputy District Attorney | \$114,948                      | \$119,379                                | -3.7%                                    |
| Chief Property Appraiser       | \$60,511                       | \$72,016                                 | -16.0%                                   |
| City Engineer                  | \$120,793                      | \$133,299                                | -9.4%                                    |
| Compliance Officer             | \$52,178                       | \$62,281                                 | -16.2%                                   |
| Construction Inspector, PW     | \$62,024                       | \$70,827                                 | -12.4%                                   |
| Criminalist, Senior            | \$63,575                       | \$75,377                                 | -15.7%                                   |
| Department Business Manager    | \$79,368                       | \$94,386                                 | -15.9%                                   |
| Deputy City Manager            | \$133,305                      | \$152,571                                | -12.6%                                   |
| Deputy District Attorney       | \$75,544                       | \$89,318                                 | -15.4%                                   |
| Deputy Finance Director        | \$89,799                       | \$116,868                                | -23.2%                                   |

## Competitive Compensation Analysis

### Salary Range Maximum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                     | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|-------------------------------|--------------------------------|--|--|
| Deputy Public Works Director  | \$117,821                      | \$127,753                                | -7.8%                                    |
| Director Public Works         | \$87,606                       | \$97,472                                 | -10.1%                                   |
| Engineering Technician        | \$49,664                       | \$52,308                                 | -5.1%                                    |
| Environmental Control Officer | \$54,820                       | \$74,187                                 | -26.1%                                   |
| Finance Director              | \$114,948                      | \$144,432                                | -20.4%                                   |
| Fiscal Analyst                | \$75,544                       | \$72,854                                 | +3.7%                                    |
| Fleet Services Supervisor     | \$60,511                       | \$68,776                                 | -12.0%                                   |
| GIS Analyst                   | \$57,595                       | \$64,920                                 | -11.3%                                   |
| Grants Analyst                | \$68,463                       | \$76,764                                 | -10.8%                                   |
| Help Desk Technician          | \$47,271                       | \$46,061                                 | +2.6%                                    |
| Human Resources Director      | \$114,948                      | \$126,835                                | -9.4%                                    |
| Human Resources Specialist    | \$68,439                       | \$55,209                                 | +24.0%                                   |
| Investigator                  | \$92,043                       | \$70,752                                 | +30.1%                                   |
| IT Director                   | \$114,948                      | \$141,839                                | -19.0%                                   |
| IT Manager                    | \$87,606                       | \$104,782                                | -16.4%                                   |
| Judicial Clerk                | \$56,691                       | \$48,979                                 | +15.7%                                   |
| Juvenile Probation Officer    | \$64,801                       | \$64,406                                 | +0.6%                                    |
| Legal Secretary               | \$47,271                       | \$50,762                                 | -6.9%                                    |
| Librarian                     | \$56,171                       | \$59,837                                 | -6.1%                                    |
| Library Assistant             | \$42,152                       | \$41,945                                 | +0.5%                                    |
| Library Director              | \$99,121                       | \$101,964                                | -2.8%                                    |
| Library Manager               | \$56,171                       | \$62,682                                 | -10.4%                                   |



## Competitive Compensation Analysis

### Salary Range Maximum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                            | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|--------------------------------|--|--|
| Mechanic                             | \$54,820                       | \$57,524                                 | -4.7%                                    |
| Office Assistant                     | \$30,798                       | \$58,701                                 | -47.5%                                   |
| Office Manager                       | \$62,002                       | \$52,800                                 | +17.4%                                   |
| Office Specialist                    | \$51,348                       | \$47,310                                 | +8.5%                                    |
| Open Space Administrator             | \$83,385                       | \$94,209                                 | -11.5%                                   |
| Parks Maintenance Worker             | \$48,883                       | \$44,472                                 | +9.9%                                    |
| Park Ranger                          | \$44,994                       | \$54,341                                 | -17.2%                                   |
| Parks & Facilities Manager           | \$75,544                       | \$97,742                                 | -22.7%                                   |
| Parks & Recreation Director          | \$123,788                      | \$135,943                                | -8.9%                                    |
| Payroll Administrator                | \$54,820                       | \$57,316                                 | -4.4%                                    |
| Permit Technician                    | \$44,994                       | \$51,251                                 | -12.2%                                   |
| Planning Director                    | \$99,121                       | \$114,531                                | -13.5%                                   |
| Project Manager                      | \$79,368                       | \$93,342                                 | -15.0%                                   |
| PS Communications Operator           | \$49,664                       | \$51,857                                 | -4.2%                                    |
| PS Communications Supervisor         | \$54,820                       | \$66,216                                 | -17.2%                                   |
| Public Works Director                | \$133,305                      | \$141,511                                | -5.8%                                    |
| Purchasing & Contracts Administrator | \$75,544                       | \$93,129                                 | -18.9%                                   |
| Recording Secretary                  | \$68,439                       | \$57,262                                 | +19.5%                                   |
| Recreation Manager                   | \$70,150                       | \$69,090                                 | +1.5%                                    |
| Recreation Program Coordinator       | \$52,178                       | \$53,494                                 | -2.5%                                    |
| Recruitment Analyst                  | \$68,439                       | \$67,623                                 | +1.2%                                    |



## Competitive Compensation Analysis

### Salary Range Maximum Rates – Northern Nevada Area Public Employers (continued)

| Job Title                       | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|---------------------------------|--------------------------------|--|--|
| Risk Management Coordinator     | \$70,150                       | \$91,174                                 | -23.1%                                   |
| Senior Deputy District Attorney | \$87,606                       | \$100,380                                | -12.7%                                   |
| Senior Office Specialist        | \$54,820                       | \$48,914                                 | +12.1%                                   |
| Senior Planner                  | \$83,385                       | \$84,245                                 | -1.0%                                    |
| Senior Street Technician        | \$53,959                       | \$50,327                                 | +7.2%                                    |
| Sheriff Support Specialist      | \$48,884                       | \$50,333                                 | -2.9%                                    |
| Skilled Trades Technician       | \$59,561                       | \$58,547                                 | +1.7%                                    |
| Social Work Program Manager     | \$70,150                       | \$78,093                                 | -10.2%                                   |
| Streets Supervisor              | \$69,072                       | \$78,859                                 | -12.4%                                   |
| Streets Technician              | \$48,884                       | \$46,332                                 | +5.5%                                    |
| Systems Technician              | \$62,575                       | \$63,072                                 | -0.8%                                    |
| Victim Witness Advocate         | \$53,959                       | \$58,959                                 | -8.5%                                    |
| Volunteer Coordinator           | \$46,528                       | \$48,756                                 | -4.6%                                    |
| Warehouse & Supply Coordinator  | \$59,561                       | \$40,685                                 | +46.4%                                   |
| Wastewater Plant Mechanic       | \$49,664                       | \$52,436                                 | -5.3%                                    |
| Wastewater Plant Operator 2     | \$49,664                       | \$60,124                                 | -17.4%                                   |
| Wastewater Operations Manager   | \$89,799                       | \$84,920                                 | +5.7%                                    |
| Water Technician                | \$42,826                       | \$52,450                                 | -18.3%                                   |
| Water Utility Manager           | \$89,799                       | \$105,063                                | -14.5%                                   |
| Youth Advisor                   | \$65,744                       | \$54,316                                 | +21.0%                                   |

## Competitive Compensation Analysis

### Salary Range Maximum Rates – Southern Nevada Area Public Sector Employers

| Job Title                      | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|--------------------------------|--|--|
| Accountant                     | \$52,178                       | \$78,929                                 | -33.9%                                   |
| Accounting Technician          | \$47,271                       | \$59,617                                 | -20.7%                                   |
| Administrative Assistant       | \$68,439                       | \$62,963                                 | +8.7%                                    |
| Animal Services Manager        | \$68,439                       | \$85,405                                 | -19.9%                                   |
| Animal Services Officer        | \$44,994                       | \$63,591                                 | -29.2%                                   |
| Assistant Project Manager      | \$57,595                       | \$92,479                                 | -37.7%                                   |
| Building Inspector             | \$62,024                       | \$78,547                                 | -21.0%                                   |
| Building Maintenance Worker    | \$42,826                       | \$47,326                                 | -9.5%                                    |
| Business Systems Analyst       | \$75,544                       | \$89,247                                 | -15.4%                                   |
| Chief Deputy District Attorney | \$114,948                      | \$182,990                                | -37.2%                                   |
| City Engineer                  | \$120,793                      | \$132,040                                | -8.5%                                    |
| Compliance Officer             | \$52,178                       | \$89,506                                 | -41.7%                                   |
| Construction Inspector, PW     | \$62,024                       | \$90,329                                 | -31.3%                                   |
| Criminalist                    | \$63,575                       | \$88,542                                 | -28.2%                                   |
| Department Business Manager    | \$79,368                       | \$118,671                                | -33.1%                                   |
| Deputy City Manager            | \$133,305                      | \$186,253                                | -28.4%                                   |
| Deputy District Attorney       | \$75,544                       | \$108,228                                | -30.2%                                   |
| Deputy Finance Director        | \$89,799                       | \$133,601                                | -32.8%                                   |
| Deputy Public Works Director   | \$117,821                      | \$139,642                                | -15.6%                                   |
| Engineering Technician         | \$49,664                       | \$69,468                                 | -28.5%                                   |
| Finance Director               | \$114,948                      | \$195,305                                | -41.1%                                   |
| Fiscal Analyst                 | \$75,544                       | \$90,749                                 | -16.8%                                   |



## Competitive Compensation Analysis

### Salary Range Maximum Rates – Southern Nevada Area Public Sector Employers (continued)

| Job Title                    | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|------------------------------|--------------------------------|--|--|
| Fleet Services Supervisor    | \$60,511                       | \$95,143                                 | -36.4%                                   |
| GIS Analyst                  | \$57,595                       | \$84,050                                 | -31.5%                                   |
| Grants Analyst               | \$68,463                       | \$85,329                                 | -19.8%                                   |
| Human Resources Director     | \$114,948                      | \$149,942                                | -23.3%                                   |
| Human Resources Specialist   | \$68,439                       | \$64,840                                 | +5.6%                                    |
| IT Director                  | \$114,948                      | \$155,700                                | -26.2%                                   |
| IT Manager                   | \$87,606                       | \$122,855                                | -28.7%                                   |
| Judicial Clerk               | \$56,691                       | \$60,904                                 | -6.9%                                    |
| Legal Secretary              | \$47,271                       | \$67,741                                 | -30.2%                                   |
| Mechanic                     | \$54,820                       | \$69,745                                 | -21.4%                                   |
| Office Assistant             | \$30,798                       | \$47,560                                 | -35.2%                                   |
| Office Specialist            | \$51,348                       | \$52,118                                 | -1.5%                                    |
| Open Space Administrator     | \$83,385                       | \$108,064                                | -22.8%                                   |
| Parks Maintenance Worker     | \$48,883                       | \$53,623                                 | -8.8%                                    |
| Parks & Facilities Manager   | \$75,544                       | \$123,000                                | -38.6%                                   |
| Parks & Recreation Director  | \$123,788                      | \$161,243                                | -23.2%                                   |
| Payroll Administrator        | \$54,820                       | \$66,724                                 | -17.8%                                   |
| Permit Technician            | \$44,994                       | \$64,335                                 | -30.1%                                   |
| Planning Director            | \$99,121                       | \$139,514                                | -29.0%                                   |
| Project Manager              | \$79,368                       | \$104,455                                | -24.0%                                   |
| PS Communications Operator   | \$49,664                       | \$72,480                                 | -31.5%                                   |
| PS Communications Supervisor | \$54,820                       | \$90,121                                 | -39.2%                                   |



## Competitive Compensation Analysis

### Salary Range Maximum Rates – Southern Nevada Area Public Sector Employers (continued)

| Job Title                            | City Maximum Salary Range Rate | Market Average Maximum Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|--------------------------------|--|--|
| Public Works Director                | \$133,305                      | \$165,312                                | -19.4%                                   |
| Purchasing & Contracts Administrator | \$75,544                       | \$121,310                                | -37.7%                                   |
| Recreation Manager                   | \$70,150                       | \$92,695                                 | -24.3%                                   |
| Recreation Program Coordinator       | \$52,178                       | \$66,166                                 | -21.1%                                   |
| Recruitment Analyst                  | \$68,439                       | \$86,941                                 | -21.3%                                   |
| Risk Management Coordinator          | \$70,150                       | \$94,325                                 | -25.6%                                   |
| Senior Deputy District Attorney      | \$87,606                       | \$126,468                                | -30.7%                                   |
| Senior Office Specialist             | \$54,820                       | \$56,673                                 | -3.3%                                    |
| Senior Planner                       | \$83,385                       | \$93,891                                 | -11.2%                                   |
| Sheriff Support Specialist           | \$48,884                       | \$55,512                                 | -11.9%                                   |
| Skilled Trades Technician            | \$59,561                       | \$66,330                                 | -10.2%                                   |
| Streets Supervisor                   | \$69,072                       | \$116,603                                | -40.8%                                   |
| Street Technician                    | \$48,884                       | \$51,450                                 | -5.0%                                    |
| Systems Technician                   | \$62,575                       | \$72,387                                 | -13.6%                                   |
| Victim Witness Advocate              | \$53,959                       | \$65,696                                 | -17.9%                                   |
| Warehouse & Supply Coordinator       | \$59,561                       | \$62,508                                 | -4.7%                                    |
| Wastewater Plant Operator 2          | \$49,664                       | \$70,883                                 | -29.9%                                   |



## Competitive Compensation Analysis

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### Salary Range Midpoint Rate

The midpoint of the salary range represents the midpoint of the range of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has a journey-level education and experience. From an experience level this is generally understood to be 4-5 years.

The charts on pages 39-45 show the overall comparison of the competitive labor market base salary averages in Northern Nevada and Southern Nevada areas and the City's salary range midpoint rates.



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Northern Nevada Area Public Employers

| Job Title                      | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Rate |
|--------------------------------|---------------------------------|---|----------------------------------|
| Accountant                     | \$44,553                        | \$60,669                                  | -26.6%                           |
| Accounting Technician          | \$40,363                        | \$44,096                                  | -8.5%                            |
| Administrative Assistant       | \$58,662                        | \$49,991                                  | +17.3%                           |
| Animal Services Officer        | \$38,149                        | \$41,303                                  | -7.6%                            |
| Animal Control Manager         | \$58,662                        | \$59,670                                  | -1.7%                            |
| Appraiser                      | \$44,553                        | \$46,214                                  | -3.6%                            |
| Assistant Project Manager      | \$49,178                        | \$65,727                                  | -25.2%                           |
| Building Inspector             | \$52,960                        | \$54,408                                  | -2.7%                            |
| Building Maintenance Worker    | \$36,568                        | \$33,631                                  | +8.7%                            |
| Business Systems Analyst       | \$64,752                        | \$76,438                                  | -15.3%                           |
| Chief Building Officer         | \$89,599                        | \$98,039                                  | -8.6%                            |
| Chief Deputy District Attorney | \$98,527                        | \$108,212                                 | -9.0%                            |
| Chief Property Appraiser       | \$51,669                        | \$63,034                                  | -18.0%                           |
| City Engineer                  | \$103,528                       | \$112,349                                 | -7.9%                            |
| Compliance Officer             | \$44,553                        | \$54,382                                  | -18.1%                           |
| Construction Inspector, PW     | \$52,960                        | \$63,112                                  | -16.1%                           |
| Criminalist, Senior            | \$54,285                        | \$67,084                                  | -19.1%                           |
| Department Business Manager    | \$68,030                        | \$86,438                                  | -21.3%                           |
| Deputy City Manager            | \$114,262                       | \$134,317                                 | -14.9%                           |
| Deputy District Attorney       | \$64,752                        | \$78,707                                  | -17.7%                           |
| Deputy Finance Director        | \$76,970                        | \$102,691                                 | -25.0%                           |
| Deputy Public Works Director   | \$100,990                       | \$111,468                                 | -9.4%                            |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Northern Nevada Area Public Employers (continued)

| Job Title                     | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|-------------------------------|---------------------------------|---|--|
| Director Parks Operations     | \$75,092                        | \$84,934                                  | -11.6%                                   |
| Engineering Technician        | \$42,407                        | \$45,162                                  | -6.1%                                    |
| Environmental Control Officer | \$46,809                        | \$63,868                                  | -26.7%                                   |
| Finance Director              | \$98,527                        | \$124,390                                 | -20.8%                                   |
| Fiscal Analyst                | \$64,752                        | \$62,528                                  | +3.6%                                    |
| Fleet Services Supervisor     | \$51,669                        | \$58,375                                  | -11.5%                                   |
| GIS Analyst                   | \$49,178                        | \$57,664                                  | -14.7%                                   |
| Grants Analyst                | \$58,438                        | \$65,648                                  | -11.0%                                   |
| Help Desk Technician          | \$40,363                        | \$40,645                                  | -0.7%                                    |
| Human Resources Director      | \$98,527                        | \$110,076                                 | -10.5%                                   |
| Human Resources Specialist    | \$58,622                        | \$47,945                                  | +22.3%                                   |
| IT Director                   | \$98,527                        | \$122,738                                 | -19.7%                                   |
| IT Manager                    | \$75,092                        | \$91,755                                  | -18.2%                                   |
| Judicial Clerk                | \$48,406                        | \$43,290                                  | +11.8%                                   |
| Juvenile Probation Officer    | \$55,331                        | \$56,503                                  | -2.1%                                    |
| Legal Secretary               | \$40,363                        | \$44,372                                  | -9.0%                                    |
| Librarian                     | \$48,147                        | \$53,072                                  | -9.3%                                    |
| Library Assistant             | \$35,992                        | \$35,401                                  | +1.7%                                    |
| Library Director              | \$84,861                        | \$88,518                                  | -4.1%                                    |
| Library Manager               | \$48,147                        | \$53,922                                  | -10.7%                                   |
| Mechanic                      | \$46,809                        | \$48,829                                  | -4.1%                                    |
| Office Assistant              | \$33,128                        | \$34,404                                  | -3.7%                                    |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Northern Nevada Area Public Employers (continued)

| Job Title                            | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|---------------------------------|---|--|
| Office Manager                       | \$53,145                        | \$46,903                                  | +13.3%                                   |
| Office Specialist                    | \$43,849                        | \$40,130                                  | +9.3%                                    |
| Open Space Administrator             | \$71,481                        | \$81,544                                  | -12.3%                                   |
| Parks Maintenance Worker             | \$41,740                        | \$37,685                                  | +10.8%                                   |
| Park Ranger                          | \$38,419                        | \$46,846                                  | -18.0%                                   |
| Parks & Facilities Manager           | \$64,752                        | \$84,934                                  | -23.8%                                   |
| Parks & Recreation Director          | \$106,104                       | \$119,466                                 | -11.2%                                   |
| Payroll Administrator                | \$48,609                        | \$49,314                                  | -1.4%                                    |
| Permit Technician                    | \$38,419                        | \$44,565                                  | -13.8%                                   |
| Planning Director                    | \$84,961                        | \$100,222                                 | -15.2%                                   |
| Project Manager                      | \$68,030                        | \$80,352                                  | -15.3%                                   |
| PS Communications Operator           | \$42,407                        | \$45,409                                  | -6.6%                                    |
| PS Communications Supervisor         | \$46,809                        | \$58,463                                  | -19.9%                                   |
| Public Works Director                | \$114,262                       | \$124,403                                 | -8.2%                                    |
| Purchasing & Contracts Administrator | \$64,752                        | \$81,274                                  | -20.3%                                   |
| Recording Secretary                  | \$58,662                        | \$49,096                                  | +19.5%                                   |
| Recreation Program Coordinator       | \$44,553                        | \$46,962                                  | -5.1%                                    |
| Recreation Manager                   | \$60,128                        | \$61,202                                  | -1.8%                                    |
| Recruitment Analyst                  | \$59,518                        | \$58,253                                  | +2.2%                                    |
| Risk Management Coordinator          | \$60,128                        | \$78,207                                  | -23.1%                                   |
| Senior Deputy District Attorney      | \$75,092                        | \$88,062                                  | -14.7%                                   |
| Senior Office Specialist             | \$46,809                        | \$42,169                                  | +11.0%                                   |
| Senior Planner                       | \$71,481                        | \$75,122                                  | -4.8%                                    |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Northern Nevada Area Public Employers (continued)

| Job Title                      | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|---------------------------------|---|--|
| Senior Project Manager         | \$87,084                        | \$84,925                                  | +2.5%                                    |
| Senior Street Technician       | \$46,074                        | \$44,118                                  | +4.4%                                    |
| Sheriff Support Specialist     | \$41,740                        | \$44,812                                  | -6.9%                                    |
| Skilled Trades Technician      | \$50,857                        | \$48,829                                  | +4.2%                                    |
| Social Work Program Manager    | \$60,128                        | \$67,051                                  | -10.3%                                   |
| Streets Supervisor             | \$58,978                        | \$69,395                                  | -15.0%                                   |
| Street Technician              | \$41,740                        | \$40,644                                  | +2.7%                                    |
| Systems Technician             | \$53,431                        | \$54,371                                  | -1.7%                                    |
| Victim Witness Advocate        | \$46,074                        | \$51,286                                  | -10.2%                                   |
| Volunteer Coordinator          | \$39,729                        | \$41,712                                  | -4.8%                                    |
| Warehouse & Supply Coordinator | \$50,857                        | \$35,446                                  | +43.5%                                   |
| Wastewater Plant Mechanic      | \$42,407                        | \$47,315                                  | -10.4%                                   |
| Wastewater Plant Operator 2    | \$42,407                        | \$53,011                                  | -20.0%                                   |
| Wastewater Operation Manager   | \$76,970                        | \$75,742                                  | +1.6%                                    |
| Water Technician 2             | \$36,568                        | \$46,031                                  | -20.6%                                   |
| Water Utility Manager          | \$76,970                        | \$88,785                                  | -13.3%                                   |
| Youth Advisor                  | \$56,136                        | \$47,528                                  | +18.1%                                   |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Southern Nevada Area Public Employers

| Job Title                      | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------|---------------------------------|---|--|
| Accountant                     | \$44,553                        | \$65,980                                  | -32.5%                                   |
| Accounting Technician          | \$40,363                        | \$49,898                                  | -19.1%                                   |
| Administrative Assistant       | \$58,662                        | \$52,506                                  | +11.7%                                   |
| Animal Services Manager        | \$58,662                        | \$76,583                                  | -23.4%                                   |
| Animal Services Officer        | \$38,149                        | \$55,110                                  | -30.8%                                   |
| Assistant Project Manager      | \$49,178                        | \$77,659                                  | -36.7%                                   |
| Building Inspector             | \$52,960                        | \$68,147                                  | -22.3%                                   |
| Building Maintenance Worker    | \$36,568                        | \$39,255                                  | -6.8%                                    |
| Business Systems Analyst       | \$64,752                        | \$74,143                                  | -12.7%                                   |
| Chief Deputy District Attorney | \$98,527                        | \$138,657                                 | -28.9%                                   |
| City Engineer                  | \$103,528                       | \$109,707                                 | -5.6%                                    |
| Compliance Officer             | \$44,553                        | \$74,054                                  | -39.8%                                   |
| Construction Inspector, PW     | \$52,960                        | \$74,831                                  | -29.2%                                   |
| Criminalist, Senior            | \$54,285                        | \$73,686                                  | -26.3%                                   |
| Department Business Manager    | \$68,030                        | \$99,451                                  | -31.6%                                   |
| Deputy City Manager            | \$114,262                       | \$155,046                                 | -26.3%                                   |
| Deputy District Attorney       | \$64,752                        | \$87,918                                  | -26.3%                                   |
| Deputy Finance Director        | \$76,970                        | \$111,567                                 | -31.0%                                   |
| Deputy Public Works Director   | \$100,990                       | \$116,119                                 | -13.0%                                   |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Southern Nevada Area Public Employers (continued)

| Job Title                   | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|-----------------------------|---------------------------------|---|--|
| Director Parks Operations   | \$75,092                        | \$69,693                                  | +7.7%                                    |
| Engineering Technician      | \$42,407                        | \$57,543                                  | -26.3%                                   |
| Finance Director            | \$98,527                        | \$154,926                                 | -36.4%                                   |
| Fiscal Analyst              | \$64,752                        | \$74,775                                  | -13.4%                                   |
| Fleet Services Supervisor   | \$51,669                        | \$82,522                                  | -37.4%                                   |
| GIS Analyst                 | \$49,178                        | \$69,523                                  | -29.3%                                   |
| Grants Analyst              | \$58,458                        | \$71,684                                  | -18.5%                                   |
| Human Resources Director    | \$98,527                        | \$126,363                                 | -22.0%                                   |
| Human Resources Specialist  | \$58,622                        | \$54,570                                  | +7.4%                                    |
| IT Director                 | \$98,527                        | \$129,525                                 | -23.9%                                   |
| IT Manager                  | \$75,092                        | \$102,405                                 | -26.7%                                   |
| Judicial Clerk              | \$48,406                        | \$50,891                                  | -4.9%                                    |
| Legal Secretary             | \$40,363                        | \$56,910                                  | -29.1%                                   |
| Mechanic                    | \$48,609                        | \$60,226                                  | -19.3%                                   |
| Office Assistant            | \$33,128                        | \$40,172                                  | -17.5%                                   |
| Office Specialist           | \$43,849                        | \$40,606                                  | +8.0%                                    |
| Open Space Administrator    | \$71,481                        | \$90,049                                  | -20.6%                                   |
| Parks Maintenance Worker    | \$41,740                        | \$46,533                                  | -10.3%                                   |
| Parks & Facilities Manager  | \$64,752                        | \$102,104                                 | -36.6%                                   |
| Parks & Recreation Director | \$106,104                       | \$134,226                                 | -21.0%                                   |
| Payroll Administrator       | \$46,809                        | \$56,035                                  | -16.5%                                   |
| Permit Technician           | \$38,419                        | \$55,477                                  | -30.7%                                   |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Southern Nevada Area Public Employers (continued)

| Job Title                            | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|---------------------------------|---|--|
| Planning Director                    | \$84,961                        | \$118,164                                 | -28.1%                                   |
| Project Manager                      | \$68,030                        | \$85,819                                  | -20.7%                                   |
| PS Communications Operator           | \$42,407                        | \$63,554                                  | -33.3%                                   |
| PS Communications Supervisor         | \$46,809                        | \$76,467                                  | -38.8%                                   |
| Public Works Director                | \$114,262                       | \$137,643                                 | -17.0%                                   |
| Purchasing & Contracts Administrator | \$64,752                        | \$100,870                                 | -35.8%                                   |
| Recreation Program Coordinator       | \$44,553                        | \$55,257                                  | -19.4%                                   |
| Recruitment Analyst                  | \$59,518                        | \$71,635                                  | -16.9%                                   |
| Risk Management Coordinator          | \$60,128                        | \$78,394                                  | -23.3%                                   |
| Senior Planner                       | \$71,481                        | \$77,640                                  | -7.9%                                    |
| Senior Deputy District Attorney      | \$75,092                        | \$102,728                                 | -26.9%                                   |
| Senior Office Specialist             | \$46,809                        | \$47,750                                  | -2.0%                                    |
| Sheriff Support Specialist           | \$41,740                        | \$48,551                                  | -14.0%                                   |
| Skilled Trades Technician            | \$50,857                        | \$54,113                                  | -6.0%                                    |
| Streets Supervisor                   | \$58,978                        | \$97,149                                  | -39.3%                                   |
| Streets Technician                   | \$41,740                        | \$44,784                                  | -6.8%                                    |
| Systems Technician                   | \$53,431                        | \$61,131                                  | -12.6%                                   |
| Victim Witness Advocate              | \$46,074                        | \$54,369                                  | -15.3%                                   |
| Warehouse & Supply Coordinator       | \$50,857                        | \$53,978                                  | -5.8%                                    |
| Wastewater Plant Operator 2          | \$42,407                        | \$61,263                                  | -30.8%                                   |



## Competitive Compensation Analysis

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### Private Sector Base Compensation

A majority of City jobs only exist in the public sector. However, there are jobs that are interchangeable between the public and private sectors. PCG has identified those positions that have valid comparable labor market data and constructed a comparison of those sectors.

Base compensation is considered competitive when it is within  $\pm 10\%$  of the average pay practices of other comparable organizations, (the 50<sup>th</sup> percentile of the market).

The charts on pages 47-48 show the overall comparison of the competitive labor market to the City's compensation practices. This chart shows the comparison between the competitive labor market base salary averages in the private sector and the City for average of base salaries.



## Competitive Compensation Analysis

### Average Base Salaries – Private Sector Employers

| Job Title                              | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|--|-----------------------------------|----------------------------|--|
| Accountant                             | \$42,877                          | \$59,000                   | -27.3%                                   |
| Accounting Manager                     | \$75,544                          | \$62,100                   | +21.6%                                   |
| Accounting Technician                  | \$45,313                          | \$46,200                   | -1.9%                                    |
| Administrative Assistant               | \$61,437                          | \$42,000                   | +46.3%                                   |
| Building Maintenance Worker            | \$39,766                          | \$32,400                   | +22.7%                                   |
| Business Systems Analyst               | \$70,113                          | \$70,600                   | +5.1%                                    |
| Deputy Finance Director                | \$89,799                          | \$99,000                   | -9.3%                                    |
| Employee Benefits Coordinator          | \$51,330                          | \$65,700                   | -21.9%                                   |
| Engineering Technician                 | \$47,482                          | \$52,300                   | -9.2%                                    |
| Fiscal Analyst                         | \$73,514                          | \$75,800                   | -3.0%                                    |
| Fleet Services Supervisor              | \$69,072                          | \$66,500                   | +3.9%                                    |
| Help Desk Technician                   | \$51,411                          | \$53,100                   | -3.2%                                    |
| Human Resources Director               | \$114,948                         | \$111,700                  | +2.9%                                    |
| Human Resources Specialist             | \$59,744                          | \$48,600                   | +22.9%                                   |
| Instrumentation Technician             | \$56,752                          | \$51,800                   | +9.6%                                    |
| IT Director                            | \$114,948                         | \$128,600                  | -10.6%                                   |
| IT Manager                             | \$85,420                          | \$90,900                   | -6.0%                                    |
| Legal Secretary                        | \$42,447                          | \$50,800                   | -16.4%                                   |
| Mechanic, Senior                       | \$51,836                          | \$55,900                   | -7.3%                                    |
| Office Assistant                       | \$40,362                          | \$24,800                   | +62.8%                                   |
| Office Specialist                      | \$41,794                          | \$30,400                   | +37.5%                                   |
| Parks Facilities & Maintenance Manager | \$74,998                          | \$86,300                   | -11.7%                                   |
| Purchasing & Contracts Administrator   | \$75,544                          | \$94,000                   | -19.6%                                   |



## Competitive Compensation Analysis

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### Average Base Salaries – Private Sector Employers (continued)

| Job Title                      | City Average Employee Base Salary | Market Average Base Salary | City as a Percent of Market Average Rate |
|--------------------------------|-----------------------------------|----------------------------|--|
| Recruitment Analyst            | \$53,896                          | \$63,500                   | -15.1%                                   |
| Senior Office Specialist       | \$51,776                          | \$40,300                   | +28.5%                                   |
| Skilled Trades Technician      | \$54,702                          | \$42,700                   | +28.1%                                   |
| Systems Administrator          | \$79,368                          | \$81,900                   | -3.1%                                    |
| Systems Analyst                | \$67,742                          | \$76,900                   | -11.9%                                   |
| Systems Technician             | \$52,919                          | \$55,200                   | -4.1%                                    |
| Warehouse & Supply Coordinator | \$59,561                          | \$44,500                   | +33.8%                                   |

## Competitive Compensation Analysis

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### Private Sector Salary Range Midpoint Rate

The midpoint of the salary range represents the midpoint of the range of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has a journey-level education and experience. From an experience level this is generally understood to be 4-5 years.

The charts on pages 50-51 show the overall comparison of the private sector competitive labor market salary range midpoint rates and the City's comparable salary range midpoint rates.



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Private Sector Employers

| Job Title                              | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--|---------------------------------|---|--|
| Accountant                             | \$44,553                        | \$59,600                                  | -25.2%                                   |
| Accounting Manager                     | \$64,752                        | \$66,400                                  | -2.5%                                    |
| Accounting Technician                  | \$40,363                        | \$45,100                                  | -10.5%                                   |
| Administrative Assistant               | \$58,662                        | \$42,500                                  | +38.0%                                   |
| Building Maintenance Worker            | \$36,568                        | \$34,900                                  | +4.8%                                    |
| Business Systems Analyst               | \$64,752                        | \$72,100                                  | -10.2%                                   |
| Deputy Finance Director                | \$76,970                        | \$97,400                                  | -21.0%                                   |
| Employee Benefits Coordinator          | \$58,662                        | \$67,700                                  | -13.4%                                   |
| Engineering Technician                 | \$42,407                        | \$52,000                                  | -18.4%                                   |
| Fiscal Analyst                         | \$64,752                        | \$75,000                                  | -13.7%                                   |
| Fleet Services Supervisor              | \$51,669                        | \$62,100                                  | -16.8%                                   |
| Help Desk Technician                   | \$40,363                        | \$51,900                                  | -22.2%                                   |
| Human Resources Director               | \$98,527                        | \$114,800                                 | -14.2%                                   |
| Human Resources Specialist             | \$51,411                        | \$52,900                                  | -2.8%                                    |
| Instrumentation Technician             | \$46,808                        | \$49,900                                  | -6.2%                                    |
| IT Director                            | \$98,527                        | \$122,100                                 | -19.3%                                   |
| IT Manager                             | \$75,092                        | \$95,300                                  | -21.2%                                   |
| Legal Secretary                        | \$40,363                        | \$53,300                                  | -24.3%                                   |
| Office Assistant                       | \$33,128                        | \$26,900                                  | +23.2%                                   |
| Office Specialist                      | \$43,849                        | \$31,400                                  | +39.6%                                   |
| Parks Facilities & Maintenance Manager | \$64,752                        | \$80,600                                  | -19.7%                                   |



## Competitive Compensation Analysis

### Salary Range Midpoint Rates – Private Sector Employers (continued)

| Job Title                            | City Midpoint Salary Range Rate | Market Average Midpoint Salary Range Rate | City as a Percent of Market Average Rate |
|--------------------------------------|---------------------------------|---|--|
| Purchasing & Contracts Administrator | \$64,752                        | \$98,600                                  | -34.3%                                   |
| Recruitment Analyst                  | \$59,518                        | \$64,600                                  | -7.9%                                    |
| Senior Deputy District Attorney      | \$75,092                        | \$140,500                                 | -46.6%                                   |
| Senior Office Specialist             | \$46,809                        | \$39,200                                  | +19.4%                                   |
| Skilled Trades Technician            | \$50,857                        | \$42,400                                  | +19.9%                                   |
| Systems Administrator                | \$68,030                        | \$84,500                                  | -19.5%                                   |
| Systems Analyst                      | \$64,752                        | \$73,000                                  | -11.3%                                   |
| Systems Technician                   | \$53,431                        | \$56,100                                  | -4.8%                                    |
| Warehouse & Supply Coordinator       | \$50,857                        | \$46,700                                  | +8.9%                                    |



## Competitive Compensation Analysis

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City in comparison to market segment averages – Base Salaries

| City as a Percent of Northern Nevada Public Sector | City as a Percent of Southern Nevada Public Sector | City as a Percent of Private Sector |
|--|--|-------------------------------------|
| -3.4%  | -20.3%   | +4.8%                               |

City in comparison to market segment averages – Minimum Salary Range Rate

| City as a Percent of Northern Nevada Public Sector | City as a Percent of Southern Nevada Public Sector |
|--|--|
| -8.7%  | -18.7%   |

City in comparison to market segment averages – Maximum Salary Range Rate

| City as a Percent of Northern Nevada Public Sector | City as a Percent of Southern Nevada Public Sector |
|--|--|
| -5.6%  | -23.0%   |

City in comparison to market segment averages – Midpoint Salary Range Rate

| City as a Percent of Northern Nevada Public Sector | City as a Percent of Southern Nevada Public Sector | City as a Percent of Private Sector |
|--|--|-------------------------------------|
| -7.0%  | -20.5%   | -7.7%                               |

## Competitive Benefits Analysis

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### Medical Benefits

Information on premiums for medical insurance coverage was obtained through PCG's surveys of Northern Nevada public sector organization surveys. Comparisons of medical premium rates are appropriate at the local level since healthcare markets vary significantly amongst metropolitan areas due to a variety of supply, regulations and competitive demographics.

Comparisons were made to organization's most expensive plans, which is the Point of Service (POS) plan at Carson City.

#### Employer monthly cost:

| Coverage Level    | Carson City | Northern Nevada Public Sector |
|-------------------|-------------|-------------------------------|
| Employee Only     | \$463.23    | \$613.45                      |
| Employee + 1      | \$888.82    | \$758.88                      |
| Employee + Family | \$1,415.58  | \$887.30                      |

#### Employee monthly cost:

| Coverage Level    | Carson City CCEA | Carson City Sheriff & Unclassified | Northern Nevada Public Sector |
|-------------------|------------------|------------------------------------|-------------------------------|
| Employee Only     | \$56.45          | \$56.45                            | \$103.51                      |
| Employee + 1      | \$336.29         | \$343.03                           | \$374.51                      |
| Employee + Family | \$547.99         | \$706.38                           | \$573.14                      |



## Competitive Benefits Analysis

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### Medical Benefits (continued)

City as a percentage of market - Employer monthly cost:

| Coverage Level    | % of Northern Nevada Public Sector |
|-------------------|------------------------------------|
| Employee Only     | -24.0%                             |
| Employee + 1      | +17.1%                             |
| Employee + Family | +64.0%                             |

City as a percentage of market - Employee monthly cost:

| Coverage Level    | Carson City CCEA<br>% of Northern Nevada Public Sector | Carson City Sheriff & Unclassified<br>% of Northern Nevada Public Sector |
|-------------------|--|--|
| Employee Only     | -45.0%   | -45.0%   |
| Employee + 1      | -10.0%   | -8.0%  |
| Employee + Family | -4.0%  | +23.2%   |

Note:

- A negative number represents the percentage that City/Employee is paying *less than* the market.
- A positive number represents the percentage that City/Employee is paying *more than* the market.





## V. Summary and Recommendations

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## Classification Structure

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### Methodology

The recommended structure mirrors the ten (10) job categories used by the Equal Employment Opportunity Commission (EEOC) to classify employees at all employer and industry groupings in the United States. The classification plan is included in Appendix A of this report. The City classification structure grades and corresponding EEOC job categories definitions are listed as follows:

#### Grades A1 – A4

Administrative Support – Occupations in which employees are responsible for internal and external communications, retrieval and recording of data and/or information required in an office.

#### Grades A1 – A4

Service/Maintenance – Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or contribute to the upkeep and care of buildings, facilities or grounds of public properties. Employees in this group may operate machinery.

#### Grade T1 – T4

Paraprofessionals – Occupations in which employees perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical staff.

## Classification Structure

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### Methodology (continued)

#### Grades T1 – T4

Technicians – Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

#### Grades T1 – T4

Skilled Craft Workers – Occupations in which employees perform jobs which require manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training OR through apprenticeship or other formal training programs.

#### Grades P1 – P4

Professionals – Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides considerable knowledge.

#### Grades S1, S2, M1, M2, D1, D2 & D3

Supervisors, Managers and Directors – Occupations that are designated by the organization for responsibility over staff in a unit/division and has the authority to discipline, hire and terminate.



## Compensation Structure

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### Base Salaries

From these comparisons, we conclude that the compensation of staff varies when benchmarked against the competitive labor market.

In setting the compensation of an individual employee, the City should consider such criteria as experience, value to the organization, scope and complexity of the position in relation to other positions at the same staff pay grade level. Par (average) performers should be paid at market and sub-par performers should be paid below market and encouraged to either perform or terminate their employment. High level performers should be paid at or above the market rate for their jobs.

PCG has recommended different wage structure options to assist in collective bargaining negotiations. Based upon the results of the negotiations pay ranges will be constructed that will bring external equity to the City's compensation structure.

PCG has recommended that the management and executive ranges take into account labor market trends and avoid compression with union pay ranges. It is critical that appropriate spacing is maintained so as to enable promotion opportunities and retention of internal talent.

City will also discuss transition issues with the unions, such as classification seniority, red circles and green circles (over range maximum and under range minimum rates), pay placement, etc.

NOTE: Actual incumbent employee pay level and position within the range is determined by years of service, performance and the individual's knowledge, skills and experience.

## Compensation Structure

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### Salary Ranges

PCG has utilized Northern Nevada public sector averages for salary range midpoint rates to construct and benchmark the City's new compensation ranges. This is based upon:

- Average base salary rates reflect wages currently being paid to an organization's incumbents. It carries a bias in that an organization could be paying high or low rates due to a variety of factors. Example: With recent downsizing in local public sector agencies, the higher seniority (higher paid) incumbents remain employed. This drives up the salary rate and does not reflect the reality of the worth of the job.
- Pay structure rates reflect what the organization is willing to pay for a particular skill set. This is a better indicator of how other organizations value a job/skill set.
- The midpoint rate reflects pay at the journey-level job of a particular job. This is a professionally accepted data point used to construct a pay range that reflects the breadth of skill sets within a particular job and allows for valid pay range construction.
- The Northern Nevada metropolitan area is the labor market from which the City competes for talent (attraction and retention) for the majority of its non-represented jobs.
- City staff will be able to obtain pay range information more readily in order that they can benchmark and maintain the system in the future.



## Summary and Recommendations

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### Medical Plan Premiums:

In the most expensive City plan (POS plan), the City contributes less for single coverage, and more for employee+1 and employee+family coverage than other Northern Nevada public employers.

CCEA and non-represented employees who have Employee Only coverage contribute 45% less than their peers towards their medical insurance premiums, while those who have Family coverage pay 4% less. CCSA employees who have Employee Only coverage contribute 45% less and those with Family coverage pay 23% more than employees at other Northern Nevada public employers.

The following data is sourced from the 2013 Kaiser/HRET Survey of Employer-Sponsored Health Benefits:

- Nationally, 84% of employees with employee only coverage contribute towards their premiums.
- Medical premium inflation has averaged 8.3% annually since 2003.
- Employees with Employee Only coverage pay an average of 17% of the premiums for their medical insurance.
- Employees with Family coverage pay an average of 28% of the premiums for their medical insurance.

City employees pay 3% of the premiums for Employee Only coverage and 27% of the premiums for Family coverage.

It is recommended that the City consider a benefits strategy to bring their employee contributions for medical premiums more in-line with market averages. This plan would allow the City to ensure the continued availability and affordability of the quality medical insurance that they presently enjoy. It would also make the employees better consumers of healthcare by educating them on the costs of medical care.

Note: City management meets with the associations on a regular basis to discuss employment issues, including healthcare issues. In addition, the City has a Benefits Committee composed of representatives from each of the collective bargaining labor units. The City meets and discusses healthcare trends, loss ratios, etc., as well as renewal proposals.



## Summary and Recommendations

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### System Maintenance:

The market positioning of the City's jobs should be reviewed at a minimum every twenty-four (24) months. This will provide needed data for use in determining adjustments to the wage structure based upon labor market movement.

There should be an established policy to ensure that an employee's base compensation be  $\pm 10\%$  of the comparable labor market average midpoint rate for their particular classification.

New jobs should be benched to the market to provide relevant salary data that will assist in recruitment and retention. It will also be of importance in the maintenance of the compensation system.

New jobs and reclassifications can be classified by City Human Resources staff using the classification system template developed by the PCG. The measures that were developed for the new system should make it easier to process these requests and ensure internal equity than the existing system.

## Summary and Recommendations

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### Overtime Eligibility:

Standard practice during a Classification portion of a study is to conduct Fair Labor Standards Act (FLSA) tests on classifications to determine whether they are eligible for overtime pay rights. These tests are outlined in the FLSA and were revised by the Department of Labor and revisions made mandatory for all US employers effective August 23, 2004. Test documentation for all classifications determined to be exempt from the FLSA (ineligible for overtime pay rights) was supplied to the City by PCG.

All US employers must comply with the FLSA. An employee's rights under the law may not be negotiated away by either the organization or the employee. FLSA changes are not negotiable and do not fall under the auspices of collective bargaining.

PCG identified four (4) classifications that are currently being treated as overtime eligible by the City that will be considered ineligible with implementation of this new classification structure. PCG also identified one (1) classification that are currently considered overtime ineligible by the City that will be considered eligible with implementation of this new classification structure. PCG would recommend training for managers, supervisors and affected employees in the principles and practices of their new status under the FLSA. A list of these recommended changes can be found in Appendix C on page 81.

NOTE: Exempt status under the FLSA is not to be confused with the definition of an "exempt" employee under Nevada Revised Statutes (NRS 245.216).



# Appendix A

## Classification Structure



## CARSON CITY CLASSIFICATION STRUCTURE

### **Administrative & Operational Support**

#### **Grade A1**

Animal Services Caretaker  
Office Assistant  
Patient Care Technician  
Sewer Technician 1  
Street Technician 1

#### **Grade A2**

Accounting Clerk  
Building Maintenance Worker  
Cook  
Judicial Clerk  
Judicial Courtroom Clerk  
Landfill Gate Attendant  
Landfill Worker  
Library Assistant  
Library Support Worker  
Office Specialist  
Parking Enforcement Officer  
Parks Maintenance Worker  
Sewer Technician 2  
Street Sign Technician  
Street Technician 2  
Water Meter Technician



## CARSON CITY CLASSIFICATION STRUCTURE

### Administrative & Operational Support (continued)

#### Grade A3

Accounting Technician  
Alternative Sentencing Specialist  
Business License Specialist  
Debt Recovery Technician  
Legal Assistant  
Permit Technician  
Public Safety Communications Operator  
Recordation Technician  
Senior Building Maintenance Worker  
Senior Judicial Clerk  
Senior Landfill Gate Attendant  
Senior Library Assistant  
Senior Office Specialist  
Senior Street Sign Technician  
Sewer Technician 3  
Sheriff Support Specialist  
Street Technician 3  
Utility Billing Specialist  
WIC Program Specialist  
Youth Advisor



## CARSON CITY CLASSIFICATION STRUCTURE

### Administrative & Operational Support (continued)

#### Grade A4

Administrative Assistant

Council & Commission Reporter

Culinary Coordinator

Evidence Custodian

Head Lifeguard

Parks & Cemetery Coordinator

Parks Maintenance Coordinator

Parks Shop Coordinator

Payroll Administrator

Public Health Communication Specialist

Senior Legal Assistant

Senior Permit Technician

Senior Sewer Technician

Senior Street Technician

Victim Witness Advocate

Volunteer Coordinator

Warehouse Supply Coordinator

Workforce Program Case Manager



## CARSON CITY CLASSIFICATION STRUCTURE

### Technicians & Trades

#### Grade T1

Animal Service Officer

Assistant Planner

Court Interpreter

Employee Benefits Coordinator

Engineering Technician

GIS Specialist

Help Desk Technician

Human Resources Specialist

Human Services Program Specialist

Laboratory Technician

Park Ranger

Property Appraiser

Recreation Program Coordinator

Sports Field Coordinator

Transit Coordinator

Wastewater Plant Operator 1

Water Distribution Technician 1

Water Production Operator 1

Youth Program Coordinator



## CARSON CITY CLASSIFICATION STRUCTURE

### Technicians & Trades (continued)

#### Grade T2

Building Inspector  
Civil Engineering Designer  
Communications Technician  
Compliance Officer  
Construction Inspector, PW  
Environmental Control Officer  
Environmental Health Specialist  
Fleet Services Technician  
Instrumentation Technician  
Judicial Assistant  
Prevention Programs Coordinator  
Public Health Investigator  
Public Health Program Specialist  
Senior Deputy Coroner  
Senior Environmental Control Officer  
Senior Laboratory Technician  
Senior Property Appraiser  
Skilled Trades Technician  
Systems Technician  
Traffic Systems Technician  
Wastewater Plant Mechanic  
Wastewater Plant Operator 2  
Water Distribution Technician 2  
Water Production Operator 2



## CARSON CITY CLASSIFICATION STRUCTURE

### Technicians & Trades (continued)

#### Grade T3

Senior Building Inspector  
Senior Communication Technician  
Senior Environmental Control Officer  
Senior Fleet Services Technician  
Senior Instrumentation Technician  
Senior Traffic Systems Technician  
Senior Wastewater Plant Mechanic  
Senior Water Distribution Technician  
Wastewater Plant Operator 3  
Water Production Operator 3

#### Grade T4

Environmental Control Foreman  
Fleet Services Foreman  
Laboratory Coordinator  
Landfill Foreman  
Sewer Operations Foreman  
Streets Maintenance Foreman  
Wastewater Plant Operator 4  
Water Distribution Foreman  
Water Meter Operations Foreman  
Water Production Foreman  
Water Production Operator 4



## CARSON CITY CLASSIFICATION STRUCTURE

### Professionals

#### Grade P1

Accountant

Adult Services Librarian

Alternative Sentencing Officer

Assistant Project Manager

Elder Resource Advocate

Fiscal Analyst

GIS Analyst

Grant Analyst

Investigator-DA

Juvenile Probation Officer

Natural Resources Specialist

Park Planner

Probation Officer

Public Health Educator

Public Health Preparedness Planner

Recruitment Analyst

Risk Management Coordinator

Technology Librarian

Youth Services Librarian





## CARSON CITY CLASSIFICATION STRUCTURE

### Professionals (continued)

#### Grade P2

Business Systems Analyst

Criminalist

Court Systems Administrator

DUI Case Manager

Network Analyst

Project Manager

Public Guardian

Public Health Nurse

Senior Park Planner

Systems Analyst

Transportation Planner

#### Grade P3

Accounting Coordinator

IT Project Leader

Purchasing & Contracts Administrator

Senior Project Manager

Senior Project Manager - Stormwater

Senior Transportation Planner

Systems Administrator

#### Grade P4

Advanced Practitioner Nursing

Open Space Administrator

Principal Planner

Principal Project Manager



## CARSON CITY CLASSIFICATION STRUCTURE

### Supervisors

#### Grade S1

Alternative Sentencing Supervisor  
Animal Services Supervisor  
Assistant Director Senior Center  
Court Operations Supervisor  
Deputy Clerk Recorder  
Detention Shift Supervisor  
Office Manager  
Public Safety Communications Supervisor  
Recreation Program Supervisor  
Supervisor Appraisal Services  
Victim Witness Program Administrator

#### Grade S2

Civil Design Supervisor  
Fleet Services Supervisor  
Supervising Criminalist  
Water Operations Supervisor  
Wastewater Operations Supervisor



## CARSON CITY CLASSIFICATION STRUCTURE

### Managers

#### Grade M1

Animal Services Manager  
Assistant Chief Alternative Sentencing  
Business Development Manager  
Chief Deputy Appraiser  
Chief Deputy, Elections & Marriage  
Chief Deputy, Records Management  
Chief Property Appraiser  
Chronic Disease & Health Prevention Manager  
Circulation & Facilities Manager  
Civil Division Manager  
Clinical Services Manager  
Department Business Manager  
Deputy Emergency Manager  
Deputy Treasurer  
Disease Prevention & Control Manager  
Human Resources Manager  
Human Services Case Manager  
Parks & Facilities Maintenance Manager  
Programming & Outreach Manager  
Public Health Preparedness Manager  
Public Safety Communications Manager  
Recreation Program Manager  
Sheriff-Chief Administrative Services  
Sheriff-Chief Financial Services  
Technical Services Manager



## CARSON CITY CLASSIFICATION STRUCTURE

### Managers (continued)

#### Grade M2

Chief Building Official

City Engineer

Construction Manager

Deputy Chief Juvenile Detention

Deputy Chief Juvenile Probation

IT Manager

Operations Manager-Control Systems

Operations Manager-Public Works

Planning Manager

Transportation Manager

Utility Manager



## CARSON CITY CLASSIFICATION STRUCTURE

### Directors

#### Grade D1

Deputy Director, Finance  
Deputy Director, Library  
Deputy Director, Parks & Recreation  
Deputy Director, Public Works  
Deputy Fire Chief

#### Grade D2

Chief Alternative Sentencing  
Chief Juvenile Probation Officer  
Community Development Director  
Court Administrator  
Finance Director  
Fire Chief  
Health & Human Services Director  
Human Resources Director  
IT Director  
Library Director  
Parks & Recreation Director  
Public Works Director  
Senior Center Director

#### Grade D3

Deputy City Manager



CARSON CITY CLASSIFICATION STRUCTURE

Legal Services

L1

Law Clerk

L2

Deputy District Attorney

L3

Senior Deputy District Attorney

L4

Assistant District Attorney

L5

Chief Deputy District Attorney  
Juvenile Special Master



## CARSON CITY CLASSIFICATION STRUCTURE

### Police Services

PS1

Deputy Sheriff

PS2

Sergeant

PS3

Captain

PS4

Assistant Sheriff

PS5

Undersheriff

## **Appendix B**

# **Compensation Survey Participants**



## **Northern Nevada Area Public Sector Employer Survey Participants**

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City of Reno  
City of Sparks  
Churchill County  
Douglas County  
Lyon County  
Washoe County  
Carson City School District  
Washoe County School District  
Regional Transportation Commission of Washoe County  
Truckee Meadows Water Authority  
State of Nevada

## **Southern Nevada Area Public Sector Employer Survey Participants**

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City of Henderson  
City of Las Vegas  
City of North Las Vegas  
Clark County  
Las Vegas Metropolitan Police Department  
Regional Transportation Commission of Southern Nevada  
Southern Nevada Health District  
Henderson Library District  
Las Vegas-Clark County Library District



## Appendix C

# Fair Labor Standards Act (FLSA) Recommendations



**Current Non-Exempt Status Jobs To Exempt Status**

GIS Analyst

Grant Analyst

Laboratory Coordinator

Natural Resource Specialist

Project Manager

**Current Exempt Status Jobs To Non-Exempt Status**

Human Resources Specialist

