



Snohomish County, WA

FY22 Total Compensation Study

Final Report

June 1, 2023

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Executive Summary

Project Overview

Snohomish County engaged Segal to conduct a comprehensive total compensation study to determine the market competitiveness of the County’s employee compensation and benefits offerings affecting 2,982 employees in approximately 766 job titles.

Segal, in consultation with Snohomish County’s Human Resources Department, developed a customized total compensation survey instrument that was distributed via email to thirteen (13) peer employers representative of the County’s relevant labor market. Additionally, Segal collected salary data from three (3) published data sources representing private sector data from the Snohomish County area and one public sector data source for Airport benchmark jobs. All data are reflective of the market as of October 1, 2022.

Segal evaluated base salaries and pay ranges for one hundred twenty-five (125) benchmark job titles to ensure the County’s compensation plan is market competitive to attract, motivate and retain employees. Benchmark jobs are listed by department in **Table 5**.

This report presents the findings of the FY22 total compensation market assessment, with the objective of determining the County’s market position for pay and benefits within its defined comparison markets.

Table 1 shows the peer comparators for the custom survey, including three (3) cities, six (6) counties, a port authority, a public utility, a transit system, and the State of Washington.

Table 1

Peer Employers

Counties	Cities
Clark County, WA	City of Everett, WA
King County, WA	City of Marysville, WA
Kitsap County, WA	City of Seattle, WA
Multnomah County, OR	
Pierce County, WA	
Spokane County, WA	
Other	

Port Authority of Seattle	Sound Transit
Snohomish Public Utility District	State of Washington

Summary of Findings

Overall, across all 125 job titles, we found the County is market competitive at the pay range minimum but is below market average at the pay range midpoint and maximum, as shown in **Table 2**. The primary comparison for the County is the range maximum.

The "Competitive Range"

Segal defines the "competitive range" as a market comparison data point that is anywhere between 95% to 105% of the market value. In tables throughout this report, we identify values outside of the "competitive range" using blue and red:

- Figures shown in **black** are within the market competitive range (95% to 105% of the market average)
- Figures shown in **blue** are above the market competitive range (more than 105% of the market average)
- Figures shown in **red** are below the market competitive range (less than 95% of the market average)

Table 2 shows overall market competitiveness of the County's base pay ranges compared to market average base pay ranges.

Table 2

Overall Base Pay Range Market Comparison Snohomish County as a % of Overall Market Average

	Base Pay Range		
	Minimum	Midpoint	Maximum
Custom Survey	95%	92%	91%
Published Data Sources	101%	92%	84%
Overall Market Average	97%	93%	90%

The overall market average excludes eight (8) benchmark job titles that did not have enough market data to meet the data sufficiency requirement of 4 survey matches.

Pay Range market competitiveness varies by individual benchmark job title, as shown in **Table 9**, and by total compensation competitiveness as shown in **Table 12**.

Methodology

Market Sectors and Data Sources

Snohomish County identified thirteen (13) potential peer organizations for participation in the custom survey. Segal received a response from seven (7) peer employers. Six (6) peer employers provided permission and access to job descriptions, pay range and/or benefits data and Segal completed the custom survey on their behalf. The use of the custom survey responses and Segal prepared surveys resulted in a response rate of 100%.

Peer Organizations

Table 3

List of Peer Employers

City of Everett, WA*	Pierce County, WA*
City of Marysville, WA*	Port County of Seattle
City of Seattle, WA*	Snohomish Public Utility District
Clark County, WA	Sound Transit
King County, WA	Spokane County, WA
Kitsap County, WA	State of Washington*
Multnomah County, OR*	

*These organizations provided data used by Segal to complete the survey on their behalf.

Published Data

The use of a peer survey ensured robust data from directly relevant organizations within the County's competitive market area. However, the County also competes with the private sector for talent, more so for some positions than for others. After discussions with the County project team, we utilized a strategy to incorporate well-respected published survey sources of data. The private sector data responses were weighted equally with the peer data in the final assessment of the County's competitiveness in the marketplace.

Table 4

Published Data Sources

Source	Description
CompAnalyst (Salary.com)	CompAnalyst Market Data, a subscription database maintained by Salary.com, includes pay data from hundreds of professionally conducted employer-provided surveys. For this analysis, we used October 1, 2022, base salaries at the 10th, 50th and 90th percentiles for the State of Washington, geographically adjusted to the Snohomish County area.
Economic Research Institute (ERI)	ERI's Salary Assessor and Executive Assessor databases aggregate pay data from hundreds of published data sources for thousands of job titles. The data is updated quarterly and provides salary information for nearly any geographic area in the U.S. For this analysis, we used October 1, 2022, base salaries at the 10th, 50th and 90th percentiles for the Snohomish County area.
PayFactors	PayFactors' Survey of Surveys is a compensation database that compiles pay data from published data sources and HR departments. PayFactors updates their data constantly and provides salary information for most geographic areas in the U.S. For this analysis, we used October 1, 2022, base salaries at the 10th, 50th and 90th percentiles for the State of Washington, geographically adjusted to the Snohomish County area.
Segal Data	Survey Data for Airport jobs from recent Segal Studies, geographically adjusted and aged to October 1, 2022.

Benchmark Job Titles

The study included 125 benchmark jobs from all departments throughout the County, listed below in **Table 5**. Eight (8) job titles, noted in **bold** text had insufficient data (less than four survey job matches) and were not included in our analysis.

Table 5

Benchmark Job Titles

Department and Title	FLSA Status	Pay Level
Airport		
Airport Director	Exempt	116
Airport Fire Chief	Exempt	113
Airport Operations Specialist	Non-Exempt	240
Fire Fighter	Non-Exempt	560
Assessor		
Assessment Technician I	Non-Exempt	306
Auditor-Appraiser II	Non-Exempt	236
Commercial Appraiser	Non-Exempt	240
Residential Appraiser Senior	Non-Exempt	238
Auditor		
Animal Control Officer	Non-Exempt	237
Election and Voter Register Examiner II	Non-Exempt	233
Elections Information and Design Specialist	Non-Exempt	237
Legal Document Recording Examiner II	Non-Exempt	235
Licensing Contract Compliance Specialist	Non-Exempt	236
Licensing Examiner II	Non-Exempt	235
Clerk		
Administrative Assistant-Clerks	Exempt	107
Judicial Operations Assistant	Non-Exempt	312
Judicial Services Manager	Exempt	111
Corrections		
Advanced Registered Nurse Practitioner	Non-Exempt	250
Corrections Deputy	Non-Exempt	834
Corrections Lieutenant	Non-Exempt	844
Medical Assistant - Certified	Non-Exempt	234
Registered Nurse	Non-Exempt	861
DCNR		
Division Manager - Parks Recreation and Tourism	Exempt	112
Events Specialist	Non-Exempt	311

Department and Title	FLSA Status	Pay Level
DCNR Continued		
Facility Maintenance Worker I-PRK	Non-Exempt	232
Fairgrounds Operations Supervisor		
Grants Analyst	Non-Exempt	240
Park Ranger	Non-Exempt	234
Parks and Recreation Director	Exempt	115
Water Quality Specialist II	Non-Exempt	241
District Court		
District Court Assistant Administrator	Exempt	113
Legal Process Assistant II-DCT	Non-Exempt	312
Emergency Management		
Emergency Management Program Coordinator	Non-Exempt	238
Executive		
Executive Assistant	Exempt	109
Tourism Regional Projects Coordinator	Non-Exempt	237
Facilities Management		
Equipment Mechanic-Auto	Non-Exempt	239
Equipment Mechanic-Diesel	Non-Exempt	239
Facilities and Fleet Deputy Director	Exempt	113
Facilities Technician III	Non-Exempt	236
Storekeeper	Non-Exempt	904
Finance		
Budget Analyst Senior II	Exempt	247
Buyer I	Non-Exempt	235
Finance Director	Exempt	115
Payroll Technician II	Non-Exempt	312
Public Records Officer	Exempt	112
Purchasing Manager	Exempt	112
Risk Management Specialist Lead	Non-Exempt	241
Human Resources		
Human Resources Business Partner	Exempt	242
Human Resources Director	Exempt	115
Human Services		
Casa Program Coordinator	Non-Exempt	239
Case Manager	Exempt	237
Community Services Counselor	Non-Exempt	237
Designated Crisis Responder	Exempt	244
Human Services Director	Exempt	115

Department and Title	FLSA Status	Pay Level
Human Services Specialist II	Exempt	239
Human Services Continued		
Mental Health ITA/CMH Program Supervisor	Exempt	248
Social Services Worker	Exempt	241
Veterans Service Officer	Non-Exempt	237
Information Services		
Business Applications Developer 5 - DIS	Exempt	778
Information Technology Director	Exempt	116
IT Manager - Systems	Exempt	113
IT Support 2 - Information Services	Non-Exempt	767
Systems Administrator Support 4 - DIS	Exempt	774
Systems Engineer 5 - DIS	Exempt	780
Medical Examiner		
Medical Investigator Chief	Exempt	111
Medical Investigator I	Non-Exempt	240
Pathology Assistant	Non-Exempt	238
Multiple Departments		
Accountant I	Non-Exempt	237
Accounting Analyst	Non-Exempt	240
Accounting Specialist	Non-Exempt	312
Administrative Coordinator Senior	Non-Exempt	312
Biologist	Non-Exempt	240
Business Application Programmer Analyst	Exempt/Non-Exempt	242
Communications Specialist II	Non-Exempt	240
Engineer IV	Exempt	245
GIS Analyst	Non-Exempt	240
Legal Assistant	Non-Exempt	236
Public Information and Records Specialist-CS	Non-Exempt	237
PDS		
Building Inspector 2 Commercial Residential	Non-Exempt	241
Code Enforcement Officer	Non-Exempt	240
Fire Inspector	Non-Exempt	240
Permit Technician	Non-Exempt	232
Planner Senior	Non-Exempt	242
Prosecutor		
Paralegal	Non-Exempt	238
Prosecuting Attorney Civil Deputy II	Exempt	452
Prosecuting Attorney Criminal Deputy II	Exempt	402

Department and Title	FLSA Status	Pay Level
Prosecuting Attorney Family Support Deputy II	Exempt	402
Victim/Witness Advocate	Non-Exempt	235
Public Works		
Construction Representative Senior	Non-Exempt	244
Electrician III	Non-Exempt	242
Engineering Manager (113P)	Exempt	113
Engineering Technician III	Non-Exempt	237
Heavy Truck Driver	Non-Exempt	904
Planner Senior-PWK	Non-Exempt	242
Public Works Director	Exempt	116
Public Works Supervisor III	Exempt	246
Real Property Coordinator Senior	Non-Exempt	241
Road Maintenance Director	Exempt	113
Road Maintenance Supervisor	Non-Exempt	244
Road Maintenance Worker I	Non-Exempt	901
Road Maintenance Worker III	Non-Exempt	903
Sign Traffic Control Maintenance Technician	Non-Exempt	904
Site Attendant I	Non-Exempt	928
Site Attendant III	Non-Exempt	930
Solid Waste Laborer I	Non-Exempt	901
Solid Waste Laborer III	Non-Exempt	904
Solid Waste Maintenance Technician II	Non-Exempt	237
Solid Waste Operations Supervisor	Exempt	244
Traffic Signal Technician and Electrician II	Non-Exempt	906
Transfer Station Operator	Non-Exempt	906
Transportation Specialist	Non-Exempt	245
Sheriff's Office		
Captain	Exempt	604
Deputy Sheriff (CS)	Non-Exempt	601
Sergeant	Non-Exempt	602
Superior Court		
Budget and Fiscal Manager	Exempt	246
Court Reporter	Exempt	109
Family/Juvenile Court Improvement Project Manager	Non-Exempt	241
Judicial Coordinator	Non-Exempt	313
Juvenile Community Program Specialist	Non-Exempt	238
Juvenile Court Coordinator	Non-Exempt	238
Juvenile Detention Officer	Non-Exempt	235
Law Clerk/Bailiff	Exempt	199

Department and Title	FLSA Status	Pay Level
Legal Process Assistant II-Superior Court	Non-Exempt	309
Superior Court <i>Continued</i>		
Probation Counselor-Juvenile Court	Non-Exempt	239
Treasurer		
Tax Collection Specialist	Non-Exempt	312

Data Sufficiency Requirement

Segal uses the Department of Justice’s Antitrust guidance on employer exchange of salary data and established certain data sufficiency reporting requirements. Specifically, benchmark jobs that have fewer than four peer matches from the custom survey are excluded from overall competitiveness calculations unless we have at least one published survey source. Because published survey source pay data include many employers and employee data points (sometimes hundreds or more), even one source can be included in the overall competitiveness calculation.

Job Matching

Job matching was determined based on overall comparability to the County’s survey job summary. It is important to keep in mind that 100% job matches are rare. Differences in size and organizational structure may result in dissimilarities among positions. In certain cases, Segal removed a matching title because the job is broader or narrower in terms of scope and complexity. Segal strives to identify positions that meet the “80% rule” meaning the work is predominantly the same and the required qualifications are very similar. As part of our quality control efforts, we reviewed data carefully and reached out to peers to validate matching titles that seemed to be outliers or inappropriate. Where available, we requested and reviewed job descriptions provided by peers as part of our validation process.

Pay Rate Comparisons

The County maintains multiple pay scale with varying numbers of steps.

Minimum rates represent the first step, or lowest rate the County will pay an employee in each grade and the **Maximum** rates represent the highest step or rate the County will pay.

Midpoint rates are the calculated “midway point” between the range minimum and maximum. An individual employee’s actual pay rate can be anywhere from the minimum to the maximum rate for their assigned Level.

For the purpose of this study, pay range maximums are the primary market comparison.

Work Week Adjustments

Since workweeks sometimes vary across peer employers, we adjusted the base pay ranges for FLSA non-exempt positions (where applicable) to be consistent with the County’s standard 40-hour work schedule for General and Sheriff’s Office jobs and 48-hour work schedule for Fire Fighters, as shown below in **Table 6**. Pay rates for exempt (salaried) positions have not been adjusted for workweek differences since it is common for employees in those positions to work beyond the standard workweek hours.

Table 6

Workweek Adjustments

Peer Employer	Standard Work Week (Hours)		Workweek Adjustment	
	General	Fire Fighter	General	Fire Fighter
City of Everett, WA	40.00	48.00	0.00%	0.00%
City of Marysville, WA	40.00	N/A	0.00%	N/A
City of Seattle, WA	40.00	45.23	0.00%	6.00%
Clark County, WA	40.00	48.00	0.00%	0.00%
King County, WA	40.00	N/A	0.00%	N/A
King County, WA	40.85	N/A	0.00%	N/A
King County, WA	35.00	N/A	14.00%	N/A
King County, WA	32.00	N/A	25.00%	N/A
Kitsap County, WA	40.00	N/A	0.00%	N/A
Multnomah County, OR	40.00	N/A	0.00%	N/A
Pierce County, WA	40.00	N/A	0.00%	N/A
Port Authority of Seattle	40.00	46.00	0.00%	4.00%
Snohomish Public Utility District	40.00	N/A	0.00%	N/A
Sound Transit	40.00	N/A	0.00%	N/A
Spokane County, WA	40.00	48.00	0.00%	0.00%
State of Washington	40.00	N/A	0.00%	N/A
Snohomish County	40.00	48.00	—	—

Geographic Adjustments

To adjust for geographic differences in the cost-of-labor between Snohomish County and the peer employers locations, we used the cost-of-labor differentials reported by the Economic Research Institute (ERI) for each peer employer location.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in Snohomish County area may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that – for adjusting salaries in a market study such as this one – the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

A positive adjustment means that the cost-of labor in a comparator location is lower. For example, the cost of labor in Clark County is lower than Snohomish County, therefore requiring an adjustment of 12.4% to bring into comparability with the cost of labor experienced by Snohomish County. The geographic adjustments applied are shown in alphabetical order by comparator in **Table 7** below:

Table 7

Geographic Adjustments to Peers

Peer	ERI Factor	Adjustment to Salary Data (%)
US Average	100.0	NA
Snohomish County	116.7	NA
<i>Public Sector Peers</i>		
City of Everett, WA	116.7	0.0%
City of Marysville, WA	116.1	0.5%
City of Seattle, WA	115.1	1.4%
Clark County, WA	103.8	12.4%
King County, WA	115.1	1.4%
Kitsap County, WA	112.6	3.6%
Multnomah County, OR	103.6	12.6%
Pierce County, WA	107.6	8.5%
Port Authority of Seattle	115.1	1.4%
Snohomish Public Utility District	116.7	0.0%
Sound Transit	115.1	1.4%

Peer	ERI Factor	Adjustment to Salary Data (%)
US Average	100.0	NA
Snohomish County	116.7	NA
Spokane County, WA	96.3	21.2%
State of Washington	107.3	8.8%
<i>Published Survey Sources</i>		
Survey 1	107.3	8.8%
Survey 2	116.7	0.0%
Survey 3	107.3	8.8%
Survey 4	116.7	0.0%

Study Findings: Base Pay

Overall Competitiveness

Using the concept of the “competitive pay range” described earlier (95% to 105% of market), on an **overall** basis across all benchmark job titles, the County’s pay rates are market competitive at the pay range minimum, but below market average at the midpoint and maximum, as shown in **Table 8**.

Table 8

Snohomish County as a % of Overall Market

	Base Pay Range		
	Minimum	Midpoint	Maximum
Custom Survey	95%	92%	91%
Published Data Sources	101%	92%	84%
Overall Market Average	97%	93%	90%

Market competitiveness does vary by benchmark job. In **Table 8** we present the overall base pay range competitiveness for each benchmark job title, organized in alphabetical order. Focusing on the *range maximum*, we found that:

- Eighty-six (86) benchmark titles are **below** the market average
- Twenty-five (25) benchmark titles are competitive with the market average
- Six (6) benchmark job titles are **above** the market average
- Eight (8) benchmark job titles were excluded from the analysis for having less than the four (4) required survey matches.

Table 9 shows all benchmark jobs and their respective pay range market competitiveness on an overall basis (including custom survey data and published data). The second column of the table contains a count of job matches. Market findings with four (4) or more matches provide a more reliable indication of the County’s market position compared to the peer employers. Job matches are defined as a peer employer or published survey having a job comparable to the benchmark job.

Base Pay Overall Competitiveness by Benchmark Job Title

Benchmark Job Title	Count of Matches	Snohomish County, WA Base Pay as a % of Overall Market Average			Average Actual Pay
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	
Accountant I	16	99%	92%	87%	97%
Accounting Analyst	14	100%	93%	87%	106%
Accounting Specialist	15	109%	102%	95%	109%
Administrative Assistant-Clerks	16	100%	100%	99%	115%
Administrative Coordinator Senior	14	96%	88%	82%	82%
Advanced Registered Nurse Practitioner	7	94%	90%	84%	95%
Airport Director	4	87%	76%	77%	74%
Airport Fire Chief	5	85%	83%	80%	N/A
Airport Operations Specialist	3	N/A	N/A	N/A	N/A
Animal Control Officer	7	104%	103%	102%	113%
Assessment Technician I	6	96%	93%	90%	90%
Auditor-Appraiser II	6	94%	92%	90%	94%
Biologist	8	109%	101%	93%	98%
Budget Analyst Senior II	14	113%	103%	94%	117%
Budget and Fiscal Manager	14	92%	83%	76%	89%
Building Inspector 2 Commercial Residential	8	102%	100%	99%	120%
Business Application Programmer Analyst	15	93%	84%	77%	77%
Business Applications Developer 5 - DIS	14	96%	88%	81%	90%
Buyer I	12	92%	85%	79%	81%
Captain	9	101%	94%	91%	95%

Base Pay Overall Competitiveness by Benchmark Job Title

Snohomish County, WA Base Pay as a % of Overall Market Average

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Casa Program Coordinator	6	97%	93%	90%	75%
Case Manager	6	99%	95%	92%	95%
Code Enforcement Officer	7	95%	93%	92%	129%
Commercial Appraiser	7	100%	97%	94%	99%
Communications Specialist II	13	100%	91%	84%	99%
Community Services Counselor	7	101%	97%	95%	108%
Construction Representative Senior	6	93%	89%	86%	99%
Corrections Deputy	8	92%	92%	91%	95%
Corrections Lieutenant	6	106%	101%	97%	92%
Court Reporter	4	106%	100%	111%	106%
Deputy Sheriff (CS)	10	84%	82%	81%	91%
Designated Crisis Responder	5	109%	103%	99%	94%
District Court Assistant Administrator	5	104%	109%	113%	N/A
Division Manager - Parks Recreation and Tourism	6	99%	101%	102%	96%
Election and Voter Register Examiner II	5	97%	93%	90%	93%
Elections Information and Design Specialist	5	94%	89%	86%	96%
Electrician III	11	100%	96%	92%	108%
Emergency Management Program Coordinator	4	88%	83%	79%	73%
Engineer IV	11	90%	85%	78%	84%
Engineering Manager (113P)	11	91%	89%	86%	88%
Engineering Technician III	11	89%	81%	75%	82%

Base Pay Overall Competitiveness by Benchmark Job Title

Snohomish County, WA Base Pay as a % of Overall Market Average

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Equipment Mechanic-Auto	11	111%	103%	98%	111%
Equipment Mechanic-Diesel	13	102%	98%	95%	99%
Events Specialist	4	111%	102%	93%	104%
Executive Assistant	13	102%	102%	100%	101%
Facilities and Fleet Deputy Director	10	98%	95%	94%	97%
Facilities Technician III	15	98%	92%	87%	104%
Facility Maintenance Worker I-PRK	11	109%	103%	95%	107%
Fairgrounds Operations Supervisor	3	N/A	N/A	N/A	N/A
Family/Juvenile Court Improvement Project Manager	6	99%	94%	91%	86%
Finance Director	14	97%	95%	92%	109%
Fire Fighter	4	119%	104%	96%	85%
Fire Inspector	5	98%	85%	93%	N/A
GIS Analyst	13	106%	98%	91%	90%
Grants Analyst	8	99%	92%	85%	98%
Heavy Truck Driver	12	100%	95%	93%	102%
Human Resources Business Partner	13	104%	95%	88%	92%
Human Resources Director	14	100%	96%	92%	90%
Human Services Director	7	94%	93%	93%	96%
Human Services Specialist II	7	109%	106%	103%	88%
Information Technology Director	15	99%	96%	94%	102%
IT Manager - Systems	12	95%	94%	90%	97%

Base Pay Overall Competitiveness by Benchmark Job Title

Snohomish County, WA Base Pay as a % of Overall Market Average

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
IT Support 2 - Information Services	13	92%	87%	81%	80%
Judicial Coordinator	4	88%	85%	83%	82%
Judicial Operations Assistant	7	92%	89%	86%	90%
Judicial Services Manager	4	97%	98%	99%	73%
Juvenile Community Program Specialist	5	96%	91%	88%	89%
Juvenile Court Coordinator	3	N/A	N/A	N/A	N/A
Juvenile Detention Officer	6	105%	101%	98%	102%
Law Clerk/Bailiff	5	N/A	75%	N/A	67%
Legal Assistant	12	109%	98%	89%	101%
Legal Document Recording Examiner II	2	N/A	N/A	N/A	N/A
Legal Process Assistant II-DCT	7	87%	84%	82%	99%
Legal Process Assistant II-Superior Court	4	86%	82%	79%	84%
Licensing Contract Compliance Specialist	6	82%	80%	79%	88%
Licensing Examiner II	5	117%	111%	107%	118%
Medical Assistant - Certified	7	113%	109%	106%	108%
Medical Investigator Chief	4	104%	108%	111%	N/A
Medical Investigator I	6	99%	95%	93%	95%
Mental Health ITA/CMH Program Supervisor	4	114%	108%	104%	96%
Paralegal	14	105%	95%	86%	101%
Park Ranger	7	90%	88%	87%	95%
Parks and Recreation Director	8	100%	99%	99%	104%

Base Pay Overall Competitiveness by Benchmark Job Title

Snohomish County, WA Base Pay as a % of Overall Market Average

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Pathology Assistant	6	99%	95%	92%	N/A
Payroll Technician II	14	103%	96%	90%	98%
Permit Technician	8	86%	85%	83%	88%
Planner Senior	10	91%	87%	84%	88%
Planner Senior-PWK	7	87%	86%	86%	92%
Probation Counselor-Juvenile Court	7	97%	94%	91%	90%
Prosecuting Attorney Civil Deputy II	12	90%	80%	72%	83%
Prosecuting Attorney Criminal Deputy II	12	89%	78%	71%	77%
Prosecuting Attorney Family Support Deputy II	9	88%	78%	71%	76%
Public Information and Records Specialist-CS	9	91%	89%	87%	89%
Public Records Officer	8	109%	106%	104%	130%
Public Works Director	7	99%	99%	99%	103%
Public Works Supervisor III	9	101%	96%	93%	N/A
Purchasing Manager	14	92%	89%	86%	100%
Real Property Coordinator Senior	9	94%	89%	85%	100%
Registered Nurse	7	112%	100%	93%	101%
Residential Appraiser Senior	6	79%	78%	77%	96%
Risk Management Specialist Lead	12	101%	92%	85%	105%
Road Maintenance Director	9	98%	100%	101%	83%
Road Maintenance Supervisor	10	104%	102%	100%	104%
Road Maintenance Worker I	9	87%	87%	92%	86%

Base Pay Overall Competitiveness by Benchmark Job Title

Snohomish County, WA Base Pay as a % of Overall Market Average

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Road Maintenance Worker III	10	87%	88%	90%	101%
Sergeant	11	86%	80%	78%	81%
Sign Traffic Control Maintenance Technician	9	80%	79%	80%	79%
Site Attendant I	4	88%	86%	84%	83%
Site Attendant III	2	N/A	N/A	N/A	N/A
Social Services Worker	7	113%	110%	107%	125%
Solid Waste Laborer I	3	N/A	N/A	N/A	N/A
Solid Waste Laborer III	4	91%	91%	88%	116%
Solid Waste Maintenance Technician II	5	90%	89%	88%	96%
Solid Waste Operations Supervisor	4	97%	95%	93%	104%
Storekeeper	12	115%	110%	103%	120%
Systems Administrator Support 4 - DIS	14	97%	90%	89%	94%
Systems Engineer 5 - DIS	10	96%	88%	82%	97%
Tax Collection Specialist	5	102%	99%	96%	111%
Tourism Regional Projects Coordinator	5	75%	71%	68%	N/A
Traffic Signal Technician and Electrician II	12	118%	108%	103%	124%
Transfer Station Operator	1	N/A	N/A	N/A	N/A
Transportation Specialist	5	96%	94%	93%	106%
Veterans Service Officer	6	101%	96%	91%	88%
Victim/Witness Advocate	6	85%	84%	83%	94%
Water Quality Specialist II	8	98%	96%	94%	92%

In **Table 10**, we present a table of overall base pay range competitiveness, for all benchmark positions, organized by Department and then alphabetical by Job Title. **Table 10** shows that:

- Fourteen (14) of the departments have pay range maximums below the competitive range.
- Seven (7) of the departments have pay range maximums within the competitive range
- One (1) of the departments has pay range maximums above the competitive range.

Table 10

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Department and Benchmark Job Title	Count of Matches	Snohomish County, WA Base Pay as a % of Overall Market Average			Average Actual Pay
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	
Airport					
Airport Director	4	87%	76%	77%	74%
Airport Fire Chief	5	85%	83%	80%	N/A
Airport Operations Specialist	3	N/A	N/A	N/A	N/A
Fire Fighter	4	119%	104%	96%	85%
Airport Average		96%	87%	84%	78%
Assessor					
Assessment Technician I	6	96%	93%	90%	90%
Auditor-Appraiser II	6	94%	92%	90%	94%
Commercial Appraiser	7	100%	97%	94%	99%
Residential Appraiser Senior	6	79%	78%	77%	96%
Assessor Average		93%	90%	88%	95%
Auditor					
Animal Control Officer	7	104%	103%	102%	113%
Election and Voter Register Examiner II	5	97%	93%	90%	93%
Auditor Continued					

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Elections Information and Design Specialist	5	94%	89%	86%	96%
Legal Document Recording Examiner II	2	N/A	N/A	N/A	N/A
Licensing Contract Compliance Specialist	6	82%	80%	79%	88%
Licensing Examiner II	5	117%	111%	107%	118%
Auditor Average		99%	95%	93%	102%
Clerk					
Administrative Assistant-Clerks	16	100%	100%	99%	115%
Judicial Operations Assistant	7	92%	89%	86%	90%
Judicial Services Manager	4	97%	98%	99%	73%
Clerk Average		97%	96%	95%	93%
Corrections					
Advanced Registered Nurse Practitioner	7	94%	90%	84%	95%
Corrections Deputy	8	92%	92%	91%	95%
Corrections Lieutenant	6	106%	101%	97%	92%
Medical Assistant - Certified	7	113%	109%	106%	108%
Registered Nurse	7	112%	100%	93%	101%
Corrections Average		103%	98%	94%	98%
DCNR					
Division Manager - Parks Recreation and Tourism	6	99%	101%	102%	96%
Events Specialist	4	111%	102%	93%	104%
DCNR Continued					

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Facility Maintenance Worker I-PRK	11	109%	103%	95%	107%
Fairgrounds Operations Supervisor	3	N/A	N/A	N/A	N/A
Grants Analyst	8	99%	92%	85%	98%
Park Ranger	7	90%	88%	87%	95%
Parks and Recreation Director	8	100%	99%	99%	104%
Water Quality Specialist II	8	98%	96%	94%	92%
DCNR Average		101%	97%	94%	100%
District Court					
District Court Assistant Administrator	5	104%	109%	113%	N/A
Legal Process Assistant II-DCT	7	87%	84%	82%	99%
District Court Average		95%	97%	97%	99%
Emergency Management					
Emergency Management Program Coordinator	4	88%	83%	79%	73%
Emergency Management Average		88%	83%	79%	73%
Executive					
Executive Assistant	13	102%	102%	100%	101%
Tourism Regional Projects Coordinator	5	75%	71%	68%	N/A
Executive Average		89%	86%	84%	101%
Facilities Management					

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Equipment Mechanic-Auto	11	111%	103%	98%	111%
Equipment Mechanic-Diesel	13	102%	98%	95%	99%
Facilities and Fleet Deputy Director	10	98%	95%	94%	97%
Facilities Technician III	15	98%	92%	87%	104%
Storekeeper	12	115%	110%	103%	120%
Facilities Management Average		105%	100%	95%	106%
Finance					
Budget Analyst Senior II	14	113%	103%	94%	117%
Buyer I	12	92%	85%	79%	81%
Finance Director	14	97%	95%	92%	109%
Payroll Technician II	14	103%	96%	90%	98%
Public Records Officer	8	109%	106%	104%	130%
Purchasing Manager	14	92%	89%	86%	100%
Risk Management Specialist Lead	12	101%	92%	85%	105%
Finance Average		101%	95%	90%	106%
Human Resources					
Human Resources Business Partner	13	104%	95%	88%	92%
Human Resources Director	14	100%	96%	92%	90%
Human Resources Average		102%	95%	90%	91%
Human Services					

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
CASA Program Coordinator	6	97%	93%	90%	75%
Case Manager	6	99%	95%	92%	95%
Community Services Counselor	7	101%	97%	95%	108%
Designated Crisis Responder	5	109%	103%	99%	94%
Human Services Director	7	94%	93%	93%	96%
Human Services Specialist II	7	109%	106%	103%	88%
Mental Health ITA/CMH Program Supervisor	4	114%	108%	104%	96%
Social Services Worker	7	113%	110%	107%	125%
Veterans Service Officer	6	101%	96%	91%	88%
Human Services Average		104%	100%	97%	96%
Information Services					
Business Applications Developer 5 - DIS	14	96%	88%	81%	90%
Information Technology Director	15	99%	96%	94%	102%
IT Manager - Systems	12	95%	94%	90%	97%
IT Support 2 - Information Services	13	92%	87%	81%	80%
Systems Administrator Support 4 - DIS	14	97%	90%	89%	94%
Systems Engineer 5 - DIS	10	96%	88%	82%	97%
Information Services Average		96%	91%	86%	94%

Medical Examiner

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Medical Investigator Chief	4	104%	108%	111%	N/A
Medical Investigator I	6	99%	95%	93%	95%
Pathology Assistant	6	99%	95%	92%	N/A
Medical Examiner Average		101%	99%	99%	95%
Multiple Departments					
Accountant I	16	99%	92%	87%	97%
Accounting Analyst	14	100%	93%	87%	106%
Accounting Specialist	15	109%	102%	95%	109%
Administrative Coordinator Senior	14	96%	88%	82%	82%
Biologist	8	109%	101%	93%	98%
Business Application Programmer Analyst	15	93%	84%	77%	77%
Communications Specialist II	13	100%	91%	84%	99%
Engineer IV	11	90%	85%	78%	84%
GIS Analyst	13	106%	98%	91%	90%
Legal Assistant	12	109%	98%	89%	101%
Public Information and Records Specialist- CS	9	91%	89%	87%	89%
Multiple Departments Average		100%	93%	86%	94%

PDS

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Building Inspector 2 Commercial Residential	8	102%	100%	99%	120%
Code Enforcement Officer	7	95%	93%	92%	129%
Fire Inspector	5	98%	85%	93%	N/A
Permit Technician	8	86%	85%	83%	88%
Planner Senior	10	91%	87%	84%	88%
PDS Average		95%	90%	90%	106%
Prosecutor					
Paralegal	14	105%	95%	86%	101%
Prosecuting Attorney Civil Deputy II	12	90%	80%	72%	83%
Prosecuting Attorney Criminal Deputy II	12	89%	78%	71%	77%
Prosecuting Attorney Family Support Deputy II	9	88%	78%	71%	76%
Victim/Witness Advocate	6	85%	84%	83%	94%
Prosecutor Average		92%	83%	77%	86%
Public Works					
Construction Representative Senior	6	93%	89%	86%	99%
Electrician III	11	100%	96%	92%	108%
Engineering Manager (113P)	11	91%	89%	86%	88%
Engineering Technician III	11	89%	81%	75%	82%
Heavy Truck Driver	12	100%	95%	93%	102%
Planner Senior-PWK	7	87%	86%	86%	92%
Public Works Continued					

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Public Works Director	7	99%	99%	99%	103%
Public Works Supervisor III	9	101%	96%	93%	N/A
Real Property Coordinator Senior	9	94%	89%	85%	100%
Road Maintenance Director	9	98%	100%	101%	83%
Road Maintenance Supervisor	10	104%	102%	100%	104%
Road Maintenance Worker I	9	87%	87%	92%	86%
Road Maintenance Worker III	10	87%	88%	90%	101%
Sign Traffic Control Maintenance Technician	9	80%	79%	80%	79%
Site Attendant I	4	88%	86%	84%	83%
Site Attendant III	2	N/A	N/A	N/A	N/A
Solid Waste Laborer I	3	N/A	N/A	N/A	N/A
Solid Waste Laborer III	4	91%	91%	88%	116%
Solid Waste Maintenance Technician II	5	90%	89%	88%	96%
Solid Waste Operations Supervisor	4	97%	95%	93%	104%
Traffic Signal Technician and Electrician II	12	118%	108%	103%	124%
Transfer Station Operator	1	N/A	N/A	N/A	N/A
Transportation Specialist	5	96%	94%	93%	106%
Public Works Average		94%	92%	90%	98%

Sheriff's Office

Base Pay Overall Competitiveness by Department and Benchmark Job Title

Snohomish County, WA Base Pay as a % of
Overall Market Average

Department and Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Average Actual Pay
Captain	9	101%	94%	91%	95%
Deputy Sheriff (CS)	10	84%	82%	81%	91%
Sergeant	11	86%	80%	78%	81%
Sheriff's Office Average		90%	86%	83%	89%
Superior Court					
Budget and Fiscal Manager	14	92%	83%	76%	89%
Court Reporter	4	106%	100%	111%	106%
Family/Juvenile Court Improvement Project Manager	6	99%	94%	91%	86%
Judicial Coordinator	4	88%	85%	83%	82%
Juvenile Community Program Specialist	5	96%	91%	88%	89%
Juvenile Court Coordinator	3	N/A	N/A	N/A	N/A
Juvenile Detention Officer	6	105%	101%	98%	102%
Law Clerk/Bailiff	5	N/A	75%	N/A	67%
Legal Process Assistant II-Superior Court	4	86%	82%	79%	84%
Probation Counselor-Juvenile Court	7	97%	94%	91%	90%
Superior Court Average		96%	89%	89%	88%
Treasurer					
Tax Collection Specialist	5	102%	99%	96%	111%
Treasurer Average		102%	99%	96%	111%

Market Position by Peer Organization

As shown in **Table 11** below, the County's pay range *maximums* are within the competitive range compared to four (4) peer organizations and below the competitive range maximum of nine (9) peer organizations. The peer comparison is calculated using the average of all County benchmark data for which the peer had a matching title divided by the average of all peer match data.

Table 11

Overall Base Pay Competitiveness by Peer Organization

Peer Organization	Count of Matches	Snohomish County, WA Base Pay as a % of Peer Market Average		
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
City of Everett, WA	67	94%	92%	94%
City of Marysville, WA	56	87%	88%	89%
City of Seattle, WA	80	89%	90%	89%
Clark County, WA	90	100%	97%	95%
King County, WA	101	90%	89%	89%
Kitsap County, WA	95	108%	102%	98%
Multnomah County, OR	78	91%	87%	85%
Pierce County, WA	103	89%	89%	88%
Port Authority of Seattle	27	86%	80%	76%
Snohomish Public Utility District	23	92%	84%	79%
Sound Transit	30	118%	92%	78%
Spokane County, WA	87	105%	101%	98%
State of Washington	63	111%	106%	102%

Study Findings: Total Compensation

To provide a total compensation comparison, Segal used the following annual costs:

- Annual average maximum pay rate
- The weighted average annual health plan annual employer costs, including medical, dental, prescription and vision benefits – calculated using the County’s employee distribution by tier of coverage in the most populous plan (PPO, POS, HMO or HDHP)
- Retirement plan annual employer cost, including defined benefit (normal cost only¹), deferred compensation, defined benefit plans, Social Security (where applicable), and Medicare

Overall Competitiveness

Segal found that the County’s total compensation market position is competitive to the market when expressed as a percentage of overall market average in **Table 12** below. However, it is the County’s health benefit and retirement contributions that offset the below market position of base salaries at the top step. If the County adopts the proposed pay structure it will better position itself in the applicant pool to be more competitive in pay and provide a strong total compensation package.

Table 12

Overall Total Compensation Cost Summary: Snohomish County as a % of Overall Market Average

	Pay Range Maximum	Average Weighted Annual Health Contribution	Total Employer Retirement Contribution	Employer Total Compensation Costs
Snohomish County	90%	135%	110%	97%

Total compensation findings for individual benchmark job titles can be seen in **Table 13** below and on the following pages.

Table 13

Employer Total Compensation Cost Summary Tables

	Pay Range Maximum	Average Weighted Employer Annual Health Contribution	Total Employer Retirement Contributions	Employer Total Compensation Costs
Accountant I				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (16 Matches)	\$84,870	\$12,980	\$12,980	\$110,829
Snohomish County, WA as a % of Market Average	87%	135%	106%	95%
Accounting Analyst				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (14 Matches)	\$98,328	\$12,980	\$15,038	\$126,346
Snohomish County, WA as a % of Market Average	87%	135%	106%	94%
Accounting Specialist				
Snohomish County, WA	\$63,520	\$17,577	\$11,878	\$92,976
Overall Market Average (15 Matches)	\$66,640	\$12,980	\$10,192	\$89,812
Snohomish County, WA as a % of Market Average	95%	135%	117%	104%
Administrative Assistant-Clerks				
Snohomish County, WA	\$70,731	\$17,577	\$13,227	\$101,535
Overall Market Average (16 Matches)	\$71,573	\$12,980	\$10,946	\$95,499
Snohomish County, WA as a % of Market Average	99%	135%	121%	106%

Administrative Coordinator Senior				
Snohomish County, WA	\$66,080	\$17,577	\$12,357	\$96,014
Overall Market Average (14 Matches)	\$80,297	\$12,980	\$12,281	\$105,557
Snohomish County, WA as a % of Market Average	82%	135%	101%	91%
Advanced Registered Nurse Practitioner				
Snohomish County, WA		\$139,319	\$17,577	\$26,053
Overall Market Average (7 Matches)	\$165,119	\$12,980	\$25,253	\$203,351
Snohomish County, WA as a % of Market Average	84%	135%	103%	90%
Airport Director				
Snohomish County, WA	\$206,312	\$17,577	\$38,580	\$262,470
Overall Market Average (4 Matches)	\$267,403	\$12,980	\$40,896	\$321,278
Snohomish County, WA as a % of Market Average	77%	135%	94%	82%
Airport Fire Chief				
Snohomish County, WA	\$154,073	\$17,577	\$28,812	\$200,462
Overall Market Average (5 Matches)	\$191,625	\$12,980	\$29,307	\$233,912
Snohomish County, WA as a % of Market Average	80%	135%	98%	86%
Airport Operations Specialist				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (3 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Animal Control Officer				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (7 Matches)	\$72,603	\$12,980	\$11,104	\$96,686
Snohomish County, WA as a % of Market Average	102%	135%	124%	109%

Assessment Technician I				
Snohomish County, WA	\$52,787	\$17,577	\$9,871	\$80,235
Overall Market Average (6 Matches)	\$58,581	\$12,980	\$8,959	\$80,519
Snohomish County, WA as a % of Market Average	90%	135%	110%	100%
Auditor-Appraiser II				
Snohomish County, WA	\$70,346	\$17,577	\$13,155	\$101,077
Overall Market Average (6 Matches)	\$78,210	\$12,980	\$11,961	\$103,150
Snohomish County, WA as a % of Market Average	90%	135%	110%	98%
Biologist				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (8 Matches)	\$91,566	\$12,980	\$14,004	\$118,549
Snohomish County, WA as a % of Market Average	93%	135%	114%	101%
Budget Analyst Senior II				
Snohomish County, WA	\$120,356	\$17,577	\$22,507	\$160,440
Overall Market Average (14 Matches)	\$128,091	\$12,980	\$19,590	\$160,661
Snohomish County, WA as a % of Market Average	94%	135%	115%	100%
Budget and Fiscal Manager				
Snohomish County, WA	\$114,655	\$17,577	\$21,441	\$153,673
Overall Market Average (14 Matches)	\$150,446	\$12,980	\$23,009	\$186,434
Snohomish County, WA as a % of Market Average	76%	135%	93%	82%
Building Inspector 2 Commercial Residential				
Snohomish County, WA	\$89,793	\$17,577	\$16,791	\$124,161
Overall Market Average (8 Matches)	\$91,081	\$12,980	\$13,930	\$117,990
Snohomish County, WA as a % of Market Average	99%	135%	121%	

Business Application Programmer Analyst				
Snohomish County, WA	\$94,289	\$17,577	\$17,632	\$129,498
Overall Market Average (15 Matches)	\$122,987	\$12,980	\$18,809	\$154,776
Snohomish County, WA as a % of Market Average		77%	135%	94%
Business Applications Developer 5 - DIS				
Snohomish County, WA	\$112,804	\$17,577	\$21,094	\$151,476
Overall Market Average (14 Matches)	\$139,288	\$12,980	\$21,302	\$173,570
Snohomish County, WA as a % of Market Average		81%	135%	99%
Buyer I				
Snohomish County, WA	\$67,023	\$17,577	\$12,533	\$97,134
Overall Market Average (12 Matches)	\$84,773	\$12,980	\$12,965	\$110,717
Snohomish County, WA as a % of Market Average	79%	135%	97%	88%
Captain				
Snohomish County, WA	\$159,752	\$17,577	\$29,874	\$207,203
Overall Market Average (9 Matches)	\$175,352	\$12,980	\$26,818	\$215,150
Snohomish County, WA as a % of Market Average	91%	135%	111%	96%
Casa Program Coordinator				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (6 Matches)	\$90,611	\$12,980	\$13,858	\$117,448
Snohomish County, WA as a % of Market Average	90%	135%	110%	97%
Case Manager				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (6 Matches)	\$80,575	\$12,980	\$12,323	\$105,878
Snohomish County, WA as a % of Market Average	92%	135%	112%	99%

Code Enforcement Officer				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (7 Matches)	\$92,979	\$12,980	\$14,220	\$120,179
Snohomish County, WA as a % of Market Average	92%	135%	113%	99%
Commercial Appraiser				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (7 Matches)	\$91,182	\$12,980	\$13,945	\$118,107
Snohomish County, WA as a % of Market Average	94%	135%	115%	101%
Communications Specialist II				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (13 Matches)	\$102,103	\$12,980	\$15,615	\$130,698
Snohomish County, WA as a % of Market Average	84%	135%	102%	91%
Community Services Counselor				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (7 Matches)	\$77,880	\$12,980	\$11,911	\$102,770
Snohomish County, WA as a % of Market Average	95%	135%	116%	102%
Construction Representative Senior				
Snohomish County, WA	\$103,974	\$17,577	\$19,443	\$140,995
Overall Market Average (6 Matches)	\$120,817	\$12,980	\$18,478	\$152,274
Snohomish County, WA as a % of Market Average	86%	135%	105%	93%
Corrections Deputy				
Snohomish County, WA	\$82,001	\$17,577	\$15,334	\$114,912
Overall Market Average (8 Matches)	\$89,619	\$12,980	\$13,706	\$116,305
Snohomish County, WA as a % of Market Average	91%	135%	112%	99%

Corrections Lieutenant				
Snohomish County, WA	\$128,170	\$17,577	\$23,968	\$169,715
Overall Market Average (6 Matches)	\$131,766	\$12,980	\$20,152	\$164,898
Snohomish County, WA as a % of Market Average	97%	135%	119%	103%
Court Reporter				
Snohomish County, WA	\$104,396	\$17,577	\$19,522	\$141,495
Overall Market Average (4 Matches)	\$94,239	\$12,980	\$14,413	\$121,631
Snohomish County, WA as a % of Market Average	111%	135%	135%	116%
Deputy Sheriff (CS)				
Snohomish County, WA	\$87,300	\$17,577	\$16,325	\$121,203
Overall Market Average (10 Matches)	\$107,767	\$12,980	\$16,482	\$137,228
Snohomish County, WA as a % of Market Average	81%	135%	99%	88%
Designated Crisis Responder				
Snohomish County, WA	\$103,974	\$17,577	\$19,443	\$140,995
Overall Market Average (5 Matches)	\$105,524	\$12,980	\$16,139	\$134,643
Snohomish County, WA as a % of Market Average	99%	135%	120%	105%
District Court Assistant Administrator				
Snohomish County, WA	\$115,065	\$17,577	\$21,517	\$154,159
Overall Market Average (5 Matches)	\$101,670	\$12,980	\$15,549	\$130,199
Snohomish County, WA as a % of Market Average	113%	135%	138%	118%
Division Manager - Parks Recreation and Tourism				
Snohomish County, WA		\$139,787	\$17,577	\$26,140
Overall Market Average (6 Matches)	\$137,340	\$12,980	\$21,004	\$171,324
Snohomish County, WA as a % of Market Average	102%	135%	124%	107%

Election and Voter Registr Examiner II				
Snohomish County, WA	\$67,023	\$17,577	\$12,533	\$97,134
Overall Market Average (5 Matches)	\$74,706	\$12,980	\$11,425	\$99,112
Snohomish County, WA as a % of Market Average	90%	135%	110%	98%
Elections Information and Design Specialist				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (5 Matches)		\$85,864	\$12,980	\$13,132
Snohomish County, WA as a % of Market Average	86%	135%	105%	94%
Electrician III				
Snohomish County, WA	\$94,289	\$17,577	\$17,632	\$129,498
Overall Market Average (11 Matches)		\$103,033	\$12,980	\$15,758
Snohomish County, WA as a % of Market Average	92%	135%	112%	98%
Emergency Management Program Coordinator				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (4 Matches)	\$98,806	\$12,980	\$15,111	\$126,897
Snohomish County, WA as a % of Market Average	79%	135%	96%	86%
Engineer IV				
Snohomish County, WA	\$109,301	\$17,577	\$20,439	\$147,317
Overall Market Average (11 Matches)		\$139,897	\$12,980	\$21,396
Snohomish County, WA as a % of Market Average	78%	135%	96%	85%
Engineering Manager (113P)				
Snohomish County, WA	\$154,073	\$17,577	\$28,812	\$200,462
Overall Market Average (11 Matches)	\$179,161	\$12,980	\$27,401	\$219,541
Snohomish County, WA as a % of Market Average	86%	135%	105%	91%

Engineering Technician III				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (11 Matches)	\$98,632	\$12,980	\$15,085	\$126,697
Snohomish County, WA as a % of Market Average	75%	135%	92%	83%
Equipment Mechanic-Auto				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (11 Matches)	\$82,775	\$12,980	\$12,660	\$108,415
Snohomish County, WA as a % of Market Average	98%	135%	120%	105%
Equipment Mechanic-Diesel				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (13 Matches)	\$86,095	\$12,980	\$13,167	\$112,242
Snohomish County, WA as a % of Market Average	95%	135%	116%	102%
Events Specialist				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (4 Matches)	\$79,038	\$12,980	\$12,088	\$104,105
Snohomish County, WA as a % of Market Average	93%	135%	114%	101%
Executive Assistant				
Snohomish County, WA	\$104,396	\$17,577	\$19,522	\$141,495
Overall Market Average (13 Matches)	\$104,332	\$12,980	\$15,956	\$133,268
Snohomish County, WA as a % of Market Average	100%	135%	122%	106%
Facilities and Fleet Deputy Director				
Snohomish County, WA	\$154,073	\$17,577	\$28,812	\$200,462
Overall Market Average (10 Matches)	\$164,735	\$12,980	\$25,194	\$202,908
Snohomish County, WA as a % of Market Average	94%	135%	114%	99%

Facilities Technician III				
Snohomish County, WA	\$70,346	\$17,577	\$13,155	\$101,077
Overall Market Average (15 Matches)	\$80,559	\$12,980	\$12,321	\$105,859
Snohomish County, WA as a % of Market Average	87%	135%	107%	95%
Facility Maintenance Worker I-PRK				
Snohomish County, WA	\$57,887	\$17,577	\$10,825	\$86,289
Overall Market Average (11 Matches)	\$60,899	\$12,980	\$9,314	\$83,192
Snohomish County, WA as a % of Market Average	95%	135%	116%	104%
Fairgrounds Operations Supervisor				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (3 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Family/Juvenile Court Improvement Project Manager				
Snohomish County, WA	\$89,793	\$17,577	\$16,791	\$124,161
Overall Market Average (6 Matches)	\$99,184	\$12,980	\$15,169	\$127,333
Snohomish County, WA as a % of Market Average	91%	135%	111%	98%
Finance Director				
Snohomish County, WA	\$187,179	\$17,577	\$35,002	\$239,758
Overall Market Average (14 Matches)	\$204,118	\$12,980	\$31,217	\$248,315
Snohomish County, WA as a % of Market Average	92%	135%	112%	97%
Fire Fighter				
Snohomish County, WA	\$94,148	\$17,577	\$17,606	\$129,331
Overall Market Average (4 Matches)	\$97,801	\$12,980	\$14,958	\$125,739
Snohomish County, WA as a % of Market Average	96%	135%	118%	103%

Fire Inspector				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (5 Matches)	\$92,488	\$12,980	\$14,145	\$119,613
Snohomish County, WA as a % of Market Average	93%	135%	113%	100%
GIS Analyst				
Snohomish County, WA	\$85,583	\$17,577	\$16,004	\$119,164
Overall Market Average (13 Matches)	\$94,077	\$12,980	\$14,388	\$121,445
Snohomish County, WA as a % of Market Average	91%	135%	111%	98%
Grants Analyst				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (8 Matches)	\$95,603	\$12,980	\$14,621	\$123,203
Snohomish County, WA as a % of Market Average	85%	135%	104%	93%
Heavy Truck Driver				
Snohomish County, WA	\$68,348	\$17,577	\$12,781	\$98,707
Overall Market Average (12 Matches)	\$73,728	\$12,980	\$11,276	\$97,983
Snohomish County, WA as a % of Market Average	93%	135%	113%	101%
Human Resources Business Partner				
Snohomish County, WA	\$94,289	\$17,577	\$17,632	\$129,498
Overall Market Average (13 Matches)	\$107,637	\$12,980	\$16,462	\$137,078
Snohomish County, WA as a % of Market Average	88%	135%	107%	94%
Human Resources Director				
Snohomish County, WA	\$187,179	\$17,577	\$35,002	\$239,758
Overall Market Average (14 Matches)	\$202,569	\$12,980	\$30,981	\$246,530
Snohomish County, WA as a % of Market Average	92%	135%	113%	97%

Human Services Director				
Snohomish County, WA		\$187,179	\$17,577	\$35,002
Overall Market Average (7 Matches)	\$201,472	\$12,980	\$30,813	\$245,264
Snohomish County, WA as a % of Market Average	93%	135%	114%	98%
Human Services Specialist II				
Snohomish County, WA	\$99,020	\$17,577	\$18,517	\$135,114
Overall Market Average (7 Matches)	\$96,186	\$12,980	\$14,710	\$123,876
Snohomish County, WA as a % of Market Average	103%	135%	126%	109%
Information Technology Director				
Snohomish County, WA	\$206,312	\$17,577	\$38,580	\$262,470
Overall Market Average (15 Matches)	\$220,077	\$12,980	\$33,658	\$266,714
Snohomish County, WA as a % of Market Average	94%	135%	115%	98%
IT Manager - Systems				
Snohomish County, WA	\$154,073	\$17,577	\$28,812	\$200,462
Overall Market Average (12 Matches)	\$170,447	\$12,980	\$26,068	\$209,495
Snohomish County, WA as a % of Market Average	90%	135%	111%	96%
IT Support 2 - Information Services				
Snohomish County, WA	\$65,955	\$17,577	\$12,334	\$95,865
Overall Market Average (13 Matches)	\$81,146	\$12,980	\$12,410	\$106,536
Snohomish County, WA as a % of Market Average	81%	135%	99%	90%
Judicial Coordinator				
Snohomish County, WA	\$68,401	\$17,577	\$12,791	\$98,769
Overall Market Average (4 Matches)	\$81,926	\$12,980	\$12,530	\$107,435
Snohomish County, WA as a % of Market Average	83%	135%	102%	92%

Judicial Operations Assistant				
Snohomish County, WA	\$66,080	\$17,577	\$12,357	\$96,014
Overall Market Average (7 Matches)		\$76,595	\$12,980	\$11,714
Snohomish County, WA as a % of Market Average	86%	135%	105%	95%
Judicial Services Manager				
Snohomish County, WA	\$126,826	\$17,577	\$23,717	\$168,120
Overall Market Average (4 Matches)	\$128,205	\$12,980	\$19,608	\$160,792
Snohomish County, WA as a % of Market Average	99%	135%	121%	105%
Juvenile Community Program Specialist				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (5 Matches)	\$88,310	\$12,980	\$13,506	\$114,796
Snohomish County, WA as a % of Market Average	88%	135%	107%	96%
Juvenile Court Coordinator				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (3 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Juvenile Detention Officer				
Snohomish County, WA	\$67,023	\$17,577	\$12,533	\$97,134
Overall Market Average (6 Matches)	\$68,669	\$12,980	\$10,502	\$92,151
Snohomish County, WA as a % of Market Average		98%	135%	119%
Law Clerk/Bailiff				
Snohomish County, WA	N/A	\$17,577	N/A	N/A
Overall Market Average (5 Matches)	\$87,871	\$12,980	\$13,439	\$114,289
Snohomish County, WA as a % of Market Average	N/A	135%	N/A	N/A

Legal Assistant				
Snohomish County, WA	\$70,346	\$17,577	\$13,155	\$101,077
Overall Market Average (12 Matches)	\$78,650	\$12,980	\$12,029	\$103,658
Snohomish County, WA as a % of Market Average	89%	135%	109%	98%
Legal Document Recording Examiner II				
Snohomish County, WA	\$67,023	\$17,577	\$12,533	\$97,134
Overall Market Average (2 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Legal Process Assistant II-DCT				
Snohomish County, WA	\$58,514	\$17,577	\$10,942	\$87,034
Overall Market Average (7 Matches)	\$71,689	\$12,980	\$10,964	\$95,633
Snohomish County, WA as a % of Market Average	82%	135%	100%	91%
Legal Process Assistant II-Superior Court				
Snohomish County, WA	\$58,514	\$17,577	\$10,942	\$87,034
Overall Market Average (4 Matches)	\$74,348	\$12,980	\$11,371	\$98,698
Snohomish County, WA as a % of Market Average	79%	135%	96%	88%
Licensing Contract Compliance Specialist				
Snohomish County, WA	\$70,346	\$17,577	\$13,155	\$101,077
Overall Market Average (6 Matches)	\$89,539	\$12,980	\$13,694	\$116,213
Snohomish County, WA as a % of Market Average	79%	135%	96%	87%
Licensing Examiner II				
Snohomish County, WA	\$67,023	\$17,577	\$12,533	\$97,134
Overall Market Average (5 Matches)	\$62,366	\$12,980	\$9,538	\$84,884
Snohomish County, WA as a % of Market Average	107%	135%	131%	114%

Medical Assistant - Certified				
Snohomish County, WA	\$63,876	\$17,577	\$11,945	\$93,397
Overall Market Average (7 Matches)	\$60,207	\$12,980	\$9,208	\$82,394
Snohomish County, WA as a % of Market Average	106%	135%	130%	113%
Medical Investigator Chief				
Snohomish County, WA	\$126,826	\$17,577	\$23,717	\$168,120
Overall Market Average (4 Matches)	\$114,420	\$12,980	\$17,499	\$144,898
Snohomish County, WA as a % of Market Average	111%	135%	136%	116%
Medical Investigator I				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (6 Matches)	\$87,783	\$12,980	\$13,425	\$114,188
Snohomish County, WA as a % of Market Average	93%	135%	113%	100%
Mental Health ITA/CMH Program Supervisor				
Snohomish County, WA	\$126,344	\$17,577	\$23,626	\$167,547
Overall Market Average (4 Matches)	\$121,587	\$12,980	\$18,595	\$153,162
Snohomish County, WA as a % of Market Average	104%	135%	127%	109%
Paralegal				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (14 Matches)	\$89,787	\$12,980	\$13,732	\$116,499
Snohomish County, WA as a % of Market Average	86%	135%	106%	94%
Park Ranger				
Snohomish County, WA	\$63,876	\$17,577	\$11,945	\$93,397
Overall Market Average (7 Matches)	\$73,772	\$12,980	\$11,283	\$98,035
Snohomish County, WA as a % of Market Average	87%	135%	106%	95%

Parks and Recreation Director				
Snohomish County, WA		\$187,179	\$17,577	\$35,002
Overall Market Average (8 Matches)	\$188,878	\$12,980	\$28,887	\$230,744
Snohomish County, WA as a % of Market Average	99%	135%	121%	104%
Pathology Assistant				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (6 Matches)	\$84,299	\$12,980	\$12,893	\$110,171
Snohomish County, WA as a % of Market Average	92%	135%	113%	100%
Payroll Technician II				
Snohomish County, WA	\$66,080	\$17,577	\$12,357	\$96,014
Overall Market Average (14 Matches)	\$73,237	\$12,980	\$11,201	\$97,417
Snohomish County, WA as a % of Market Average	90%	135%	110%	99%
Permit Technician				
Snohomish County, WA	\$57,887	\$17,577	\$10,825	\$86,289
Overall Market Average (8 Matches)	\$69,622	\$12,980	\$10,648	\$93,250
Snohomish County, WA as a % of Market Average	83%	135%	102%	93%
Planner Senior				
Snohomish County, WA	\$94,289	\$17,577	\$17,632	\$129,498
Overall Market Average (10 Matches)	\$112,148	\$12,980	\$17,152	\$142,280
Snohomish County, WA as a % of Market Average	84%	135%	103%	91%
Planner Senior-PWK				
Snohomish County, WA	\$94,289	\$17,577	\$17,632	\$129,498
Overall Market Average (7 Matches)	\$110,101	\$12,980	\$16,839	\$139,920
Snohomish County, WA as a % of Market Average	86%	135%	105%	93%

Probation Counselor- Juvenile Court				
Snohomish County, WA	\$81,429	\$17,577	\$15,227	\$114,233
Overall Market Average (7 Matches)	\$89,792	\$12,980	\$13,733	\$116,504
Snohomish County, WA as a % of Market Average	91%	135%	111%	98%
Prosecuting Attorney Civil Deputy II				
Snohomish County, WA	\$124,732	\$17,577	\$23,325	\$165,634
Overall Market Average (12 Matches)	\$173,278	\$12,980	\$26,501	\$212,758
Snohomish County, WA as a % of Market Average	72%	135%	88%	78%
Prosecuting Attorney Criminal Deputy II				
Snohomish County, WA	\$122,876	\$17,577	\$22,978	\$163,431
Overall Market Average (12 Matches)	\$173,278	\$12,980	\$26,501	\$212,758
Snohomish County, WA as a % of Market Average	71%	135%	87%	77%
Prosecuting Attorney Family Support Deputy II				
Snohomish County, WA	\$122,876	\$17,577	\$22,978	\$163,431
Overall Market Average (9 Matches)	\$172,146	\$12,980	\$26,328	\$211,453
Snohomish County, WA as a % of Market Average	71%	135%	87%	87%
Public Information and Records Specialist-CS				
Snohomish County, WA	\$61,401	\$17,577	\$11,482	\$90,460
Overall Market Average (9 Matches)	\$70,672	\$12,980	\$10,809	\$94,460
Snohomish County, WA as a % of Market Average	87%	135%	106%	106%
Public Records Officer				
Snohomish County, WA	\$139,787	\$17,577	\$26,140	\$183,505
Overall Market Average (8 Matches)	\$133,797	\$12,980	\$20,463	\$167,240
Snohomish County, WA as a % of Market Average	104%	135%	128%	128%

Public Works Director				
Snohomish County, WA	\$206,312	\$17,577	\$38,580	\$262,470
Overall Market Average (7 Matches)	\$209,237	\$12,980	\$32,000	\$254,217
Snohomish County, WA as a % of Market Average		99%	135%	121%
Public Works Supervisor III				
Snohomish County, WA	\$114,655	\$17,577	\$21,441	\$153,673
Overall Market Average (9 Matches)	\$123,109	\$12,980	\$18,828	\$154,917
Snohomish County, WA as a % of Market Average		93%	135%	114%
Purchasing Manager				
Snohomish County, WA	\$139,787	\$17,577	\$26,140	\$183,505
Overall Market Average (14 Matches)	\$161,737	\$12,980	\$24,736	\$199,452
Snohomish County, WA as a % of Market Average	86%	135%	106%	92%
Real Property Coordinator Senior				
Snohomish County, WA	\$89,793	\$17,577	\$16,791	\$124,161
Overall Market Average (9 Matches)	\$105,167	\$12,980	\$16,084	\$134,230
Snohomish County, WA as a % of Market Average	85%	135%	104%	92%
Registered Nurse				
Snohomish County, WA	\$109,068	\$17,577	\$20,396	\$147,040
Overall Market Average (7 Matches)	\$117,851	\$12,980	\$18,024	\$148,854
Snohomish County, WA as a % of Market Average	93%	135%	113%	99%
Residential Appraiser Senior				
Snohomish County, WA	\$77,621	\$17,577	\$14,515	\$109,713
Overall Market Average (6 Matches)	\$101,036	\$12,980	\$15,452	\$129,467
Snohomish County, WA as a % of Market Average	77%	135%	94%	85%

Risk Management Specialist Lead				
Snohomish County, WA	\$89,793	\$17,577	\$16,791	\$124,161
Overall Market Average (12 Matches)	\$105,074	\$12,980	\$16,070	\$134,123
Snohomish County, WA as a % of Market Average	85%	135%	104%	93%
Road Maintenance Director				
Snohomish County, WA	\$154,073	\$17,577	\$28,812	\$200,462
Overall Market Average (9 Matches)	\$152,364	\$12,980	\$23,302	\$188,646
Snohomish County, WA as a % of Market Average	101%	135%	124%	106%
Road Maintenance Supervisor				
Snohomish County, WA	\$103,974	\$17,577	\$19,443	\$140,995
Overall Market Average (10 Matches)	\$103,808	\$12,980	\$15,876	\$132,664
Snohomish County, WA as a % of Market Average	100%	135%	122%	106%
Road Maintenance Worker I				
Snohomish County, WA	\$57,990	\$17,577	\$10,844	\$86,412
Overall Market Average (9 Matches)	\$63,069	\$12,980	\$9,646	\$85,694
Snohomish County, WA as a % of Market Average	92%	135%	112%	101%
Road Maintenance Worker III				
Snohomish County, WA	\$64,958	\$17,577	\$12,147	\$94,683
Overall Market Average (10 Matches)	\$72,476	\$12,980	\$11,084	\$96,540
Snohomish County, WA as a % of Market Average	90%	135%	110%	98%
Sergeant				
Snohomish County, WA	\$100,962	\$17,577	\$18,880	\$137,419
Overall Market Average (11 Matches)	\$129,572	\$12,980	\$19,817	\$162,368
Snohomish County, WA as a % of Market Average	78%	135%	95%	85%

Sign Traffic Control Maintenance Technician				
Snohomish County, WA	\$68,349	\$17,577	\$12,781	\$98,707
Overall Market Average (9 Matches)	\$85,940	\$12,980	\$13,144	\$112,064
Snohomish County, WA as a % of Market Average	80%	135%	97%	88%
Site Attendant I				
Snohomish County, WA	\$52,437	\$17,577	\$9,806	\$79,819
Overall Market Average (4 Matches)	\$62,166	\$12,980	\$9,508	\$84,653
Snohomish County, WA as a % of Market Average	84%	135%	103%	94%
Site Attendant III				
Snohomish County, WA	\$57,741	\$17,577	\$10,798	\$86,115
Overall Market Average (2 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Social Services Worker				
Snohomish County, WA	\$89,793	\$17,577	\$16,791	\$124,161
Overall Market Average (7 Matches)	\$84,146	\$12,980	\$12,869	\$109,995
Snohomish County, WA as a % of Market Average	107%	135%	130%	113%
Solid Waste Laborer I				
Snohomish County, WA		\$57,990	\$17,577	\$10,844
Overall Market Average (3 Matches)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Solid Waste Laborer III				
Snohomish County, WA	\$68,349	\$17,577	\$12,781	\$98,707
Overall Market Average (4 Matches)	\$77,278	\$12,980	\$11,819	\$102,077
Snohomish County, WA as a % of Market Average	88%	135%	108%	97%

Solid Waste Maintenance Technician II				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (5 Matches)	\$83,756	\$12,980	\$12,810	\$109,545
Snohomish County, WA as a % of Market Average	88%	135%	108%	96%
Solid Waste Operations Supervisor				
Snohomish County, WA	\$103,974	\$17,577	\$19,443	\$140,995
Overall Market Average (4 Matches)	\$111,874	\$12,980	\$17,110	\$141,964
Snohomish County, WA as a % of Market Average	93%	135%	114%	99%
Storekeeper				
Snohomish County, WA	\$68,349	\$17,577	\$12,781	\$98,707
Overall Market Average (12 Matches)	\$66,275	\$12,980	\$10,136	\$89,390
Snohomish County, WA as a % of Market Average	103%	135%	126%	110%
Systems Administrator Support 4 - DIS				
Snohomish County, WA	\$92,805	\$17,577	\$17,354	\$127,736
Overall Market Average (14 Matches)	\$104,783	\$12,980	\$16,025	\$133,788
Snohomish County, WA as a % of Market Average	89%	135%	108%	95%
Systems Engineer 5 - DIS				
Snohomish County, WA	\$124,367	\$17,577	\$23,257	\$165,200
Overall Market Average (10 Matches)	\$151,483	\$12,980	\$23,168	\$187,631
Snohomish County, WA as a % of Market Average	82%	135%	100%	88%
Tax Collection Specialist				
Snohomish County, WA	\$66,080	\$17,577	\$12,357	\$96,014
Overall Market Average (5 Matches)	\$68,678	\$12,980	\$10,503	\$92,161
Snohomish County, WA as a % of Market Average	96%	135%	118%	104%

Tourism Regional Projects Coordinator				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (5 Matches)	\$109,293	\$12,980	\$16,715	\$138,988
Snohomish County, WA as a % of Market Average	68%	135%	83%	76%
Traffic Signal Technician and Electrician II				
Snohomish County, WA	\$99,020	\$17,577	\$18,517	\$135,114
Overall Market Average (12 Matches)	\$96,223	\$12,980	\$14,716	\$123,919
Snohomish County, WA as a % of Market Average	103%	135%	126%	109%
Transfer Station Operator				
Snohomish County, WA	\$75,483	\$17,577	\$14,115	\$107,176
Overall Market Average (1 Match)	N/A	N/A	N/A	N/A
Snohomish County, WA as a % of Market Average	N/A	N/A	N/A	N/A
Transportation Specialist				
Snohomish County, WA	\$109,301	\$17,577	\$20,439	\$147,317
Overall Market Average (5 Matches)	\$117,757	\$12,980	\$18,010	\$148,746
Snohomish County, WA as a % of Market Average	93%	135%	113%	99%
Veterans Service Officer				
Snohomish County, WA	\$73,843	\$17,577	\$13,809	\$105,228
Overall Market Average (6 Matches)	\$81,322	\$12,980	\$12,437	\$106,739
Snohomish County, WA as a % of Market Average	91%	135%	111%	99%
Victim/Witness Advocate				
Snohomish County, WA		\$67,023	\$17,577	\$12,533
Overall Market Average (6 Matches)	\$81,109	\$12,980	\$12,405	\$106,493
Snohomish County, WA as a % of Market Average	83%	135%	101%	91%

Water Quality Specialist II				
Snohomish County, WA		\$89,793	\$17,577	\$16,791
Overall Market Average (8 Matches)	\$95,041	\$12,980	\$14,535	\$122,556
Snohomish County, WA as a % of Market Average	94%	135%	116%	101%

Study Findings: Pay Practices

In addition to reviewing the County’s salary structure and market competitiveness of individual benchmark jobs, we also collected information on prevailing pay policies and practices. **Tables 14 through 30** provide analyses of key areas where the County either leads or lags the market with regard to pay practices.

Survey Question: What type(s) of pay plan(s) cover the job titles at your organization?

Table 14

Pay Schedule Design

Peer	Grade and Step	Open Ranges	Flat Rate		Notes
City of Everett, WA			X	-	
City of Marysville, WA	NR	NR	NR	NR	
City of Seattle, WA	NR	NR	NR	NR	
Clark County, WA	X				Exempt positions have 1-15 steps and Non-exempt have 1-11 steps
King County, WA	X				-
Kitsap County, WA	X				-
Multnomah County, OR	NR	NR	NR	NR	
Pierce County, WA	X		X		Most positions are in a specific pay grade and have 10 steps. However, we do have some positions in IT with 12 Steps. We also have some positions in our Maintenance grades with flat rates.
Port Authority of Seattle		X			-
Snohomish Public Utility District		X	X (Union)		-
Sound Transit	X				Grades are used for non-represented employees. Some union employees are based on steps.
Spokane County, WA	X				-
State of Washington	X				Washington Management Service (WMS) and Exempt Management Service positions have broadband compensation structure and agency determines incumbent salary. See comments in email response.
Snohomish County, WA	X				-

NR - No Response

Survey Question: How do employees progress through the pay range for their current job title?

Table 15

Employee Progression Through Pay Range

Peer	Longevity	Merit / Performance	Advance on Fixed Step Date	Market Data	Cost of Living (CPI)	Budget Process	Notes
City of Everett, WA	NR	NR	NR	NR	NR	NR	
City of Marysville, WA	NR	NR	NR	NR	NR	NR	
City of Seattle, WA	NR	NR	NR	NR	NR	NR	
Clark County, WA	X	X					Merit or performance based pay is for Department Heads, Managers, and Exempt professionals. Non-represented/non-exempt employees are eligible for annual step increase up to the maximum range after 12 months at each step.
King County, WA	X		X		X	X	Effective 1/1/2022, pay is no longer tied to performance.
Kitsap County, WA	X		X				
Multnomah County, OR	NR	NR	NR	NR	NR	NR	
Pierce County, WA	X	X			X	X	Generally our Career Service employees and exempt employees on a step range will be eligible to receive a period step increment upon the accrual of 26 accruable pay cycles. They will receive automatic increase annually up to step 6 for ranges with ten steps, or the midpoint of the salary range for all other ranges, while increases to steps above Step 6 or the midpoint, will be for merit upon considerations of a performance appraisal which reflects full performance or greater. Employees on ranges where the first step or the range is number 01 to 10 will be eligible to advance incrementally by either even numbered or odd numbered steps, depending on their placement on the range. Example: Employee on Step 01 would advance incrementally to Steps 03,05,07,09 and 10). Employee at step 02 would go step 04,06,08,10.
Port Authority of Seattle		X					-
Snohomish Public Utility District		X	X	X	X		Union staff advance on a fixed date or when changing jobs. Non union staff receive merit increases and structure increases (if approved) annually. Market or equity adjustments are made as needed.
Sound Transit	X	X		X			Non-represented employees are based on merit/performance and market data adjustments. Some union employees have step rates that are based on time in job.
Spokane County, WA			X	X	X		Employees move from base to top step annually, we do COLA increase if approved by the board, or if in a union contract. If a position was requested for a market review, the scale may be adjusted if found that it is necessary.
State of Washington	X		X				-
Snohomish County, WA	X	X			X	X	-

NR - No Response

Survey Question: Do you offer Longevity Pay? If so, how much longevity pay do employees receive for each year of service?

Table 16

Longevity Pay

Peer	Longevity Offered	Employee Groups Receiving Longevity Pay	Longevity Amount Received for Each Completed Year of Service						Annualized Amount	Notes
			1	5	10	15	20	25		
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	No	-	-	-	-	-	-	-	-	-
King County, WA	Yes	Coalition Administrative Support Specialists	N/A	N/A	N/A	1.50% above step 10	3.00% above step 10	3.00% above step 11	NR	-
Kitsap County, WA	Yes	See Note		1.00%	1.50%	2.00%	2.50%	2.50%	NR	Data provided is for our non-represented/most populous group. Longevity for non-reps ended January 1, 2013. Labor groups also have longevity which has since sunset, with the exception of interest arbitration groups.
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	Yes	NR	NR	NR	NR	NR	NR	NR	NR	Longevity Benefits only apply to full-time employees and part-time employees regularly scheduled to work one-half or more of a normal work week, provided they were employed in a regular position on or before December 1, 1982. Anyone hired after December 1, 1982, are not eligible for longevity pay. We do have a few contracts with Longevity pay provisions, such as Corrections Deputy and Deputy Sheriff.
Port Authority of Seattle	No	-	-	-	-	-	-	-	-	-
Snohomish Public Utility District	No	-	-	-	-	-	-	-	-	-
Sound Transit	No	-	-	-	-	-	-	-	-	-
Spokane County, WA	Yes			7+ yrs. \$40.00/mo.	\$75.00/mo.	\$100.00/mo.	\$150.00/mo.	\$200.00/mo.	NR	Union contracts differ. Response based on the majority.
State of Washington	Yes	Classified General Services (WGS)	See Note	See Note	See Note	See Note	See Note	See Note	NR	Employees advance from step L to step M after six years at step L. The average increase is approximately 2.5%.
Snohomish County, WA	Yes				2.00%	2.50%	3.00%	4.00%	NR	-

NR - No Response

Survey Question: Which of the following do you use to adjust pay ranges/schedules?

Table 17

Pay Range Adjustments

Peer	Market Data	CPI Adjustment or Other Index	Budget Process	Collective Bargaining Agreement	Additional Information
City of Everett, WA	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR
Clark County, WA		X	X	X	-
King County, WA	X	X	X	X	-
Kitsap County, WA	X	X	X	X	-
Multnomah County, OR	NR	NR	NR	NR	NR
Pierce County, WA	X		X	X	The County does provide General Wage Increases pretty regularly to non represented employees, and it is generally through the budget process/financial ability. For represented groups increases are negotiated.
Port Authority of Seattle	X			X	-
Snohomish Public Utility District	X	X	X	X	-
Sound Transit	X		X	X	
Spokane County, WA	X	X	X	X	-
State of Washington			X	X	-
Snohomish County, WA		X	X	X	-

NR - No Response

Survey Question: If your organization provides shift differentials, please indicate your policy below.

Table 18

Shift Differentials

Peer	Second Shift		Third Shift		Weekend Shift		Holiday Shift		Additional Information
	Amount Paid	Applicable Hours	Amount Paid	Applicable Hours	Amount Paid	Applicable Hours	Amount Paid	Applicable Hours	
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	1.25/hr.	Swing	1.25/hr.	Graveyard	1.25/hr.	Weekend	N/A	N/A	Only one small union group has weekend shift differential
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-
Kitsap County, WA	\$0.60/hr.	3:00 p.m. - 11:00 p.m.	\$0.65/hr.	11:01 p.m. - 4:00 a.m.	N/A	N/A	N/A	N/A	-
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	See Note	See Note	See Note	See Note	See Note	See Note	See Note	See Note	We have Shift Differentials in several contracts and it is handled in various ways.
Port Authority of Seattle	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-
Snohomish Public Utility District	5.00%	3:00 p.m. - 11:00 p.m.	5.00%	11:00 p.m. - 7:00 a.m.	N/A	N/A	N/A	N/A	Transportation employees
Sound Transit	N/A	N/A	10.00%	10:00 p.m. - 6:30 a.m.	N/A	N/A	N/A	N/A	-
Spokane County, WA	1.00%		2.00%		\$2.00/hr.	Weekend			Sheriff Deputies and Corrections Officers. Roads Department: \$1.25/hr. swing and \$2.00 weekend.
State of Washington	\$1.50/hr.	6:00 p.m. - 6:00 a.m.	\$1.50/hr.	6:00 p.m. - 6:00 a.m.	\$1.50/hr.	6:00 p.m. - 6:00 a.m.	\$1.50/hr.	6:00 p.m. - 6:00 a.m.	Nurses have different rates.
Snohomish County, WA	1.00%		2.00%		N/A	N/A	N/A	N/A	-

NR - No Response

Survey Question: Please indicate the pay plan increases (%) scheduled for each fiscal year.

Table 19

Pay Plan Increases by Fiscal Year

Peer	FY 2021	FY 2022	Anticipated FY 2023	Employee Pay Increases by Same Amount When Pay Structure Increases	Additional Information
City of Everett, WA	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR
Clark County, WA	2.20%	2.00%	2.00%	Yes	All employee groups (bargaining unit and non-represented exempt and non-exempt)
King County, WA	1.50%	3.00%	4.00%	Yes	-
Kitsap County, WA	NR	5.00%	2.50%	Yes	-
Multnomah County, OR	NR	NR	NR	NR	NR
Pierce County, WA	2.00%	3.00%	Unknown	NR	-
Port Authority of Seattle	2.00%	4.00%	4.00%	No	-
Snohomish Public Utility District	See Note	See Note	See Note	Yes	2022 - structure moved 2.6%. An additional one time increase of .6% was added for inflation. Merit increases were either 1.2% or 2% depending on rating. Lump sum awards (one time) were either 2% or 2.5% depending on performance rating.
Sound Transit	See Note	See Note	See Note	No	We pay based on market for jobs. There is no % blanket increase.
Spokane County, WA	2.00%	3.00%	Unknown	No	-
State of Washington	0.00%	3.00%	Unknown	Yes	-
Market Average	1.62%	3.29%	3.13%	-	-
Snohomish County, WA	1.00%	3.00%	Unknown	Yes	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Bilingual Pay?

Table 20

Bilingual Pay

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	Yes	\$50.00/ pay period	Bilingual pay limited to certified employees in certain union groups/positions serving the public, e.g. Public Health, specified in some CBA's.
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	No	-	-
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	Up to 105%	Applies to Customer Service only; amount depends on which of three levels of training the CSR has achieved; either 90%, 101% or 105%
Sound Transit	No	-	-
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	Yes	\$400.00/mo.	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Commuter or Parking Allowance?

Table 21

Commuter or Parking Allowance

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	Yes	\$62.00/mo.	Provide monthly bus pass of up to \$62 value
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	See Note	Commuter or parking. ORCA Passport cards provided, HOV Parking, \$75 monthly Vanpool Benefit; \$29 Monthly VanShare Benefit, Emergency Ride Home
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	No	-	-
Sound Transit	No	-	We provide ORCA cards.
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Education Premium?

Table 22

Education Premium

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	No	-	-
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	No	-	-
Sound Transit	No	-	-
Spokane County, WA	Yes	See Note	Depends on union contract.
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Education/Tuition Assistance?

Table 23

Education/Tuition Assistance

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	Yes	NR	NR
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	\$3,000/yr. max	Participation is at the discretion of Department Directors and depending on available funding, so Departments may not participate equally.
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	Up to \$4,000/yr.	
Sound Transit	Yes	Up to \$5,000/yr.	
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Personal Automobile Usage?

Table 24

Personal Automobile Usage

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	Yes	\$0.585/mile	IRS Mileage rate
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	See Note	Per specific collective bargaining agreements for "mileage",
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	IRS Rate	
Sound Transit	No	-	-
Spokane County, WA	Yes	NR	Only Assessors, everyone else follows Federal mileage.
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Professional Membership Fees?

Table 25

Professional Membership Fees

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	Have been provided by some departments for some professional/management employees, but not the general population.
King County, WA	NR	NR	NR
Kitsap County, WA	Yes	Varies	
Multnomah County, OR	NR	NR	NR
Pierce County, WA	No	-	-
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	Varies	Allowed as determined by manager
Sound Transit	Yes	See Note	Based on membership
Spokane County, WA	Yes	Varies	Specific positions only
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Relocation?

Table 26

Relocation

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	Yes	See Note	Limited to actual, reasonable, and necessary moving expenses, not to exceed \$7,500, limited to certain positions.
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	\$7,000 max.	This reimbursement shall be available only for new professional or management County employees in positions requiring special experience and training and must involve a move of over 75 miles. Request must be approved. The new employee shall sign a form acknowledging that if the new employee terminates or is terminated within one year of the date of employment, the County shall be entitled to reimbursement for the moving expenses which have been paid.
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	Up to \$10,000	For selected, hard to fill positions, at discretion of HR Director
Sound Transit	Yes	NR	-
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Retention Bonus?

Table 27

Retention Bonus

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	Yes	Up to 10% of salary	Up to 10% of salary with HR and BOCC approval -- program ends 12/31.
Multnomah County, OR	NR	NR	NR
Pierce County, WA	No	-	-
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	No	-	-
Sound Transit	No	-	-
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Sign-on Bonus?

Table 28

Sign-on Bonus

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	Yes	Up to 10% of salary	Up to 10% sign on bonus with commissioners' approval -- program ends 12/31.
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	NR	Specifically for law enforcement
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	No	-	-
Sound Transit	No	-	-
Spokane County, WA	Yes	NR	Specific hard to fill positions
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Tool Allowance?

Table 29

Tool Allowance

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	Yes	Varies	Included in some collective bargaining agreements; varies per agreement.
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	Yes	Varies	Some tool allowance provided based on role, includes boot allowance for some roles.
Sound Transit	No	-	-
Spokane County, WA	Yes	NR	Mechanics only
State of Washington	NR	NR	NR
Snohomish County, WA	No	-	-

NR - No Response

Survey Question: Does your organization provide additional pay/allowances/stipends/reimbursements for Wellness Program Participation?

Table 30

Wellness Program Participation

Peer	Offered	Amount	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	No	-	-
King County, WA	NR	NR	NR
Kitsap County, WA	No	-	-
Multnomah County, OR	NR	NR	NR
Pierce County, WA	No	-	-
Port Authority of Seattle	NR	NR	NR
Snohomish Public Utility District	No	-	-
Sound Transit	No	-	-
Spokane County, WA	No	-	-
State of Washington	NR	NR	NR
Snohomish County, WA	Yes	\$125.00	

NR - No Response

Study Findings: Paid Leave

Tables 31 through 41 provide analyses of key areas where the County either leads or lags the market with regard to paid leave provisions.

Survey Question: What type of pay leave program is utilized at your organization?

Table 31

Type of Paid Leave Program

Peer	Type of Paid Leave
City of Everett, WA	NR
City of Marysville, WA	NR
City of Seattle, WA	NR
Clark County, WA	Traditional Leave (Vacation & Sick Days)
King County, WA	Traditional Leave (Vacation & Sick Days)
Kitsap County, WA	Traditional Leave (Vacation & Sick Days)
Multnomah County, OR	NR
Pierce County, WA	Traditional Leave (Vacation & Sick Days)
Port Authority of Seattle	Traditional Leave (Vacation & Sick Days)
Snohomish Public Utility District	Paid Time Off (PTO Bank)
Sound Transit	Paid Time Off (PTO Bank)
Spokane County, WA	Paid Time Off (PTO Bank)
State of Washington	NR
Snohomish County, WA	Traditional Leave - General Employees Paid Time Off (PTO Bank) - Executive/Management Employees

Survey Question: How many Vacation days accrue per year for the following years of service?

Table 32

Vacation Days Accrued Per Year

Peer	Years of Service																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25+
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	13	13	13	13	16	16	16	16	16	19	19	19	19	19	22	22	22	22	22	25	25	25	25	25	25	25
King County, WA	12	12	12	12	12	15	15	15	20	20	21	21	21	21	21	21	22	23	24	25	26	27	28	29	30	30
Kitsap County, WA	12	12	15	15	20	20	20	20	20	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	12	12	12	16	16	16	16	20	20	20	20	20	20	23	23	23	23	23	24	25	26	27	28	29	30	30
Port Authority of Seattle	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Snohomish Public Utility District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit - Directors	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit - Non-Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spokane County, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
State of Washington	12	13	13	14	15	15	15	16	16	16	17	18	19	20	21	22	22	22	22	22	22	22	22	22	22	22
Market Average	12	12	13	14	16	16	16	17	18	20	20	21	21	22	22	23	23	23	23	24	25	25	26	26	26	26
Snohomish County, WA	10	12	15	15	15	18	18	18	18	21	21	22	22	23.5	23.5	24	24	25	25	25	25	25	25	25	28	28

N/A - Not Applicable
NR - No Response

Survey Question: How many Personal days accrue per year for the following years of service?

Table 33

Personal Days Accrued Per Year

Peer	Years of Service																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25+	
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
King County, WA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Kitsap County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	N/A
Pierce County, WA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Port Authority of Seattle	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Snohomish Public Utility District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit - Directors	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit - Non-Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spokane County, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	N/A
State of Washington	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Market Average	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Snohomish County, WA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	

N/A - Not Applicable

NR - No Response

Survey Question: How many Sick days accrue per year for the following years of service?

Table 34

Sick Days Accrued Per Year

Peer	Years of Service																										
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25+	
City of Everett, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
City of Marysville, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Seattle, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Clark County, WA	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
King County, WA	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Kitsap County, WA	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Multnomah County, OR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Pierce County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Port Authority of Seattle	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Snohomish Public Utility District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Sound Transit - Directors	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Sound Transit - Non-Director	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Spokane County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
State of Washington	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Market Average	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Snohomish County, WA	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	

N/A - Not Applicable

NR - No Response

Survey Question: How many PTO days accrue per year for the following years of service?

Table 35

PTO Days Accrued Per Year

Peer	Years of Service																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25+
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Port Authority of Seattle	20	20	20	25	25	25	25	27	27	27	27	30	30	30	30	30	30	30	30	30	30	30	30	30	30	
Snohomish Public Utility District	21	21	21	21	26	26	26	26	26	26	27	28	29	30	31	31	31	31	31	31	32	33	34	35	36	36
Sound Transit - Directors	30	30	30	32	32	32	32	34	34	34	34	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35
Sound Transit - Non-Diretors	25	25	25	28	28	28	28	31	31	31	31	35	35	35	35	35	35	35	35	35	35	35	35	35	35	35
Spokane County, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
State of Washington	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Market Average	24	24	24	26	28	28	28	30	30	30	30	32	32	32	33	33	33	33	33	33	33	33	34	34	34	
Snohomish County, WA Exec/Mgmt	10	12	15	15	15	18	18	18	18	21	21	22	22	23.5	23.5	24	24	25	25	25	25	25	25	28	28	

N/A - Not Applicable
NR - No Response

Survey Question: Can employees carry over unused vacation/PTO days? If so, what is the maximum number of days that are “bankable”?

Table 36

Vacation/PTO Carry Over

Peer	Carry-Over Available	Maximum Bankable Days
City of Everett, WA	NR	NR
City of Marysville, WA	NR	NR
City of Seattle, WA	NR	NR
Clark County, WA	Yes	Depends on contract
King County, WA	Yes	40
Kitsap County, WA	Yes	45
Multnomah County, OR	NR	NR
Pierce County, WA	Yes	45
Port Authority of Seattle	Yes	60
Snohomish Public Utility District	Yes	60
Sound Transit - Directors	Yes	75
Sound Transit - Non-Director	Yes	75
Spokane County, WA	NR	NR
State of Washington	Yes	NR
Market Average	-	57
Snohomish County, WA	Yes	Unlimited

NR - No Response

Survey Question: Can employees cash out unused vacation/PTO days?

Table 37

Vacation/PTO Cash Out

Peer	Cash-Out Available	Days at Year End	Days at Termination	Days at Retirement	Additional Information
City of Everett, WA	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR
Clark County, WA	Yes	NR	NR	NR	-
King County, WA	No	-	-	-	-
Kitsap County, WA	Yes	0	See Additional Information	See Additional Information	Upon termination due to resignation with at least two-week's notice, layoff, dismissal or death, the employee or beneficiary shall be paid for unused accrued vacation leave at the employee's base rate being paid at the time of separation. Employing Officials may waive the two-week notice requirement in consultation with the Human Resources Director.
Multnomah County, OR	NR	NR	NR	NR	NR
Pierce County, WA	No	45	60	60	Employees have to get approval by Appointing Authority and HR Director to carryover vacation and then it must be used prior to July 1 of the next year. They also have to provide explanation as to why they couldn't use there vacation during the year. Upon retirement or separation from County service, employees shall be paid for a maximum of 60 days accrued annual leave.
Port Authority of Seattle	Yes	All but 14	All	All	-
Snohomish Public Utility District	Yes	See Additional Information	See Additional Information	See Additional Information	Employees are cashed out for any PTO hours over 480 (60 days) at year end; they can also be cashed out for retirement and are cashed out at termination.
Sound Transit	Yes	N/A	75	N/A	PTO can only be paid out at the time of termination. Accrual stops when PTO balance is at 75 days until PTO is used.
Spokane County, WA	Yes	N/A	Up to Max	Up to Max	PTO plans EE can cash out up to 80 hours if they used 80 hours the previous year. After 5 years of service.
State of Washington	Yes	30	Unlimited	Unlimited	Information provided for largest employee group - WFSE:
Snohomish County, WA	Yes	0	30	30	-

N/A - Not Applicable

NR - No Response

Survey Question: Can employees carry over unused Sick days?

Table 38

Sick Days Carry Over

Peer	Carry-Over Available	Maximum Bankable Days
City of Everett, WA	NR	NR
City of Marysville, WA	NR	NR
City of Seattle, WA	NR	NR
Clark County, WA	N/A	N/A
King County, WA	Yes	Unlimited
Kitsap County, WA	Yes	150
Multnomah County, OR	NR	NR
Pierce County, WA	Yes	Unlimited
Port Authority of Seattle	N/A	N/A
Snohomish Public Utility District	Yes	Unlimited
Sound Transit - Directors	N/A	N/A
Sound Transit - Non-Director	N/A	N/A
Spokane County, WA	Yes	NR
State of Washington	Yes	Unlimited
Snohomish County, WA	Yes	Unlimited

N/A - Not Applicable

NR - No Response

Survey Question: Can employees cash out unused Sick days?

Table 39

Sick Days Cash Out

Peer	Cash-Out Available	Hours/Days Accrued Per Year	Days at Year End	Days at Termination	Days at Retirement	Additional Information
City of Everett, WA	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR
Clark County, WA	N/A	N/A	N/A	N/A	N/A	N/A
King County, WA	Yes	12 days	0	0	35%	-
Kitsap County, WA	Yes	12 days	0	0	25%	Sick leave cash out upon eligibility for retirement is at 25% up to a maximum of 300 hours.
Multnomah County, OR	N/A	N/A	N/A	N/A	N/A	N/A
Pierce County, WA	Yes	12 days	0	N/A	N/A	At termination employees can be paid up to 10% of the employees unused accrued sick leave available at the day of separation not to exceed 200 days, at the employees base hourly rate of pay plus longevity, if any.
Port Authority of Seattle	N/A	N/A	N/A	N/A	N/A	N/A
Snohomish Public Utility District	Yes	5 days	N/A	N/A	N/A	Employee's retiring can be paid out for 30% of their earned but not taken sick leave or 'use out' 30% of their earned but not taken sick leave, retirement date is correspondingly adjusted.
Sound Transit	N/A	N/A	N/A	N/A	N/A	Sick leave is part of PTO plane.
Spokane County, WA	Yes	96 hours	N/A	N/A	N/A	-
State of Washington	Yes	96 hours	Hours above 480	Unlimited	Unlimited	Sick leave is paid out at 25%.
Snohomish County, WA	Yes	240 hours	0	192	192	Base Cash Payment Upon Termination or Death. Upon termination, an employee will be paid a lump-sum payment from accrued sick leave reserves in the sick leave account up to the maximum amount

N/A - Not Applicable

NR - No Response

Survey Question: Please report any other paid leave benefits.

Table 40

Other Pay Leave Benefits

Peer	Holidays	Personal Days	Additional Information
City of Everett, WA	NR	NR	NR
City of Marysville, WA	NR	NR	NR
City of Seattle, WA	NR	NR	NR
Clark County, WA	N/A	N/A	N/A
King County, WA	12	2	-
Kitsap County, WA	11	2	-
Multnomah County, OR	N/A	N/A	-
Pierce County, WA	11	2	-
Port Authority of Seattle	N/A	N/A	N/A
Snohomish Public Utility District	10	0	Employees are eligible for up to 2 unpaid holidays per calendar year for reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church, or religious organization.
Sound Transit - Directors	12	2	-
Sound Transit - Non-Director	12	2	-
Spokane County, WA	11	N/A	Some union contracts include 1 personal holiday
State of Washington	11	1	Information provided for largest employee group - WFSE:
Market Average	11	2	
Snohomish County, WA	11	2	-

N/A - Not Applicable

NR - No Response

Total Paid Time Off Days Accrued over 25 (Including Vacation/PTO, Sick Leave, Holidays and Personal Leave)

Peer	Years of Service																									
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	25+
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	29	29	29	29	32	32	32	32	32	35	35	35	35	35	38	38	38	38	38	41	41	41	41	41	41	41
King County, WA	38	38	38	38	38	41	41	41	46	46	47	47	47	47	47	47	48	49	50	51	52	53	54	55	56	56
Kitsap County, WA	35	35	38	38	43	43	43	43	43	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48	48
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	25	25	25	29	29	29	29	33	33	33	33	33	36	36	36	36	36	36	37	38	39	40	41	42	43	43
Port Authority of Seattle	20	20	20	25	25	25	25	27	27	27	27	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Snohomish Public Utility District	31	31	31	31	36	36	36	36	36	36	37	38	39	40	41	41	41	41	41	41	42	43	44	45	46	46
Sound Transit - Directors	42	42	42	44	44	44	44	46	46	46	46	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47
Sound Transit - Non-Director	37	37	37	40	40	40	40	43	43	43	43	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47
Spokane County, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
State of Washington	36	37	37	38	39	39	39	40	40	40	41	42	43	44	45	46	46	46	46	46	46	46	46	46	46	46
Market Average	33	33	33	35	36	37	37	38	38	39	40	41	41	42	42	42	42	42	43	43	44	44	44	45	45	
Snohomish County, WA	35	37	40	40	40	43	43	43	43	46	46	47	47	48.5	48.5	49	49	50	50	50	50	50	50	50	53	

Study Findings: Health Benefits

In general, the County's cost-sharing arrangement for health (medical and dental) benefits is more generous than what peer employers currently report paying. This section will summarize our findings based on the following:

- Employee only
- Employee plus Spouse (EE + Spouse)
- Employee plus Children (EE + Child)
- Family (Family)

If peers offer more than one type of plan (e.g., two PPO plans), they were asked to provide information for the most populous plan.

Specifically, the survey collected employer and employee monthly cost premiums for the following:

- Medical Plan (PPO, HMO, and HDHP)
- Prescription Drug Plan
- Dental Plan
- Vision Plan

Cost sharing for each plan is shown both in premium amounts paid by the employer (ER) and employee (EE) and the cost sharing percentage.

Details for each data source and type of plan are shown in **Tables 42 through 52**.

Survey Question: Most populated Preferred Provider Organization (PPO) Plan

Table 42

PPO Medical Plan Cost Sharing – Monthly Premiums

Peer	PPO Plan Name	Employee Only		Employee + Spouse		Employee + Child		Family	
		ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	HMA PPO	\$731	\$129	N/A	N/A	\$1,462	\$258	\$2,047	\$361
City of Marysville, WA	Premera Blue Cross 250 PPO Plan	N/A	N/A	\$850	\$85	\$765	\$76	\$1,615	\$161
City of Seattle, WA	Aetna Preventative	\$1,692	\$62	\$1,642	\$101	\$1,692	\$62	\$1,642	\$101
Clark County, WA	Regence Blue Cross of Oregon	\$783	\$94	\$1,557	\$189	\$1,557	\$189	\$2,186	\$270
King County, WA	KingCare Select (Regence)	NR	NR	NR	NR	NR	NR	NR	NR
Kitsap County, WA	Aetna Classic	\$746	\$85	\$1,454	\$202	\$1,239	\$250	\$1,948	\$366
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	Uniform Medical Plans Classic	\$849	\$35	\$1,546	\$64	\$1,372	\$57	\$2,069	\$86
Port Authority of Seattle	Aetna Deductible	\$798	\$60	\$1,411	\$289	\$1,247	\$255	\$1,945	\$398
Snohomish Public Utility District	PPO Plan	\$711	\$0	\$1,321	\$172	\$1,229	\$85	\$1,919	\$178
Sound Transit	Premera Blue Cross: Your Choice (Copay) NGF	\$924	\$0	\$1,944	\$110	\$1,827	\$97	\$2,848	\$206
Spokane County, WA	Premera	\$723	\$38	\$1,346	\$150	\$1,226	\$136	\$1,887	\$210
State of Washington	Uniform Medical Plan Classic	\$604	\$135	\$1,198	\$280	\$1,057	\$236	\$1,651	\$381
Market Average		\$856	\$64	\$1,427	\$164	\$1,334	\$155	\$1,978	\$247
Snohomish County, WA	REGENCE PLAN A #10008695	\$1,351	\$43	\$1,351	\$96	\$1,351	\$74	\$1,351	\$126

N/A - Not Applicable

NR - No Response

Survey Question: Most populated Preferred Provider Organization (PPO) Plan

Table 43

PPO Medical Plan Cost Sharing Percentage – Monthly Premiums

Peer	Employee Only		Employee + Spouse		Employee + Child		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	85%	15%	N/A	N/A	85%	15%	85%	15%
City of Marysville, WA	N/A	N/A	91%	9%	91%	9%	91%	9%
City of Seattle, WA	96%	4%	94%	6%	96%	4%	94%	6%
Clark County, WA	89%	11%	89%	11%	89%	11%	89%	11%
King County, WA	NR	NR	NR	NR	NR	NR	NR	NR
Kitsap County, WA	90%	10%	88%	12%	83%	17%	84%	16%
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	96%	4%	96%	4%	96%	4%	96%	4%
Port Authority of Seattle	93%	7%	83%	17%	83%	17%	83%	17%
Snohomish Public Utility District	100%	0%	89%	11%	94%	6%	92%	8%
Sound Transit	100%	0%	95%	5%	95%	5%	93%	7%
Spokane County, WA	95%	5%	90%	10%	90%	10%	90%	10%
State of Washington	82%	18%	81%	19%	82%	18%	81%	19%
Market Average	94%	6%	90%	10%	90%	10%	90%	10%
Snohomish County, WA	97%	3%	93%	7%	95%	5%	91%	9%

N/A - Not Applicable

NR - No Response

Survey Question: Most populated Health Maintenance Organization (HMO) Plan

Table 44

HMO Medical Plan Cost Sharing – Monthly Premiums

Peer	HMO Plan Name	Employee Only		Employee + Spouse		Employee + Child		Family	
		ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	Kaiser HMO	\$628	\$111	N/A	N/A	\$1,249	\$220	\$1,780	\$314
City of Marysville, WA	Kaiser Permanente 200 HMO Plan	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	Kaiser Standard	\$1,191	\$48	\$1,139	\$100	\$1,191	\$48	\$1,139	\$100
Clark County, WA	Kaiser Permanente (Fully Insured)	\$641	\$94	\$1,280	\$189	\$1,280	\$189	\$1,933	\$270
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	Kaiser Classic	\$744	\$39	\$1,451	\$156	\$1,234	\$121	\$1,942	\$236
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	Kaiser WA Classic	\$940	\$39	\$1,728	\$72	\$1,531	\$64	\$2,318	\$97
Port Authority of Seattle	Kaiser Permanente	\$586	\$44	\$1,041	\$213	\$974	\$199	\$1,498	\$307
Snohomish Public Utility District	HMO Plan	\$704	\$0	\$1,434	\$44	\$1,264	\$39	\$2,015	\$62
Sound Transit	Kaiser Permanente HMO	\$577	\$0	\$1,202	\$67	\$1,150	\$62	\$1,775	\$129
Spokane County, WA	Kaiser	\$682	\$36	\$1,256	\$141	\$1,157	\$129	\$1,765	\$196
State of Washington	Kaiser Permanente of Washington Value	\$604	\$113	\$1,198	\$236	\$1,057	\$198	\$1,651	\$321
Market Average		\$744	\$46	\$1,316	\$123	\$1,225	\$119	\$1,796	\$190
Snohomish County, WA	Kaiser Permanente #1654800	\$1,351	\$0	\$1,351	\$0	\$1,351	\$0	\$1,351	\$0

N/A - Not Applicable

NR - No Response

Survey Question: Most populated Health Maintenance Organization (HMO) Plan

Table 45

HMO Medical Plan Cost Sharing Percentage – Monthly Premiums

Peer	Employee Only		Employee + Spouse		Employee + Child		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	85%	15%	N/A	N/A	85%	15%	85%	15%
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	96%	4%	92%	8%	96%	4%	92%	8%
Clark County, WA	87%	13%	87%	13%	87%	13%	88%	12%
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	95%	5%	90%	10%	91%	9%	89%	11%
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	96%	4%	96%	4%	96%	4%	96%	4%
Port Authority of Seattle	93%	7%	83%	17%	83%	17%	83%	17%
Snohomish Public Utility District	100%	0%	97%	3%	97%	3%	97%	3%
Sound Transit	100%	0%	95%	5%	95%	5%	93%	7%
Spokane County, WA	95%	5%	90%	10%	90%	10%	90%	10%
State of Washington	84%	16%	84%	16%	84%	16%	84%	16%
Market Average	94%	6%	91%	9%	91%	9%	90%	10%
Snohomish County, WA	100%	0%	100%	0%	100%	0%	100%	0%

N/A - Not Applicable

NR - No Response

Survey Question: Most populated High Deductible Health Plan (HDHP)

Table 46

HDHP Medical Plan Cost Sharing – Monthly Premiums

Peer		Employee Only		Employee + Spouse		Employee + Child		Family	
		ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	Regence Blue Cross of Oregon HDHP (Self-Insured Plan)	\$769.58	\$7.40	\$1,532.48	\$13.70	\$1,532.48	\$13.70	\$2,155.55	\$19.96
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	Aetna HDHP	700.28	10.72	1388	67	1199.08	50.92	1812.78	107.22
Multnomah County, OR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pierce County, WA	Uniform Medical Plan (UMP) CDHP	32.19	772.66	57.93	1390.52	52.09	1250.04	75.5	1811.9
Port Authority of Seattle	Aetna High Deductible Health	730.55	14.92	1371.6	103.24	1211.9	91.22	1890.52	142.32
Snohomish Public Utility District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spokane County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Washington	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Market Average		\$558	\$201	\$1,088	\$394	\$999	\$351	\$1,484	\$520
Snohomish County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A - Not Applicable

NR - No Response

Survey Question: Most populated High Deductible Health Plan (HDHP)

Table 47

HDHP Medical Plan Cost Sharing Percentage – Monthly Premiums

Peer	Employee Only		Employee + Spouse		Employee + Child		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	99.0%	1.0%	99.1%	0.9%	99.1%	0.9%	99.1%	0.9%
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	98.5%	1.5%	95.4%	4.6%	95.9%	4.1%	94.4%	5.6%
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	4.0%	96.0%	4.0%	96.0%	4.0%	96.0%	4.0%	96.0%
Port Authority of Seattle	98.0%	2.0%	93.0%	7.0%	93.0%	7.0%	93.0%	7.0%
Snohomish Public Utility District	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sound Transit	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spokane County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Washington	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Market Average	75%	25%	73%	27%	73%	27%	73%	27%
Snohomish County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A - Not Applicable

NR - No Response

Survey Question: Employer contribution to Health Savings Account (HAS) or Health Reimbursement Account (HRA)

Table 48

Employer Annual Contribution to HSA or HRA

Peer	HSA or HRA Single ER Contribution	HSA or HRA EE + Child ER Contribution	HSA or HRA EE + Spouse ER Contribution	HSA or HRA Family ER Contribution
City of Everett, WA	\$1,200.00	N/A	N/A	\$2,400.00
City of Marysville, WA	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR
Clark County, WA	\$500.00	N/A	N/A	\$1,000.00
King County, WA	N/A	N/A	N/A	N/A
Kitsap County, WA	\$1,200.00	\$2,400.00	\$2,400.00	\$2,400.00
Multnomah County, OR	N/A	N/A	N/A	N/A
Pierce County, WA	\$700.00	N/A	N/A	\$1,400.00
Port Authority of Seattle	N/A	N/A	N/A	N/A
Snohomish Public Utility District	\$633.26	\$1,316.56	\$1,159.82	\$1,849.46
Sound Transit	N/A	N/A	N/A	N/A
Spokane County, WA	N/A	N/A	N/A	N/A
State of Washington	N/A	N/A	N/A	N/A
Market Average	\$846.65	\$1,858.28	\$1,779.91	\$1,809.89
Snohomish County, WA	N/A	N/A	N/A	N/A

N/A - Not Applicable

NR - No Response

Survey Question: Most populated Dental Plan

Table 49

Dental Plan Cost Sharing – Monthly Premiums

Peer	Dental Plan Name	Employee Only		Employee + Child		Employee + Spouse		Family	
		ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	Delta Dental of Washington (Self-Insured Plan)	\$37	\$6	\$70	\$11	\$70	\$11	\$108	\$16
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	Delta	\$55	\$0	\$80	\$18	\$80	\$18	\$116	\$61
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	Uniformed Dental Plan	*	*	*	*	*	*	*	*
Port Authority of Seattle	Delta Dental WA Core	\$62	\$2	\$113	\$14	\$96	\$12	\$156	\$19
Snohomish Public Utility District	Dental PPO	\$52	\$0	\$96	\$12	\$89	\$6	\$139	\$13
Sound Transit	Delta Dental PPO - Reverse Incentive Plan	\$59	\$0	\$112	\$0	\$208	\$0	\$208	\$0
Spokane County, WA	Delta Dental	\$109	\$6	\$104	\$11	\$104	\$11	\$104	\$11
State of Washington	NR	NR	NR	NR	NR	NR	NR	NR	NR
Market Average		\$62	\$2	\$96	\$11	\$108	\$10	\$139	\$20
Snohomish County, WA	Delta Dental of WA PPO #00444	\$105	\$0	\$105	\$0	\$105	\$0	\$105	\$0

N/A - Not Applicable

NR - No Response

* Included in medical plan premiums.

Survey Question: Most populated Dental Plan

Table 50

Dental Plan Cost Sharing Percentage – Monthly Premiums

Peer	Employee Only		Employee + Child		Employee + Spouse		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	87%	13%	87%	13%	87%	13%	87%	13%
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	100%	0%	82%	18%	82%	18%	66%	34%
Multnomah County, OR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pierce County, WA	*	*	*	*	*	*	*	*
Port Authority of Seattle	97%	3%	89%	11%	89%	11%	89%	11%
Snohomish Public Utility District	100%	0%	89%	11%	94%	6%	92%	8%
Sound Transit	100%	0%	100%	0%	100%	0%	100%	0%
Spokane County, WA	95%	5%	90%	10%	90%	10%	90%	10%
State of Washington	NR	NR	NR	NR	NR	NR	NR	NR
Market Average	96%	4%	89%	11%	90%	10%	87%	13%
Snohomish County, WA	100%	0%	100%	0%	100%	0%	100%	0%

Survey Question: Most populated Vision Plan

Table 51

Vision Plan Cost Sharing – Monthly Premiums

Peer	Vision Plan Name	Employee Only		Employee + Child		Employee + Spouse		Family	
		ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	Vision Service Plan (VSP)	\$10	\$0	\$14	\$0	\$14	\$0	\$25	\$0
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	VSP	\$20	\$0	N/A	\$20	N/A	\$20	N/A	\$0
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	N/A	*	*	*	*	*	*	*	*
Port Authority of Seattle	VSP Core	\$6	\$1	\$12	\$2	\$13	\$2	\$20	\$4
Snohomish Public Utility District	Vision Hardware	\$0	\$6	\$0	\$10	\$0	\$11	\$0	\$16
Sound Transit	Vision Service Plan	\$11	\$0	\$20	\$0	\$31	\$0	\$31	\$0
Spokane County, WA	N/A	*	*	*	*	*	*	*	*
State of Washington	NR	NR	NR	NR	NR	NR	NR	NR	NR
Market Average		\$9	\$1	\$11	\$6	\$14	\$7	\$19	\$4
Snohomish County, WA	VSP #30081714	\$9	\$0	\$9	\$0	\$9	\$0	\$9	\$0

N/A - Not Applicable

NR - No Response

* Included in medical plan premiums.

Survey Question: Most populated Vision Plan

Table 52

Vision Plan Cost Sharing Percentage – Monthly Premiums

Peer	Employee Only		Employee + Child		Employee + Spouse		Family	
	ER	EE	ER	EE	ER	EE	ER	EE
City of Everett, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR	NR	NR	NR	NR
Clark County, WA	100%	0%	100%	0%	100%	0%	100%	0%
King County, WA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap County, WA	100%	0%	0%	100%	0%	100%	N/A	N/A
Multnomah County, OR	NR	NR	NR	NR	NR	NR	NR	NR
Pierce County, WA	*	*	*	*	*	*	*	*
Port Authority of Seattle	85%	15%	85%	15%	85%	15%	85%	15%
Snohomish Public Utility District	0%	100%	0%	100%	0%	100%	0%	100%
Sound Transit	100%	0%	100%	0%	100%	0%	100%	0%
Spokane County, WA	*	*	*	*	*	*	*	*
State of Washington	NR	NR	NR	NR	NR	NR	NR	NR
Market Average	77%	23%	57%	43%	57%	43%	71%	29%
Snohomish County, WA	100%	0%	100%	0%	100%	0%	100%	0%

N/A - Not Applicable

NR - No Response

* Included in medical plan premiums.

Study Findings: Retirement Benefits

Overall, the County's retirement benefits are slightly less competitive compared to what peer employers currently report contributing. This section will summarize our findings based on the following:

- Social Security Contribution
- Defined Benefit Retirement Plan
- Defined Contribution Plan
- Deferred Compensation Plan

Details for each data source and type of plan are shown in **Tables 53 through 56**.

Survey Question: Does your organizations contribute to Social Security?

Table 53

Social Security Contribution

Peer	Contribute to Social Security
City of Everett, WA	No
City of Marysville, WA	No
City of Seattle, WA	No
Clark County, WA	Yes
King County, WA	No
Kitsap County, WA	No
Multnomah County, OR	No
Pierce County, WA	Yes
Port Authority of Seattle	No
Snohomish Public Utility District	No
Sound Transit	No
Spokane County, WA	Yes
State of Washington	Yes
Snohomish County, WA	Yes

Survey Question: Please answer the following questions regarding your defined benefit (pension) retirement plan.

Table 54

Defined Benefit Retirement Plan Contributions

Peer	Plan Name	Total Employer Contribution	Required Employee Contribution
City of Everett, WA	Washington State Public Employees' Retirement System Plan	11.05%	5.00%
City of Marysville, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
City of Seattle, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Clark County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
King County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Kitsap County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Multnomah County, OR	Oregon State Public Employees Retirement System Plan	15.07%	6.00%
Pierce County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Port Authority of Seattle	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Snohomish Public Utility District	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Sound Transit	NR	NR	NR
Spokane County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
State of Washington	Washington State Public Employees' Retirement System Plan	11.05%	6.36%
Market Average		11.93%	6.22%
Snohomish County, WA	Washington State Public Employees' Retirement System Plan	11.05%	6.36%

Survey Question: Please answer the following questions regarding your defined contribution retirement plan.

Table 55

Defined Contribution Plan Contributions

Peer	Plan Name	Employer Cost Contribution	Maximum Match	Required Employee Contribution
City of Everett, WA	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR
Clark County, WA	N/A	N/A	N/A	N/A
King County, WA	N/A	N/A	N/A	N/A
Kitsap County, WA	N/A	N/A	N/A	N/A
Multnomah County, OR	NR	NR	NR	NR
Pierce County, WA	Department of Retirement Systems	10.4%	N/A	6.4%
Port Authority of Seattle	401(a) Supplemental Savings Plan	N/A	\$2,200.00	N/A
Snohomish Public Utility District	401(k)	0.0%	100% of elective contribution up to 2.5% Eligible Wages	0.0%
Sound Transit	401(a)	12.0%	12.0%	10.0%
Spokane County, WA	N/A	N/A	N/A	N/A
State of Washington	N/A	N/A	N/A	N/A
Snohomish County, WA	None	N/A	N/A	N/A

N/A - Not Applicable

NR - No Response

Survey Question: Please answer the following questions regarding your deferred compensation plan.

Table 56

Deferred Compensation Plan Contributions

Peer	Plan Name	Employer Contribution	Maximum Match	Required Employee Contribution
City of Everett, WA	NR	NR	NR	NR
City of Marysville, WA	NR	NR	NR	NR
City of Seattle, WA	NR	NR	NR	NR
Clark County, WA	Clark County 457(b) Deferred Compensation Plan	0.0%	0.0%	Up to IRS Max
King County, WA	T. Rowe Price	0.0%	0.0%	Up to IRS Max
Kitsap County, WA	DCP	N/A	N/A	Up to IRS Max
Multnomah County, OR	NR	NR	NR	NR
Pierce County, WA	Nationwide Retirement Plans	0.0%	N/A	Up to IRS Max
Port Authority of Seattle	457 Deferred Compensation Plan	N/A	N/A	Up to IRS Max
Snohomish Public Utility District	457	0.0%	0.0%	Up to IRS Max
Sound Transit	457(b)	0.0%	0.0%	Up to IRS Max
Spokane County, WA	Nationwide Deferred Comp	0.0%	N/A	Up to IRS Max
State of Washington	DRS Deferred Compensation Plan	0.0%	0.0%	Up to IRS Max
Snohomish County, WA	Multiple Plans	0.0%	0.0%	Up to IRS Max

N/A - Not Applicable

NR - No Response

Conclusions & Recommendations

Base Compensation

As stated in the findings, the County’s base pay ranges are market competitive at the pay range minimum, but below market average at the pay range midpoint and maximum. The primary comparison for the County is the range maximum.

There is variation in the market competitiveness of the 125 individual benchmark job titles, with 86 benchmark jobs below market average at the range maximum, 6 above market average, and 25 within the market competitive range of 95% to 105% of market average.

Overall, we found the County’s pay range spreads (the percent the range maximum exceeds the range minimum) are narrower than peers as the County average of 25% is below the overall market average of 37%. We recommend the County adopt the following proposed market-based general pay structure with 21 grades and 34% range spreads.

Proposed General Pay Range - 5% Steps Aged by 5.875% to January 1, 2024									
NEW Grade	Steps							Range Spread	Grade Maximum Progression
	1	2	3	4	5	6	7		
G09	\$46,404	\$48,724	\$51,160	\$53,718	\$56,404	\$59,224	\$62,185	34%	107%
G10	\$49,680	\$52,164	\$54,772	\$57,510	\$60,386	\$63,405	\$66,576	34%	107%
G11	\$53,187	\$55,846	\$58,639	\$61,571	\$64,649	\$67,882	\$71,276	34%	107%
G12	\$57,165	\$60,024	\$63,025	\$66,176	\$69,485	\$72,959	\$76,607	34%	107%
G13	\$61,441	\$64,514	\$67,739	\$71,126	\$74,682	\$78,417	\$82,337	34%	108%
G14	\$66,295	\$69,610	\$73,091	\$76,745	\$80,582	\$84,612	\$88,842	34%	108%
G15	\$71,533	\$75,109	\$78,865	\$82,808	\$86,948	\$91,296	\$95,861	34%	108%
G16	\$77,484	\$81,358	\$85,426	\$89,698	\$94,183	\$98,892	\$103,836	34%	108%
G17	\$83,931	\$88,127	\$92,534	\$97,160	\$102,019	\$107,119	\$112,475	34%	109%
G18	\$91,266	\$95,830	\$100,621	\$105,652	\$110,935	\$116,482	\$122,306	34%	109%
G19	\$99,243	\$104,205	\$109,416	\$114,886	\$120,631	\$126,662	\$132,995	34%	109%
G20	\$108,334	\$113,750	\$119,438	\$125,410	\$131,680	\$138,264	\$145,178	34%	109%
G21	\$118,257	\$124,170	\$130,379	\$136,897	\$143,742	\$150,929	\$158,476	34%	110%
G22	\$129,586	\$136,066	\$142,869	\$150,012	\$157,513	\$165,388	\$173,658	34%	110%
G23	\$142,001	\$149,101	\$156,556	\$164,383	\$172,603	\$181,233	\$190,294	34%	110%
G24	\$156,201	\$164,011	\$172,211	\$180,822	\$189,863	\$199,356	\$209,324	34%	110%
G25	\$171,821	\$180,412	\$189,432	\$198,904	\$208,849	\$219,292	\$230,256	34%	110%
G26	\$189,003	\$198,453	\$208,376	\$218,794	\$229,734	\$241,221	\$253,282	34%	110%
G27	\$207,903	\$218,298	\$229,213	\$240,674	\$252,707	\$265,343	\$278,610	34%	110%
G28	\$228,693	\$240,128	\$252,134	\$264,741	\$277,978	\$291,877	\$306,471	34%	110%
G29	\$251,563	\$264,141	\$277,348	\$291,215	\$305,776	\$321,065	\$337,118	34%	110%

Pay Practices

Nine of the thirteen peer employers provided information related to pay practices. Overall, the County's pay practices are market competitive. Areas where the County is leading or lagging the market average are addressed in this section.

Pay Schedule Design

The County's pay plan increases slightly lagged the market in 2021 (1.00% compared to the market average of 1.62%) and 2022 (3.00% compared to the market average of 3.29%). Only 4 of the 9 peer employers reported knowing anticipated structure adjustments for 2023; the average adjustment for the four is 3.13%. **Slightly Lags**

Bilingual Pay

The County provides Bilingual Pay, while only 2 of 9 peers provide that benefit. **Leads**

Wellness Program Participation Stipend

The County provides a stipend for participation in the Wellness Program, while none of the 9 peers provide that benefit. **Leads**

Paid Leave

PTO/Vacation Day Carry-Over

The County does not limit the number of PTO/Vacation days that an employee can carry over, while the average for the 8 reporting peer employers is 57 days. **Leads**

PTO/Vacation Day Cash-Out

The County allows employees to cash out 30 PTO/Vacation days at termination or retirement, while 6 peer employers reported from 60 to unlimited days may be cashed out at termination or retirement. **Lags**

Total Paid Time Off Days Accrued over 25 Years (including Vacation/PTO, Sick Leave, Holidays and Personal Leave)

Compared to market average, the County offers more days off at each year of employment – from 2 days above market at year one to 7 days at year twenty-five. **Leads**

Health Benefits

PPO Medical Plan Cost Sharing – Monthly Premiums

The County's contributions toward PPO medical premiums are higher than market average peer employer contributions at all tiers of coverage, except employee plus spouse. Employee

contributions are lower than those of peer employers at all tiers of coverage. The County's employer/employee cost sharing ratio is better than market average at all tiers of coverage.

Leads

HMO Medical Plan Cost Sharing – Monthly Premiums

The County's contributions toward HMO medical premiums are higher than market average peer employer contributions at all tiers of coverage. Employee contributions are lower than those of peer employers at all tiers of coverage. The County's employer/employee cost sharing ratio is better than market average at all tiers of coverage. **Leads**

Dental Plan Cost Sharing – Monthly Premiums

The County's contributions toward dental plan premiums are higher than market average peer employer contributions at all tiers of coverage, except employee plus children and family. Employee contributions are lower than those of peer employers at all tiers of coverage. The County's employer/employee cost sharing ratio is better than market average at all tiers of coverage. **Leads**

Vision Plan Cost Sharing – Monthly Premiums

The County's contributions toward vision plan premiums are higher than market average peer employer contributions at the employee only tier of coverage, but are lower and the employee plus spouse, employee plus children, and family coverage tiers. Employee contributions are lower than those of peer employers at all tiers of coverage. The County's employer/employee cost sharing ratio is better than market average at all tiers of coverage. **Leads**

Retirement Benefits

Defined Benefit Pension Plan

The County's contributions to the Defined Benefit Pension Plan are below those of other peer employers in the state of Washington, and are slightly lower than market average contribution, which includes one peer in the state of Oregon. This is due in part to peer decisions regarding pick-up of employee contribution and the choice to also contribute to Social Security.

Other Recommendations

The County should continue to utilize the internal equity tool provided by Segal as a deliverable in this study, and also monitor the market and make adjustments to the pay ranges based on future market movement. Segal recommends the County ensure that sufficient staffing is available in the Human Resources department in order to support and maintain the recommended compensation tools and system.