Douglas County, Nevada District and Justice Courts Administrative Consolidation

Executive Summary - Compensation March 2015

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This document was prepared under a State Justice Institute (SJI) grant for the Douglas County, Nevada, District and Justice Courts. The National Center for State Courts (the Center, the National Center, or the NCSC), a public benefit corporation targeting the improvement of courts nationwide and around the world, was commissioned to assist the courts with the development of a plan for organizational change. The points of view and opinions expressed in this report are those of the authors as agents of the National Center, and do not necessarily represent the official position or policies of SJI or the judges and staff of the courts of Douglas County, Nevada. The NCSC grants the Douglas County, Nevada, District and Justice Courts, pursuant to any rules and regulations governing the aforementioned SJI grant, a royalty-free, non-exclusive license to produce, reproduce, publish, distribute or otherwise use, and to authorize others to use, all or any part of this report for any governmental or public purpose.

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By
Deputy

Minden Executive Summary

In 2013, the District and Justice Courts of Douglas County, Nevada, requested the assistance of the National Center for State Courts (NCSC) to aid in their efforts to re-engineer court services. The initial request came at a time when the judges of the three courts began to meet informally to discuss how they might improve court services through greater collaboration and review the model of judicial independence. The result of these deliberations was an agreement to consolidate the administration of the courts by creating a court services function under supervision of an appointed court administrator. In the fall of 2013 NCSC staff provided on-site technical assistance to the courts to further refine the consolidation idea and develop a road map for implementation. The road map was a planning document that identified the steps that needed to be taken in the areas of court governance and leadership, organization structure, staffing, and inter-agency relationship.

During the study a request was made to include a salary compensation survey of the Minden court staff. This was proposed based on the new organizational structure and potential job reassignment, and duties. Due to the new nature of many of the positions a classification and compensation component was requested to review how national trends for classification could fit into local compensation philosophy. It should be noted that a judicial salary survey should be conducted in the format credited by the NCSC for judicial salaries. The format used for this study is specifically tailored for judicial employees.

In order to achieve the objective of providing equitable pay recommendations, the NCSC used the "Position Benchmark Method" to determine the relative worth of different classes of work. The Position Benchmark Method is a factor comparison method of job evaluation. In factor comparison, the importance of each job is analyzed through a series of defined factors. Jobs of a different nature or in different organizational units are evaluated against all other jobs by comparing similar jobs to factor definitions, not by comparing jobs to jobs. When properly applied, the Position Benchmark Method facilitates the equitable, objective analysis and evaluation of all separate and distinct classes of work.

The consultants evaluated each class by determining the degree of definition for each job factor that best fit the duties and responsibilities of work to that of the external market. Values for all factors were evaluated to assess relative internal worth of a class and to determine if the classification was a match to the external benchmarks.

Four factors were used for the evaluation of all classes:

- Functional Responsibilities
- Scope and Effect of Decisions and Action
- Supervision Exercised/Scope of Responsibility
- Problem Solving and Complexity of Job Duties

Pay grade recommendations were derived from a review of several sources of data. The salary ranges for job classifications similar to those found from the following entities were given significant consideration when establishing grade recommendations: Compensation data from nearby counties and states was obtained from:

- Carson City, Nevada
- Eldorado County, California
- Washoe County, Nevada
- Douglas County, Nevada
- State of California
- State of Colorado
- State of Nevada
- NCSC national salary data on Clerks and Judicial Officers

The following considerations were used in an attempt to create continuity in the pay plan:

- Midranges were matched to market data for benchmarked positions.
- Non-benchmarked positions were linked to benchmarked jobs to ensure internal consistency. Internal equity was a consideration in establishing pay for non-benchmarked positions.

All data was obtained in April of 2013 and verified again in August 2014 to establish compensation ranges for the Douglas County courts.

It should be noted that ERI survey data, a third party survey, was used for the purpose of equalizing data from state to state. For instance, the State of Nevada economy is lower than other states' economies in some instances. Therefore, data from other states was reduced to account for the differences in economy in comparison to Nevada.

The following salary table identifies potential salary targets to create a market neutral environment at the time of the completion of salary data collection in August 2014. Market neutral allows the District and Justice Courts of Douglas County to reasonably assume the salaries are comparable to employees in the markets identifies above.

Current Pay Plan Range	New Pay Plan Range	Current Pay Plan Annual Min Range	Current Pay Plan Annual Mid Range
27	35	30,596.80	36,316.80
40	50	42,203.20	50,076.00
29	39	32,156.80	38,157.60

TITLE	Pay Grade	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Annual Min % +/-	Annual Mid % +/-
Apprentice Court Clerk	A2	36,035.64	44,269.87	52,504.08	18%	22%
CASA Administrator	S2	62,196.00	72,774.00	83,352.00	47%	45%
CASA Coordinator	A5	40,048.80	49,200.00	58,334.00	25%	29%

Current Pay Plan Range	New Pay Plan Range	Current Pay Plan Annual Min Range	Current Pay Plan Annual Mid Range
67	69	82,243.20	97,552.00
61	67	70,928.00	84,125.60
51	42	55,369.60	65,696.80
31	37	33,820.80	40,112.80
53	53	58,198.40	69,035.20
49	51	52,707.20	62,535.20
69	77	86,382.40	102,481.60
49	45	52,707.20	62,535.20
37	40	39,187.20	46,498.40
49	59	52,707.20	62,535.20
53	59	58,198.40	69,035.20

TITLE	Pay Grade	ANNUAL MIN	ANNUAL MID	ANNUAL MAX	Annual Min % +/-	Annual Mid % +/-
Court Administrator	D1	81,440.04	100,049.25	118,658.40	-1%	3%
Court IT Manager	M2	90,193.68	99,532.08	108,882.60	27%	18%
Court Operations Specialist	P1	42,327.96	52,000.00	61,671.96	-24%	-21%
Deputy Clerk	A4	38,488.80	47,283.56	56,078.28	14%	18%
Judicial Executive Assistant	P2	56,208.96	68,822.13	81,435.36	-3%	0%
Judicial Fiscal Management Analyst	P3	54,078.96	66,436.00	78,793.08	3%	6%
Justice of the Peace	D2	98,178.60	128,173.33	143,221.32	14%	25%
Law Clerk	P1	46,435.44	57,046.00	67,656.60	-12%	-9%
Sr. Deputy Court Clerk	A5	41,303.04	50,740.83	60,178.68	5%	9%
Senior Law Clerk	P3	65,655.60	80,657.98	95,660.40	25%	29%
Staff Attorney	P3	65,655.60	80,657.98	95,660.40	13%	17%

We are suggesting a Judicial Services Tier for the Sr. Law Clerk, Staff Attorney, Court Administrator and Judge categories because of the specialized education, Nevada Bar, Attorney and Judicial education requirements. These tiers would be J1, J2, J3 and J4.

The NCSC courts lead compensation consultants performed the salary survey. The NCSC compensation consultants perform compensation surveys nationwide and specialize entirely in court compensation. The NCSC courts consultants have performed the similar studies in the last 12 months in Missouri, Nebraska's, Colorado, Ohio, Illinois and Washington State.

The following consultants were used:

Mindy Masias is currently the Chief of Staff for the Colorado Judicial Department and a NCSC Compensation Consultant. Additionally, since 1997, she has served on the University of Denver College of Law faculty as a Professor of Human Resources Management. She holds higher education degree from the University Of Denver College of Law, complimenting her Human Resources career. Among her other responsibilities, Ms. Masias has facilitated more than 500 workshops and training sessions on Human Resources Management and compensation practices for the courts and other government entities. Mindy Masias began her career as the Compensation Manager for the City and County of Denver.

Eric Brown currently serves as the Director of Human Resources for the Colorado Judicial Branch as the lead executive in the Human Resources division. Mr. Brown is also one of the lead consultants at NCSC in the compensation area. Mr. Brown has served as Vice President of Human Resources for Preferred Capital Corporation, Director of Human Resources at EchoStar Communications and was the US/Asia Human Resource Manager for Eurlologic/Adpatec Data Storage Systems. Mr. Brown holds a number of certifications including a Professional of Human Resources (PHR) from the Society of Human Resource Management and is a graduate of the Kennedy School of Government, Leadership Program at Harvard University. Mr. Brown has performed compensation and classification consulting work in a large portion of the Unites States and internationally. He holds a Bachelors Degree from the University of Edinburgh, UK and the University of Nevada, Reno in Political Science. He also holds a Masters of Science in Human Resources and Organizational Development from Leicester University.

Attachment 1
Market data* for Douglas County positions not addressed in Classification and Compensation Study

TITLE	ANNUAL MIN	ANNUAL MID	ANNUAL MAX
Apprentice Court Clerk	36,035.64	44,269.87	52,504.08
Court Records Tech	36,035.64	44,269.87	52,504.08
Deputy Clerk	38,488.80	47,283.56	56,078.28
Sr. Deputy Court Clerk	41,303.04	50,740.83	60,178.68
Court IT Manager	90,193.68	99,532.08	108,882.60
Court Administrator	81,440.04	100,049.25	118,658.40
Judicial Fiscal Management Analyst	54,078.96	66,436.00	78,793.08
CASA Coordinator	40,048.80	49,200.00	58,334.00
Court Operations Specialist	42,327.96	52,000.00	61,671.96
Law Clerk	46,435.44	57,046.00	67,656.60
CASA Administrator	62,196.00	72,774.00	83,352.00
Senior Law Clerk	65,655.60	80,657.98	95,660.40
Staff Attorney	65,655.60	80,657.98	95,660.40
Judicial Executive Assistant	56,208.96	68,822.13	81,435.36

*Data and recommendations from independent study conducted as part of a re-engineering of court services in Douglas County. Data and recommendations are not within the scope of the classification and compensation study conducted by Pontifex Consulting Group, LLC for Douglas County.

Attachment 2
Recommended placement* of positions into Pontifex Consulting Group, LLC Classification Structure

A2
Apprentice Court Clerk

A3
Court Records Tech

A4
Deputy Clerk

A5
Sr. Deputy Court Clerk
CASA Coordinator

P1
Court Operations Specialist
Law Clerk

P2
Judicial Executive Assistant

P3
Staff Attorney
Senior Law Clerk
Judicial Fiscal Management Analyst

S2
CASA Administrator

M2
Court IT Manager

D1
Court Administrator

*Data and recommendations from independent study conducted as part of a re-engineering of court services in Douglas County. Data and recommendations are not within the scope of the classification and compensation study conducted by Pontifex Consulting Group, LLC for Douglas County.

3/15 * Opposed if decision could result in construction [illegible] movement. See below:

COMMUNITY DEVELOPMENT
1594 Esmeralda Avenue, Minden, Nevada 89423

Mimi Moss
COMMUNITY DEVELOPMENT DIRECTOR

775-782-6201
FAX: 775-782-6297
website: www.douglascountynv.gov

Building Division
Engineering Division
Planning Division
Code Enforcement

DOUGLAS COUNTY
GREAT PEOPLE GREAT PLACES

16,000 Lb ~~[illegible]~~ **NOTICE OF APPLICATION AND HEARING**
BOULDER DAMAGED CONDO UNITS - USED CRANE TO REMOVE. COSTS TO REPAIR.

Planning Commission Meeting and Board of Commissioners Meeting

Dear Property Owner:
An application for the below-referenced project is on file at the Douglas County Community Development offices, Planning Division, at 1594 Esmeralda Avenue, Room 202, in Minden, Nevada. This file may be reviewed during regular office hours Monday through Thursday (8:00 a.m. to 3:00 p.m.) and Friday (8:00 a.m. – noon), except legal holidays. The staff summary for this project will be available for review at the Douglas County Community Development offices five (5) calendar days prior to the meeting.

For possible action. Discussion on Land Division Application (LDA) 15-001 for Eric and Victoria Frahm, to amend the map of Summit Village by splitting lot No. 466 located at 741 Gary Lane, creating two new residential lots 466A and 466B in the Residential, R-082 zoning district in the Tahoe Area (APN: 1319-19-212-078).

Case Planner:	Emery Papp	(775) 782-9012	epapp@co.douglas.nv.us
Case Engineer:	Natalia Moore	(775) 783-6421	nmoore@co.douglas.nv.us

Planning Commission Meeting:
Date: Tuesday – **February 10, 2015**
Time: The meeting commences at **1:00 pm.** This matter may be continued to another meeting without additional notice.
Location: Douglas County Commissioner Meeting Room of the Douglas County Administrative Building, 1616 Eighth Street, Minden, Nevada.

* **Board of Commissioners Meeting:**
Date: Thursday – **March 19, 2015**
Time: The meeting commences at **1:30 pm.** This matter may be continued to another meeting without additional notice.
Location: The meeting will be held in the Douglas County Commissioner Meeting Room of the Tahoe Transportation Center, 169 Highway 50, Stateline, Nevada.

EXHIBIT (for identification only)
[illegible]
Filed 3-19-15
By [illegible]
Deputy

Interested persons may appear at the meetings to present oral comments to the Planning Commission and Board of Commissioners, or may submit comments by mail to Douglas County Community Development, P.O. Box 218, Minden, NV 89423. If written comments are not received prior to the date of the meetings, the Planning Commission or Board of Commissioners will not consider them. For further information please contact the case planner or fax comments to (775) 782-9007.

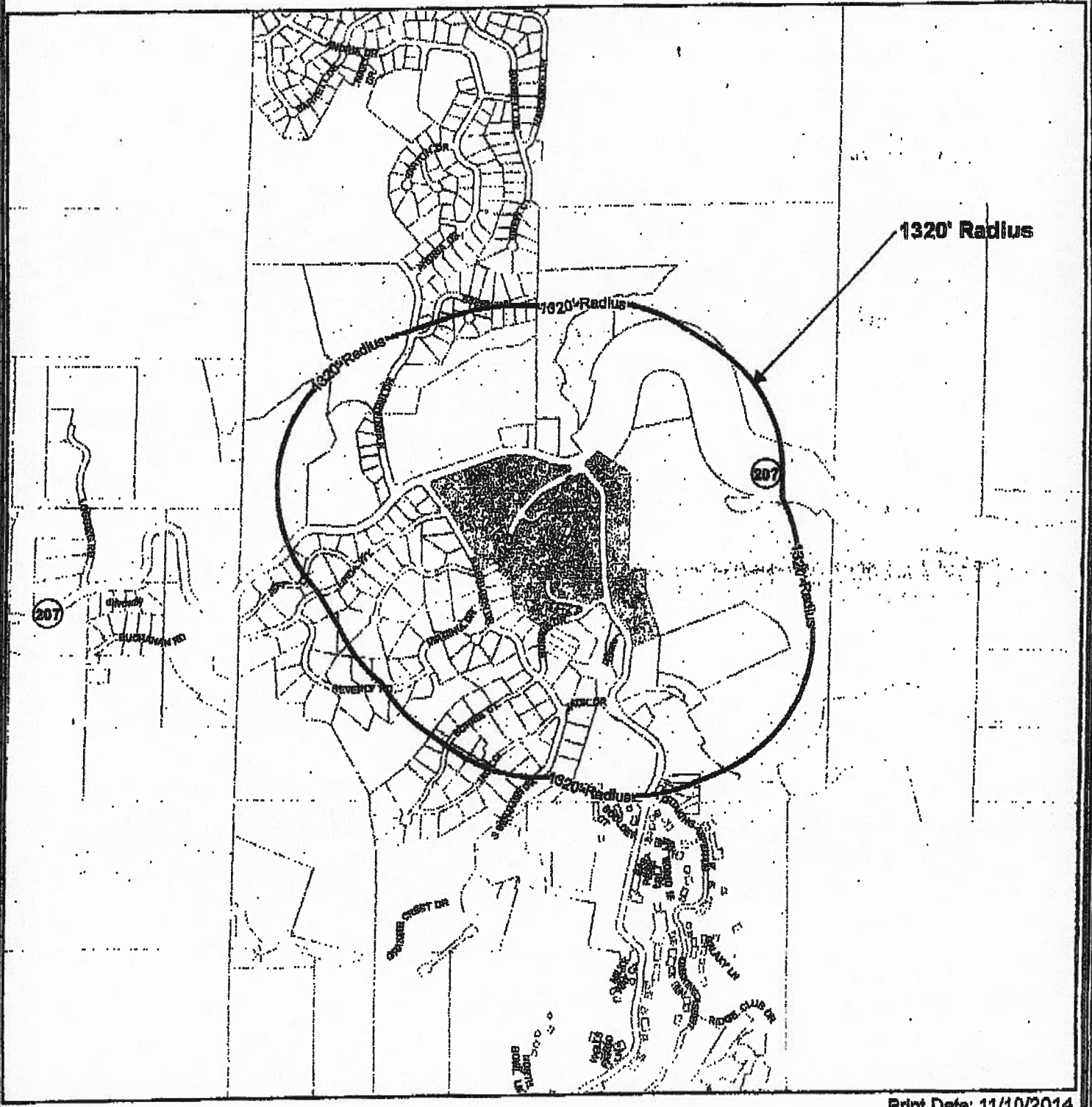
3/18/15 **Comments (additional comments may be provided separately):** I am opposed if there is a possibility of rebuilding on one or both lots with any disturbance of the ground. * re blasting, etc.
* A 16,000 Lb shifted into our group of condos + had to be removed at a great expense by heavy eq pt. instability in mtn. mimi existing duplex may have to do interior walls.
[illegible] (509-844-6142) Thank you - Ronnie Brock Hoes

Mailing Address: P.O. Box 218, Minden, Nevada 89423

Douglas County Noticing Radius Map

1320' Radius

MULTIPLE APN'S



1 inch = 1,177 feet

Print Date: 11/10/2014

Legend

Noticing Radius | Subject Parcel(s) | Parcels Within Noticing Radius

N W E S

The data contained herein has been compiled on a geographic information system for the use of Douglas County. The data does not represent survey delineation and should not be construed as a replacement for the authoritative source, plat maps, deeds, resurveys, etc. No liability is assumed by Douglas County as to the sufficiency or accuracy of the data.

DOUGLAS COUNTY GIS