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Avon	1% Adjustment because of a salary cut that occurred in 2010	2008 - 0-5% Pay for Performance Increase 2009 - 0-5% Pay for Performance Inc. 2010 - 2% Salary Reduction 2011 - No Pay for Performance Increase 2012 - 1% salary cut reinstated (Please note that Town of Avon Employees have been taking 1 day off per month since May of 2009 (estimated 4% salary reduction); this furlough program will be removed in 2013)	No
Basalt	Proposing 3%	2008 - last year of salary increases based on merit 2009 - salary freeze 2010 - salary freeze 2011 - \$500 at Christmas to help compensate for furloughs etc. 2012 - 3% COLA	At Christmas we did \$500 bonus checks.
Breckenridge	Breck is budgeting a 0-4% merit pay increase range for 2013.	2008 - Merit 0-8% 2009 - Frozen - Freeze took effect in March 2010 - Frozen 2011 - Freeze lifted in March, 0-3% 2012 - Merit 0-3%	Yes, a one time merit based bonus. Three tier bonus amounts: \$1,980; \$990; \$300

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Dillon	No compensation increase in 2013	2008 - 2% COLA 2009 - 2% COLA 2010 - 3% Bonus 2011 - 2% COLA 2012 - 2% COLA and 3% Bonus	We will be giving a 3% Bonus in 2012 using vacancy savings

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Frisco	The merit increase for 2013 goes from 0%-3.5%	2008 - don't know 2009 - 1.5% 2010 - None 2011 - None 2012 - None	All employees received a \$200 bonus in December of 2011. No plans for 2012 yet.

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Grand Lake	1.8% salary increase (to match 2012 cost of living index)	2008 - 4% salary increase 2009 - 4% salary increase 2010 - 0% salary increase 2011 - 0% salary increase 2012 - 0% salary increase	4% bonus in 2012
Gunnison County	2.5% COLA no merit increases	2008 - 5% COLA plus merit increase on anniversary date 2009 - 2.5% COLA plus merit increase on anniversary date 2010 - 0% 2011 - 0% 2012 - 2% COLA no merit increases	No other compensation strategies
Jackson, WY	Possibly a lump sum bonus in FY2013, nothing budgeted at this point.	2008 - 5% base pay increase provided July 1, of 2007 2009 - 3.5% base pay increase provided July 1, of 2008 2010 - no base pay increase budgeted or provided 2011 - no base pay increase budgeted or provided, \$1,000 provided in lump sum 2012 - no base pay increase budgeted or provided, \$1,250 provided in lump sum	Please see answers to previous question.

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Mountain Village	Zero	2008 - Zero 2009 - Zero 2010 - Zero 2011 - Zero 2012 - 2%	No
Mt. Crested Butte	Zero	2008 - Zero 2009 - Zero 2010 - Zero 2011 - Zero 2012 - Zero	In December 2011 we gave all employees a \$1,300 one-time bonus.
Silverthorne	For 2013, 0-3% merit increase proposed and approved at First Reading, but not yet finalized.	2008 - 0-5% merit and 2% COLA on Jan. 1 2009 - 0-4% merit (frozen mid year and reinstated with back pay) 2010 - 0 (pay freeze) 2011 - 0 (pay freeze) 2012 - 1.5% COLA Maximum 10.5 over five years.	No, we reinstated the 2009 salary increases, (based on an employee's 2009 performance review), for those employees with anniversary dates after the May 2009 freeze. They did not receive salary increases like employees whose anniversary dates were prior to May 2009. In 2010, we used 2009 surplus to make these employees whole through 2009, on a cash basis, through 2009, but did not increase base salaries. In 2011, we brought everyone up to speed, with 2010 surplus funds.

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Silverton	COLA adjustment based on most recent Denver-Boulder-Greeley CPI (1.7%), plus (proposed) across-the-board step increase of 4% for all staff given that longevity increases have been suspended for at least 8 years.	2008 - COLA adjustment based on Denver-Boulder-Greeley CPI. No step, merit or bonus increases 2009 - same as above 2010 - same as above 2011 - same as above 2012 - same as above	No
Snowmass Village	We have not budgeted an increase for 2013 – 2017, we will evaluate on a year-by-year basis.	2008 - 3% Merit Pool 2009 - 0% 2010 - 0% 2011 - 3% Merit Pool 2012 - 0%	For 2012, Council approved a \$300K one-time bonus program. The bonus for an employee was based ½ as a flat rate (the same for everyone in a particular employee class) and ½ based on your merit score. By ‘particular class’ means whether you were a Full-time Year-round, Full-time Seasonal, Part-time Year-round or Part-time Seasonal employee.

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Steamboat Springs	3% one-time bonus for all. Market raise for Firefighters & EMS personnel to bring them to 50% of market. % increase ranges.	2008 - 0-7% pay for performance 2009 - No raises - 10% reduction in hours for everyone except police officers, transit drivers, firefighters 2010 - \$1,150 one-time bonus. 10% reduction in hours continued 2011 - 5% employee wages one-time bonus (pro-rated based on years of service). 10% reduction in hours continued 2012 - 1.5% employee wages one-time bonus. 10% reduction in hours continued	Yes. We did one-time bonuses in 2010, 2011 and 2012. Used different methodologies each time. See question 2 for specifics.
Telluride	We are planning a mid-year (July 1) adjustment of 3% for all employees <u>excluding</u> upper tier management (no adjustment of upper tier management)	2008 - no adjustment, 15% labor force reduction; compensation freeze (in 2008 we were still on a 4% merit plan) 2009 - no adjustment, compensation freeze 2010 - no adjustment, compensation freeze 2011 - 2% adjustment for all employees July 1 2012 - 2% adjustment for all employees	The only additional strategy was the addition of a paid holiday commencing in 2010 (President's Day) for all employees ... this holiday was previously not recognized as a paid day off

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Winter Park	Merit pool of 2.5%	2008 - N/A 2009 - N/A 2010 - N/A 2011 - N/A 2012 - Merit and COLA pool of 5%	No
Vail	Vail is proposing a 0-4% merit for 2013. No COLA, range adjustments or other salary adjustments planned.	2008 - 0-4% merit, no COLA 2009 - 0-4% merit - then Salary Freeze, no COLA 2010 - Salary Freeze 2011 - 0-2% merit, no COLA 2012 - 0-3% merit, no COLA	In 2011, we budgeted a small bonus pool for special recognitions of employee achievements to be approved by the Town Manager.

	4. What is your benefit load? Example: Cost of benefits*/Total compensation cost w/o benefits = % (*Cost of benefits includes health care, retirement benefits and other benefits)	5. If your employees have a retirement plan, as a percentage of employee salary, how much does your town contribute per year and what is the required employee contribution, if any?
Avon	Total costs of benefits is 26% of total personnel costs & Total costs of benefits is 36% of total compensation cost w/o benefits	EE Contribution 11%; ER Contribution 11% w/ 5 year vesting program
Basalt	28.50%	5% with 5% match
Breckenridge	Our benefit load is approx. 35%.	The Town contributes 7% for new non-vested new hires - once an employee is fully vested after 6 years of employment, the Town contribution increases to 9%, provided the employee contributes 1%.

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Dillon	In 2012, 32% - anticipated to grow to 34% in 2013 due to health insurance increases	Employee share is 5% into 401 and town matches with 5%

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Frisco	no information	<p>Retirement Plans (ICMA)</p> <p>a. Currently, all full-time employees are eligible to participate in the ICMA Retirement Plans. Employees may contribute up to a specified dollar amount as determined by ICMA on an annual basis.</p> <p>b. Currently, employee contributions go into a pre-tax 457 plan. Employees are 100% vested in the 457 upon enrollment.</p> <p>c. Effective April 1, 2008, the Town's matching contributions are put into a 401(a) account. Currently, there is a one-to-one match of the employee contribution. Currently, accounts are matched at the following rates:</p> <ul style="list-style-type: none"> · 3% = Upon hire and through the 2nd full year of employment · 4% = Beginning with the 3rd year of employment · 5% = Beginning with the 4th year of employment · 6% = Beginning with the 5th year of employment · 7% = Beginning with the 6th year of employment and every year thereafter.

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Grand Lake	29.74% in 2012	7.12% in 2012 Town match varies as follows: Employee 1-4%; Town 4% Employee 5%; Town 5% Employee 6%; Town 6% Employee 7%; Town 7% Employee 8% or more, Town 8% max
Gunnison County	avg 20.5%	County matches 5% if employee contributes 5%; employees have a mandatory 3% contribution
Jackson, WY	I don't have that information readily available.	Employee contributes 1.37% to big plan, Employer contributes 12.75% 14.12% of gross wages Vested after 5 years Sworn Officers - Employee pays 5.95% for 17.10% total

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Mountain Village	Average labor burden is 37% for employees who qualify for benefits.	PERA, Town contributes 13.7% and employee contributes 8%, 401K matching (only match up to the amount the employee contributes and capped at 5%) contribution 1% – 5% dependent on length of service
Mt. Crested Butte	36%	10% Town and 8% Employee
Silverthorne	35.60%	ICMA-RC 401A Plan in lieu of Social Security, 10.5% Employer & 7.5% Employee

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Silverton	19% (26.65% if 7.65% FICA is included)	3% mandatory from both employee & employer after first year of employment (through CCOERA/Great West Retirement)
Snowmass Village	Roughly 42.5%	Full-time year-round employees are covered under a Qualified Retirement Plan, but are not covered under the Social Security System. The employee is required to contribute 5% and the Town contributes 7%. For Police Officers-the employee contributes 8% and the Town contributes 8%. All other employees are part of the Social Security System.

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Steamboat Springs	27%	City contributes 6% and the employee is required to contribute 3% or more. For police officers the City contributes 12.2% and the employee is required to contribute 3% or more(no FICA). For firefighters both contribute 8%.
Telluride	Calculated on totals for all employees (temp, seasonal, part time, full time) for 2011 = 28%	<ul style="list-style-type: none"> - 3% on hire mandatory contribution – matched by Town - Increases to 5% after five years - 6% after 10 years

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Winter Park	32.25% in the 2013 budget, 29.3% in 2012 projections, 25.2% in 2011 actuals.	Winter Park does not contribute to Social Security. We have a mandatory ICMA 401(a) where employees and employer match 7.65% (8% for police). We also have an optional ICMA 457 deferred compensation plan where the employer will match an employee's contribution up to 4% of salary.
Vail	Vail calculates benefits % on Base salary typically which would be 36% overall. If calculated on Total Compensation it is 33% of budgeted benefits/total compensation.	Vail does NOT participate in Social Security and Vail contributes 11 to 16% of base salary to retirement, with no mandatory employee contribution.