



City of Carpinteria

COUNCIL AGENDA STAFF REPORT April 25, 2022

ITEM FOR COUNCIL CONSIDERATION

City of Carpinteria 2021 Total Compensation Study Report, including consultant salary range recommendations.

STAFF RECOMMENDATION

Receive and file the report, and direct staff to bring back a future agenda matter with appropriate actions for implementation.

Sample Motion: I move to receive and file the attached City of Carpinteria 2021 Total Compensation Study Report and direct staff to bring back a future agenda matter with appropriate actions for implementation.

BACKGROUND

The most recent past compensation studies conducted for the City of Carpinteria were in 2000, 2006, and 2014. For the 2021 Compensation Study, written proposals were requested from five qualified and experienced consulting firms. Staff received two responsive proposals. CPS HR Consulting's proposal was selected based on their qualifications, experience, understanding of the scope of the project, overall design and methodology, references, and cost compared with the level of effort to be expended.

Total compensation studies are research tools that are used to help organizations design and manage their compensation structure. Survey data is used to ensure internal consistency in pay scales as well as to measure where an agency's pay rates and benefits compare within the labor market agencies. An agency's ability to attract, retain and motivate staff is tied to setting the total compensation package at the appropriate level. Therefore, knowing where an agency stands in comparison with its peers is essential in determining if it is remaining competitive.

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the labor market position
- Labor market agencies (comparable agencies)

- Survey classifications (benchmark classifications)
- Survey

The same 14 labor market agencies used during 2000, 2006, and 2014 compensation surveys were selected by the City and CPS HR Consulting. They are as follows¹:

- | | |
|------------------|------------------|
| 1. Arroyo Grande | 8. Ojai |
| 2. Buellton | 9. Pacific Grove |
| 3. Fillmore | 10. Pismo Beach |
| 4. Goleta | 11. Port Hueneme |
| 5. Grover Beach | 12. Santa Paula |
| 6. Marina | 13. Solano Beach |
| 7. Morro Bay | 14. Solvang |

The study consisted of the following:

- Collecting job descriptions, where available, to determine comparability.
- Collecting and analyzing base salary and benefit survey data for the selected survey classes from the City's identified labor market.
- Calculating the labor market median for maximum base salary, total cash, and total compensation and the percentage the City is above or below each.

The survey methodology utilized by CPS HR Consulting included:

- An initial telephone call to each labor market employer to explain the purpose and scope of the survey and confirm cooperation.
- A survey was sent to each labor market employer that included a listing of the survey classifications and descriptions of those classifications surveyed, plus a detailed questionnaire for collecting the salary and benefits data.
- The agencies' websites were utilized to collect salary and benefits data and to compare job descriptions, where available.

In addition to the collection of base salary and benefit information, reporting relationships, functional areas of responsibilities, and the class's relationship to other classes in the series were considered. For each classification, monthly base salary, total cash, and total compensation were used as the basis of comparison.

For the study, CPS HR Consulting surveyed benchmark classifications, and ensured there was at least one classification benchmarked for every department. Benchmarking is the process of creating a point of reference against which something else may be compared or assessed. In this case, the benchmarked classifications served two primary purposes: (1) as the basis for comparison between the City and the 14 labor market agencies identified above, and (2) as an internal point of reference whereby

¹ City of Ojai was not able to participate in the study, notifying the City that, due to limited staff, it could not complete the online salary survey or provide the documents needed for the study.

recommendations may be extrapolated for other classifications, rather than to study every classification in detail.

Summary descriptions for all survey benchmark classifications were based on current job descriptions after being reviewed for accuracy by staff in the current classification, and then reviewed, and approved by the department director, Human Resources, and/or City Manager prior to being provided to CPS HR Consulting. The 12 survey benchmark classifications for the Study are presented below.

1. Administrative Assistant-Community Development
2. Aquatics Superintendent
3. City Manager
4. Civil Engineer
5. Code Compliance Officer II
6. Community Development Director
7. Human Resources/Risk Manager
8. Parks, Recreation, and Public Facilities Director
9. Principal Planner
10. Public Works Supervisor
11. Senior Financial Analyst
12. Senior Parks & Facilities Maintenance Worker

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, knowledge, and skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

CPS HR's best practice is that benchmark positions must have a minimum of 3 classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists. There are many reasons a benchmark class may not have enough comparable data, including:

- Differences in the delivery of services
- Differences in the span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

While salary surveys can be helpful research tools, survey data does not provide an entirely comprehensive assessment for the following reasons:

- Comparisons are not always “apples to apples.” The specific job duties of similar positions in different agencies can vary in complexity and level of responsibility, resulting in greater variances in pay rates.
- Survey data is often retrospective and may require some adjustment to account for changes since the data was collected.
- Salary surveys capture minimum, midpoint, and maximum monthly salaries for a position but do not reflect individual employees’ actual pay.
- Salary recommendations are limited to base pay only, and do not reflect employee benefits such as health and other insurances, employer retirement contributions, paid leave programs, flexible work schedules, fringe benefits, reimbursement programs or special pay. The value of benefit programs can vary and may counterbalance pay levels.
- Often related to its staff size and the extent of work required across various service functions, certain agencies may have fewer positions that carry out a broader workload, while others may have more positions that carry out a narrower workload.
- Surveys also do not reflect the degree to which agencies use contract services in-lieu of in-house labor or the levels of service each agency provides to the public.
- The data gleaned from surveys do not reflect the cost-of-living in the communities included in the study.

For the reasons detailed above, the 2021 Total Compensation Study Report is intended to serve as a guide, not a conclusive judgement, by which final recommendations and processes are to be informed.

The purpose of this agenda matter is to allow the Council to receive and consider the recommendations of the 2021 Total Compensation Study Report and direct staff concerning the scheduling of future actions to be considered by the Council in order to make changes to employee compensation.

DISCUSSION

The Study is a tool that may be used by the City in evaluating the agency's organizational structure, as a whole, and/or the salaries and benefits provided to its full-time employees. The City is currently in the process of negotiating the conditions of employment for represented employees and is also updating the terms and conditions of employment for management and miscellaneous employees. The Study may be referenced for these updates. It is not expected that this work will be completed prior to the expiration of the current memorandum of understanding and conditions of employment that apply to these employee groups; therefore, the current conditions of employment are expected to carryover pursuant to their own terms and the law until superseded.

The Study results show that the City offers a competitive benefits package when compared to the labor market. When compensation and benefits are reviewed as a total package, the competitive benefits compensate for base compensation lagging. The Study reflects that the City's job classifications, when compared to the relevant labor market, are a mix of at, above or below the labor market when comparing base salary and total compensation categories. The City's total compensation is 2.56% above the market median², which generally is viewed as aligned with the relevant labor market when market volatility and standard deviation are taken into consideration. Six City benchmarked classifications are on average 8.13% of above the market median when factoring total compensation, while four City benchmarked classifications are on average 5.79% below the total compensation market median.

Salary Findings and Recommendations.

The market median tends to be a stable representation of trends in the market since it eliminates high and low payers, which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market monthly minimum and maximum median for salary considerations. The City's current base salary structure should be aligned with the goal to recruit, develop, reward, and retain employees.

- The City is below the labor market median, or 50% percentile, based on the monthly minimum and monthly maximum salary for seven benchmark classifications.
- The City is above the labor market median, based on both the monthly minimum and monthly maximum salary for one benchmark classification (Parks Recreation and Public Facilities Director).
- The City is above the labor market median based on the monthly midpoint and maximum salary for two benchmark classifications (Senior Financial Analyst and Administrative Assistant-Community Development).

Overall, the City's benchmark classification base salaries at the midpoint are 4.60% below the labor market. Note, the positive number means that City's benchmark range is below the market and indicates how much is needed to align City's range with the market range (i.e., the median market variance City Manager's job classification is shown as 9.63%).

CPS HR Consulting made several salary range recommendations (Appendix C, page 84) based on the data and they also created a proposed management salary schedule as a reference. In total there are twenty-four salary range recommendations with proposed new salary ranges. There are three positions that CPS HR Consulting could not make recommendations for due to insufficient data (less than three comparable matching classifications.) As a result, there are five additional positions where no recommendation could be made due to their reliance on the aforementioned benchmark classifications for comparison.

² The labor market median and mean of the control points which is calculated using the same control point for each of the comparable classes; that range of data is then computed to provide the median or mean amount. The City's salary is not included in the median and mean calculation.

For benchmark classifications in the survey that fell within 5% above or 5% below market, CPS HR did not recommend any changes to salaries. Generally, the variance within 5% above or 5% below the labor market for base salary is viewed as aligned with the relevant labor market when market volatility and standard deviation are taken into consideration.

It is important to note that on the Management Salary Schedule, CPS HR identified some missing salary ranges (M13, M18), and there was no salary range higher than range M19. CPS HR recommends adding a few more salary ranges above M19 to accommodate the salary range recommendations in this report. CPS HR also found some missing salary ranges on the SEIU Salary Schedule (103, 104, 105, 106, 107), and this was also the case on the Miscellaneous Employee Salary Schedule.

CPS HR has also identified misalignments and proposed grade changes to maintain the proper internal relationships between classification levels. Internal equity is factored into a pay grade recommendation. Part of the process for determining salary range assignments for positions is to ensure appropriate range separation between levels of positions (e.g., the number of salary ranges between different positions).

Benefit Findings and Recommendations

In addition to the base salary and total compensation data presented in the Study, CPS HR presents additional benefit information for all surveyed classifications. The additional benefit information in the Study includes:

1. Employee Group Representation
2. Salary Structure and Compensation Adjustments
3. Retirement Contribution Practices and FICA Participation
4. Defined Contribution Plans
5. Health Plans Monthly Contributions
6. Waived/Opt-Out Health Benefit Stipend
7. Basic Life Insurance and Long-Term Disability Insurance
8. Post Retirement Benefits (PRB)
9. Leisure Leave & Sick Paid Leave Accruals
10. Other Paid Leaves
11. Paid Leave Cash Out/Conversion Practices
12. Other Benefits
13. Other Compensation - Longevity Incentives
14. Other Compensation – Allowances
15. Other Compensation - Differentials
16. Other Compensation –Incentives
17. Other Compensation - Reimbursements

The Study also surveyed Health Plans Monthly Contributions. The health benefit data includes medical, dental, and vision plans offered to employees and their eligible dependents (family coverage). Average and median calculations are based on all employee groups within all reporting labor market agencies. The benchmark plan used to

determine each agency's employer and employee health contributions were based on the highest HMO plan or highest premium plan if the HMO plan is not an option. For dental and vision, the highest premium plan was reported.

The data shows Carpinteria's Health Plan Contributions are significantly over market. The median employer's total monthly health contribution for all labor market agencies for all employee groups is \$1,624.15, Carpinteria's average employer total monthly health contribution for all employee classifications is \$2,381.61, which is approximately 46.6% above the market median.

The average employee's total monthly health contribution for all classifications for all employee groups is \$1,042.12, with a median of \$981.30. The City of Carpinteria total employee contribution, as identified in Table B-05 on page 47, is \$61.36, approximately 94% less than what other employees contribute in the market surveyed. For comparison, the City of Goleta employee monthly contribution is listed as \$1,166.30, the City of Santa Paula's General Unit (SEIU) employee's monthly contribution is listed as \$1,682.76, and the City of Port Hueneme employee's monthly contribution is listed as \$1,300.22.

The Study also includes a survey of Leisure Leave & Sick Paid Leave Accruals. It reports paid time off from work for leisure activities and time away for illness and/or injuries. Both leaves are the most common leaves within agencies where the accrual rates are based on years of service and are normally taken in blocks of days or weeks by an employee. Overall, Carpinteria is above the median in this area.

The data shows the average annual leisure and sick leave accrual for the first year of service is 23.16 days (about 3 and a half weeks) per year, with a median of 22 days (about 3 weeks) per year. Carpinteria has an average of 24.2 days (about 3 and a half weeks) per year for all employee groups, which is 1.04 above the labor market average and 2.20 above the median. The average annual leisure and sick leave accrual for the maximum annual accrual, based on years of service, is 31.39 days (about 1 month) per year with a median of 32 days (about 1 month). Carpinteria has an average annual leave accrual of 33 days (about 1 month) per year for all employee groups, which is 1.61 days above the labor market average and 1.0 above the median.

Finally, the Study surveyed a variety of other benefits that include Other Paid Leaves, Holidays, Floating Holidays, Management Leave, Bereavement Leave, and Other Compensation. Within this area, the Study found a few benefits where the City is more generous and others not offered by the City.

- Floating Holidays: 10 agencies provide floating holidays with an average of (2) days per year and a median of 2 days. Currently, the City of Carpinteria does not provide floating holidays.
- Other Compensation - Longevity Incentives: four agencies provide longevity pay incentives ranging from \$50 to \$250 as monthly payments with one agency providing a one-time payment of \$250; two agencies provide 2% to 5% increase in compensation at 5 and 10 years of service. The City provides longevity pay

incentives of a 5% increase in compensation at 5 years of service and at 25 and 30 years of service an additional 2 and 3 days of paid time off, respectively, to SEIU members only.

- Incentives: Incentive compensation is awarded for results rather than for time worked. Incentive pay is used to incentivize employees to achieve outstanding performance, a milestone in education or certification, or gain skills above the level required to classify the position or personnel improvement. The data shows nine (9) agencies reported incentive programs for education, performance, leave management, and fitness. Although Carpinteria has a performance incentive that unrepresented employees are eligible for, some of the other agencies offer incentives that the City does not. Examples of types of incentives offered by other agencies include Educational Incentive Pay, Certification Pay, and Tuition Reimbursement.

Next Steps.

The City Council has full authority and discretion to determine appropriate compensation in response to the Study, including whether to implement none, some or all of the recommendations. There are several options the City could use to adjust salaries and improve its position in the market. One potential option is to adjust salaries that are below market using a phase-in approach (e.g., 2.5% each year until the City's range reaches the market range.) Salaries may also be adjusted by group, beginning first with those classifications that are more than 5% below market.

Since the City's Health Plan Monthly Contributions are significantly above market, one consideration is to adjust this benefit in order to reduce or limit future City cost increases and allow for the City to improve its market position on salary. The City's current health benefit formula results in the City paying nearly all of any increased expense. Most cities in the market surveyed as a part of the Study have a cafeteria-style health benefit where employees are provided a fixed dollar amount health benefit.

The Study also indicates that the area of incentives in the compensation package may also be an opportunity for the City to explore. Incentives can be a cost-effective tool for attracting and retaining employees.

Staff recommends that the Council consider changes to the conditions of employment for Management and Miscellaneous employee groups in response to the recommendations of the Report. With Council's direction, staff will bring back a matter for a future agenda that would allow the Council to consider and make changes to the conditions of employment for Management and Miscellaneous employee groups. Changes to the agreement between the City and represented employee groups³ is subject to negotiation and the information in the Report will inform those negotiations.

POLICY CONSISTENCY

³ The City's General Services and Public Works Bargaining Units are represented by Service Employees International Union (SEIU) 620.

It is in the City's interest to maintain a competitive compensation package in order to effectively recruit and retain staff capable of delivering the quality and quantity of services needed and desired. The subject Total Compensation Study is intended to assist the City in evaluating and making adjustments to its compensation package for various classifications.

FINANCIAL CONSIDERATIONS

Should the City, ultimately, determine to make compensation changes in response to the Study, there are a variety of options and approaches to implementing compensation adjustments. Changes in salary to better compete in the market surveyed in the Study would result in increased costs; however, such increased costs could be offset, at least in part, over time by changes made to mitigate benefit cost increases.

LEGAL AND RISK MANAGEMENT CONSIDERATIONS

The Study provides information that may be referenced as a part of labor negotiations with represented employee groups. The Study is expected to provide a basis for consideration of changes to the City's employee compensation package and to better position the City in the representative labor market. A competitive compensation package is important to attracting and retaining City staff capable of delivering necessary and desired local government services to the community.

OPTIONS

1. Accept the Study and direct staff to return with recommendations for specific compensation changes (staff recommendation.)
2. Direct further Study or additional information and/or analysis regarding City compensation.

PRINCIPAL PARTIES EXPECTED AT MEETING

Suzanne Ansari, Project Manager – CPS HR Consulting
Igor Shegolev, Project Consultant – CPS HR Consulting

ATTACHMENTS

- A. City of Carpinteria Total Compensation Report

Staff contact: Laura Hernandez, Human Resources and Risk Manager
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Signature



Signature

Reviewed by: Dave Durlinger, City Manager
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ATTACHMENT A

CITY OF CARPINTERIA TOTAL COMPENSATION REPORT

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December 8, 2021

City of Carpinteria

Final Total Compensation Report

SUBMITTED BY:

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I. Introduction/Executive Summary

Introduction

CPS HR Consulting (CPS HR) was retained by the City of Carpinteria (City) to conduct a total compensation study for (12) benchmark classifications. The study's objective was to determine the competitiveness of the City's compensation plan in the labor market. To achieve this, a labor market of (14) comparable agencies were identified, and base salary and total compensation data was collected and analyzed.

This final total compensation report contains the project scope and work plan, describes the data collection and analysis methodologies, and provides the total compensation results for all survey classifications.

The data for this report was collected during the months of May-June 2021. For consistency in labor market comparisons, all salary and benefits data are represented and as in effect on May 1, 2021.

Classification-specific results are summarized in [Section IV](#) of this report. Survey results for each classification are presented in [Appendix A](#). In addition, other benefits, and premium pay elements of interest to the City were collected and summarized in [Section V](#) and details in [Appendix B](#). The salary range recommendations are represented in [Appendix C](#).

Compensation Study Executive Summary

The data included in this report reflects that the City's job classifications, when compared to the relevant labor market, are a mix of at, above or below the labor market when comparing base salary and total compensation categories. Overall, the City's benchmark classification base salaries at the midpoint are 4.60% below the labor market. Note, the positive number means that City's benchmark range is below the market and indicates how much is needed to align City's range with the market range (i.e. the median market variance City Manager's job classification is shown as 9.63%). This means that to reach market median of \$15,829 (monthly), the City needs to add 9.63% to the City median of the range - $\$14,438.60 \times (1+9.63\%) = \$15,829$.

The survey results display that the City offers a competitive benefit package when compared to the labor market. When compensation and benefits are reviewed as a total package the competitive benefits compensate for base compensation lagging. The City's total compensation is 2.56% above the market median which generally is viewed as aligned with the relevant labor market when market volatility and standard deviation are taken into consideration. Six (6) City benchmarked classifications are on average 8.13% of above the market median when evaluating total compensation, while four (4) City benchmarked classifications are on average 5.79% below the total compensation market median.

II. Project Scope and Work Plan

To complete the total compensation study, CPS HR completed the following tasks:

- Reviewed the City's background materials, including classification specifications, salary schedules, position control documents, benefits, MOUs, and organization charts.
- Conducted a client kick-off meeting on May 7, 2021.
- Developed a data collection method and online salary survey instrument.
- CPS HR sent a project parameters letter to the City on May 21, 2021, for review and feedback. Received confirmation from the City regarding the final (14) labor market agencies and (12) benchmark classifications to be surveyed.
- CPS HR determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow up with the surveyed agency to validate and complete missing data.
- Researched salary and benefits data from the respective labor market agencies, including salary schedules, classification specifications, budgets, benefits summaries, MOUs, and position control documents where available. CPS HR followed through with agencies to request further information or clarification on job matching and/or benefits levels.
- Prepared and sent a job matching review spreadsheet with rationale for job matches to the City for review and feedback on June 22, 2021. CPS HR addressed feedback regarding the job matches and made a few minor revisions to some of the job matches.
- CPS HR provided a draft report to the City on August 13, 2021. The CPS HR project team met with the City's HR & Risk Management Manager on August 23, 2021 to explain the draft report and to obtain additional information and criteria needed on missing salary grades.
- CPS HR made minor revisions to the draft report to address a few missing salary grades on the current salary schedule(s) and provided a revised draft report to the City on August 30, 2021.
- CPS HR provided a final report to the City on December 8, 2021. CPS HR made minor revisions to the final report to address City feedback and provided the City with a revised final report on April 14, 2022.

III. Compensation Study Parameters

The first step in conducting a total compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the labor market position
- Labor market agencies (comparable agencies)
- Survey classifications (benchmark classifications)
- Survey scope

Labor Market Position

CPS HR provides a labor market data analysis based on the median of the market. The labor market median, which is described as the "middle" of the market, is the data point at which half of the complete range of data (excluding the City's data) is higher, and half of the complete range of data (excluding the City's data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high

and low payers in the market. There are three labor market positions: Lead the market, meet the market, and lag the market. Leading the market is aligning your pay parameters and positions your pay parameters higher than the market (i.e., 60th percentile or 70th percentile); Lagging the market would be positioning your pay parameters below the market (i.e., 40th percentile); Meeting the market is positioning your pay parameters at the median of the market.

Labor Market Agencies

The agencies surveyed comprise the (14) labor market agencies for all benchmark classifications surveyed; the final labor market agencies are listed below. The City selected the labor market agencies list which were the same as in the previous studies. CPS HR's whole job analysis methodology is described below and outlines all allocation factors considered when job matching.

The determination of an appropriate labor market involves the application of the selection criteria outlined below.

- **Agency size** – In general, agencies that employ similar numbers of employees may have similar economic demographics. Since it is rare to find cities with the same size, the goal is to provide a balanced mix of larger and smaller cities, thereby minimizing the “skewing” effect when either of these are used exclusively.
- **Geographic proximity** – When considering a labor market, it is important to consider the geographic proximity of potential agencies since they may be competitors in the recruitment market. Suppose there are not enough agencies within the local market with which to conduct a study. In that case, the geographic area may be expanded to include agencies in other closer counties, which are similar in other aspects.
- **Industry** – In general, agencies that provide the same types of services are more likely to have similar types of job classifications and are to recruit from the same applicant pool.
- **Competing agencies** – Information regarding the agencies that the City frequently competes with for talent (i.e., has lost employees to or recruited employees from) is also valuable for selecting the labor market agencies.

Final (14) Labor Market Agencies

1. City of Arroyo Grande (San Luis Obispo County)
2. City of Buellton (Santa Barbara County)
3. City of Fillmore (Ventura County)
4. City of Goleta (Santa Barbara County)
5. City of Grover Beach (San Luis Obispo County)
6. City of Marina (Monterrey County)
7. City of Morro Bay (San Luis Obispo County)
8. City of Ojai* (Ventura County)
9. City of Pacific Grove (Monterrey County)
10. City of Pismo Beach (San Luis Obispo County)
11. City of Port Hueneme (Ventura County)
12. City of Santa Paula (Ventura County)
13. City of Solana Beach (San Diego County)

14. City of Solvang (Santa Barbara County)

**CPS HR made several attempts to obtain data from the City of Ojai. Due to limited staff, the City was not able to complete the online salary survey or provide documents needed for the study.*

Survey Benchmark Classifications

The (12) survey benchmark classifications for the study are presented below. Summary descriptions for all survey benchmark classifications were based on the current job descriptions provided by the City.

- 1.** Administrative Assistant-Community Development
- 2.** Aquatics Superintendent
- 3.** City Manager
- 4.** Civil Engineer
- 5.** Code Compliance Officer II
- 6.** Community Development Director
- 7.** Human Resources/Risk Manager
- 8.** Parks, Recreation and Public Facilities Director
- 9.** Principal Planner
- 10.** Public Works Supervisor
- 11.** Senior Financial Analyst
- 12.** Senior Parks & Facilities Maintenance Worker

Survey Data Collection Scope

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, knowledge, and skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification and level of classification, perform the duties of the City's classification. This is particularly relevant to non-supervisory, non-management classifications where multi-level classifications within the series are matched from the other agencies. In addition, budgets or other fiscal tools facilitating series progression through multiple levels may provide greater flexibility in using the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR's best practice is that benchmark positions must have a minimum of three (3) classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data, including:

- Differences in the delivery of services
- Differences in the span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

Internal Equity Considerations – Insufficient Number of Comparable Classifications

Because a compensation plan is developed through the analysis of external market data and internal relationships, the absence of sufficient labor market data for a particular classification does not mean that no salary recommendation can be developed since many salary recommendations are based upon internal equity with other classes.

Labor Market Benefits, Compensation Practices Collected

CPS HR collected numerous benefits and compensation practices and base salary to complete the total compensation evaluation of the City in the labor market. When measuring the market, the goal is to identify an agency's competitive position in the labor market to attract and retain talent, in addition to promoting internal equity. This is done by measuring those benefits and/or perquisites that new employees would receive upon their date of hire. Reported benefits are those which all employees in an employee group would qualify for. The benefit data and compensation practices collected for the study are presented in Table 1 below. This is not an inclusive list of all data collected.

Table 1: Benefits and Compensation Practices Categories Collected

Component Categories	Description	Included in Total Compensation Calculations
Basic Welfare Benefits	An employer provides plans to protect an employee and/or an employee's family from loss of income in the event of injury or death, commonly life insurance and/or long-term disability plans.	Not included
Defined Contribution (DC) Plans	A type of retirement plan in which the employee and/or employer make contributions regularly (i.e., 457 and 401 plans). **Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in total compensation calculations.	Discretionary

Component Categories	Description	Included in Total Compensation Calculations
Employee Group Representation	Lists the Employee Groups' organizational name and local if represented by a union or association or other documentation that provides conditions for unrepresented employment, i.e., Salary Resolution, Employee Agreement, or other documentation.	Not included
Employee Health Contributions	The value of the employee's monthly contribution for health benefits, which includes medical, dental, and vision benefits based on criteria defined for the Client Benchmark Plan.	Included
Employer Health Contributions	The value of the employer's monthly contribution for health benefits, including medical, dental, and vision benefits, based on a family coverage (employee + 2 or more dependents), is used to calculate total compensation. Includes Flex Credits.	Included
Employer Retirement Contribution	Employer's contribution for defined benefit retirement plans based on a percentage of payroll as defined by plan's actuarial report.	Included
Federal Insurance Contributions Act (FICA)	Refers to the Federal Insurance Contributions Act (FICA), a United States federal payroll contribution of employees and employers to fund Social Security and Medicare. State and local government employees may be covered for social security and Medicare either by mandatory coverage or under a Section 218 Agreement between the state and the Social Security Administration. Under some circumstances, an employee may be excluded from social security or Medicare (uncommon practice).	Included
General Salary Adjustment	The general adjustment that applies to the entire salary structure (i.e., salary scale) applies to all employees at and below the maximum of the salary range of their position and is not contingent on performance or service in a position.	Not included
Health Opt-Out/In-Lieu Subsidy	Employees with alternate group health insurance are eligible to receive a subsidy in lieu of benefits based on meeting the agency's eligibility requirements.	Included
Paid Leave	Paid leave practices that an agency may provide to eligible employees. Reporting can include annual, vacation and sick leave, holidays, floating holidays, bereavement leave, management leave.	Not included
Paid Leave Cash-out/Conversion	Leave accrual cash-out/buy-out practices to allow employees to receive payment in lieu of time off for accrued leave credits. Requirements may have a maximum allowable number of credited leave hours to be paid out, may require a minimum leave accrual to be maintained after payout or other eligibility and/or requirements. Does not include separation payouts.	Included

Component Categories	Description	Included in Total Compensation Calculations
Other Compensation	Additional compensation may include allowances or financial incentives paid in equal increments with the normal payroll process.	Not included
Post-Employment Benefits (OPEB) at Retirement	Post-retirement benefits provided to eligible retirees.	Included
Retiree Health Savings Plan (RHS)	Retiree Health Savings (RHS) savings plans to allow contributions to be put aside for post-retirement health care expenses.	Not Included
Salary Structure	Identifies the pay structure, Steps or Range, used by the agency to determine wages, rates, and salary schedules.	Not included

IV. Survey Results

Compensation Results

The City's overall position within the labor market, and the averages for each classification, are presented in base salary and total compensation datasheets reflected in Appendix A. The summary of the results included in Appendix A, B, and C is described below.

- [Appendix A](#) presents all study benchmark classifications, applicable employer benefit contributions & premium pay with total compensation results.
- [Appendix B](#) presents the collected benefit information for all employee groups. An analysis of these benefits is presented in Section V.
- [Appendix C](#) presents the salary range recommendations made based on base salary not including benefits.
- [Appendix D](#) presents the management salary schedule including missing/new salary grades as calculated by CPS HR Consulting.

Benchmark Comparable Classification Requirement

A majority of the (12) benchmark classifications met the CPS HR requirement of a minimum of (3) comparable matching classifications, except for (3) benchmarks (Administrative Assistant-Community Development, Code Compliance Officer II and Aquatics Superintendent) that had insufficient matches and are listed as (ISD). CPS HR did find that some agencies had classifications that performed similar duties but ultimately were not considered to be a close enough match in this study. Please refer to the footnotes in Appendix A in the individual benchmark datasheets on pages 23, 24 and 27 in this report that describes the possible classification matches and the CPS HR rationale as to why they were ultimately not considered a job match. The benchmarks that did not have at least (3) matching classifications should be placed within the pay structure based on the internal relationship between similar agency jobs.

Labor Market Response

CPS HR was able to obtain data from (13) labor market agencies. CPS HR made several attempts to obtain data from the City of Ojai. Due to limited staff, the City was not able to complete the online salary survey or provide documents needed for the study.

Labor Market Position by Classification

This section provides a summary of the City's position within the labor market by classification. Table 2 illustrates the following information for each classification.

- The City's classification title
- Number of comparable classifications
- The City's control points of monthly salary (minimum, midpoint, maximum) for the survey classifications
- The labor market median and mean of the control points which is calculated using the same control point for each of the comparable classes; that range of data is then computed to provide the median or mean amount. The City's salary is not included in the median and mean calculation.
- The percentage of the City's control points are above or below the median and mean of the labor market; these numbers indicate what percentage of the City's salary is required to move it up or down to the market median or mean.
- The job classifications that returned insufficient comparable classifications to compute base salary and total compensation market results are presented in Table 3 for reference.

Reporting Definitions

The term "No Comparable Class" (NCC) is used if CPS HR did not find a comparable classification to a specific benchmark classification within an agency.

After numerous attempts, the term "Data Not Available" (DNA) is used when CPS HR could not obtain the required data from an agency.

The term "Years of Experience" (YOE) refers to the number of actual years of experience directly related to the job, including experience acquired outside of the current employer.

The term Years of Service (YOS) refers to the number of years of service an employee must have to be eligible for a benefit; YOS is based on each agency's personnel rules and regulations and bargaining agreements.

The term Final Average Compensation (FAC) is used in the retirement formula to determine an employee's retirement compensation for a defined benefit plan.

Table 2: City's Percent (%) Above/Below Labor Market Medians by Classification

Classification Title	# Of Matches	Carpinteria Base Salary Minimum	Carpinteria Base Salary Midpoint	Carpinteria Base Salary Maximum	Labor Market Base Salary Minimum	Labor Market Base Salary Midpoint	Labor Market Base Salary Maximum	Market Variance from Min	Market Variance from Mid	Market Variance from Max	Carpinteria Total Comp	Market Total Comp	Market Variance from Total Comp
City Manager	13	\$14,438.60	\$14,438.60	\$14,438.60	\$15,829.00	\$15,829.00	\$16,585.00	9.63%	9.63%	14.87%	0.00%	4.78%	\$20,448.04
Civil Engineer	8	\$6,583.09	\$7,821.98	\$9,060.87	\$8,501.41	\$9,417.46	\$10,465.34	29.14%	20.40%	15.50%	37.64%	23.10%	\$12,633.42
Community Development Director	11	\$8,970.67	\$10,652.64	\$12,334.60	\$10,279.00	\$11,722.50	\$12,865.00	14.58%	10.04%	4.30%	37.50%	25.16%	\$16,302.62
Human Resources/Risk Manager	7	\$6,583.09	\$7,821.98	\$9,060.87	\$8,017.00	\$9,152.87	\$10,247.00	21.78%	17.01%	13.09%	37.64%	27.82%	\$12,633.42
Parks, Recreation and Public Facilities Director	7	\$8,970.67	\$10,652.64	\$12,334.60	\$7,800.00	\$9,002.07	\$10,204.13	-13.05%	-15.49%	-17.27%	37.50%	30.82%	\$15,745.94
Principal Planner	8	\$6,583.09	\$7,821.98	\$9,060.87	\$7,203.64	\$8,475.57	\$9,454.47	9.43%	8.36%	4.34%	37.64%	31.25%	\$12,633.42
Public Works Supervisor	9	\$5,161.91	\$6,129.84	\$7,097.77	\$5,704.40	\$6,415.94	\$7,127.47	10.51%	4.67%	0.42%	37.50%	24.95%	\$10,433.18
Senior Financial Analyst	6	\$5,964.51	\$7,082.83	\$8,201.15	\$6,219.50	\$6,964.07	\$7,671.94	4.28%	-1.68%	-6.45%	37.50%	23.35%	\$11,669.85
Senior Parks and Facilities Maintenance Worker	12	\$4,337.42	\$4,804.79	\$5,272.16	\$4,607.51	\$5,104.02	\$5,600.53	6.23%	6.23%	6.23%	21.55%	21.55%	\$8,387.04

Table 3: City's Percent (%) Above/Below Labor Market Medians by Classification – Classifications with Insufficient Matches

Classification Title	# Of Matches	Carpinteria Base Salary Minimum	Carpinteria Base Salary Midpoint	Carpinteria Base Salary Maximum	Labor Market Base Salary Minimum	Labor Market Base Salary Midpoint	Labor Market Base Salary Maximum	Market Variance from Min	Market Variance from Mid	Market Variance from Max	Carpinteria Total Comp	Market Total Comp	Market Variance from Total Comp
Administrative Assistant-Community Development	2	\$4,528.41	\$5,016.37	\$5,504.32	\$3,987.57	\$4,356.42	\$4,725.27	11.94%	-13.16%	-14.15%	21.55%	18.50%	\$8,647.24
Aquatics Superintendent	0	\$4,846.67	\$5,755.40	\$6,664.12	N/A	N/A	N/A				37.50%		\$9,947.15
Code Compliance Officer II	0	\$3,896.43	\$4,627.05	\$5,357.66	N/A	N/A	N/A				37.50%		\$8,482.87

* A positive (+) number represents the City's salaries and/or benefits are below the labor market and need the indicated percentage to reach the labor market, at the City's salaries and/or benefits are below the labor market and need the indicated percentage to reach the labor market. The negative (-) number means the City is above the labor market median.

Labor Market Position Agency Wide

CPS HR has analyzed the base compensation survey results. The data included in this report reflects that the City's job classifications, when compared to the relevant labor market, are a mix of at, above or below the labor market when comparing base salary and total compensation categories. The percentage in the labor market varies based on whether the reference is the market mean (average) or market median (mid-point).

The market median tends to be a more stable representation of trends in the market since it eliminates high and low payers, which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market monthly minimum and maximum median for compensation considerations. The City's current base compensation structure should be aligned with the goal to recruit, develop, reward, and retain employees.

- The City is below the labor market median, or 50% percentile, based on the monthly minimum and monthly maximum salary for (7) benchmark classifications.
- The City is above the labor market median, based on both the monthly minimum and monthly maximum salary for (1) benchmark classification (Parks Recreation and Public Facilities Director).
- The City is above the labor market median based on the monthly midpoint and maximum salary for (2) benchmark classifications (Senior Financial Analyst and Administrative Assistant-Community Development). Both of these benchmark classifications were found to be below the labor market based on the minimum monthly salary.

V. Summary of Benefit Tables

In addition to the base salary and total compensation data presented in the datasheets provided within Appendix A, CPS HR presents additional benefit information for all surveyed classifications displayed in table format in Appendix B. A summary of each table is provided below:

■ Table B-1: Employee Group Representation

Table B-1 reports data related to the representation of employee group and number of positions/full-time equivalents (FTE).

Employee Groups: Employee Groups can be unrepresented or represented. Represented groups are exclusively represented by a union or employee organization. Employee groups that a classification(s) is assigned to are used for reporting benefit and other compensation data throughout the report.

Positions/FTE: Number of positions or FTE reported by the agency or in each agencies' budget document, position allocations, or other documentation.

The data is collected for reporting purposes only and is not included in total compensation calculations.

- All (13) agencies have matched general/miscellaneous classifications represented by a collective bargaining union; (2) agencies have supervisory and/or mid-management classifications represented by a collective bargaining union. It is important to note, that some of the labor market agencies are much larger than the City of Carpinteria which can affect the overall survey results. **Carpinteria has general/miscellaneous benchmark classifications represented by a collective bargaining union.*
- All labor market agencies' management, executive management, and three (3) mid-management groups are unrepresented; (9) agencies unrepresented matched classifications' benefits and compensation being documented by resolution; (1) agency department heads have employee agreements. **Carpinteria's unrepresented employee groups' benefits and compensation are based on conditions of employment.*
- All labor market agencies' city managers' benefits and compensation are based on employee agreements. **Carpinteria's city manager also has an employee agreement in place.*
- The median number of positions/FTE for all labor market agencies is 86.20 with an average of 79.35; **Carpinteria reported (39) positions/FTE, which is 40.35 less than the average of the labor market agencies.*

■ Table B-2: Salary Structure and Compensation Adjustments

Table B-2 reports data related to salary structure and general compensation adjustments.

Salary Structure: Identifies the pay structure, steps, range, flat rates, etc., used by an agency to determine wages, rates, and salary structure. Reporting is based on classification groups and not labor market agencies. Therefore, one agency can be included in multiple types of salary structures.

Salary Schedule Effective Date: Reports the effective date of the salary schedule provided by the labor market agency and used to report compensation for the salary survey.

General Salary Adjustments: General salary adjustments that apply to the entire salary structure (i.e., salary scale) are applicable to all employees at and below the maximum of the salary range of their position and are not contingent on performance or service in a position.

The data is collected for reporting purposes only and is not included in total compensation calculations.

- Compensation for (5) agencies structure is based on steps for all classifications ranging from 5 to 15 steps. **None of Carpinteria's employee groups have a step salary structure.*
- Four (4) agencies' management, executive management, and general units' compensation structure are based on a salary range. **All of Carpinteria's unrepresented employee compensation structure is based on salary ranges.*
- Nine (9) agency city managers' compensation is based on a flat rate structure; four (4) agency city managers' compensation is based on a salary range. **Carpinteria's City Manager compensation is based on a range.*
- Seven (7) agencies reported for fiscal year 20/21 increased general salary adjustments for 15 employee groups with an average adjustment of 2.3% and a median of 2.0%; six (6) agencies did not provide a general salary adjustment in fiscal year 20/21 for any employee groups; two (2) agencies reported reductions in compensation of -2.60% and -10.0%. **Carpinteria reported no general compensation adjustment for any employee groups.*

■ Table B-3: Retirement Contribution Practices and FICA Participation

Table B-3 reports data pertaining to the retirement plan's administrator, employer's Normal Cost blended contribution rate, active members in a plan, and each agency's participation in Social Security; it is presumed that all agencies participate in Medicare.

Contribution Rates: The contributions are based on a percentage of payroll. Defined benefit plans contribution represents the annual cost of service accrual for the fiscal year for active employees as reported in the defined benefit plan's actuarial valuation document. Contributions to a defined contribution plan are based on approved plan documents.

Social Security: When an agency participates in Social Security, the contribution rate is 6.20% of taxable compensation.

The employer retirement contribution rate, Social Security, and if applicable, Medicare contribution of 1.45% are included in total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- All labor market agencies and Carpinteria's retirement plans are administered by CalPERS.
- Employer Contribution Rates: The labor market agencies' average contribution rate was 10.3%, with a median of 10.23%. **Carpinteria's employer contribution rate was 10.63%, which is 0.33% above the labor market average and 0.40% above the median.*
- Social Security: (6) agencies contribute to social security benefits. **Carpinteria does not contribute to social security benefits.*

■ Table B-4: Defined Contribution Plans

Table B-4 reports data pertaining to deferred contribution plans that can provide a non-matching or matching contribution, though this is a voluntary employee benefit in many cases.

Defined contribution plans such as 457(b), 401(k), or 401(a) allow for a portion of an employee's income or employer contribution to be paid out at a later date after which the income is earned, allowing for a deferral of taxes. The amount(s), if any, that the agency contributes to an employee's deferred compensation plan are reported.

The data is collected for reporting and is included in total compensation calculations if the employer makes a non-matching contribution; no employee contribution is required, or the employee is mandated to contribute to be eligible for plan participation. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- Twelve (12) agencies provide a 457(b) plan and (1) agency provides a 401(a); (10) agencies provide a non-matching contribution to at least one employee group ranging from \$50/month to 6% of base salary per month, with (2) city managers receiving more than \$2,000/month; (3) agencies provide a matching contribution to at least (1) employee group ranging from \$50/month to \$1,500/year. **Carpinteria provides a 457(b) plan which provides a non-matching contribution to the city manager of 5% plus \$91.67/month; no matching contributions are provided to any other employee groups.*

■ Table: B-5: Health Plans Monthly Contributions

Table B-5 reports data related to health benefits which include medical, dental, and vision plans offered to employees and their eligible dependents (family coverage). Average and median calculations are based on all employee groups within all reporting labor market agencies. The benchmark plan used to determine each agency's employer and employee health contributions were based on the highest HMO plan or highest premium plan if HMO plan is not an option; dental & vision the highest premium plan was reported.

Total Monthly Health Contribution: The value of the employer's and employee's monthly contributions to health benefit premiums and/or, if applicable, employer's contributions in the form of Flexi credits and/or HSA.

Flex Credit: A "flex credit" is an employer contribution to a health plan cost. The employee then allocates to benefits that may subsidize basic health benefits and include life insurance, disability plans, and other voluntary or supplemental health benefits. Flex Credits are included in the total monthly employer health contribution.

Health Savings Accounts (HSA) HSA plans are tax-deductible savings plans that allow contributions to put aside pre-tax dollars for future health care expenses. An HSA may also be used in conjunction with a high-deductible health insurance policy that allows users to save money tax-free against future medical expenses, i.e., deductibles and co-pays.

Total Monthly Health Contribution: The value of the employer's and employee's monthly contributions for health benefits, which include medical, dental, and vision, and, if applicable Flexi credits and HSA are collected.

The data is collected for reporting, and the total monthly employer health contribution is included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- The average employer's total contribution for all agencies for all employee groups is \$1,152.21, with a median of \$1,624.15. **Carpinteria's employer total contribution for all employee classifications is \$2,381.61, which is \$869.40 above the average and \$757.46 above the median.*
- The average employee's total contribution for all classifications for all employee groups is \$1,042.12, with a median of \$981.30. **Carpinteria's total employee contribution is \$61.36, which is \$980.76 below the average and \$919.94 below the median.*
- No labor market agencies or Carpinteria provide an HSA plan.

■ Table B-6: Waived/Opt-Out Health Benefit Stipend

Table B-6 reports if a stipend is provided when an employee waives/opts out of health benefits, based on meeting the agency's eligibility requirements.

The data are collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency

- Eleven (11) agencies reported providing a stipend; the reported stipends ranged from \$250 to \$1,214 monthly. **Carpinteria does provide a stipend for opting out of health insurance benefits depending on coverage being waived and other criteria.*

■ Table B-7: Basic Life Insurance and Long-Term Disability Insurance

Table B-7 reports data pertaining to basic life insurance benefits and long-term disability coverage that an agency provides to its employees.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency

- Basic Life Insurance: All labor market agencies provide basic life insurance to all employee groups except one (1) agency that provides the benefit to only the city manager. The basic benefit ranges from \$20,000 to \$350,00; **Carpinteria provides \$50,000 to \$250,000 depending on employee group.*
- Basic Long-Term Disability: (10) agencies provide to at least one employee group basic benefits ranging from 60% to 66.67% of base compensation, with a maximum limit of up to \$5,000 to \$10,00. **Carpinteria provides a basic benefit of 66.67% base compensation to a maximum of \$6,000 to unrepresented employee groups.*

■ Table B-8: Post Retirement Benefits (PRB)

Table B-8 reports data pertaining to benefits provided by the employer that continue to eligible retirees.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- Eleven (11) agencies provide post-retirement health insurance subsidy based on the minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) to at least (1) employee group; (2) agencies provide a subsidy ranging from \$75 to \$376.79/month; (1) agency provides up to \$800/month subsidy for employee and spouse until death; (2) agencies provide to represented employee groups a retirement health care trust where employees can defer compensation and or leave annual buy out to pre-fund future retiree health care costs; (1) agency

contributes to a retirement health savings plan if eligible retirees may receive based on service \$100-\$225/month **Carpinteria provides a subsidy to all employee groups based on the minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA); \$10,000 of life insurance benefit with 20 YOS.*

■ Table B-9: Leisure Leave & Sick Paid Leave Accruals

Table B-9 reports paid time off from work for leisure activities and time away for illness and/or injuries.

Leisure Leave: Vacation leave is the most common leave, with annual leave combining leisure leave, sick leave, and/or other leaves. Accrual rates are based on years of service and are normally taken in blocks of days or weeks by an employee. Annual accrual credits and maximum annual carryover credits for the minimum and maximum years of service are reported.

Sick Leave: Paid leave for time off for sick leave offered to employees to compensate for time away from work for an employee or eligible family member related to illness or injury. Accrual rates are annual, not based on years of service, and are normally taken in hours or days.

This data is collected for reporting only and not included in total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency. Accruals are reported in days. When necessary, paid leave reported time increments are converted to paid leave days based on 8 hours per day.

- Eleven (11) reporting agencies provide vacation and sick leave to at least (1) employee group; (5) agencies provide annual leave to at least one (1) employee group.
- The average annual leisure and sick leave accrual for the first year of service are 23.16 days (about 3 and a half weeks) per year, with a median of 22 days (about 3 weeks) per year. **Carpinteria has an average of 24.2 days (about 3 and a half weeks) per year for all employee groups, which is 1.04 above the labor market average and 2.20 above the median.*
- The average annual leisure and sick leave accrual for the maximum annual accrual, based on years of service, is 31.39 days (about 1 month) per year with a median of 32 days (about 1 month). **Carpinteria has an average annual leave accrual of 33 days (about 1 month) per year for all employee groups, which is 1.61 days above the labor market average and 1.0 above the median.*

■ Table B-10 Other Paid Leaves

Table B-10 reports other listed paid leave accruals that employee groups may or may not be eligible for. Accruals are reported in days. When necessary, paid leave reported time increments are converted to paid leave days based on 8 hours per day.

Holidays: Holidays are days off from work on days of special religious, cultural, social, or patriotic significance in which work, and business ordinarily cease.

Floating Holidays: Floating Holidays or Personal leave accruals is a general-purpose leave benefit, used for reasons important to the individual employee, but not otherwise provided by other forms of leave; can be referred to as Personal Leave.

Management Leave: Leave awarded to employees who are FLSA exempt from recognizing additional time worked to perform job duties.

Total Holidays & Management Leave: The total leave accruals for holidays, floating holidays, and management leave.

Bereavement Leave: Time-off from work, paid or unpaid, due to the death of an eligible individual, usually a close relative. Supplemental bereavement leave due to travel or other extenuating circumstances may be provided by an agency.

This data is collected for reporting only and not included in total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- Holidays: All agencies' average number of holidays is 11.71 days (about 1 week 4 and a half days), with a median of 11.75 days (about 1 week 5 days). **Carpinteria provides (12) days which is 0.29 days above the average and 0.25 days above the median.*
- Floating Holidays: (10) agencies provide floating holidays with an average of (2) days per year and a median of (2) days. **Carpinteria does not provide floating holidays.*
- Management Leave: (11) agencies provide management leave, to at least one employee group, with an average of 10.04 days (about 1 and a half weeks) and a median of (10) days. **Carpinteria's management leave is discretionary.*
- Bereavement Leave: All agencies provide bereavement leave averaging 3.85 days per instance and a median of (3) days; (4) agencies provide supplemental bereavement leave averaging (2) days with a median of (2) days. **Carpinteria provides up to (3) days of paid bereavement leave which is 0.85 days below the average and equal to the median; Carpinteria does not provide supplemental leave.*

■ Table B-11: Paid Leave Cash Out/Conversion Practices

Table B-13 reports practices that allow employees to receive payment instead of taking time off work by being “paid in place/lieu of time off” or may convert one leave type for another. Requirements may have a maximum allowable number of hours to be paid out, require a minimum leave accrual to be maintained after payout or other eligibility and/or requirements.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- All (13) agencies provide this benefit type for at least one type of leisure or sick leaves for at least one employee group. **Carpinteria provides cash out of up to (80) hours, with (40) hours balance in leave bank, of unused annual leave at the beginning of the fiscal year. Funds may be directed to different options.*

■ Table B-12: Other Benefits

Table B-12 reports other benefits that the City provides to employees that are not common to determine if other agencies provide a similar benefit.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- One (1) agency provides a 50% discount for most recreation programs through their park and recreation department. **Carpinteria provides discounts for park and recreation programs of 50% and 75% based on the program for all employees; the city manager receives an annual physical examination.*

■ Table B-13: Other Compensation - Longevity Incentives

Table B-13 reports a monetary payment or other incentives to an employee based on seniority or length of service.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- Nine (9) agencies do not provide a longevity incentive; (4) agencies provide longevity pay incentives ranging from \$50 to \$250 as monthly payments with one agency providing a one-time payment of \$250; (2) agencies provide 2% to 5% increase in compensation at (5) and (10) years of service. **Carpinteria provides longevity pay incentives of a 5% increase in compensation at (5) years of service and at (25) & (30) years of service (2) & (3) days of paid time off.*

■ Table B-14: Other Compensation - Allowances

Table B-14 reports allowances as an amount of money given or usually allotted for a specific purpose without accounting for its use.

The data is collected for reporting and included in the total compensation calculations. Data is reported when at least (1) employee group and/or classification is eligible within an agency.

- All agencies reported some type of allowances to at least one employee group. The allowances included vehicles, cell phones, technology, housing, and business expenses. **Carpinteria provides to all employees a wellness/fitness allowance and the city manager a vehicle, cell phone and flexible spending allowances.*

■ Table B-15: Other Compensation - Differentials

Table B-15 reports pay differentials are additional compensation to entice employees to work alternate shifts and perform additional duties/skills not required by assigned classification.

Out of Class Assignment: A pay differential is provided when an employee is assigned to perform duties not consistent with the employee's appointment classification.

Call-back Pay: A pay differential is provided when an employee responds to a call outside of their normal working hours from the employer to perform extra work that was unanticipated by the employer.

Standby Pay: A pay differential provided for employees required to be immediately available for duty.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- All agencies reported differentials at least one differential category. **Carpinteria reported all (3) listed differential categories.*

■ Table B-16: Other Compensation –Incentives

Table B-164 reports pay incentives, defined as additional compensation to entice employees to agree to work alternate shifts and perform additional duties/skills not required by assigned classification.

Incentive Programs: Incentive compensation is awarded for results rather than for time worked. Incentive pay is used to incentivize employees to achieve outstanding performance, a milestone in education or certification, or gain skills above the level required to classify the position or personnel improvement.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- Nine (9) agencies reported incentive programs for education, performance, leave management, and fitness. **Carpinteria reported a performance incentive that unrepresented employees are eligible for.*

■ Table B-16: Other Compensation - Reimbursements

Table B-16 reports reimbursements which are the act of reimbursing an employee for an out-of-pocket approved expense by giving them an amount of money based on an agency's general reimbursement policy.

The data is collected for reporting only and not included in the total compensation calculations. Data is reported and included when at least one employee group and/or classification is eligible within an agency.

- All agencies reported providing education reimbursement for higher learning, fitness, licenses/certifications, professional development dues and membership, cell phones, and general expenses. **Carpinteria reported reimbursement for tuition/education, training, reimbursable expenses, and cell phone.*

VI. Recommendations

This report provides detailed information concerning the scope of the project, the methodology used to complete the total compensation calculations, and the results of the study that show where the City is positioned in comparison to the labor market. The City should consider its competitive position in the labor market and the ability to recruit, retain, and reward employees now and in the future. CPS HR has provided the salary and pay equity recommendations for the benchmark classifications in Appendix C based on the labor market median (monthly minimum & monthly maximum).

For benchmark classifications in the survey that fell within 5% above or 5% below market, CPS HR did not recommend any changes to salaries. Generally, the variance within 5% above or 5% below the labor market for base salary is viewed as aligned with the relevant labor market when market volatility and standard deviation are taken into consideration.

It is important to note that on the Management Salary Schedule, CPS HR identified some missing salary ranges (M13, M18), and there was no salary range higher than range M19. CPS HR recommends adding a few more salary ranges above M19 to accommodate the salary range recommendations in this report. CPS HR also found some missing salary ranges on the SEIU Salary Schedule (103, 104, 105, 106, 107), and this was also the case on the Miscellaneous Employee Salary Schedule.

CPS HR has also identified misalignments and proposed grade changes to maintain the proper internal relationships between classification levels. Internal equity is factored into a pay grade recommendation. Part of the process for determining salary range assignments for positions is to ensure appropriate range separation between levels of positions (e.g., the number of salary ranges between different positions).

VII. Next Steps

This report provides detailed information concerning the project's scope, the methodology used to complete the total compensation study, and the study results, which show where the City is positioned compared to the labor market. We suggest that this program be continued and maintained regularly.

CPS HR suggests that the City review the overall classification structure, individual position allocations and update classification specifications regularly at least every five (5) years. In addition, CPS HR recommends conducting a comprehensive salary survey every three (3) to five (5) years.

Should you require any further information or have questions and comments concerning this report, please do not hesitate to contact Suzanne Ansari-Project Manager at sansari@cpsshr.us

Appendix A: Classification Datasheets

City of Carpinteria Total Compensation Report

Client Benchmark: Administrative Assistant-Community Developm

Data represented as Monthly values

Data represented as Monthly values																		
Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution Cost	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses			
City of Carpinteria	Administrative Assistant-Community Development	\$4,528.41	\$5,016.37	\$5,504.32	21.55%			\$2,382.00	\$585.11			\$96.00	\$79.81	\$8,647.24	\$3,142.92			
City of Arroyo Grande	No Comparable Class																	
City of Buellton	No Comparable Class																	
City of Fillmore	No Comparable Class																	
City of Goleta	No Comparable Class																	
City of Grover Beach	No Comparable Class																	
City of Marina	No Comparable Class																	
City of Morro Bay	Administrative Technician	\$4,003.66	\$4,435.08	\$4,866.50	21.55%			\$1,640.00	\$507.58			\$70.56		\$7,084.64	\$2,218.14			
City of Pacific Grove	No Comparable Class																	
City of Pismo Beach	Administrative Assistant	\$3,771.30	\$4,177.67	\$4,584.04	21.55%	\$62.50		\$2,110.00	\$443.74			\$66.47	\$284.21	\$7,550.95	\$2,966.91			
City of Port Hueneme	No Comparable Class																	
City of Santa Paula	No Comparable Class																	
City of Solana Beach	No Comparable Class																	
City of Solvang	No Comparable Class																	
		Total Matches				2												
		Base Salary Medians (Min, Mid, Max)	\$3,887.48	\$4,306.38	\$4,725.27	21.55%												
		Base Salary Means (Min, Mid, Max)	\$3,887.48	\$4,306.38	\$4,725.27	21.55%												
		Percentage Needed to Reach LM Median*	-14.15%	-14.15%	-14.15%													
		Percentage Needed to Reach LM Mean*	At Market	At Market	At Market													
															Total Compensation Median	\$7,317.80	\$2,592.53	Total ER Benefit Exp. Median
															Total Compensation Mean	\$7,317.80	\$2,592.53	Total ER Benefit Exp. Mean
															Percentage Needed to Reach LM Median*	-15.37%	-17.51%	Percentage Needed to Reach LM Median*
															Percentage Needed to Reach LM Mean*	-15.37%	-17.51%	Percentage Needed to Reach LM Mean*

* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

Arroyo Grande - The job responsibilities are split across multiple classifications within this Agency. The closest match would be the Administrative Secretary (monthly min \$4,056/ monthly max \$4530) but this position is not specific to Community Development and doesn't perform the functions specific to that department. This Agency also has various technician positions that appear to perform some but not all the work so compared with the City of Carpinteria position.

Buellton - The job responsibilities are split across multiple classifications within this Agency. The bulk of comparable duties are performed by the Staff Assistant/Planning Technician (monthly min \$4,043/ monthly max \$4,514). At this Agency, this position is performing a higher level of planning support functions.

Goleta - This Agency does have an Administrative Assistant-PV position (monthly min \$4,746/ monthly max \$6,058) however, this position supports a different dept and the scope of work is at a higher level.

Goleta Continued - CPS HR identified that there are significant differences between this position and the City of Carpinteria position include dealing with licenses, permits, planning assistance, etc. and the minimum qualifications are significantly different (i.e. Goleta requires a bachelor's degree and 1 year of experience vs Carpinteria that requires 3 years of increasingly responsible administrative secretarial experience.)

Grover Beach - The job responsibilities are split across multiple classifications within this Agency. The position at the City of Carpinteria performs more specialized functions.

Marina - The job responsibilities are split across multiple classifications within this Agency. This Agency does have an Administrative Assistant II position (monthly min \$4,324.67/ monthly max \$5,257) however the scope of work is less so compared to Carpinteria's position. The minimum qualifications also differ. This Agency requires an associate degree plus two years (2) of experience comparable to that of an Administrative Assistant I.

Port Hueneme - The job responsibilities are split across multiple classifications (Community Development Assistant & Community Development technician) within this Agency.

Santa Paula - This Agency does have an Administrative Assistant (monthly min \$3,953/ monthly max \$3,844) however the comparable job responsibilities are split across multiple classifications within this Agency.

Solana Beach - The job responsibilities are split across multiple classifications. This agency does have an Administrative Assistant II class (monthly min \$3,419/ monthly max \$4,156) but it serves as the first working level class. The scope of work and complexity of assignments do not match the City of Carpinteria position.

All data represented as Monthly based on agreed upon effective date

Minimum represents the minimum of a pay range as reported by the surveyed agency

Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency

Maximum represents the maximum of a pay range as reported by the surveyed agency

Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration

Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time

EMENTS:

Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation

Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation

A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the

employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.

Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.

To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were

Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria
Total Compensation Report

CPS HR CONSULTING

Client Benchmark: Aquatics Superintendent

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Aquatics Superintendent	\$4,845.67	\$5,755.40	\$6,664.12	37.50%			\$2,382.00	\$708.40		\$96.00	\$96.63		\$9,947.15	\$3,283.03
City of Arroyo Grande	No Comparable Class														
City of Buellton	No Comparable Class														
City of Fillmore	No Comparable Class														
City of Goleta	No Comparable Class														
City of Grover Beach	No Comparable Class														
City of Marina	No Comparable Class														
City of Morro Bay	No Comparable Class														
City of Pacific Grove	No Comparable Class														
City of Pismo Beach	No Comparable Class														
City of Port Hueneme	No Comparable Class														
City of Santa Paula	No Comparable Class														
City of Solana Beach	No Comparable Class														
City of Solvang	No Comparable Class														

Total Matches	#NUM!	#NUM!	#NUM!	#NUM!
Base Salary Medians (Min, Mid, Max)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Base Salary Means (Min, Mid, Max)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Total Compensation Median	#NUM!	#NUM!	Total ER Benefit Exp. Median
Total Compensation Mean	#DIV/0!	#DIV/0!	Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	#NUM!	#NUM!	Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	#DIV/0!	#DIV/0!	Percentage Needed to Reach LM Mean*

* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM; negative number means client is above the LM

Pacific Grove: This Agency does have Recreation Coordinator (monthly min \$4,127/monthly max \$5,401) however, CPS HR identified that it has a different scope of work and minimum qualifications so compared with the Carpinteria position. At this agency, the position manager and coordinator the functions and staff of assigned recreation programs, recreation facilities, sports and aquatic programs. This Agency requires a BA degree vs. Carpinteria which requires an AA degree.

All data represented as Monthly based on agreed upon effective date

Minimum represents the minimum of a pay range as reported by the surveyed agency

Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency

Maximum represents the maximum of a pay range as reported by the surveyed agency

Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration

Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time

EMENTS:

Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation

Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation

A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the

employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.

Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.

To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were

Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: City Manager

Data represented as Monthly values

Labor/Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp. ER Non-Matching Contribution	Deferred Comp. ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	City Manager	\$14,438.60	\$14,438.60	\$14,438.60	0.00%	\$721.93	\$92.00	\$2,382.00	\$1,534.82		\$1,069.33	\$209.36		\$20,448.04	\$6,009.44
City of Arroyo Grande	City Manager	\$15,829.00	\$15,829.00	\$15,829.00	0.00%	\$183.33		\$1,783.00	\$1,638.30		\$470.00	\$229.52	\$737.80	\$20,870.95	\$5,041.95
City of Buellton	City Manager	\$14,583.00	\$14,583.00	\$14,583.00	0.00%	\$871.38		\$983.00	\$1,491.84		\$400.00	\$211.45		\$18,544.27	\$3,961.27
City of Fillmore	City Manager	\$16,165.00	\$16,165.00	\$16,165.00	0.00%	\$646.60		\$1,277.00	\$1,613.27		\$200.00	\$234.39	\$737.80	\$20,874.06	\$4,709.06
City of Goleta	City Manager	\$21,089.50	\$21,089.50	\$21,089.50	0.00%			\$1,275.00	\$2,068.88		\$830.00	\$305.80		\$25,569.18	\$4,479.68
City of Grover Beach	City Manager	\$13,586.00	\$15,463.00	\$17,340.00	27.63%	\$150.00		\$1,649.00	\$1,869.05	867.00	\$333.33	\$251.73	\$737.80	\$23,192.61	\$5,952.61
City of Marina	City Manager	\$19,796.00	\$19,796.00	\$19,796.00	0.00%			\$1,655.00	\$2,052.85		\$450.00	\$287.04		\$24,240.89	\$4,444.89
City of Morro Bay	City Manager	\$14,538.75	\$15,293.42	\$16,048.08	10.38%	\$625.00		\$1,640.00	\$1,673.81		\$500.00	\$232.70		\$20,719.59	\$4,671.51
City of Pacific Grove	City Manager	\$14,000.13	\$14,000.13	\$14,000.13	0.00%			\$1,700.00	\$1,320.21	420.00	\$646.00	\$203.00		\$18,289.35	\$4,289.22
City of Pismo Beach	City Manager	\$16,188.24	\$17,932.58	\$19,676.91	21.55%	\$2,166.67		\$2,110.00	\$1,904.72		\$375.00	\$285.32	\$737.80	\$27,256.42	\$7,579.51
City of Port Hueneme	City Manager	\$13,087.00	\$15,042.00	\$16,997.00	29.88%	\$509.91		\$1,300.00	\$2,007.35		\$300.00	\$246.46	\$737.80	\$22,098.51	\$5,101.51
City of Santa Paula	City Manager	\$16,585.00	\$16,585.00	\$16,585.00	0.00%	\$497.55		\$978.00	\$1,843.57		\$600.00	\$240.48		\$20,544.61	\$3,959.61
City of Solvang	City Manager	\$18,388.93	\$18,388.93	\$18,388.93	0.00%	\$2,041.67		\$1,358.00	\$1,803.96		\$450.00	\$246.66		\$24,309.19	\$5,920.26
City of Solvang	City Manager	\$14,582.00	\$14,582.00	\$14,582.00	0.00%	\$291.64		\$1,891.00	\$1,646.31		\$1,400.00	\$211.44	\$737.80	\$20,760.19	\$6,178.19
Total Matches				13											
Base Salary Medians (Min, Mid, Max)		\$15,829.00	\$15,829.00	\$16,585.00	0.00%									\$20,874.06	\$4,709.06
Base Salary Means (Min, Mid, Max)		\$16,032.20	\$16,519.20	\$17,006.20	6.88%									\$22,097.68	\$5,091.48
Percentage Needed to Reach LM Median*		9.63%	9.63%	14.97%										2.68%	-21.64%
Percentage Needed to Reach LM Mean*		11.04%	14.41%	17.78%										8.07%	-15.28%
Total Compensation Median														\$20,874.06	\$4,709.06
Total Compensation Mean														\$22,097.68	\$5,091.48
Percentage Needed to Reach LM Median*														2.68%	-21.64%
Percentage Needed to Reach LM Mean*														8.07%	-15.28%

* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM; negative number mean client is above the LM

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation. Employer Paid Member Contributions (DPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were used in calculating TC
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process; one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Civil Engineer

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp. ER Non-Matching Contribution	Deferred Comp. ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Civil Engineer	\$6,583.09	\$7,821.98	\$9,060.87	37.64%			\$2,382.00	\$963.17		\$96.00	\$131.38		\$12,633.42	\$3,572.55
City of Arroyo Grande	City Engineer	\$9,585.00	\$10,621.50	\$11,658.00	21.63%	\$50.00		\$1,783.00	\$1,206.60			\$169.04	\$722.80	\$15,589.44	\$3,931.44
City of Buellton	No Comparable Class														
City of Fillmore	No Comparable Class														
City of Goleta	Principal Civil Engineer	\$10,535.00	\$11,990.00	\$13,445.00	27.62%			\$1,275.00	\$1,318.95			\$194.95		\$16,233.91	\$2,788.91
City of Grover Beach	Senior Engineer	\$7,206.00	\$8,201.50	\$9,197.00	27.63%			\$1,649.00	\$988.68	\$59.86		\$133.36	\$570.21	\$12,998.10	\$3,801.10
City of Marina	Associate Civil Engineer	\$7,462.00	\$8,266.00	\$9,069.99	21.55%			\$1,621.00	\$940.56		\$25.00	\$131.51		\$11,788.06	\$2,718.07
City of Morro Bay	City Engineer	\$8,484.00	\$9,398.17	\$10,312.33	21.55%			\$1,640.00	\$1,075.38			\$149.53		\$13,177.43	\$2,865.10
City of Pacific Grove	No Comparable Class														
City of Pismo Beach	Senior Engineer	\$8,548.82	\$9,436.75	\$10,354.67	21.55%	\$750.00		\$2,110.00	\$1,002.33		\$75.00	\$150.14	\$641.99	\$15,084.13	\$4,729.46
City of Port Hueneme	Principal Engineer	\$9,576.67	\$11,013.60	\$12,450.53	30.01%	\$373.52		\$1,300.00	\$1,470.41			\$180.53	\$737.80	\$16,512.79	\$4,062.26
City of Santa Paula	No Comparable Class														
City of Solvang	Principal Civil Engineer	\$7,051.00	\$8,813.50	\$10,576.00	49.99%			\$1,358.00	\$1,087.51			\$153.35		\$13,124.86	\$2,548.86
	No Comparable Class														

Total Matches					
Base Salary Medians (Min, Mid, Max)	\$8,501.41	\$9,417.46	\$10,465.34	24.62%	
Base Salary Means (Min, Mid, Max)	\$8,552.31	\$9,717.63	\$10,882.94	27.69%	
Percentage Needed to Reach LM Median*	29.14%	20.40%	15.50%		
Percentage Needed to Reach LM Mean*	29.91%	24.23%	20.11%		

Total Compensation Median	\$14,130.78	\$3,333.10	Total ER Benefit Exp. Median
Total Compensation Mean	\$14,313.59	\$3,430.65	Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	11.85%	4.70%	Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	13.30%	-3.57%	Percentage Needed to Reach LM Mean*

* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM; negative number mean client is above the LM

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are

BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:

Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation.
Defined Contribution Plan	Employer Paid Member Contributions (DPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation.
Deferred Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Health Benefits:	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Other Compensation	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were used in calculating total compensation.
	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report

CPS HR CONSULTING

Client Benchmark: Code Compliance Officer II

Date represented as Monthly salary

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Code Compliance Officer II	\$3,836.43	\$4,627.05	\$5,357.66	37.50%			\$2,082.00	\$563.52			\$36.00	\$77.63	\$8,482.87	\$3,125.21
City of Arroyo Grande	No Comparable Class														
City of Buelton	No Comparable Class														
City of Fillmore	No Comparable Class														
City of Goleta	No Comparable Class														
City of Grover Beach	No Comparable Class														
City of Marina	No Comparable Class														
City of Morro Bay	No Comparable Class														
City of Pacific Grove	No Comparable Class														
City of Pismo Beach	No Comparable Class														
City of Port Hueneme	No Comparable Class														
City of Santa Paula	No Comparable Class														
City of Solana Beach	No Comparable Class														
City of Solvang	No Comparable Class														

Total Match			
Base Salary Median (Min, Mid, Max)	\$NUM!	\$NUM!	\$NUM!
Base Salary Mean (Min, Mid, Max)	\$DIV!0!	\$DIV!0!	\$DIV!0!
Percentage Needed to Reach LM Median*	\$NUM!	\$NUM!	\$NUM!
Percentage Needed to Reach LM Mean*	\$DIV!0!	\$DIV!0!	\$DIV!0!

Total Compensation Median	
Total Compensation Mean	\$DIV!0!
Percentage Needed to Reach LM Median*	\$NUM!
Percentage Needed to Reach LM Mean*	\$DIV!0!

Total ER Benefit Exp. Median	
Total ER Benefit Exp. Mean	\$DIV!0!
Percentage Needed to Reach LM Median*	\$NUM!
Percentage Needed to Reach LM Mean*	\$DIV!0!

*Positive number represents client's salary and/or benefits are below LM and need the indicated percentage to reach LM; negative number means client is above the LM

Arroyo Grande - The job responsibilities are split across multiple classifications within this Agency.

Goleta - This Agency does have a Code Compliance Officer (monthly min \$5,979/monthly max \$7,631) however, CPS HR identified that it has a different scope of work or compared with the Carpinteria position and does not perform animal care and control duties.

Goleta Continued - The minimum qualifications also differ (i.e. Goleta requires high school and three years of experience and the possession of a PO 132 certificate and completion of basic P.O.S.T., Code Compliance certification within one year of employment.)

Grover Beach - This Agency has a Code Compliance Officer (monthly min \$4,547/monthly max \$5,927) however after further review, CPS HR identified that it has a different scope of work or compared with the City of Carpinteria position and does not perform animal care and control duties. The minimum qualifications also differ.

Grover Beach Continued - This Agency requires completion of California Association of Code Enforcement Officers Basic course; Certification of California Penal Code 132 course or ability to obtain within one year of hire; Certified as a Property Maintenance Inspector by the International Code Council, or the ability to obtain certification within one year of hire; and Completion of California Association of Code Enforcement Officers Intermediate and Advanced courses.

Marina - The job responsibilities are split across multiple classifications. The closest comparable class at this Agency is a Community Services Officer (monthly min \$4,407/monthly max \$5,454) but the scope of work is much broader (i.e. crime scene investigation, law enforcement support duties, abandoned vehicle abatement, registration of fees, and narcotics offenders, and public relations.)

Pacific Grove - The job responsibilities are split across multiple classifications including the Community Services Officer and Parking Enforcement Officer within this Agency.

Pismo Beach - The job responsibilities are split across multiple classifications within this Agency including the Code Compliance Officer PT and Parking Enforcement Officer PT.

Port Hueneme - The job responsibilities are split across multiple classifications within this Agency. This Agency does have a Code Compliance Officer (monthly min \$5,963/monthly max \$6,588) however, CPS HR identified that it has a different scope of work or compared with the City of Carpinteria position and does not perform animal care and control duties.

Port Hueneme Continued - The minimum qualifications also differ. This Agency requires a high school diploma and one year of previous or present work in law enforcement or enforcement of code enforcement and a PO 132 Certification or the ability to obtain one within one year.

Santa Paula - The job responsibilities are split across multiple classifications within this Agency.

Solana Beach - This Agency does have a Code Compliance Officer (monthly min \$4,605/monthly max \$5,501) however, CPS HR identified that it has a different scope of work or compared with the Carpinteria position and does not perform animal care and control duties.

Solvang - The job responsibilities are split across multiple classifications within this Agency. This Agency does have a hybrid Code Compliance Officer/PW Inspector monthly min \$4,920/monthly max \$5,145) however, CPS HR identified that it has a different scope of work or compared with the Carpinteria position and does not perform animal care and control duties.

Solvang Continued - The PT Code Compliance Officer position is not allocated near listed on the salary schedule and also does not perform animal care and control duties.

All data represented as Monthly based on agreed upon effective date

Minimum represents the minimum of a pay range as reported by the surveyed agency

Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency

Maximum represents the maximum of a pay range as reported by the surveyed agency

Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration

Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time

EMENTS:

Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation

Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation

A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the

employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.

Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.

To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were

Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Community Development Director

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Community Development Director	\$8,970.67	\$10,652.64	\$12,334.60	37.50%			\$2,382.00	\$1,311.17		\$96.00	\$178.85		\$16,302.62	\$3,968.02
City of Arroyo Grande	Director of Community Development	\$10,590.00	\$11,722.50	\$12,865.00	21.60%	\$100.00		\$1,783.00	\$1,331.53		\$275.00	\$186.54	\$737.80	\$17,278.87	\$4,413.87
City of Buellton	Planning Director	\$8,430.00	\$9,336.50	\$10,247.00	21.55%	\$614.82		\$983.00	\$1,048.27			\$148.58		\$13,041.67	\$2,794.67
City of Fillmore	Planning and Community Development Director	\$9,774.66	\$11,254.66	\$12,734.76	30.28%			\$1,277.00	\$1,270.92			\$300.00	\$184.65	\$16,505.08	\$3,770.38
City of Goleta	No Comparable Class														
City of Grover Beach	Community Development Director	\$9,957.00	\$11,332.50	\$12,708.00	27.63%			\$1,649.00	\$1,366.11	635.40		\$184.27	\$737.80	\$17,280.58	\$4,572.58
City of Marina	Community Development Director	\$10,279.00	\$13,912.50	\$17,546.00	70.70%			\$1,655.00	\$1,819.52		\$50.00	\$254.42		\$21,324.94	\$3,778.94
City of Morro Bay	Community Development Director	\$10,398.75	\$11,519.25	\$12,639.75	21.55%	\$291.67		\$1,640.00	\$1,318.33		\$250.00	\$183.28		\$16,323.02	\$3,683.27
City of Pacific Grove	Community Development Director	\$10,948.00	\$12,107.84	\$13,866.67	34.00%			\$1,700.00	\$9.43	416.00		\$201.07		\$16,193.17	\$2,326.50
City of Pismo Beach	Community Development Director	\$11,743.28	\$13,008.66	\$14,274.03	21.55%	\$750.00		\$2,110.00	\$1,381.73		\$75.00	\$206.97	\$737.80	\$19,535.53	\$5,261.50
City of Port Hueneme	Community Development Director	\$10,535.20	\$12,115.14	\$13,695.07	29.99%	\$410.85		\$1,300.00	\$1,617.39		\$200.00	\$198.58	\$737.80	\$18,159.63	\$4,461.62
City of Santa Paula	Community and Economic Development Director	\$9,961.47	\$11,035.27	\$12,109.07	21.56%			\$978.00	\$1,200.01		\$350.00	\$175.58		\$14,812.66	\$2,703.51
City of Solana Beach	Community Development Director	\$9,926.00	\$12,904.00	\$15,882.00	60.00%			\$1,358.00	\$1,558.02		\$255.00	\$230.29		\$19,283.31	\$3,401.31
City of Solvang	No Comparable Class														

Total Matches				
Base Salary Medians (Min, Mid, Max)	\$10,279.00	\$11,722.50	\$12,865.00	27.63%
Base Salary Means (Min, Mid, Max)	\$10,175.76	\$11,840.94	\$13,506.12	32.77%
Percentage Needed to Reach LM Median*	14.38%	10.04%	4.30%	
Percentage Needed to Reach LM Mean*	13.43%	11.16%	9.50%	

Total Compensation Median		Total ER Benefit Exp. Median	
Total Compensation Median	\$17,278.87	Total ER Benefit Exp. Median	\$3,770.38
Total Compensation Mean	\$17,248.96	Total ER Benefit Exp. Mean	\$3,742.84
Percentage Needed to Reach LM Median*	5.99%	Percentage Needed to Reach LM Median*	-4.98%
Percentage Needed to Reach LM Mean*	5.80%	Percentage Needed to Reach LM Mean*	-5.67%

* Positive number represents client's salaries and/or benefits are below -M and need the indicated percentage to reach -M; negative number means client is above -M.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are

BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:

Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation.
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation. A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member 1 2 or more dependents) were used in calculating total compensation.
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Human Resources/Risk Manager

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non- Matching Contribution	Deferred Comp ER Non- Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Human Resources/Risk Manager	\$6,583.03	\$7,821.98	\$9,060.87	37.5%			\$2,362.00	\$963.17		\$96.00	\$131.38		\$12,633.42	\$3,572.55
City of Arroyo Grande	Human Resources Manager	\$7,677.00	\$9,505.00	\$9,333.00	21.57%	\$50.00		\$1,783.00	\$965.07			\$135.33	\$578.65	\$12,845.04	\$3,512.04
City of Buellton	City Clerk/Human Resources Director	\$8,430.00	\$9,335.50	\$10,247.00	21.55%	\$614.82		\$985.00	\$1,048.27					\$13,041.67	\$2,794.67
City of Fillmore	No Comparable Class														
City of Goleta	HR/Risk Manager	\$8,867.00	\$10,091.50	\$11,316.00	27.62%			\$1,275.00	\$1,110.10			\$164.08		\$13,865.18	\$2,549.18
City of Grover Beach	No Comparable Class														
City of Marina	No Comparable Class														
City of Morro Bay	City Clerk/HR Manager	\$8,383.58	\$9,284.96	\$10,190.33	21.55%			\$1,640.00	\$1,062.85			\$147.76		\$13,040.04	\$2,850.61
City of Pacific Grove	No Comparable Class														
City of Pismo Beach	No Comparable Class														
City of Port Hueneme	Human Resources Manager	\$7,857.78	\$9,152.87	\$10,348.00	30.0%	\$310.41		\$1,300.00	\$1,222.10		\$200.00	\$150.05	\$641.58	\$14,172.16	\$3,824.16
City of Santa Paula	Human Resources Manager	\$8,017.00	\$8,881.00	\$9,745.00	21.55%			\$978.00	\$965.73		\$350.00	\$141.30		\$12,180.03	\$2,435.03
City of Solana Beach	Human Resources Manager	\$7,051.00	\$8,813.50	\$10,576.00	49.99%			\$1,358.00	\$1,037.51			\$153.35		\$13,124.86	\$2,548.86
City of Solvang	No Comparable Class														
Total Matches			7												
Base Salary Medians (Min, Mid, Max)		\$8,017.00	\$8,152.87	\$10,247.00	21.57%									\$13,041.67	\$2,794.67
Base Salary Means (Min, Mid, Max)		\$8,054.76	\$8,152.76	\$10,250.76	27.70%									\$13,181.54	\$2,830.78
Percentage Needed to Reach LM Median*		21.78%	17.01%	13.09%										3.23%	-21.77%
Percentage Needed to Reach LM Mean*		22.36%	17.01%	13.13%										4.34%	-17.96%
Total Compensation Median														\$13,041.67	\$2,794.67
Total Compensation Mean														\$13,181.54	\$2,830.78
Percentage Needed to Reach LM Median*														3.23%	-21.77%
Percentage Needed to Reach LM Mean*														4.34%	-17.96%

* Positive number represents client's salaries and/or benefits are below -M and need the indicated percentage to reach -M, negative number means client is above the -M

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are

BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:

Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation.
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation. A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member 1 2 or more dependents) were used in calculating total
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria
Total Compensation Report

Client Benchmark: Parks, Recreation and Public Facilities Director

Data represented as Monthly salary

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution on Cost	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Parks, Recreation and Public Facilities Director	\$8,970.67	\$10,652.84	\$12,334.60	37.50%			\$2,382.00	\$754.49			\$96.00	\$178.85	\$15,745.94	\$3,411.34
City of Arroyo Grande	Director of Recreation Services	\$7,677.00	\$8,505.00	\$9,333.00	21.57%	\$100.00		\$1,783.00	\$965.37		\$200.00	\$135.33	\$578.65	\$13,095.34	\$3,762.94
City of Buellton	No Comparable Class														
City of Fillmore	Parks and Recreation Director	\$4,381.75	\$5,111.61	\$5,841.46	33.31%			\$1,277.00	\$582.98			\$84.70	\$362.17	\$8,148.31	\$2,306.85
City of Goleta	Parks and Recreation Manager	\$8,867.00	\$10,091.50	\$11,316.00	27.62%			\$1,275.00	\$110.10			\$164.08		\$13,865.18	\$2,549.18
City of Grover Beach	Parks and Recreation Program Director	\$7,317.00	\$9,328.00	\$9,328.00	27.63%			\$1,649.00	\$1,003.34	466.95		\$135.42	\$579.02	\$13,173.33	\$3,934.33
City of Marina	Recreation Director	\$10,275.00	\$13,312.50	\$17,546.00	70.70%			\$1,656.00	\$1,619.52		\$50.00	\$254.42		\$21,324.34	\$3,776.34
City of Morro Bay	No Comparable Class														
City of Pacific Grove	Public Works Superintendent	\$7,800.00	\$9,002.07	\$10,204.13	30.82%			\$1,700.00	\$962.26	306.12		\$147.96		\$13,320.46	\$3,116.33
City of Pismo Beach	No Comparable Class														
City of Port Hueneme	No Comparable Class														
City of Santa Paula	Parks and Recreation Director	\$3,209.20	\$10,201.53	\$11,193.86	21.55%			\$978.00	\$1,109.31		\$350.00	\$162.31		\$13,793.48	\$2,599.62
City of Solana Beach	No Comparable Class													\$1.00	
City of Solvang	No Comparable Class														
Total Matches															
Base Salary Medians (Min, Mid, Max)		\$7,800.00	\$9,002.07	\$10,204.13	27.63%									\$13,246.89	\$3,116.33
Base Salary Means (Min, Mid, Max)		\$7,932.99	\$9,307.46	\$10,681.92	33.32%									\$12,090.33	\$3,135.46
Percentage Needed to Reach LM Median		-13.05%	-19.45%	-17.27%										-15.87%	-8.65%
Percentage Needed to Reach LM Mean		At Market	At Market	At Market										-23.22%	-8.89%
Total Compensation Median														\$13,246.89	\$3,116.33
Total Compensation Mean														\$12,090.33	\$3,135.46
Percentage Needed to Reach LM Median														-15.87%	-8.65%
Percentage Needed to Reach LM Mean														-23.22%	-8.89%

*Positive number represents client's salary and/or benefits are below LM and/or the indicates the percentage to reach LM, the positive number means client is above the LM

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are not included
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation.
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation. A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were used in calculating total cost.
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria
Total Compensation Report



Client Benchmark: Principal Planner

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp. ER Non-Matching Contribution	Deferred Comp. ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Principal Planner	\$6,583.09	\$7,821.98	\$9,060.87	37.64%			\$2,382.00	\$963.17		\$96.00	\$131.38		\$12,633.42	\$3,572.55
City of Arroyo Grande	Planning Manager	\$6,619.00	\$7,334.00	\$8,049.00	21.60%	\$50.00		\$1,783.00	\$833.07			\$116.71	\$499.04	\$11,330.82	\$3,281.82
City of Buellton	No Comparable Class														
City of Fillmore	No Comparable Class														
City of Goleta	Supervising Senior Planner	\$9,665.00	\$11,000.00	\$12,335.00	27.63%			\$1,275.00	\$1,210.06			\$178.86		\$14,998.92	\$2,663.92
City of Grover Beach	No Comparable Class														
City of Marina	Planning Services Manager	\$8,907.11	\$9,866.90	\$10,826.68	21.55%			\$1,621.00	\$1,122.73		\$25.00	\$156.99		\$13,752.39	\$2,925.71
City of Morro Bay	Senior Planner	\$6,544.33	\$7,249.50	\$7,954.67	21.55%			\$1,640.00	\$829.67			\$115.34		\$10,539.68	\$2,585.01
City of Pacific Grove	Principal Planner	\$7,356.27	\$8,490.74	\$9,625.20	30.84%			\$1,700.00	\$907.66	288.76		\$139.57		\$12,661.18	\$3,035.98
City of Pismo Beach	Senior Planner	\$6,654.88	\$7,371.97	\$8,089.05	21.55%	\$750.00		\$2,110.00	\$783.02			\$117.23	\$501.52	\$12,350.88	\$4,261.83
City of Port Hueneme	No Comparable Class														
City of Santa Paula	Planning Manager	\$7,637.07	\$8,460.40	\$9,283.73	21.58%			\$915.00	\$920.02			\$134.61		\$11,253.36	\$1,969.63
City of Solana Beach	Principal Planner	\$7,051.00	\$8,815.50	\$10,576.00	49.99%			\$1,358.00	\$1,037.31			\$153.35		\$13,124.86	\$2,548.86
City of Solvang	No Comparable Class														
Total Matches															
Base Salary Medians (Min, Mid, Max)		\$7,203.64	\$8,475.57	\$9,454.47	21.58%									\$12,506.03	\$2,794.82
Base Salary Means (Min, Mid, Max)		\$7,554.33	\$8,573.37	\$9,592.42	27.03%									\$12,501.51	\$2,909.10
Percentage Needed to Reach LM Median*		9.43%	8.39%	4.34%										-1.01%	-21.77%
Percentage Needed to Reach LM Mean*		14.75%	9.61%	5.87%										-1.04%	-18.57%
Total Compensation Median														\$12,506.03	\$2,794.82
Total Compensation Mean														\$12,501.51	\$2,909.10
Percentage Needed to Reach LM Median*														-1.01%	-21.77%
Percentage Needed to Reach LM Mean*														-1.04%	-18.57%

* Positive number represents client's salaries and/or benefits are below LM and need the indicated percentage to reach LM; negative number mean client is above the LM

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum compensation are
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation. Employer Paid Member Contributions (DPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Defined Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were used in calculating
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Public Works Supervisor

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Public Works Supervisor	\$5,161.91	\$6,129.81	\$7,097.77	37.50%			\$2,382.00	\$754.19			\$96.00	\$102.92	\$10,433.18	\$3,335.41
City of Arroyo Grande	No Comparable Class														
City of Buellton	No Comparable Class														
City of Fillmore	Public Works Supervisor	\$6,803.27	\$8,077.21	\$9,251.14	34.01%			\$1,277.00	\$933.26			\$134.14	\$573.57	\$12,159.12	\$2,907.98
City of Goleta	Public Works Supervisor	\$5,126.00	\$5,834.00	\$6,542.00	27.62%			\$1,275.00	\$641.77			\$94.86		\$8,553.63	\$2,011.63
City of Grover Beach	Public Works Supervisor	\$5,338.00	\$6,075.50	\$6,813.00	27.63%			\$1,649.00	\$732.40	\$40.65		\$98.79	\$422.41	\$10,056.24	\$3,243.24
City of Marina	Public Works Section Crew Lead (Supervisory)	\$5,062.19	\$6,604.66	\$7,247.10	21.55%			\$1,624.00	\$751.52			\$106.08		\$9,727.71	\$2,480.61
City of Morro Bay	Consolidated Maintenance Field Supervisor	\$5,480.42	\$6,070.96	\$6,661.50	21.55%			\$1,640.00	\$694.79			\$96.59		\$9,092.80	\$2,431.39
City of Pacific Grove	Maintenance Supervisor	\$5,886.40	\$6,795.53	\$7,704.66	30.89%			\$1,600.00	\$726.55			\$111.72		\$10,142.93	\$2,438.27
City of Pismo Beach	No Comparable Class														
City of Port Hueneme	Public Works Supervisor	\$7,957.73	\$9,152.87	\$10,348.00	30.01%	\$810.44		\$1,300.00	\$1,232.10			\$150.05	\$611.58	\$13,972.10	\$3,624.16
City of Santa Paula	Parks and Facilities Supervisor	\$4,934.80	\$5,467.80	\$6,000.80	21.60%			\$915.00	\$594.68			\$87.01		\$7,597.49	\$1,596.69
City of Solana Beach	No Comparable Class														
City of Solvang	Maintenance Supervisor	\$5,704.40	\$6,415.94	\$7,127.47	24.95%			\$1,831.00	\$804.69			\$103.35	\$441.90	\$10,308.41	\$3,180.94

Total Matches		H	
Base Salary Medians (Min, Mid, Max)	\$5,704.40	\$6,415.94	\$7,127.47
Base Salary Means (Min, Mid, Max)	\$5,921.47	\$6,721.60	\$7,521.74
Percentage Needed to Reach LM Median*	10.51%	4.67%	0.42%
Percentage Needed to Reach LM Mean*	14.71%	9.65%	5.97%

Total Compensation Median	\$10,056.24	\$2,480.61 Total ER Benefit Exp. Median
Total Compensation Mean	\$10,176.95	\$2,657.21 Total ER Benefit Exp. Mean
Percentage Needed to Reach LM Median*	-3.61%	-25.63% Percentage Needed to Reach LM Median*
Percentage Needed to Reach LM Mean*	-2.44%	-20.33% Percentage Needed to Reach LM Mean*

* Positive number represents client's salaries and/or benefits are below "M" and need the indicated percentage to reach "M", negative number mean client is above "M".

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum

BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:

Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Health Benefits:	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member 1 2 or more dependents) were used in calculations.
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Senior Financial Analyst

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp ER Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution Cont.	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Senior Financial Analyst	\$5,861.51	\$7,082.83	\$8,201.15	37.50%			\$2,382.00	\$871.78			\$96.00	\$118.92	\$11,669.85	\$3,168.70
City of Arroyo Grande	No Comparable Class														
City of Buellton	No Comparable Class														
City of Fillmore	Finance Administrator	\$4,359.00	\$5,100.00	\$5,841.00	34.00%			\$1,277.00	\$582.93			\$84.69	\$362.14	\$8,147.77	\$2,306.77
City of Goleta	No Comparable Class														
City of Grover Beach	No Comparable Class														
City of Marina	No Comparable Class														
City of Morro Bay	Budget/Accounting Manager	\$6,544.33	\$7,249.50	\$7,954.67	21.55%			\$1,640.00	\$839.67			\$115.34		\$10,530.68	\$2,585.01
City of Pacific Grove	Management Analyst	\$5,647.20	\$6,538.20	\$7,489.20	30.85%			\$1,700.00	\$696.80	221.68		\$107.14		\$10,114.82	\$2,725.02
City of Pismo Beach	Accounting Supervisor	\$6,029.00	\$6,678.64	\$7,328.28	21.55%	\$375.00		\$2,110.00	\$709.38			\$106.20	\$454.35	\$11,083.27	\$3,754.99
City of Port Hueneme	No Comparable Class														
City of Santa Paula	Assistant Finance Director	\$7,276.53	\$8,060.87	\$8,845.20	21.56%			\$915.00	\$876.56			\$128.26		\$10,765.01	\$1,919.81
City of Solana Beach	Senior Accountant	\$6,410.00	\$7,962.50	\$9,515.00	48.44%			\$1,358.00	\$933.42			\$137.97		\$11,944.39	\$2,429.39
City of Solvang	No Comparable Class														
Total Matches		N/A													
Base Salary Medians (Min, Mid, Max)		\$6,219.50	\$6,964.07	\$7,671.94	26.20%										
Base Salary Means (Min, Mid, Max)		\$6,044.34	\$6,928.28	\$7,812.23	29.66%										
Percentage Needed to Reach LM Median*		4.28%	-1.68%	-6.45%											
Percentage Needed to Reach LM Mean*		1.34%	At Market	At Market											
Total Compensation Median														\$10,652.35	\$2,507.20
Total Compensation Mean														\$10,432.49	\$2,620.27
Percentage Needed to Reach LM Median*														-8.72%	-27.72%
Percentage Needed to Reach LM Mean*														-10.60%	-24.46%

* Positive number represents client's salaries and/or benefits are below -M and need the indicated percentage to reach -M, negative number mean client is above -M

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one time lump sum
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation
Deferred Contribution Plan	A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Health Benefits:	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employee contributions are included in the total compensation calculations.
Other Compensation	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member 1 2 or more dependents) were used in calculations.
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one time lump sum compensation is not considered.

City of Carpinteria Total Compensation Report



Client Benchmark: Senior Parks and Facilities Maintenance Worker

Data represented as Monthly values

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth	Deferred Comp OR Non-Matching Contribution	Deferred Comp ER Non-Matching Contribution	Total ER Health Contribution	ER Normal Cost Retirement Rate	Other Comp	Allowances	Medicare	Social Security	Total Compensation (Median)	Total ER Benefit Expenses
City of Carpinteria	Senior Parks and Facilities Maintenance Worker	\$4,337.42	\$4,804.79	\$5,272.16	21.55%			\$2,382.00	\$560.43		\$96.00	\$76.43		\$8,387.04	\$3,114.88
City of Arroyo Grande	Parks Lead Worker	\$4,704.10	\$5,210.98	\$5,717.80	21.55%			\$1,799.00	\$591.80			\$82.91	\$354.51	\$8,546.07	\$2,828.21
City of Buellton	No Comparable Class														
City of Fillmore	Senior Maintenance Worker	\$3,884.57	\$4,515.10	\$5,205.65	31.01%			\$1,277.00	\$519.52			\$75.38	\$322.75	\$7,400.41	\$2,194.76
City of Grover	Lead Maintenance Worker	\$4,746.00	\$5,402.00	\$6,058.00	27.64%			\$1,275.00	\$504.29			\$87.84		\$8,035.13	\$1,957.13
City of Grover Beach	Maintenance Worker III	\$4,542.00	\$5,031.50	\$5,521.00	21.55%			\$1,640.00	\$593.51			\$80.03	\$342.30	\$8,176.66	\$2,655.86
City of Marina	Maintenance Worker III	\$4,673.03	\$5,176.54	\$5,680.05	21.55%			\$1,624.00	\$589.02			\$82.36		\$7,975.44	\$2,295.38
City of Morro Bay	Consolidated Maintenance Worker III	\$3,931.17	\$4,358.09	\$4,782.00	21.55%			\$1,610.00	\$498.76			\$69.31		\$6,990.10	\$2,208.10
City of Pacific Grove	Maintenance Worker, Senior	\$5,271.06	\$6,081.86	\$6,898.66	30.38%			\$1,900.00	\$603.54			\$100.00		\$9,419.23	\$2,360.57
City of Pismo Beach	Lead Maintenance Worker	\$4,827.59	\$5,347.28	\$5,867.98	21.55%	\$62.50		\$2,110.00	\$568.02		\$55.00	\$85.08	\$363.83	\$9,112.38	\$3,744.47
City of Port Hueneme	Facilities Maintenance Worker Lead	\$4,910.93	\$5,408.47	\$5,906.00	29.98%			\$1,300.00	\$755.17			\$92.74	\$398.55	\$8,940.06	\$2,544.66
City of Santa Paula	Facilities Maintenance Worker	\$3,728.40	\$4,129.67	\$4,530.93	21.52%			\$915.00	\$449.02			\$65.70		\$5,960.04	\$1,429.71
City of Solana Beach	Lead Maintenance Worker	\$7,381.97	\$1,857.47	\$5,329.96	21.55%			\$1,318.00	\$522.87			\$77.28		\$7,286.11	\$1,958.15
City of Solvang	Parks/Maintenance Worker II	\$3,989.87	\$4,133.00	\$4,326.13	25.03%			\$1,831.00	\$596.36			\$71.70	\$305.42	\$7,630.19	\$2,761.01
Total Matches		12													
Base Salary Medians (Min, Mid, Max)		\$4,007.51	\$5,104.02	\$5,600.53	21.55%									\$7,995.29	\$2,222.98
Base Salary Means (Min, Mid, Max)		\$4,463.05	\$5,019.62	\$5,576.16	24.85%									\$7,945.43	\$2,369.25
Percentage Needed to Reach LM Median*		6.23%	6.23%	6.23%										-4.67%	-25.42%
Percentage Needed to Reach LM Mean*		2.90%	4.47%	5.77%										-5.27%	-23.94%

* Positive number represents client's salary and/or benefit is below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentage (or Control Point)	Additional Percentage/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set
Total Compensation	Additional compensation which may include differentials, allowances or financial incentives that are paid in equal increments with the normal payroll process and eligibility is not discretionary are reported and included in TC calculations; discretionary compensation and one-time lump sum compensation are reported but not included in
BASIC TOTAL COMPENSATION BENEFITS ELEMENTS:	
Retirement:	
Defined Benefit Plan	Employer Contribution - Normal Cost (NC) Rate, which represents the annual cost of service accrual for the upcoming fiscal year, for active employees. Normal cost is shown as a percentage of payroll and paid as part of the payroll reporting process and is included in the total compensation calculation.
Defined Contribution Plan	Employer Paid Member Contributions (EPMC) - is an employment benefit provided by some employers in which the employer agrees to pay some or all of the statutorily required employee contribution to the CalPERS system and is included in the total compensation calculation. A retirement plan in lieu of a Defined Benefit Plan provided by the employer. The employer contribution is a set percentage of compensation which normally includes a vesting schedule which defines vesting in terms of percentages which are in turn determined based on the employee's number of years of service. The employer contribution is included in the total compensation calculation presuming 100% vesting.
Deferred Contribution Plan	Employer Contribution - Non-matching employer contributions or matching employer contributions based on mandated employer contributions are included in the total compensation calculations.
Health Benefits	To find the value of employer contributions for health benefits, the employer's contributions to a flex plan and/or medical, dental, and vision premiums based on the maximum employer contributions for medical, dental and vision for a family plan (member + 2 or more dependents) were used in calculating total compensation.
Other Compensation	Additional compensation which can include differentials, allowances or other financial incentives that are paid in equal increments with the normal payroll process, one-time lump sum compensation is not considered.

Appendix B: Benefit and Compensation Practices Tables

Table B-01: Employee Groups/Bargaining Units Data

Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term	
				Begin	End
City of Carpinteria	39	Miscellaneous Represented	Service Employees International Union (SEIU) Local 620	7/1/2020	6/30/2021
		Miscellaneous Unrepresented	Conditions of Employment	8/10/2020	6/30/2021
		Supervisory Unrepresented			
		Mid-Management Unrepresented			
		Management Unrepresented			
		City Manager Unrepresented	Employment Agreement	2/25/2013	As amended
City of Arroyo Grande	86.2	General Unit	Service Employees International Union (SEIU) Local 620	7/1/2017	6/30/2020
		Management	Resolution	7/1/2018	6/30/2020
		City Manager	Employment Agreement	9/4/2020	As amended
City of Buellton	27.14	Management	Personnel Rules	11/8/2018	As amended
		City Manager	Employment Agreement	7/1/2019	7/1/2022
City of Fillmore	37	General Unit	International Union Of Operating Engineers, Local 501	7/1/2020	6/30/2021
		Mid-Management	Resolution 20-3788	10/24/2020	As amended
		Manager			
		City Manager	Employment Agreement	9/1/2017	As amended
City of Goleta	85.43	Miscellaneous Unit	Service Employees International Union (SEIU) Local 620	1/1/2018	12/31/2020
		Mid-Management	Unrepresented	Not provided	--
		City Manager	Employee agreement	Not provided	--

Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term	
				Begin	End
City of Grover Beach		Competitive Services (General Unit)	Service Employees International Union (SEIU) Local 620	7/1/2019	6/30/2021
		Management Executive Management	Resolution	7/1/2018	6/30/2021
		City Manager	Employment Agreement	6/16/2020	6/15/2024
City of Marina	91	General	Marina Employee Association (MEA)	7/1/2019	6/30/2020
		Mid-Management	Mid-Management Employees (MMEA)		
		Executive Management	Resolution	12/17/2019	As amended
		City Manager	Employee Agreement	4/1/2013	
City of Morro Bay	88.1	General Unit	Service Employees International Union (SEIU) Local 620	7/1/2017	6/30/2020
		Management	Resolution	6/27/2017	As amended
		Department Head <i>Community Development Director</i>	Employee Agreement	8/25/2016	As amended
		City Manager		11/6/2017	
City of Pacific Grove	95.50	General Unit	General Employees' Association	1/1/2020	6/30/2023
		Management	Unrepresented management & Confidential employees		
		Department Heads	Unrepresented Department Head Group Employees		
		City Manager	Employment Agreement	12/31/2017	As amended
City of Pismo Beach	88	General	Service Employees International Union (SEIU)	7/1/2019	6/30/2022
		Supervisory/Technical Mid-Management/Professional	Resolution		

Agencies	Budgeted/ Allocated # FTEs/ Positions	Employee Group(s)	Representation	Agreement/Resolution Term	
				Begin	End
		Department Heads			
		City Manager	Employee Agreement	2/20/2013	2/19/2028
City of Port Hueneme	138.99	General	Service Employees International Union (SEIU), Local 721	7/1/2019	6/30/2022
		Management Executive Management (Department Heads)	Resolution	7/1/2019	7/1/2022
		City Manager	Employee Agreement	2/18/2020	3 years
City of Santa Paula	125.16	General	Service Employees International Union (SEIU) Local 721	7/1/2020	6/30/2021
		Supervisor/Professional	Supervisory & Professional Association		
		Mid-Management	Mid-Management Association		
		Executive Management (Department Heads)	Resolution		
		City Manager	Employee Agreement	12/9/2019	12/9/2022
City of Solana Beach	71.26	General Unit	Solana Beach Employees' Association (SBES-MISC)	7/1/2017	6/30/2021
		Management	Unrepresented	NA	NA
		Executive Management			
		City Manager	Employment Agreement	7/1/2019	As amended
City of Solvang	23 ¹	General Unit	Teamsters Union Local 986	7/18/2018	6/30/2019
		City Manager	Employment Agreement	2/25/2020	2/24/2025

¹ City of Solvang: The proposed FY 2021-22 budget includes a personnel increase of 7.5 positions, totaling 30.5 FTE.

Table B-02: Salary Structure and Compensation Adjustments

Agencies	Employee Groups	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Comments
				Date	Amount	
City of Carpinteria	Miscellaneous Represented	5 Steps	7/1/2020			Based on merit
	Miscellaneous Unrepresented	Ranges		7/1/2019 7/1/2020 7/1/2020	2% 0% 0%	
	Supervisory Unrepresented					
	Mid-Management Unrepresented					
	Management Unrepresented					
	City Manager Unrepresented					
	City of Arroyo Grande	General Unit		5 Steps	4/16/2021	
Management	Range	7/13/2018 7/12/2019	2% 2%	Based on merit		
City Manager	Flat Rate	9/4/2020	Unknown			Unknown
City of Buellton	Management	5 Steps	7/1/2020	7/1/2020	3%	Based on merit
City Manager	Flat Rate					
City of Fillmore	General Unit	7 Steps	11/11/2020	7/1/2020 11/11/2020	2% 5%	Based on merit
	Mid-Management			7/1/2020 11/11/2020	2% 5%	See incentives
	Manager					
	City Manager	Flat Rate		8/2019 1/1/2020 11/10/2020	\$3,692.84 3% 2%	1x payment See incentives
City of Goleta	Miscellaneous Unit	6 Steps	FY 20/21	1/1/2018 1/1/2019 11/2020	2%	Based on merit
	Mid-Management			Unknown	1%	
	City Manager	Flat Rate			3%	

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Agencies	Employee Groups	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Comments
				Date	Amount	
City of Grover Beach	General Unit	5 Steps	7/1/2020	6/3/2019	2.5%	Based on merit
				7/6/2020	1.5%	
	Management	5 Steps within Range		7/1/2018	2%	
				7/14/2019	2%	
				7/1/2020	2%	
	Executive Management	Range		7/1/2018	2%	
				7/14/2019	2%	
				7/1/2020	2%	
	City Manager			9/2019	Unknown	
City of Marina	General	5 Steps	8/3/2020			
				12/9/2019	3%	Plus \$750 signing bonus
	Mid-Management			7/1/2019	3%	
	Executive	Broadband Range				
	City Manager	Flat Rate				
City of Morro Bay	General Unit	5 Steps	2/24/2021	7/1/2019	2%	Merit
				7/1/2021	5%	
	Management					
	Department Heads			7/1/2021	5%	
	City Manager			Not provided	--	
City of Pacific Grove	All employee groups		2/7/2021	6/28/2020 to 6/30/2021	(10%)	Furlough
	General Unit	8 Steps		1/1/2020	4.5%	Merit & Service
	Management	7 Steps		1/1/2020	0.0%	
	Department Heads					
	City Manager	Flat Rate				
City of Pismo Beach	General	5 Steps	3/1/2021	7/1/2019	1.0%	Merit
	Supervisory			7/1/2020	2.0%	
	Mid-Management/Professional			7/1/2021	1.0%	

City of Carpinteria
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Agencies	Employee Groups	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Comments
				Date	Amount	
	Department Heads					
	City Manager			2/20/2024 2/19/2028	5% 5%	
City of Port Hueneme	General Management Executive Management (Department Heads)	Range	7/1/2020	7/13/2019 7/1/2020	4.0% 3.0%	Merit \$3,000 \$3,000 1x Payment
	City Manager			7/1/2021	3.0%	
City of Santa Paula		5 Steps	FY 2019/2020	TBD	TBD	Merit
	General Supervisor/Professional FLSA Non-Exempt					
	Supervisor/Professional FLSA Exempt	5 Steps	FY 2019/2020	7/1/2020 - 7/1/2021	(2.6%)	Mandatory Furlough ² Voluntary Reduction ³
	Mid-Management					
	Executive Management (Department Heads)					
	City Manager					
City of Solana Beach	General Unit	5 Steps	7/1/2020	7/1/2018 7/1/2019	2.5% 2.5%	
	Management	Range	2/26/2020			
	City Manager	Flat Rate	7/1/2019	10/24/2018 7/1/2019	2.6% 2.4%	
City of Solvang	General Unit	5 Steps	7/1/2019	7/1/2020	1.0225%	Based on Merit

² City of Santa Paula: Mandatory Furlough resulting in 2.6% of compensation, equal to 6.75 days in the FY 20/21; Merit/Step increases continued to be effective on the actual anniversary date of the employee.

³ City of Santa Paula: Voluntary Reduction applies to FLSA Exempt classifications; employee will receive personal time-off (PTO) leave bank of a total of 6.75 days in 2 accruals for the FY 20/21; PTO has not cash value

Agencies	Employee Groups	Salary Structure	Salary Schedule Effective Date	Compensation Adjustments		Comments
				Date	Amount	
	City Manager	Flat Rate			0%	Eligible for “bonus” based on pre-determined objectives

Table B-03: Retirement Contribution Practices and FICA Participation

Medicare: It is presumed that all agencies participate in Medicare with a 1.45% employer contribution, if not it will be noted.

Risk Pool: All agencies participate in a risk pool which is the process of combining assets and liabilities across employers to produce large, risk sharing pools.

CalPERS: All agency’s’ defined benefit plans are administered by CalPERS.

Agency	Tiers	Tier Formula	Employer Contribution	Active Members	Total Active Members	Employer Normal Cost Blended Rate ⁴	Social Security
City of Carpinteria	Tier 1	2.0% @ 55	11.816%	21	30	10.63%	NA
	PEPRA	2.0% @ 62	7.847%	9			
City of Arroyo Grande	Tier 1	2.5% @ 55	12.361%	23	46	10.35%	6.2%
	Tier 2	2.0% @ 55	10.484%	5			
	PEPRA	2.0% @ 62	7.732%	18			
City of Buellton	Tier 1	2.5% @ 55	11.746%	14	23	10.23%	NA
	PEPRA	2.0% @ 62	7.874%	9			
City of Fillmore	Tier 1	2.0% @ 55	11.816%	14	26	9.98%	6.2%
	PEPRA	2.0% @ 62	7.847%	12			
City of Goleta	Tier 1	2% @ 55	11.031%	39	62	9.81%	NA
	PEPRA	2.0% @ 62	7.732%	23			
City of Grover Beach	Tier 1	2.5% @ 55	12.361%	28	43	10.75%	6.2%

⁴ Normal Cost Blended Rate, also referred to as “All Tiers Combined” is applicable to Defined Benefit plans only. If Normal Cost Blended Rate is not reported in a plan’s actuarial valuation a weighted average will be calculated.

The Tier Cost Rate represents the annual cost of service accrual for the fiscal year for active employees based on membership tiers i.e., Tier 1, Tier 2, PEPRA etc.

City of Carpinteria
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Agency	Tiers	Tier Formula	Employer Contribution	Active Members	Total Active Members	Employer Normal Cost Blended Rate ⁴	Social Security
	PEPRA	2.0% @ 62	7.732%	15			
City of Marina	Tier 1	2% @ 55	11.031%	36	45	10.37%	NA
	PEPRA	2.0% @ 62	7.732%	9			
City of Morro Bay	Tier 1	2.7% @ 55	14.194%	21	55	10.43%	NA
	Tier 2	2% @ 60	8.794%	12			
	PEPRA	2.0% @ 62	7.732%	22			
City of Pacific Grove	Tier 1	2% @ 55	11.031%	32	62	9.43%	NA
	PEPRA	2.0% @ 62	7.732%	30			
City of Pismo Beach	Tier 1	2.5% @ 55	12.361%	28	72	9.68%	6.2%
	Tier 2	2% @ 60	8.794%	10			
	PEPRA	2.0% @ 62	7.732%	34			
City of Port Hueneme	Tier 1	2.7% @ 55	14.194%	58	92	11.81%	6.2%
	PEPRA	2.0% @ 62	7.732%	34			
City of Santa Paula	Tier 1	2.5% @ 55	12.361%	24	76	9.91%	NA
	Tier 2	2.0% @ 55	10.221%	22			
	PEPRA	2.0% @ 62	7.732%	30			
City of Solana Beach	Tier 1	2.5% @ 55	12.361%	17	41	9.81%	NA
	Tier 2	2% @ 60	8.794%	6			
	PEPRA	2.0% @ 62	7.732%	18			
City of Solvang	Tier 1	2.5% @ 55	13.146%	22	34	11.29%	6.2%
	PEPRA	2.0% @ 62	7.874%	12			

Table B-04: Defined Contribution Plans

Agency		Employer Non-Matching Contribution	Employer Matching Contribution
Employee Group(s)	Plan Type	Employee is either not required or is mandated to contribute to be eligible to participate in the plan; therefore, employer contribution <u>is included</u> in the total compensation calculations unless noted otherwise	Employee contribution is required to receive employer contribution; therefore, the employer contribution is discretionary & <u>is not included</u> in the total compensation calculations
City of Carpinteria	457 (b)		
All other employees		Not provided	Not provided
City Manager		5.0% of base compensation plus \$91.67/month	
City of Arroyo Grande	401(a)		
General Unit		Not provided	Not provided
Management		\$50/month	Not applicable
Management - Directors		\$100/month	
City Manager		\$183.33/month	
City of Buellton	457(b)	6%	Not applicable
City of Fillmore	457(b)		
All other employee groups		Not provided	Not provided
City Manager		4% of base compensation	Not applicable
City of Goleta	457(b)	Not provided	Not provided
City of Grover Beach	457(b)		
General Unit		Not provided	\$50/month dollar for dollar
Management			\$115/month dollar for dollar
Executive Management			\$150/month dollar for dollar
City Manager		\$150/month	Not applicable
City of Marina	457(b)	Not provided	Not provided
City of Morro Bay	457(b)		
General Unit		Not provided	Contribution of 2:1; maximum of \$600/year City contribution

Agency		Employer Non-Matching Contribution	Employer Matching Contribution
	Plan Type	Employee is either not required or is mandated to contribute to be eligible to participate in the plan; <u>therefore, employer contribution is included in the total compensation calculations unless noted otherwise</u>	Employee contribution is required to receive employer contribution; <u>therefore, the employer contribution is discretionary & is not included in the total compensation calculations</u>
Management			Contribution of 2:1; maximum of \$1,500/year City contribution Paid to 457(b) or approved retiree medical savings plan.
Department Head		\$291.67/month	Not applicable
Community Development Director		\$625.00/month	
City Manager			
City of Pacific Grove	457(b)	Not provided	Not provided
General Unit			\$108/month
Management			
Department Heads			
City Manager			
City of Pismo Beach	457(b)	\$62.50/month	Not applicable
General		\$375/month	
Supervisory		\$750/month	
Mid-Management/Professional			
Department Heads			
City Manager		\$2,166.67/year (maximum contribution including catchup)	
City of Port Hueneme	457(b)	Not provided	Not provided
All other employee groups		3% of base salary	Not applicable
Management			
Executive Management (Department Heads)			
City Manager			
City of Santa Paula	457(b)	Not provided	Not provided
All other employee groups		3% of base salary	Not applicable
City Manager			
City of Solana Beach	457(b)		

Agency	Plan Type	Employer Non-Matching Contribution	Employer Matching Contribution
		Employee is either not required or is mandated to contribute to be eligible to participate in the plan; <i>therefore, employer contribution <u>is included</u> in the total compensation calculations unless noted otherwise</i>	Employee contribution is required to receive employer contribution; <i>therefore, the employer contribution is discretionary & <u>is not included</u> in the total compensation calculations</i>
<i>All other employee groups</i>	457(b)	Not provided	Not provided
<i>City Manager</i>		\$2,041.67/month	Not applicable
City of Solvang		Not provided	Not provided
<i>All other employee groups</i>		2% of base salary	Not applicable
<i>City Manager</i>			

Table B-05: Health Plans Monthly Contributions

Note: The benchmark plan type for health coverage is based on: Medical – Highest HMO plan or highest premium plan if HMO is not an option; Dental & Vision – highest premium plan.

Agency <i>Employee Group(s)</i>	Monthly Employer (ER) Health Contribution					Monthly Employee (EE) Health Contribution				Total Monthly Health Cost
	Flexible Credit ⁵ HSA	Medical	Dental	Vision	Total ER Health	Medical	Dental	Vision	Total EE Health	
City of Carpinteria	105.00	2,088.80	187.81	--	2,381.61	32.15	--	29.21	61.36	2,442.97
City of Arroyo Grande <i>General Unit</i>	1,798.97	--	--	--	1,798.97	642.33	87.40	29.32	759.05	2,558.02
<i>Management City Manager</i>	1,783.46				1,783.46	657.84			774.56	
City of Buellton	NA	800.00	164.17	18.56	982.73	1,641.30	--	--		1,641.30
City of Fillmore	825.00	389.00	55.00	8.00	1,277.00	1,151.66	161.25	19.30	1,332.15	2,609.15
City of Goleta	1,275.00	--	--	--	1,275.00		49.35	9.12	1,166.30	2,441.30
City of Grover Beach <i>General</i>	1,639.54	--	--	--	1,639.54	801.76	136.18	19.40	957.34	2,596.88
<i>Management Executive Management City Manager</i>	1,648.74				1,648.74	792.56			948.14	
City of Marina <i>General</i>	541.00	1,031.34	29.00	22.81	1,624.15	1,375.22	70.00	--	1,445.22	3,069.37
<i>Mid-Management</i>				20.00	1,621.34			2.81	1,448.03	
<i>Executive Management City Manager</i>	575.00				1,655.34					3,103.37
City of Morro Bay	1,460.00	--	156.84	23.34	1,640.18	981.30	--	--	981.30	2,621.48
City of Pacific Grove <i>General</i>	1,600	--	--	--	1,600	806.56	94.81	29.99	931.36	2,531.36
<i>Management Department Heads City Manager</i>	1,700	--	--	--	1,700	706.56			831.36	
City of Pismo Beach	2,103.93	--	--	--	2,103.93	497.58	--	--	497.58	2,601.51

⁵ A "flex credit" is an employer contribution in a cafeteria plan that the employee then allocates to benefits which may include life insurance, disability plans and other health voluntary benefits.

Agency <i>Employee Group(s)</i>	Monthly Employer (ER) Health Contribution					Monthly Employee (EE) Health Contribution				Total Monthly Health Cost
	Flexible Credit ⁵ HSA	Medical	Dental	Vision	Total ER Health	Medical	Dental	Vision	Total EE Health	
City of Port Hueneme	1,300.00	--	--	--	1,300	1,141.30	135.20	23.72	1,300.22	2,600.22
City of Santa Paula	--	914.60	--	--	914.60	1,526.70	134.62	21.44	1,682.76	2,597.36
<i>General Unit</i>										
<i>Supervisory/Professional</i>										
<i>Mid-Management</i>		978.11			978.11	1,463.19			1,619.25	
<i>Executive Management</i>										
<i>City Manager</i>										
City of Solana Beach	1,358.00	--	--	--	1,358.00	1,083.30	133.10	29.14	1,245.54	2,603.54
City of Solvang	--	1,830.98	18.06	--	1,830.98	610.33	166.28	--	776.61	2,607.59

Table B-06: Waived/Opt Out Health Benefit Stipend

Agency <i>Employee Group(s)</i>	Monthly Waived/Opt Out Health Benefit Stipend					
	Medical	Dental	Vision	All Plans	Total	Comments
City of Carpinteria <i>All employees</i>	See Comments	--	--	--	See Comments	<p>✓ Employee opting out of medical coverage will receive, in addition to the Flexible Benefit Program Allowance, a benefit allowance equal to fifty percent (50%) of the premium paid by the City for the annual single coverage in the PERS Health Benefit HMO Plan. An employee shall receive this benefit allowance as a one-time cash payment.</p> <p>✓ Eligible employees who participate in the City's group health insurance program and have an eligible spouse or family dependents, but select single coverage and choose to cover any dependents under insurance offered through a spouse's employer, the military, or other source will receive, in addition to the employer contribution for single health insurance coverage and the Flexible Benefit Program allowance as provided for in Article 37(A), a benefit equal to 50% of the City's additional contribution amount which would have been paid for either employee plus one or employee plus family coverage as may be applicable to that employee.</p>
City of Arroyo Grande	--	--	--	\$669.77	\$669.77 (2021)	Flex dollars for the amount provided to employees enrolled for self alone (taxable income), deposit it into their 457 plan, or use it to purchase voluntary products.
City of Buellton	--	--	--	\$800	\$800	--
City of Fillmore	--	--	--	\$1,214	\$1,214	--
City of Goleta	--	--	--	\$925	\$925	--
City of Grover Beach	--	--	--	\$500	\$500	--
City of Marina <i>General Mid-Management</i>	\$541	--	--		\$541	Receive Flex Credit; can buy additional benefits or receive as cash.
<i>Executive City Manager</i>	\$575	--	--		\$575	--
City of Morro Bay	--	--	--	--	--	Not provided
City of Pacific Grove	--	--	--	\$250	\$250	--

Agency <i>Employee Group(s)</i>	Monthly Waived/Opt Out Health Benefit Stipend					
	Medical	Dental	Vision	All Plans	Total	Comments
City of Pismo Beach				\$948		The employee may elect to waive the City's health insurance coverage and elect to use flex dollars, equal to the amount defined for employee only coverage of health, dental and vision
City of Port Hueneme	\$500	--	--	--	\$500	--
City of Santa Paula	--	--	--	--	--	Not provided
City of Solana Beach	\$475	--	--	--	\$475	--
City of Solvang	\$600	--	--	--	\$600	--

Table B-07: Basic Life Insurance and Long-Term Disability Insurance

Agency		Basic Life Insurance	Long Term Disability
Employee Group(s)			
City of Carpinteria	Miscellaneous Represented	\$50,000	Not provided
	Miscellaneous Unrepresented		66.67% of base compensation; up to a maximum of \$6,000
	Supervisory, Mid-Management, Management Unrepresented	\$100,000	
	City Manager	\$250,000	
City of Arroyo Grande	General Unit	\$40,000	Not provided
	Management	\$50,000	66.67% of base salary up to a maximum of \$6,000
	City Manager	\$150,000	
City of Buellton		\$20,000	Not provided
City of Fillmore	General Unit		Not provided
	Mid-Management	\$50,000	
	City Manager	\$325,000	
City of Goleta		1x annual compensation	60% of base salary to a maximum of \$6,000
City of Grover Beach	General Unit	\$50,000	60% of base salary to a maximum of \$6,000
	Management	\$100,000	
	Executive Management	\$125,000	
	City Manager		
City of Marina	General	\$30,000	May elect voluntary benefit
	Mid-Management	\$50,000	60% of salary up to \$180,000
	Executive Management	\$100,000	
	City Manager		
City of Morro Bay			

Agency	Employee Group(s)	Basic Life Insurance	Long Term Disability
	<i>General Unit</i>		Not provided
	<i>Management Department Heads</i>	\$50,000	60% of base salary up to a maximum of \$5,000
	<i>City Manager</i>	\$50,000 plus a \$75/month stipend to purchase additional coverage	
City of Pacific Grove		1 times annual earnings; maximum of \$50,000	66 2/3 of \$9,000 monthly; maximum of \$6,000
City of Pismo Beach	<i>General Management City Manager</i>	\$50,000	Not provided City provides \$4,000/year (FY21) stipend for City Manager to “buy” LTD coverage. As of 5/18/2021 stipend is \$6,500.
City of Port Hueneme	<i>General</i>	\$50,000	66.67% of basic monthly income; maximum of \$10,000
	<i>All Management City Manager</i>	\$100,000	
City of Santa Paula	<i>General Unit</i>	Not provided	Not provided
	<i>Supervisory/Professional</i>		60% of base salary
	<i>Mid-Management</i>		
	<i>Executive Management</i>		
	<i>City Manager</i>	\$300,000	
City of Solana Beach		1 times annual base salary	66.67% of base compensation; maximum of \$8,000
City of Solvang	<i>General Unit City Manager</i>	1 times annual earnings; minimum of \$50,000 and maximum of \$250,000 Additional policy; amount equal to Manager’s base salary	Not provided

Table B-08: Post Retirement Benefits (PRB)

Agency		Other Post-Employment Benefits (OPEB) at Retirement
Employee Group(s)		
City of Carpinteria	All employees	\$10,000 Life Insurance; 20 years of service required Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Arroyo Grande	General Unit	Medical stipend \$170.51-\$365.24 based on coverage; includes PEMHCA
	Management City Manager	\$175.10-\$376.79 based on coverage; includes PEMHCA
City of Buellton		City provides retiree medical, if employee retires with the City – for employee and spouse until death, up to \$800/month. We have survivor continuance through CalPERS too. In order to have retiree medical, one must receive CalPERS stipend, so survivor continuance and retiree medical are linked. Cobra dental/vision is offered for 18 months + 18 months.
City of Fillmore		Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Goleta		Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Grover Beach		Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Marina	All employees	Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
	Executive Management City Manager	Post-Employment Health Plan – Employee Contribution for members over age 50 \$75/per pay period.
City of Morro Bay	General Unit	Health insurance any coverage made available to retirees beyond COBRA time requirements paid for by the retiree.
	Management Department Heads	Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Pacific Grove		Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Pismo Beach		Minimum employer contribution amount per the Public Employees' Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143.

Agency	Other Post-Employment Benefits (OPEB) at Retirement
<i>Employee Group(s)</i>	
	The City provides a Retiree Healthcare Trust, where employees shall be provided the opportunity to defer vacation and a specified amount of annual sick time buy- back, as well as a portion of their salary (if applicable), to pre -fund their future retiree health care costs.
City of Port Hueneme <i>General</i>	Minimum employer contribution amount per the Public Employees’ Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
<i>All Management City Manager</i>	Retirement Health Savings Plan – City makes contributions; employee must meet eligibility; employees can receive based on 5-26+ YOS \$100/month to \$225/month; contribution for 3 years following data of retirement and not after age 65 years.
City of Santa Paula	Minimum employer contribution amount per the Public Employees’ Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Solana Beach	Minimum employer contribution amount per the Public Employees’ Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143
City of Solvang	Minimum employer contribution amount per the Public Employees’ Medical and Hospital Care Act (PEMHCA) which is updated annually; 2021 monthly contribution is \$143. The City shall make available to the Union a Retiree Healthcare Trust, where employees shall be provided the opportunity to defer a portion of their salary (if applicable), to prefund their future retiree health care costs.

Table B-09: Vacation/Annual & Sick Paid Leave Accruals

Annual Leave – Refers to any leave type that combines leisure time off and sick leave. When necessary paid leave reported time increments are converted to paid leave days based on 8 hours per day. YOS = Years of Service

Agency <i>Employee Group(s)</i>	Paid Leisure Leave Type	1 st Year of Service Accrual		Maximum Accrual and Accrual Years of Service		Sick Leave	
		Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits
City of Carpinteria	Annual Leave		15		15	--	--
<i>Miscellaneous Represented</i>		21		32 @ 19 YOS			
<i>Miscellaneous Unrepresented</i>		18		29 @ 19 YOS			
<i>Management, Mid-Management & Supervisory</i>		23		34 @ 19 YOS			
<i>Management Department Heads Unrepresented</i>		24		35 @ 19 YOS			
<i>City Manager</i>		35		35 @ 1 YOS			
City of Arroyo Grande							
<i>General Unit</i>	Vacation	10	28	20 @ 20 YOS	28	12	\$1,00
<i>Management</i>	Annual Leave	29	90.5	34 @ 15 YOS	90.5	--	--
<i>City Manager</i>		33		33 @ 1 YOS			
City of Buellton							
<i>All other employees</i>	Vacation	10	40	20 @ 10 YOS	40	12	Unlimited
<i>City Manager</i>		15	40	15 @ 1 YOS	40		
City of Fillmore							
<i>General</i>	Vacation	10	20	21@14 YOS	42	12	130
<i>FLSA Exempt Mid-Management & Management</i>	Annual Leave	20	93.75	33 @ 20 YOS 1 day/year 20- 30 YOS 43 @ 30 YOS	93.75	--	--
<i>City Manager</i>		20	93.75	20 @ 1YOS			
City of Goleta	Vacation	10	40	20 @ 11 YOS	40	8	Unlimited
City of Grover Beach							

Agency <i>Employee Group(s)</i>	Paid Leisure Leave Type	1 st Year of Service Accrual		Maximum Accrual and Accrual Years of Service		Sick Leave		
		Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	
<i>General</i>	Vacation	10	30	20 @ 10 YOS	44	12	250	
<i>Management</i>			38		79			
<i>Executive Management</i>								
<i>City Manager</i>								
City of Marina	Vacation	10	25	20 @ 16 YOS	25	12	180	
<i>General</i>								
<i>Mid-Management</i>								
<i>Executive</i>	Annual Leave	22	120	32 @ 16 YOS	120	NA	NA	
<i>City Manager</i>								
City of Morro Bay	Vacation	10	27.5	20 @ 21 YOS	27.5	12	Unlimited	
<i>General Unit</i>			37.5		37.5			
<i>Management</i>			12	20 @ 8 YOS				
<i>Department Heads</i>			20	20 @ 1YOS	40	12		
City Manager								
City of Pacific Grove	Annual Leave					--	--	
<i>General Unit</i>		16	50	26 @ 15 YOS	50			
<i>Management</i>		18	52.50	31 @ 20 YOS	52.50			
<i>Department Heads</i>								
<i>City Manager</i>								
City of Pismo Beach	Vacation	10	20	20 @ 10 YOS	40	12	Unlimited	
<i>General</i>				22 @ 15 YOS	44			
<i>Management</i>								
<i>Department Heads</i>								
<i>City Manager</i>				Agency could not provide at this time				
City of Port Hueneme	Annual Leave	21.5	81.25	31.5 @ 11 YOS	81.25	--	--	
<i>General</i>			9.75		93.75			
<i>All Management</i> <i>City Manager</i>								

Agency <i>Employee Group(s)</i>	Paid Leisure Leave Type	1 st Year of Service Accrual		Maximum Accrual and Accrual Years of Service		Sick Leave	
		Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits	Days Accrued Annually	Maximum Carryover Credits
City of Santa Paula <i>General Unit Supervisory/Professional Mid-Management Executive Management City Manager</i>	Vacation	8	35	25 @ 25 YOS	35	12	Unlimited
			40		40		
		11.25		11.25 @ 1 YOS			
City of Solana Beach <i>General Management City Manager</i>	Vacation	10	20	20 @ 10 YOS	40	12	Unlimited
		10	30		60		
		18	54				
City of Solvang	Vacation	10	35	20 @ 10 YOS	35	12	Unlimited

Table B-10: Other Paid Leave

When necessary paid leave reported time increments are converted to paid leave days based on 8 hours per day.

Agency <i>Employee Group(s)</i>	Holidays	Floating Holidays	Management Leave	Total Holidays & Mgmt. Leave Days	Bereavement Leave ⁶	
					Basic	Supplemental due to Travel or Other Approved Reason
City of Carpinteria	12	--	NA	10	3	--
All employees			Discretionary			
Management Unrepresented						
City Manager						
City of Arroyo Grande	13	1	--	14	5	--
City of Buellton	12	--	8	20	5	2
<i>City Manager</i>			5	17		
City of Fillmore	13	1	--	14	3	2
<i>General</i>			7.50	21.50		
<i>Mid-Management</i>			13	27		
<i>Management Public Works Supervisor</i>			10	24		
<i>City Manager</i>						
City of Goleta						
<i>All employees</i>	12	1	--	13	3	--
<i>FLSA Exempt Employees</i>			10	23		
City of Grover Beach	13	0			3	--
<i>General Unit</i>			0			
<i>Management FLSA Exempt</i>			11	24		
<i>Executive Management City Manager</i>						
City of Marina		--				

⁶ Presumption is reported bereavement leave days are per bereavement instance and is not an accrued leave.

City of Carpinteria
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Agency <i>Employee Group(s)</i>	Holidays	Floating Holidays	Management Leave	Total Holidays & Mgmt. Leave Days	Bereavement Leave ⁶			
					Basic	Supplemental due to Travel or Other Approved Reason		
<i>General</i>	16 ⁷		00	16	3	2		
<i>Mid-Management</i>			12.5	28.5				
<i>Department Heads</i>			25	41				
<i>City Manager</i>								
City of Morro Bay	11	2			3	0		
<i>General</i>			0	13				
<i>Management</i>			9	22				
<i>Department Heads</i>			10	23				
<i>City Manager</i>								
City of Pacific Grove	9	4	0	13	5	0		
<i>General</i>								
<i>Management</i>								
<i>Department Heads</i>								
<i>City Manager</i>								
City of Pismo Beach	11	2	0	13	5	0		
<i>General</i>								
<i>Supervisory/Technical</i>								
<i>Mid-Management/Professional</i>							5	18
<i>Department Heads</i>							10	23
<i>City Manager</i>	Agency could not provide at this time							
City of Port Hueneme	12	2	0	14	4	0		
<i>General</i>								
<i>Management</i>							5.6	19.6
<i>Department Heads</i>			10	24				

⁷ City of Marina: Includes Winter Break (December 24 – January 1)

City of Carpinteria
Total Compensation Report

Agency <i>Employee Group(s)</i>	Holidays	Floating Holidays	Management Leave	Total Holidays & Mgmt. Leave Days	Bereavement Leave ⁶	
					Basic	Supplemental due to Travel or Other Approved Reason
<i>City Manager</i>						
City of Santa Paula <i>General Unit</i>	11.5	2	0	13.5	5	0
<i>Supervisory/Professional FLSA Exempt</i>			7.75	21.25		
<i>Mid-Management</i>			11.25	24.75		
<i>Executive</i>			13.50	27.00		
<i>City Manager</i>						
City of Solana Beach <i>General</i>	12	3		15	3	2
<i>Management</i>			5	20		
<i>Executive Management</i>			10	25		
<i>City Manager</i>			11.75			
City of Solvang <i>General</i>	11	2	0	13	3	0
<i>City Manager</i>			10	23		

Table B-11: Paid Leave Cash Out/Conversion Practices

Annual Leave – refers to any leave type that combines leisure time off and sick leave. Cash Out/Conversion Practices for separation of employment are excluded.

Agency Employee Group(s)	Leave Type	Cash Out/Conversion
City of Carpinteria All employees	Annual Leave	<ul style="list-style-type: none"> ✓ Each employee may cash-out up to eighty (80) hours of any unused leave hours accrued at the beginning of the fiscal year, provided the employee retains an accrued leave balance of at least forty (40) hours in their leave bank. Compensation for such cash-out of unused accrued leave hours will be based on the employee's existing salary at the time the request is made. ✓ Each employee may direct that all or any portion of the allowed cash-out amount be used to buy benefits offered under the Flexible Benefit Program.
City of Arroyo Grande General Unit	Vacation	First of each year cash out of up to 24 hours above maximum of 225 hours; must use minimum of 50% of earned vacation each year.
	Sick	At the end of each calendar year, each employee has the option of being paid straight time for 25% of his/her unused sick leave of that year, transferring it to vacation, or leaving it in sick leave.
Management City Manager	Annual Leave	Convert a maximum of 48 hours of annual leave to salary compensation per year; upon making the conversion to pay, the employee must be left with a minimum of 160 hours of annual leave.
City of Buellton	Vacation	<ul style="list-style-type: none"> ✓ A maximum of five (5) vacation days per calendar year may be converted to compensation and shall be paid at the employee's rate of pay at the time of the conversion. ✓ An employee may also convert an additional five (5) vacation days per calendar year to compensation, which shall be paid at the employee's rate of pay at the time of the conversion, provided that the employee takes an additional five (5) days of vacation off work during the same pay period in which the conversion occurs.
City of Fillmore General	Vacation	Employees cannot "cash out" more than forty (40) hours per fiscal year, and only after the Employee has taken two (2) weeks' vacation and has a minimum of ten (10) vacation days in the Employee's vacation leave account following each cash out per each fiscal year.
Mid-Management Management	Annual Leave	The Employee must have a minimum of ten (10) vacation days in their vacation leave account after the requested leave is cashed out. Cash outs may be allowed in an amount up to the employee's annual accrual rate.
City Manager	Annual Leave	Excess of 10 days may be converted into cash up to 10 days in a fiscal year.
	Administrative Leave	Cash out up to 3 days in a fiscal year.

Agency <i>Employee Group(s)</i>	Leave Type	Cash Out/Conversion
City of Goleta	Vacation	Employees may elect to receive cash equal to the employee's hourly base wage for 8 hours minimum to 100 hours maximum of vacation leave accrued but not taken provided the following conditions are met: 1. The employee must take at least 80 hours of combined vacation and/or management leave during the current fiscal year. 2. The employee must still have a minimum of 40 hours of accrued vacation leave after cashing out of these hours and after all scheduled vacation leave has been taken during the current fiscal year.
	Conversion Sick Leave to Vacation	Sick leave may be converted to vacation leave at the rate of 80 hours of sick leave to eight hours of vacation leave. This request to convert sick leave to vacation leave for the purpose of compensation at separation must be approved by the Personnel Officer.
City of Grover Beach	Vacation	City shall buy back vacation leave hours accumulated in excess of sixty percent (60%) of the Employee's maximum authorized accrual amount. No employee may receive payment under the provisions of this section for more than eighty (80) hours of vacation leave in any one calendar year.
<i>Management Department Heads City Manager</i>	Sick Leave	Employees who have accumulated 672 hours of sick leave may request to be reimbursed in November of each year for any sick leave in excess of 672 hours up to a maximum of 48 hours.
City of Marina <i>Mid-Management</i>	Administrative	Cash out 5 days per year.
<i>All employees</i>	Vacation	Emergency Cash Draws on Vacation – 10 days for extreme financial need, caused by either a death or medical emergencies in family.
<i>Department Heads City Manager</i>	Personnel Leave	The City will pay employee at their request a maximum amount of (80) hours of personal leave each fiscal year
City of Morro Bay	Vacation	Convert to cash (40) hours per year; must maintain (20) hour vacation bank after conversion.
	Sick Leave	Based on individual utilization of paid sick leave in the preceding calendar year, employee may convert up to 96 hours of unused sick leave into paid vacation leave once per calendar year. Converted at 50% of sick leave to vacation. At least 160 accrued hours must remain in employee's bank. Department Heads & City Manager– at least 24 accrued hours must remain in employee's bank.
City of Pacific Grove	Annual Leave	Buy-Back Program – Employees may sell back to the City up to 80 hours of their PTO/ vacation in any calendar year if both of the following conditions are met: 1. The employee has used (taken) at least 40 hours of PTO/ vacation during the preceding calendar year. AND The employee must have at least 40 hours of PTO/ vacation remaining after the buy-back of some of the accumulated vacation.
City of Pismo Beach	Sick Leave	Annual Pay-off – City will pay the employee one -sixth of the net amount of Employee' s sick leave accumulated (earned minus used) during said calendar year. Once the employee' s sick leave balance exceeds 480 hours, the net amount of sick leave hours accumulated (earned less used) in that calendar year will be paid in full.

Agency <i>Employee Group(s)</i>	Leave Type	Cash Out/Conversion
City of Port Hueneme	Annual	Employees may convert a minimum of 16 hours to a maximum of 160 hours of annual leave to compensation. Must maintain 120 hours leave back after conversion
City of Santa Paula	Vacation	Buyback – may sell up to 10 days of vacation leave and/or comp leave at year end; employee must have taken a minimum of 40 hour of vacation leave; must maintain minimum balance of 15 days after buyout. Note: Was suspended for FY 20/21.
<i>Executive</i>	Vacation/ Administrative	40 hours per year; required to take 40 hours each year
<i>City Manager</i>		80 hours per year
City of Solana Beach	Sick Leave Conversion	Personnel Rules and Regulations Section 10.02{E} will be revised to reflect 60 hours of sick leave may be converted to vacation leave when an employee has not used up more than 60 hours of sick leave during the previous year.
City of Solvang	Vacation	Cash Out – maximum of 40 hours of accumulated vacation time, provided (1) the employee has actually used a minimum of 40 hours of vacation time during the calendar year in which the cash out request is made, and (2) the employee retains a minimum balance of 80 hours of accumulated vacation time after the cash out occurs.

Table B-12: Other Benefits

Agency <i>Employee Group(s)</i>	Type	Terms	Comments
City of Carpinteria <i>All employees</i>	Park & Recreation Programs	50% discount	✓ Tuition only for City sponsored programs, not limited to but including the Swim Team, Aqua Camp, Junior Lifeguard Program, After School Program. ✓ Regular recreation rental equipment
		75% discount	Annual fee for Community Pool Family Membership
<i>City Manager</i>	Annual Physical Examination	Provided by City	--
City of Arroyo Grande	Not provided	--	--
City of Buellton	Recreation Programs	Employees get 50% discount for most recreation programs.	--
City of Fillmore	Not provided	--	--
City of Goleta	Not provided	--	--
City of Grover Beach	Not provided	--	--
City of Marina	Not provided	--	--
City of Morro Bay	Not provided	--	--
City of Pacific Grove	Not provided	--	--
City of Pismo Beach	Not provided	--	--
City of Port Hueneme	Not provided	--	--
City of Santa Paula	Not provided	--	--
City of Solana Beach	Not provided	--	--
City of Solvang	Not provided	--	--

Table B-13: Other Compensation – Longevity Incentives

Agency	Longevity Pay Incentives							
<i>Employee Group(s)</i>	Paid As	5 YOS	10 YOS	15 YOS	20 YOS	25 YOS	30 YOS	35 YOS
City of Carpinteria								
<i>Miscellaneous Represented</i>	Increase in compensation & additional leave	--	5%	--	--	2 PTO	3 PTO	--
<i>All employees</i>	Additional paid time off (PTO)	--	--	--	--			
City of Arroyo Grande	Not provided	--	--	--	--	--	--	--
City of Buellton	Payment per month/each month; not accumulative	\$50	\$100	\$150	\$200	--	--	--
City of Fillmore	Not provided	--	--	--	--	--	--	--
City of Goleta	Not provided	--	--	--	--	--	--	--
City of Grover Beach <i>General Unit</i>	Increase in compensation	3%	2%	--	--	--	--	--
City of Marina <i>General Unit</i>	10 YOS additional compensation 15 YOS 1x payment	5% 9 YOS ⁸	5%	\$250	--	--	--	--
<i>Mid Management</i>	Increase in compensation			--	--	--	--	--
<i>Executive Management City Manager</i>				--	--	--	--	--
City of Morro Bay	Not provided	--	--	--	--	--	--	--
City of Pacific Grove	Not provided	--	--	--	--	--	--	--
City of Pismo Beach	Not provided	--	--	--	--	--	--	--
City of Port Hueneme	Not provided	--	--	--	--	--	--	--
City of Santa Paula	Not provided	--	--	--	--	--	--	--
City of Solana Beach	Not provided	--	--	--	--	--	--	--
City of Solvang <i>General Unit</i>	Monthly payment	--	--	\$100	\$150	--	--	--

⁸ City of Marina: After 9 years of service with overall “outstanding” evaluations for previous 2 years.

Table B-14: Other Compensation – Allowances

Agency	Employee Group(s)	Allowance Types	Amount	Comments
City of Carpinteria	All employees	Wellness/Fitness	-- \$96/month	--
	City Manager	Vehicle	\$700/month	
		Cell Phone	\$65/month	
		Flexible Spending	\$208.33/month	
City of Arroyo Grande	Director of Community Development	Vehicle	\$275/month	--
Director of Recreation Services	\$200/month			
City Manager			\$400/month	Reimbursement for travel mileage outside of 50-mile radius of City
	Cell phone	\$70/month	--	
City of Buellton	Public Works Director & City Clerk/HR Director	Issued Vehicles	Not applicable	--
	City Manager	Vehicle	\$400/month	In lieu of a vehicle allowance, the City Manager shall be entitled to assignment of a City vehicle for his exclusive use at all times during his employment, provided that the use of the vehicle is primarily for business use. the City Manager will be responsible for ensuring routine maintenance and safe operation of the vehicle. However, the City will pay for all such maintenance and operating costs.
City of Fillmore	Planning & Community Development Director	Mileage & Technology	\$300/month	--
	Human Resources Director/Deputy City Clerk	Technology	\$135/month	
	City Manager	Vehicle & Technology	\$200/month	Reimbursement for travel milage outside of 50-mile radius of City
City of Goleta				--

Agency	Employee Group(s)	Allowance Types	Amount	Comments
	City Manager	Auto Allowance	\$700/month	
		Cell Phone	\$130/month	
City of Grover Beach	City Manager	Vehicle	\$333.33/month	--
City of Marina	Mid-Management	Cell Phone	\$25/month	Discretionary; cell phone may be provided
	Executive Management City Manager	Business Expense	\$50/month	--
		Vehicle	\$400/month	
City of Morro Bay	Department Heads	Vehicle	\$250/month	May have City vehicle assigned in lieu of allowance
	City Manager		\$450/month	
		Cell Phone	\$50/month	
City of Pacific Grove	City Manager	Vehicle	\$500/month	--
		Cell Phone	\$146/month	
City of Pismo Beach	General Unit Lead Maintenance Worker Supervisory Facilities Maintenance Supervisor	Cell Phone	\$55.00/month	--
	Mid-Management/Professional Senior Engineer		\$75/month	
	Department Heads			
	City Manager			
		Vehicle	\$300/month	
City of Port Hueneme	Department Heads	Vehicle	\$200/month	If not assigned a City vehicle
	City Manager		\$300/month	--
City of Santa Paula	Executive Management	Vehicle	\$350/month	--
	City Manager		\$500/month	
		Technology	\$100/month	

Agency	Employee Group(s)	Allowance Types	Amount	Comments
City of Solana Beach	Executive Management City Manager	Vehicle		--
			\$255/month	
			\$450/month	
City of Solvang	City Manager	Cell Phone	\$50.00/month	--
		Vehicle	\$350/month	
		Housing Allowance	\$1,000/month	

Table B-15: Other Compensation – Differentials

Agency Employee Group(s)	Differential Types	Amount	Comments
City of Carpinteria <i>Miscellaneous Represented</i>	Out of Class/Move Up Pay	See Comments	If any affected employee is requested to work in a higher class for a cumulative total of (10) days, not including vacations and/or days off due to flexible work schedule, during any fiscal year, such employee shall then be paid at the increased rate for all such days worked.
	Standby Pay	See Comments	The City agrees to pay two hours of straight time pay, or the employee may elect to take two hours compensatory time, per (24) hour period or portion thereof in excess of (4) hours when any Public Works employee is required to-be on call on a standby basis at home during normal time off.
<i>Miscellaneous, Supervisory, Mid-Management, Management Unrepresented</i>	Out of Class/Move Up Pay	Compensation equal to ten percent (10%) above the employee's regular base salary	Required to work more than (5) working days in succession in the higher classification
<i>Miscellaneous Unrepresented</i>	Standby Pay		The City agrees to pay (2) hours of straight time pay, or the employee may elect to take two hours compensatory time, per (24) hour period or portion thereof in excess of (4) hours when any miscellaneous unrepresented employee is required to-be on call on a standby basis at home during normal time off.
<i>Miscellaneous Represented Miscellaneous Unrepresented</i>	Call Back Pay	See Comments	<ul style="list-style-type: none"> ✓ Any affected employee called out to work after his/her normal working hours shall receive a minimum of (2) hours cash compensation at the rate paid for overtime work. In such cases all work in excess of the (2) hour minimum shall be compensated at the regular overtime rate. ✓ All affected employees who are required and/or authorized to attend an authorized

Agency <i>Employee Group(s)</i>	Differential Types	Amount	Comments
			<p>meeting which starts after the established workday shall be credited for a minimum of (2) hours overtime. For all time in excess of (2) hours, normal overtime policies shall be in effect.</p> <p>✓ In the event a call-out exceeds (2) hours in actual time for a Public Works or miscellaneous unrepresented employee, the time reported for payroll purposes only shall begin with (10) minutes prior to the employee reporting for work and end (10) minutes after the time the employee leaves work to return home.</p> <p>Public Works: The normal call-back pay requirement, which would require a minimum of two hours of pay for the second reporting in a single day, would not apply when public utilities fail to supply electricity, water, or gas, or there is a failure in the public utilities or sewer system.</p>
City of Arroyo Grande <i>General Unit</i>	Callback Pay	<p>Receive 1 ½ overtime pay for all extra hours worked, minimum of two (2) hours.</p> <p>Second callback within the two-hour window of their first call receive additional pay for the time worked beyond the two hours.</p>	--
	Standby Pay	\$3.00 per hour	
	Working Out of Classification	<p>Acting pay within the range of the higher classification after (5) consecutive workdays of assignment in the acting position.</p> <p>Such acting pay shall be a minimum of five percent (5%) over the employee's current salary.</p>	
City of Buellton			--

Agency <i>Employee Group(s)</i>	Differential Types	Amount	Comments
	Acting Pay	Employee shall receive the entrance salary rate of the higher salary range or one rate higher than the rate he/she normally receives, whichever is greater.	
	On-Call Pay	\$60.25 for each pay period	Non-exempt employees in field positions who are placed on "on-call" eligible
City of Fillmore <i>General Unit</i>	Uncontrolled Standby	\$2.50 hour	--
	Holiday Standby	Employee on standby on a holiday shall receive eight (8) hours straight-time pay during Employees normal shift hours for being "on duty" plus eight (8) hours additional added to Employee's vacation balance. In addition, the Employee shall receive an additional one-half (1/2) time pay for all time worked while on standby duty.	
	Call Back Procedure And Pay	A Unit member called back to work after leaving work from a shift or called back to work while on standby shall be entitled to a minimum of (2) hours of overtime compensation at the overtime rate.	Call back shall not apply to situations where an Employee is called in to start a work shift early or asked to stay after Employee's normal shift end.
City of Goleta <i>All employees</i>	Standby Duty	Compensated at a rate equal to (1) hour of regular pay at the top step of their pay range for each 24-hour period they spend on duty.	--
	Call Out	1.5 times regular rate of pay; holidays (2) times rate of pay; minimum of (2) hours	
City of Grover Beach			--

Agency Employee Group(s)	Differential Types	Amount	Comments
General Unit	Standby Pay	Any employee assigned to standby status evenings, weekends, or holidays shall receive \$350.00 per week or \$50.00 per day in Standby Pay.	
	Weekend Duty	compensated for actual time worked with a minimum of 3.0 hours at a rate of one and one-half times Regular Pay.	Only applies to employees in the Public Works Division.
	Holiday Duty	Compensated for actual time worked with a minimum of 3.0 hours Double-Time Pay.	Employees on standby status (or employees called back to work), who also perform scheduled rounds or other work assignments on holidays as directed by the Public Works Director or his/her designee
	Call-Out Pay	Minimum of two hours of Overtime Pay for all call outs	--
	Acting Pay	Acting for an uninterrupted period of 10 working days in a higher class or rank shall be compensated at no more than 10% above the acting employee's Regular Pay throughout the acting period.	
City of Marina General Unit	Call-Back	3 hours at overtime rate f	--
	Acting Appointments	5% to 7.5%	An employee serving an acting appointment shall receive the entry salary step of the higher salary range, or a minimum of five percent (5%) or a maximum of seven percent (7.5%) higher than the rate normally received, whichever is greater
City of Morro Bay General Unit	Standby	\$42/per day Holidays \$60/per day	--
	Call Back	3 hours (4.5 hours of compensation)	
City of Pacific Grove			--

Agency Employee Group(s)	Differential Types	Amount	Comments
General Unit	Call Back	employee shall be credited with a minimum of (3) hours of work compensated at the rate of one and one-half times base pay	
Management Dept Heads City Manager	Management Time Compensation	3% of base salary <i>Included in Total Compensation Calculations</i>	Due to the unique aspects of their normal job duties, employees shall receive Management Time Compensation in lieu of paid management leave, overtime, or compensatory time.
City of Pismo Beach General	Call Back	Travel time to work and returning home shall be counted as work time, portal to portal, for a maximum of one hour per incident. Employees recalled to work one hour or more prior to the beginning of their shifts shall be granted a minimum of three hours of overtime.	--
	Standby Duty	The City agrees to pay \$50 per day for standby pay to designated personnel while they are on standby duty.	
City of Port Hueneme General	Standby Pay	\$37.49/day	--
	Called-Out Pay	Minimum of 2 hours of overtime	
City of Santa Paula	Standby	\$2.00/hour additional salary for weekends, holidays, employee's flex day & Fridays after their regularly schedule time stops. \$1.00/hour additional salary for other periods	--
	Callback	Paid at 1.5 times regular rate with a minimum of (2) hours	

Agency <i>Employee Group(s)</i>	Differential Types	Amount	Comments
	Working In a Higher Class	Acting Pay = salary rate of the higher class in which performing duties.	
City of Solana Beach	Call Back	Minimum of (2) hours of overtime	--
	Standby	Standby duty shall not be regarded as call back work. Standby duty pay of \$70 per week shall be paid to employees assigned standby duty for seven consecutive days.	Employees assigned standby duty for a period of less than seven days shall receive a prorated amount of \$10 a day.
City of Solvang	Call Back	Callback time is compensated at a rate of one and one half (1/2) times straight time after exceeding (8) hours in the workday. Minimum of (2) hours.	FLSA Non-exempt employees only
	Standby	Personnel assigned who carry after hour duty during non- work hours, during any month will receive (8) hours standby pay based on straight time for every (7) days of Standby Duty.	--
	Working Out of Class	Once the employee has served in the temporary position in excess of (14) calendar days or more, the employee shall retroactively to the date of appointment receive a temporary salary that will be calculated using the current salary range for the unfilled position such that the temporary increase in salary shall be not less than 5% greater than the employee' s existing salary.	

Table B-16: Other Compensation – Incentives

Agency <i>Employee Group(s)</i>	Incentive Types	Amount	Comments
City of Carpinteria <i>Unrepresented employees</i>	Performance Rating	Based on increases to the base wage based on Merit Increase Matrix. Determined by performance rating, position, and range.	--
City of Arroyo Grande <i>General Unit</i>	Educational Pay	Employees may qualify for advancement of two salary ranges above their position classified range upon receipt of a Bachelor of Science/Bachelor of Arts Degree in a field relative to their job classification, from an accredited college, upon recommendation of the Department Director and approval of the City Manager.	Does not apply if job requirements include degree
City of Buellton	Education Incentive Pay For Post-Secondary Degree, Certified Public Accountant Designation, Or Professional Engineer License	5% of compensation; maximum of 5%	The employee possesses or obtains a Bachelor of Arts degree, a Bachelor of Science degree, a Masters' degree, or other advanced degree. The degree must be reasonably related to, but not required for, his/her job classification, and must be issued by an accredited institution.
	CMC Pay	Full-time employees holding a position in the City Clerk classification who hold, or obtain, a Certified Municipal Clerk ("CMC") designation and certificate from the International Institute of Municipal Clerks ("IIMC") will receive an additional \$100 per pay period.	--
City of Fillmore <i>General Unit</i>	Educational Incentive	Forty-two dollars (\$42.00) per pay period for completion of (30) units of acceptable college credits, including (18) units	Maximum of (4) certifications at \$45/pay period maximum of \$180/per pay period

Agency	Employee Group(s)	Incentive Types	Amount	Comments
			required toward the Employee's declared major, and are consistent with the position for which he/she is employed and are approved in advance by the City Manager. Course work toward certificates and professionally presented courses shall be credited to the (30) units of acceptable college credits on the basis of credit value determined by the accredited institution of learning giving the course, converted into credits or equivalent semester hours.	
		Water Operator Certification Pay	Senior Maintenance Worker holding or obtaining a certificate in Grade II or Grade III Water Treatment Operator, or Grade II or Grade III Water Distribution Operator shall receive forty-five dollars (\$45.00) per pay period.	--
		Playground Equipment Certification Pay	Any Employee within the classification of Maintenance Worker I, Maintenance Worker II or Senior Maintenance Worker holding or obtaining a Playground Equipment Certificate, a Pest Control Certificate or a Back Flow Certificate shall receive forty-five dollars (\$45.00) per pay period.	
	Mid-Management Manager	Retention Incentive	1x lump sum payment equal to 2% retroactive increase from 7/1/2020 to 10/24/2020	
	City Manager		11/2020 - \$7,240.20 1x lump sum payment	
City of Goleta		Not provided	--	--
City of Grover Beach	General Unit	Education Incentive Pay	Education Incentive Pay shall increase the employee's Regular Pay as follows: Associate Degree, 2.5%; Bachelor's Degree, 5.0%, Master's	Education Incentive Pay is only available if the degree certifies educational attainment greater than required as a

Agency	Employee Group(s)	Incentive Types	Amount	Comments
			Degree, 5.0%, except that such Education Incentive Pay shall not apply if the employee uses the advanced degree in lieu of years of experience for promotion in a flexibly staffed series.	prerequisite to appointment to the employee's current position. Education incentives are not cumulative; Education Incentive Pay cannot increase Regular Pay by more than 5.0%
		Certificate/Licensing Merit Increase	Any merit increase shall be no greater than one step in the employee's current salary range,	Any employee receiving certification or licensing in an area related directly to the employee's work assignment may request, in writing, to be evaluated for a merit increase at the time of certification or licensing.
	Management Executive Management	Management Incentive Pay	5% of base compensation	Recognition of the unique nature of their management or executive Level positions and the special skills, knowledge, and abilities required of those positions. The compensation is paid as earned for normally required duties performed during normal work hours. It is not compensation in lieu of overtime or lieu of any other benefits.
	Management	Education Incentive Pay	2.5% for Master's Degree	Education incentive pay is provided for certificates or degrees over and above what is required for the position
City of Marina	Department Heads	Education Incentive	The annual aggregate cost for tuition shall not exceed \$2,000.00	City will pay the tuition cost for education programs in which a Director participates, subject to the prior approval of the City Manager, provided the training is determined to be relevant to the Directors job.
City of Morro Bay		Not provided	--	--
City of Pacific Grove	General Unit	Certificate/Special Pay	5% of base salary	With the approval of the department manager and the City Manager, employees covered under this agreement that hold and maintain a

Agency	Employee Group(s)	Incentive Types	Amount	Comments
				license or certificate that is not required by the employee's job description, approving authorities to provide significant benefit to the operation of the department, shall receive a 5% pay differential.
		Fitness Incentive Program	\$0-\$250 (1) time payment based on Fitness Assessment levels; annual assessment	--
	Management		\$0 - \$500 (1) time payment based on Fitness Assessment levels; annual assessment	
	General Uni	Education Incentive	<ul style="list-style-type: none"> ✓ employees shall receive an amount equal to 2.5% of their base pay upon satisfactory completion of (30) units of college level, job-related courses. ✓ employees shall receive an amount to total 5% of their base pay upon satisfactory completion of (60) units of college level, job-related courses. ✓ shall receive a lump sum payment of \$500.00 upon satisfactory completion of a course of study and/or examination that results in attaining an acknowledged level of professional development – evidenced, for example, by degree, credential, or certification – in the employee's field of work. 	No more than three such payments shall be paid to an individual during his/her tenure with the City.
City of Pismo Beach	General	Certification Pay	If an employee achieves a Water or Wastewater certification higher than those required for the current position, the City shall increase the employee's pay by 2.5%, and shall maintain that 2.5% increase as long as the employee	--

Agency	Employee Group(s)	Incentive Types	Amount	Comments
			maintains one or more higher certifications than required.	
City of Port Hueneme		Not provided	--	--
City of Santa Paula		Sick Leave Incentive	Employees receive pay credit based on sick leave usage for the period of November to October based on a schedule ranging from total sick leave used (0) to (32) hours receiving from (24) hours to 1 hour of additional pay credit.	Note: Program suspended for FY 20/21
	City Manager	Merit Incentive	Maximum of \$20,000 onetime payment annually	Based on established goals and objectives as part of annual evaluation of performance
City of Solana Beach		Not provided	--	--
City of Solvang	City Manager	Performance Bonus	Based on agreed upon objectives for each year of agreement; evaluated each year	--

Table B-17: Other Compensation – Reimbursements

Agency <i>Employee Group(s)</i>	Reimbursement Types	Amount	Comments
City of Carpinteria <i>Miscellaneous Represented Miscellaneous Unrepresented</i>	Tuitions/Education Reimbursement	\$200/fiscal year	Tuition and textbook reimbursement
<i>Supervisory, Mid-Management, Management Unrepresented</i>	Tuition/Training	Based on request	<ul style="list-style-type: none"> ✓ The City agrees that all direct costs of all training or instruction required by the City shall be paid for by the City. ✓ Charges for tuition, books, and supplies for educational courses, not required by the City but directly related to the Management Employee's position with the City and having prior written approval of the Department Director and City Manager will be reimbursed upon presentation of satisfactory completion of such training. It is the policy of the City to provide paid membership in approved professional associations for Management Employees as budgeted and subject to approval by the City Manager. This policy also includes publications associated with membership and other educational materials. ✓ The City encourages Management Employees to attend professional conferences subject to budgetary restraints and fiscal allocation.
<i>All employees</i>	Fitness reimbursement	\$31.20/month	Approved membership fee at an athletics club or fitness program.
<i>City Manager</i>		80% of cost	Enrollment in physical fitness program at The Firm Athletic Club in Carpinteria
	Reimbursable Expenses	100% of cost	Memberships, Conferences, Professional Development
	Cell Phone	\$65/month	
	Annual Physical	TBD	City paying for any costs not paid by the employee's health insurance

Agency	Employee Group(s)	Reimbursement Types	Amount	Comments
City of Arroyo Grande		Tuition	\$750/year	Any degree or certificate program that is beneficial to the City
		Licenses and Certification	To be determined	The cost of licensing or certification fees, renewal fees, and test fees for all levels of certification or licensing are reimbursable, upon receipt of the certification or license.
City of Buellton		Educational Assistance For Training And Advancement	When a training course to be taken by an employee will benefit the City, the City Manager may authorize payment by the City of tuition charges and books.	Employees who separate from City employment voluntarily, shall be required to repay the City for reimbursements received based on service time since reimbursement from 100% to 25%
		Licenses And Certification Assistance	The cost of licensing fees, renewal fees, and test fees for all levels of certification are reimbursable, upon the City's receipt of the certification or license.	Licenses and Certification Assistance
City of Fillmore	<i>General Unit</i>			
		Textbooks & Tuition	\$2,000/year	
	<i>Mid-Management Management</i>	Tuition	Discretionary	Tuition & textbooks; discretion of City Manager
City of Goleta		Educational Assistance for Training & Advancement	To be determined	Additional compensation by earning a degree specified in their job description, may submit receipt for reimbursement for tuition and books
		Licenses and Certification Assistance	Cost of licensing & certification fees, renewal fees and test fees for all levels of are reimbursable.	--
		Tuition Reimbursement	\$750/per fiscal year for any degree or certificate program.	
City of Grover Beach				

Agency	Employee Group(s)	Reimbursement Types	Amount	Comments
	<i>General Unit</i>	Education Reimbursement	\$700/year	Cost of tuition, books, and special supplies
City of Marina		Educational Programs	\$2,000/year	Cost of tuition
	<i>Department Heads City Manager</i>	Annual Physicals	\$300/year	Physical examination for the Employee, on an annual basis
City of Morro Bay	<i>Management Department Heads City Manager</i>	Professional Development	Travel and subsistence expenses for travel, meetings & seminars	--
		Professional Dues	Professional dues and subscriptions	
	<i>All employees</i>	Education	Reimburse cost for certifications, correspondence courses, and licenses.	Includes application fees, examination, and certificate fees
	<i>Department Head</i>	Cell Phone	Reimburse the costs of the use of a personal cell phone for City business.	
City of Pacific Grove	<i>General Unit</i>	Education Reimbursement	\$1,000/year	--
	<i>Management Dept Heads</i>	Tuition Reimbursement	\$3,000/year	
		Professional Development Program	\$500	A lump sum payment to employee who has completed a course of study and/or examination that results in attaining an acknowledged level of professional development – evidenced, for example, by degree, credential, or certification – in the employee’s field of work. No more than three (3) such payments shall be paid to an individual during his or her tenure.
City of Pismo Beach	<i>General Unit</i>	Tuition Assistance	To be determined	Cost of books and tuition
		City -Sponsored Training	\$1,000/year	--
City of Port Hueneme		Tuition	\$2,000	--
City of Santa Paula		Tuition Reimbursement	\$2,500/year	May authorize employee to take courses during the employee’s normal workday for limited

Agency	Employee Group(s)	Reimbursement Types	Amount	Comments
	City Manager		Temporarily reduced for FY 20/21 to \$1,000/year	duration, if alternate classes are not available e.g., high classes not offered.
		Professional Development	Based on expenses	Pay/reimburse for expenses of employee for travel for professional or official reason Professional memberships as approved. Nonpersonal and job affiliated nature incurred.
		Memberships General Expenses		
City of Solana Beach		Tuition Reimbursement	\$2,000/year	--
City of Solvang	City Manager	Professional Dues & Subscriptions	Based on expenses	--

Appendix C: Salary Range Recommendations

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
COMMUNITY DEVELOPMENT							
Community Development Director	M19	\$8,970.67	\$12,334.60	\$10,279.00	\$12,865.00	M20	BENCHMARK- No salary grade higher than M19 on Mgmt. salary schedule to assign to new range. Recommend aligning new salary min/max with labor market data points. Proposed new salary grade M20 or 10% above grade M19, pending City approval of additional higher salary grades.
Principal Planner	M16	\$6,583.09	\$9,060.87	\$7,203.64	\$9,454.47	M17	BENCHMARK – Recommend regrade one grade higher to M17. There is no salary grade M17 on the current Mgmt. salary schedule. The percentage between ranges M16 & M17 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
Chief Building Inspector/Plan Check	M12	\$5,161.91	\$7,097.77	---	---	M13	Relationship to anchor benchmark-Director of Community Development. Recommend regrade one grade higher to M13. There is no salary grade M13 on the current Mgmt. salary schedule. The percentage between ranges M12 & M13 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
Associate Planner	12	\$5,162.00	\$7,097.77	---	---	13	Relationship to anchor benchmark-Principal Planner. Recommend regrade one grade higher to 13. No salary grade higher than grade 12 on Misc. Unrepresented Employee salary schedule. The percentage between ranges 12 & 13 would be 5% which was applied to the CPS HR recommended monthly salary min & max figures.
Code Compliance Supervisor	M11	\$4,846.67	\$6,664.12	---	---	M11	Relationship to anchor benchmark-Code Compliance Officer II. No data to suggest change.

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
Assistant Planner	10	\$4,503.27	\$6,191.99	---	---	11	Relationship to anchor benchmark-Principal Planner. Recommend regrade to one grade higher to 11. No salary grade 11 on Misc. Unrepresented Employee salary schedule. The percentage between ranges 10 & 11 is 5% which was applied to the CPS HR recommended monthly salary min & max figures.
Administrative Assistant-Community Development	112	\$4,528.41	\$5,504.32	ISD*	ISD*	TBD	BENCHMARK- Insufficient data (ISD) to suggest change. See footnotes on page #23 for rationale re: ISD/job matches. This benchmark did not have at least (3) matching classifications. Recommend the position be placed within the City's pay structure based on the internal relationship between similar jobs.
Code Compliance Officer II	8	\$3,896.43	\$5,357.66	ISD*	ISD*	TBD	BENCHMARK- Insufficient data (ISD) to suggest change. See footnotes on page #27 for rationale re: ISD/job matches. This benchmark did not have at least (3) matching classifications. Recommend the position be placed within the City's pay structure based on the internal relationship between similar jobs.
Code Compliance Officer I	6	\$3,596.48	\$4,945.26	---	---	6	Relationship to anchor benchmark-Code Compliance Officer II. No data to suggest change.
ADMINISTRATIVE SERVICES							
Administrative Services Director	M19	\$8,970.67	\$12,334.60	---	---	M20	Align salary with similar department Directors. Relationship to anchor benchmark-Community Development Director. No salary grade higher than M19 on Mgmt. salary schedule. Recommend aligning new salary min/max with labor market data points consistent with anchor benchmark-Community Development Director. Proposed new salary grade M20 or 10% above grade M19, pending City approval of additional higher salary grades.

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
Senior Financial Analyst	M14	\$5,964.51	\$8,201.15	\$6,219.50	\$7,671.94	M14	BENCHMARK
Accounting Technician	9	\$4,038.74	\$5,553.35	---	---	9	Relationship to anchor benchmark-Senior Financial Analyst.
GENERAL GOVERNMENT							
City Manager	N/A	\$14,438.60	\$14,438.60	\$15,829.00	\$16,585.00	N/A	BENCHMARK- Recommend aligning new salary min/max with labor market data points.
Human Resources/Risk Manager	M16	\$6,583.09	\$9,060.87	\$8,017.00	10,247.00	M18	BENCHMARK- No salary grade for M18 on Mgmt. salary schedule. Recommend regrade two grades higher to M18. The percentage between ranges M16, M17 & M18 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
City Clerk	M15	\$6,324.13	\$8,693.27	---	---	M16	Relationship to anchor benchmark-Director Community Development. Recommend regrade one grade higher to range 16.
Assistant City Manager	M19	\$8,970.67	\$12,334.60	---	---	M20	Relationship to anchor benchmark-City Manager and also in alignment with department Directors. Proposed new salary grade M20 or 10% above grade M19, pending City approval of additional higher salary grades.
Program Manager	M12	\$5,161.91	\$7,097.77	---	---	M13	Align with anchor benchmark Environmental Program Manager. Recommend regrading one grade higher to range M13.
Receptionist/Office Assistant	100	\$3,311.55	\$4,025.21	---	---	100	Relationship to anchor benchmark-Administrative Assistant-Community Development
PARKS & RECREATION							

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
Parks, Recreation and Public Facilities Director	M19	\$ 8,970.67	\$12,334.60	\$7,800.00	\$10,204.13	M20	BENCHMARK- Align salary with similar department Directors based on city reorganization and added breadth and scope of work (e.g. capital projects, bids etc.) for this position after completion of salary survey. No salary grade higher than M19 on current Mgmt. salary schedule. Recommend aligning new salary min/max with labor market data points for anchor benchmark-Community Development Director. Proposed new salary grade M20 or 10% above grade M19, pending City approval of additional higher salary grades.
Parks & Facilities Maintenance Supervisor	M12	\$5,161.91	\$7,097.77	---	---	M13	Relationship to anchor benchmark-Public Works Supervisor. Recommend regrade one grade higher to M13. No salary grade M13 on current Mgmt. Salary Schedule. The percentage between ranges M12 & M13 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
Aquatics Superintendent	12	\$4,846.67	\$6,664.12	ISD	ISD	TBD	BENCHMARK- Insufficient data (ISD) to suggest change. See footnotes on page #24 for rationale re: ISD/job matches. This benchmark did not have at least (3) matching classifications. Recommend the position be placed within the City's pay structure based on the internal relationship between similar jobs.
Senior Parks & Facilities Maintenance Worker	111	\$4,337.42	\$5,272.16	\$4,607.51	\$5,600.53	112	BENCHMARK- Recommend regrade one grade higher to range 112.
Management Assistant	7	\$3,712.82	\$5,105.11	---	---	7	Relationship to anchor benchmark-Administrative Assistant-Community Development. No data to suggest change.
Aquatics Program Coordinator	5	\$3,361.42	\$4,621.96	---	---	5	Relationship to anchor benchmark-Aquatics Superintendent. No data to suggest change.

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
Parks & Facilities Maintenance Worker I	102	\$3,479.20	\$4,228.99	---	---	103	Relationship to anchor benchmark-Senior Parks & Facilities Maintenance Worker. Recommend regrade one grade higher to 103. No salary grade 103 on SEIU Salary Schedule. The percentage between ranges 102 & 103 would be 5% which was applied to the CPS HR recommended monthly salary min & max figures.
PUBLIC WORKS							
Public Works Director	M19	\$8,970.67	\$12,334.60	---	---	M20	Align salary with similar department Directors. Relationship to anchor benchmark-Community Development Director. No salary grade higher than M19 on Mgmt. salary schedule. Recommend aligning new salary min/max with labor market data points consistent with anchor benchmark-Community Development Director. Proposed new salary grade M20 or 10% above grade M19, pending City approval of additional higher salary grades.
Civil Engineer	M16	\$6,583.09	\$9,060.87	\$8,501.41	\$10,465.35	M18	BENCHMARK -No salary grade M18 listed on current Management Salary Schedule to assign new range. The percentage between ranges M16, M17, M18 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
Environmental Program Manager	M12	\$5,161.91	\$7,097.77	---	---	M13	Relationship to anchor benchmark-Public Works Director. Recommend regrade one grade higher to M13. No salary grade for M13 on current Mgmt. salary schedule. The percentage between ranges M12 & M13 is 10% which was applied to the CPS HR recommended monthly salary min & max figures.
Public Works Supervisor	M12	\$5,161.91	\$7,097.77	\$5,704.40	\$7,127.47	M13	BENCHMARK -Recommend regrade one grade higher to M13. There is no salary grade for M13 on Mgmt. salary schedule. The percentage between ranges M12 and M13 is 10% which was applied to

Classifications By Department	Current Salary Grade	Current Monthly Minimum	Current Monthly Maximum	Labor Market Monthly Minimum	Labor Market Monthly Maximum	Proposed Salary Grade	Rationale/Anchor Benchmark
							the CPS HR recommended monthly salary min & max figures.
Assistant to Public Works Director	M11	\$4,846.67	\$6,664.12	---	---	M12	Relationship to anchor benchmark-Public Works Director. Recommend regrade one grade higher to M12.
Engineering Technician	9	\$4,038.74	\$5,553.35	---	---	10	Relationship to anchor benchmark-Civil Engineer. Recommend regrade one grade higher to range 10.
Public Works-Lead Maintenance Worker	111	\$4,337.42	\$5,272.16	---	---	112	Relationship to anchor benchmark-Senior Parks & Facilities Maintenance Worker. Recommend regrade one grade higher to range 112.
Public Works Maintenance Worker II	108	\$4,034.81	\$4,904.33	---	---	109	Relationship to anchor benchmark-Senior Parks & Facilities Maintenance Worker. Recommend regrade one grade higher to range 109. No salary grade 109 on SEIU Salary Schedule. The percentage between ranges 108 & 109 would be 5% which was applied to the CPS HR recommended monthly salary min & max figures.
Public Works Maintenance Worker I	102	\$3,479.20	\$4,228.99	---	---	103	Relationship to anchor benchmark-Senior Parks & Facilities Maintenance Worker. Recommend regrade one grade higher to 103. No salary grade 103 on SEIU Salary Schedule. The percentage between ranges 102 & 103 would be 5% which was applied to the CPS HR recommended monthly salary min & max figures.

BOLD = Benchmark Classification, TBD = To be determined by City of Carpinteria, *Insufficient Data (ISD)

Appendix D: Management Salary Schedule with missing salary grades included

(This chart does not include the 2021 approved 3% increase)

CITY OF CARPINTERIA CONDITIONS OF EMPLOYMENT FOR MANAGEMENT PERSONNEL
EFFECTIVE AUGUST 10, 2020

Grade	Minimum	Control Point	Maximum	Bandwidth	Midpoint Separation
M23	\$157,608	\$197,009	\$216,709	37.5%	
M22	\$143,280	\$179,099	\$197,008	37.5%	10.0%
M21	\$130,254	\$162,817	\$179,098	37.5%	10.0%
M20	\$118,413	\$148,015	\$162,817	37.5%	10.0%
M19	\$107,648	\$134,560	\$148,015	37.5%	10.0%
M18	\$95,586	\$119,603	\$131,564	37.6%	12.5%
M17	\$86,897	\$108,730	\$119,603	37.6%	10.0%
M16	\$78,997	\$98,846	\$108,730	37.6%	10.0%
M15	\$75,890	\$94,836	\$104,319	37.5%	4.2%
M14	\$71,574	\$89,468	\$98,414	37.5%	6.0%
M13	\$66,758	\$83,449	\$91,795	37.5%	7.2%
M12	\$61,943	\$77,431	\$85,175	37.5%	7.8%
M11	\$58,160	\$72,700	\$79,969	37.5%	6.5%
M10	\$54,610	\$68,263	\$75,089	37.5%	6.5%
Newly developed pay grades					
Current pay grades					