



Item #06-4-10
Consent

SACOG Board of Directors

April 13, 2006

SACOG's Total Compensation Survey

Issue: To review and accept the Total Compensation Survey.

Recommendation: The Administration Committee recommends that the Board of Directors accept the Total Compensation survey.

Committee Action/Discussion: CPS Human Resource Services was contracted to perform a total compensation survey in order to meet the requirements of the Employee Association (EA) memorandum of understanding (MOU). It also was intended to provide information to assist in the discussions with the EA for the new MOU. The survey guidelines were agreed upon by a six-member joint team of management staff and EA members. The survey collected data related to the compensation components for SACOG employees, not just base salary, i.e., cash contributions for health insurance and retirement, employer contributions for insurances, Social Security, and leave benefits.

There were eight positions surveyed, because after the initial survey, it was determined that these were positions that provided the most "matches" for similar positions in the survey agencies. These positions cover the full range of employment opportunity at SACOG, from entry level clerical positions to the Executive Director, as well as a good sampling of positions in between. There were 15 agencies surveyed, eight member agencies and seven regional agencies that are similar in structure to SACOG.

The outcome of the survey finds that when the value of the health insurance "cash up" and Social Security contribution is included, most of the SACOG staff is within 0.15% - 6.8% +/- of the mean total compensation of the survey agencies. The two executive staff positions surveyed are slightly more than 14% under the mean total compensation.

The entire report is attached for your review. However, a synopsis of the report can be found in the Executive Summary. Once this document is accepted by the Board, staff will return with a recommended pay plan for the organization.

Approved by:

Mike McKeever
Executive Director

MM:KW:gg
Attachment

Key Staff: Karen Wilcox, Director of Finance



**SACRAMENTO AREA
COUNCIL OF GOVERNMENTS**
COMPENSATION STUDY
FINAL REPORT

Prepared By:



February 2006

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Section I – Executive Summary

SACOG contracted with CPS Human Resource Services (CPS) to conduct a total compensation study in order to update data gathered in previous compensation studies and to fulfill a requirement in the employee memorandum of understanding. A joint team of three members of the executive staff and three members of the Employee Association met with CPS to determine the parameters for data requested, agencies to be surveyed, and positions to be surveyed.

The survey data to be gathered was to include all components of compensation, whether as part of an employee paycheck or a benefit paid by the employer on behalf of an employee. Also surveyed were agency policies on the accumulation of leave (vacation, sick and/or management) and the practice for payment of excess leave. The last component of the survey was agency policy on cost of living adjustments and post-employment benefits.

The number of positions surveyed was initially 20, however, when the survey data was returned we discovered there were insufficient matches for 12 positions as related to job duties and the joint team felt it would be an unfair comparison to include these in the overall survey. The remaining eight positions represented 20, or 42.5%, of SACOG's 47 member staff, and was determined to provide enough of a basis for drawing conclusions about how SACOG's total staff compensation compared to other agencies in the regional market.

There were 15 agencies chosen to participate, eight member agencies, and seven regional agencies from the Sacramento region, the Bay area, the Central Valley, and San Diego. All 15 agencies participated.

The conclusion of the survey indicates that:

- SACOG's base salaries are less than 2% above and up to 18% below the regional market; however, SACOG gains on the market over base salary when the monthly cash contribution for health insurance and the contribution toward Social Security are added. When total compensation is compared to the other markets, five staff positions and executive director are from 2.57% below to 6.8% above market; however, the director's of Finance and Community Planning & Operations are more than 14% below market.
- When the maximum accrual for vacation, sick and personal days are combined, SACOG is slightly more than 16% above average for the surveyed agencies. SACOG is competitive for the number of holiday benefits.
- SACOG's practice of paying in cash the difference between the Kaiser Bay Area/Sacramento family premium and the actual insurance premium is generous in comparison to the surveyed agencies. Only three agencies use this standard, the others have various lesser contributions.
- SACOG's retirement practices can be readily compared to thirteen surveyed agencies. Seven of those agencies have more generous retirement benefits, five are less generous, and only one is comparable. The surveyed agencies have a variety of contributions related to payment of employee portion of PERS (7%-8%) and contribution of Employer Paid Member Contribution (0.49% of salary).
- SACOG and six other agencies provide Social Security contributions. Only SACOG and one of the surveyed agencies pays Social Security, the full employee contribution to PERS, and EPMC.

- Post-employment health benefits for SACOG employees are comparable to only four of the surveyed agencies. Nine agencies contribute less than \$750 per month for post-employment health benefits; one contributes nothing.
- Sick leave cash out provisions vary greatly from a no-payment provision to payment of all unused balance in a combined leave program. A number of agencies provide for conversion of unused sick leave to PERS service credit. Four agencies are similar to SACOG in their policies; 11 agencies are less generous.
- Other payment practices such as longevity pay and deferred compensation vary widely by agency.

What follows are several sections that identify the initial Project Scope and Methodology (Section II), the Survey Results (Section III), the Benefits Data Survey Results (Section IV), and a number of appendixes that detail the actual survey data results.

Both SACOG management and the Employee Association have reviewed this report and agree that it fairly represents the total compensation survey and its results.

Section II - Project Scope and Methodology

CPS Human Resource Services (CPS) conducted a total compensation study to update data gathered in previous compensation studies for the Sacramento Area Council of Governments (SACOG). SACOG desired to have a comprehensive compensation survey as a prelude to negotiations with their employee association. CPS worked with a SACOG Joint Team comprised of representatives of the executive team and SACOG Employee Association to define the components of the survey, the positions to be surveyed, and the survey agencies, all of which was approved by the Board of Directors.

The study was conducted to determine SACOG's competitive position in the labor market with respect to total compensation. More specifically, the study objectives included:

1. The development of a compensation policy that addresses:
 - a. Appropriate labor market and survey classes.
 - b. SACOG's preferred competitive position in the labor market and how that competitive position is measured.
 - c. Appropriate mix of base salary, total cash, and benefits.
 - d. Relationship of market pricing vs. internal salary relationships.
2. The collection and analysis of total compensation survey information for 15 survey employers and 20 survey classifications. The survey information to be collected included:
 - a. Base salary (defined as the highest rate on the salary schedule for a position)
 - b. Total cash compensation (including cash up for health insurance, employer payment of employee contributions, incentive compensation, deferred compensation, other cash-add ons)
 - c. Employer contributions for retirement and paid insurances (PERS, Social Security, health, dental, vision, life, disability insurance, other)
 - d. Leave benefits (vacation, sick, holiday)
 - e. Post-employment benefits
3. Development of a revised salary plan that reflects SACOG's pay policy as applied to the labor market survey data and internal salary relationships.

CPS Workplan

The tasks required in achieving the study objectives included:

1. The review and finalization of the project scope and work plan with the SACOG Joint Team and the Administration Committee.
2. Development of the survey parameters.
3. Review and finalization of the survey parameters with the SACOG Joint Team and the Administration Committee.
4. Collection and analysis of the survey data.
5. Review of the draft survey results with the SACOG Joint Team
6. Preparation of a revised salary plan
7. Preparation and presentation of this final report.

Compensation Survey Parameters

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

- Labor market employers
- Classifications to survey
- Scope of the survey

Labor Market Employers

The selection of the labor market employers typically takes into account a number of factors. These factors include:

Industry

It is important that each employer's pay practices are competitive in their specific industry. This is especially important for management, professional, and technical positions. With respect to SACOG, these would include regional planning and transportation agencies.

Geographic Area

An employer's labor market should include employers within the geographic area from which the employer recruits and retains employees. This particular factor may vary by different types of jobs. For example, SACOG may need to recruit on a statewide basis for key management, professional, and technical positions, and on a local or regional basis for administrative and clerical positions.

Member Agencies

Since SACOG is an agency that provides services to its member agencies, it is important to consider the pay practices of its member agencies when adjusting or developing its pay practices. This is not to say, however, that SACOG's pay practices should be tied directly to its members without consideration of the broader industry market.

Given the above factors, it was recommended that the SACOG labor market include member agencies as well as regional agencies. The labor market used in the current study is presented below.

MEMBER AGENCIES

City of Davis
City of Citrus Heights
City of Folsom
City of Roseville
City of Sacramento
County of Sacramento
City of West Sacramento
Placer County

REGIONAL AGENCIES

Association of Bay Area Governments
Sacramento Regional Transit District
Sacramento Metropolitan Air Quality Management District
Metropolitan Transportation Commission
Placer County Transportation Planning Agency
San Diego Association of Governments
Council of Fresno County Governments

Survey Classifications

As part of the early discussions of this study, SACOG's Joint Team agreed upon twenty representative positions to be surveyed in the 2005 Compensation Survey. These positions are shown below.

Accountant II
Administrative Assistant II
Administrative Clerk II
Assistant Planner
Senior Planner
Associate Graphic Designer
Associate Public Information Coordinator
Senior Information Technology Analyst
Information Technology Analyst II
Associate Research Analyst
Senior Research Analyst
Clerk of the Board
Director of Finance
Executive Director
Director of Transportation Planning
Director of Community Planning and Operations
Director of Research and Analysis
Manager of Communications
Project Delivery Manager
Transportation and Land Use Modeling Analyst (Principal Transportation Analyst)

Survey Scope

The total data collected and reported includes:

- Title of each comparable classification.
- Total employer-paid cash contributions such as payment of employee health insurance and retirement contribution, deferred compensation, car allowance or other form of significant cash compensation paid to the employee or on behalf of the employee

- Retirement plan description and Social Security
- Employer contributions for employee insurances
- Leave benefits
- Any employer-paid post-employment benefit data
- Minimum and maximum base salary
- Mean top maximum salary of each labor market as well as a combination of the two labor markets
- Percentage SACOG's maximum base salary is above or below the labor market maximum mean

Section III – Survey Results

The study involved the collection of total compensation information. In order to derive total compensation it was deemed to be base salary as well as benefit payments made on behalf of employees for each of the survey classifications from the selected labor market employers. While detailed results of the study are presented in the Appendix, summary information is provided below.

Participation and Comparability

All of the 15 agencies that were surveyed participated. Survey results concluded that several of the twenty surveyed positions had only a limited number of matches, and with the approval of the SACOG Joint Team, the number was reduced to eight classifications which were identified to be the benchmark positions. For purposes of this study, these positions are deemed good benchmark classifications and a representative sample of all classifications in SACOG's salary plan. These eight positions provided a reference point for subsequent salary determinations for other classifications for which there was no adequate comparability. The benchmark classifications are:

Accountant II
Administrative Clerk II
Assistant Planner
Senior Planner
Information Technology Analyst II
Director of Finance
Director of Community Planning & Operations
Executive Director

These eight positions represent a substantial cross-section of the SACOG staff in that there are 20 individuals in these positions, or about 42.5% of the total number of employees.

A Summary of Comparability is attached as Appendix A. The list of survey classifications for benchmark positions surveyed is shown in Appendix B; the remaining 12 classifications for which there were insufficient matches is found in Appendix E.

Survey Conclusions

SACOG's relationship to the labor market varies depending upon which labor market is used for comparison and the components used in that comparison. SACOG may need to recruit on a statewide basis for key management, professional, and technical positions, and, as such, the comparison to All Agencies is a meaningful indicator of SACOG's position in the market. Since this left only the clerical position not compared to the regional market, it was decided to compare it to All Agencies also.

A brief analysis of total compensation and base salary for SACOG's nine benchmark classifications follows below. Detailed total compensation analysis and charts can be found in Appendix B.

Total Compensation Comparison

SACOG’s total compensation position when compared to the respective labor markets of the survey agencies shows the following:

- Two positions are 5.34% to 6.8% above the agency mean
- Three positions are less than 1% above/below the agency mean
- One position is 2.57% below agency mean
- Two positions are slightly more than 14% below the survey agencies mean.

Summary of Total Compensation Results

Classification Title	SACOG Total Compensation	All Agencies	
		Total Compensation	SACOG %age above (below) mean
Administrative Clerk II	\$ 4,670	\$ 4,352	6.80%
Assistant Planner	\$ 6,958	\$ 6,586	5.34%
Senior Planner	\$ 8,972	\$ 8,940	0.36%
Accountant II	\$ 6,958	\$ 6,981	-0.34%
Information Technology Analyst II	\$ 6,958	\$ 7,137	-2.57%
Executive Director	\$18,191	\$ 18,163	0.15%
Director of Community Planning & Operations	\$12,587	\$ 14,394	-14.36%
Director of Finance	\$11,562	\$ 13,225	-14.38%

Base Salary Comparison

Base salary, which is the primary component of total compensation, indicates that there are two positions that are very slightly above their market mean, while the others are below the mean.

Summary of Mean Base Salary Results

Classification Title	SACOG Base Salary	All Agencies	
		Mean Base Salary	SACOG %age above (below) mean
Administrative Clerk II	\$ 3,137	\$ 3,089	1.54%
Assistant Planner	\$ 5,110	\$ 5,021	1.75%
Senior Planner	\$ 6,847	\$ 7,093	-3.59%
Accountant II	\$ 5,110	\$ 5,437	-6.98%
Information Technology Analyst II	\$ 5,110	\$ 5,605	-9.69%
Executive Director	\$ 14,224	\$ 14,785	-3.94%
Director of Community Planning & Operations	\$ 10,117	\$ 11,801	-16.65%
Director of Finance	\$ 9,176	\$ 10,826	-17.99%

What the two comparisons show is that SACOG gains on the market when total compensation is considered for two primary reasons:

- SACOG's monthly contribution for health insurance is \$922 for 2005, while the survey average is \$846. This results in a gain of \$76 per month for SACOG employees.
- SACOG's contribution to Social Security. Only six of the 15 surveyed agencies contribute to Social Security. This contribution represents a 6.2% expense for all salaries under the 2005 Social Security salary cap of \$90,000.

In conclusion, SACOG is generally comparable to the market for the benchmark positions. With only four exceptions, two at 5.34% and 6.8% above the mean and two at more than 14% below the mean, the remaining four of the benchmark positions are within the market range of 5% above/below market. Of the 20 staff members represented by the eight benchmark positions, 12 are within market range, and eight are above or below.

Anticipated Future Salary Range Adjustments (COLAs)

In addition to surveying the current compensation practices, information was also collected having to do with anticipated salary increases of the fifteen survey agencies. The survey shows the following:

- 5 of the agencies are scheduled for some form of salary range adjustment in January 2006.
 - The adjustment is 3% for one agency
 - One is 3.3% based on a CPI formula,
 - One agency gave 3% to management and 1% to administrative employees
 - One agency gave a 3% to its general employees and moved the salary schedule 5%; it also adjusted the salary schedule 5% for management positions
 - For one agency, the amount of the adjustment is still unknown, but is to be based on a survey of 4 comparable agencies.
- 4 agencies anticipate making adjustments in June/July 2006, but the amount is unknown and subject to union negotiations
- 3 agencies will have salary increases based on the Consumer Price Index and the amount is not yet known.
- 1 agency is providing a 4% adjustment to union employees in late June. Management employees in this agency are scheduled for a July adjustment based on the results of a yet-to-be completed salary survey.
- 2 agencies do not have any scheduled adjustments planned

Detail data on COLA adjustments are located in Appendix C.

Section IV – Benefit Data Survey Results

Benefit Data Survey Results

This section of the report summarizes information for specific benefit areas for which SACOG requested information. This analysis includes survey agency practices related to paid leave, retirement, insurance contributions and post-employment benefits. Detailed spreadsheets on each of these benefit areas are summarized in Appendix D.

Paid Leave Practices –

SACOG provides a sliding scale of annual accrual for vacation time based on years of service, ranging from 13 days annually for the first three years of employment to 23 days annually for 20+ years of service. Maximum accrual is twice the annual accrual rate. Sick leave accrual, regardless of years of service, is 15 days per year with no maximum limit. SACOG offers two floating holidays.

The survey of paid leave practices shows the following:

- 3 agencies have a combined vacation and sick leave paid-time-off (PTO) program. All others have traditional vacation programs with increasing vacation accruals based on years of service.
- Leave allowances for those agencies offering separate programs are:
 - Vacation:
 - Year 1 – 8 offer 10 days; 2 offer 12 days; 1 offers 13 days; 1 offers 15 days.
 - Year 20 - 3 offer 20 days; 1 offers 22 days; 1 offers 23 days; 6 offer 25 days; 1 offers 28 days.
 - Sick:
 - 9 offer 12 days annually
 - 3 offer 15 days annually.
 - Two agencies offer three and five “Personal” days
- When the maximum accrual for vacation, sick leave and personal days are combined, SACOG is slightly more than 16% higher than the surveyed agency mean in the first ten years of employment. For years of employment over 10 years, SACOG is 4.85% - 10.7% % higher than the surveyed agency mean for combined leave allowance and 5.61% higher at 20 years.
- Holiday benefit is competitive with SACOG offering slightly higher than average (survey average is 13.2 days vs. SACOG’s 13.5 days).
- SACOG’s administrative leave program, i.e. management leave, of 40 hours per year, is somewhat less than the mean for the agencies providing administrative leave (61 hours per year).

Health Insurance Cash-Up Provisions - This provision allows for some form of added payment to those employees who choose not to be covered by the employer's group health plan. SACOG pays the value of \$922 per month (2005) in premium and/or cash to the employee. In this area, the survey shows the following:

- Ten agencies provide some form of cash-up to a specific dollar limit ranging from \$100 up to \$925 per month.
 - 5 set a specific dollar limit ranging from \$100 up to \$485 per month
 - 1 pays a percentage (50%) of cost savings or of specified Kaiser rate
 - 1 ties the cash up option to the employee premium amount
 - 3 pay the difference from the family rate
 - All require proof of other insurance
- One agency that provides the cash up option allows the money to be put into deferred comp, the other agencies give it as regular salary
- Five agencies provide no cash-up option.

Retirement Benefit Practices –

SACOG offers a California PERS (PERS) retirement plan of 2% @55 based on the highest year's annual salary. SACOG also contributes on behalf of each employee an amount equal to the employee's contribution to PERS (7%), as well as the Employer-Paid Member Contribution (EPMC) benefit, which requires an additional SACOG contribution to PERS equal to 0.49% of employee salary on behalf of the employee. This has the effect of increasing the employee's contribution to a total amount of 7.49% of annual salary. SACOG also contributes 6.2% of each employee's annual salary up to the Social Security salary maximum (\$90,000 in 2005, increases annually). The survey results show the following:

- 12 of the survey agencies contract for retirement benefits through PERS; 2 have their own plan and one has the 1937 Act plan.
- Of the 12 PERS agencies:
 - 5 provide the 2% @55 plan
 - 3 provide the 2.5% @55 plan
 - 4 provide the 2.7% @55 plan
 - 8 of these agencies report using the single highest year formula for calculating retirement benefits
 - 4 agencies use the average of the three highest year's formula
- 12 agencies pay most or all of the employee's entire share of the retirement contribution (7% - 8% of annual salary) and is accounted for in the total compensation section of the report.
- Four agencies pay an EPMC contribution provision for all employees; one agency pays the EPMC for management employees only.
- 6 of the 15 survey agencies provide Social Security coverage which is accounted for in the total compensation section of the report. All agencies, including SACOG, pay Medicare coverage (1.45% of annual salary).

Post-employment Health Insurance Provisions –

SACOG pays the health insurance premium for a retiree and his/her dependants up to the Kaiser North Family premium amount, currently \$922 per month (2005). Upon reaching Medicare age, PERS mandates the retiree enroll in Medicare at which time, PERS becomes the supplemental provider. The survey results show the following:

- 14 agencies contribute some form of payment to cover the cost of post-employment health insurance costs to retirees:
 - One agency contributes \$9 per month
 - One agency contributes less than \$100 per month
 - Five agencies contribute \$101 - \$500 per month
 - Two agencies contribute \$501 - \$750 per month
 - Four agencies contribute \$751 - \$972 per month
 - One agency has yet to have anyone retire from their agency and, as such, does not have a determined contribution amount

- One agency has no post retirement benefit

Sick Leave Cash Out Provisions –

SACOG allows an unlimited accumulation of sick leave balance. Employees who resign before 5 years of service are given cash for hours in excess of 120. Employees who resign after 5 years of service are given cash for the total accumulated sick leave hours or are allowed to convert the hours to PERS service credit. Special provisions are made for contributions to a tax-deferred retirement account for employees over age 50 of balances in excess of a negotiated limit. The survey results with respect to sick leave cash out practices show the following:

- Three agencies have a Paid-Time-Off program (combination of vacation and sick leave) and cash out unused balances at the time an employee leaves service.

- Two agencies convert unused sick leave balances to additional PERS service credit.

- One agency gives employees the option to either convert 100% of unused sick leave to PERS service credit or cash out 50% of the balance and use 50% toward PERS service credit.

- Three agencies allow a set percentage of unused balance to convert to PERS service credit; for one of these agencies, only managers get cash for the other 50%. For another agency, managers may select to “run out” their balance in order to continue health coverage.

- Four agencies allow for cash out of sick leave upon termination of employment with one payout at 50%, another at 33% and one capped at 240 hours.

- One agency has an annual cash out for 25% of accumulated balance over 40 hours, but no pay out upon separation.

- One agency has no sick leave cash out provision.

Other Compensation Practices –

Several of the survey agencies identified additional compensation practices, namely longevity pay and employer provided deferred compensation.

SACOG has a **longevity pay** practice that increases the employee's base pay after 13 years of service by 2.5%, and another 2.5% after 18 years. The survey results relative to longevity pay practices show the following:

- Only 3 of the 15 agencies provide any form of longevity pay
 - 1 pays 2.5% after 10 years of employment, 5% after 15 years and 7.5% after 20 years
 - 1 pays 2.5% at 10 years for general employees only, not available for management
 - 1 agency pays \$100 per month after 20 years of service

Given the limited number of survey agencies that provide this benefit and because of the varying amounts of differences in when the benefit applies, this data was not included in any of the total compensation analysis. Currently, eight SACOG employees receive a 2.5% longevity pay benefit, and two employees receive a 5% longevity pay benefit.

SACOG provides a **deferred compensation** benefit of 5% of salary to the Executive Director; all other employees have the option to participate but there is no employer contribution. The survey results for deferred compensation show the following:

- 11 of the survey agencies provide some form of deferred compensation benefit to their employees
 - 6 provide this benefit solely to department heads and/or other management employees
 - 3 provide a fixed dollar amount; one at \$217/month for department heads; another at \$125/month and the third up to \$275/month based on years of service
 - 3 provide a set percentage ranging from 3% to 7%
- 2 provide it on a matching basis
- 1 provides it only to the Executive Director
- 2 agencies provide the benefit to all employees
- 4 agencies provide the City Manager the maximum allowed under IRS codes, projected to be \$15,000 for 2006

These benefits have been included in the total compensation analysis data. A more complete description of these practices may be found in Appendix D.

Appendices -

- A) Summary of Survey Classes Comparability
- B) Total Compensation Spreadsheets for Eight (8) Selected Benchmark Classes
- C) Anticipated Future Salary Range Adjustments (COLA) of Survey Agencies
- D) Benefit Tables
 - a) Vacation Leave Allowance
 - b) Sick Leave Allowance
 - c) Vacation and Sick Leave Allowances Combined
 - d) Holiday and Administrative Leave
 - e) Health Insurance Cash Up Provisions
 - f) Retirement Benefit Information
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 - i) Other Compensation Practices
- E) Base Salary Survey Spreadsheets for All Non-Benchmark Survey Classes (Informational Only)

Appendix A

Summary of Comparability

CLASSIFICATION	Number of Comparables		
	Member Agencies	Regional Agencies	TOTAL
Accountant II	7	5	12
Administrative Assistant II	8	7	15
Administrative Clerk II	8	5	13
Assistant Planner	8	6	14
Senior Planner	8	6	14
Associate Graphic Designer	3	4	7
Associate Public Information Coordinator	5	5	10
Senior Information Technology Analyst	6	3	9
Information Technology Analyst II	7	5	12
Associate Research Analyst	4	4	8
Senior Research Analyst	4	2	6
Clerk of Board (Administrative Coordinator II)	1	5	6
Director of Finance	7	6	13
Executive Director	8	7	15
Director of Transportation Planning	7	3	10
Director of Community Planning & Operations	8	4	12
Director of Research & Analysis	0	2	2
Manager of Communications	4	3	7
Project Delivery Manager	4	1	5
Transportation and Land Use Modeling Analyst	0	3	3

Appendix B

Total Compensation Survey Spreadsheets for Eight Selected Benchmark Survey Classes

Appendix C

Anticipated Future Salary Range Adjustments (COLA) of Survey Agencies

Appendix C

Anticipated Future Salary Range (COLA) Adjustments

Agency	Date of Next Adjustment General Employees	Date of Next Adjustment Management Employees	Amount of Adjustments General/Mgt
City of Davis	July 2006	July 2006	Unknown at this time; last adjustment in July 2005 was based on regional compensation survey results
City of Citrus Heights	N/A	N/A	In terms of general wage increase CH does not give COLAs. All city staff are in a Pay-for-Performance system. Based on performance, employees can earn a 3-5% base salary increase and an incentive award (cash bonus) based on performance. There is no CPI or method to the adjustments.
City of Folsom	1/1/2006	1/1/2006	3.3% based on CPI formula - November to November
City of Roseville	1/7/2006	1/7/2006	3% for general employees plus one step (5 %) added to salary schedule; eligibility for step/merit increase at anniversary date; 5% for mgt employees based on restructuring of salary schedule (added one additional step)
City of Sacramento	June 2006	July 2006	4% for union employees; unknown amount for management employees to be determined on the basis of a salary survey to be conducted
City of West Sacramento	Anticipated July 2006	Anticipated July 2006	Unknown, negotiations have yet to begin
Placer County	July 2006	July 2006	Unknown, negotiations have yet to begin; last adjustment in July 2005 was negotiated with union and amount extended to management employees
Sacramento County	July 2006	July 2006	Unknown, negotiations have yet to begin
Sacramento Metro Air Quality Mgt Dist	7/1/2006	7/1/2006	The District uses the US City Average of the CPI-W (May to May)
Sacramento Regional Transportation District	January 2006	January 2006	Management got a 3% COLA effective 1/1/06. Other administrative employees received 1% on 1/1/06. The next COLA will be 1/1/07 - 2% for management and administrative employees. Employees covered by the ATU will receive a 2% COLA 3/1/06. Employees covered by the IBEW will receive a 3% COLA 11/1/06. All salary increases for these two groups are part of the collective bargaining process.
Placer County Transportation Planning Agency	7/1/06	7/1/06	Unknown based on CPI
Association of Bay Area Governments	January 2006	Unknown	3% per year effective 1/2006, 1/2007 and 1/2008 for union employees. Management employee adjustments to be determined by Exec Director by February 2006
San Diego Association of Governments	None scheduled	None scheduled	Agency is beginning to explore the feasibility or even need for a general wage adjustment; no analysis done to date.
Metropolitan Transportation Commission	January 2006	January 2006	Based on results of 4 agency survey; amounts unknown at current time
Council of Fresno County Governments	7/1/06	7/1/06	Amount not known until May 2005; amount suggested is generally based on CPI plus surveys of like COG's and Member cities
SACOG	August 2006	August 2006	SACOG offers an adjustment annually in August based on the change in Northern California CPI from June to June with a minimum of 2% and a maximum of 5%.

Appendix D

Benefit Tables



Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Administrative Assistant II</i>	\$3,458	\$4,204
Member Agencies			
City of Davis	Administrative Secretary-Conf	\$3,026	\$3,679
City of Folsom	Admin Asst	\$3,209	\$3,902
City of Roseville	Admin Assistant	\$2,859	\$3,831
City of West Sacramento	Admin Secretary	\$3,230	\$3,927
Placer County	Admin Secretary	\$2,819	\$3,426
City of Citrus Heights	Admin Assistant	\$3,245	\$3,894
City of Sacramento	Admin Assistant	\$3,035	\$4,552
County of Sacramento	Secretary-Conf	\$2,745	\$3,337
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	Secretary	\$2,661	\$3,233
Sacramento Regional Transportation District	Admin Assistant II	\$2,854	\$3,643
Placer County Transportation Planning Agency	Admin Assistant	\$3,039	\$3,952
Association of Bay Area Governments	Admin Secretary	\$3,413	\$4,121
Metropolitan Transportation Commission	Admin Assistant II	\$3,406	\$4,360
San Diego Association of Governments	Admin Office Specialist III	\$2,733	\$4,373
Council of Fresno County Governments	Secretary	\$2,597	\$3,156
	Member Agency Mean		\$3,819
	% above or below Member Mean		9.17%
	Regional Agency Mean		\$3,834
	% above or below Regional Mean		8.80%
	Combined Mean		\$3,826
	% above or below combined mean		9.00%

**Appendix D
Table a
Vacation Leave Allowance**

Agency	Year 1		Year 5		Year 10		Year 15		Year 20		Maximum Accrual		
	Annual Accrual	Maximum Accrual	Annual Accrual	Maximum Accrual	Annual Accrual	Maximum Accrual	Annual Accrual	Maximum Accrual	Annual Accrual	Maximum Accrual	Year	Ann.	Max
City of Davis	15	15	17	34	20	40	27	54	28	56	20	28	56
City of Citrus Heights (Includes combined vacation & sick leave)	17	34	20	40	23	46	25	50	30	60	20	30	60
City of Folsom (Includes combined vacation & sick leave)	24	24	28	650 hours	32	650 hours	36	650 hours	36	650 hours	15	36	650 hours
City of Roseville	12	24	14	28	16	32	18	36	20	40	20	40	40
City of Sacramento	10	20	15	30	15	30	15	30	20	40	16	20	40
City of West Sacramento	10	30	10	30	15	30	20	30	25	37.5	20	25	37.5
Placer County	10	10	15	50	20	65	20	65	25	65	20	25	65
Sacramento County	10	10	15	30	19	38	25	50	25	50	16	25	50
Sacramento Metro Air Quality Management District	10	15	18	40	20	40	25	40	25	40	15	25	40
Sacto Regional Transportation District	10	20	15	30	20	40	20	40	25	50	16	20	40
Placer County Transportation Planning Agency	13	13	18	36	20	40	23	46	23	46	15	23	46
Association of Bay Area Governments	10	20	15	30	20	40	20	40	20	40	10	20	40
Metropolitan Transportation Commission	12	12	15	17	22	22	25	25	25	25	13	25	25
San Diego Association of Governments (Includes combined vacation & sick leave)	18	18	23	400 hours	28	400 hours	28	400 hours	28	400 hours	10	28	400 hours
Council of Fresno County Governments	10	10	15	15	20	20	21	21	22	22	30	24	24
SACOG	13	26	18	36	18	36	23	46	23	46	15	23	46

**Appendix D
Table b
Sick Leave Allowance**

Agency	Annual Accrual Days	Maximum Accrual Days
City of Davis	12	NA
City of Citrus Heights *	N/A - part of annual leave	No limit
City of Folsom *	N/A - part of annual leave	No limit
City of Roseville	12	No limit
City of Sacramento	12	No limit
City of West Sacramento	12	No limit
Placer County	12	No limit
Sacramento County	15	No limit
Sacramento Metro Air Quality Management District	15	No limit
Sacto Regional Transportation District	12	No limit
Placer County Transportation Planning Agency	15	No limit
Association of Bay Area Governments	12	240 hours
Metropolitan Transportation Commission	12	No limit
San Diego Association of Governments *	N/A - part of annual leave	400 hours
Council of Fresno County Governments	12	No limit
SACOG	15	No limit

* Note: the cities of Citrus Heights and Folsom as well as SANDAG have combined vacation and sick leave into an annual leave or Paid Time Off (PTO) program.

Vacation and Sick Leave Allowances Combined
Appendix D
Table c

	Annual Accrual Year 1	Annual Accrual Year 5	Annual Accrual Year 10	Annual Accrual Year 15	Annual Accrual Year 20
City of Davis	27	29	32	39	40
City of Citrus Heights	17	20	23	25	30
City of Folsom	24	28	32	36	36
City of Roseville	24	26	28	30	32
City of Sacramento	22	27	27	27	32
City of West Sacramento	22	22	27	32	37
Placer County	22	27	32	32	37
Sacramento County	25	30	34	40	40
SMAQMD	25	33	35	40	40
Sacramento Regional Transportation District	22	27	32	32	37
Placer County Transportation Planning Agency	28	33	35	38	38
Association of Bay Area Governments *	27	32	37	37	37
Metropolitan Transportation Commission *	27	30	37	40	40
San Diego Association of Governments	18	23	28	28	28
Fresno Council of Governments	22	27	32	33	34
SACOG	28	33	33	38	38
Survey Agency Mean	23	28	31	34	36
% SACOG Above (Below) Mean	16.19%	16.36%	4.85%	10.70%	5.61%

* Includes ABAG 5 days administrative leave as well as MTC's 3 days personal leave.

Appendix D Table d Holiday and Administrative Leave		
Agency	Total Number of Holidays Provided	Total Number of Administrative Leave Days Provided
City of Davis	12 plus 2 ½ floaters	10 days mgt leave
City of Citrus Heights	12 plus 2 floaters	10 days mgt leave
City of Folsom	12 plus 1 floater	10 days mgt leave
City of Roseville	12	Up to 100 hours mgt leave per year
City of Sacramento	14	40 hours mgt leave
City of West Sacramento	10 plus 3½ floaters	80 hours mgt leave
Placer County	13	80 hours mgt leave
Sacramento County	12.5	N/A
Sacramento Metro Air Quality Management District	11 plus 2 floaters	N/A
Sacto Regional Transportation District	12	N/A
Placer County Transportation Planning Agency	10 plus 4 floaters	60 hours mgt leave
Association of Bay Area Governments	11 plus 3 floaters	5 days per year
Metropolitan Transportation Commission	13	Up to 3 days per year for “personal business”
San Diego Association of Governments	11 plus 2 floaters	2.5% mgt benefit can be used to purchase additional PTO leave time
Council of Fresno County Governments	13	Mgt leave = 8 hours for each year of service up to five years; after 5 years an additional 8 hours for each 3 years thereafter
Average	13.2	N/A
SACOG	11.5 plus 2 floaters after 1 year	40 hours mgt leave per year

**Appendix D
Table e
Health Insurance Cash Up Provisions**

Agency	Benefit Description
City of Davis	Any unused portion is paid to employee, as regular salary The current maximum allowance is \$922.
City of Citrus Heights	Upon proof of other coverage, any unused portion is paid to employee as regular salary or deferred comp; currently \$925/mo
City of Folsom	City contributes to cost of monthly premium; no cash
City of Roseville	Upon proof of other coverage, city may pay 50% of cost savings goes into def comp or cash. For 2005 the monthly maximum is \$846 for general employees and \$905 for management employees.
City of Sacramento	Employees receive cash for using less than City's contribution amount. The cash back limit is \$485/mo.
City of West Sacramento	Upon proof of other coverage, employee receives \$100/mo as regular salary
Placer County	No provision offered
Sacramento County	Upon proof of other coverage, employee receives \$150/mo as regular salary
Sacramento Metro Air Quality Mgt Dist	District contributes \$550/mo for medical, dental, vision, add'l life and LTD. Any amount not used is paid to employee as a benefit allowance. Proof of coverage required if medical insurance is not selected.
Sacto Regional Transportation District	Upon proof of other coverage, employee can receive cash for medical. For 2006, payment is a negotiated amount of \$177/mo.
Placer County Transportation Planning Agency	No cash up provision offered
Association of Bay Area Governments	Upon proof of other coverage, employee can receive cash for medical. Amount paid is based on 50% of the 2005 Kaiser Premium rates for a single or \$177/mo for employee with 1 dependent; and for employees with two or more dependents, \$355/mo. There's no cash-out for employees w/o dependents.
San Diego Association of Governments	No cash up provision offered.
Metropolitan Transportation Commission	Upon proof of other coverage, employee receives cash for employee only portion; currently \$390/mo. If an employee selects a health plan with a premium rate at the employee-only level that is less than MTC's maximum contribution of the employee-only rate, the employee may elect to receive the difference in cash.
Council of Fresno County Governments	No cash up provision offered
SACOG	Cash paid for the difference between the premium for the plan chosen by the employee and the premium for Kaiser North Family of four. For those who have other coverage and therefore choose not to use the SACOG Health Benefit, the full Kaiser North Family premium amount is paid to the employee in cash

**Appendix D
Table f
Retirement Benefit Information**

Agency	Type of Plan	EPMC	% Of Employee Contribution	% Of Employee Contribution Paid by Employer	Employer's Actuarial Amount Paid (if known)	Covered by Social Security	Covered by Medicare
City of Davis	PERS 2% @55; single highest year	Yes EPMC	7%	7%	9.297%	N	Y
City of Citrus Heights	PERS 2.7% @55; single highest year	No EPMC	8%	8%	13.797%	N	Y
City of Folsom	PERS 2.7% @55; single highest year	Yes EPMC	8%	8%	15.444%	N	Y
City of Roseville	PERS 2.7% @55; single highest year	Yes EPMC	8%	8%; 4% for mgt	17.05%	N	Y
City of Sacramento	PERS 2% @55; single highest year;	No EPMC	7%	3%	11.875%	Y	Y
City of West Sacramento	PERS 2.5% @55; avg of 36 mos	EPMC for mgt only	8%	8% for mgt; 7% for all others	14.179%	N	Y
Placer County	PERS 2.5% @55 Single highest year;	YES EPMC	8%	7%	13.77%	Y	Y
Sacramento County	1937 Act	N/A	Varies	None	Aggregate estimate 19.65%	Y	Y
Sacramento Metro Air Quality Management District	PERS 2% @55; avg of 36 mos;	No EPMC	7%	None	8.395%	Y	y
Sacramento Regional Transportation District	Defined benefit plan (not PERS) 2% @55; avg of highest 48 months salary	N/A	8%	None	15.19%	Y	Y
Placer County Transportation Planning Agency	PERS 2% @55; single highest year	No EPMC	7%	7%	14.425%	N	Y
Association of Bay Area Governments	PERS 2.5% @55; avg of 36 mos	No EPMC	8%	8%	18%	Y	Y
Metropolitan Transportation Commission	PERS 2% @55; avg of 36 mos	No EPMC	7%	7%	10.665%	For temps only	Y
San Diego Association of Governments	PERS 2.7% @55; single highest year	No EPMC	8%	8%	14.235%	N	Y
Council of Fresno County Governments	401a Defined contribution plan through ICMA	N/A	N/A	15%	N/A	For temps only	Y
SACOG	PERS 2% @ 55; single highest year	Yes EPMC	7%	7%	12.993%	Y	Y

**Appendix D
Table g
Post Retirement Benefit Information**

Agency	Benefit Description
City of Davis	If employee retires from city, city pays 50% of Kaiser rate up to age 60; after age 60 city pays 100% of Kaiser rate for employee plus family; current max = \$922/mo
City of Citrus Heights	City has contracted with PEMCHA (PERS) under the Unequal Contribution formula. The CalPERS board changed the minimum contribution level from \$16 to \$97 with gradual increases in the active employee contribution each year from 2004 to 2008 until the employer contribution reaches the \$97.00 limit. The contribution for retiree medical goes up by 5% per year of the contribution level for active employees. Since we contracted for the minimum level the 5% is based on the \$16 - \$97 active employee rate. The retiree contribution will continue to increase until the employer contribution level equals the active employee level - currently \$97 per month. The city is currently at \$9.08 per month contribution for retirees.
City of Folsom	City contributes same as for active employees with 5 years of city service; family rate; current = \$922/mo
City of Roseville	City contributes on sliding scale based on years of service; max contribution = 100% at 20 years of service; benefit for retiree and family; current max = \$905/mo
City of Sacramento	City pays a portion of retiree's premium based on years of service; minimum of 10 yrs paid at 50%; 15 to 20 yrs =75%; 20+ yrs = 100%; current max is \$225/mo for retiree and family coverage
City of West Sacramento	Formula based contribution; 10-14 yrs of service = \$50 + 25% of premiums; 15-19 yrs of service = \$75 + 30% of premiums; 20+ yrs of service = \$100 + 50% of premiums
Placer County	If employee has been hired prior to 1/05 and has 5 years of service, the County's contribution is same as for active employees, which is currently \$972. If hired after 1/05 eligibility requires 10 years PERS service plus 5 years service with County; 5% is added for each year of service after 10 years; includes family coverage
Sacramento County	Ranges from a low of \$122/mo with less than 10 years service to a high of \$244/mo with 25 or more years of service.
Sacramento Metro Air Quality Mgt Dist	Dist pays \$50/mo towards the purchase of retiree health benefits for employee's who have retired from the District with CalPERS. Eligibility begins after 1 full year of service with the District.
Sacramento Regional Transportation District	Vesting depends on employee group, date of hire, yrs of service and date of retirement. Max current contribution paid for retiree + family coverage is \$192.50 per month
Placer County Transportation Planning Agency	After 10 years of service contribution for retiree only. No exact figure is known since no one has retired from PCPTA and met this criterion. Guesstimate based on current rates would be around \$350/mo.
Association of Bay Area Governments	Current contribution is up to \$709 per month for retiree plus family coverage.
San Diego Association of Governments	Employees must be CalPERS annuitant; agency pays 50% of employee only cost; currently \$335 per month
Metropolitan Transportation Commission	Current contribution is up to \$922 per month for retiree plus family coverage. Employee must retire within 120 days of separation from MTC employment to be eligible.
Council of Fresno County Governments	No Benefit Provided
SACOG	Employees hired prior to November 1, 2005 receive fully-paid health premiums up to Kaiser North Family rate, \$922 for 2005. If hired after November 1, 2005, eligibility requires 5 years of PERS credited service plus 5 years with SACOG. Contribution starts at 50% and after 20 years of service pays up to 100%.

**Appendix D
Table h
Sick Leave Cash Out Provisions**

Agency	Benefit Description
City of Davis	Upon retirement, under PERS, unused sick leave is computed as additional service time for retirement purposes. Otherwise, no cash out.
City of Citrus Heights	Sick leave and vacation leave combined as annual leave or PTO and cashed out at 100% upon termination or retirement
City of Folsom	Sick leave and vacation leave combined as annual leave or PTO and cashed out at 100% upon termination or retirement
City of Roseville	Percentage payout upon separation ranges from 0%, if less than 23 days, up to 60% if over 120 days, based on number of S/L days accumulated. For unionized employees, an employee may elect to convert sick leave balance to PERS service credit in lieu of payout. Management employees cash out is 60% up to 150 days of sick leave accrued or 70% if accrual is in excess of 150 days up to a maximum accrual of 200 days, i.e. 70% of 1600 hours or 1200 hours OR management employees with a minimum of 150 days may “run out” their balance up to a maximum of six months while at the same time be eligible to continue receiving all health and welfare contributions. Any balances above the two choices above can be converted to PERS service credit.
City of Sacramento	1/3 of sick leave paid out in cash; City considering using as PERS service credit
City of West Sacramento	At retirement, employee can choose 100% reported to PERS as service credit or 50% cash out and 50% reported to PERS as service credit
Placer County	Employee may choose to cash out unused sick leave or apply it towards PERS service credit time
Sacramento County	50% cash out upon retirement only; no other cash out
Sacramento Metro Air Quality Mgt Dist	Upon retirement, ½ of sick leave balance reported to PERS as service credit; managers also get 50% paid out in cash upon retirement; no other cash out
Sacto Regional Transportation District	Upon retirement only, employees can cash out their accrued sick leave. This compensation is reported as salary/income for retirement purposes. There is no service credit given.
Placer County Transportation Planning Agency	No payout provided
Association of Bay Area Governments	Upon retirement, under PERS, unused sick leave is computed as additional service time for retirement purposes. Otherwise, no cash out.
San Diego Association of Governments	Sick leave and vacation leave combined as annual leave or PTO and cashed out at 100% upon termination or retirement
Metropolitan Transportation Commission	Cash out of sick leave upon retirement up to a maximum of 240 hours salary.
Council of Fresno County Governments	Paid out annually at end of calendar year at rate of 25% for all hours accumulated over 40; no payout upon separation
SACOG	Employees leaving with less than 5 years of service are given cash for sick leave balance over 120 hours. Employees with more than 5 years of service are paid for all accumulated sick leave at time of leaving. Employees, age 50 and over, and who have more than 5 years of employment, have sick leave balances in excess of 320 hours paid into a special pay plan (401(a)) either annually or at the time of leaving employment.

**Appendix D
Table i
Other Compensation Practices**

Agency	Longevity	Deferred Comp/Other
City of Davis		\$217/mo for dept heads
City of Folsom	2.5% after 10 years; 5% after 15 years; 7.5% after 20 years	Matching formula based on longevity for mid mgt; Starts at \$175 and goes to \$275/mo after 20 years. City Manager receives maximum contribution allowed under IRS code
City of Roseville	2.5% at 10 years (for general employees only, not for mgt)	3% for general employees & 4.5% for mgt.; 13.7% for City Manager
City of West Sacramento		4.5% for dept heads & matching up to 5.5%; City Manager receives \$18K/year under 457 "catch up" provision
Placer County		\$1500 per year for dept heads to be used in a variety of ways
City of Citrus Heights		Match up to 3% for mgt; City Manager receives maximum contribution allowed under IRS code
City of Sacramento	\$100/mo after 20 years	7% for mgt may be used in variety of ways
County of Sacramento		3.35% of salary that may be used to cover additional insurance costs, go toward deferred comp or be taken as salary.
PCTPA		7% for general employees
SANDAG		Exec Director receives maximum contribution allowed under IRS code
MTC		7% for all employees
SACOG	2.5% after 13 years; 5% after 18 years	5% of salary for the Executive Director

Appendix E

Base Salary Survey Spreadsheets for all Non-Benchmark Survey Classes


List of Classes:

- Administrative Assistant II
- Associate Graphic Designer
- Associate Public Information Coordinator
- Senior Information Technology Analyst
 - Associate Research Analyst
 - Senior Research Analyst
 - Clerk of the Board
- Director of Transportation and Planning
- Director of Research and Analysis
 - Manager of Communications
 - Project Delivery Manager
- Transportation and Land Use Modeling Analyst (Principal Project Expert)




Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Administrative Assistant II</i>	\$3,458	\$4,204
Member Agencies			
City of Davis	Administrative Secretary-Conf	\$3,026	\$3,679
City of Folsom	Admin Asst	\$3,209	\$3,902
City of Roseville	Admin Assistant	\$2,859	\$3,831
City of West Sacramento	Admin Secretary	\$3,230	\$3,927
Placer County	Admin Secretary	\$2,819	\$3,426
City of Citrus Heights	Admin Assistant	\$3,245	\$3,894
City of Sacramento	Admin Assistant	\$3,035	\$4,552
County of Sacramento	Secretary-Conf	\$2,745	\$3,337
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	Secretary	\$2,661	\$3,233
Sacramento Regional Transportation District	Admin Assistant II	\$2,854	\$3,643
Placer County Transportation Planning Agency	Admin Assistant	\$3,039	\$3,952
Association of Bay Area Governments	Admin Secretary	\$3,413	\$4,121
Metropolitan Transportation Commission	Admin Assistant II	\$3,406	\$4,360
San Diego Association of Governments	Admin Office Specialist III	\$2,733	\$4,373
Council of Fresno County Governments	Secretary	\$2,597	\$3,156
	Member Agency Mean		\$3,819
	% above or below Member Mean		9.17%
	Regional Agency Mean		\$3,834
	% above or below Regional Mean		8.80%
	Combined Mean		\$3,826
	% above or below combined mean		9.00%


Associate Graphic Designer

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Associate Graphic Designer</i>	\$4,866	\$5,915
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	No Match		
City of West Sacramento	Graphics Technician	\$4,609	\$5,603
Placer County	No Match		
City of Citrus Heights	No Match		
City of Sacramento	Graphics Designer	\$2,731	\$3,843
County of Sacramento	Graphics Designer	\$3,000	\$3,645
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	Graphic Designer	\$3,641	\$4,647
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Communication Assistant	\$3,769	\$4,522
Metropolitan Transportation Commission	Graphic Artist II	\$4,546	\$5,820
San Diego Association of Governments	Associate Graphic Designer	\$3,013	\$4,821
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$4,364
	% above or below Member Mean		26.23%
	Regional Agency Mean		\$4,953
	% above or below Regional Mean		16.27%
	Combined Mean		\$4,700
	% above or below combined mean		20.54%


Associate Public Information Coordinator

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Associate Public Information Coordinator</i>	\$4,866	\$5,915
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	Public Information Officer II	\$5,181	\$6,943
City of West Sacramento	Public Information Officer	\$4,784	\$5,814
Placer County	Public information Assistant II	\$4,273	\$5,194
City of Citrus Heights	Public Information Coordinator	\$4,832	\$5,798
City of Sacramento	No Match		
County of Sacramento	Communications & Media Officer I	\$4,920	\$5,128
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	Associate Communications & Marketing Specialist	\$3,883	\$4,961
Sacramento Regional Transportation District	PIO II	\$4,012	\$5,122
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Communications Officer II	\$3,769	\$4,522
Metropolitan Transportation Commission	Associate Public Outreach Analyst	\$6,043	\$7,736
San Diego Association of Governments	Associate Public Information Officer	\$3,846	\$6,153
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$5,775
	% above or below Member Mean		2.36%
	Regional Agency Mean		\$5,699
	% above or below Regional Mean		3.66%
	Combined Mean		\$5,737
	% above or below combined mean		3.01%


Senior Information Technology Analyst

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	Senior Information Technology Analyst	\$5,633	\$6,847
Member Agencies			
City of Davis	MIS Senior Systems Analyst	\$5,367	\$6,523
City of Folsom	No Match		
City of Roseville	Senior Systems Analyst	\$5,015	\$6,721
City of West Sacramento	Info Technology Specialist	\$4,609	\$5,603
Placer County	Info Technology Supervisor	\$6,153	\$7,480
City of Citrus Heights	No Match		
City of Sacramento	Information Tech Supervisor	\$5,349	\$8,024
County of Sacramento	IT Supervisor	\$4,728	\$5,745
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	Senior IT Analyst	\$4,646	\$5,932
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Senior Systems Administrator	\$5,711	\$7,577
Metropolitan Transportation Commission	Advanced Systems Application Supervisor	\$7,400	\$9,476
San Diego Association of Governments	No Match		
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$6,683
	% above or below Member Mean		2.40%
	Regional Agency Mean		\$7,662
	% above or below Regional Mean		-11.90%
	Combined Mean		\$7,009
	% above or below combined mean		-2.37%


Associate Research Analyst

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Associate Research Analyst</i>	\$4,866	\$5,915
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	GIS Analyst II	\$4,949	\$6,318
City of West Sacramento	GIS Specialist	\$4,609	\$5,603
Placer County	GIS Analyst II	\$4,821	\$5,860
City of Citrus Heights	No Match		
City of Sacramento	GIS Specialist II	\$4,021	\$5,659
County of Sacramento	No Match		
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	No Match		
Placer County Transportation Planning Agency	GIS Analyst II	\$4,821	\$5,860
Association of Bay Area Governments	Regional Planner II	\$4,324	\$5,197
Metropolitan Transportation Commission	Asst Planner/Analyst	\$5,242	\$6,710
San Diego Association of Governments	Associate Research Analyst	\$3,846	\$6,153
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$5,860
	% above or below Member Mean		0.93%
	Regional Agency Mean		\$5,980
	% above or below Regional Mean		-1.10%
	Combined Mean		\$5,920
	% above or below combined mean		-0.08%


Senior Research Analyst

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	Senior Research Analyst	\$5,633	\$6,847
Member Agencies			
City of Davis	No Match		
City of Folsom	GIS Analyst	\$4,947	\$6,318
City of Roseville	Senior GIS Analyst	\$5,312	\$7,111
City of West Sacramento	No Match		
Placer County	GIS Systems Analyst II	\$4,821	\$5,860
City of Citrus Heights	No Match		
City of Sacramento	GIS Specialist III	\$4,423	\$6,224
County of Sacramento	No Match		
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	No Match		
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Senior Regional Planner	\$5,711	\$7,577
Metropolitan Transportation Commission	No Match		
San Diego Association of Governments	Senior Research Analyst	\$5,155	\$8,249
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$6,378
	% above or below Member Mean		6.85%
	Regional Agency Mean		\$7,913
	% above or below Regional Mean		-15.57%
	Combined Mean		\$6,890
	% above or below combined mean		-0.63%


Clerk of the Board

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Clerk of the Board</i>	\$4,204	\$5,110
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	No Match		
City of West Sacramento	No Match		
Placer County	Clerk of Board of Suopervisors	\$5,316	\$6,461
City of Citrus Heights	No Match		
City of Sacramento	No Match		
County of Sacramento	No Match		
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	Exec Secretary/Clerk to Board	\$3,656	\$4,446
Sacramento Regional Transportation District	Clerk to Board/Document Coordinator	\$4,012	\$5,123
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Exec Asst to Executive Director/Clerk to the Board	\$3,769	\$5,197
Metropolitan Transportation Commission	Executive Assistant	\$4,546	\$5,820
San Diego Association of Governments	Executive Assistant/Clerk of the Board	\$3,663	\$5,860
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$6,461
	% above or below Member Mean		-26.44%
	Regional Agency Mean		\$5,289
	% above or below Regional Mean		-3.51%
	Combined Mean		\$5,485
	% above or below combined mean		-7.33%


Director of Transportation Planning

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Director Of Transportation Planning</i>	\$8,739	\$10,623
Member Agencies			
City of Davis	Public Works Director	\$7,892	\$9,593
City of Folsom	No Match		
City of Roseville	Public Works Director	\$8,627	\$11,561
City of West Sacramento	Director of Community Development	\$7,924	\$10,700
Placer County	Dir Public Works/Road Commissioner	\$9,092	\$11,051
City of Citrus Heights	General Services Director	\$9,503	\$11,403
City of Sacramento	Director of Transportation	\$8,470	\$12,705
County of Sacramento	Director of Transportation	\$9,878	\$10,891
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	AGM of Planning	\$7,949	\$10,148
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	No Match		
Metropolitan Transportation Commission	Dep Exec Dir/Policy		\$15,647
San Diego Association of Governments	Director for Land Use and Transportation Planning	\$8,817	\$14,108
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$11,129
	% above or below Member Mean		-4.76%
	Regional Agency Mean		\$13,301
	% above or below Regional Mean		-25.21%
	Combined Mean		\$11,781
	% above or below combined mean		-10.90%


Director of Research and Analysis

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Director of Research and Analysis</i>	\$7,549	\$9,176
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	No Match		
City of West Sacramento	No Match		
Placer County	No Match		
City of Citrus Heights	No Match		
City of Sacramento	No Match		
County of Sacramento	No Match		
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	No Match		
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Research and Analysis Director	\$8,987	\$8,987
Metropolitan Transportation Commission	No Match		
San Diego Association of Governments	Department Director of Technical Services	\$8,817	\$14,108
Council of Fresno County Governments	No Match		
	Member Agency Mean		#DIV/0!
	% above or below Member Mean		#DIV/0!
	Regional Agency Mean		\$11,548
	% above or below Regional Mean		-25.84%
	Combined Mean		\$11,548
	% above or below combined mean		-25.84%


Manager of Communications

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Manager of Communications</i>	\$6,521	\$7,927
Member Agencies			
City of Davis	No Match		
City of Folsom	Public Information Officer II	5181	6943
City of Roseville	No Match		
City of West Sacramento	Assistant to City Manager	\$5,687	\$6,911
Placer County	No Match		
City of Citrus Heights	No Match		
City of Sacramento	Media and Communications Officer	\$5,493	\$8,240
County of Sacramento	Communications and Media Director	\$6,784	\$7,480
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	Asst GM/Marketing & Communications	\$7,569	\$9,662
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	No Match		
Metropolitan Transportation Commission	Legislative and Public Affairs Director	\$9,537	\$13,206
San Diego Association of Governments	Director of Communications	\$7,617	\$12,187
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$7,394
	% above or below Member Mean		6.73%
	Regional Agency Mean		\$11,685
	% above or below Regional Mean		-47.41%
	Combined Mean		\$9,233
	% above or below combined mean		-16.47%

Project Delivery Manager

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Project Delivery Manager</i>	\$6,521	\$7,927
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	No Match		
City of West Sacramento	Traffic Manager	\$5,929	\$7,998
Placer County	Public Works Manager - Engineer	\$6,784	\$8,246
City of Citrus Heights	No Match		
City of Sacramento	Project Delivery Manager	\$6,551	\$9,826
County of Sacramento	Principal Engineer	\$7,445	\$8,209
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	No Match		
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	No Match		
Metropolitan Transportation Commission	No Match		
San Diego Association of Governments	Principal Regional Planner	\$5,968	\$9,549
Council of Fresno County Governments	No Match		
	Member Agency Mean		\$8,570
	% above or below Member Mean		-8.11%
	Regional Agency Mean		\$9,549
	% above or below Regional Mean		-20.46%
	Combined Mean		\$8,766
	% above or below combined mean		-10.58%

Principal Transportation Analyst

			
Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.
Sacramento Area Council of Governments	<i>Principal Project Expert</i>	\$7,549	\$9,176
Member Agencies			
City of Davis	No Match		
City of Folsom	No Match		
City of Roseville	No Match		
City of West Sacramento	No Match		
Placer County	No Match		
City of Citrus Heights	No Match		
City of Sacramento	No Match		
County of Sacramento	No Match		
Regional Agencies			
Sacramento Metropolitan Air Quality Management District	No Match		
Sacramento Regional Transportation District	No Match		
Placer County Transportation Planning Agency	No Match		
Association of Bay Area Governments	Principal	\$7,225	\$8,755
Metropolitan Transportation Commission	Principal Planner/Analyst	\$7,814	\$10,197
San Diego Association of Governments	Principal Regional Planner/Principal Research Analyst	\$5,968	\$9,549
Council of Fresno County Governments	No Match		
	Member Agency Mean		#DIV/0!
	% above or below Member Mean		#DIV/0!
	Regional Agency Mean		\$9,500
	% above or below Regional Mean		-3.53%
	Combined Mean		\$9,500
	% above or below combined mean		-3.53%