



DISCUSSION ITEMS

Agenda Item # 13

AGENDA REPORT SUMMARY

Meeting Date: June 25, 2019

Subject: Resolution 2019-18: Non-represented staff compensation

Prepared by: Chris Jordan, City Manager

Attachment(s):

1. Resolution No. 2019-18, Option A
2. Resolution No. 2019-18, Option B
3. Total Compensation Study Report by Koff and Associates, including Appendices (December 2018) (Distributed as part of the June 11, 2019 City Council meeting packet)

Initiated by:

City Council/City Manager

Previous Council Consideration:

N/A

Fiscal Impact:

Estimated at \$160,000-320,000

Environmental Review:

N/A

Policy Question(s) for Council Consideration:

Does the Council wish to approve the new salary ranges and change to the benefit package for the non-represented group of employees to more closely align total compensation with the market?

Summary:

- At the request of the City Council, the City has retained the services of a consultant, Koff and Associates, to complete a market study of total compensation (salary and benefits) for the non-represented group of employees
- That study has indicated that certain adjustments should be made to the salary ranges and the benefit package for this group of employees for the City to remain competitive in the market place
- The initial report was completed in December 2018, but the compensation data was updated in the Spring to remove Palo Alto as a comparable city in the market

Reviewed By:

City Manager

CJ

City Attorney

CD

Finance Director

SE



Subject: Resolution 2019-18: Non-represented staff compensation

Staff Recommendation:

The City Manager recommends approval of Resolution 2019-18, Option A, approving adjustments to the compensation ranges for Fiscal Year 2019-20 and to the benefit package beginning Fiscal Year 2019-20 for the non-represented employee group



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Purpose

To approve changes to the base compensation ranges and the benefit package for the non-represented group of employees so that the City can continue to recruit and retain a skilled and talented workforce resulting in excellent delivery of municipal services to the Los Altos community.

Background

During the 2017 City Manager evaluation, the City Council suggested that compensation of management employees be reviewed to ensure that the City can continue to recruit and retain skilled and talented employees. In September, the City Manager engaged the services of Koff and Associates to conduct a market analysis of the total compensation package for management and non-represented staff. (Although the City Manager position was reviewed by the consultant, City Manager compensation and benefits are not included in this Council report and resolution.)

Some of the guiding principles for the review:

- The City should ensure that staff is compensated at the average of comparable cities to ensure that the City has the opportunity to recruit and retain the skilled and talented staff that the Los Altos community desires.
- As part of its review of the market, the City should review total compensation, including components such as retirement and health benefits, disability insurance and leave.
- Regular compensation increases should be tied to economic indicators. (This was recommended by the 2009-10 Civil Grand Jury of Santa Clara County.) For the past three years, the City has tied non-represented staff compensation increases to CPI-W for the San Jose metro area.
- Non-represented employees should receive regular pay adjustments such as cost of living increases each year so that staff compensation remains consistent in the marketplace in the future.

Summary of The Report

Attached is the Total Compensation Report (The Report) by Koff and Associates. The Report provides a detailed description of how the comparable cities were selected, how positions were analyzed, and the methodology used for analyzing each component of total compensation. The components reviewed, described and analyzed in the Report are:

- Monthly Base Salary
- Employee Retirement
- Deferred Compensation
- Insurances
- Leaves



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- Auto Allowance
 - Other

The Report includes appendices containing data associated with each of the benchmark positions used for the analysis. The Report also describes how the market analysis is only one of the two key factors used for recommending compensation ranges. The other, as described in the Report, is internal salary relationships.

Please note, however, the list of comparable cities in the December 2018 report has changed. At the suggestion of Council members, the City of Palo Alto *has been removed* from the list and is not included in the data outlined in the appendices.

Recommendations

The recommendations include the following:

- 1) A new table (Appendix III) to be used for base monthly salary for all non-represented employees. Each range represents an increase of 2.5% above the previous range. Each step marks an increase of 5% above the previous step.
- 2) The spreadsheet at Appendix IV, Salary Range Placement Recommendations, is the new pay range for each of the non-represented positions, based on the market analysis.
- 3) These pay ranges will then be adjusted by a cost of living adjustment based on the Consumer Price Index (CPI-W) for the San Jose Metro area for the 12-month period ending April 2019. This amount of 4% would be effective July 1, 2019.
- 4) The Report also recommends certain changes to the benefit package, which the resolution would make effective July 1, 2019. The benefit changes include the following:
 - a. The City will provide long-term disability insurance.
 - b. As described in the Report, many of the comparable cities provide a city contribution to a deferred compensation account. This is **not** included in the resolution for Council consideration but should be considered for implementation at a later date.
 - c. Although the Report notes that the City's vacation accrual is significantly less than many of the other agencies, the Resolution does **not** recommend any changes to vacation at this time. Again, this should be considered at a later date.
 - d. The Report notes that the City's Administrative Leave accrual is also significantly less than what is offered by comparable cities. The Resolution recommends increasing Administrative Leave for all FLSA-exempt employees from 40 hours each fiscal year to 80 hours.

Implementation Plan

Although the pay ranges for some positions include significant increases, the incumbent in the position will not necessarily realize the full increase. Each incumbent will be placed at the step in the range that is closest to (and above) their current salary. The salary ranges will then be updated to include



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the COLA. The incumbent will then receive step increases at their anniversary date or when they receive performance evaluations.

Please note that the attached salary schedules include the contractually-required increases for employees in the Los Altos Peace Officers Association and the Los Altos Municipal Employees Association. (Employees in the Sanitary Truck Drivers and Helpers Union Local 350 are still in the process of negotiating the terms of a new Memorandum of Understanding.) The salary schedule does not include career incentive pay for Post Certification for police management as authorized by Resolution 2010-28.

Options

- 1) Approve Resolution 2019-18 (Option A) that includes market adjustments

Advantages: Places the City in an advantageous position for recruiting and retaining management and non-represented staff

Disadvantages: Implementation of the new salary ranges and benefit package will increase the cost to the City to compensate staff

- 2) Approve Resolution 2019-18 (Option B), that includes only a cost of living adjustment of 4% for each pay range.

Advantages: The City does not incur the expenses associated with the market adjustment and the additional administrative leave outlined in the Resolution

Disadvantages: The City remains behind the market for staff compensation continuing to challenge the City to recruit and retain talented staff

Recommendation

The City Manager recommends option 1.

RESOLUTION NO. 2019-18

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS APPROVING ADJUSTMENTS TO THE COMPENSATION RANGES AND THE BENEFIT PACKAGE FOR THE NON-REPRESENTED EMPLOYEE GROUP AND APPROVING THE SALARY SCHEDULE FOR EMPLOYEES FOR FISCAL YEAR 2020

WHEREAS, the City annually reviews and may revise employee compensation and salary schedule ranges; and

WHEREAS, the City benefits from a highly qualified, municipal workforce; and

WHEREAS, to assist in determining appropriate compensation and benefits for the non-represented group of City employees the City contracted with the firm of Koff and Associates to conduct a market comparison of the City's total compensation package against the packages of other comparable other cities; and

WHEREAS, the City Council has determined that providing compensation and benefits at approximately the median level of the market is in the City's best interests for recruiting and retaining a skilled and educated workforce; and

WHEREAS, maintaining compensation levels at the median of the market requires occasional equity-based salary adjustments; and

WHEREAS, the City should adjust salaries to reflect changes in the region's cost of living; and

WHEREAS, for the 12-month period through April 2019, the Consumer Price Index for Urban Consumers CPI-U for the San Jose-Sunnyvale-Santa Clara area is 4.0%; and

WHEREAS, changes to benefits should be accomplished at the beginning of the fiscal year.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby:

1. Approves the salary ranges at Exhibit A, effective the first full pay-period after July 1, 2019, which includes new pay ranges for non-represented employees, as well as the contractually required pay adjustments for the Los Altos Peace Officers Association and the Los Altos Municipal Employees Association.
2. Approves the following adjustments to the benefit package for non-represented employees, effective July 1, 2019:
 - a. The City will provide Long-term Disability Insurance to non-represented employees through a third-party provider, by way of a policy selected by the City with coverage limitations and benefit amounts determined at the City's sole discretion.

- b. Non-represented FLSA exempt employees will receive 80 hours of Administrative Leave each fiscal year, the accrual and usage of which shall be in accordance with the City's established policy and practice of such leave.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2019 by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Lynette Le Eng, MAYOR

Attest:

Jon Maginot, CMC, CITY CLERK

			Biweekly					Monthly					Annual				
<i>Legislative & Executive</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
City Manager	N/A		\$8,783.08					\$19,030.00					\$228,360.00				
Assistant City Manager	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Deputy City Manager/City Clerk	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Assistant to the City Manager	N/A	40	\$4,636.64	\$4,868.47	\$5,111.89	\$5,367.49	\$5,635.86	\$10,046.05	\$10,548.35	\$11,075.77	\$11,629.56	\$12,211.03	\$120,552.57	\$126,580.20	\$132,909.21	\$139,554.67	\$146,532.40
City Clerk	N/A	41	\$4,752.55	\$4,990.18	\$5,239.69	\$5,501.67	\$5,776.76	\$10,297.20	\$10,812.06	\$11,352.66	\$11,920.29	\$12,516.31	\$123,566.38	\$129,744.70	\$136,231.94	\$143,043.53	\$150,195.71
Public Information Coordinator	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Executive Assistant to the City Manager	N/A	25	\$3,201.44	\$3,361.51	\$3,529.59	\$3,706.07	\$3,891.37	\$6,936.45	\$7,283.27	\$7,647.44	\$8,029.81	\$8,431.30	\$83,237.40	\$87,399.27	\$91,769.23	\$96,357.69	\$101,175.58
Deputy City Clerk	LAMEA		\$2,879.76	\$3,023.75	\$3,174.94	\$3,333.68	\$3,500.37	\$6,239.48	\$6,551.45	\$6,879.03	\$7,222.98	\$7,584.13	\$74,873.76	\$78,617.45	\$82,548.32	\$86,675.74	\$91,009.52
<i>Administrative Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Administrative Services Director	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Financial Services Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Senior Accountant	N/A	34	\$3,998.16	\$4,198.07	\$4,407.97	\$4,628.37	\$4,859.79	\$8,662.68	\$9,095.81	\$9,550.60	\$10,028.13	\$10,529.54	\$103,952.10	\$109,149.71	\$114,607.19	\$120,337.55	\$126,354.43
Management Analyst II	LAMEA		\$3,782.48	\$3,971.60	\$4,170.18	\$4,378.69	\$4,597.63	\$8,195.37	\$8,605.14	\$9,035.40	\$9,487.17	\$9,961.53	\$98,344.48	\$103,261.70	\$108,424.79	\$113,846.03	\$119,538.33
Management Analyst I	LAMEA		\$3,439.28	\$3,611.24	\$3,791.81	\$3,981.40	\$4,180.47	\$7,451.77	\$7,824.36	\$8,215.58	\$8,626.36	\$9,057.68	\$89,421.28	\$93,892.34	\$98,586.96	\$103,516.31	\$108,692.12
Accounting Technician II	LAMEA		\$2,868.32	\$3,011.74	\$3,162.32	\$3,320.44	\$3,486.46	\$6,214.69	\$6,525.43	\$6,851.70	\$7,194.28	\$7,554.00	\$74,576.32	\$78,305.14	\$82,220.39	\$86,331.41	\$90,647.98
Accounting Technician I	LAMEA		\$2,490.80	\$2,615.34	\$2,746.11	\$2,883.41	\$3,027.58	\$5,396.73	\$5,666.57	\$5,949.90	\$6,247.39	\$6,559.76	\$64,760.80	\$67,998.84	\$71,398.78	\$74,968.72	\$78,717.16
Accounting Office Assistant I	LAMEA		\$2,190.24	\$2,299.75	\$2,414.74	\$2,535.48	\$2,662.25	\$4,745.52	\$4,982.80	\$5,231.94	\$5,493.53	\$5,768.21	\$56,946.24	\$59,793.55	\$62,783.23	\$65,922.39	\$69,218.51
Information Technology Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Network Systems Administrator	LAMEA		\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$5,123.50	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$11,100.93	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74	\$133,211.12
Information Technology Analyst	LAMEA		\$4,014.40	\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$8,697.87	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$104,374.40	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74
Information Technology Technician	LAMEA		\$3,048.24	\$3,200.65	\$3,360.68	\$3,528.72	\$3,705.15	\$6,604.52	\$6,934.75	\$7,281.48	\$7,645.56	\$8,027.84	\$79,254.24	\$83,216.95	\$87,377.80	\$91,746.69	\$96,334.02
Human Resources Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Human Resources Analyst	N/A	31	\$3,712.69	\$3,898.32	\$4,093.24	\$4,297.90	\$4,512.79	\$8,044.16	\$8,446.36	\$8,868.68	\$9,312.12	\$9,777.72	\$96,529.86	\$101,356.35	\$106,424.17	\$111,745.38	\$117,332.65
Human Resources Technician	N/A	23	\$3,047.18	\$3,199.53	\$3,359.51	\$3,527.49	\$3,703.86	\$6,602.21	\$6,932.32	\$7,278.94	\$7,642.89	\$8,025.03	\$79,226.55	\$83,187.88	\$87,347.27	\$91,714.64	\$96,300.37
<i>Police Services</i>	<i>Union</i>	<i>Salary Range</i>	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Police Chief	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913	Open Range			\$18,127	\$178,962	Open Range			\$217,528
Police Captain	N/A	52	\$6,235.76	\$6,547.55	\$6,874.93	\$7,218.67	\$7,579.61	\$13,510.82	\$14,186.36	\$14,895.68	\$15,640.46	\$16,422.48	\$162,129.80	\$170,236.29	\$178,748.11	\$187,685.51	\$197,069.79
Police Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$136,394.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Lead Records Specialist	LAMEA		\$2,527.20	\$2,653.56	\$2,786.24	\$2,925.55	\$3,071.83	\$5,475.60	\$5,749.38	\$6,036.85	\$6,338.69	\$6,655.63	\$65,707.20	\$68,992.56	\$72,442.19	\$76,064.30	\$79,867.51
Records Specialist	LAMEA		\$2,295.28	\$2,410.04	\$2,530.55	\$2,657.07	\$2,789.93	\$4,973.11	\$5,221.76	\$5,482.85	\$5,756.99	\$6,044.84	\$59,677.28	\$62,661.14	\$65,794.20	\$69,083.91	\$72,538.11
Police Sergeant	POA		\$4,613.00	\$4,844.00	\$5,086.00	\$5,340.00	\$5,607.00	\$9,994.83	\$10,495.33	\$11,019.67	\$11,570.00	\$12,148.50	\$119,938.00	\$125,944.00	\$132,236.00	\$138,840.00	\$145,782.00
Police Agent	POA		\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$4,988.00	\$8,892.00	\$9,336.17	\$9,802.00	\$10,291.67	\$10,807.33	\$106,704.00	\$112,034.00	\$117,624.00	\$123,500.00	\$129,688.00
Police Officer	POA		\$3,909.00	\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$8,469.50	\$8,892.00	\$9,336.17	\$9,802.00	\$10,291.67	\$101,634.00	\$106,704.00	\$112,034.00	\$117,624.00	\$123,500.00
Lead Communications Officer	POA		\$3,865.00	\$4,058.00	\$4,260.00	\$4,473.00	\$4,696.00	\$8,374.17	\$8,792.33	\$9,230.00	\$9,691.50	\$10,174.67	\$100,490.00	\$105,508.00	\$110,760.00	\$116,298.00	\$122,096.00
Police Officer Trainee	POA		\$3,722.00	\$3,908.00	\$4,103.00	\$4,308.00	\$4,523.00	\$8,064.33	\$8,467.33	\$8,889.83	\$9,334.00	\$9,799.83	\$96,772.00	\$101,608.00	\$106,678.00	\$112,008.00	\$117,598.00
Communications Officer	POA		\$3,512.00	\$3,688.00	\$3,872.00	\$4,066.00	\$4,269.00	\$7,609.33	\$7,990.67	\$8,389.33	\$8,809.67	\$9,249.50	\$91,312.00	\$95,888.00	\$100,672.00	\$105,716.00	\$110,994.00
Community Service Officer	POA		\$2,818.00	\$2,959.00	\$3,107.00	\$3,262.00	\$3,425.00	\$6,105.67	\$6,411.17	\$6,731.83	\$7,067.67	\$7,420.83	\$73,268.00	\$76,934.00	\$80,782.00	\$84,812.00	\$89,050.00

City of Los Altos -- Salary Schedule FY 19/20
Resolution 2019-XX

			Biweekly					Monthly					Annual				
Engineering Services	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Engineering Services Director/City Engineer	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Engineering Services Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Transportation Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$136,394.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Senior Engineer	LAMEA		\$4,723.68	\$4,959.86	\$5,207.86	\$5,468.25	\$5,741.66	\$10,234.64	\$10,746.37	\$11,283.69	\$11,847.88	\$12,440.27	\$122,815.68	\$128,956.46	\$135,404.29	\$142,174.50	\$149,283.23
Project Manager	N/A	42	\$4,871.37	\$5,114.94	\$5,370.68	\$5,639.22	\$5,921.18	\$10,554.63	\$11,082.36	\$11,636.48	\$12,218.30	\$12,829.22	\$126,655.54	\$132,988.32	\$139,637.74	\$146,619.62	\$153,950.60
Special Projects Manager	N/A	42	\$4,871.37	\$5,114.94	\$5,370.68	\$5,639.22	\$5,921.18	\$10,554.63	\$11,082.36	\$11,636.48	\$12,218.30	\$12,829.22	\$126,655.54	\$132,988.32	\$139,637.74	\$146,619.62	\$153,950.60
Associate Civil Engineer	LAMEA		\$4,122.56	\$4,328.69	\$4,545.12	\$4,772.38	\$5,011.00	\$8,932.21	\$9,378.82	\$9,847.77	\$10,340.15	\$10,857.16	\$107,186.56	\$112,545.89	\$118,173.18	\$124,081.84	\$130,285.93
Assistant Civil Engineer	LAMEA		\$3,644.16	\$3,826.37	\$4,017.69	\$4,218.57	\$4,429.50	\$7,895.68	\$8,290.46	\$8,704.99	\$9,140.24	\$9,597.25	\$94,748.16	\$99,485.57	\$104,459.85	\$109,682.84	\$115,166.98
Junior Engineer	LAMEA		\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$86,122.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
GIS Technician	LAMEA		\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$86,122.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
Construction Inspector	LAMEA		\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.21	\$82,012.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Engineering Technician	LAMEA		\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.21	\$82,012.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Maintenance Services	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Maintenance Services Director	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Maintenance Supervisor	LAMEA		\$3,534.96	\$3,711.71	\$3,897.29	\$4,092.16	\$4,296.77	\$7,659.08	\$8,042.03	\$8,444.14	\$8,866.34	\$9,309.66	\$91,908.96	\$96,504.41	\$101,329.63	\$106,396.11	\$111,715.92
Senior Maintenance Technician	Teamsters		\$2,871.00	\$3,014.55	\$3,165.28	\$3,323.54	\$3,489.72	\$6,220.50	\$6,531.53	\$6,858.10	\$7,201.01	\$7,561.06	\$74,646.00	\$78,378.30	\$82,297.22	\$86,412.08	\$90,732.68
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Equipment Mechanic	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Leadworker	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Technician	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Worker II	Teamsters		\$2,368.00	\$2,487.00	\$2,611.00	\$2,742.00	\$2,879.00	\$5,130.67	\$5,388.50	\$5,657.17	\$5,941.00	\$6,237.83	\$61,568.00	\$64,662.00	\$67,886.00	\$71,292.00	\$74,854.00
Maintenance Worker I	Teamsters		\$2,094.00	\$2,200.00	\$2,309.00	\$2,424.00	\$2,546.00	\$4,537.00	\$4,766.67	\$5,002.83	\$5,252.00	\$5,516.33	\$54,444.00	\$57,200.00	\$60,034.00	\$63,024.00	\$66,196.00
Community Development	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Community Development Director	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Building Official	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$136,394.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Planning Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$136,394.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Economic Development Manager	N/A	44	\$5,117.98	\$5,373.88	\$5,642.57	\$5,924.70	\$6,220.94	\$11,088.96	\$11,643.40	\$12,225.57	\$12,836.85	\$13,478.70	\$133,067.48	\$139,720.85	\$146,706.90	\$154,042.24	\$161,744.35
Senior Planner	LAMEA		\$4,614.48	\$4,845.20	\$5,087.46	\$5,341.84	\$5,608.93	\$9,998.04	\$10,497.94	\$11,022.84	\$11,573.98	\$12,152.68	\$119,976.48	\$125,975.30	\$132,274.07	\$138,887.77	\$145,832.16
Associate Planner	LAMEA		\$3,893.76	\$4,088.45	\$4,292.87	\$4,507.51	\$4,732.89	\$8,436.48	\$8,858.30	\$9,301.22	\$9,766.28	\$10,254.59	\$101,237.76	\$106,299.65	\$111,614.63	\$117,195.36	\$123,055.13
Senior Building Inspector	LAMEA		\$3,840.72	\$4,032.76	\$4,234.39	\$4,446.11	\$4,668.42	\$8,321.56	\$8,737.64	\$9,174.52	\$9,633.25	\$10,114.91	\$99,858.72	\$104,851.66	\$110,094.24	\$115,598.95	\$121,378.90
Economic Development Coordinator	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Sustainability Coordinator*	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Assistant Planner	LAMEA		\$3,524.56	\$3,700.79	\$3,885.83	\$4,080.12	\$4,284.12	\$7,636.55	\$8,018.37	\$8,419.29	\$8,840.26	\$9,282.27	\$91,638.56	\$96,220.49	\$101,031.51	\$106,083.09	\$111,387.24
Building Inspector	LAMEA		\$3,474.64	\$3,648.37	\$3,830.79	\$4,022.33	\$4,223.45	\$7,528.39	\$7,904.81	\$8,300.05	\$8,715.05	\$9,150.80	\$90,340.64	\$94,857.67	\$99,600.56	\$104,580.58	\$109,809.61
Permit Technician	LAMEA		\$2,791.36	\$2,930.93	\$3,077.47	\$3,231.35	\$3,392.92	\$6,047.95	\$6,350.34	\$6,667.86	\$7,001.25	\$7,351.32	\$72,575.36	\$76,204.13	\$80,014.33	\$84,015.05	\$88,215.80
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Recreation & Community Services	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Recreation & Community Services Director	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Recreation Manager	N/A	36	\$4,200.56	\$4,410.59	\$4,631.12	\$4,862.68	\$5,105.81	\$9,101.22	\$9,556.28	\$10,034.10	\$10,535.80	\$11,062.59	\$109,214.68	\$114,675.41	\$120,409.18	\$126,429.64	\$132,751.12
Senior Recreation Supervisor	LAMEA		\$3,604.64	\$3,784.87	\$3,974.12	\$4,172.82	\$4,381.46	\$7,810.05	\$8,200.56	\$8,610.58	\$9,041.11	\$9,493.17	\$93,720.64	\$98,406.67	\$103,327.01	\$108,493.36	\$113,918.02
Recreation Supervisor	LAMEA		\$3,428.88	\$3,600.32	\$3,780.34	\$3,969.36	\$4,167.83	\$7,429.24	\$7,800.70	\$8,190.74	\$8,600.27	\$9,030.29	\$89,150.88	\$93,608.42	\$98,288.85	\$103,203.29	\$108,363.45
Recreation Coordinator	LAMEA		\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$67,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Facilities Coordinator	LAMEA		\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$67,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Office Assistant II	LAMEA		\$2,181.92	\$2,291.02	\$2,405.57	\$2,525.85	\$2,652.14	\$4,727.49	\$4,963.87	\$5,212.06	\$5,472.66	\$5,746.30	\$56,729.92	\$59,566.42	\$62,544.74	\$65,671.97	\$68,955.57
Office Assistant I	LAMEA		\$1,959.36	\$2,057.33	\$2,160.19	\$2,268.20	\$2,381.61	\$4,245.28	\$4,457.54	\$4,680.42	\$4,914.44	\$5,160.16	\$50,943.36	\$53,490.53	\$56,165.05	\$58,973.31	\$61,921.97

RESOLUTION NO. 2019-18

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
APPROVING A COST OF LIVING ADJUSTMENT FOR REGULAR, FULL-
TIME, NON-REPRESENTED, MANAGEMENT AND EXECUTIVE STAFF
FOR FISCAL YEAR 2019**

WHEREAS, the City annually reviews and may revise employee compensation and salary schedule ranges; and

WHEREAS, the City benefits from a highly qualified, municipal workforce; and

WHEREAS, to assist in retaining such a workforce, it is critical that the City's compensation levels are competitive in the marketplace; and

WHEREAS, to remain competitive, the City should adjust salaries to reflect changes in the region's cost of living; and

WHEREAS, the Consumer Price Index for Urban Consumers (CPI-U) for the San Jose-Sunnyvale-Santa Clara region increase by 4.0% for the twelve-month period ending the first quarter of 2019; and

WHEREAS, the salaries are scheduled to take effect in the first full pay period in July 2019; and

WHEREAS, represented classifications are covered by current contracts which specify the amount of the salary adjustments in the new fiscal year.

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby:

1. Increases salary ranges for all regular full-time, non-represented, management and executive positions (not including the City Manager) by 4.0% effective the first pay period after July 1, 2019; and
2. Adopts the salary schedule at Exhibit A reflecting these pay adjustments.

I HEREBY CERTIFY that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the ____ day of ____, 2019 by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Lynette Lee Eng, MAYOR

Attest:

Jon Maginot, CMC, CITY CLERK

City of Los Altos -- Salary Schedule FY 19/20

Resolution 2019-XX

		Biweekly					Monthly					Annual				
Legislative & Executive	Union	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
City Manager	N/A	\$8,783.08					\$19,030.00					\$228,360.00				
Assistant City Manager	N/A	\$4,256.72	Open Range			\$8,040.24	\$9,222.89	Open Range			\$17,420.52	\$110,674.72	Open Range			\$209,046.24
Deputy City Manager/City Clerk	N/A	\$5,512.00	\$5,787.60	\$6,076.98	\$6,380.83	\$6,699.87	\$11,942.67	\$12,539.80	\$13,166.79	\$13,825.13	\$14,516.39	\$143,312.00	\$150,477.60	\$158,001.48	\$165,901.55	\$174,196.63
Assistant to the City Manager	N/A	\$4,642.56	\$4,874.69	\$5,118.42	\$5,374.34	\$5,643.06	\$10,058.88	\$10,561.82	\$11,089.92	\$11,644.41	\$12,226.63	\$120,706.56	\$126,741.89	\$133,078.98	\$139,732.93	\$146,719.58
City Clerk	N/A	\$4,338.88	\$4,555.82	\$4,783.62	\$5,022.80	\$5,273.94	\$9,400.91	\$9,870.95	\$10,364.50	\$10,882.72	\$11,426.86	\$112,810.88	\$118,451.42	\$124,374.00	\$130,592.69	\$137,122.33
Public Information Coordinator	LAMEA	\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Executive Assistant to the City Manager	N/A	\$3,022.24	\$3,173.35	\$3,332.02	\$3,498.62	\$3,673.55	\$6,548.19	\$6,875.60	\$7,219.38	\$7,580.34	\$7,959.36	\$78,578.24	\$82,507.15	\$86,632.51	\$90,964.14	\$95,512.34
Deputy City Clerk	LAMEA	\$2,879.76	\$3,023.75	\$3,174.94	\$3,333.68	\$3,500.37	\$6,239.48	\$6,551.45	\$6,879.03	\$7,222.98	\$7,584.13	\$74,873.76	\$78,617.45	\$82,548.32	\$86,675.74	\$91,009.52
Administrative Services		Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Administrative Services Director	N/A	\$4,256.72	Open Range			\$8,039.90	\$9,222.89	Open Range			\$17,419.79	\$110,674.72	Open Range			\$209,037.47
Financial Services Manager	N/A	\$5,358.08	\$5,625.98	\$5,907.28	\$6,202.65	\$6,512.78	\$11,609.17	\$12,189.63	\$12,799.11	\$13,439.07	\$14,111.02	\$139,310.08	\$146,275.58	\$153,589.36	\$161,268.83	\$169,332.27
Senior Accountant	N/A	\$3,964.48	\$4,162.70	\$4,370.84	\$4,589.38	\$4,818.85	\$8,589.71	\$9,019.19	\$9,470.15	\$9,943.66	\$10,440.84	\$103,076.48	\$108,230.30	\$113,641.82	\$119,323.91	\$125,290.11
Management Analyst II	LAMEA	\$3,782.48	\$3,971.60	\$4,170.18	\$4,378.69	\$4,597.63	\$8,195.37	\$8,605.14	\$9,035.40	\$9,487.17	\$9,961.53	\$98,344.48	\$103,261.70	\$108,424.79	\$113,846.03	\$119,538.33
Management Analyst I	LAMEA	\$3,439.28	\$3,611.24	\$3,791.81	\$3,981.40	\$4,180.47	\$7,451.77	\$7,824.36	\$8,215.58	\$8,626.36	\$9,057.68	\$89,421.28	\$93,892.34	\$98,586.96	\$103,516.31	\$108,692.12
Accounting Technician II	LAMEA	\$2,868.32	\$3,011.74	\$3,162.32	\$3,320.44	\$3,486.46	\$6,214.69	\$6,525.43	\$6,851.70	\$7,194.28	\$7,554.00	\$74,576.32	\$78,305.14	\$82,220.39	\$86,331.41	\$90,647.98
Accounting Technician I	LAMEA	\$2,490.80	\$2,615.34	\$2,746.11	\$2,883.41	\$3,027.58	\$5,396.73	\$5,666.57	\$5,949.90	\$6,247.39	\$6,559.76	\$64,760.80	\$67,998.84	\$71,398.78	\$74,968.72	\$78,717.16
Accounting Office Assistant I	LAMEA	\$2,190.24	\$2,299.75	\$2,414.74	\$2,535.48	\$2,662.25	\$4,745.52	\$4,982.80	\$5,231.94	\$5,493.53	\$5,768.21	\$56,946.24	\$59,793.55	\$62,783.23	\$65,922.39	\$69,218.51
Information Technology Manager	N/A	\$5,358.08	\$5,625.98	\$5,907.28	\$6,202.65	\$6,512.78	\$11,609.17	\$12,189.63	\$12,799.11	\$13,439.07	\$14,111.02	\$139,310.08	\$146,275.58	\$153,589.36	\$161,268.83	\$169,332.27
Network Systems Administrator	LAMEA	\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$5,123.50	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$11,100.93	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74	\$133,211.12
Information Technology Analyst	LAMEA	\$4,014.40	\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$8,697.87	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$104,374.40	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74
Information Technology Technician	LAMEA	\$3,048.24	\$3,200.65	\$3,360.68	\$3,528.72	\$3,705.15	\$6,604.52	\$6,934.75	\$7,281.48	\$7,645.56	\$8,027.84	\$79,254.24	\$83,216.95	\$87,377.80	\$91,746.69	\$96,334.02
Human Resources Manager	N/A	\$5,358.08	\$5,625.98	\$5,907.28	\$6,202.65	\$6,512.78	\$11,609.17	\$12,189.63	\$12,799.11	\$13,439.07	\$14,111.02	\$139,310.08	\$146,275.58	\$153,589.36	\$161,268.83	\$169,332.27
Human Resources Analyst	N/A	\$3,423.68	\$3,594.86	\$3,774.61	\$3,963.34	\$4,161.50	\$7,417.97	\$7,788.87	\$8,178.32	\$8,587.23	\$9,016.59	\$89,015.68	\$93,466.46	\$98,139.79	\$103,046.78	\$108,199.12
Human Resources Technician	N/A	\$2,806.96	\$2,947.31	\$3,094.67	\$3,249.41	\$3,411.88	\$6,081.75	\$6,385.83	\$6,705.13	\$7,040.38	\$7,392.40	\$72,980.96	\$76,630.01	\$80,461.51	\$84,484.58	\$88,708.81
Police Services		Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Police Chief	N/A	\$4,359.68	Open Range			\$8,234.67	\$9,445.97	Open Range			\$17,841.78	\$113,351.68	Open Range			\$214,101.36
Police Captain	N/A	\$5,840.64	\$6,132.67	\$6,439.31	\$6,761.27	\$7,099.33	\$12,654.72	\$13,287.46	\$13,951.83	\$14,649.42	\$15,381.89	\$151,856.64	\$159,449.47	\$167,421.95	\$175,793.04	\$184,582.70
Police Services Manager	N/A	\$5,256.16	\$5,518.97	\$5,794.92	\$6,084.66	\$6,388.90	\$11,388.35	\$11,957.76	\$12,555.65	\$13,183.43	\$13,842.61	\$136,660.16	\$143,493.17	\$150,667.83	\$158,201.22	\$166,111.28
Executive Assistant	LAMEA	\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Lead Records Specialist	LAMEA	\$2,527.20	\$2,653.56	\$2,786.24	\$2,925.55	\$3,071.83	\$5,475.60	\$5,749.38	\$6,036.85	\$6,338.69	\$6,655.63	\$65,707.20	\$68,992.56	\$72,442.19	\$76,064.30	\$79,867.51
Records Specialist	LAMEA	\$2,295.28	\$2,410.04	\$2,530.55	\$2,657.07	\$2,789.93	\$4,973.11	\$5,221.76	\$5,482.85	\$5,756.99	\$6,044.84	\$59,677.28	\$62,661.14	\$65,794.20	\$69,083.91	\$72,538.11
Police Sergeant	POA	\$4,613.00	\$4,844.00	\$5,086.00	\$5,340.00	\$5,607.00	\$9,994.83	\$10,495.33	\$11,019.67	\$11,570.00	\$12,148.50	\$119,938.00	\$125,944.00	\$132,236.00	\$138,840.00	\$145,782.00
Police Agent	POA	\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$4,988.00	\$8,892.00	\$9,336.17	\$9,802.00	\$10,291.67	\$10,807.33	\$106,704.00	\$112,034.00	\$117,624.00	\$123,500.00	\$129,688.00
Police Officer	POA	\$3,909.00	\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$8,469.50	\$8,892.00	\$9,336.17	\$9,802.00	\$10,291.67	\$101,634.00	\$106,704.00	\$112,034.00	\$117,624.00	\$123,500.00
Lead Communications Officer	POA	\$3,865.00	\$4,058.00	\$4,260.00	\$4,473.00	\$4,696.00	\$8,374.17	\$8,792.33	\$9,230.00	\$9,691.50	\$10,174.67	\$100,490.00	\$105,508.00	\$110,760.00	\$116,298.00	\$122,096.00
Police Officer Trainee	POA	\$3,722.00	\$3,908.00	\$4,103.00	\$4,308.00	\$4,523.00	\$8,064.33	\$8,467.33	\$8,889.83	\$9,334.00	\$9,799.83	\$96,772.00	\$101,608.00	\$106,678.00	\$112,008.00	\$117,598.00
Communications Officer	POA	\$3,512.00	\$3,688.00	\$3,872.00	\$4,066.00	\$4,269.00	\$7,609.33	\$7,990.67	\$8,389.33	\$8,809.67	\$9,249.50	\$91,312.00	\$95,888.00	\$100,672.00	\$105,716.00	\$110,994.00
Community Service Officer	POA	\$2,818.00	\$2,959.00	\$3,107.00	\$3,262.00	\$3,425.00	\$6,105.67	\$6,411.17	\$6,731.83	\$7,067.67	\$7,420.83	\$73,268.00	\$76,934.00	\$80,782.00	\$84,812.00	\$89,050.00

City of Los Altos -- Salary Schedule FY 19/20
Resolution 2019-XX

		Biweekly					Monthly					Annual				
		Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Engineering Services																
Engineering Services Director/City Engineer	N/A	\$4,256.72	Open Range			\$8,039.90	\$9,222.89	Open Range			\$17,419.79	\$110,674.72	Open Range			\$209,037.47
Engineering Services Manager	N/A	\$5,325.84	\$5,592.13	\$5,871.74	\$6,165.33	\$6,473.59	\$11,539.32	\$12,116.29	\$12,722.10	\$13,358.21	\$14,026.12	\$138,471.84	\$145,395.43	\$152,665.20	\$160,298.46	\$168,313.39
Transportation Services Manager	N/A	\$4,975.36	\$5,224.13	\$5,485.33	\$5,759.60	\$6,047.58	\$10,779.95	\$11,318.94	\$11,884.89	\$12,479.14	\$13,103.09	\$129,359.36	\$135,827.33	\$142,618.69	\$149,749.63	\$157,237.11
Senior Engineer	LAMEA	\$4,723.68	\$4,959.86	\$5,207.86	\$5,468.25	\$5,741.66	\$10,234.64	\$10,746.37	\$11,283.69	\$11,847.88	\$12,440.27	\$122,815.68	\$128,956.46	\$135,404.29	\$142,174.50	\$149,283.23
Project Manager	N/A	\$4,475.12	\$4,698.88	\$4,933.82	\$5,180.51	\$5,439.54	\$9,696.09	\$10,180.90	\$10,689.94	\$11,224.44	\$11,785.66	\$116,353.12	\$122,170.78	\$128,279.31	\$134,693.28	\$141,427.94
Special Projects Manager	N/A	\$4,475.12	\$4,698.88	\$4,933.82	\$5,180.51	\$5,439.54	\$9,696.09	\$10,180.90	\$10,689.94	\$11,224.44	\$11,785.66	\$116,353.12	\$122,170.78	\$128,279.31	\$134,693.28	\$141,427.94
Associate Civil Engineer	LAMEA	\$4,122.56	\$4,328.69	\$4,545.12	\$4,772.38	\$5,011.00	\$8,932.21	\$9,378.82	\$9,847.77	\$10,340.15	\$10,857.16	\$107,186.56	\$112,545.89	\$118,173.18	\$124,081.84	\$130,285.93
Assistant Civil Engineer	LAMEA	\$3,644.16	\$3,826.37	\$4,017.69	\$4,218.57	\$4,429.50	\$7,895.68	\$8,290.46	\$8,704.99	\$9,140.24	\$9,597.25	\$94,748.16	\$99,485.57	\$104,459.85	\$109,682.84	\$115,166.98
Junior Engineer	LAMEA	\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$86,122.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
GIS Technician	LAMEA	\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$86,122.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
Construction Inspector	LAMEA	\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.51	\$82,012.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Engineering Technician	LAMEA	\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.21	\$82,012.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Executive Assistant	LAMEA	\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Maintenance Services																
Maintenance Services Director	N/A	\$4,256.72	Open Range			\$8,039.90	\$9,222.89	Open Range			\$17,419.79	\$110,674.72	Open Range			\$209,037.47
Maintenance Supervisor	LAMEA	\$3,534.96	\$3,711.71	\$3,897.29	\$4,092.16	\$4,296.77	\$7,659.08	\$8,042.03	\$8,444.14	\$8,866.34	\$9,309.66	\$91,908.96	\$96,504.41	\$101,329.63	\$106,396.11	\$111,715.92
Senior Maintenance Technician	Teamsters	\$2,871.00	\$3,014.55	\$3,165.28	\$3,323.54	\$3,489.72	\$6,220.50	\$6,531.53	\$6,858.10	\$7,201.01	\$7,561.06	\$74,646.00	\$78,378.30	\$82,297.22	\$86,412.08	\$90,732.68
Executive Assistant	LAMEA	\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Equipment Mechanic	Teamsters	\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Leadworker	Teamsters	\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Technician	Teamsters	\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$67,860.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Worker II	Teamsters	\$2,368.00	\$2,487.00	\$2,611.00	\$2,742.00	\$2,879.00	\$5,130.67	\$5,388.50	\$5,657.17	\$5,941.00	\$6,237.83	\$61,568.00	\$64,662.00	\$67,886.00	\$71,292.00	\$74,854.00
Maintenance Worker I	Teamsters	\$2,094.00	\$2,200.00	\$2,309.00	\$2,424.00	\$2,546.00	\$4,537.00	\$4,766.67	\$5,002.83	\$5,252.00	\$5,516.33	\$54,444.00	\$57,200.00	\$60,034.00	\$63,024.00	\$66,196.00
Community Development																
Community Development Director	N/A	\$4,256.72	Open Range			\$8,039.90	\$9,222.89	Open Range			\$17,419.79	\$110,674.72	Open Range			\$209,037.47
Building Official	N/A	\$4,975.36	\$5,224.13	\$5,485.33	\$5,759.60	\$6,047.58	\$10,779.95	\$11,318.94	\$11,884.89	\$12,479.14	\$13,103.09	\$129,359.36	\$135,827.33	\$142,618.69	\$149,749.63	\$157,237.11
Planning Services Manager	N/A	\$4,975.36	\$5,224.13	\$5,485.33	\$5,759.60	\$6,047.58	\$10,779.95	\$11,318.94	\$11,884.89	\$12,479.14	\$13,103.09	\$129,359.36	\$135,827.33	\$142,618.69	\$149,749.63	\$157,237.11
Economic Development Manager	N/A	\$4,906.72	\$5,152.06	\$5,409.66	\$5,680.14	\$5,964.15	\$10,631.23	\$11,162.79	\$11,720.93	\$12,306.97	\$12,922.32	\$127,574.72	\$133,953.46	\$140,651.13	\$147,683.69	\$155,067.87
Senior Planner	LAMEA	\$4,614.48	\$4,845.20	\$5,087.46	\$5,341.84	\$5,608.93	\$9,998.04	\$10,497.94	\$11,022.84	\$11,573.98	\$12,152.68	\$119,976.48	\$125,975.30	\$132,274.07	\$138,887.77	\$145,832.16
Associate Planner	LAMEA	\$3,893.76	\$4,088.45	\$4,292.87	\$4,507.51	\$4,732.89	\$8,436.48	\$8,858.30	\$9,301.22	\$9,766.28	\$10,254.59	\$101,237.76	\$106,299.65	\$111,614.63	\$117,195.36	\$123,055.13
Senior Building Inspector	LAMEA	\$3,840.72	\$4,032.76	\$4,234.39	\$4,446.11	\$4,668.42	\$8,321.56	\$8,737.64	\$9,174.52	\$9,633.25	\$10,114.91	\$99,858.72	\$104,851.66	\$110,094.24	\$115,598.95	\$121,378.90
Economic Development Coordinator	LAMEA	\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Sustainability Coordinator*	LAMEA	\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Assistant Planner	LAMEA	\$3,524.56	\$3,700.79	\$3,885.83	\$4,080.12	\$4,284.12	\$7,636.55	\$8,018.37	\$8,419.29	\$8,840.26	\$9,282.27	\$91,638.56	\$96,220.49	\$101,031.51	\$106,083.09	\$111,387.24
Building Inspector	LAMEA	\$3,474.64	\$3,648.37	\$3,830.79	\$4,022.33	\$4,223.45	\$7,528.39	\$7,904.81	\$8,300.05	\$8,715.05	\$9,150.80	\$90,340.64	\$94,857.67	\$99,600.56	\$104,580.58	\$109,809.61
Permit Technician	LAMEA	\$2,791.36	\$2,930.93	\$3,077.47	\$3,231.35	\$3,392.92	\$6,047.95	\$6,350.34	\$6,667.86	\$7,001.25	\$7,351.32	\$72,575.36	\$76,204.13	\$80,014.33	\$84,015.05	\$88,215.80
Executive Assistant	LAMEA	\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Recreation & Community Services																
Recreation & Community Services Director	N/A	\$4,256.72	Open Range			\$8,039.90	\$9,222.89	Open Range			\$17,419.79	\$110,674.72	Open Range			\$209,037.47
Recreation Manager	N/A	\$3,920.80	\$4,116.84	\$4,322.68	\$4,538.82	\$4,765.76	\$8,495.07	\$8,919.82	\$9,365.81	\$9,834.10	\$10,325.81	\$101,940.80	\$107,037.84	\$112,389.73	\$118,009.22	\$123,909.68
Senior Recreation Supervisor	LAMEA	\$3,604.64	\$3,784.87	\$3,974.12	\$4,172.82	\$4,381.46	\$7,810.05	\$8,200.56	\$8,610.58	\$9,041.11	\$9,493.17	\$93,720.64	\$98,406.67	\$103,327.01	\$108,493.36	\$113,918.02
Recreation Supervisor	LAMEA	\$3,428.88	\$3,600.32	\$3,780.34	\$3,969.36	\$4,167.83	\$7,429.24	\$7,800.70	\$8,190.74	\$8,600.27	\$9,030.29	\$89,150.88	\$93,608.42	\$98,288.85	\$103,203.29	\$108,363.45
Recreation Coordinator	LAMEA	\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$67,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Facilities Coordinator	LAMEA	\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$67,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Office Assistant II	LAMEA	\$2,181.92	\$2,291.02	\$2,405.57	\$2,525.85	\$2,652.14	\$4,727.49	\$4,963.87	\$5,212.06	\$5,472.66	\$5,746.30	\$56,729.92	\$59,566.42	\$62,544.74	\$65,671.97	\$68,955.57
Office Assistant I	LAMEA	\$1,959.36	\$2,057.33	\$2,160.19	\$2,268.20	\$2,381.61	\$4,245.28	\$4,457.54	\$4,680.42	\$4,914.44	\$5,160.16	\$50,943.36	\$53,490.53	\$56,165.05	\$58,973.31	\$61,921.97



December 27, 2018

Total Compensation Study Final Report

City of Los Altos

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December 27, 2018

Christopher Jordan
City Manager
City of Los Altos
1 N. San Antonio Road
Los Altos, CA 94022

Dear Mr. Jordan,

Koff & Associates is pleased to present the Total Compensation Study Final Report to the City of Los Altos. This report documents the market compensation survey methodology, findings, and options, and recommendations for implementation.

We would like to thank you and Jennifer Leal for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with the City of Los Altos and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Katie Kaneko
President



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APPENDICES

- Appendix I: Results Summary
- Appendix II: Market Compensation Findings
- Appendix III: Proposed Salary Range Schedule
- Appendix IV: Salary Range Placement Recommendations
- Appendix V: Additional Benefits



EXECUTIVE SUMMARY

Background

In October, 2018, Koff & Associates (“K&A”) conducted a comprehensive Total Compensation Study for the City of Los Altos (“City”). All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

- The concern of the City Council and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the City to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the City; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across the City.

The goals of the compensation study are to assist the City in developing a competitive pay and benefit plan, which is based upon market data, and to ensure that the plan is fiscally responsible and meets the needs of the City with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the total compensation (salary and benefits) survey findings. The results of the total compensation study showed:

- The City’s **base salaries, overall, in comparison to the market median is 5.6% below the market.**
- The City’s **total compensation, overall, in comparison to the market median is 7.6% below the market.**
- The City’s **benefits package** puts the City in a less competitive position compared to the market and, therefore, salary decisions should be based on base salary market results versus total compensation.
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 27 classifications, and of those 23 classifications were selected in order to collect salary and benefits data within the defined labor market. Classifications that we would expect to provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the City’s



overall compensation plan to the market. Other classifications not surveyed will be included in the compensation plan and aligned to the benchmark classifications using internal equity principles. The benchmark classifications are listed in Table 1.

Table 1. Benchmark Classification

Classification Title
1. Administrative Services Director
2. Assistant City Manager
3. City Clerk
4. City Manager
5. Community Development Director
6. Economic Development Manager
7. Engineering Services Manager
8. Executive Assistant to the City Manager
9. Financial Services Manager
10. Human Resources Analyst
11. Human Resources Manager
12. Human Resources Technician
13. Information Technology Manager
14. Planning Services Manager
15. Police Captain
16. Police Chief
17. Police Services Manager
18. Project Manager
19. Public Works Director
20. Recreation & Community Services Director
21. Recreation Manager
22. Senior Accountant
23. Transportation Services Manager



Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, K&A first started with agencies that the City used in the 2018 Police Total Compensation study. Other agencies were then added to the potential list of comparator agencies based on the following factors:

1. **Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of the City be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

2. **Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. **Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the City.
4. **Labor market and geographic location** – In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. The geographic labor market area, where the City may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the City, the resulting labor market data generally reflects the region's cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the City.

All factors mentioned should be considered in selecting the group of comparator agencies. The City agreed to a list of twelve (12) agencies.



Table 2. Comparator Agencies

Agency
1. City of Belmont
2. City of Campbell
3. City of Cupertino
4. City of Foster City
5. City of Menlo Park
6. City of Milpitas
7. City of Morgan Hill
8. City of Mountain View
9. City of Palo Alto
10. City of San Carlos
11. City of Saratoga
12. Town of Los Gatos

Salary and Benefits Data

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report; these amounts were added to base salaries for total compensation purposes).

1. Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

2. Employee Retirement

The retirement reflects the benefits offered to the majority of the employees:

- **PERS Formula:** The service retirement formula for each agency’s Classic plan.
- **Enhanced Formula Cost:** The baseline PERS formula is 2%@62. There is typically a cost to the employer for offering a formula with a higher benefit than the baseline formula. For each enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and



multiplied the percentage by the top monthly salary to calculate the cost of the enhanced formula. The percentage value for each enhanced formula is:

- 2%@60: midpoint of range = 1.5%
 - 2%@55: midpoint of range = 2.7%
 - 2.5%@55: midpoint of range = 4.9%
 - 2.7%@55: midpoint of range = 6.4%
 - 3%@60: midpoint of range = 7.4%
- **Employer Paid Member Contribution:** The amount of the employee’s contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
 - **Single Highest Year:** The period for determining the average monthly pay rate when calculating retirement benefits. The base period is 36 highest paid consecutive months. When final compensation is based on a shorter period of time, such as 12 months’ highest paid consecutive months, there is a cost to the employer. Similar to the enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A took the midpoint of the range and multiplied the percentage by the top monthly salary to calculate the cost of the final compensation.
 - **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally-determined maximum contribution of \$663.40 per month was reported. Note that the maximum contribution rate is that of 2018 in order to be consistent with the timeframe during which data was collected.
 - **Other:** Any other retirement contributions made by the employer.

3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported.

4. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Life and Accidental Death and Dismemberment (“AD&D”) Insurances
- Long-Term Disability Insurance
- Short-Term Disability Insurance
- Other.



5. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been translated into direct salary costs.

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.

6. Auto Allowance

This category includes either the provision of an auto allowance or the provision of an auto for personal use only. If a vehicle is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450. Mileage reimbursement is not included.

7. Other

This category includes any additional other benefits not captured above available to all in the class.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Data Collection

Data was collected during the months of September and October 2018, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents. It was brought to our attention that two agencies, the City of Morgan Hill and the Town of Los Gatos, had provided retroactive increases, effective July 1, 2018, to their employees subsequent to our initial data collection. This final report reflects the adjusted salaries for these two agencies.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on the City’s classification descriptions as the foundation for comparison.



When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at the City. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at the City is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one class that is "smaller," where the City's class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Top Monthly Base Salary Data
- Benefit Detail (Monthly Equivalent Values)
- Total Compensation Data.



The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The % above or below that the City is compared to the average and median is also reported.

The mean is the sum of the comparator agencies’ salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for 23 of the 23 benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary and total compensation (base salary plus benefits [retirement, insurance, leaves, and allowances]) findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median and total compensation market median is listed. The table is sorted by top monthly salary in descending order from the most positive percentile (above market) to the most negative (below market).

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly % Above or Below	Total Compensation % Above or Below
Police Services Manager	7	5.0%	7.2%
Information Technology Manager	10	0.5%	-1.1%
Police Chief	9	1.4%	2.1%
Senior Accountant	10	-1.1%	-4.7%
Human Resources Manager	9	-2.2%	-10.5%
Transportation Services Manager	7	-2.4%	-1.1%
Human Resources Technician	11	-4.6%	-5.6%
Economic Development Manager	7	-4.7%	-10.0%



Classification Title	# of Matches	Top Monthly % Above or Below	Total Compensation % Above or Below
City Manager	12	-5.3%	-9.9%
Planning Services Manager	11	-5.5%	-5.4%
Engineering Services Manager	11	-5.7%	-8.5%
Police Captain	9	-6.2%	-0.9%
Community Development Director	12	-6.2%	-6.9%
Executive Assistant to the City Manager	11	-6.8%	-5.9%
Administrative Services Director	12	-7.0%	-10.1%
Recreation & Community Services Director	11	-7.1%	-9.0%
Human Resources Analyst	9	-7.4%	-7.9%
Recreation Manager	9	-8.2%	-13.3%
Assistant City Manager	11	-8.4%	-10.3%
City Clerk	11	-8.8%	-9.6%
Public Works Director	12	-11.7%	-14.7%
Project Manager	5	-12.6%	-22.5%
Financial Services Manager	11	-14.3%	-17.1%

Base Salary

Top monthly salary market results show that four (4) classifications are paid above the market median:

- One (1) classification is paid above the market median by 5%; and
- Two (2) classifications are paid above the market median by less than 5%.

Top monthly salary market results show that nineteen (19) classifications are paid below the market median:

- Five (5) classifications are paid below the market median by less than 5%;
- Twelve (12) classifications are paid below the market median by more than 5% and less than 10%; and



- Three (3) classifications are paid below the market median by more than 10% and less than 15%.

Generally, a classification falling within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, the City can adopt a different standard.

Total Compensation

Total compensation market results show that two (2) classifications are paid above the market median:

- One (1) classification is paid above the market median by more than 5%; and
- One (1) classification is paid above the market median by less than 5%.

Total compensation market results show that twenty-one (21) classifications are paid below the market median:

- Four (4) classifications are paid below the market median by less than 5%;
- Nine (9) classifications are paid below the market median by more than 5% and less than 10%;
- Six (6) classifications are paid below the market median by more than 10% and less than 15%; and
- Two (2) classifications are paid below the market median by more than 15%.

Overall, the differences between market base salaries and total compensation indicate that the Client's benefits package puts the Client at a less competitive advantage. Further analysis indicates that, overall, classifications are 5.7% below the market median for base salaries, while that figure changes to 7.3% below the market median for total compensation, which is a 1.6% difference (i.e., the Client "loses" a 1.6% competitive advantage when taking benefits into consideration).

Benefits

Further analysis of the market benefit data indicate that the City's benefits are either on par or below market in several areas compared to comparators.

Retirement

While the City does not offer an enhanced PERS formula, single highest year final compensation, or social security, several comparators do. When considering all of the Retirement factors (enhanced retirement formula, employer paid member contribution, single highest year final compensation, social security, deferred compensation), ten (10) of the twelve (12) agencies have a more competitive retirement package compared to the City.



Table 4. Comparator Retirement Benefit Summary

Comparator Agencies	Retirement Formula	Deferred Compensation	Final Compensation
City of Los Altos	2%@60	No	36 months
City of Belmont	2%@55	Yes	36 months
City of Campbell	2% @ 60	Yes	36 months
City of Cupertino	2%@60	No	36 months
City of Foster City	2.7%@55	Yes	36 months
City of Menlo Park	2%@60	Yes	36 months
City of Milpitas	2.7%@55	Yes	12 months
City of Morgan Hill	2.5%@55	Yes	12 months
City of Mountain View	2.7%@55	No*	12 months
City of Palo Alto	2%@60	No*	12 months
City of San Carlos	2%@55	No*	36 months
City of Saratoga	2%@60	Yes	36 months
Town of Los Gatos	2%@60	No	36 months

* *Deferred compensation to City Manager only.*

- 100% of participating comparators do not contribute to the member contribution of PERS. 40% of the comparators have the employee pay a portion of the employer contribution.
- 50% of the participating comparator agencies offer a better retirement formula compared to the City, and 50% offer a comparable formula.
- 30% of the participating comparator agencies base final compensation on 12 months of salary, whereas the City calculates final compensation based on 36 months.
- 58% of participating comparator agencies offer a deferred compensation plan.

Insurances

The City has a relatively competitive insurance contribution. All but four (4) of the comparator agencies contribute a lower dollar amount toward a cafeteria plan and/or medical, dental, vision, life, and long and short-term disability insurances. On average, all of the comparator agencies contribute \$2394 per month whereas the City contributes \$2318.

Leaves

All but two of the participating comparator agencies have a higher leave allowance than the City.

- At the director level the City provides forty (40) hours of administrative leave, where the comparator agencies average seventy-eight (78) hours.



- At the mid-management level the City provides forty (40) hours of administrative leave, whereas the comparator agencies average seventy-two (72) hours of administrative leave.
- At the director level, the City provides one hundred twenty-eight (128) hours of vacation, whereas comparators average one hundred sixty-nine (169) hours.
- At the management level the City provides one hundred twenty-eight (128) hours of vacation, whereas comparator agencies provide an average of one hundred fifty-eight (158) hours.

Table 5. Comparator Leave Benefit Summary

Comparator Agencies	Mgt Admin Leave in hrs/year	Director Admin Leave in hrs/year	Mgt Vacation Leave in hrs/year	Director Vacation Leave in hrs/year
City of Los Altos	40	40	128	128
City of Belmont	80	80	128	224
City of Campbell	60	80	128	128
City of Cupertino	80	80	120	120
City of Foster City	56	56	128	128
City of Menlo Park	80	80	338	338
City of Milpitas	40	96	128	168
City of Morgan Hill	88	88	160	160
City of Mountain View	112	112	136	136
City of Palo Alto	80	80	120	120
City of San Carlos	80	80	128	128
City of Saratoga	65	65	216	216
Town of Los Gatos	48	48	160	160

Recommendations

Because the addition of the City’s benefits brings the total compensation package further away from the market compared to base salaries, we will base our recommendations on the base salary market survey results. The City can decide separately if and how they want to address their benefit competitiveness.



Additional Benefits

Appendix V contains policy summaries for informational purposes related to retiree health benefits offered at nine of the twelve comparator agencies.

INTERNAL SALARY RELATIONSHIPS

Building from the salary levels established for identified benchmark classes, internal salary relationships were developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

In the future, the City may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal relationships, the same factors analyzed when comparing the City's classifications to the labor market are used when making internal salary alignment recommendations.

In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. However, the City can adopt a closer standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications, and used internal equity principles to make the salary recommendations for four (4) classifications that were not benchmarked. For the non-benchmarked classifications, internal alignments with other classifications will need to be



considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and “worth” to the City. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for City management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization.

The City may want to make internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by the City to determine market indexing and salary determination.

RECOMMENDATIONS

Pay Philosophy

The City has many options regarding what type of compensation plan it wants to implement. This decision will be based on what the City’s pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly-qualified workforce.

Proposed Salary Structure

Currently, the City does not have a single uniform salary schedule, but rather various ranges with five steps with 5% between each step. It is recommended that the City maintain similar ranges but with each range set 2.5% apart so that there is a consistent structure that provides the City a view of all salaries in relation to each other and the ability to administer more holistically within job families and across departments. At the department head level, there was a desire to remove the steps and create a range structure reflecting a minimum and a maximum, with no steps in between. In our experience, it is fairly common to have ranges without steps for executive management, again to allow for flexibility in providing pay for performance. Accordingly, we modified the salary ranges from Range 56 through 75 to reflect this structure.

There was a desire to look at other salary range structures to provide the City some alternatives in salary administration. In addition to the most commonly used five-step structure, described above, we have provided a 10-step range structure with steps that are 2.5% apart which provides the City with some discretion in granting step increases, either one to two steps, depending on performance. Additionally, we have provided a third range structure, which has no steps but rather a Range Minimum and Maximum, similar to the current department head structure, but also includes a control point which is set 5% below the Range Maximum, providing a reference point to halt progression with the exception of those exceeding performance expectations. Appendix III contains the various salary range structures; 5-step only, 10-step, and the Min/CP/Max range.



It is important to note that each of these range structures are all based on the survey market data and accordingly, each structure will reflect an identical range maximum. It is merely the progress through the range to the range maximum where there will be variation. In a five-step plan, most employees reach the top step within five years, unless there are performance issues. The other range schedules provide the potential to move through the range at a different pace, depending upon performance.

Another note is that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 2.5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 2.5% differentials between ranges, four ranges should represent a 10% differential. However, because the compounding effect of 2.5%, on top of 2.5%, on top of 2.5%, and so on, the differential between Range 1 and Range 5 is not exactly 10%, but it is slightly greater.

Proposed Salary Range Placements

Appendix IV illustrates the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base salary market results. The following calculation was used:

1. Multiplied the Client's current top monthly salary by the percentage difference between the Client's base salary and the base salary market median to calculate the Market Placement Salary.
2. The classification was then placed within the proposed salary range with a Step 5 salary closest to the Market Placement Salary.

K&A also modified the current internal alignment in certain instances where it seemed warranted based on market-supported groupings and/or compaction issues.

For all classifications, this primary implementation procedure must be completed only at the initial time of implementation. In the future, if the City decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure that the internal salary relationships are preserved and the salary schedule remains structured and easily administered.

Options for Implementation

While the City may be interested in bringing all salaries to the market median, in most cases this goal may not be reached with a single adjustment. In this case, one option is to move employees into the salary range that is recommended for each class based on this market study and to the step within the new range that is closest to their current compensation. If employees' current salaries are significantly below market so that their current compensation falls below the bottom



of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

Another option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost of living increase). If a class falls within 5% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% (or in this case, more than 20%) below the market median, a higher percentage change may be initially warranted to reduce the disparity.

For example, if the City decided to implement the recommendations over a three-year period, then the following guidelines could be applied for the initial increase of the three-year implementation plan:

Table 6. Three-Year Implementation Proposal

Market Disparity	% Increase
0 to 4.99%	0 to 2.49%
5.0% to 9.99%	2.5% to 4.99%
10.0% to 14.99%	5.0% to 7.49%
15.0% to 19.99%	7.5% to 9.99%
20.0% and above	10.0%

The initial first year adjustment would provide a portion of the equity increase and place the class into the closest step (but not below) where they are now. Subsequent increases would be spaced on a similar schedule (at annual intervals) based upon the remaining disparity after each adjustment.

Please note that typically, for those classes that had a market disparity of 0 to 4.99%, we recommend a 0% increase in the first year and an adjustment in the second year. Depending upon the City’s financial situation, which will have to be reviewed before each further adjustment is made, all market disparity adjustments are intended to be completed by the third year. The City may also consider a similar implementation plan over a longer period of time, like a five-year implementation plan.

The City may spend additional time to go through a process of deliberation and decision-making as to what compensation philosophy it should implement to attract, motivate, and retain a high-quality workforce. However, the City may want to consider adjusting those classifications’ salaries that are currently below the market median as soon as possible, assuming that incumbents’ performance meets the City’s level of expectation.



When classifications are over market, K&A typically recommends Y-rating employees whose current pay exceeds the maximum of the recommended range until the market numbers “catch up” with their current salary. To Y-rate an employee means to keep the employee’s salary frozen and to provide no salary increases (including no cost of living adjustments) until the employee’s current salary is within the recommended salary range. This will result in no immediate loss of income, but will delay any future increases until the incumbent’s salary is within the salary range.

Other options to “freezing” a classification’s salary in place until the market catches up are:

- **“Grandfathering” of salary ranges:** This means that the salary range for the classification is adjusted down to what the market numbers are. However, current incumbents would continue being paid at the current rate of pay (which would put them outside of the new and adjusted salary range for the class) until they separate from employment with City. Any new-hires would be paid within the newly established salary range.
- **Single-incumbent classes:** If a class only has one incumbent, an option would be to wait until the person separates from employment with City and then adjust the salary range for the class according to the market.
- **Recent hires:** Some employees who have recently been hired may still be at one of the lower steps within their current salary range. So, even if the top of their current salary range is above market, the incumbents are currently still paid below the market maximum because they are not at the top of their current salary range. In this case, an immediate salary range adjustment could be made to bring the salary range within the market. This would bring the affected incumbents either to the top of the market range or very close to it, but they would not technically be Y-rated or lose any pay.

Another option, of course, is to actually reduce salaries down to the market. However, from an employee relations perspective this may not be a viable option.

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for the City to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and the City’s expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give the City an instrument to make future compensation decisions.

It has been a pleasure working with City on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates



A handwritten signature in purple ink, appearing to read 'Katie Kaneko'.

Katie Kaneko
President



Appendix I

Results Summary

**City of Los Altos - Results Summary
December 2018**

Classification	Top Monthly Salary Data					Total Monthly Compensation Data					# of Matches
	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Total Monthly Comp	Average of Comparators	% above or below	Median of Comparators	% above or below	
Administrative Services Director	\$ 16,750	\$ 17,683	-5.6%	\$ 17,484	-4.4%	\$ 22,088	\$ 24,026	-8.8%	\$ 23,860	-8.0%	11
Assistant City Manager	\$ 16,750	\$ 17,895	-6.8%	\$ 18,017	-7.6%	\$ 22,088	\$ 24,160	-9.4%	\$ 23,925	-8.3%	10
City Clerk	\$ 10,989	\$ 11,692	-6.4%	\$ 11,951	-8.8%	\$ 15,509	\$ 16,642	-7.3%	\$ 16,448	-6.1%	10
Community Development Director	\$ 16,750	\$ 17,819	-6.4%	\$ 17,433	-4.1%	\$ 22,088	\$ 24,177	-9.5%	\$ 23,012	-4.2%	11
Economic Development Manager	\$ 12,425	\$ 13,240	-6.6%	\$ 12,983	-4.5%	\$ 16,849	\$ 18,697	-11.0%	\$ 17,994	-6.8%	6
Engineering Services Manager	\$ 13,487	\$ 14,173	-5.1%	\$ 14,250	-5.7%	\$ 18,062	\$ 19,481	-7.9%	\$ 19,101	-5.8%	10
Executive Assistant to the City Manager	\$ 7,653	\$ 8,084	-5.6%	\$ 8,122	-6.1%	\$ 11,253	\$ 11,747	-4.4%	\$ 11,532	-2.5%	10
Financial Services Manager	\$ 13,567	\$ 13,940	-2.8%	\$ 13,723	-1.1%	\$ 18,153	\$ 19,274	-6.2%	\$ 18,573	-2.3%	10
Human Resources Analyst	\$ 8,670	\$ 9,272	-6.9%	\$ 9,316	-7.5%	\$ 12,395	\$ 13,260	-7.0%	\$ 13,082	-5.5%	8
Human Resources Manager	\$ 13,567	\$ 13,874	-2.3%	\$ 14,032	-3.4%	\$ 18,153	\$ 19,301	-6.3%	\$ 20,135	-10.9%	8
Human Resources Technician	\$ 7,107	\$ 7,496	-5.5%	\$ 7,678	-8.0%	\$ 10,640	\$ 11,060	-4.0%	\$ 11,030	-3.7%	10
Information Technology Manager	\$ 13,567	\$ 13,197	2.7%	\$ 13,388	1.3%	\$ 18,153	\$ 18,360	-1.1%	\$ 17,797	2.0%	9
Planning Services Manager	\$ 12,599	\$ 13,258	-5.2%	\$ 13,406	-6.4%	\$ 17,048	\$ 18,297	-7.3%	\$ 17,638	-3.5%	10
Police Captain	\$ 14,791	\$ 17,119	-15.7%	\$ 16,737	-13.2%	\$ 20,829	\$ 23,733	-13.9%	\$ 22,293	-7.0%	8
Police Chief	\$ 17,156	\$ 19,078	-11.2%	\$ 18,457	-7.6%	\$ 23,662	\$ 26,432	-11.7%	\$ 24,813	-4.9%	8
Police Services Manager	\$ 13,310	\$ 12,613	5.2%	\$ 12,620	5.2%	\$ 18,310	\$ 17,368	5.1%	\$ 16,606	9.3%	6
Project Manager	\$ 11,333	\$ 12,272	-8.3%	\$ 12,324	-8.7%	\$ 15,602	\$ 17,849	-14.4%	\$ 17,797	-14.1%	4
Public Works Director	\$ 16,750	\$ 18,156	-8.4%	\$ 18,599	-11.0%	\$ 22,088	\$ 24,581	-11.3%	\$ 24,640	-11.6%	11
Recreation & Community Services Director	\$ 16,750	\$ 17,593	-5.0%	\$ 17,542	-4.7%	\$ 22,088	\$ 24,036	-8.8%	\$ 23,369	-5.8%	10
Recreation Manager	\$ 9,928	\$ 10,990	-10.7%	\$ 10,619	-7.0%	\$ 13,998	\$ 15,416	-10.1%	\$ 15,184	-8.5%	8
Senior Accountant	\$ 10,040	\$ 10,173	-1.3%	\$ 10,140	-1.0%	\$ 13,933	\$ 14,250	-2.3%	\$ 13,758	1.3%	9
Transportation Services Manager	\$ 12,599	\$ 13,065	-3.7%	\$ 12,772	-1.4%	\$ 17,048	\$ 17,432	-2.3%	\$ 16,783	1.6%	6
		AVERAGE:	-5.5%	AVERAGE:	-5.3%		AVERAGE:	-7.3%	AVERAGE:	-4.8%	
		MEDIAN:	-5.6%	MEDIAN:	-5.9%		MEDIAN:	-7.6%	MEDIAN:	-5.6%	



Appendix II

Market Compensation Findings

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Administrative Services Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Finance and Administrative Services Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
2	City of Saratoga ⁷	Finance and Administrative Services Director	\$ 19,117	\$ 6,803	\$ 25,920	7/1/2018	unknown	unknown
3	City of Cupertino ³	[Director of Administrative Services/ Chief Technology Officer]	\$ 18,585	\$ 5,420	\$ 24,005	7/7/2018	unknown	unknown
4	City of Menlo Park ⁵	Administrative Services Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
5	City of Milpitas ⁶	[Director of Financial Services/ Human Resources Director/ Information Services Director]	\$ 18,367	\$ 6,402	\$ 24,769	7/8/2018	unknown	unknown
6	City of San Carlos	Administrative Services Director	\$ 17,484	\$ 5,955	\$ 23,439	7/9/2018	unknown	unknown
7	City of Morgan Hill	Assistant City Manager for Administrative Services	\$ 17,269	\$ 6,591	\$ 23,860	8/22/2018	unknown	unknown
8	Town of Los Gatos ⁸	[Finance & Administrative Services Director/ Human Resources Director]	\$ 17,008	\$ 4,698	\$ 21,706	7/1/2018	unknown	unknown
9	City of Campbell ²	Finance Director	\$ 16,799	\$ 4,894	\$ 21,694	9/1/2018	unknown	unknown
10	City of Los Altos	Administrative Services Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
11	City of Belmont ¹	[Finance Director/ Human Resources Director/ Information Technology Director]	\$ 16,149	\$ 6,373	\$ 22,522	7/1/2017	5/1/2019	dependent on salary survey
12	City of Foster City ⁴	[Finance Director/ Human Resources Director]	\$ 16,051	\$ 6,138	\$ 22,189	7/1/2018	unknown	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,683	\$ 24,026
% City of Los Altos Above/Below	-5.6%	-8.8%
Median of Comparators	\$ 17,484	\$ 23,860
% City of Los Altos Above/Below	-4.4%	-8.0%
Number of Matches	11	11

N/C - Non Comparator

- 1 - City of Belmont: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 2 - City of Campbell: This position is not responsible for HR
- 3 - City of Cupertino: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 4 - City of Foster City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 5 - City of Menlo Park: JD's pulled from K&A Class Comp Study 2016 that weren't available online.
- 6 - City of Milpitas: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 7 - City of Saratoga: No less than 1% and no more than 2.5% annual base salary increase.
- 8 - Town of Los Gatos: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Assistant City Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Cupertino ¹	Assistant City Manager	\$ 21,043	\$ 5,831	\$ 26,874	7/7/2018	unknown	unknown
2	City of Milpitas	Assistant City Manager	\$ 21,029	\$ 6,987	\$ 28,016	7/8/2018	unknown	unknown
3	City of Menlo Park	Assistant City Manager	\$ 20,340	\$ 9,833	\$ 30,172	7/8/2018	7/1/2019	2.50%
4	City of Mountain View ³	Assistant City Manager	\$ 19,195	\$ 7,162	\$ 26,357	7/1/2018	unknown	unknown
5	City of San Carlos	Assistant City Manager	\$ 18,165	\$ 5,825	\$ 23,990	7/9/2018	unknown	unknown
6	Town of Los Gatos	Assistant Town Manager	\$ 17,869	\$ 4,830	\$ 22,699	7/1/2018	unknown	unknown
7	City of Morgan Hill ²	[Assistant City Manager for Administrative Services/ Assistant City Manager for Development Services]	\$ 17,269	\$ 6,591	\$ 23,860	8/22/2018	unknown	unknown
8	City of Los Altos	Assistant City Manager	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
9	City of Foster City	Assistant City Manager	\$ 16,513	\$ 6,248	\$ 22,761	7/1/2018	unknown	unknown
10	City of Saratoga	Deputy City Manager	\$ 14,158	\$ 5,273	\$ 19,431	7/1/2018	unknown	unknown
11	City of Campbell	Deputy City Manager	\$ 13,366	\$ 4,069	\$ 17,435	9/1/2018	unknown	unknown
12	City of Belmont	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,895	\$ 24,160
% City of Los Altos Above/Below	-6.8%	-9.4%
Median of Comparators	\$ 18,017	\$ 23,925
% City of Los Altos Above/Below	-7.6%	-8.3%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position oversees Community Development Department.

2 - City of Morgan Hill: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - City of Mountain View: Manages HR Dept.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

City Clerk								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Milpitas ⁴	City Clerk	\$ 13,908	\$ 5,421	\$ 19,329	7/8/2018	unknown	unknown
2	Town of Los Gatos	Town Clerk	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
3	City of Menlo Park ³	City Clerk	\$ 12,944	\$ 7,825	\$ 20,768	7/8/2018	7/1/2019	2.50%
4	City of Saratoga ⁶	City Clerk	\$ 12,230	\$ 4,888	\$ 17,118	7/1/2018	unknown	unknown
5	City of Cupertino ¹	City Clerk	\$ 11,951	\$ 4,251	\$ 16,202	7/7/2018	unknown	unknown
6	City of Campbell	City Clerk	\$ 11,951	\$ 3,841	\$ 15,793	9/1/2018	unknown	unknown
7	City of San Carlos ⁵	Director of Community Relations/City Clerk	\$ 11,689	\$ 4,929	\$ 16,618	7/9/2018	unknown	unknown
8	City of Los Altos	City Clerk	\$ 10,989	\$ 4,520	\$ 15,509	7/1/2018	unknown	unknown
9	City of Mountain View	City Clerk	\$ 10,800	\$ 5,478	\$ 16,278	7/1/2018	unknown	unknown
10	City of Morgan Hill	Council Services and Records Manager	\$ 9,502	\$ 4,311	\$ 13,813	8/22/2018	unknown	unknown
11	City of Belmont	City Clerk	\$ 8,328	\$ 4,379	\$ 12,707	7/1/2017	unknown	unknown
12	City of Foster City ²	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 11,692	\$ 16,642
% City of Los Altos Above/Below	-6.4%	-7.3%
Median of Comparators	\$ 11,951	\$ 16,448
% City of Los Altos Above/Below	-8.8%	-6.1%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position requires a Bachelors.

2 - City of Foster City: This position manages communication department on top of city clerk duties, significantly higher education requirement.

3 - City of Menlo Park: Menlo Park has a higher education req.

4 - City of Milpitas: This position req a bachelors degree and a Notary Public Commission, while benchmark does not.

5 - City of San Carlos: This position has a bachelor degree requirement and Certification as a Certified Municipal Clerk where benchmark does not.

6 - City of Saratoga: This position requires a bachelors.

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Community Development Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Cupertino ¹	Assistant City Manager	\$ 21,043	\$ 5,831	\$ 26,874	7/7/2018	unknown	unknown
2	City of Mountain View	Community Development Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
3	City of Saratoga	Community Development Director	\$ 18,874	\$ 6,754	\$ 25,629	7/1/2018	unknown	unknown
4	City of Menlo Park	Community Development Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
5	City of Milpitas	Planning and Neighborhood Services Director	\$ 18,289	\$ 6,384	\$ 24,674	7/8/2018	unknown	unknown
6	Town of Los Gatos	Community Development Director	\$ 17,433	\$ 4,763	\$ 22,196	7/1/2018	unknown	unknown
7	City of San Carlos	Community Development Director	\$ 17,121	\$ 5,891	\$ 23,012	7/9/2018	unknown	unknown
8	City of Campbell	Community Development Director	\$ 16,799	\$ 4,894	\$ 21,694	9/1/2018	unknown	unknown
9	City of Los Altos	Community Development Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
10	City of Foster City	Community Development Director	\$ 16,513	\$ 6,248	\$ 22,761	7/1/8201	unknown	unknown
11	City of Morgan Hill	Development Services Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
12	City of Belmont	Planning & Community Development Director	\$ 15,800	\$ 6,294	\$ 22,094	7/1/2017	5/1/2019	dependent on salary survey

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,819	\$ 24,177
% City of Los Altos Above/Below	-6.4%	-9.5%
Median of Comparators	\$ 17,433	\$ 23,012
% City of Los Altos Above/Below	-4.1%	-4.2%
Number of Matches	11	11

N/C - Non Comparator

1 - City of Cupertino: This position also performs Asst CM duties.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Economic Development Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Economic Development Manager	\$ 14,852	\$ 6,177	\$ 21,029	7/1/2018	unknown	unknown
2	City of Cupertino	Economic Development Manager	\$ 13,154	\$ 4,205	\$ 17,360	7/7/2018	unknown	unknown
3	City of San Carlos	Economic Development & Housing Manager	\$ 13,003	\$ 5,162	\$ 18,165	7/9/2018	unknown	unknown
4	Town of Los Gatos	Economic Vitality Manager	\$ 12,962	\$ 4,077	\$ 17,039	7/1/2018	unknown	unknown
5	City of Menlo Park	Housing & Economic Development Manager	\$ 12,944	\$ 7,825	\$ 20,768	7/8/2018	7/1/2019	2.50%
6	City of Morgan Hill	Economic Development Manager	\$ 12,527	\$ 5,297	\$ 17,824	8/22/2018	unknown	unknown
7	City of Los Altos	Economic Development Manager	\$ 12,425	\$ 4,424	\$ 16,849	7/1/2018	unknown	unknown
8	City of Belmont	N/C						
9	City of Campbell	N/C						
10	City of Milpitas ¹	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,240	\$ 18,697
% City of Los Altos Above/Below	-6.6%	-11.0%
Median of Comparators	\$ 12,983	\$ 17,994
% City of Los Altos Above/Below	-4.5%	-6.8%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Milpitas: There is an Economic Development Manager classification listed but is not on the salary schedule. The City also has an Economic Development Director, however, the position is a department head and reports directly to the City Manager, therefore we feel this is not a match for the benchmark.

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Engineering Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Campbell	City Engineer	\$ 15,935	\$ 4,483	\$ 20,418	9/1/2018	unknown	unknown
2	City of San Carlos	City Engineer	\$ 15,669	\$ 5,633	\$ 21,302	7/9/2018	unknown	unknown
3	Town of Los Gatos	Town Engineer and Assistant Parks & Public Works Director	\$ 15,032	\$ 4,394	\$ 19,426	7/1/2018	unknown	unknown
4	City of Menlo Park	Engineering Services Manager/City Engineer	\$ 14,793	\$ 8,327	\$ 23,120	7/8/2018	7/1/2019	2.50%
5	City of Cupertino	City Engineer	\$ 14,260	\$ 4,394	\$ 18,654	7/7/2018	unknown	unknown
6	City of Belmont	Assistant Public Works Director/City Engineer	\$ 14,239	\$ 4,989	\$ 19,229	1/1/2018	unknown	unknown
7	City of Saratoga ⁴	Senior Civil Engineer	\$ 13,856	\$ 4,901	\$ 18,757	7/1/2018	unknown	unknown
8	City of Los Altos	Engineering Services Manager	\$ 13,487	\$ 4,575	\$ 18,062	7/1/2018	unknown	unknown
9	City of Mountain View ³	Senior Civil Engineer	\$ 13,128	\$ 5,845	\$ 18,973	7/1/2018	unknown	unknown
10	City of Morgan Hill ²	Senior Civil Engineer	\$ 12,527	\$ 5,072	\$ 17,599	8/22/2018	unknown	unknown
11	City of Foster City	Engineering Manager	\$ 12,295	\$ 5,041	\$ 17,336	7/1/2018	unknown	unknown
12	City of Milpitas ¹	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 14,173	\$ 19,481
% City of Los Altos Above/Below	-5.1%	-7.9%
Median of Comparators	\$ 14,250	\$ 19,101
% City of Los Altos Above/Below	-5.7%	-5.8%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Milpitas: This is a department head and reports directly to the City Manager, therefore we feel this is not a match for the benchmark.

2 - City of Morgan Hill: Designated as a management level classification.

3 - City of Mountain View: Designated a management level classification.

4 - City of Saratoga: Designated a management level classification.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Executive Assistant to the City Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Saratoga ²	Executive Assistant to the City Manager/Deputy City Clerk	\$ 8,726	\$ 3,985	\$ 12,711	7/1/2018	unknown	unknown
2	City of Campbell	Executive Assistant to the City Manager	\$ 8,570	\$ 2,938	\$ 11,507	9/1/2018	unknown	unknown
3	City of Mountain View	Executive Assistant to the City Manager	\$ 8,476	\$ 4,933	\$ 13,409	7/1/2018	unknown	unknown
4	City of Cupertino	Executive Assistant to the City Manager	\$ 8,206	\$ 3,350	\$ 11,556	7/7/2018	unknown	unknown
5	City of Milpitas	Executive Secretary/Executive Assistant	\$ 8,177	\$ 3,395	\$ 11,572	7/8/2018	unknown	unknown
6	City of San Carlos	Executive Assistant	\$ 8,068	\$ 3,852	\$ 11,920	7/9/2018	unknown	unknown
7	Town of Los Gatos	Executive Assistant to Town Manager	\$ 7,947	\$ 3,243	\$ 11,190	7/1/2018	unknown	unknown
8	City of Menlo Park	Executive Assistant to the City Manager	\$ 7,678	\$ 3,305	\$ 10,983	7/8/2018	unknown	2.50%
9	City of Los Altos	Executive Assistant to the City Manager	\$ 7,653	\$ 3,600	\$ 11,253	7/1/2018	unknown	unknown
10	City of Belmont ¹	Executive Assistant to the City Manager	\$ 7,535	\$ 3,763	\$ 11,298	1/1/2018	unknown	unknown
11	City of Foster City	Management Assistant to the City Manager	\$ 7,454	\$ 3,866	\$ 11,320	7/1/2018	unknown	unknown
12	City of Morgan Hill	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 8,084	\$ 11,747
% City of Los Altos Above/Below	-5.6%	-4.4%
Median of Comparators	\$ 8,122	\$ 11,532
% City of Los Altos Above/Below	-6.1%	-2.5%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Belmont: Required to have notary license.

2 - City of Saratoga: No less than 1% and no more than 2.5% annual base salary increase.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Financial Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Morgan Hill ¹	Finance Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
2	City of Mountain View	Assistant Finance and Administrative Services Director	\$ 16,397	\$ 6,475	\$ 22,872	7/1/2018	unknown	unknown
3	City of Menlo Park	Finance and Budget Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
4	City of Saratoga	Finance Manager	\$ 13,863	\$ 5,214	\$ 19,078	7/1/2018	unknown	unknown
5	City of San Carlos	Financial Services Manager	\$ 13,826	\$ 5,057	\$ 18,883	7/9/2018	unknown	unknown
6	Town of Los Gatos	Finance and Budget Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
7	City of Cupertino	Finance Manager	\$ 13,608	\$ 4,283	\$ 17,891	7/7/2018	unknown	unknown
8	City of Los Altos	Financial Services Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
9	City of Belmont	Deputy Finance Director	\$ 13,421	\$ 4,841	\$ 18,262	1/1/2018	unknown	unknown
10	City of Campbell	Finance Manager	\$ 13,036	\$ 4,016	\$ 17,053	9/1/2018	unknown	unknown
11	City of Foster City	Accounting Manager	\$ 11,318	\$ 4,806	\$ 16,124	7/1/2018	unknown	unknown
12	City of Milpitas	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,940	\$ 19,274
% City of Los Altos Above/Below	-2.8%	-6.2%
Median of Comparators	\$ 13,723	\$ 18,573
% City of Los Altos Above/Below	-1.1%	-2.3%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Morgan Hill: Designated as a mid-management class and not a department head.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Human Resources Analyst								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Campbell	Human Resources Analyst	\$ 9,892	\$ 3,115	\$ 13,008	9/1/2018	unknown	unknown
2	City of Mountain View	Human Resources Analyst II	\$ 9,589	\$ 5,156	\$ 14,745	7/1/2018	unknown	unknown
3	City of Morgan Hill	Senior Human Resources Analyst	\$ 9,502	\$ 4,311	\$ 13,813	8/22/2018	unknown	unknown
4	City of Milpitas	Human Resources Analyst II	\$ 9,320	\$ 3,540	\$ 12,860	7/8/2018	unknown	unknown
5	City of Belmont	Management Analyst II	\$ 9,313	\$ 4,093	\$ 13,406	1/1/2018	unknown	unknown
6	City of Cupertino	Human Resources Analyst I	\$ 9,289	\$ 3,542	\$ 12,831	7/7/2018	unknown	unknown
7	City of San Carlos ²	Human Resources Management Analyst	\$ 9,061	\$ 4,095	\$ 13,156	7/9/2018	unknown	unknown
8	City of Los Altos	Human Resources Analyst	\$ 8,670	\$ 3,725	\$ 12,395	7/1/2018	unknown	unknown
9	City of Foster City	Human Resources Analyst	\$ 8,212	\$ 4,054	\$ 12,266	7/1/2018	unknown	unknown
10	City of Menlo Park ¹	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 9,272	\$ 13,260
% City of Los Altos Above/Below	-6.9%	-7.0%
Median of Comparators	\$ 9,316	\$ 13,082
% City of Los Altos Above/Below	-7.5%	-5.5%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Menlo Park: K&A prepared a JD for this position but it does not appear to be in use/not on salary schedule.

2 - City of San Carlos: This position has +3 year experience requirement than benchmark.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Human Resources Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Campbell ¹	Human Resources Manager	\$ 16,080	\$ 4,507	\$ 20,587	9/1/2018	unknown	unknown
2	City of Saratoga	Human Resources Manager	\$ 15,503	\$ 5,542	\$ 21,045	7/1/2018	unknown	unknown
3	City of Mountain View	Human Resources Manager	\$ 14,494	\$ 6,108	\$ 20,603	7/1/2018	unknown	unknown
4	City of Morgan Hill	Human Resources Director	\$ 14,195	\$ 5,489	\$ 19,684	8/22/2018	unknown	unknown
5	City of Menlo Park ²	Human Resources Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
6	City of San Carlos	Human Resources Manager	\$ 13,671	\$ 5,030	\$ 18,701	7/9/2018	unknown	unknown
7	City of Cupertino	Human Resource Manager	\$ 13,609	\$ 4,283	\$ 17,892	7/7/2018	unknown	unknown
8	City of Los Altos	Human Resources Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
9	City of Foster City	Human Resources Manager	\$ 9,569	\$ 4,386	\$ 13,955	7/1/2018	unknown	unknown
10	City of Belmont	N/C						
11	Town of Los Gatos	N/C						
12	City of Milpitas ³	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,874	\$ 19,301
% City of Los Altos Above/Below	-2.3%	-6.3%
Median of Comparators	\$ 14,032	\$ 20,135
% City of Los Altos Above/Below	-3.4%	-10.9%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Campbell: This position requires 3 years less experience.

2 - City of Menlo Park: K&A prepared a JD and it is listed on Salary Schedule but doesn't appear to be in use.

3 - City of Milpitas: The Human Resources Director is a department head classification that manages the HR Dept. Requires 2 years less experience than benchmark

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Human Resources Technician								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Saratoga	Lead Accounting Technician	\$ 8,840	\$ 4,006	\$ 12,846	7/1/2018	unknown	unknown
2	City of Cupertino	Human Resources Technician	\$ 8,083	\$ 3,328	\$ 11,411	7/7/2018	unknown	unknown
3	City of Mountain View ³	[Human Resources Technician/ Account Clerk II]	\$ 8,068	\$ 4,851	\$ 12,918	7/1/2018	unknown	unknown
4	Town of Los Gatos	[Human Resources Specialist/ Payroll Specialist]	\$ 7,947	\$ 3,243	\$ 11,190	7/1/2018	unknown	unknown
5	City of Campbell ¹	Human Resources Representative	\$ 7,925	\$ 2,851	\$ 10,776	9/1/2018	unknown	unknown
6	City of Morgan Hill	Human Resources Technician	\$ 7,431	\$ 3,771	\$ 11,202	8/22/2018	unknown	unknown
7	City of Los Altos	Human Resources Technician	\$ 7,107	\$ 3,533	\$ 10,640	7/1/2018	unknown	unknown
8	City of Foster City ²	[Human Resources Technician; Payroll Technician]	\$ 7,094	\$ 3,776	\$ 10,870	7/1/2018	unknown	unknown
9	City of Milpitas	Human Resources Technician	\$ 6,733	\$ 3,213	\$ 9,946	7/8/2018	unknown	unknown
10	City of Menlo Park	Human Resources Technician	\$ 6,592	\$ 3,178	\$ 9,770	7/8/2018	unknown	2.50%
11	City of Belmont	Accounting Technician II	\$ 6,248	\$ 3,425	\$ 9,673	7/1/2017	1/1/2019	3.50%
12	City of San Carlos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 7,496	\$ 11,060
% City of Los Altos Above/Below	-5.5%	-4.0%
Median of Comparators	\$ 7,678	\$ 11,030
% City of Los Altos Above/Below	-8.0%	-3.7%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Campbell: This position is not solely responsible for payroll function.

2 - City of Foster City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - City of Mountain View: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Information Technology Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Information Technology Manager	\$ 14,491	\$ 6,107	\$ 20,599	7/1/2018	unknown	unknown
2	City of Campbell	Information Technology Manager	\$ 14,037	\$ 4,177	\$ 18,214	9/1/2018	unknown	unknown
3	City of Menlo Park	Information Technology Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
4	Town of Los Gatos	Information Technology Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
5	City of Los Altos	Information Technology Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
6	City of San Carlos	Information Technology Manager	\$ 13,388	\$ 4,980	\$ 18,368	7/9/2018	unknown	unknown
7	City of Cupertino	Innovation and Technology Manager - Applications; Innovation and Technology Manager - Infrastructure	\$ 13,243	\$ 4,221	\$ 17,464	7/7/2018	unknown	unknown
8	City of Foster City	Information Technology Manager	\$ 12,476	\$ 5,085	\$ 17,561	7/1/2018	unknown	unknown
9	City of Saratoga	Information Technology Supervisor	\$ 12,038	\$ 4,576	\$ 16,614	7/1/2018	unknown	unknown
10	City of Morgan Hill	Information Services Manager	\$ 11,614	\$ 5,067	\$ 16,681	8/22/2018	unknown	unknown
11	City of Belmont	N/C						
12	City of Milpitas	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,197	\$ 18,360
% City of Los Altos Above/Below	2.7%	-1.1%
Median of Comparators	\$ 13,388	\$ 17,797
% City of Los Altos Above/Below	1.3%	2.0%
Number of Matches	9	9

N/C - Non Comparator

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Planning Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Planning Manager/Zoning Administrator	\$ 14,852	\$ 6,177	\$ 21,029	7/1/2018	unknown	unknown
2	City of Menlo Park	Assistant Community Development Director - Planning	\$ 14,793	\$ 8,327	\$ 23,120	7/8/2018	7/1/2019	2.50%
3	City of Milpitas	Planning Manager	\$ 13,939	\$ 4,125	\$ 18,064	7/8/2018	unknown	unknown
4	Town of Los Gatos	Planning Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
5	City of Campbell	Planning Manager	\$ 13,517	\$ 4,094	\$ 17,610	9/1/2018	unknown	unknown
6	City of Cupertino	Planning Manager	\$ 13,295	\$ 4,229	\$ 17,524	7/7/2018	unknown	unknown
7	City of San Carlos	Principal Planner	\$ 12,792	\$ 4,874	\$ 17,666	7/9/2018	unknown	unknown
8	City of Belmont	Principal Planner	\$ 12,676	\$ 4,707	\$ 17,383	1/1/2018	unknown	unknown
9	City of Los Altos	Planning Services Manager	\$ 12,599	\$ 4,449	\$ 17,048	7/1/2018	unknown	unknown
10	City of Foster City	Planning Manager	\$ 12,295	\$ 5,041	\$ 17,336	7/1/2018	unknown	unknown
11	City of Morgan Hill ¹	Senior Planner	\$ 10,804	\$ 4,638	\$ 15,442	8/22/2018	unknown	unknown
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,258	\$ 18,297
% City of Los Altos Above/Below	-5.2%	-7.3%
Median of Comparators	\$ 13,406	\$ 17,638
% City of Los Altos Above/Below	-6.4%	-3.5%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Morgan Hill: The Senior Planner is designated as a management class.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Police Captain								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Police Captain	\$ 20,294	\$ 7,000	\$ 27,294	7/1/2018	unknown	unknown
2	City of Milpitas	Police Captain	\$ 18,917	\$ 7,091	\$ 26,008	7/8/2018	unknown	unknown
3	City of Menlo Park	Police Commander	\$ 18,491	\$ 10,368	\$ 28,859	7/8/2018	7/1/2019	2.50%
4	City of Campbell	Police Captain	\$ 17,287	\$ 5,163	\$ 22,450	9/1/2018	unknown	unknown
5	Town of Los Gatos	Police Captain	\$ 16,188	\$ 5,948	\$ 22,136	7/1/2018	unknown	unknown
6	City of Foster City	Police Captain	\$ 15,788	\$ 5,670	\$ 21,458	7/1/2018	unknown	unknown
7	City of Belmont	Police Captain	\$ 15,515	\$ 5,461	\$ 20,977	1/1/2018	unknown	unknown
8	City of Los Altos	Police Captain	\$ 14,791	\$ 6,038	\$ 20,829	7/1/2018	unknown	unknown
9	City of Morgan Hill	Police Captain	\$ 14,475	\$ 6,210	\$ 20,685	8/22/2018	unknown	unknown
10	City of San Carlos	N/C						
11	City of Cupertino	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,119	\$ 23,733
% City of Los Altos Above/Below	-15.7%	-13.9%
Median of Comparators	\$ 16,737	\$ 22,293
% City of Los Altos Above/Below	-13.2%	-7.0%
Number of Matches	8	8

N/C - Non Comparator
1 - does not include 10% CIP

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Police Chief								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Police Chief	\$ 21,777	\$ 7,330	\$ 29,107	7/1/2018	unknown	unknown
2	City of Milpitas	Chief of Police	\$ 20,600	\$ 7,512	\$ 28,112	7/8/2018	unknown	unknown
3	City of Menlo Park	Police Chief	\$ 20,340	\$ 10,972	\$ 31,312	7/8/2018	7/1/2019	2.50%
4	City of Campbell	Police Chief	\$ 18,599	\$ 5,651	\$ 24,250	9/1/2018	unknown	unknown
5	Town of Los Gatos	Police Chief	\$ 18,316	\$ 6,455	\$ 24,771	7/1/2018	unknown	unknown
6	City of Foster City	Chief of Police	\$ 18,302	\$ 6,437	\$ 24,739	7/1/2018	unknown	unknown
7	City of Belmont	Police Chief	\$ 17,425	\$ 7,430	\$ 24,855	7/1/2017	5/1/2019	dependent on salary survey
8	City of Morgan Hill	Chief of Police	\$ 17,269	\$ 7,043	\$ 24,312	8/22/2018	unknown	unknown
9	City of Los Altos	Police Chief	\$ 17,156	\$ 6,506	\$ 23,662	7/1/2018	unknown	unknown
10	City of San Carlos	N/C						
11	City of Cupertino	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 19,078	\$ 26,432
% City of Los Altos Above/Below	-11.2%	-11.7%
Median of Comparators	\$ 18,457	\$ 24,813
% City of Los Altos Above/Below	-7.6%	-4.9%
Number of Matches	8	8

N/C - Non Comparator
1 - does not include 10% CIP

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Police Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Public Safety Support Services Manager	\$ 14,138	\$ 6,039	\$ 20,177	7/1/2018	unknown	unknown
2	City of Milpitas ²	Police Support Services Manager	\$ 13,519	\$ 5,335	\$ 18,854	7/8/2018	unknown	unknown
3	City of Los Altos	Police Services Manager	\$ 13,310	\$ 5,000	\$ 18,310	7/1/2018	unknown	unknown
4	Town of Los Gatos	Police Records and Communications Manager	\$ 12,646	\$ 4,028	\$ 16,674	7/1/2018	unknown	unknown
5	City of Campbell	Support Services Manager	\$ 12,593	\$ 3,945	\$ 16,538	9/1/2018	unknown	unknown
6	City of Morgan Hill ³	Police Support Services Manager	\$ 11,614	\$ 4,842	\$ 16,456	8/22/2018	unknown	unknown
7	City of Menlo Park ¹	Communications and Records Manager	\$ 11,170	\$ 4,337	\$ 15,507	7/8/2018	7/6/2019	2.50%
8	City of Belmont	N/C						
9	City of San Carlos	N/C						
10	City of Cupertino	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 12,613	\$ 17,368
% City of Los Altos Above/Below	5.2%	5.1%
Median of Comparators	\$ 12,620	\$ 16,606
% City of Los Altos Above/Below	5.2%	9.3%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Menlo Park: This position requires a POST certificate. This position can be sworn or non sworn.

2 - City of Milpitas: This position requires a safety dispatch certificate issued by POST

3 - City of Morgan Hill: This position requires a dispatch POST certificate

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Project Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Senior Project Manager	\$ 13,128	\$ 5,845	\$ 18,973	7/1/2018	unknown	unknown
2	City of Cupertino	Capital Improvement Program Manager	\$ 12,764	\$ 4,139	\$ 16,903	7/7/2018	unknown	unknown
3	City of Foster City ¹	Principal Management Analyst	\$ 11,885	\$ 4,943	\$ 16,828	7/1/2018	unknown	unknown
4	City of Los Altos	Project Manager	\$ 11,333	\$ 4,269	\$ 15,602	7/1/2018	unknown	unknown
5	City of Menlo Park	Senior Project Manager	\$ 11,311	\$ 7,381	\$ 18,692	7/8/2018	7/6/2019	2.50%
6	City of Campbell	N/C						
7	City of Belmont	N/C						
8	City of Morgan Hill	N/C						
9	City of San Carlos	N/C						
10	City of Milpitas	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 12,272	\$ 17,849
% City of Los Altos Above/Below	-8.3%	-14.4%
Median of Comparators	\$ 12,324	\$ 17,797
% City of Los Altos Above/Below	-8.7%	-14.1%
Number of Matches	4	4

N/C - Non Comparator

1 - City of Foster City: This match is non-CIP related, but has some transferrable knowledge, skills and abilities.

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Public Works Director

Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase
1	City of Saratoga	Public Works Director	\$ 19,620	\$ 6,903	\$ 26,523	7/1/2018	unknown
2	City of Mountain View	Public Works Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown
3	City of Cupertino	Director of Public Works	\$ 19,129	\$ 5,511	\$ 24,640	7/7/2018	unknown
4	City of San Carlos	Public Works Director	\$ 19,018	\$ 6,226	\$ 25,244	7/9/2018	unknown
5	City of Milpitas	Public Works Director	\$ 18,806	\$ 6,498	\$ 25,304	7/8/2018	unknown
6	City of Campbell	Public Works Director	\$ 18,599	\$ 5,201	\$ 23,800	9/1/2018	unknown
7	City of Menlo Park	Public Works Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019
8	Town of Los Gatos	Director of Parks & Public Works	\$ 17,433	\$ 4,763	\$ 22,196	7/1/2018	unknown
9	City of Los Altos	Public Works Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown
10	City of Foster City	Director of Public Works	\$ 16,513	\$ 6,248	\$ 22,761	7/1/2018	unknown
11	City of Belmont	Public Works Director/City Engineer	\$ 16,467	\$ 6,446	\$ 22,913	7/1/2017	5/1/2019
12	City of Morgan Hill	Public Services Director/ Engineering and Utilities Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 18,156	\$ 24,581
% City of Los Altos Above/Below	-8.4%	-11.3%
Median of Comparators	\$ 18,599	\$ 24,640
% City of Los Altos Above/Below	-11.0%	-11.6%
Number of Matches	11	11

N/C - Non Comparator

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Next Percentage Increase
unknown
unknown
unknown
unknown
unknown
unknown
2.50%
unknown
unknown
unknown
dependent on salary survey
unknown

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Recreation & Community Services Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Community Services Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
2	City of Saratoga	Recreation and Facilities Director	\$ 18,874	\$ 6,754	\$ 25,629	7/1/2017	7/1/0118	1-2.5%
3	City of Cupertino ¹	Director of Recreation & Community Services	\$ 18,585	\$ 5,120	\$ 23,705	7/7/2018	unknown	unknown
4	City of Menlo Park	Community Services Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
5	City of Milpitas ²	Director of Recreation & Community Services	\$ 17,945	\$ 6,309	\$ 24,254	7/8/2018	unknown	unknown
6	City of San Carlos	Parks and Recreation Director	\$ 17,139	\$ 5,894	\$ 23,033	7/9/2018	unknown	unknown
7	City of Campbell	Recreation and Community Service Director	\$ 16,799	\$ 4,894	\$ 21,694	6/19/2017	7/1/2018	Based on CPI
8	City of Los Altos	Recreation & Community Services Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
9	City of Morgan Hill	Community Services Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
10	City of Belmont	Parks & Recreation Director	\$ 16,408	\$ 6,432	\$ 22,840	7/1/2017	5/1/2019	dependent on salary survey
11	City of Foster City	Parks and Recreation Director	\$ 16,051	\$ 6,138	\$ 22,189	7/1/2018	unknown	unknown
12	Town of Los Gatos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,593	\$ 24,036
% City of Los Altos Above/Below	-5.0%	-8.8%
Median of Comparators	\$ 17,542	\$ 23,369
% City of Los Altos Above/Below	-4.7%	-5.8%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position is also responsible for disaster preparedness.

2 - City of Milpitas: This position requires CPR and First Aid Certificates while benchmark does not.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Recreation Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Recreation Manager	\$ 13,791	\$ 5,972	\$ 19,763	7/1/2018	unknown	unknown
2	City of Campbell	Recreation Services Manager	\$ 12,267	\$ 3,892	\$ 16,159	9/1/2018	unknown	unknown
3	City of Morgan Hill	Recreation Manager	\$ 11,614	\$ 4,842	\$ 16,456	8/22/2018	unknown	unknown
4	City of Milpitas	Recreation Services Manager	\$ 10,746	\$ 4,725	\$ 15,471	7/8/2018	unknown	unknown
5	City of Cupertino	Recreation Manager	\$ 10,493	\$ 3,753	\$ 14,246	7/7/2018	unknown	unknown
6	City of Foster City	Recreation Manager	\$ 10,328	\$ 4,568	\$ 14,896	7/1/2018	unknown	unknown
7	City of Belmont	Recreation Manager	\$ 10,252	\$ 4,267	\$ 14,519	1/1/2018	unknown	unknown
8	City of Los Altos	Recreation Manager	\$ 9,928	\$ 4,070	\$ 13,998	7/1/2018	unknown	unknown
9	City of Menlo Park	Recreation Supervisor	\$ 8,429	\$ 3,392	\$ 11,821	7/8/2018	7/6/2019	2.50%
10	City of San Carlos	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga ¹	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 10,990	\$ 15,416
% City of Los Altos Above/Below	-10.7%	-10.1%
Median of Comparators	\$ 10,619	\$ 15,184
% City of Los Altos Above/Below	-7.0%	-8.5%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Saratoga: Position is budgeted but not filled and no JD developed yet.

**City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018**

Senior Accountant								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Senior Accountant	\$ 11,046	\$ 5,443	\$ 16,489	7/1/2018	unknown	unknown
2	City of Saratoga	Accountant II	\$ 10,669	\$ 4,332	\$ 15,001	7/1/2018	unknown	unknown
3	City of San Carlos	Senior Accountant	\$ 10,609	\$ 4,482	\$ 15,091	7/9/2018	unknown	unknown
4	City of Foster City	Senior Accountant	\$ 10,161	\$ 4,528	\$ 14,689	7/1/2018	unknown	unknown
5	City of Campbell	Senior Accountant	\$ 10,140	\$ 3,018	\$ 13,158	7/1/2018	unknown	unknown
6	City of Menlo Park	Senior Accountant	\$ 10,107	\$ 3,588	\$ 13,695	7/8/2018	7/6/2019	2.50%
7	City of Cupertino	Senior Accountant	\$ 10,078	\$ 3,680	\$ 13,758	7/7/2018	unknown	unknown
8	City of Los Altos	Senior Accountant	\$ 10,040	\$ 3,893	\$ 13,933	7/1/2018	unknown	unknown
9	City of Milpitas	Senior Accountant	\$ 9,795	\$ 3,600	\$ 13,396	7/8/2018	unknown	unknown
10	City of Belmont	Accounting Services Supervisor	\$ 8,949	\$ 4,025	\$ 12,975	1/1/2018	unknown	unknown
11	City of Morgan Hill	N/C						
12	Town of Los Gatos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 10,173	\$ 14,250
% City of Los Altos Above/Below	-1.3%	-2.3%
Median of Comparators	\$ 10,140	\$ 13,758
% City of Los Altos Above/Below	-1.0%	1.3%
Number of Matches	9	9

N/C - Non Comparator

City of Los Altos - Market Compensation Data (Sorted by Top Monthly Salary)
December 2018

Transportation Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Cupertino	Transportation Manager	\$ 14,260	\$ 4,394	\$ 18,654	7/7/2018	unknown	unknown
2	City of Mountain View	Transportation Manager	\$ 14,138	\$ 6,039	\$ 20,177	7/1/2018	unknown	unknown
3	City of Campbell	Traffic Engineer	\$ 12,898	\$ 3,994	\$ 16,892	9/1/2018	unknown	unknown
4	Town of Los Gatos	Transportation and Mobility Manager	\$ 12,646	\$ 4,028	\$ 16,674	7/1/2018	unknown	unknown
5	City of Los Altos	Transportation Services Manager	\$ 12,599	\$ 4,449	\$ 17,048	7/1/2018	unknown	unknown
6	City of Milpitas	Traffic Engineer	\$ 12,446	\$ 3,936	\$ 16,382	7/8/2018	unknown	unknown
7	City of Menlo Park	Senior Transportation Engineer	\$ 12,003	\$ 3,809	\$ 15,811	7/8/2018	7/6/2019	2.50%
8	City of Belmont	N/C						
9	City of San Carlos	N/C						
10	City of Morgan Hill	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,065	\$ 17,432
% City of Los Altos Above/Below	-3.7%	-2.3%
Median of Comparators	\$ 12,772	\$ 16,783
% City of Los Altos Above/Below	-1.4%	1.6%
Number of Matches	6	6

N/C - Non Comparator

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Administrative Services Director	[Finance Director/ Human Resources Director/ Information Technology Director]	Finance Director	[Director of Administrative Services/ Chief Technology Officer]	[Finance Director/ Human Resources Director]	Administrative Services Director	[Director of Financial Services/ Human Resources Director/ Information Services Director]	Assistant City Manager for Administrative Services	Finance and Administrative Services Director	Administrative Services Director	Finance and Administrative Services Director	[Finance & Administrative Services Director/ Human Resources Director]
Top Monthly Salary	\$ 16,750	\$ 16,149	\$ 16,799	\$ 18,585	\$ 16,051	\$ 18,491	\$ 18,367	\$ 17,269	\$ 19,195	\$ 17,484	\$ 19,117	\$ 17,008
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60
	Enhanced Formula Cost	\$ 251	\$ 436	\$ 252	\$ 279	\$ 1,027	\$ 277	\$ 1,176	\$ 846	\$ 1,228	\$ 472	\$ 287
	EE Cost Sharing						\$ -542		\$ -307	\$ -672		
	ER Paid Member Contrib											
	Single Highest Year							\$ 110	\$ 104	\$ 115		
	Social Security									\$ 663		
	Deferred Compensation		\$ 200			\$ 642	\$ 740	\$ 75	\$ 691			\$ 250
Other Ret.												
Insurance	Cafeteria					\$ 2,001	\$ 3,567		\$ 13			
	Health	\$ 2,186	\$ 2,027	\$ 1,360	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220	\$ 17	\$ 250	\$ 106	\$ 280
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	\$ 11
	Life	\$ 24	\$ 39	\$ 16	\$ 60	\$ 23	\$ 53	\$ 7	\$ 34	\$ 66	\$ 34	\$ 37
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14
	STD/SDI				\$ 50			\$ 7	\$ 43	\$ 20		
Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 1,031	\$ 1,739	\$ 1,034	\$ 1,072	\$ 988	\$ 3,005	\$ 1,484	\$ 1,328	\$ 1,255	\$ 1,076	\$ 1,985
	Holidays	\$ 773	\$ 870	\$ 937	\$ 1,036	\$ 741	\$ 782	\$ 918	\$ 897	\$ 886	\$ 874	\$ 956
	Admin Leave	\$ 322	\$ 621	\$ 646	\$ 715	\$ 432	\$ 711	\$ 353	\$ 731	\$ 1,034	\$ 672	\$ 597
Allow	Auto	\$ 300	\$ 250	\$ 220	\$ 300	\$ 200	\$ 455		\$ 325		\$ 250	\$ 275
	Benefit Package Total	\$ 5,338	\$ 6,373	\$ 4,894	\$ 5,420	\$ 6,138	\$ 9,333	\$ 6,402	\$ 6,591	\$ 7,161	\$ 5,955	\$ 6,803

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	Assistant City Manager	N/C	Deputy City Manager	Assistant City Manager	Assistant City Manager	Assistant City Manager	Assistant City Manager	[Assistant City Manager for Administrative Services/ Assistant City Manager for Development Services]	Assistant City Manager	Assistant City Manager	Deputy City Manager	Assistant Town Manager	
Top Monthly Salary	\$ 16,750		\$ 13,366	\$ 21,043	\$ 16,513	\$ 20,340	\$ 21,029	\$ 17,269	\$ 19,195	\$ 18,165	\$ 14,158	\$ 17,869	
Retirement	Classic	2%@60	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60	2%@60	
	Enhanced Formula Cost	\$ 251	\$ 200	\$ 316	\$ 1,057	\$ 305	\$ 1,346	\$ 846	\$ 1,228	\$ 490	\$ 212	\$ 268	
	EE Cost Sharing					\$ -596		\$ -307	\$ -672				
	ER Paid Member Contrib												
	Single Highest Year						\$ 126	\$ 104	\$ 115				
	Social Security									\$ 663			
Deferred Compensation					\$ 661	\$ 814	\$ 75	\$ 691					
Other Ret.													
Insurance	Cafeteria				\$ 2,001	\$ 3,567			\$ 13				
	Health	\$ 2,186	\$ 1,310	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903	
	Dental	\$ 451	\$ 179	\$ 135			\$ 204	\$ 220	\$ 250	\$ 106	\$ 280	\$ 125	
	Vision		\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30		\$ 11	
	Life	\$ 24	\$ 16	\$ 60	\$ 23	\$ 56	\$ 7	\$ 34	\$ 66	\$ 34	\$ 25	\$ 10	
	LTD		\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14	\$ 19	
	STD/SDI			\$ 50			\$ 7	\$ 43	\$ 20			\$ 21	
Other Ins.		\$ 137							\$ 19				
Leaves	Vacation	\$ 1,031	\$ 823	\$ 1,214	\$ 1,016	\$ 3,305	\$ 1,699	\$ 1,328	\$ 1,255	\$ 1,118	\$ 1,470	\$ 1,375	
	Holidays	\$ 773	\$ 745	\$ 1,174	\$ 762	\$ 861	\$ 1,051	\$ 897	\$ 886	\$ 908	\$ 708	\$ 687	
	Admin Leave	\$ 322	\$ 386	\$ 809	\$ 445	\$ 782	\$ 404	\$ 731	\$ 1,034	\$ 699	\$ 442	\$ 412	
Allow	Auto	\$ 300	\$ 160	\$ 300	\$ 200	\$ 455		\$ 325					
Benefit Package Total		\$ 5,338	\$ 0	\$ 4,069	\$ 5,831	\$ 6,248	\$ 9,833	\$ 6,987	\$ 6,591	\$ 7,162	\$ 5,825	\$ 5,273	\$ 4,830

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	City Clerk	City Clerk	City Clerk	City Clerk	N/C	City Clerk	City Clerk	Council Services and Records Manager	City Clerk	Director of Community Relations/ City Clerk	City Clerk	Town Clerk	
Top Monthly Salary	\$ 10,989	\$ 8,328	\$ 11,951	\$ 11,951		\$ 12,944	\$ 13,908	\$ 9,502	\$ 10,800	\$ 11,689	\$ 12,230	\$ 13,619	
Retirement	Classic	2%@60	2%@55	2%@60	2%@60		2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 165	\$ 225	\$ 179	\$ 179		\$ 194	\$ 890	\$ 466	\$ 691	\$ 316	\$ 183	\$ 204
	EE Cost Sharing						\$ -379		\$ -169	\$ -378			
	ER Paid Member Contrib												
	Single Highest Year		\$ 42				\$ 83	\$ 57	\$ 65				
	Social Security										\$ 663		
	Deferred Compensation		\$ 200				\$ 518	\$ 75	\$ 380				
	Other Ret.												
Insurance	Cafeteria					\$ 3,567			\$ 13				
	Health	\$ 2,186	\$ 2,027	\$ 1,310	\$ 1,702		\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903	
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220	\$ 250	\$ 106	\$ 280	\$ 125	
	Vision	\$ 19	\$ 19	\$ 33	\$ 15		\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	\$ 11	
	Life	\$ 24	\$ 39	\$ 16	\$ 60		\$ 37	\$ 7	\$ 20	\$ 66	\$ 34	\$ 25	\$ 10
	LTD		\$ 40	\$ 81	\$ 57		\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 38			\$ 7	\$ 30	\$ 18			\$ 21
	Other Ins.			\$ 137						\$ 19			
Leaves	Vacation	\$ 676	\$ 897	\$ 735	\$ 690		\$ 2,103	\$ 1,123	\$ 731	\$ 706	\$ 719	\$ 1,270	\$ 1,048
	Holidays	\$ 507	\$ 448	\$ 667	\$ 667		\$ 548	\$ 695	\$ 493	\$ 498	\$ 584	\$ 612	\$ 524
	Admin Leave	\$ 211	\$ 320	\$ 345	\$ 460		\$ 498	\$ 267	\$ 402	\$ 582	\$ 450	\$ 382	\$ 314
Allow	Auto	\$ 300		\$ 160	\$ 250		\$ 455			\$ 250			
Benefit Package Total		\$ 4,520	\$ 4,379	\$ 3,841	\$ 4,251	\$ 0	\$ 7,825	\$ 5,421	\$ 4,311	\$ 5,478	\$ 4,929	\$ 4,888	\$ 4,178

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Community Development Director	Planning & Community Development Director	Community Development Director	Assistant City Manager	Community Development Director	Community Development Director	Planning and Neighborhood Services Director	Development Services Director	Community Development Director	Community Development Director	Community Development Director	Community Development Director
	Top Monthly Salary	\$ 16,750	\$ 15,800	\$ 16,799	\$ 21,043	\$ 16,513	\$ 18,491	\$ 18,289	\$ 16,447	\$ 19,195	\$ 17,121	\$ 18,874	\$ 17,433
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 251	\$ 427	\$ 252	\$ 316	\$ 1,057	\$ 277	\$ 1,171	\$ 806	\$ 1,228	\$ 462	\$ 283	\$ 262
	EE Cost Sharing						\$ -542		\$ -293	\$ -672			
	ER Paid Member Contrib												
	Single Highest Year							\$ 110	\$ 99	\$ 115			
	Social Security										\$ 663		
	Deferred Compensation		\$ 200			\$ 661	\$ 740	\$ 75	\$ 658			\$ 250	
	Other Ret.												
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186	\$ 2,027	\$ 1,360	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220		\$ 250	\$ 106	\$ 280	\$ 125
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	\$ 11	\$ 11
	Life	\$ 24	\$ 39	\$ 16	\$ 60	\$ 23	\$ 53	\$ 7	\$ 34	\$ 66	\$ 34	\$ 37	\$ 10
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 50			\$ 7	\$ 43	\$ 20			\$ 21
	Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 1,031	\$ 1,702	\$ 1,034	\$ 1,214	\$ 1,016	\$ 3,005	\$ 1,477	\$ 1,265	\$ 1,255	\$ 1,054	\$ 1,960	\$ 1,341
	Holidays	\$ 773	\$ 851	\$ 937	\$ 1,174	\$ 762	\$ 782	\$ 914	\$ 854	\$ 886	\$ 856	\$ 944	\$ 671
	Admin Leave	\$ 322	\$ 608	\$ 646	\$ 809	\$ 445	\$ 711	\$ 352	\$ 696	\$ 1,034	\$ 659	\$ 590	\$ 402
Allow	Auto	\$ 300	\$ 250	\$ 220	\$ 300	\$ 200	\$ 455		\$ 325		\$ 250	\$ 275	
Benefit Package Total		\$ 5,338	\$ 6,294	\$ 4,894	\$ 5,831	\$ 6,248	\$ 9,333	\$ 6,384	\$ 6,387	\$ 7,161	\$ 5,891	\$ 6,754	\$ 4,763

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	Economic Development Manager	N/C	N/C	Economic Development Manager	N/C	Housing & Economic Development Manager	N/C	Economic Development Manager	Economic Development Manager	Economic Development & Housing Manager	N/C	Economic Vitality Manager	
Top Monthly Salary	\$ 12,425			\$ 13,154		\$ 12,944		\$ 12,527	\$ 14,852	\$ 13,003		\$ 12,962	
Retirement	Classic	2%@60		2%@60		2%@60		2.5%@55	2.7%@55	2%@55		2%@60	
	Enhanced Formula Cost	\$ 186		\$ 197		\$ 194		\$ 614	\$ 951	\$ 351		\$ 194	
	EE Cost Sharing					\$ -379		\$ -223	\$ -520				
	ER Paid Member Contrib												
	Single Highest Year							\$ 75	\$ 89				
	Social Security									\$ 663			
	Deferred Compensation						\$ 518	\$ 501					
Other Ret.													
Insurance	Cafeteria					\$ 3,567			\$ 13				
	Health	\$ 2,186		\$ 1,702				\$ 1,827	\$ 2,936	\$ 1,690		\$ 1,903	
	Dental	\$ 451		\$ 135		\$ 204			\$ 250	\$ 106		\$ 125	
	Vision			\$ 15		\$ 35		\$ 30	\$ 14	\$ 30		\$ 11	
	Life	\$ 24		\$ 60		\$ 37		\$ 20	\$ 66	\$ 34		\$ 10	
	LTD			\$ 57		\$ 45		\$ 43	\$ 17	\$ 68		\$ 19	
	STD/SDI			\$ 42				\$ 40	\$ 20			\$ 21	
	Other Ins.									\$ 19			
Leaves	Vacation	\$ 765		\$ 759		\$ 2,103		\$ 964	\$ 971	\$ 800		\$ 997	
	Holidays	\$ 573		\$ 734		\$ 548		\$ 650	\$ 685	\$ 650		\$ 499	
	Admin Leave	\$ 239		\$ 506		\$ 498		\$ 530	\$ 685	\$ 500		\$ 299	
Allow	Auto					\$ 455		\$ 225		\$ 250			
Benefit Package Total		\$ 4,424	\$ 0	\$ 0	\$ 4,205	\$ 0	\$ 7,825	\$ 0	\$ 5,297	\$ 6,177	\$ 5,162	\$ 0	\$ 4,077

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Engineering Services Manager	Assistant Public Works Director/ City Engineer	City Engineer	City Engineer	Engineering Manager	Engineering Services Manager/ City Engineer	N/C	Senior Civil Engineer	Senior Civil Engineer	City Engineer	Senior Civil Engineer	Town Engineer and Assistant Parks & Public Works Director
Top Monthly Salary		\$ 13,487	\$ 14,239	\$ 15,935	\$ 14,260	\$ 12,295	\$ 14,793		\$ 12,527	\$ 13,128	\$ 15,669	\$ 13,856	\$ 15,032
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60		2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 202	\$ 384	\$ 239	\$ 214	\$ 787	\$ 222		\$ 614	\$ 840	\$ 423	\$ 208	\$ 225
	EE Cost Sharing						\$ -433		\$ -223	\$ -459			
	ER Paid Member Contrib												
	Single Highest Year								\$ 75	\$ 79			
	Social Security										\$ 663		
	Deferred Compensation		\$ 185			\$ 492	\$ 592		\$ 501				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,310	\$ 1,702				\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204			\$ 250	\$ 106	\$ 280	\$ 125
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35		\$ 30	\$ 14	\$ 30		\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 23	\$ 43		\$ 20	\$ 66	\$ 34	\$ 12	\$ 10
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45		\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 45				\$ 40	\$ 20			\$ 21
	Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 830	\$ 876	\$ 981	\$ 823	\$ 757	\$ 2,404		\$ 964	\$ 858	\$ 964	\$ 1,439	\$ 1,156
	Holidays	\$ 622	\$ 767	\$ 889	\$ 795	\$ 567	\$ 626		\$ 650	\$ 606	\$ 783	\$ 693	\$ 578
	Admin Leave	\$ 259	\$ 548	\$ 460	\$ 548	\$ 331	\$ 569		\$ 530	\$ 606	\$ 603	\$ 133	\$ 347
Allow	Auto			\$ 160			\$ 455				\$ 250		
Benefit Package Total		\$ 4,575	\$ 4,989	\$ 4,483	\$ 4,394	\$ 5,041	\$ 8,327	\$ 0	\$ 5,072	\$ 5,845	\$ 5,633	\$ 4,901	\$ 4,394

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Executive Assistant to the City Manager	Executive Assistant to the City Manager	Executive Assistant to the City Manager	Executive Assistant to the City Manager	Management Assistant to the City Manager	Executive Assistant to the City Manager	Executive Secretary/ Executive Assistant	N/C	Executive Assistant to the City Manager	Executive Assistant	Executive Assistant to the City Manager/ Deputy City Clerk	Executive Assistant to Town Manager
	Top Monthly Salary	\$ 7,653	\$ 7,535	\$ 8,570	\$ 8,206	\$ 7,454	\$ 7,678	\$ 8,177		\$ 8,476	\$ 8,068	\$ 8,726	\$ 7,947
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2%@60		2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 115	\$ 203	\$ 129	\$ 123	\$ 477	\$ 115	\$ 123		\$ 542	\$ 218	\$ 131	\$ 119
	EE Cost Sharing						\$ -225			\$ -297			
	ER Paid Member Contrib												
	Single Highest Year									\$ 51			
	Social Security										\$ 500		
	Deferred Compensation		\$ 185	\$ 119		\$ 298		\$ 75					
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 2,212			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,355	\$ 1,702			\$ 2,028		\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 162	\$ 220		\$ 250	\$ 106	\$ 280	\$ 125
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17		\$ 14	\$ 30	\$ 11	\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 59	\$ 14	\$ 22	\$ 7		\$ 56	\$ 34	\$ 12	\$ 10
	LTD		\$ 36	\$ 61	\$ 44	\$ 56	\$ 31	\$ 7		\$ 17	\$ 61	\$ 14	\$ 19
	STD/SDI				\$ 26			\$ 7		\$ 14			\$ 18
Other Ins.			\$ 25							\$ 19			
Leaves	Vacation	\$ 471	\$ 464	\$ 527	\$ 473	\$ 459	\$ 502	\$ 503		\$ 554	\$ 496	\$ 906	\$ 642
	Holidays	\$ 353	\$ 406	\$ 494	\$ 458	\$ 344	\$ 450	\$ 409		\$ 391	\$ 465	\$ 436	\$ 306
	Admin Leave		\$ 290		\$ 316	\$ 201				\$ 391	\$ 233	\$ 84	\$ 92
Allow	Auto												
Benefit Package Total		\$ 3,600	\$ 3,763	\$ 2,938	\$ 3,350	\$ 3,866	\$ 3,305	\$ 3,395	\$ 0	\$ 4,933	\$ 3,852	\$ 3,985	\$ 3,243

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Financial Services Manager	Deputy Finance Director	Finance Manager	Finance Manager	Accounting Manager	Finance and Budget Manager	N/C	Finance Director	Assistant Finance and Administrative Services Director	Financial Services Manager	Finance Manager	Finance and Budget Manager
	Top Monthly Salary	\$ 13,567	\$ 13,421	\$ 13,036	\$ 13,608	\$ 11,318	\$ 13,868		\$ 16,447	\$ 16,397	\$ 13,826	\$ 13,863	\$ 13,619
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60		2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 204	\$ 362	\$ 196	\$ 204	\$ 724	\$ 208		\$ 806	\$ 1,049	\$ 373	\$ 208	\$ 204
	EE Cost Sharing						\$ -406		\$ -293	\$ -574			
	ER Paid Member Contrib												
	Single Highest Year								\$ 99	\$ 98			
	Social Security										\$ 663		
	Deferred Compensation		\$ 185			\$ 453	\$ 555		\$ 658				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,310	\$ 1,702				\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204			\$ 250	\$ 106	\$ 280	\$ 125
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35		\$ 30	\$ 14	\$ 30		\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 21	\$ 40		\$ 34	\$ 66	\$ 34	\$ 25	\$ 10
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45		\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 43				\$ 43	\$ 20			\$ 21
Other Ins.			\$ 137							\$ 19			
Leaves	Vacation	\$ 835	\$ 826	\$ 802	\$ 785	\$ 696	\$ 2,254		\$ 1,265	\$ 1,072	\$ 851	\$ 1,440	\$ 1,048
	Holidays	\$ 626	\$ 723	\$ 727	\$ 759	\$ 522	\$ 587		\$ 854	\$ 757	\$ 691	\$ 693	\$ 524
	Admin Leave	\$ 261	\$ 516	\$ 376	\$ 523	\$ 305	\$ 533		\$ 696	\$ 757	\$ 532	\$ 433	\$ 314
Allow	Auto			\$ 160			\$ 455		\$ 325				
Benefit Package Total		\$ 4,586	\$ 4,841	\$ 4,016	\$ 4,283	\$ 4,806	\$ 8,076	\$ 0	\$ 6,387	\$ 6,475	\$ 5,057	\$ 5,214	\$ 4,178

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	Human Resources Analyst	Management Analyst II	Human Resources Analyst	Human Resources Analyst I	Human Resources Analyst	N/C	Human Resources Analyst II	Senior Human Resources Analyst	Human Resources Analyst II	Human Resources Management Analyst	N/C	N/C	
Top Monthly Salary	\$ 8,670	\$ 9,313	\$ 9,892	\$ 9,289	\$ 8,212		\$ 9,320	\$ 9,502	\$ 9,589	\$ 9,061			
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55		2%@60	2.5%@55	2.7%@55	2%@55		
	Enhanced Formula Cost	\$ 130	\$ 251	\$ 148	\$ 139	\$ 526		\$ 140	\$ 466	\$ 614	\$ 245		
	EE Cost Sharing								\$ -169	\$ -336			
	ER Paid Member Contrib												
	Single Highest Year							\$ 57	\$ 58				
	Social Security										\$ 562		
	Deferred Compensation		\$ 185	\$ 119		\$ 328		\$ 75	\$ 380				
Other Ret.													
Insurance	Cafeteria					\$ 2,001			\$ 13				
	Health	\$ 2,186	\$ 2,028	\$ 1,355	\$ 1,702		\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690			
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 220		\$ 250	\$ 106			
	Vision	\$ 19	\$ 19	\$ 33	\$ 15	\$ 17		\$ 17	\$ 30	\$ 14	\$ 30		
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 15		\$ 7	\$ 20	\$ 63	\$ 34		
	LTD		\$ 45	\$ 61	\$ 50	\$ 61		\$ 7	\$ 43	\$ 17	\$ 68		
	STD/SDI				\$ 29			\$ 7	\$ 30	\$ 16			
	Other Ins.			\$ 25							\$ 19		
Leaves	Vacation	\$ 534	\$ 573	\$ 609	\$ 536	\$ 505	\$ 574	\$ 731	\$ 627	\$ 558			
	Holidays	\$ 400	\$ 501	\$ 571	\$ 518	\$ 379	\$ 466	\$ 493	\$ 443	\$ 523			
	Admin Leave		\$ 358		\$ 357	\$ 221		\$ 402	\$ 443	\$ 261			
Allow	Auto												
Benefit Package Total		\$ 3,725	\$ 4,093	\$ 3,115	\$ 3,542	\$ 4,054	\$ 0	\$ 3,540	\$ 4,311	\$ 5,156	\$ 4,095	\$ 0	\$ 0

City of Los Altos - Benefit Detail
December 2018

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Human Resources Manager	N/C	Human Resources Manager	Human Resource Manager	Human Resources Manager	Human Resources Manager	N/C	Human Resources Director	Human Resources Manager	Human Resources Manager	Human Resources Manager	N/C
	Top Monthly Salary	\$ 13,567		\$ 16,080	\$ 13,609	\$ 9,569	\$ 13,868		\$ 14,195	\$ 14,494	\$ 13,671	\$ 15,503	
Retirement	Classic	2%@60		2%@60	2%@60	2.7%@55	2%@60		2.5%@55	2.7%@55	2%@55	2%@60	
	Enhanced Formula Cost	\$ 204		\$ 241	\$ 204	\$ 612	\$ 208		\$ 696	\$ 928	\$ 369	\$ 233	
	EE Cost Sharing						\$ -406		\$ -253	\$ -507			
	ER Paid Member Contrib												
	Single Highest Year								\$ 85	\$ 87			
	Social Security										\$ 663		
	Deferred Compensation					\$ 383	\$ 555		\$ 568				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186		\$ 1,310	\$ 1,702				\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	
	Dental	\$ 451		\$ 179	\$ 135		\$ 204			\$ 250	\$ 106	\$ 280	
	Vision			\$ 33	\$ 15	\$ 17	\$ 35		\$ 30	\$ 14	\$ 30		
	Life	\$ 24		\$ 16	\$ 60	\$ 18	\$ 40		\$ 20	\$ 66	\$ 34	\$ 25	
	LTD			\$ 81	\$ 57	\$ 67	\$ 45		\$ 43	\$ 17	\$ 68	\$ 14	
	STD/SDI				\$ 43				\$ 43	\$ 20			
Other Ins.			\$ 137							\$ 19			
Leaves	Vacation	\$ 835		\$ 990	\$ 785	\$ 589	\$ 2,254		\$ 1,092	\$ 948	\$ 841	\$ 1,610	
	Holidays	\$ 626		\$ 897	\$ 759	\$ 442	\$ 587		\$ 737	\$ 669	\$ 684	\$ 775	
	Admin Leave	\$ 261		\$ 464	\$ 523	\$ 258	\$ 533		\$ 601	\$ 669	\$ 526	\$ 484	
Allow	Auto			\$ 160			\$ 455						
Benefit Package Total		\$ 4,586	\$ 0	\$ 4,507	\$ 4,283	\$ 4,386	\$ 8,076	\$ 0	\$ 5,489	\$ 6,108	\$ 5,030	\$ 5,542	\$ 0

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Human Resources Technician	Accounting Technician II	Human Resources Representative	Human Resources Technician	[Human Resources Technician; Payroll Technician]	Human Resources Technician	Human Resources Technician	Human Resources Technician	[Human Resources Technician/ Account Clerk II]	N/C	Lead Accounting Technician	[Human Resources Specialist/ Payroll Specialist]
Top Monthly Salary		\$ 7,107	\$ 6,248	\$ 7,925	\$ 8,083	\$ 7,094	\$ 6,592	\$ 6,733	\$ 7,431	\$ 8,068		\$ 8,840	\$ 7,947
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2%@60	2.5%@55	2.7%@55		2%@60	2%@60
	Enhanced Formula Cost	\$ 107	\$ 169	\$ 119	\$ 121	\$ 454	\$ 99	\$ 101	\$ 364	\$ 516		\$ 133	\$ 119
	EE Cost Sharing						\$ -193		\$ -132	\$ -282			
	ER Paid Member Contrib												
	Single Highest Year								\$ 45	\$ 48			
	Social Security												
	Deferred Compensation		\$ 81	\$ 119		\$ 284		\$ 75	\$ 297				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 2,212			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,355	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936		\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 162	\$ 220		\$ 250		\$ 280	\$ 125
	Vision		\$ 30	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14			\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 58	\$ 13	\$ 19	\$ 7	\$ 14	\$ 53		\$ 12	\$ 10
	LTD		\$ 24	\$ 61	\$ 44	\$ 53	\$ 26	\$ 7	\$ 31	\$ 17		\$ 14	\$ 19
	STD/SDI				\$ 26			\$ 7	\$ 24	\$ 13			\$ 18
Other Ins.			\$ 25										
Leaves	Vacation	\$ 437	\$ 384	\$ 488	\$ 466	\$ 437	\$ 431	\$ 414	\$ 572	\$ 528		\$ 918	\$ 642
	Holidays	\$ 328	\$ 336	\$ 457	\$ 451	\$ 327	\$ 387	\$ 337	\$ 386	\$ 372		\$ 442	\$ 306
	Admin Leave		\$ 240		\$ 311	\$ 191			\$ 314	\$ 372		\$ 85	\$ 92
Allow	Auto												
Benefit Package Total		\$ 3,533	\$ 3,425	\$ 2,851	\$ 3,328	\$ 3,776	\$ 3,178	\$ 3,213	\$ 3,771	\$ 4,851	\$ 0	\$ 4,006	\$ 3,243

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Information Technology Manager	N/C	Information Technology Manager	Innovation and Technology Manager - Applications; Innovation and Technology Manager - Infrastructure	Information Technology Manager	Information Technology Manager	N/C	Information Services Manager	Information Technology Manager	Information Technology Manager	Information Technology Supervisor	Information Technology Manager
Top Monthly Salary		\$ 13,567		\$ 14,037	\$ 13,243	\$ 12,476	\$ 13,868		\$ 11,614	\$ 14,491	\$ 13,388	\$ 12,038	\$ 13,619
Retirement	Classic	2%@60		2%@60	2%@60	2.7%@55	2%@60		2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 204		\$ 211	\$ 199	\$ 798	\$ 208		\$ 569	\$ 927	\$ 361	\$ 181	\$ 204
	EE Cost Sharing						\$ -406		\$ -207	\$ -507			
	ER Paid Member Contrib												
	Single Highest Year								\$ 70	\$ 87			
	Social Security										\$ 663		
	Deferred Compensation					\$ 499	\$ 555		\$ 465				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186		\$ 1,310	\$ 1,702				\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451		\$ 179	\$ 135		\$ 204			\$ 250	\$ 106	\$ 280	\$ 125
	Vision			\$ 33	\$ 15	\$ 17	\$ 35		\$ 30	\$ 14	\$ 30		\$ 11
	Life	\$ 24		\$ 16	\$ 60	\$ 23	\$ 40		\$ 20	\$ 66	\$ 34	\$ 12	\$ 10
	LTD			\$ 81	\$ 57	\$ 67	\$ 45		\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 42				\$ 37	\$ 20			\$ 21
	Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 835		\$ 864	\$ 764	\$ 768	\$ 2,254		\$ 893	\$ 948	\$ 824	\$ 1,250	\$ 1,048
	Holidays	\$ 626		\$ 783	\$ 739	\$ 576	\$ 587		\$ 603	\$ 669	\$ 669	\$ 602	\$ 524
	Admin Leave	\$ 261		\$ 405	\$ 509	\$ 336	\$ 533		\$ 491	\$ 669	\$ 515	\$ 116	\$ 314
	Auto			\$ 160			\$ 455		\$ 225				
Benefit Package Total		\$ 4,586	\$ 0	\$ 4,177	\$ 4,221	\$ 5,085	\$ 8,076	\$ 0	\$ 5,067	\$ 6,107	\$ 4,980	\$ 4,576	\$ 4,178

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Planning Services Manager	Principal Planner	Planning Manager	Planning Manager	Planning Manager	Assistant Community Development Director - Planning	Planning Manager	Senior Planner	Planning Manager/ Zoning Administrator	Principal Planner	N/C	Planning Manager
Top Monthly Salary	\$ 12,599	\$ 12,676	\$ 13,517	\$ 13,295	\$ 12,295	\$ 14,793	\$ 13,939	\$ 10,804	\$ 14,852	\$ 12,792		\$ 13,619
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2%@60	2.5%@55	2.7%@55	2%@55	2%@60
	Enhanced Formula Cost	\$ 189	\$ 342	\$ 203	\$ 199	\$ 787	\$ 222	\$ 209	\$ 529	\$ 951	\$ 345	\$ 204
	EE Cost Sharing						\$ -433		\$ -192	\$ -520		
	ER Paid Member Contrib											
	Single Highest Year							\$ 65	\$ 89			
	Social Security										\$ 663	
	Deferred Compensation		\$ 185			\$ 492	\$ 592	\$ 75	\$ 432			
Other Ret.												
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13		
	Health	\$ 2,186	\$ 2,028	\$ 1,310	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220		\$ 250	\$ 106	\$ 125
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 23	\$ 43	\$ 7	\$ 20	\$ 66	\$ 34	\$ 10
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 19
	STD/SDI				\$ 42			\$ 7	\$ 35	\$ 20		\$ 21
Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 775	\$ 780	\$ 832	\$ 767	\$ 757	\$ 2,404	\$ 858	\$ 831	\$ 971	\$ 787	\$ 1,048
	Holidays	\$ 581	\$ 683	\$ 754	\$ 741	\$ 567	\$ 626	\$ 697	\$ 561	\$ 685	\$ 640	\$ 524
	Admin Leave	\$ 242	\$ 488	\$ 390	\$ 511	\$ 331	\$ 569		\$ 457	\$ 685	\$ 492	\$ 314
Allow	Auto			\$ 160			\$ 455					
Benefit Package Total	\$ 4,449	\$ 4,707	\$ 4,094	\$ 4,229	\$ 5,041	\$ 8,327	\$ 4,125	\$ 4,638	\$ 6,177	\$ 4,874	\$ 0	\$ 4,178

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Police Captain	Police Captain	Police Captain	N/C	Police Captain	Police Commander	Police Captain	Police Captain	Police Captain	N/C	N/C	Police Captain
Top Monthly Salary	\$ 14,791	\$ 15,515	\$ 17,287		\$ 15,788	\$ 18,491	\$ 18,917	\$ 14,475	\$ 20,294			\$ 16,188
Retirement	Classic	3%@55	3%@55	2%@50		2%@50	3%@55	3%@50	3%@50	3%@50		3%@50
	Enhanced Formula Cost	\$ 1,050	\$ 1,102	\$ 882		\$ 805	\$ 1,313	\$ 1,684	\$ 1,288	\$ 1,806		\$ 1,441
	EE Cost Sharing		\$ -621				\$ -542		\$ -258	\$ -710		
	ER Paid Member Contrib											
	Single Highest Year						\$ 208	\$ 159	\$ 223			\$ 178
	Social Security											
	Deferred Compensation		\$ 185			\$ 632	\$ 740	\$ 75	\$ 579			
Other Ret.												
Insurance	Cafeteria				\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,310			\$ 2,028	\$ 1,827	\$ 2,127			\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179		\$ 204	\$ 221		\$ 225			\$ 125
	Vision	\$ 19	\$ 33	\$ 33	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14			\$ 11
	Life	\$ 24	\$ 10	\$ 16	\$ 23	\$ 53	\$ 7	\$ 20	\$ 66			\$ 10
	LTD		\$ 50	\$ 81		\$ 67	\$ 45	\$ 7	\$ 43	\$ 17		\$ 19
	STD/SDI						\$ 7	\$ 43	\$ 20			\$ 21
	Other Ins.			\$ 137								
Leaves	Vacation	\$ 910	\$ 955	\$ 1,064	\$ 972	\$ 3,005	\$ 1,528	\$ 1,113	\$ 1,327			\$ 1,245
	Holidays	\$ 683	\$ 835	\$ 964	\$ 729	\$ 782	\$ 946	\$ 752	\$ 937			\$ 623
	Admin Leave	\$ 284	\$ 776	\$ 499	\$ 425	\$ 711	\$ 364	\$ 612	\$ 937			\$ 374
Allow	Auto	\$ 450				\$ 455						
Benefit Package Total	\$ 6,038	\$ 5,461	\$ 5,163	\$ 0	\$ 5,670	\$ 10,368	\$ 7,091	\$ 6,210	\$ 7,000	\$ 0	\$ 0	\$ 5,948

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	Police Chief	Police Chief	Police Chief	N/C	Chief of Police	Police Chief	Chief of Police	Chief of Police	Police Chief	N/C	N/C	Police Chief	
Top Monthly Salary	\$ 17,156	\$ 17,425	\$ 18,599		\$ 18,302	\$ 20,340	\$ 20,600	\$ 17,269	\$ 21,777			\$ 18,316	
Retirement	Classic	3%@55	3%@55	2%@50		2%@50	3%@55	3%@50	3%@50	3%@50		3%@50	
	Enhanced Formula Cost	\$ 1,218	\$ 1,237	\$ 949		\$ 933	\$ 1,444	\$ 1,833	\$ 1,537	\$ 1,938		\$ 1,630	
	EE Cost Sharing						\$ -596		\$ -307	\$ -762			
	ER Paid Member Contrib												
	Single Highest Year							\$ 227	\$ 190	\$ 240		\$ 201	
	Social Security												
	Deferred Compensation		\$ 200			\$ 732	\$ 814	\$ 75	\$ 691				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567		\$ 13				
	Health	\$ 2,186	\$ 2,027	\$ 1,360			\$ 2,028	\$ 1,827	\$ 2,127			\$ 1,903	
	Dental	\$ 451	\$ 123	\$ 179			\$ 204	\$ 221	\$ 225			\$ 125	
	Vision		\$ 19	\$ 33		\$ 17	\$ 35	\$ 17	\$ 30	\$ 14		\$ 11	
	Life	\$ 24	\$ 39	\$ 16		\$ 23	\$ 56	\$ 7	\$ 34	\$ 66		\$ 10	
	LTD		\$ 50	\$ 81		\$ 67	\$ 45	\$ 7	\$ 43	\$ 17		\$ 19	
	STD/SDI							\$ 7	\$ 43	\$ 20		\$ 21	
Other Ins.			\$ 137										
Leaves	Vacation	\$ 1,056	\$ 1,877	\$ 1,145		\$ 1,126	\$ 3,305	\$ 1,664	\$ 1,328	\$ 1,424		\$ 1,409	
	Holidays	\$ 792	\$ 938	\$ 1,037		\$ 845	\$ 861	\$ 1,030	\$ 897	\$ 1,005		\$ 704	
	Admin Leave	\$ 330	\$ 670	\$ 715		\$ 493	\$ 782	\$ 396	\$ 731	\$ 1,005		\$ 423	
Allow	Auto	\$ 450	\$ 250			\$ 200	\$ 455						
Benefit Package Total		\$ 6,506	\$ 7,430	\$ 5,651	\$ 0	\$ 6,437	\$ 10,972	\$ 7,512	\$ 7,043	\$ 7,330	\$ 0	\$ 0	\$ 6,455

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos	
Benchmark/ Comparator Agency Match	Police Services Manager	N/C	Support Services Manager	N/C	N/C	Communications and Records Manager	Police Support Services Manager	Police Support Services Manager	Public Safety Support Services Manager	N/C	N/C	Police Records and Communications Manager	
Top Monthly Salary	\$ 13,310		\$ 12,593			\$ 11,170	\$ 13,519	\$ 11,614	\$ 14,138			\$ 12,646	
Retirement	Classic	2%@60		2%@60			3%@55	2.7%@55	2.5%@55	2.7%@55			2%@60
	Enhanced Formula Cost	\$ 200		\$ 189			\$ 793	\$ 865	\$ 569	\$ 905			\$ 190
	EE Cost Sharing						\$ -327		\$ -207	\$ -495			
	ER Paid Member Contrib												
	Single Highest Year							\$ 81	\$ 70	\$ 85			
	Social Security												
	Deferred Compensation							\$ 75	\$ 465				
	Other Ret.												
Insurance	Cafeteria					\$ 2,212			\$ 13				
	Health	\$ 2,186		\$ 1,310			\$ 2,028	\$ 1,827	\$ 2,936			\$ 1,903	
	Dental	\$ 451		\$ 179		\$ 162	\$ 220	\$ 17	\$ 250			\$ 125	
	Vision			\$ 33		\$ 35	\$ 17	\$ 30	\$ 14			\$ 11	
	Life	\$ 24		\$ 16		\$ 32	\$ 7	\$ 20	\$ 66			\$ 10	
	LTD			\$ 81		\$ 45	\$ 7	\$ 43	\$ 17			\$ 19	
	STD/SDI						\$ 7	\$ 37	\$ 20			\$ 21	
	Other Ins.			\$ 137									
Leaves	Vacation	\$ 819		\$ 775		\$ 730	\$ 1,092	\$ 893	\$ 924			\$ 973	
	Holidays	\$ 614		\$ 702		\$ 655	\$ 676	\$ 603	\$ 653			\$ 486	
	Admin Leave	\$ 256		\$ 363			\$ 260	\$ 491	\$ 653			\$ 292	
Allow	Auto	\$ 450		\$ 160									
	Benefit Package Total	\$ 5,000	\$ 0	\$ 3,945	\$ 0	\$ 0	\$ 4,337	\$ 5,335	\$ 4,842	\$ 6,039	\$ 0	\$ 0	\$ 4,028

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Project Manager	N/C	N/C	Capital Improvement Program Manager	Principal Management Analyst	Senior Project Manager	N/C	N/C	Senior Project Manager	N/C	N/C	N/C
Top Monthly Salary	\$ 11,333			\$ 12,764	\$ 11,885	\$ 11,311			\$ 13,128			
Retirement	Classic	2%@60		2%@60	2.7%@55	2%@60			2.7%@55			
	Enhanced Formula Cost	\$ 170		\$ 191	\$ 761	\$ 170			\$ 840			
	EE Cost Sharing					\$ -331			\$ -459			
	ER Paid Member Contrib											
	Single Highest Year								\$ 79			
	Social Security											
	Deferred Compensation					\$ 475	\$ 452					
Other Ret.												
Insurance	Cafeteria				\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186		\$ 1,702					\$ 2,936			
	Dental	\$ 451		\$ 135		\$ 204			\$ 250			
	Vision			\$ 15	\$ 17	\$ 35			\$ 14			
	Life	\$ 24		\$ 60	\$ 22	\$ 33			\$ 66			
	LTD			\$ 57	\$ 67	\$ 45			\$ 17			
	STD/SDI			\$ 40					\$ 20			
	Other Ins.											
Leaves	Vacation	\$ 697		\$ 736	\$ 731	\$ 1,838			\$ 858			
	Holidays	\$ 523		\$ 712	\$ 549	\$ 479			\$ 606			
	Admin Leave	\$ 218		\$ 491	\$ 320	\$ 435			\$ 606			
Allow	Auto					\$ 455						
Benefit Package Total	\$ 4,269	\$ 0	\$ 0	\$ 4,139	\$ 4,943	\$ 7,381	\$ 0	\$ 0	\$ 5,845	\$ 0	\$ 0	\$ 0

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Public Works Director	Public Works Director/ City Engineer	Public Works Director	Director of Public Works	Director of Public Works	Public Works Director	Public Works Director	Public Services Director/ Engineering and Utilities Director	Public Works Director	Public Works Director	Public Works Director	Director of Parks & Public Works
	Top Monthly Salary	\$ 16,750	\$ 16,467	\$ 18,599	\$ 19,129	\$ 16,513	\$ 18,491	\$ 18,806	\$ 16,447	\$ 19,195	\$ 19,018	\$ 19,620	\$ 17,433
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60	2%@60
	Enhanced Formula Cost	\$ 251	\$ 445	\$ 279	\$ 287	\$ 1,057	\$ 277	\$ 1,204	\$ 806	\$ 1,228	\$ 513	\$ 294	\$ 262
	EE Cost Sharing						\$ -542		\$ -293	\$ -672			
	ER Paid Member Contrib												
	Single Highest Year							\$ 113	\$ 99	\$ 115			
	Social Security										\$ 663		
	Deferred Compensation		\$ 200			\$ 661	\$ 740	\$ 75	\$ 658			\$ 250	
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 3,567			\$ 13			
	Health	\$ 2,186	\$ 2,027	\$ 1,360	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	\$ 1,903
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220	\$ 250	\$ 250	\$ 106	\$ 280	\$ 125
	Vision	\$ 19	\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	\$ 30	\$ 11
	Life	\$ 24	\$ 39	\$ 16	\$ 60	\$ 23	\$ 53	\$ 7	\$ 34	\$ 66	\$ 34	\$ 37	\$ 10
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14	\$ 19
	STD/SDI				\$ 50			\$ 7	\$ 43	\$ 20			\$ 21
Other Ins.			\$ 137							\$ 19			
Leaves	Vacation	\$ 1,031	\$ 1,773	\$ 1,145	\$ 1,104	\$ 1,016	\$ 3,005	\$ 1,519	\$ 1,265	\$ 1,255	\$ 1,170	\$ 2,037	\$ 1,341
	Holidays	\$ 773	\$ 887	\$ 1,037	\$ 1,067	\$ 762	\$ 782	\$ 940	\$ 854	\$ 886	\$ 951	\$ 981	\$ 671
	Admin Leave	\$ 322	\$ 633	\$ 715	\$ 736	\$ 445	\$ 711	\$ 362	\$ 696	\$ 1,034	\$ 731	\$ 613	\$ 402
Allow	Auto	\$ 300	\$ 250	\$ 220	\$ 300	\$ 200	\$ 455		\$ 325		\$ 250	\$ 275	
Benefit Package Total		\$ 5,338	\$ 6,446	\$ 5,201	\$ 5,511	\$ 6,248	\$ 9,333	\$ 6,498	\$ 6,387	\$ 7,161	\$ 6,226	\$ 6,903	\$ 4,763

**City of Los Altos - Benefit Detail
December 2018**

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Recreation & Community Services Director	Parks & Recreation Director	Recreation and Community Service Director	Director of Recreation & Community Services	Parks and Recreation Director	Community Services Director	Director of Recreation & Community Services	Community Services Director	Community Services Director	Parks and Recreation Director	Recreation and Facilities Director	N/C
Top Monthly Salary	\$ 16,750	\$ 16,408	\$ 16,799	\$ 18,585	\$ 16,051	\$ 18,491	\$ 17,945	\$ 16,447	\$ 19,195	\$ 17,139	\$ 18,874	
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55	2%@55	2%@60
	Enhanced Formula Cost	\$ 251	\$ 443	\$ 252	\$ 279	\$ 1,027	\$ 277	\$ 1,149	\$ 806	\$ 1,228	\$ 463	\$ 283
	EE Cost Sharing						\$ -542		\$ -293	\$ -672		
	ER Paid Member Contrib											
	Single Highest Year						\$ 108	\$ 99	\$ 115			
	Social Security									\$ 663		
	Deferred Compensation		\$ 200			\$ 642	\$ 740	\$ 75	\$ 658		\$ 250	
Other Ret.												
Insurance	Cafeteria					\$ 2,001	\$ 3,567		\$ 13			
	Health	\$ 2,186	\$ 2,027	\$ 1,360	\$ 1,702		\$ 2,028	\$ 1,827	\$ 2,936	\$ 1,690	\$ 2,122	
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 204	\$ 220	\$ 250	\$ 106	\$ 280	
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14	\$ 30	
	Life	\$ 24	\$ 39	\$ 16	\$ 60	\$ 23	\$ 53	\$ 7	\$ 34	\$ 66	\$ 34	\$ 37
	LTD		\$ 50	\$ 81	\$ 57	\$ 67	\$ 45	\$ 7	\$ 43	\$ 17	\$ 68	\$ 14
	STD/SDI				\$ 50			\$ 7	\$ 43	\$ 20		
Other Ins.			\$ 137							\$ 19		
Leaves	Vacation	\$ 1,031	\$ 1,767	\$ 1,034	\$ 1,072	\$ 988	\$ 3,005	\$ 1,449	\$ 1,265	\$ 1,255	\$ 1,055	\$ 1,960
	Holidays	\$ 773	\$ 884	\$ 937	\$ 1,036	\$ 741	\$ 782	\$ 897	\$ 854	\$ 886	\$ 857	\$ 944
	Admin Leave	\$ 322	\$ 631	\$ 646	\$ 715	\$ 432	\$ 711	\$ 345	\$ 696	\$ 1,034	\$ 659	\$ 590
Allow	Auto	\$ 300	\$ 250	\$ 220		\$ 200	\$ 455		\$ 325		\$ 250	\$ 275
Benefit Package Total	\$ 5,338	\$ 6,432	\$ 4,894	\$ 5,120	\$ 6,138	\$ 9,333	\$ 6,309	\$ 6,387	\$ 7,161	\$ 5,894	\$ 6,754	\$ 0

**City of Los Altos - Benefit Detail
December 2018**

Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Recreation Manager	Recreation Manager	Recreation Services Manager	Recreation Manager	Recreation Manager	Recreation Supervisor	Recreation Services Manager	Recreation Manager	Recreation Manager	N/C	N/C	N/C
	Top Monthly Salary	\$ 9,928	\$ 10,252	\$ 12,267	\$ 10,493	\$ 10,328	\$ 8,429	\$ 10,746	\$ 11,614	\$ 13,791			
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2.7%@55	2.5%@55	2.7%@55			
	Enhanced Formula Cost	\$ 149	\$ 277	\$ 184	\$ 157	\$ 661	\$ 126	\$ 688	\$ 569	\$ 883			
	EE Cost Sharing						\$ -247		\$ -207	\$ -483			
	ER Paid Member Contrib												
	Single Highest Year						\$ 64	\$ 70	\$ 83				
	Social Security												
	Deferred Compensation		\$ 185			\$ 413		\$ 75	\$ 465				
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 2,212			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,310	\$ 1,702			\$ 2,028	\$ 1,827	\$ 2,936			
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 162	\$ 220		\$ 250			
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17	\$ 30	\$ 14			
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 19	\$ 24	\$ 7	\$ 20	\$ 66			
	LTD		\$ 49	\$ 81	\$ 57	\$ 67	\$ 34	\$ 7	\$ 43	\$ 17			
	STD/SDI				\$ 33			\$ 7	\$ 37	\$ 20			
	Other Ins.			\$ 137									
Leaves	Vacation	\$ 611	\$ 631	\$ 755	\$ 605	\$ 636	\$ 551	\$ 868	\$ 893	\$ 902			
	Holidays	\$ 458	\$ 552	\$ 684	\$ 585	\$ 477	\$ 494	\$ 537	\$ 603	\$ 636			
	Admin Leave	\$ 191	\$ 394	\$ 354	\$ 404	\$ 278		\$ 207	\$ 491	\$ 636			
Allow	Auto			\$ 160									
Benefit Package Total		\$ 4,070	\$ 4,267	\$ 3,892	\$ 3,753	\$ 4,568	\$ 3,392	\$ 4,725	\$ 4,842	\$ 5,972	\$ 0	\$ 0	\$ 0

**City of Los Altos - Benefit Detail
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Agency		City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match		Senior Accountant	Accounting Services Supervisor	Senior Accountant	Senior Accountant	Senior Accountant	Senior Accountant	Senior Accountant	N/C	Senior Accountant	Senior Accountant	Accountant II	N/C
	Top Monthly Salary	\$ 10,040	\$ 8,949	\$ 10,140	\$ 10,078	\$ 10,161	\$ 10,107	\$ 9,795		\$ 11,046	\$ 10,609	\$ 10,669	
Retirement	Classic	2%@60	2%@55	2%@60	2%@60	2.7%@55	2%@60	2%@60		2.7%@55	2%@55	2%@60	
	Enhanced Formula Cost	\$ 151	\$ 242	\$ 152	\$ 151	\$ 650	\$ 152	\$ 147		\$ 707	\$ 286	\$ 160	
	EE Cost Sharing						\$ -296			\$ -387			
	ER Paid Member Contrib												
	Single Highest Year									\$ 66			
	Social Security										\$ 658		
	Deferred Compensation		\$ 185	\$ 108		\$ 406		\$ 75					
Other Ret.													
Insurance	Cafeteria					\$ 2,001	\$ 2,212			\$ 13			
	Health	\$ 2,186	\$ 2,028	\$ 1,180	\$ 1,702			\$ 2,028		\$ 2,936	\$ 1,690	\$ 2,122	
	Dental	\$ 451	\$ 123	\$ 179	\$ 135		\$ 162	\$ 220		\$ 250	\$ 106	\$ 280	
	Vision		\$ 19	\$ 33	\$ 15	\$ 17	\$ 35	\$ 17		\$ 14	\$ 30		
	Life	\$ 24	\$ 10	\$ 16	\$ 60	\$ 19	\$ 29	\$ 7		\$ 66	\$ 34	\$ 12	
	LTD		\$ 43	\$ 61	\$ 54	\$ 67	\$ 40	\$ 7		\$ 17	\$ 68	\$ 14	
	STD/SDI				\$ 32			\$ 7		\$ 18			
Other Ins.			\$ 100							\$ 19			
Leaves	Vacation	\$ 618	\$ 551	\$ 624	\$ 581	\$ 625	\$ 661	\$ 603		\$ 722	\$ 653	\$ 1,108	
	Holidays	\$ 463	\$ 482	\$ 566	\$ 562	\$ 469	\$ 593	\$ 490		\$ 510	\$ 530	\$ 533	
	Admin Leave		\$ 344		\$ 388	\$ 274				\$ 510	\$ 408	\$ 103	
Allow	Auto												
Benefit Package Total		\$ 3,893	\$ 4,025	\$ 3,018	\$ 3,680	\$ 4,528	\$ 3,588	\$ 3,600	\$ 0	\$ 5,443	\$ 4,482	\$ 4,332	\$ 0

City of Los Altos - Benefit Detail
December 2018

Agency	City of Los Altos	City of Belmont	City of Campbell	City of Cupertino	City of Foster City	City of Menlo Park	City of Milpitas	City of Morgan Hill	City of Mountain View	City of San Carlos	City of Saratoga	Town of Los Gatos
Benchmark/ Comparator Agency Match	Transportation Services Manager	N/C	Traffic Engineer	Transportation Manager	N/C	Senior Transportation Engineer	Traffic Engineer	N/C	Transportation Manager	N/C	N/C	Transportation and Mobility Manager
Top Monthly Salary	\$ 12,599		\$ 12,898	\$ 14,260		\$ 12,003	\$ 12,446		\$ 14,138			\$ 12,646
Retirement	Classic	2%@60		2%@60	2%@60		2%@60	2%@60		2.7%@55		2%@60
	Enhanced Formula Cost	\$ 189		\$ 193	\$ 214		\$ 180	\$ 187		\$ 905		\$ 190
	EE Cost Sharing						\$ -352			\$ -495		
	ER Paid Member Contrib											
	Single Highest Year								\$ 85			
	Social Security											
	Deferred Compensation							\$ 75				
	Other Ret.											
Insurance	Cafeteria					\$ 2,212			\$ 13			
	Health	\$ 2,186		\$ 1,310	\$ 1,702		\$ 2,028		\$ 2,936			\$ 1,903
	Dental	\$ 451		\$ 179	\$ 135		\$ 162	\$ 220	\$ 250			\$ 125
	Vision			\$ 33	\$ 15		\$ 35	\$ 17	\$ 14			\$ 11
	Life	\$ 24		\$ 16	\$ 60		\$ 35	\$ 7	\$ 66			\$ 10
	LTD			\$ 81	\$ 57		\$ 48	\$ 7	\$ 17			\$ 19
	STD/SDI				\$ 45			\$ 7	\$ 20			\$ 21
	Other Ins.			\$ 137								
Leaves	Vacation	\$ 775		\$ 794	\$ 823		\$ 785	\$ 766	\$ 924			\$ 973
	Holidays	\$ 581		\$ 719	\$ 795		\$ 704	\$ 622	\$ 653			\$ 486
	Admin Leave	\$ 242		\$ 372	\$ 548				\$ 653			\$ 292
Allow	Auto			\$ 160								
Benefit Package Total	\$ 4,449	\$ 0	\$ 3,994	\$ 4,394	\$ 0	\$ 3,809	\$ 3,936	\$ 0	\$ 6,039	\$ 0	\$ 0	\$ 4,028

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Administrative Services Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park ⁵	Administrative Services Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Finance and Administrative Services Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
3	City of Saratoga ⁷	Finance and Administrative Services Director	\$ 19,117	\$ 6,803	\$ 25,920	7/1/2018	unknown	unknown
4	City of Milpitas ⁶	[Director of Financial Services/ Human Resources Director/ Information Services Director]	\$ 18,367	\$ 6,402	\$ 24,769	7/8/2018	unknown	unknown
5	City of Cupertino ³	[Director of Administrative Services/ Chief Technology Officer]	\$ 18,585	\$ 5,420	\$ 24,005	7/7/2018	unknown	unknown
6	City of Morgan Hill	Assistant City Manager for Administrative Services	\$ 17,269	\$ 6,591	\$ 23,860	8/22/2018	unknown	unknown
7	City of San Carlos	Administrative Services Director	\$ 17,484	\$ 5,955	\$ 23,439	7/9/2018	unknown	unknown
8	City of Belmont ¹	[Finance Director/ Human Resources Director/ Information Technology Director]	\$ 16,149	\$ 6,373	\$ 22,522	7/1/2017	5/1/2019	dependent on salary survey
9	City of Foster City ⁴	[Finance Director/ Human Resources Director]	\$ 16,051	\$ 6,138	\$ 22,189	7/1/2018	unknown	unknown
10	City of Los Altos	Administrative Services Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
11	Town of Los Gatos ⁸	[Finance & Administrative Services Director/ Human Resources Director]	\$ 17,008	\$ 4,698	\$ 21,706	7/1/2018	unknown	unknown
12	City of Campbell ²	Finance Director	\$ 16,799	\$ 4,894	\$ 21,694	9/1/2018	unknown	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,683	\$ 24,026
% City of Los Altos Above/Below	-5.6%	-8.8%
Median of Comparators	\$ 17,484	\$ 23,860
% City of Los Altos Above/Below	-4.4%	-8.0%
Number of Matches	11	11

N/C - Non Comparator

- 1 - City of Belmont: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 2 - City of Campbell: This position is not responsible for HR
- 3 - City of Cupertino: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 4 - City of Foster City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 5 - City of Menlo Park: JD's pulled from K&A Class Comp Study 2016 that weren't available online.
- 6 - City of Milpitas: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 7 - City of Saratoga: No less than 1% and no more than 2.5% annual base salary increase.
- 8 - Town of Los Gatos: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Assistant City Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Assistant City Manager	\$ 20,340	\$ 9,833	\$ 30,172	7/8/2018	7/1/2019	2.50%
2	City of Milpitas	Assistant City Manager	\$ 21,029	\$ 6,987	\$ 28,016	7/8/2018	unknown	unknown
3	City of Cupertino ¹	Assistant City Manager	\$ 21,043	\$ 5,831	\$ 26,874	7/7/2018	unknown	unknown
4	City of Mountain View ³	Assistant City Manager	\$ 19,195	\$ 7,162	\$ 26,357	7/1/2018	unknown	unknown
5	City of San Carlos	Assistant City Manager	\$ 18,165	\$ 5,825	\$ 23,990	7/9/2018	unknown	unknown
6	City of Morgan Hill ²	[Assistant City Manager for Administrative Services/ Assistant City Manager for Development Services]	\$ 17,269	\$ 6,591	\$ 23,860	8/22/2018	unknown	unknown
7	City of Foster City	Assistant City Manager	\$ 16,513	\$ 6,248	\$ 22,761	7/1/2018	unknown	unknown
8	Town of Los Gatos	Assistant Town Manager	\$ 17,869	\$ 4,830	\$ 22,699	7/1/2018	unknown	unknown
9	City of Los Altos	Assistant City Manager	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
10	City of Saratoga	Deputy City Manager	\$ 14,158	\$ 5,273	\$ 19,431	7/1/2018	unknown	unknown
11	City of Campbell	Deputy City Manager	\$ 13,366	\$ 4,069	\$ 17,435	9/1/2018	unknown	unknown
12	City of Belmont	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,895	\$ 24,160
% City of Los Altos Above/Below	-6.8%	-9.4%
Median of Comparators	\$ 18,017	\$ 23,925
% City of Los Altos Above/Below	-7.6%	-8.3%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position oversees Community Development Department.

2 - City of Morgan Hill: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - City of Mountain View: Manages HR Dept.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

City Clerk								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park ³	City Clerk	\$ 12,944	\$ 7,825	\$ 20,768	7/8/2018	7/1/2019	2.50%
2	City of Milpitas ⁴	City Clerk	\$ 13,908	\$ 5,421	\$ 19,329	7/8/2018	unknown	unknown
3	Town of Los Gatos	Town Clerk	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
4	City of Saratoga ⁶	City Clerk	\$ 12,230	\$ 4,888	\$ 17,118	7/1/2018	unknown	unknown
5	City of San Carlos ⁵	Director of Community Relations/City Clerk	\$ 11,689	\$ 4,929	\$ 16,618	7/9/2018	unknown	unknown
6	City of Mountain View	City Clerk	\$ 10,800	\$ 5,478	\$ 16,278	7/1/2018	unknown	unknown
7	City of Cupertino ¹	City Clerk	\$ 11,951	\$ 4,251	\$ 16,202	7/7/2018	unknown	unknown
8	City of Campbell	City Clerk	\$ 11,951	\$ 3,841	\$ 15,793	9/1/2018	unknown	unknown
9	City of Los Altos	City Clerk	\$ 10,989	\$ 4,520	\$ 15,509	7/1/2018	unknown	unknown
10	City of Morgan Hill	Council Services and Records Manager	\$ 9,502	\$ 4,311	\$ 13,813	8/22/2018	unknown	unknown
11	City of Belmont	City Clerk	\$ 8,328	\$ 4,379	\$ 12,707	7/1/2017	unknown	unknown
12	City of Foster City ²	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 11,692	\$ 16,642
% City of Los Altos Above/Below	-6.4%	-7.3%
Median of Comparators	\$ 11,951	\$ 16,448
% City of Los Altos Above/Below	-8.8%	-6.1%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position requires a Bachelors.

2 - City of Foster City: This position manages communication department on top of city clerk duties, significantly higher education requirement.

3 - City of Menlo Park: Menlo Park has a higher education req.

4 - City of Milpitas: This position req a bachelors degree and a Notary Public Commission, while benchmark does not.

5 - City of San Carlos: This position has a bachelor degree requirement and Certification as a Certified Municipal Clerk where benchmark does not.

6 - City of Saratoga: This position requires a bachelors.

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Community Development Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Community Development Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
2	City of Cupertino ¹	Assistant City Manager	\$ 21,043	\$ 5,831	\$ 26,874	7/7/2018	unknown	unknown
3	City of Mountain View	Community Development Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
4	City of Saratoga	Community Development Director	\$ 18,874	\$ 6,754	\$ 25,629	7/1/2018	unknown	unknown
5	City of Milpitas	Planning and Neighborhood Services Director	\$ 18,289	\$ 6,384	\$ 24,674	7/8/2018	unknown	unknown
6	City of San Carlos	Community Development Director	\$ 17,121	\$ 5,891	\$ 23,012	7/9/2018	unknown	unknown
7	City of Morgan Hill	Development Services Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
8	City of Foster City	Community Development Director	\$ 16,513	\$ 6,248	\$ 22,761	7/1/8201	unknown	unknown
9	Town of Los Gatos	Community Development Director	\$ 17,433	\$ 4,763	\$ 22,196	7/1/2018	unknown	unknown
10	City of Belmont	Planning & Community Development Director	\$ 15,800	\$ 6,294	\$ 22,094	7/1/2017	5/1/2019	dependent on salary survey
11	City of Los Altos	Community Development Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
12	City of Campbell	Community Development Director	\$ 16,799	\$ 4,894	\$ 21,694	9/1/2018	unknown	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,819	\$ 24,177
% City of Los Altos Above/Below	-6.4%	-9.5%
Median of Comparators	\$ 17,433	\$ 23,012
% City of Los Altos Above/Below	-4.1%	-4.2%
Number of Matches	11	11

N/C - Non Comparator

1 - City of Cupertino: This position also performs Asst CM duties.

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Economic Development Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Economic Development Manager	\$ 14,852	\$ 6,177	\$ 21,029	7/1/2018	unknown	unknown
2	City of Menlo Park	Housing & Economic Development Manager	\$ 12,944	\$ 7,825	\$ 20,768	7/8/2018	7/1/2019	2.50%
3	City of San Carlos	Economic Development & Housing Manager	\$ 13,003	\$ 5,162	\$ 18,165	7/9/2018	unknown	unknown
4	City of Morgan Hill	Economic Development Manager	\$ 12,527	\$ 5,297	\$ 17,824	8/22/2018	unknown	unknown
5	City of Cupertino	Economic Development Manager	\$ 13,154	\$ 4,205	\$ 17,360	7/7/2018	unknown	unknown
6	Town of Los Gatos	Economic Vitality Manager	\$ 12,962	\$ 4,077	\$ 17,039	7/1/2018	unknown	unknown
7	City of Los Altos	Economic Development Manager	\$ 12,425	\$ 4,424	\$ 16,849	7/1/2018	unknown	unknown
8	City of Belmont	N/C						
9	City of Campbell	N/C						
10	City of Milpitas ¹	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,240	\$ 18,697
% City of Los Altos Above/Below	-6.6%	-11.0%
Median of Comparators	\$ 12,983	\$ 17,994
% City of Los Altos Above/Below	-4.5%	-6.8%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Milpitas: There is an Economic Development Manager classification listed but is not on the salary schedule. The City also has an Economic Development Director, however, the position is a department head and reports directly to the City Manager, therefore we feel this is not a match for the benchmark.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Engineering Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Engineering Services Manager/City Engineer	\$ 14,793	\$ 8,327	\$ 23,120	7/8/2018	7/1/2019	2.50%
2	City of San Carlos	City Engineer	\$ 15,669	\$ 5,633	\$ 21,302	7/9/2018	unknown	unknown
3	City of Campbell	City Engineer	\$ 15,935	\$ 4,483	\$ 20,418	9/1/2018	unknown	unknown
4	Town of Los Gatos	Town Engineer and Assistant Parks & Public Works Director	\$ 15,032	\$ 4,394	\$ 19,426	7/1/2018	unknown	unknown
5	City of Belmont	Assistant Public Works Director/City Engineer	\$ 14,239	\$ 4,989	\$ 19,229	1/1/2018	unknown	unknown
6	City of Mountain View ³	Senior Civil Engineer	\$ 13,128	\$ 5,845	\$ 18,973	7/1/2018	unknown	unknown
7	City of Saratoga ⁴	Senior Civil Engineer	\$ 13,856	\$ 4,901	\$ 18,757	7/1/2018	unknown	unknown
8	City of Cupertino	City Engineer	\$ 14,260	\$ 4,394	\$ 18,654	7/7/2018	unknown	unknown
9	City of Los Altos	Engineering Services Manager	\$ 13,487	\$ 4,575	\$ 18,062	7/1/2018	unknown	unknown
10	City of Morgan Hill ²	Senior Civil Engineer	\$ 12,527	\$ 5,072	\$ 17,599	8/22/2018	unknown	unknown
11	City of Foster City	Engineering Manager	\$ 12,295	\$ 5,041	\$ 17,336	7/1/2018	unknown	unknown
12	City of Milpitas ¹	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 14,173	\$ 19,481
% City of Los Altos Above/Below	-5.1%	-7.9%
Median of Comparators	\$ 14,250	\$ 19,101
% City of Los Altos Above/Below	-5.7%	-5.8%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Milpitas: This is a department head and reports directly to the City Manager, therefore we feel this is not a match for the benchmark.

2 - City of Morgan Hill: Designated as a management level classification.

3 - City of Mountain View: Designated a management level classification.

4 - City of Saratoga: Designated a management level classification.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Executive Assistant to the City Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Executive Assistant to the City Manager	\$ 8,476	\$ 4,933	\$ 13,409	7/1/2018	unknown	unknown
2	City of Saratoga ²	Executive Assistant to the City Manager/Deputy City Clerk	\$ 8,726	\$ 3,985	\$ 12,711	7/1/2018	unknown	unknown
3	City of San Carlos	Executive Assistant	\$ 8,068	\$ 3,852	\$ 11,920	7/9/2018	unknown	unknown
4	City of Milpitas	Executive Secretary/Executive Assistant	\$ 8,177	\$ 3,395	\$ 11,572	7/8/2018	unknown	unknown
5	City of Cupertino	Executive Assistant to the City Manager	\$ 8,206	\$ 3,350	\$ 11,556	7/7/2018	unknown	unknown
6	City of Campbell	Executive Assistant to the City Manager	\$ 8,570	\$ 2,938	\$ 11,507	9/1/2018	unknown	unknown
7	City of Foster City	Management Assistant to the City Manager	\$ 7,454	\$ 3,866	\$ 11,320	7/1/2018	unknown	unknown
8	City of Belmont ¹	Executive Assistant to the City Manager	\$ 7,535	\$ 3,763	\$ 11,298	1/1/2018	unknown	unknown
9	City of Los Altos	Executive Assistant to the City Manager	\$ 7,653	\$ 3,600	\$ 11,253	7/1/2018	unknown	unknown
10	Town of Los Gatos	Executive Assistant to Town Manager	\$ 7,947	\$ 3,243	\$ 11,190	7/1/2018	unknown	unknown
11	City of Menlo Park	Executive Assistant to the City Manager	\$ 7,678	\$ 3,305	\$ 10,983	7/8/2018	unknown	2.50%
12	City of Morgan Hill	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 8,084	\$ 11,747
% City of Los Altos Above/Below	-5.6%	-4.4%
Median of Comparators	\$ 8,122	\$ 11,532
% City of Los Altos Above/Below	-6.1%	-2.5%
Number of Matches	10	10

N/C - Non Comparator
1 - City of Belmont: Required to have notary license.
2 - City of Saratoga: No less than 1% and no more than 2.5% annual base salary increase.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Financial Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Assistant Finance and Administrative Services Director	\$ 16,397	\$ 6,475	\$ 22,872	7/1/2018	unknown	unknown
2	City of Morgan Hill ¹	Finance Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
3	City of Menlo Park	Finance and Budget Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
4	City of Saratoga	Finance Manager	\$ 13,863	\$ 5,214	\$ 19,078	7/1/2018	unknown	unknown
5	City of San Carlos	Financial Services Manager	\$ 13,826	\$ 5,057	\$ 18,883	7/9/2018	unknown	unknown
6	City of Belmont	Deputy Finance Director	\$ 13,421	\$ 4,841	\$ 18,262	1/1/2018	unknown	unknown
7	City of Los Altos	Financial Services Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
8	City of Cupertino	Finance Manager	\$ 13,608	\$ 4,283	\$ 17,891	7/7/2018	unknown	unknown
9	Town of Los Gatos	Finance and Budget Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
10	City of Campbell	Finance Manager	\$ 13,036	\$ 4,016	\$ 17,053	9/1/2018	unknown	unknown
11	City of Foster City	Accounting Manager	\$ 11,318	\$ 4,806	\$ 16,124	7/1/2018	unknown	unknown
12	City of Milpitas	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,940	\$ 19,274
% City of Los Altos Above/Below	-2.8%	-6.2%
Median of Comparators	\$ 13,723	\$ 18,573
% City of Los Altos Above/Below	-1.1%	-2.3%
Number of Matches	10	10

N/C - Non Comparator
1 - City of Morgan Hill: Designated as a mid-management class and not a department head.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Human Resources Analyst								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Human Resources Analyst II	\$ 9,589	\$ 5,156	\$ 14,745	7/1/2018	unknown	unknown
2	City of Morgan Hill	Senior Human Resources Analyst	\$ 9,502	\$ 4,311	\$ 13,813	8/22/2018	unknown	unknown
3	City of Belmont	Management Analyst II	\$ 9,313	\$ 4,093	\$ 13,406	1/1/2018	unknown	unknown
4	City of San Carlos ²	Human Resources Management Analyst	\$ 9,061	\$ 4,095	\$ 13,156	7/9/2018	unknown	unknown
5	City of Campbell	Human Resources Analyst	\$ 9,892	\$ 3,115	\$ 13,008	9/1/2018	unknown	unknown
6	City of Milpitas	Human Resources Analyst II	\$ 9,320	\$ 3,540	\$ 12,860	7/8/2018	unknown	unknown
7	City of Cupertino	Human Resources Analyst I	\$ 9,289	\$ 3,542	\$ 12,831	7/7/2018	unknown	unknown
8	City of Los Altos	Human Resources Analyst	\$ 8,670	\$ 3,725	\$ 12,395	7/1/2018	unknown	unknown
9	City of Foster City	Human Resources Analyst	\$ 8,212	\$ 4,054	\$ 12,266	7/1/2018	unknown	unknown
10	City of Menlo Park ¹	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 9,272	\$ 13,260
% City of Los Altos Above/Below	-6.9%	-7.0%
Median of Comparators	\$ 9,316	\$ 13,082
% City of Los Altos Above/Below	-7.5%	-5.5%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Menlo Park: K&A prepared a JD for this position but it does not appear to be in use/not on salary schedule.

2 - City of San Carlos: This position has +3 year experience requirement than benchmark.

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Human Resources Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park ²	Human Resources Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
2	City of Saratoga	Human Resources Manager	\$ 15,503	\$ 5,542	\$ 21,045	7/1/2018	unknown	unknown
3	City of Mountain View	Human Resources Manager	\$ 14,494	\$ 6,108	\$ 20,603	7/1/2018	unknown	unknown
4	City of Campbell ¹	Human Resources Manager	\$ 16,080	\$ 4,507	\$ 20,587	9/1/2018	unknown	unknown
5	City of Morgan Hill	Human Resources Director	\$ 14,195	\$ 5,489	\$ 19,684	8/22/2018	unknown	unknown
6	City of San Carlos	Human Resources Manager	\$ 13,671	\$ 5,030	\$ 18,701	7/9/2018	unknown	unknown
7	City of Los Altos	Human Resources Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
8	City of Cupertino	Human Resource Manager	\$ 13,609	\$ 4,283	\$ 17,892	7/7/2018	unknown	unknown
9	City of Foster City	Human Resources Manager	\$ 9,569	\$ 4,386	\$ 13,955	7/1/2018	unknown	unknown
10	City of Belmont	N/C						
11	Town of Los Gatos	N/C						
12	City of Milpitas ³	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,874	\$ 19,301
% City of Los Altos Above/Below	-2.3%	-6.3%
Median of Comparators	\$ 14,032	\$ 20,135
% City of Los Altos Above/Below	-3.4%	-10.9%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Campbell: This position requires 3 years less experience.

2 - City of Menlo Park: K&A prepared a JD and it is listed on Salary Schedule but doesn't appear to be in use.

3 - City of Milpitas: The Human Resources Director is a department head classification that manages the HR Dept. Requires 2 years less experience than benchmark

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Human Resources Technician								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View ³	[Human Resources Technician/ Account Clerk II]	\$ 8,068	\$ 4,851	\$ 12,918	7/1/2018	unknown	unknown
2	City of Saratoga	Lead Accounting Technician	\$ 8,840	\$ 4,006	\$ 12,846	7/1/2018	unknown	unknown
3	City of Cupertino	Human Resources Technician	\$ 8,083	\$ 3,328	\$ 11,411	7/7/2018	unknown	unknown
4	City of Morgan Hill	Human Resources Technician	\$ 7,431	\$ 3,771	\$ 11,202	8/22/2018	unknown	unknown
5	Town of Los Gatos	[Human Resources Specialist/ Payroll Specialist]	\$ 7,947	\$ 3,243	\$ 11,190	7/1/2018	unknown	unknown
6	City of Foster City ²	[Human Resources Technician; Payroll Technician]	\$ 7,094	\$ 3,776	\$ 10,870	7/1/2018	unknown	unknown
7	City of Campbell ¹	Human Resources Representative	\$ 7,925	\$ 2,851	\$ 10,776	9/1/2018	unknown	unknown
8	City of Los Altos	Human Resources Technician	\$ 7,107	\$ 3,533	\$ 10,640	7/1/2018	unknown	unknown
9	City of Milpitas	Human Resources Technician	\$ 6,733	\$ 3,213	\$ 9,946	7/8/2018	unknown	unknown
10	City of Menlo Park	Human Resources Technician	\$ 6,592	\$ 3,178	\$ 9,770	7/8/2018	unknown	2.50%
11	City of Belmont	Accounting Technician II	\$ 6,248	\$ 3,425	\$ 9,673	7/1/2017	1/1/2019	3.50%
12	City of San Carlos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 7,496	\$ 11,060
% City of Los Altos Above/Below	-5.5%	-4.0%
Median of Comparators	\$ 7,678	\$ 11,030
% City of Los Altos Above/Below	-8.0%	-3.7%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Campbell: This position is not solely responsible for payroll function.

2 - City of Foster City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - City of Mountain View: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Information Technology Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Information Technology Manager	\$ 13,868	\$ 8,076	\$ 21,944	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Information Technology Manager	\$ 14,491	\$ 6,107	\$ 20,599	7/1/2018	unknown	unknown
3	City of San Carlos	Information Technology Manager	\$ 13,388	\$ 4,980	\$ 18,368	7/9/2018	unknown	unknown
4	City of Campbell	Information Technology Manager	\$ 14,037	\$ 4,177	\$ 18,214	9/1/2018	unknown	unknown
5	City of Los Altos	Information Technology Manager	\$ 13,567	\$ 4,586	\$ 18,153	7/1/2018	unknown	unknown
6	Town of Los Gatos	Information Technology Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
7	City of Foster City	Information Technology Manager	\$ 12,476	\$ 5,085	\$ 17,561	7/1/2018	unknown	unknown
8	City of Cupertino	Innovation and Technology Manager - Applications; Innovation and Technology Manager - Infrastructure	\$ 13,243	\$ 4,221	\$ 17,464	7/7/2018	unknown	unknown
9	City of Morgan Hill	Information Services Manager	\$ 11,614	\$ 5,067	\$ 16,681	8/22/2018	unknown	unknown
10	City of Saratoga	Information Technology Supervisor	\$ 12,038	\$ 4,576	\$ 16,614	7/1/2018	unknown	unknown
11	City of Belmont	N/C						
12	City of Milpitas	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,197	\$ 18,360
% City of Los Altos Above/Below	2.7%	-1.1%
Median of Comparators	\$ 13,388	\$ 17,797
% City of Los Altos Above/Below	1.3%	2.0%
Number of Matches	9	9

N/C - Non Comparator

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Planning Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Assistant Community Development Director - Planning	\$ 14,793	\$ 8,327	\$ 23,120	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Planning Manager/Zoning Administrator	\$ 14,852	\$ 6,177	\$ 21,029	7/1/2018	unknown	unknown
3	City of Milpitas	Planning Manager	\$ 13,939	\$ 4,125	\$ 18,064	7/8/2018	unknown	unknown
4	Town of Los Gatos	Planning Manager	\$ 13,619	\$ 4,178	\$ 17,797	7/1/2018	unknown	unknown
5	City of San Carlos	Principal Planner	\$ 12,792	\$ 4,874	\$ 17,666	7/9/2018	unknown	unknown
6	City of Campbell	Planning Manager	\$ 13,517	\$ 4,094	\$ 17,610	9/1/2018	unknown	unknown
7	City of Cupertino	Planning Manager	\$ 13,295	\$ 4,229	\$ 17,524	7/7/2018	unknown	unknown
8	City of Belmont	Principal Planner	\$ 12,676	\$ 4,707	\$ 17,383	1/1/2018	unknown	unknown
9	City of Foster City	Planning Manager	\$ 12,295	\$ 5,041	\$ 17,336	7/1/2018	unknown	unknown
10	City of Los Altos	Planning Services Manager	\$ 12,599	\$ 4,449	\$ 17,048	7/1/2018	unknown	unknown
11	City of Morgan Hill ¹	Senior Planner	\$ 10,804	\$ 4,638	\$ 15,442	8/22/2018	unknown	unknown
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,258	\$ 18,297
% City of Los Altos Above/Below	-5.2%	-7.3%
Median of Comparators	\$ 13,406	\$ 17,638
% City of Los Altos Above/Below	-6.4%	-3.5%
Number of Matches	10	10

N/C - Non Comparator
1 - City of Morgan Hill: The Senior Planner is designated as a management class.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Police Captain								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Police Commander	\$ 18,491	\$ 10,368	\$ 28,859	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Police Captain	\$ 20,294	\$ 7,000	\$ 27,294	7/1/2018	unknown	unknown
3	City of Milpitas	Police Captain	\$ 18,917	\$ 7,091	\$ 26,008	7/8/2018	unknown	unknown
4	City of Campbell	Police Captain	\$ 17,287	\$ 5,163	\$ 22,450	9/1/2018	unknown	unknown
5	Town of Los Gatos	Police Captain	\$ 16,188	\$ 5,948	\$ 22,136	7/1/2018	unknown	unknown
6	City of Foster City	Police Captain	\$ 15,788	\$ 5,670	\$ 21,458	7/1/2018	unknown	unknown
7	City of Belmont	Police Captain	\$ 15,515	\$ 5,461	\$ 20,977	1/1/2018	unknown	unknown
8	City of Los Altos	Police Captain	\$ 14,791	\$ 6,038	\$ 20,829	7/1/2018	unknown	unknown
9	City of Morgan Hill	Police Captain	\$ 14,475	\$ 6,210	\$ 20,685	8/22/2018	unknown	unknown
10	City of San Carlos	N/C						
11	City of Cupertino	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,119	\$ 23,733
% City of Los Altos Above/Below	-15.7%	-13.9%
Median of Comparators	\$ 16,737	\$ 22,293
% City of Los Altos Above/Below	-13.2%	-7.0%
Number of Matches	8	8

N/C - Non Comparator
1 - does not include 10% CIP

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Police Chief								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Police Chief	\$ 20,340	\$ 10,972	\$ 31,312	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Police Chief	\$ 21,777	\$ 7,330	\$ 29,107	7/1/2018	unknown	unknown
3	City of Milpitas	Chief of Police	\$ 20,600	\$ 7,512	\$ 28,112	7/8/2018	unknown	unknown
4	City of Belmont	Police Chief	\$ 17,425	\$ 7,430	\$ 24,855	7/1/2017	5/1/2019	dependent on salary survey
5	Town of Los Gatos	Police Chief	\$ 18,316	\$ 6,455	\$ 24,771	7/1/2018	unknown	unknown
6	City of Foster City	Chief of Police	\$ 18,302	\$ 6,437	\$ 24,739	7/1/2018	unknown	unknown
7	City of Morgan Hill	Chief of Police	\$ 17,269	\$ 7,043	\$ 24,312	8/22/2018	unknown	unknown
8	City of Campbell	Police Chief	\$ 18,599	\$ 5,651	\$ 24,250	9/1/2018	unknown	unknown
9	City of Los Altos	Police Chief	\$ 17,156	\$ 6,506	\$ 23,662	7/1/2018	unknown	unknown
10	City of San Carlos	N/C						
11	City of Cupertino	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 19,078	\$ 26,432
% City of Los Altos Above/Below	-11.2%	-11.7%
Median of Comparators	\$ 18,457	\$ 24,813
% City of Los Altos Above/Below	-7.6%	-4.9%
Number of Matches	8	8

N/C - Non Comparator
1 - does not include 10% CIP

**City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018**

Police Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Public Safety Support Services Manager	\$ 14,138	\$ 6,039	\$ 20,177	7/1/2018	unknown	unknown
2	City of Milpitas ²	Police Support Services Manager	\$ 13,519	\$ 5,335	\$ 18,854	7/8/2018	unknown	unknown
3	City of Los Altos	Police Services Manager	\$ 13,310	\$ 5,000	\$ 18,310	7/1/2018	unknown	unknown
4	Town of Los Gatos	Police Records and Communications Manager	\$ 12,646	\$ 4,028	\$ 16,674	7/1/2018	unknown	unknown
5	City of Campbell	Support Services Manager	\$ 12,593	\$ 3,945	\$ 16,538	9/1/2018	unknown	unknown
6	City of Morgan Hill ³	Police Support Services Manager	\$ 11,614	\$ 4,842	\$ 16,456	8/22/2018	unknown	unknown
7	City of Menlo Park ¹	Communications and Records Manager	\$ 11,170	\$ 4,337	\$ 15,507	7/8/2018	7/6/2019	2.50%
8	City of Belmont	N/C						
9	City of San Carlos	N/C						
10	City of Cupertino	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 12,613	\$ 17,368
% City of Los Altos Above/Below	5.2%	5.1%
Median of Comparators	\$ 12,620	\$ 16,606
% City of Los Altos Above/Below	5.2%	9.3%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Menlo Park: This position requires a POST certificate. This position can be sworn or non sworn.

2 - City of Milpitas: This position requires a safety dispatch certificate issued by POST

3 - City of Morgan Hill: This position requires a dispatch POST certificate

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Project Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Senior Project Manager	\$ 13,128	\$ 5,845	\$ 18,973	7/1/2018	unknown	unknown
2	City of Menlo Park	Senior Project Manager	\$ 11,311	\$ 7,381	\$ 18,692	7/8/2018	7/6/2019	2.50%
3	City of Cupertino	Capital Improvement Program Manager	\$ 12,764	\$ 4,139	\$ 16,903	7/7/2018	unknown	unknown
4	City of Foster City ¹	Principal Management Analyst	\$ 11,885	\$ 4,943	\$ 16,828	7/1/2018	unknown	unknown
5	City of Los Altos	Project Manager	\$ 11,333	\$ 4,269	\$ 15,602	7/1/2018	unknown	unknown
6	City of Belmont	N/C						
7	City of Campbell	N/C						
8	City of Morgan Hill	N/C						
9	City of San Carlos	N/C						
10	City of Milpitas	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 12,272	\$ 17,849
% City of Los Altos Above/Below	-8.3%	-14.4%
Median of Comparators	\$ 12,324	\$ 17,797
% City of Los Altos Above/Below	-8.7%	-14.1%
Number of Matches	4	4

N/C - Non Comparator

1 - City of Foster City: This match is non-CIP related, but has some transferrable knowledge, skills and abilities.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Public Works Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Public Works Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
2	City of Saratoga	Public Works Director	\$ 19,620	\$ 6,903	\$ 26,523	7/1/2018	unknown	unknown
3	City of Mountain View	Public Works Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
4	City of Milpitas	Public Works Director	\$ 18,806	\$ 6,498	\$ 25,304	7/8/2018	unknown	unknown
5	City of San Carlos	Public Works Director	\$ 19,018	\$ 6,226	\$ 25,244	7/9/2018	unknown	unknown
6	City of Cupertino	Director of Public Works	\$ 19,129	\$ 5,511	\$ 24,640	7/7/2018	unknown	unknown
7	City of Campbell	Public Works Director	\$ 18,599	\$ 5,201	\$ 23,800	9/1/2018	unknown	unknown
8	City of Belmont	Public Works Director/City Engineer	\$ 16,467	\$ 6,446	\$ 22,913	7/1/2017	5/1/2019	dependent on salary survey
9	City of Morgan Hill	Public Services Director/ Engineering and Utilities Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
10	City of Foster City	Director of Public Works	\$ 16,513	\$ 6,248	\$ 22,761	7/1/2018	unknown	unknown
11	Town of Los Gatos	Director of Parks & Public Works	\$ 17,433	\$ 4,763	\$ 22,196	7/1/2018	unknown	unknown
12	City of Los Altos	Public Works Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 18,156	\$ 24,581
% City of Los Altos Above/Below	-8.4%	-11.3%
Median of Comparators	\$ 18,599	\$ 24,640
% City of Los Altos Above/Below	-11.0%	-11.6%
Number of Matches	11	11

N/C - Non Comparator

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Recreation & Community Services Director								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Menlo Park	Community Services Director	\$ 18,491	\$ 9,333	\$ 27,823	7/8/2018	7/1/2019	2.50%
2	City of Mountain View	Community Services Director	\$ 19,195	\$ 7,161	\$ 26,356	7/1/2018	unknown	unknown
3	City of Saratoga	Recreation and Facilities Director	\$ 18,874	\$ 6,754	\$ 25,629	7/1/2017	7/1/0118	1-2.5%
4	City of Milpitas ²	Director of Recreation & Community Services	\$ 17,945	\$ 6,309	\$ 24,254	7/8/2018	unknown	unknown
5	City of Cupertino ¹	Director of Recreation & Community Services	\$ 18,585	\$ 5,120	\$ 23,705	7/7/2018	unknown	unknown
6	City of San Carlos	Parks and Recreation Director	\$ 17,139	\$ 5,894	\$ 23,033	7/9/2018	unknown	unknown
7	City of Belmont	Parks & Recreation Director	\$ 16,408	\$ 6,432	\$ 22,840	7/1/2017	5/1/2019	dependent on salary survey
8	City of Morgan Hill	Community Services Director	\$ 16,447	\$ 6,387	\$ 22,834	8/22/2018	unknown	unknown
9	City of Foster City	Parks and Recreation Director	\$ 16,051	\$ 6,138	\$ 22,189	7/1/2018	unknown	unknown
10	City of Los Altos	Recreation & Community Services Director	\$ 16,750	\$ 5,338	\$ 22,088	7/1/2018	unknown	unknown
11	City of Campbell	Recreation and Community Service Director	\$ 16,799	\$ 4,894	\$ 21,694	6/19/2017	7/1/2018	Based on CPI
12	Town of Los Gatos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 17,593	\$ 24,036
% City of Los Altos Above/Below	-5.0%	-8.8%
Median of Comparators	\$ 17,542	\$ 23,369
% City of Los Altos Above/Below	-4.7%	-5.8%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Cupertino: This position is also responsible for disaster preparedness.

2 - City of Milpitas: This position requires CPR and First Aid Certificates while benchmark does not.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Recreation Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Recreation Manager	\$ 13,791	\$ 5,972	\$ 19,763	7/1/2018	unknown	unknown
2	City of Morgan Hill	Recreation Manager	\$ 11,614	\$ 4,842	\$ 16,456	8/22/2018	unknown	unknown
3	City of Campbell	Recreation Services Manager	\$ 12,267	\$ 3,892	\$ 16,159	9/1/2018	unknown	unknown
4	City of Milpitas	Recreation Services Manager	\$ 10,746	\$ 4,725	\$ 15,471	7/8/2018	unknown	unknown
5	City of Foster City	Recreation Manager	\$ 10,328	\$ 4,568	\$ 14,896	7/1/2018	unknown	unknown
6	City of Belmont	Recreation Manager	\$ 10,252	\$ 4,267	\$ 14,519	1/1/2018	unknown	unknown
7	City of Cupertino	Recreation Manager	\$ 10,493	\$ 3,753	\$ 14,246	7/7/2018	unknown	unknown
8	City of Los Altos	Recreation Manager	\$ 9,928	\$ 4,070	\$ 13,998	7/1/2018	unknown	unknown
9	City of Menlo Park	Recreation Supervisor	\$ 8,429	\$ 3,392	\$ 11,821	7/8/2018	7/6/2019	2.50%
10	City of San Carlos	N/C						
11	Town of Los Gatos	N/C						
12	City of Saratoga ¹	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 10,990	\$ 15,416
% City of Los Altos Above/Below	-10.7%	-10.1%
Median of Comparators	\$ 10,619	\$ 15,184
% City of Los Altos Above/Below	-7.0%	-8.5%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Saratoga: Position is budgeted but not filled and no JD developed yet.

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Senior Accountant								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Senior Accountant	\$ 11,046	\$ 5,443	\$ 16,489	7/1/2018	unknown	unknown
2	City of San Carlos	Senior Accountant	\$ 10,609	\$ 4,482	\$ 15,091	7/9/2018	unknown	unknown
3	City of Saratoga	Accountant II	\$ 10,669	\$ 4,332	\$ 15,001	7/1/2018	unknown	unknown
4	City of Foster City	Senior Accountant	\$ 10,161	\$ 4,528	\$ 14,689	7/1/2018	unknown	unknown
5	City of Los Altos	Senior Accountant	\$ 10,040	\$ 3,893	\$ 13,933	7/1/2018	unknown	unknown
6	City of Cupertino	Senior Accountant	\$ 10,078	\$ 3,680	\$ 13,758	7/7/2018	unknown	unknown
7	City of Menlo Park	Senior Accountant	\$ 10,107	\$ 3,588	\$ 13,695	7/8/2018	7/6/2019	2.50%
8	City of Milpitas	Senior Accountant	\$ 9,795	\$ 3,600	\$ 13,396	7/8/2018	unknown	unknown
9	City of Campbell	Senior Accountant	\$ 10,140	\$ 3,018	\$ 13,158	7/1/2018	unknown	unknown
10	City of Belmont	Accounting Services Supervisor	\$ 8,949	\$ 4,025	\$ 12,975	1/1/2018	unknown	unknown
11	City of Morgan Hill	N/C						
12	Town of Los Gatos	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 10,173	\$ 14,250
% City of Los Altos Above/Below	-1.3%	-2.3%
Median of Comparators	\$ 10,140	\$ 13,758
% City of Los Altos Above/Below	-1.0%	1.3%
Number of Matches	9	9

N/C - Non Comparator

City of Los Altos - Market Compensation Data (Sorted by Total Compensation)
December 2018

Transportation Services Manager								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Mountain View	Transportation Manager	\$ 14,138	\$ 6,039	\$ 20,177	7/1/2018	unknown	unknown
2	City of Cupertino	Transportation Manager	\$ 14,260	\$ 4,394	\$ 18,654	7/7/2018	unknown	unknown
3	City of Los Altos	Transportation Services Manager	\$ 12,599	\$ 4,449	\$ 17,048	7/1/2018	unknown	unknown
4	City of Campbell	Traffic Engineer	\$ 12,898	\$ 3,994	\$ 16,892	9/1/2018	unknown	unknown
5	Town of Los Gatos	Transportation and Mobility Manager	\$ 12,646	\$ 4,028	\$ 16,674	7/1/2018	unknown	unknown
6	City of Milpitas	Traffic Engineer	\$ 12,446	\$ 3,936	\$ 16,382	7/8/2018	unknown	unknown
7	City of Menlo Park	Senior Transportation Engineer	\$ 12,003	\$ 3,809	\$ 15,811	7/8/2018	7/6/2019	2.50%
8	City of Belmont	N/C						
9	City of Morgan Hill	N/C						
10	City of San Carlos	N/C						
11	City of Saratoga	N/C						
12	City of Foster City	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 13,065	\$ 17,432
% City of Los Altos Above/Below	-3.7%	-2.3%
Median of Comparators	\$ 12,772	\$ 16,783
% City of Los Altos Above/Below	-1.4%	1.6%
Number of Matches	6	6

N/C - Non Comparator



Appendix III

Proposed Salary Range Schedule

City of Los Altos
Proposed Salary Range Schedule - Mid-Max Range
November 2018

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
1	44,250	46,462	48,786	51,225	53,786	3,687	3,872	4,065	4,269	4,482	1,701.92	1,787.02	1,876.37	1,970.18	2,068.69	21.27	22.34	23.45	24.63	25.86
2	45,356	47,624	50,005	52,505	55,131	3,780	3,969	4,167	4,375	4,594	1,744.47	1,831.69	1,923.28	2,019.44	2,120.41	21.81	22.90	24.04	25.24	26.51
3	46,490	48,815	51,255	53,818	56,509	3,874	4,068	4,271	4,485	4,709	1,788.08	1,877.48	1,971.36	2,069.93	2,173.42	22.35	23.47	24.64	25.87	27.17
4	47,652	50,035	52,537	55,164	57,922	3,971	4,170	4,378	4,597	4,827	1,832.78	1,924.42	2,020.64	2,121.67	2,227.76	22.91	24.06	25.26	26.52	27.85
5	48,844	51,286	53,850	56,543	59,370	4,070	4,274	4,488	4,712	4,947	1,878.60	1,972.53	2,071.16	2,174.72	2,283.45	23.48	24.66	25.89	27.18	28.54
6	50,065	52,568	55,196	57,956	60,854	4,172	4,381	4,600	4,830	5,071	1,925.57	2,021.84	2,122.94	2,229.08	2,340.54	24.07	25.27	26.54	27.86	29.26
7	51,316	53,882	56,576	59,405	62,375	4,276	4,490	4,715	4,950	5,198	1,973.70	2,072.39	2,176.01	2,284.81	2,399.05	24.67	25.90	27.20	28.56	29.99
8	52,599	55,229	57,991	60,890	63,935	4,383	4,602	4,833	5,074	5,328	2,023.05	2,124.20	2,230.41	2,341.93	2,459.03	25.29	26.55	27.88	29.27	30.74
9	53,914	56,610	59,440	62,412	65,533	4,493	4,717	4,953	5,201	5,461	2,073.62	2,177.30	2,286.17	2,400.48	2,520.50	25.92	27.22	28.58	30.01	31.51
10	55,262	58,025	60,926	63,973	67,171	4,605	4,835	5,077	5,331	5,598	2,125.46	2,231.74	2,343.32	2,460.49	2,583.52	26.57	27.90	29.29	30.76	32.29
11	56,644	59,476	62,450	65,572	68,851	4,720	4,956	5,204	5,464	5,738	2,178.60	2,287.53	2,401.91	2,522.00	2,648.10	27.23	28.59	30.02	31.53	33.10
12	58,060	60,963	64,011	67,211	70,572	4,838	5,080	5,334	5,601	5,881	2,233.07	2,344.72	2,461.96	2,585.05	2,714.31	27.91	29.31	30.77	32.31	33.93
13	59,511	62,487	65,611	68,892	72,336	4,959	5,207	5,468	5,741	6,028	2,288.89	2,403.34	2,523.50	2,649.68	2,782.16	28.61	30.04	31.54	33.12	34.78
14	60,999	64,049	67,251	70,614	74,145	5,083	5,337	5,604	5,884	6,179	2,346.11	2,463.42	2,586.59	2,715.92	2,851.72	29.33	30.79	32.33	33.95	35.65
15	62,524	65,650	68,933	72,379	75,998	5,210	5,471	5,744	6,032	6,333	2,404.77	2,525.01	2,651.26	2,783.82	2,923.01	30.06	31.56	33.14	34.80	36.54
16	64,087	67,291	70,656	74,189	77,898	5,341	5,608	5,888	6,182	6,492	2,464.89	2,588.13	2,717.54	2,853.41	2,996.09	30.81	32.35	33.97	35.67	37.45
17	65,689	68,974	72,422	76,044	79,846	5,474	5,748	6,035	6,337	6,654	2,526.51	2,652.83	2,785.48	2,924.75	3,070.99	31.58	33.16	34.82	36.56	38.39
18	67,331	70,698	74,233	77,945	81,842	5,611	5,892	6,186	6,495	6,820	2,589.67	2,719.16	2,855.11	2,997.87	3,147.76	32.37	33.99	35.69	37.47	39.35
19	69,015	72,465	76,089	79,893	83,888	5,751	6,039	6,341	6,658	6,991	2,654.41	2,787.13	2,926.49	3,072.82	3,226.46	33.18	34.84	36.58	38.41	40.33
20	70,740	74,277	77,991	81,891	85,985	5,895	6,190	6,499	6,824	7,165	2,720.77	2,856.81	2,999.65	3,149.64	3,307.12	34.01	35.71	37.50	39.37	41.34
21	72,509	76,134	79,941	83,938	88,135	6,042	6,345	6,662	6,995	7,345	2,788.79	2,928.23	3,074.64	3,228.38	3,389.80	34.86	36.60	38.43	40.35	42.37
22	74,321	78,037	81,939	86,036	90,338	6,193	6,503	6,828	7,170	7,528	2,858.51	3,001.44	3,151.51	3,309.09	3,474.54	35.73	37.52	39.39	41.36	43.43
23	76,179	79,988	83,988	88,187	92,597	6,348	6,666	6,999	7,349	7,716	2,929.98	3,076.47	3,230.30	3,391.81	3,561.40	36.62	38.46	40.38	42.40	44.52
24	78,084	81,988	86,087	90,392	94,911	6,507	6,832	7,174	7,533	7,909	3,003.23	3,153.39	3,311.06	3,476.61	3,650.44	37.54	39.42	41.39	43.46	45.63
25	80,036	84,038	88,240	92,652	97,284	6,670	7,003	7,353	7,721	8,107	3,078.31	3,232.22	3,393.83	3,563.52	3,741.70	38.48	40.40	42.42	44.54	46.77
26	82,037	86,139	90,446	94,968	99,716	6,836	7,178	7,537	7,914	8,310	3,155.26	3,313.03	3,478.68	3,652.61	3,835.24	39.44	41.41	43.48	45.66	47.94
27	84,088	88,292	92,707	97,342	102,209	7,007	7,358	7,726	8,112	8,517	3,234.15	3,395.85	3,565.65	3,743.93	3,931.12	40.43	42.45	44.57	46.80	49.14
28	86,190	90,499	95,024	99,776	104,764	7,182	7,542	7,919	8,315	8,730	3,315.00	3,480.75	3,654.79	3,837.53	4,029.40	41.44	43.51	45.68	47.97	50.37
29	88,345	92,762	97,400	102,270	107,384	7,367	7,730	8,117	8,523	8,949	3,397.87	3,567.77	3,746.16	3,933.46	4,130.14	42.47	44.60	46.83	49.17	51.63
30	90,553	95,081	99,835	104,827	110,068	7,546	7,923	8,320	8,736	9,172	3,482.82	3,656.96	3,839.81	4,031.80	4,233.39	43.54	45.71	48.00	50.40	52.92
31	92,817	97,458	102,331	107,447	112,820	7,735	8,122	8,528	8,954	9,402	3,569.89	3,748.39	3,935.81	4,132.60	4,339.23	44.62	46.85	49.20	51.66	54.24
32	95,138	99,894	104,889	110,134	115,640	7,928	8,325	8,741	9,178	9,637	3,659.14	3,842.10	4,034.20	4,235.91	4,447.71	45.74	48.03	50.43	52.95	55.60
33	97,516	102,392	107,511	112,887	118,531	8,126	8,533	8,959	9,407	9,878	3,750.62	3,938.15	4,135.06	4,341.81	4,558.90	46.88	49.23	51.69	54.27	56.99
34	99,954	104,952	110,199	115,709	121,495	8,329	8,746	9,183	9,642	10,125	3,844.38	4,036.60	4,238.43	4,450.35	4,672.87	48.05	50.46	52.98	55.63	58.41
35	102,453	107,575	112,954	118,602	124,532	8,538	8,965	9,413	9,883	10,378	3,940.49	4,137.52	4,344.39	4,561.61	4,789.69	49.26	51.72	54.30	57.02	59.87
36	105,014	110,265	115,778	121,567	127,645	8,751	9,189	9,648	10,131	10,637	4,039.00	4,240.95	4,453.00	4,675.65	4,909.44	50.49	53.01	55.66	58.45	61.37
37	107,639	113,021	118,673	124,606	130,836	8,970	9,418	9,889	10,384	10,903	4,139.98	4,346.98	4,564.33	4,792.54	5,032.17	51.75	54.34	57.05	59.91	62.90
38	110,330	115,847	121,639	127,721	134,107	9,194	9,654	10,137	10,643	11,176	4,243.48	4,455.65	4,678.44	4,912.36	5,157.98	53.04	55.70	58.48	61.40	64.47
39	113,089	118,743	124,680	130,914	137,460	9,424	9,895	10,390	10,910	11,455	4,349.57	4,567.04	4,795.40	5,035.17	5,286.92	54.37	57.09	59.94	62.94	66.09
40	115,916	121,712	127,797	134,187	140,897	9,660	10,143	10,650	11,182	11,741	4,458.31	4,681.22	4,915.28	5,161.05	5,419.10	55.73	58.52	61.44	64.51	67.74
41	118,814	124,755	130,992	137,542	144,419	9,901	10,396	10,916	11,462	12,035	4,569.76	4,798.25	5,038.16	5,290.07	5,554.58	57.12	59.98	62.98	66.13	69.43
42	121,784	127,873	134,267	140,980	148,029	10,149	10,656	11,189	11,748	12,336	4,684.01	4,918.21	5,164.12	5,422.32	5,693.44	58.55	61.48	64.55	67.78	71.17
43	124,829	131,070	137,624	144,505	151,730	10,402	10,923	11,469	12,042	12,644	4,801.11	5,041.16	5,293.22	5,557.88	5,835.78	60.01	63.01	66.17	69.47	72.95
44	127,949	134,347	141,064	148,118	155,523	10,662	11,196	11,755	12,343	12,960	4,921.13	5,167.19	5,425.55	5,696.83	5,981.67	61.51	64.59	67.82	71.21	74.77
45	131,148	137,706	144,591	151,820	159,412	10,929	11,475	12,049	12,652	13,284	5,044.16	5,296.37	5,561.19	5,839.25	6,131.21	63.05	66.20	69.51	72.99	76.64
46	134,427	141,148	148,206	155,616	163,397	11,202	11,762	12,350	12,968	13,616	5,170.27	5,428.78	5,700.22	5,985.23	6,284.49	64.63	67.86	71.25	74.82	78.56
47	137,788	144,677	151,911	159,506	167,482	11,482	12,056	12,659	13,292	13,957	5,299.52	5,564.50	5,842.72	6,134.86	6,441.60	66.24	69.56	73.03	76.69	80.52
48	141,232	148,294	155,709	163,494	171,669	11,769	12,358	12,976	13,625	14,306	5,432.01	5,703.61	5,988.79	6,288.23	6,602.64	67.90	71.30	74.86	78.60	82.53
49	144,763	152,001	159,601	167,581	175,960	12,064	12,667	13,300	13,965	14,663	5,567.81	5,846.20	6,138.51	6,445.44	6,767.71	69.60	73.08	76.73	80.57	84.60
50	148,382	155,801	163,591	171,771	180,359	12,365	12,983	13,633	14,314	15,030	5,707.01	5,992.36	6,291.98	6,606.57	6,936.90	71.34	74.90	78.65	82.58	86.71
51	152,099	159,696	167,681	176,065	184,868	12,674	13,308	13,973	14,672	15,406	5,849.68	6,142.17	6,449.28	6,771.74	7,110.33	73.12	76.78	80.62	84.65	88.88
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**City of Los Altos
Proposed Salary Range Schedule - Mid-Max Range
November 2018**

Salary Range	Annually					Monthly					Per Pay Period					Hourly				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5	Step 1	Step 2	Step 3	Step 4	Step 5
53	159,791	167,781	176,170	184,979	194,227	13,316	13,982	14,681	15,415	16,186	6,145.82	6,453.11	6,775.77	7,114.56	7,470.29	76.82	80.66	84.70	88.93	93.38
54	163,786	171,975	180,574	189,603	199,083	13,649	14,331	15,048	15,800	16,590	6,299.47	6,614.44	6,945.16	7,292.42	7,657.04	78.74	82.68	86.81	91.16	95.71
55	167,881	176,275	185,089	194,343	204,060	13,990	14,690	15,424	16,195	17,005	6,456.96	6,779.80	7,118.79	7,474.73	7,848.47	80.71	84.75	88.98	93.43	98.11
56	172,079	180,682	189,716	199,202	209,162	14,340	15,057	15,810	16,600	17,430	6,618.41	6,949.30	7,296.76	7,661.60	8,044.68	82.73	86.87	91.21	95.77	100.56
57	176,381				214,391	14,698				17,866	6,783.87				8,245.80	84.80				103.07
58	180,790				219,751	15,066				18,313	6,953.47				8,451.94	86.92				105.65
59	185,310				225,244	15,442				18,770	7,127.31				8,663.24	89.09				108.29
60	189,943				230,875	15,829				19,240	7,305.49				8,879.82	91.32				111.00
61	194,691				236,647	16,224				19,721	7,488.13				9,101.82	93.60				113.77
62	199,559				242,563	16,630				20,214	7,675.33				9,329.36	95.94				116.62
63	204,548				248,628	17,046				20,719	7,867.21				9,562.60	98.34				119.53
64	209,661				254,843	17,472				21,237	8,063.89				9,801.66	100.80				122.52
65	214,903				261,214	17,909				21,768	8,265.49				10,046.70	103.32				125.58
66	220,275				267,745	18,356				22,312	8,472.13				10,297.87	105.90				128.72
67	225,782				274,438	18,815				22,870	8,683.93				10,555.32	108.55				131.94
68	231,427				281,299	19,286				23,442	8,901.03				10,819.20	111.26				135.24
69	237,212				288,332	19,768				24,028	9,123.56				11,089.68	114.04				138.62
70	243,143				295,540	20,262				24,628	9,351.64				11,366.92	116.90				142.09
71	249,221				302,929	20,768				25,244	9,585.44				11,651.10	119.82				145.64
72	255,452				310,502	21,288				25,875	9,825.07				11,942.37	122.81				149.28
73	261,838				318,264	21,820				26,522	10,070.70				12,240.93	125.88				153.01
74	268,384				326,221	22,365				27,185	10,322.47				12,546.96	129.03				156.84
75	275,094				334,376	22,924				27,865	10,580.53				12,860.63	132.26				160.76



Appendix IV

Salary Range Placement Recommendations

City of Los Altos
Proposed Range Placement Recommendations
November 2018

Class Title	Current Maximum Monthly Salary	Percent Difference between Base Salary and Market Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Rationale
Administrative Services Director	\$16,750	-4.4%	\$17,484	56	\$17,430	4.06%	Market and range placement.
Assistant City Manager	\$16,750	-7.6%	\$18,017	56	\$17,430	4.06%	Internal alignment: anchor to the Recreation and Community Services Director
Community Development Director	\$16,750	-4.1%	\$17,433	56	\$17,430	4.06%	Internal alignment: anchor to the Recreation and Community Services Director
Public Works Director	\$16,750	-11.0%	\$18,599	56	\$17,430	4.06%	Internal alignment: anchor to the Recreation and Community Services Director
Maintenance Services Director				56	\$17,430		Internal alignment: anchor to the Recreation and Community Services Director
Police Chief*	\$17,156	-7.6%	\$18,457	56	\$17,430	1.60%	Internal alignment: anchor to the Recreation and Community Services Director
Recreation & Community Services Director	\$16,750	-4.7%	\$17,542	56	\$17,430	4.06%	Market and range placement.
Police Captain*	\$14,791	-13.2%	\$16,737	52	\$15,791	6.76%	Internal alignment: 10% below the Police Chief
Deputy City Manager/City Clerk	\$13,958			48	\$14,306	2.49%	Internal alignment: 20% below the Assistant City Manager
Engineering Services Manager	\$13,487	-5.7%	\$14,250	48	\$14,306	6.07%	Market and range placement.
Financial Services Manager	\$13,567	-1.1%	\$13,723	48	\$14,306	5.45%	Internal alignment: anchor to the Engineering Services Manager
Human Resources Manager	\$13,567	-3.4%	\$14,032	48	\$14,306	5.45%	Internal alignment: anchor to the Engineering Services Manager
Information Technology Manager	\$13,567	1.3%	\$13,388	48	\$14,306	5.45%	Internal alignment: anchor to the Engineering Services Manager
Building Official	\$12,599			45	\$13,284	5.44%	Internal alignment: anchor to the Planning Services Manager
Planning Services Manager	\$12,599	-6.4%	\$13,406	45	\$13,284	5.44%	Market and range placement.
Police Services Manager	\$13,310	5.2%	\$12,620	45	\$13,284	-0.19%	Internal alignment: anchor to the Planning Services Manager
Transportation Services Manager	\$12,599	-1.4%	\$12,772	45	\$13,284	5.44%	Internal alignment: anchor to the Planning Services Manager
Economic Development Manager	\$12,425	-4.5%	\$12,983	44	\$12,960	4.31%	Market and range placement.
Project Manager	\$11,333	-8.7%	\$12,324	42	\$12,336	8.85%	Market and range placement.
Special Projects Manager	\$11,331			42	\$12,336	8.86%	Internal alignment: anchor to Project Manager
City Clerk	\$10,989	-8.8%	\$11,951	41	\$12,035	9.52%	Market and range placement.
Assistant to the City Manager	\$11,757			40	\$11,741	-0.14%	Internal alignment: 20% below the Deputy City Manager
Recreation Manager	\$9,928	-7.0%	\$10,619	36	\$10,637	7.14%	Market and range placement.
Senior Accountant	\$10,040	-1.0%	\$10,140	34	\$10,125	0.84%	Market and range placement.
Human Resources Analyst	\$8,670	-7.5%	\$9,316	31	\$9,402	8.44%	Market and range placement.
Executive Assistant to the City Manager	\$7,653	-6.1%	\$8,122	25	\$8,107	5.93%	Market and range placement.
Human Resources Technician	\$7,107	-8.0%	\$7,678	23	\$7,716	8.57%	Market and range placement.

Legend for columns:

Column 1 - Classification Title.

Column 2 - Client's current monthly maximum salaries.

Column 3 - Market placement shows the monthly market values derived from the total compensation survey results.

Column 4 - Salary range number of the consultant's newly proposed salary range schedule.

Column 5 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 6 - This percentage expresses the difference between the client's current salaries and the consultant's proposed salaries.

Column 7 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).

* Per Resolution 2010-28 Police Management classifications are eligible for up to 10% additional career incentive pay.



Appendix V

Additional Benefits

Retiree Health

City of Belmont	
Bargaining Unit	Benefit
Unrepresented Management	City provides the minimum PEMHCA contribution and the following to a Retirement Health Saving: Years of Service Monthly Contribution 1-5 \$150.00 6-10 \$200.00 11-15 \$250.00 16 and thereafter \$300.00
Mid-Management/ Confidential (MMCEA)	
AFSCME	
City Manager	
City Clerk	
City of Campbell	
Bargaining Unit	Benefit
Management, Unclassified Management	Retiree Award Program: EEs hired prior to 7/1/2017, retired after age 50 with 17 years of service, reimbursed up to \$325/month for health and dental (retiree only; no dependent coverage).
Confidential	
CMEA	
City Manager	
City of Cupertino	
Bargaining Unit	Benefit
Unrepresented Management	N/A
Appointed Employees	
City of Foster City	
Bargaining Unit	Benefit
Management, Management - Safety	EEs have the option to contribute to a Voluntary Employee Benefit Association (VEBA) account.
Town of Los Gatos	
Bargaining Unit	Benefit
All groups	For EEs who retire from the Town on or after age 50, the Town contributes 100% toward the Kaiser North employee and 90% of the difference between the EE only and the EE+1 or EE+family rate.
City of Menlo Park	
Bargaining Unit	Benefit
City Manager	City contributes \$133/mo (includes minimum PEMHCA contribution).
Unrepresented Management	
Confidential	
AFSCME, Local 829	
City of Milpitas	
Bargaining Unit	Benefit
UPEC - Mid Management & Confidential	For permanent EEs hired after 7/1/95, the City pays up to 25% of the retiree cap amount for EEs with 5 to 9 years of service, up to 100% of the retiree cap amount for EEs with at least 19 years of service.
Unrepresented Management	EEs hired after 7/1/95 are eligible for City paid medical premiums up to the single rate as long as the retiree maintains enrollment in one of the City's eligible health plans based on a schedule starting at 25% for 5 years of service up to 100% single coverage with at least 20 years of service.
City Manager	
City of Morgan Hill	
Bargaining Unit	Benefit
Mangement Professional & Confidential (Unit A, B, C, D)	N/A
AFSCME	
City Manager	
City of Mountain View	
Bargaining Unit	Benefit

Unrepresented Dept Head & Council Appointees	<p>Sworn: City pays full single coverage premium and 92% of family premium for the 3rd highest basic health-only insurance available in the bay area for pre-medicare retirees. Medicare eligible retirees receive the average of health-only Bay area premiums.</p> <p>Non-Sworn: EEs hired after 7/1/07 can elect at time of hire and 1 year to participate in either a defined benefit program or a defined contribution program. For those who choose a defined benefit program, the City pays up to 85% single coverage of an HMO plan. EEs must meet CalPERS requirements and have 15 years of continuous City service. No dependent coverage.</p>
EAGLES	EEs hired after 7/1/07 can elect at time of hire and at 1 year to participate in either a defined benefit program or defined contribution program. For clerical EEs who choose a defined benefit program, the City pays up to 85% single coverage of an HMO plan. EEs must meet CalPERS requirements and have 15 years of continuous City service. No dependent coverage.
City of Palo Alto	
Bargaining Unit	Benefit
Management and Professional Personnel and Council	Ees hired before 1/1/2004 City pays amount equal to 2nd highest plan for actives, for retirees after 3/31/2011 City pays same as contribution for actives; hires after 1/1/2004 vest per CALPERS schedule Gov Code 22893
PMA	Ees hired before 1/1/2004 City pays amount equal to 2nd highest plan for actives, for retirees after 6/1/2012 City pays same as contribution for actives; hires after 1/1/2004 vest per CALPERS schedule Gov Code 22893. Mandatory ICMA RHS - ees contribute 1% base salary biweekly, ees within 5 yrs of age 50 contribute add'l 1%, add'l contribution of cash value of 100 hrs vacation upon retirement
UMPAPA	Ees hired before 1/1/2004 City pays amount equal to 2nd highest plan for actives, for retirees after 3/31/2011 City pays same as contribution for actives; hires after 1/1/2004 vest per CALPERS schedule Gov Code 22893
City of San Carlos	
Bargaining Unit	Benefit
Unrepresented Management	City provides the minimum PEMHCA contribution for health. EEs retiring with at least 10 yrs continuous service may stay on dental and vision plans if the ee pays the full premium plus 2% administration fee.
Confidential	
City Manager	
City of Saratoga	
Bargaining Unit	Benefit
Unrepresented - Department Head	N/A
Unrepresented - Mid-Manager	
SEA	
City Manager	