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12

June 9, 2017

Total Compensation Study Report FINAL DRAFT

City of Sonora

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August 18, 2017

Mr. Tim Miller
City Administrator
City of Sonora
94 North Washington Street
Sonora CA 95370

Dear Mr. Miller:

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

We would like to thank you 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 Sonora and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Katie Kaneko
President



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OVERVIEW

Koff & Associates ("K&A") was retained by the City of Sonora ("City") to conduct a total compensation study for their classifications.

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 19.3% below the market.
- The City's total compensation, overall, in comparison to the market median is 2.6% below the market.
- The City's benefits package puts the City in a more competitive position compared to the market and, therefore, salary decisions should be based on total compensation versus base salary market results.
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 32 classifications, and of those, 17 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.

Table 1. Benchmark Classification

Classification Title
1. Administrative Services Director/Finance Director
2. Administrative/Finance Assistant
3. Administrative Analyst
4. Chief of Police
5. City Administrator
6. Communications Dispatcher
7. Community Development Director
8. Community Development Specialist

Classification Title
9. Equipment Mechanic
10. Fire Captain
11. Fire Chief
12. Fire Engineer
13. Police Officer
14. Police Sergeant
15. Public Works Specialist
16. Public Works Supervisor
17. Supervising Mechanic

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. The City indicated that they wanted the comparator agencies recommended by the City's Associations. Other agencies were then added to the potential list of comparator agencies based on the following factors:

1. Organizational type and structure – we typically recommend 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 – With many agencies in competition for the same pool of qualified employees, the geographic labor market area, where the City may be recruiting from or losing employees to, is taken into consideration when selecting

comparator organizations. 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.

The above classifications were surveyed in the City's labor market of ten (10) regional cities and the County of Tuolumne as listed below:

Table 2. Comparator Agencies

Agency
1. City of Angels Camp
2. City of Auburn
3. City of Dos Palos
4. City of Escalon
5. City of Grass Valley
6. City of Jackson
7. City of Livingston
8. City of Modesto
9. City of Newman
10. City of Stockton
11. Tuolumne County

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.

- **Enhanced Formula Cost:** The baseline PERS formula is 2%@55. 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:
 - 2.5%@55: midpoint of range = 4.95%
 - 2.7%@55: midpoint of range = 8.05%
 - 3%@60: midpoint of range = 9.80%
- **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 (1.35%) 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 \$657.20 per month was reported.
- **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 February 2017 through May 2017, 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.

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 we research and collect 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, we do not match based upon job titles, which can often be misleading, but rather analyze class descriptions

before a comparable match is determined. (If an agency does not have classification descriptions available for review, we will follow-up with the agency to get a better understanding of the positions.)

Our 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, we require that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, we often use "brackets" which can be functional or represent a span in scope of responsibility. A functional bracket means that the job of one classification at the City is performed by two or more classifications at a comparator agency. A "bracket" 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, we require 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 all of the seventeen (17) benchmark classifications.

When using survey data to make salary range recommendations and adjustments, we recommend 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	Top Monthly % Above or Below	Total Compensation % Above or Below
Administrative Services Director/Finance Director	-29.5%	-14.7%
Administrative/Finance Assistant	10.1%	21.8%
Administrative Analyst	4.3%	15.2%
Chief of Police	-3.5%	-1.0%
City Administrator	-3.2%	10.0%
Communications Dispatcher	-9.8%	3.3%
Community Development Director	-36.9%	-26.1%
Community Development Specialist	-27.0%	-0.7%
Equipment Mechanic	-19.6%	0.1%
Fire Captain	-31.0%	-11.9%

Classification Title	Top Monthly % Above or Below	Total Compensation % Above or Below
Fire Chief	-26.3%	-16.8%
Fire Engineer	-19.3%	-9.0%
Police Officer	-0.3%	6.6%
Police Sergeant	-4.5%	2.9%
Public Works Specialist	6.7%	18.2%
Public Works Supervisor	-53.9%	-13.7%
Supervising Mechanic	-28.2%	-8.7%

Base Salary

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

- One (1) classifications are paid above the market median by less than 5%;
- One (1) classification is paid above the market median by more than 5% and less than 10%; and
- One (1) is paid above the market median by more than 10% and less than 15%;

Top monthly salary market results show that thirteen (13) classifications are paid below the market median:

- Four (4) classifications are paid below the market median by less than 5%;
- One (1) is paid below the market median by more than 5% and less than 10%;
- One (1) classifications is paid below the market median by more than 10% and less than 15%;
- Two (2) classifications are paid below the market median by more than 15% and less than 20%;
- Seven (7) classifications are paid below the market median by more than 25%.

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 eight (8) classifications are paid above the market median:

- Three (3) classifications are paid above the market median by less than 5%;
- One (1) classification is paid above the market median by more than 5% and less than 10%;
- One (1) classification is paid above the market median by more than 10% and less than 15%;
- Two (2) classifications are paid above the market median by more than 15% and less than 20%;
- One (1) classification is paid above the market median by more than 20% and less than 25%.

Total compensation market results show that nine (9) classifications are paid below the market median:

- Two (2) classifications are paid below the market median by less than 5%;
- Two (2) classification are paid below the market median by more than 5% and less than 10%;
- Three (3) classifications are paid below the market median by more than 10% and less than 15%;
- Two (2) classifications are paid below the market median by more than 15% and less than 30%.

Overall, the differences between market base salaries and total compensation indicate that the City's benefits package puts the City at a more competitive advantage. Further analysis indicates that, on average, classifications are 16% below the market median for base salaries, while that figure changes to -1.7% below the market median for total compensation, which is a 17.7% difference (i.e., the City "gains" a 17.7% competitive advantage when taking benefits into consideration).

Benefits

Further analysis of the market benefit data reveals the differences that give the City a competitive advantage over the comparator agencies. These consist of the enhanced PERS formula, the benefit plans and the holidays offered:

Retirement

- The Benefit Formula offered by the City for "classic" non-safety member employees is 2.7%@55. One (1) comparator agency offered an equivalent benefit formula; four (4) comparator agencies offered 2%@55; two (2) comparator agencies offered 2.5%@55; one (1) comparator agency offered 2%@60; and one (1) comparator agency offered 3%@60.
- Seven (7) comparators participate in social security.
- The enhanced formula cost to the pension plan indicates that the City offers a retirement benefit that is higher than the majority of the comparators.

Insurances

The total cost of all insurance benefits provided by the City range from 11% to 45% higher than those provided by the comparator agencies.

Holidays

The City offers 15 holidays including floating holidays with the comparators offering an average of 13.5 days.

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 fifteen (15) 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.

Police and Fire Chiefs

The City provides Certification pay to these classifications specifically 12.5% to the Police Chief and 10% to the Fire Chief. Since in our experience, most agencies include certification requirements within the classification, and do not pay an additional differential, we included the certification pay within the base pay salary for Sonora and those few agencies that paid a separate certification differential so that we could provide a better comparison for the City to use in decision making. The comparator agencies that were adjusted are indicated in Appendix V, Additional Benefits.

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 has five (5) salary structures with ranges that are approximately 2.5% apart from one another. Each salary range has a six (6) steps with 5% between each step. It is recommended that the City maintain a similar salary structure. Appendix III contains the current salary range structure.

It is important to note 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 total compensation market results. The following calculation was used:

1. Multiplied the Client's current top monthly salary by the percentage difference between the Client's total compensation and the total compensation 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 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 4. 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.

Another 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.

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 the 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 the 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 the City of Sonora 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 black ink, appearing to read 'Katie Kaneko', written over a faint, large, light-colored watermark that resembles a stylized 'K' or 'A'.

Katie Kaneko
President

Appendix I

Results Summary

FINAL DRAFT

	\$ 10,549	\$ 11,177	-6.0%	\$ 10,921	-3.5%	\$ 16,735	\$ 16,573	1.0%	\$ 16,908
	\$ 12,264	\$ 12,257	0.1%	\$ 12,654	-3.2%	\$ 20,000	\$ 16,756	16.2%	\$ 18,007
	\$ 3,687	\$ 4,383	-13.5%	\$ 4,241	-9.8%	\$ 6,970	\$ 6,762	3.0%	\$ 6,739
tor	\$ 7,608	\$ 10,370	-36.3%	\$ 10,416	-36.9%	\$ 12,185	\$ 14,411	-18.3%	\$ 15,362
alist	\$ 4,039	\$ 4,857	-20.3%	\$ 5,129	-27.0%	\$ 7,247	\$ 7,390	-2.0%	\$ 7,300
	\$ 4,039	\$ 4,758	-17.8%	\$ 4,831	-19.6%	\$ 7,247	\$ 7,063	2.5%	\$ 7,243
	\$ 5,249	\$ 6,896	-31.4%	\$ 6,877	-31.0%	\$ 9,295	\$ 10,408	-12.0%	\$ 10,402
	\$ 9,347	\$ 10,883	-16.4%	\$ 11,805	-26.3%	\$ 15,062	\$ 15,899	-5.6%	\$ 17,598
	\$ 4,759	\$ 6,068	-27.5%	\$ 5,676	-19.3%	\$ 8,621	\$ 9,456	-9.7%	\$ 9,394
	\$ 5,321	\$ 5,388	-1.2%	\$ 5,339	-0.3%	\$ 9,147	\$ 8,476	7.3%	\$ 8,546
	\$ 6,308	\$ 6,723	-6.6%	\$ 6,594	-4.5%	\$ 10,462	\$ 10,214	2.4%	\$ 10,163
	\$ 4,039	\$ 3,666	9.2%	\$ 3,767	6.7%	\$ 7,247	\$ 6,016	17.0%	\$ 6,037
	\$ 4,352	\$ 6,180	-42.0%	\$ 6,696	-53.9%	\$ 7,648	\$ 9,130	-19.4%	\$ 8,698
	\$ 4,352	\$ 5,743	-32.0%	\$ 5,581	-28.2%	\$ 7,648	\$ 8,346	-9.1%	\$ 8,310
	AVERAGE:	-14.4%	AVERAGE:	-16.0%		AVERAGE:	-0.0%	AVERAGE:	

Appendix II

Market Compensation Findings

FINAL DRAFT

City of Sonora - Market Compensation Data
December 2017

Administration/Finance Assistant									
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 Sonora	Administration/Finance Assistant	\$ 4,039	\$ 3,208	\$ 7,247	1/14/2017	unknown	unknown	
2	City of Jackson	Accounting Assistant III	\$ 3,544	\$ 3,177	\$ 6,721	7/1/2016	unknown	unknown	
3	City of Angels Camp	Accountant II ¹	\$ 3,808	\$ 2,797	\$ 6,605	7/1/2016	unknown	unknown	
4	City of Auburn	Accounting Technician	\$ 3,997	\$ 2,465	\$ 6,462	7/1/2016	unknown	unknown	
5	City of Stockton	Finance Assistant II/Revenue Assistant II ²	\$ 4,397	\$ 2,054	\$ 6,451	7/1/2016	unknown	unknown	
6	City of Escalon	Account Clerk II	\$ 4,111	\$ 1,802	\$ 5,914	1/1/2017	unknown	unknown	
7	City of Dos Palos	Bookkeeper	\$ 3,455	\$ 2,433	\$ 5,888	7/1/2016	7/1/2017	2.00%	
8	County of Tuolumne	Account Clerk II/Senior Office Assistant ²	\$ 2,934	\$ 2,492	\$ 5,427	2/5/2017	7/1/2018	2.00%	
9	City of Modesto	Account Clerk II/Admin Office Assistant II ²	\$ 3,720	\$ 1,575	\$ 5,295	2/23/2016	unknown	unknown	
10	City of Newman	Account Clerk II	\$ 3,528	\$ 1,722	\$ 5,250	7/1/2016	7/1/2017	2.50%	
11	City of Livingston	Office Assistant II	\$ 2,363	\$ 2,083	\$ 4,446	7/1/2016	7/1/2017	2.50%	
12	City of Grass Valley	N/C							

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 3,586	\$ 5,846
% City of Sonora Above/Below	11.2%	19.3%
Median of Comparators	\$ 3,632	\$ 5,901
% City of Sonora Above/Below	10.1%	18.6%
Number of Matches	10	10

N/C Non Comparator

1- Job descriptions are not available; HR matched JDs based on Sonora JD.

2- This match is a functional bracket to represent the duties of the City's class, which are performed by more than one class at the comparator agency.
The salary displayed is the higher of the matches.

Sonora Total Comp - December 2017 - Copy w Footnotes
Benefit Detail

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/ Comparator Agency Match	Administration/ Finance Assistant	Accountant II	Accounting Technician	Bookkeeper	Account Clerk II	N/C	Accounting Assistant III	N/C	Account Clerk II/Admin Office Assistant II	Account Clerk II	Finance Asst II/Revenue Asst II	Account Clerk II/Senior Office Assistant
Top Monthly Salary	\$ 4,039	\$ 3,808	\$ 3,997	\$ 3,455	\$ 4,111		\$ 3,544		\$ 3,720	\$ 3,528	\$ 4,397	\$ 2,934
Classic	2.7% @ \$5	2.7% @ \$5	2% @ \$5	3% @ \$6	2% @ \$6		2.5% @ \$5		2% @ \$6	2% @ \$5	2% @ \$5	2% @ \$6
Enhanced												
Formula Cost	\$ 325	\$ 307		\$ 339	\$ -125		\$ 175		\$ -113			\$ -90
ER Paid Member												\$ 205
Contrib												
Classic EPMC as												
Special Comp							\$ 48				\$ 59	
Single Highest	\$ 55	\$ 51	\$ 54				\$ 220			\$ 219		\$ 182
Social Security	\$ 250	\$ 236		\$ 214	\$ 255		\$ 100		\$ 37			
Deferred												
Compensation												
Other Ret.												
Cafeteria			\$ 1,769						\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964	\$ 1,600		\$ 1,178	\$ 1,017		\$ 2,051			\$ 1,150		
Dental	\$ 71	\$ 130		\$ 155	\$ 144		\$ 154			\$ 125		
Vision	\$ 19	\$ 31	\$ 6	\$ 29	\$ 30		\$ 22					
Life	\$ 21	\$ 5	\$ 15		\$ 8		\$ 5		\$ 3		\$ 8	\$ 10
LTD	\$ 37	\$ 27							\$ 16		\$ 26	
STD/SDI												
Other Ins.												
Vacation	\$ 233	\$ 220	\$ 261	\$ 186	\$ 237		\$ 204		\$ 215	\$ 204	\$ 228	\$ 169
Holidays	\$ 233	\$ 190	\$ 208	\$ 213	\$ 237		\$ 198		\$ 157	\$ 149	\$ 237	\$ 147
Admin Leave			\$ 154									
Auto												
Uniform												
Benefit Package Total	\$ 3,208	\$ 2,797	\$ 2,465	\$ 2,314	\$ 1,802	\$ 0	\$ 3,177	\$ 0	\$ 1,575	\$ 1,847	\$ 2,054	\$ 2,492

City of Sonora - Market Compensation Data
December 2017

Administrative Analyst							
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase Percentage
1	City of Angels Camp	Administrative Specialist/Deputy City Clerk ¹	\$ 6,446	\$ 4,087	\$ 10,533	7/1/2016	unknown
2	City of Sonora	Administrative Analyst	\$ 5,836	\$ 3,712	\$ 9,548	1/14/2017	unknown
3	City of Stockton	Human Resources Analyst II/Finance Assistant II ²	\$ 5,830	\$ 2,345	\$ 8,175	7/1/2006	unknown
4	City of Auburn	Administrative Technical Analyst	\$ 5,401	\$ 2,703	\$ 8,104	7/1/2016	unknown
5	County of Tuolumne	Human Resources Analyst II/Payroll Technician II ³	\$ 4,894	\$ 3,198	\$ 8,092	6/26/2016	3.00%
6	City of Modesto	Human Resources Analyst II/Account Technician (C) ³	\$ 5,774	\$ 1,902	\$ 7,677	2/23/2016	unknown
7	City of Livingston	Administrative Analyst/Senior Account Clerk ²	\$ 3,794	\$ 2,397	\$ 6,191	7/1/2016	2.50%
8	City of Dos Palos	N/C					
9	City of Escalon	N/C					
10	City of Grass Valley	N/C					
11	City of Newman	N/C					
12	City of Jackson	N/C					

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 5,356	\$ 8,129
% City of Sonora Above/Below	8.2%	14.9%
Median of Comparators	\$ 5,588	\$ 8,098
% City of Sonora Above/Below	4.3%	15.2%
Number of Matches	6	6

N/C Non Comparator

- 1- Job descriptions are not available; HR matched JDs based on Sonora JD.
- 2- This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is the higher of the matches.
- 3- This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/ Comparator Agency Match	Administrative Analyst	Administrative Specialist/Deput y City Clerk	Administrative Technical Analyst	N/C	N/C	N/C	N/C	Administrative Analyst/Senior Account Clerk	Human Resources Analyst	N/C	Human Resources Analyst	Human Resources Analyst
Top Monthly Salary	\$ 5,836	\$ 6,446	\$ 5,401					\$ 3,794	\$ 5,774		\$ 5,830	\$ 4,894
Classic	2.7%@55	2.7%@55	2%@55					2%@55	2%@50		2%@55	2%@50
Enhanced												
Formula Cost	\$ 470	\$ 519							\$ -176			\$ -149
ER Paid Member Contrib								\$ 266				\$ 343
Classic EPM/C as Special Comp								\$ 51			\$ 79	
Single Highest	\$ 79	\$ 87	\$ 73									\$ 303
Social Security	\$ 362	\$ 400							\$ 87			
Deferred												
Compensation												
Other Ret.												
Cafeteria												
Health	\$ 1,964	\$ 1,805	\$ 1,769					\$ 1,540	\$ 1,260		\$ 1,496	\$ 1,869
Dental	\$ 71	\$ 130										
Vision	\$ 19	\$ 31	\$ 6					\$ 24	\$ 18		\$ 8	\$ 38
Life	\$ 21	\$ 5	\$ 15					\$ 20	\$ 25		\$ 34	\$ 29
LTD	\$ 53	\$ 46										
STD/SDI												
Other Ins.												
Vacation	\$ 337	\$ 372	\$ 353					\$ 292	\$ 333		\$ 415	\$ 565
Holidays	\$ 337	\$ 322	\$ 280					\$ 204	\$ 244		\$ 314	\$ 207
Admin Leave	\$ 372		\$ 208						\$ 111			
Auto												
Uniform												
Benefit Package Total	\$ 3,712	\$ 4,087	\$ 2,703	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,397	\$ 1,902	\$ 0	\$ 2,345	\$ 3,204

City of Sonora - Market Compensation Data
December 2017

Administrative Services Director/Finance 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 Grass Valley	Finance Director	\$ 11,805	\$ 5,457	\$ 17,261	2/9/2016	unknown	unknown	
2	City of Modesto	Director of Administrative Services/Budget Manager/Accounting Manager ³	\$ 11,071	\$ 3,420	\$ 14,491	7/12/2016	7/27/2017	2.00%	
3	City of Stockton	Assistant Chief Fiscal Officer/Accounting Manager/Budget Officer ^{3,4}	\$ 11,175	\$ 3,117	\$ 14,291	7/1/2016	unknown	unknown	
4	City of Livingston	Assistant City Manager/Finance Director	\$ 9,849	\$ 4,181	\$ 14,030	7/1/2016	unknown	unknown	
5	City of Angels Camp	Finance Officer ¹	\$ 9,036	\$ 4,938	\$ 13,974	7/1/2016	unknown	unknown	
6	City of Auburn	Finance Director	\$ 10,250	\$ 3,709	\$ 13,959	7/18/2016	unknown	unknown	
7	City of Sonora	Administrative Services Director/Finance Director	\$ 7,608	\$ 4,577	\$ 12,185	1/14/2017	unknown	unknown	
8	City of Newman	Finance Director	\$ 8,673	\$ 2,778	\$ 11,451	7/1/2016	7/1/2017	4.75%	
9	County of Tuolumne	Business Manager	\$ 6,018	\$ 4,071	\$ 10,088	6/26/2016	7/1/2017	3.00%	
10	City of Dos Palos	Finance and Personnel Director	\$ 6,071	\$ 3,244	\$ 9,315	7/1/2016	7/1/2017	unknown	
11	City of Escalon	N/C ²							
12	City of Jackson	N/C							

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 9,327	\$ 13,207
% City of Sonora Above/Below	-22.6%	-8.4%
Median of Comparators	\$ 9,849	\$ 13,974
% City of Sonora Above/Below	-29.5%	-14.7%
Number of Matches	9	9

N/C Non Comparator

- 1- Admin Services Director position not filled; job descriptions are not available; HR matched JDs based on Sonora JD.
- 2- The City Manager performs the functions of a Finance Director and Human Resources Director, shared with the City Clerk.
- 3- This match is a span of scope bracket to represent the level of responsibility of the City's class.
The salary displayed is an average of the matches.
- 4- 7/12/2016 and 2% increase is Dir of Admin Svcs. 2/23/2016 and unknown increase is Accounting Manager; 7/12/2016 and unknown is Budget Manager.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/Comparator Agency Match	Administrative Services Director/Finance Director	Finance Officer	Finance Director	Finance and Personnel Director	N/C	Finance Director	N/C	Assistant City Manager/Finance Director	Dir of Admin Svcs/Budget Mgt/Acting Mgt	Finance Director	Assistant CFO/Accounting Mgt/Budget	Business Manager
Top Monthly Salary	\$ 7,808	\$ 9,036	\$ 10,250	\$ 6,071		\$ 11,805		\$ 9,894	\$ 11,071	\$ 8,673	\$ 11,175	\$ 6,018
Classic	2.7%@55	2.7%@55	2%@55	3%@60		2.5%@55		2%@55	2%@60	2%@55	2%@55	2%@60
Enhanced Formula Cost	\$ 612	\$ 727		\$ 595		\$ 584			\$ -338			\$ -184
ER Paid Member Contrib								\$ 693				\$ 421
Classic EPMC as Special Comp												
Single Highest	\$ 103	\$ 122	\$ 138			\$ 159		\$ 134		\$ 538	\$ 151	\$ 373
Social Security	\$ 472	\$ 560		\$ 376		\$ 657			\$ 166	\$ 173		\$ 421
Deferred Compensation			\$ 50						\$ 332			
Other Ret.						\$ 1,818			\$ 1,260		\$ 1,496	\$ 1,869
Cafeteria								\$ 1,540		\$ 1,200		
Health	\$ 1,964	\$ 1,805		\$ 1,178						\$ 125		
Dental	\$ 71	\$ 130		\$ 155								
Vision	\$ 19	\$ 31	\$ 6	\$ 29				\$ 24	\$ 18		\$ 8	\$ 19
Life ¹	\$ 38	\$ 5				\$ 11		\$ 44	\$ 49			\$ 36
LTD	\$ 89	\$ 64				\$ 48						
STD/SDI												
Other Ins.												
Vacation	\$ 439	\$ 521	\$ 670	\$ 327				\$ 761	\$ 639	\$ 500	\$ 795	\$ 636
Holidays	\$ 439	\$ 452	\$ 532	\$ 374		\$ 499		\$ 533	\$ 468	\$ 367	\$ 602	\$ 255
Admin Leave	\$ 351	\$ 521	\$ 394	\$ 210		\$ 1,680		\$ 304	\$ 426	\$ 334		\$ 231
Auto			\$ 150						\$ 400			
Uniform												

Benefit Package Total	\$ 4,577	\$ 4,938	\$ 1,941	\$ 3,245	\$ 0	\$ 5,457	\$ 0	\$ 4,033	\$ 3,420	\$ 3,237	\$ 3,117	\$ 4,078
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N/C - Non Comparator

1 - City of Auburn: City was not able to provide data.

FINAL DRAFT

City of Sonora - Market Compensation Data
December 2017

Chief of Police									
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 Stockton	Deputy Chief of Police II/Police Captain	\$16,144	\$6,344	\$22,488	7/1/2016	unknown	unknown	
2	City of Auburn ²	Public Safety Director (Chief of Police)	\$13,404	\$6,286	\$19,690	9/14/2015	unknown	unknown	
3	County of Tuolumne ⁴	Undersheriff	\$12,098	\$7,361	\$19,459	6/26/2016	7/1/2017	3.00%	
4	City of Grass Valley	Police Chief	\$12,819	\$6,073	\$18,893	2/9/2016	unknown	unknown	
5	City of Modesto ³	Police Lieutenant/Chief of Police	\$12,360	\$4,840	\$17,200	7/1/2/2016	unknown	unknown	
6	City of Livingston	Chief of Police	\$10,921	\$5,987	\$16,908	7/1/2017	unknown	unknown	
7	City of Sonora ⁴	Chief of Police	\$10,549	\$6,186	\$16,735	1/14/2017	unknown	unknown	
8	City of Angels Camp ¹	Chief of Police	\$10,518	\$6,045	\$16,563	7/1/2016	unknown	unknown	
9	City of Newman	Police Chief	\$9,843	\$4,804	\$14,647	7/1/2016	7/1/2017	5.25%	
10	City of Jackson ⁴	Police Chief	\$8,928	\$4,963	\$13,891	7/1/2016	unknown	unknown	
11	City of Escalon	Chief of Police	\$8,750	\$2,657	\$11,407	1/1/2017	unknown	unknown	
12	City of Dos Palos ⁴	Chief of Police	\$7,167	\$3,986	\$11,153	7/1/2017	7/1/2018	unknown	

Summary Results				Total Monthly
Average of Comparators		Top Monthly		Monthly
% City of Sonora Above/Below		\$11,177		\$16,573
		-6.0%		1.0%
Median of Comparators		\$10,921		\$16,908
% City of Sonora Above/Below		-3.5%		-1.0%
Number of Matches		11		11

- N/C - Non Comparator
- 1 - City of Angels Camp: Job descriptions are not available; HR matched JDs based on Sonora JD.
- 2 - City of Auburn: Position is Police Chief/Fire Chief; the job description has not yet been created.
- 3 - City of Modesto: This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.
- 4 - Base salaries include certification and longevity pay differentials. Most agencies do not provide these differentials providing a better TC comparison.

Sonora Total Comp - December 2017 - Copy w Footnotes
Benefit Detail

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livinston	City of Modesto	City of Newman	City of Stockton	County of Tulume
Benchmark/ Comparator Agency Match	Chief of Police	Chief of Police	Public Safety Director (Chief of Police)	Chief of Police	Chief of Police	Police Chief	Police Chief	Chief of Police	Police Lieutenant/Chie f of Police	Police Chief	Deputy Chief of Police II/Police Captain	Undersheriff
Top Monthly Salary	\$ 10,549	\$ 10,518	\$ 13,404	\$ 7,167	\$ 8,750	\$ 12,819	\$ 8,928	\$ 10,921	\$ 12,360	\$ 9,843	\$ 16,144	\$ 12,098
Classic	3%@50	3%@50	3%@50	3%@50	2%@55	3%@55	3%@50	3%@50	3%@55	3%@55	3%@50	2%@50
Enhanced				\$ 935		\$ 872	\$ 1,165	\$ 1,425	\$ 840	\$ 669	\$ 2,107	\$ 1,149
Formula Cost	\$ 1,377	\$ 1,373	\$ 1,749					\$ 764				\$ 847
ER Paid Member												
Contrib												
Single Highest	\$ 248	\$ 247	\$ 315	\$ 168		\$ 301		\$ 257		\$ 610	\$ 379	\$ 657
Year		\$ 652		\$ 444	\$ 543	\$ 657	\$ 554			\$ 197		\$ 847
Social Security	\$ 654		\$ 50						\$ 185			
Deferred									\$ 371			
Compensation									\$ 1,260			
Other Ret.						\$ 1,818						\$ 1,869
Cafeteria			\$ 1,769									
Health	\$ 1,964	\$ 1,805		\$ 1,178	\$ 1,017		\$ 2,051	\$ 1,540		\$ 1,200		
Dental	\$ 71	\$ 130		\$ 155	\$ 144		\$ 154			\$ 125		
Vision	\$ 19	\$ 31	\$ 6	\$ 29	\$ 30		\$ 22	\$ 24	\$ 18		\$ 8	\$ 38
Life ¹	\$ 63	\$ 5			\$ 15	\$ 11	\$ 5	\$ 44	\$ 54			\$ 87
LTD	\$ 96	\$ 64				\$ 48						\$ 47
STD/SDI												
Other Ins.												
Vacation	\$ 609	\$ 607	\$ 1,186	\$ 386	\$ 505		\$ 515	\$ 840	\$ 713	\$ 757	\$ 1,149	\$ 1,396
Holidays	\$ 609	\$ 526	\$ 696	\$ 441	\$ 404		\$ 498	\$ 588	\$ 523	\$ 416	\$ 807	\$ 512
Admin Leave	\$ 487	\$ 607	\$ 516	\$ 248		\$ 1,824		\$ 504	\$ 475	\$ 379	\$ 310	
Auto									\$ 400	\$ 450		
Uniform												
Benefit Package Total	\$ 6,186	\$ 6,045	\$ 6,286	\$ 3,986	\$ 2,657	\$ 6,073	\$ 4,963	\$ 5,987	\$ 4,840	\$ 4,804	\$ 6,344	\$ 7,361

N/C - Non Comparator

1 - City of Auburn: City was not able to provide data.

City of Sonora - Market Compensation Data
December 2017

City Administrator							
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase Percentage Increase
1	City of Stockton	Deputy City Manager	\$ 17,299	\$ 3,987	\$ 21,286	7/1/2016	unknown
2	City of Sonora	City Administrator	\$ 12,264	\$ 7,300	\$ 20,000	unknown	unknown
3	City of Auburn	City Manager	\$ 15,000	\$ 4,868	\$ 19,868	2/24/2017	unknown
4	City of Grass Valley	City Manager	\$ 13,584	\$ 5,897	\$ 19,481	2/9/2016	unknown
5	City of Modesto	Deputy City Manager ³	\$ 14,733	\$ 3,996	\$ 18,729	7/12/2016	unknown
6	City of Angels Camp	City Administrator ¹	\$ 12,378	\$ 6,302	\$ 18,680	7/1/2016	unknown
7	City of Newman	City Manager	\$ 12,929	\$ 4,406	\$ 17,335	7/1/2016	7/1/2017 4.75%
8	City of Livingston	City Manager	\$ 11,667	\$ 4,656	\$ 16,322	unknown	unknown
9	City of Escalon	City Manager	\$ 10,016	\$ 3,140	\$ 13,156	1/1/2017	unknown
10	City of Jackson	City Manager ²	\$ 8,194	\$ 4,286	\$ 12,480	7/1/2016	unknown
11	City of Dos Palos	City Manager	\$ 6,766	\$ 3,459	\$ 10,225	7/1/2016	7/1/2017 unknown
12	County of Tuolumne	N/C					

Summary Results		
	Top Monthly	Total Monthly
Average of Comparators	\$ 12,257	\$ 16,756
% City of Sonora Above/Below	0.1%	16.2%
Median of Comparators	\$ 12,654	\$ 18,007
% City of Sonora Above/Below	-3.2%	10.0%
Number of Matches	10	10

N/C Non Comparator

1- Job descriptions are not available; HR matched JDs based on Sonora JD.

2- Position is currently vacant.

3- Interim city manager.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/Comparator Agency Match	City Administrator	City Administrator	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	Deputy City Manager	City Manager	Deputy City Manager	N/C
Top Monthly Salary	\$ 12,264	\$ 12,378	\$ 15,000	\$ 6,766	\$ 10,016	\$ 13,584	\$ 8,194	\$ 11,667	\$ 14,733	\$ 12,929	\$ 17,299	
Classic	2.7%@55	2.7%@55	2%@55	3%@60	2%@60	2.5%@55	2.5%@55	2%@55	2%@60	2%@55	2%@55	
Enhanced Formula Cost	\$ 987	\$ 996		\$ 663	\$ -306	\$ 672	\$ 406		\$ -449			
ER Paid Member Contrib								\$ 817				
Classic EPMC as Special Comp												
Single Highest	\$ 166	\$ 167	\$ 203	\$ 419	\$ 621	\$ 183	\$ 111	\$ 158			\$ 234	
Social Security	\$ 657	\$ 657				\$ 657	\$ 508			\$ 657		
Deferred Compensation	\$ 1,291		\$ 155				\$ 100		\$ 221	\$ 259		
Other Ret.									\$ 442			
Cafeteria						\$ 1,818			\$ 1,260		\$ 1,496	
Health	\$ 1,964	\$ 1,805		\$ 1,178	\$ 1,017		\$ 2,051	\$ 1,540		\$ 1,200		
Dental	\$ 71	\$ 130		\$ 155	\$ 144		\$ 154					
Vision	\$ 19	\$ 31	\$ 6	\$ 29	\$ 30		\$ 22					
Life ¹	\$ 61	\$ 5			\$ 15	\$ 11	\$ 5	\$ 24	\$ 18		\$ 8	
LTD	\$ 102	\$ 64				\$ 48		\$ 44	\$ 65		\$ 87	
STD/SDI												
Other Ins.												
Vacation	\$ 708	\$ 714	\$ 981	\$ 364	\$ 578		\$ 473	\$ 897	\$ 850	\$ 746	\$ 1,231	
Holidays	\$ 708	\$ 619	\$ 779	\$ 416	\$ 578		\$ 457	\$ 628	\$ 623	\$ 547	\$ 932	
Admin Leave	\$ 566	\$ 714	\$ 577	\$ 234	\$ 462	\$ 1,933		\$ 359	\$ 567	\$ 497		
Auto		\$ 400	\$ 400						\$ 400	\$ 500		
Uniform												
Benefit Package Total	\$ 7,300	\$ 6,302	\$ 3,100	\$ 3,460	\$ 3,140	\$ 5,897	\$ 4,286	\$ 4,467	\$ 3,996	\$ 4,406	\$ 3,987	\$ 0

N/C - Non Comparator

1 - City of Auburn: City was not able to provide data.

Communications Dispatcher								
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 Stockton	Police Telecommunicator II/ Police Records Assistant II ¹	\$ 5,661	\$ 2,212	\$ 7,873	7/1/2016	7/1/2017	unknown
2	County of Tuolumne	Sheriff's Dispatcher II	\$ 4,287	\$ 2,993	\$ 7,280	12/25/2016	1/1/2018	3.00%
3	City of Sonora	Communications Dispatcher	\$ 3,862	\$ 3,108	\$ 6,970	1/14/2017	unknown	unknown
4	City of Auburn	Dispatcher II	\$ 4,196	\$ 2,002	\$ 6,198	7/1/2016	unknown	unknown
5	City of Livingston	Police Dispatcher	\$ 3,388	\$ 2,308	\$ 5,696	7/1/2016	7/1/2017	3.00%
6	City of Newman	N/C						
7	City of Angels Camp	N/C						
8	City of Jackson	N/C						
9	City of Modesto	N/C						
10	City of Grass Valley	N/C						
11	City of Escalon	N/C						
12	City of Dos Palos	N/C						

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 4,383	\$ 6,762
% City of Sonora Above/Below			-13.5%	3.0%
Median of Comparators			\$ 4,241	\$ 6,739
% City of Sonora Above/Below			-9.8%	3.3%
Number of Matches			4	4

N/C Non Comparator

1- This match is a functional bracket to represent the duties of the City's class, which are performed by more than one class at the comparator agency.

The salary displayed is the higher of the matches. 5.7% is market adjustment for the Police Records Assistant II; Police Telecommunicator increase is 2%.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/ Comparator Agency Match	Communication s Dispatcher	N/C	Dispatcher II	N/C	N/C	N/C	N/C	Police Dispatcher	N/C	N/C	Police Telecommunicat or II/Police	Sheriff's Dispatcher II
Top Monthly Salary	\$ 3,862		\$ 4,196					\$ 3,388			\$ 5,661	\$ 4,287
Classic	2.7%@55		2%@55					2%@55			2%@55	2%@60
Enhanced Formula Cost	\$ 311											\$ -131
ER Paid Member Contrib			\$ 57					\$ 237				\$ 300
Classic EPMC as Special Comp												
Single Highest	\$ 52							\$ 46			\$ 76	\$ 266
Social Security	\$ 239											\$ 300
Deferred												
Compensation												
Other Ret.												
Cafeteria			\$ 1,441					\$ 1,540			\$ 1,496	\$ 1,869
Health	\$ 1,964											
Dental	\$ 71											
Vision	\$ 19		\$ 6									
Life			\$ 15					\$ 24			\$ 8	\$ 10
LTD	\$ 35							\$ 18			\$ 33	
STD/SDI												
Other Ins.												
Vacation	\$ 223		\$ 274					\$ 261			\$ 294	\$ 247
Holidays	\$ 193		\$ 210					\$ 182			\$ 305	\$ 132
Admin Leave												
Auto												
Uniform												
Benefit Package Total	\$ 3,108	\$ 0	\$ 2,002	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,308	\$ 0	\$ 0	\$ 2,212	\$ 2,993

FINAL DRAFT

City of Sonora - Market Compensation Data
December 2017

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 Grass Valley	Community Development Director	\$ 11,805	\$ 5,457	\$ 17,261	2/9/2016	unknown	unknown	
2	County of Tuolumne	Assistant Community Resource Agency Director-Development	\$ 10,416	\$ 5,373	\$ 15,789	6/26/2016	7/1/2017	3.00%	
3	City of Modesto	Business Center Manager/Director of Community and Economic Development ²	\$ 11,883	\$ 3,548	\$ 15,431	7/12/2016	unknown	unknown	
4	City of Stockton	Deputy Community Development Director Building & Life Safety	\$ 12,317	\$ 3,045	\$ 15,362	7/1/2016	7/1/2017	unknown	
5	City of Angels Camp	Planning Director ¹	\$ 9,036	\$ 4,938	\$ 13,973	7/1/2016	unknown	unknown	
6	City of Livingston	Community Development Director	\$ 8,787	\$ 3,494	\$ 12,281	7/1/2016	7/1/2017	2.50%	
7	City of Sonora	Community Development Director	\$ 7,608	\$ 4,577	\$ 12,185	1/14/2017	unknown	unknown	
8	City of Escalon	Development Services Manager	\$ 8,348	\$ 2,432	\$ 10,780	1/1/2017	unknown	unknown	
9	City of Newman	N/C							
10	City of Dos Palos	N/C							
11	City of Auburn	N/C							
12	City of Jackson	N/C							

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 10,370	\$ 14,411
% City of Sonora Above/Below			-36.3%	-18.3%
Median of Comparators			\$ 10,416	\$ 15,362
% City of Sonora Above/Below			-36.9%	-26.1%
Number of Matches			7	7

N/C Non Comparator

1- Job descriptions are not available; HR matched JDs based on Sonora JD.

2- This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/Comparator Agency Match	Community Development Director	Planning Director	N/C	N/C	Development Services Manager	Community Development Director	N/C	Community Development Director	Bus Center Mgr/Dir of Comm and Econ Development	N/C	Deputy Community Dev Dir Building & Life Safety	Assistant Community Resources Agency Director - Development
Top Monthly Salary	\$ 7,608	\$ 9,036			\$ 8,348	\$ 11,805		\$ 8,787	\$ 11,883		\$ 12,317	\$ 10,416
Classic	2.7%@55	2.7%@55			2%@60	2.5%@55		2%@55	2%@60		2%@55	2%@60
Enhanced Formula Cost	\$ 612	\$ 727			\$ -255	\$ 584			\$ -362			\$ -318
ER Paid Member Contrib								\$ 615				\$ 729
Classic EPMC as Special Comp								\$ 119			\$ 166	
Single Highest Social Security	\$ 103	\$ 122	\$ 560		\$ 518	\$ 159	\$ 657					\$ 646
Deferred Compensation	\$ 472	\$ 560							\$ 178			\$ 729
Other Ret.									\$ 356			
Cafeteria						\$ 1,818			\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964	\$ 1,805			\$ 1,017			\$ 1,540				
Dental	\$ 71	\$ 130			\$ 144							
Vision	\$ 19	\$ 31			\$ 30							
Life	\$ 38	\$ 5			\$ 15	\$ 11		\$ 24	\$ 18		\$ 8	\$ 38
LTD	\$ 69	\$ 64				\$ 48		\$ 44	\$ 52		\$ 71	\$ 47
STD/SDI												
Other Ins.												
Vacation	\$ 439	\$ 521			\$ 482			\$ 676	\$ 686		\$ 640	\$ 1,202
Holidays	\$ 439	\$ 452			\$ 482	\$ 499		\$ 473	\$ 503		\$ 663	\$ 441
Admin Leave	\$ 381	\$ 521				\$ 1,680		\$ 406	\$ 457			
Auto									\$ 400			
Uniform												
Benefit Package Total	\$ 4,577	\$ 4,938	\$ 0	\$ 0	\$ 2,432	\$ 5,457	\$ 0	\$ 3,897	\$ 3,548	\$ 0	\$ 3,045	\$ 5,382

Community Development Specialist									
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 Grass Valley	Community Services Analyst	\$ 5,134	\$ 3,070	\$ 8,204	10/1/2016	10/1/2017	2.00%	
2	City of Stockton	Community Development Technician	\$ 5,246	\$ 2,160	\$ 7,407	7/1/2016	7/1/2018	4.20%	
3	County of Tuolumne	Permit Technician II	\$ 4,484	\$ 2,816	\$ 7,300	2/5/2017	7/1/2018	2.00%	
4	City of Sonora	Community Development Specialist	\$ 4,039	\$ 3,208	\$ 7,247	1/14/2017	unknown	unknown	
5	City of Angels Camp	Planning Technician ¹	\$ 4,290	\$ 2,927	\$ 7,217	7/1/2016	unknown	unknown	
6	City of Modesto	Development Services Technician II	\$ 5,129	\$ 1,693	\$ 6,822	2/23/2016	unknown	unknown	
7	City of Escalon	N/C							
8	City of Livingston	N/C							
9	City of Newman	N/C							
10	City of Dos Palos	N/C							
11	City of Auburn	N/C							
12	City of Jackson	N/C							

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 4,857	\$ 7,390
% City of Sonora Above/Below	-20.3%	-2.0%
Median of Comparators	\$ 5,129	\$ 7,300
% City of Sonora Above/Below	-27.0%	-0.7%
Number of Matches	5	5

N/C Non Comparator

¹ Job descriptions are not available; HR matched JDs based on Sonora JD.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/Comparator Agency Match	Community Development Specialist	Planning Technician	N/C	N/C	N/C	Community Services Analyst	N/C	N/C	Development Services Technician II	N/C	Community Development Technician	Permit Technician II
Top Monthly Salary	\$ 4,039	\$ 4,290				\$ 5,134			\$ 5,129		\$ 5,246	\$ 4,484
Classic	2.7%@55	2.7%@55				2.5%@55			2%@60		2%@55	2%@60
Enhanced						\$ 254						
Formula Cost	\$ 325	\$ 345							\$ -156			\$ -137
ER Paid Member												\$ 314
Contrib												
Classic EPM/C as												
Special Comp											\$ 71	
Single Highest	\$ 55	\$ 58				\$ 69						\$ 278
Social Security	\$ 250	\$ 266				\$ 318						
Deferred									\$ 51			
Compensation												
Other Ret.												
Cafeteria						\$ 1,818			\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964	\$ 1,600										
Dental	\$ 71	\$ 130										
Vision	\$ 19	\$ 31							\$ 3		\$ 8	\$ 10
Life	\$ 21	\$ 5				\$ 11						
LTD	\$ 37	\$ 30				\$ 27			\$ 23		\$ 30	
STD/SDI												
Other Ins.												
Vacation	\$ 233	\$ 248				\$ 296			\$ 296		\$ 272	\$ 259
Holidays	\$ 233	\$ 215				\$ 276			\$ 217		\$ 282	\$ 224
Admin Leave												
Auto												
Uniform									\$ 49			
Benefit Package Total	\$ 3,208	\$ 2,927	\$ 0	\$ 0	\$ 0	\$ 3,070	\$ 0	\$ 0	\$ 1,742	\$ 0	\$ 2,160	\$ 2,816

City of Sonora - Market Compensation Data
December 2017

Equipment Mechanic									
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 Stockton	Mechanic II Light/Mechanic II Heavy	\$ 5,283	\$ 2,145	\$ 7,428	7/1/2016	7/1/2017	5.90%	
2	County of Tuolumne	Senior Equipment Technician	\$ 4,484	\$ 2,816	\$ 7,300	2/5/2017	7/1/2018	2.00%	
3	City of Sonora	Equipment Mechanic	\$ 4,039	\$ 3,208	\$ 7,247	1/14/2017	unknown	unknown	
4	City of Auburn	Mechanic	\$ 4,831	\$ 2,412	\$ 7,243	7/1/2016	7/1/2017	2.00%	
5	City of Modesto	Equipment Mechanic	\$ 5,129	\$ 1,693	\$ 6,822	2/23/2016	unknown	unknown	
6	City of Livingston	Maintenance Mechanic	\$ 4,065	\$ 2,457	\$ 6,522	7/1/2016	7/1/2017	2.75%	
7	City of Newman	N/C							
8	City of Angels Camp	N/C							
9	City of Jackson	N/C							
10	City of Grass Valley	N/C							
11	City of Escalon	N/C							
12	City of Dos Palos	N/C							

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 4,758	\$ 7,063
% City of Sonora Above/Below			-17.8%	2.5%
Median of Comparators			\$ 4,831	\$ 7,243
% City of Sonora Above/Below			-19.6%	0.1%
Number of Matches			5	5

N/C Non Comparator

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/ Comparator Agency Match	Equipment Mechanic	N/C	Mechanic	N/C	N/C	N/C	N/C	Maintenance Mechanic	Equipment Mechanic	N/C	Mechanic II Light/Mechanic II Heavy	Senior Equipment Technician
Top Monthly Salary	\$ 4,039		\$ 4,831					\$ 4,065	\$ 5,129		\$ 5,283	\$ 4,484
Classic	2.7%@55		2%@55					2%@55	2%@50		2%@55	2%@60
Enhanced												
Formula Cost	\$ 325								\$ -156			\$ -137
ER Paid Member Contrib								\$ 285				\$ 314
Classic EPMC as Special Comp												
Single Highest	\$ 55		\$ 65					\$ 55				\$ 71
Social Security	\$ 250								\$ 51			\$ 278
Deferred Compensation												
Other Ret.												
Cafeteria			\$ 1,769					\$ 1,540	\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964											
Dental	\$ 71											
Vision	\$ 19		\$ 6					\$ 24	\$ 3		\$ 8	\$ 10
Life	\$ 21		\$ 6					\$ 22	\$ 23		\$ 31	
LTD	\$ 37											
STD/SDI												
Other Ins.												
Vacation	\$ 233		\$ 316					\$ 313	\$ 296		\$ 274	\$ 259
Holidays	\$ 233		\$ 251					\$ 219	\$ 217		\$ 264	\$ 224
Admin Leave												
Auto									\$ 49			
Uniform												
Benefit Package Total	\$ 3,208	\$ 0	\$ 2,412	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,457	\$ 1,742	\$ 0	\$ 2,145	\$ 2,816

FINAL DRAFT

City of Sonora - Market Compensation Data
December 2017

Fire 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 Stockton	Fire Captain	\$ 8,516	\$ 3,954	\$ 12,470	7/1/2016	7/1/2017	2.00%	
2	City of Modesto	Fire Captain	\$ 8,555	\$ 3,340	\$ 11,895	7/12/2016	unknown	unknown	
3	City of Grass Valley	Fire Captain	\$ 6,909	\$ 3,983	\$ 10,892	7/1/2016	unknown	unknown	
4	City of Angels Camp	Fire Captain ¹	\$ 6,845	\$ 3,068	\$ 9,912	7/1/2016	unknown	unknown	
5	City of Sonora	Fire Captain	\$ 5,249	\$ 4,046	\$ 9,295	1/14/2017	unknown	unknown	
6	City of Jackson	Fire Captain	\$ 5,058	\$ 3,802	\$ 8,860	7/1/2016	unknown	unknown	
7	City of Auburn	Fire Captain	\$ 5,495	\$ 2,922	\$ 8,417	1/1/2017	unknown	unknown	
8	City of Escalon	N/C							
9	City of Livingston	N/C							
10	City of Dos Palos	N/C							
11	City of Newman	N/C							
12	County of Tuolumne	N/C							

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 6,896	\$ 10,408
% City of Sonora Above/Below			-31.4%	-12.0%
Median of Comparators			\$ 6,877	\$ 10,402
% City of Sonora Above/Below			-31.0%	-11.9%
Number of Matches			6	6

N/C Non Comparator

1- Position is vacant; job descriptions are not available; HR matched JDs based on Sonora JD.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tulume
Benchmark/Comparator Agency Match	Fire Captain	Fire Captain	Fire Captain	N/C	N/C	Fire Captain	Fire Captain	N/C	Fire Captain	N/C	Fire Captain	N/C
Top Monthly Salary	\$ 5,249	\$ 6,845	\$ 5,495			\$ 6,909	\$ 5,058		\$ 8,555		\$ 8,516	
Classic	3%@50	2%@55	2%@50			3%@55	3%@50		3%@55		3%@50	
Enhanced												
Formula Cost	\$ 685		\$ 522			\$ 470	\$ 683		\$ 582		\$ 1,111	
ER Paid Member												
Contrib												
Classic EPMC as												
Special Comp												
Single Highest	\$ 123	\$ 92	\$ 129			\$ 162	\$ 314				\$ 200	
Social Security	\$ 325	\$ 424				\$ 428						
Deferred												
Compensation												
Other Ret.												
Cafeteria			\$ 1,458			\$ 1,972			\$ 1,325		\$ 1,496	
Health	\$ 1,964	\$ 1,600					\$ 2,051					
Dental	\$ 71	\$ 130					\$ 154					
Vision	\$ 19	\$ 31	\$ 6				\$ 22					
Life	\$ 23	\$ 5	\$ 15			\$ 11	\$ 5		\$ 2		\$ 8	
LTD	\$ 48	\$ 49				\$ 37					\$ 49	
STD/SDI												
Other Ins.												
Vacation	\$ 424	\$ 395	\$ 507			\$ 531	\$ 292		\$ 888		\$ 663	
Holidays	\$ 363	\$ 342	\$ 285			\$ 372	\$ 282		\$ 543		\$ 426	
Admin Leave												
Auto												
Uniform												
Benefit Package Total	\$ 4,046	\$ 3,068	\$ 2,922	\$ 0	\$ 0	\$ 3,983	\$ 3,802	\$ 0	\$ 3,340	\$ 0	\$ 3,954	\$ 0

City of Sonora - Market Compensation Data
December 2017

Fire 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 Modesto ²	Fire Division Chief/Fire Chief	\$ 13,722	\$ 5,507	\$ 19,229	12/27/2016	unknown	unknown
2	City of Stockton ⁴	Fire Battalion Chief/Fire Chief	\$ 13,249	\$ 4,972	\$ 18,221	7/1/2016	7/1/2017	7.90%
3	City of Grass Valley	Fire Chief	\$ 11,805	\$ 5,793	\$ 17,598	2/9/2016	unknown	unknown
4	City of Sonora ⁵	Fire Chief	\$ 9,347	\$ 5,715	\$ 15,062	1/14/2017	unknown	unknown
5	City of Newman ³	Fire Division Chief	\$ 9,108	\$ 4,577	\$ 13,685	7/1/2016	7/1/2017	4.75%
6	City of Jackson ⁵	Fire Chief	\$ 6,533	\$ 4,231	\$ 10,764	7/1/2016	unknown	unknown
7	City of Livingston	N/C						
8	City of Escalon	N/C						
9	City of Dos Palos	N/C						
10	City of Auburn	N/C						
11	County of Tuolumne	N/C						
12	City of Angels Camp ³	N/C						

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 10,883	\$ 15,899
% City of Sonora Above/Below			-16.4%	-5.6%
Median of Comparators			\$ 11,805	\$ 17,598
% City of Sonora Above/Below			-26.3%	-16.8%
Number of Matches			5	5

- N/C - Non Comparator
- 1 - City of Angels Camp: The City currently has a part-time Fire Chief.
- 2 - City of Modesto: This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.
- 3 - City of Newman: The Fire Division Chief is a shared function/joint funded 60/40 with WSFPD.
- 4 - City of Stockton: This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.
- 5 - Base salaries include certification and longevity pay differentials. Most agencies do not provide these differentials providing a better TC comparison.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/ Comparator Agency Match	Fire Chief	N/C	N/C	N/C	N/C	Fire Chief	Fire Chief	N/C	Fire Division Chief/Fire Chief	Fire Division Chief	Fire Battalion Chief/Fire Chief	N/C
Top Monthly Salary	\$ 9,347					\$ 11,805	\$ 6,533		\$ 13,722	\$ 9,108	\$ 13,249	
Classic	3% @ 50					3% @ 55	3% @ 50		3% @ 55	3% @ 55	3% @ 50	
Enhanced						\$ 803	\$ 853		\$ 933	\$ 619	\$ 1,729	
Formula Cost	\$ 1,220											
ER Paid Member Contrib												
Single Highest Year	\$ 220					\$ 277	\$ 405				\$ 311	
Social Security	\$ 580					\$ 657			\$ 206	\$ 182		
Deferred									\$ 274			
Compensation									\$ 1,375		\$ 1,496	
Other Ret.						\$ 1,818	\$ 2,051			\$ 1,200		
Cafeteria	\$ 1,964						\$ 154			\$ 125		
Health	\$ 71						\$ 22				\$ 8	
Dental	\$ 19					\$ 11	\$ 5		\$ 18		\$ 77	
Vision	\$ 47					\$ 48			\$ 60			
Life	\$ 85											
LTD												
STD/SDI												
Other Ins.							\$ 377		\$ 792	\$ 701	\$ 688	
Vacation	\$ 539						\$ 364		\$ 871	\$ 385	\$ 662	
Holidays	\$ 539					\$ 499			\$ 528	\$ 350		
Admin Leave	\$ 431					\$ 1,680			\$ 450	\$ 450		
Auto												
Uniform												
Benefit Package Total	\$ 5,715	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,793	\$ 4,231	\$ 0	\$ 5,507	\$ 4,577	\$ 4,972	\$ 0

City of Sonora - Market Compensation Data
December 2017

Fire Engineer									
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 Stockton	Firefighter Engineer	\$ 7,498	\$ 3,661	\$ 11,159	7/1/2016	7/1/2017	1.40%	
2	City of Modesto	Fire Engineer	\$ 7,377	\$ 3,062	\$ 10,439	7/12/2016	unknown	unknown	
3	City of Grass Valley	Fire Engineer	\$ 5,676	\$ 3,718	\$ 9,394	7/1/2016	unknown	unknown	
4	City of Sonora	Fire Engineer	\$ 4,759	\$ 3,862	\$ 8,621	1/14/2017	unknown	unknown	
5	City of Jackson	Fire Engineer ²	\$ 4,556	\$ 3,646	\$ 8,202	7/1/2016	unknown	unknown	
6	City of Auburn	Firefighter/Engineer	\$ 5,234	\$ 2,853	\$ 8,087	1/1/2017	unknown	unknown	
7	City of Escalon	N/C							
8	City of Livingston	N/C							
9	City of Dos Palos	N/C							
10	City of Newman	N/C							
11	County of Tuolumne	N/C							
12	City of Angels Camp	N/C ¹							

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 6,068	\$ 9,456
% City of Sonora Above/Below	-27.5%	-9.7%
Median of Comparators	\$ 5,676	\$ 9,394
% City of Sonora Above/Below	-19.3%	-9.0%
Number of Matches	5	5

N/C Non Comparator

1- The City currently has a part-time Fire Engineer.

2- This position works 72 hour weeks.

Sonora Total Comp - December 2017 - Copy w Footnotes
Benefit Detail

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/ Comparator Agency Match	Fire Engineer	N/C	Firefighter/Engi neer	N/C	N/C	Fire Engineer	Fire Engineer	N/C	Fire Engineer	N/C	Firefighter Engineer	N/C
Top Monthly Salary	\$ 4,759		\$ 5,234			\$ 5,676	\$ 4,556		\$ 7,377		\$ 7,498	
Classic	3% @50		2% @50			3% @55	3% @50		3% @55		3% @50	
Enhanced												
Formula Cost	\$ 621		\$ 497			\$ 386	\$ 615		\$ 502		\$ 978	
ER Paid Member												
Contrib												
Classic EPMC as												
Special Comp												
Single Highest	\$ 112		\$ 123			\$ 133	\$ 282				\$ 176	
Social Security	\$ 295					\$ 352						
Deferred												
Compensation												
Other Ret.												
Cafeteria			\$ 1,458			\$ 1,972			\$ 1,325		\$ 1,496	
Health	\$ 1,964						\$ 2,051					
Dental	\$ 71						\$ 154					
Vision	\$ 19		\$ 6				\$ 22					
Life	\$ 23		\$ 15			\$ 11	\$ 5		\$ 2		\$ 8	
LTD	\$ 43					\$ 30					\$ 43	
STD/SDI												
Other Ins.												
Vacation	\$ 384		\$ 483			\$ 437	\$ 263		\$ 766		\$ 584	
Holidays	\$ 329		\$ 272			\$ 306	\$ 254		\$ 468		\$ 375	
Admin Leave												
Auto												
Uniform						\$ 92						
Benefit Package Total	\$ 3,862	\$ 0	\$ 2,853	\$ 0	\$ 0	\$ 3,718	\$ 3,646	\$ 0	\$ 3,062	\$ 0	\$ 3,661	\$ 0

City of Sonora - Market Compensation Data
December 2017

Police Officer									
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 Stockton	Police Officer	\$ 7,230	\$ 3,355	\$ 10,585	7/1/2016	unknown	unknown	
2	County of Tuolumne	Deputy Sheriff	\$ 5,339	\$ 4,043	\$ 9,382	12/25/2016	1/1/2018	3.00%	
3	City of Modesto	Police Officer	\$ 6,765	\$ 2,428	\$ 9,193	6/28/2016	7/27/2017	2.50%	
4	City of Sonora	Police Officer	\$ 5,321	\$ 3,825	\$ 9,147	1/14/2017	unknown	unknown	
5	City of Angels Camp	Police Officer ¹	\$ 5,521	\$ 3,608	\$ 9,128	7/1/2016	unknown	unknown	
6	City of Grass Valley	Police Officer II	\$ 5,353	\$ 3,626	\$ 8,979	7/1/2016	7/1/2017	3.00%	
7	City of Jackson	Police Officer	\$ 4,818	\$ 3,728	\$ 8,546	7/1/2016	unknown	unknown	
8	City of Auburn	Police Officer	\$ 5,653	\$ 2,765	\$ 8,418	2/1/2017	unknown	unknown	
9	City of Newman	Police Officer	\$ 5,008	\$ 2,615	\$ 7,623	7/1/2016	7/1/2017	4.00%	
10	City of Livingston	Police Officer ²	\$ 4,552	\$ 3,055	\$ 7,607	7/1/2016	7/1/2017	3.00%	
11	City of Escalon	Police Officer	\$ 5,095	\$ 2,043	\$ 7,138	7/1/2016	unknown	unknown	
12	City of Dos Palos	Police Officer	\$ 3,931	\$ 2,708	\$ 6,639	7/1/2016	7/1/2017	2.00%	

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 5,388	\$ 8,476
% City of Sonora Above/Below	-1.2%	7.3%
Median of Comparators	\$ 5,339	\$ 8,546
% City of Sonora Above/Below	-0.3%	6.6%
Number of Matches	11	11

N/C Non Comparator

1- Job descriptions are not available; HR matched JDs based on Sonora JD.

2- The City also has a police officer class requiring a degree - salary: \$4783

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/Comparator Agency Match	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer II	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Deputy Sheriff
Top Monthly Salary	\$ 5,321	\$ 5,521	\$ 5,653	\$ 3,931	\$ 5,095	\$ 5,353	\$ 4,818	\$ 4,552	\$ 6,765	\$ 5,208	\$ 7,230	\$ 5,339
Classic	3%@50	3%@50	2%@50	3%@50	2%@55	3%@50	3%@50	3%@50	3%@55	3%@55	3%@50	2%@50
Enhanced Formula Cost	\$ 694	\$ 720	\$ 537	\$ 513		\$ 699	\$ 650	\$ 594	\$ 460	\$ 354	\$ 944	\$ 507
ER Paid Member Contrib								\$ 182				\$ 481
Classic EPMC as Special Comp												
Single Highest	\$ 125	\$ 130	\$ 133			\$ 126		\$ 107			\$ 170	
Social Security	\$ 330	\$ 342		\$ 244	\$ 316	\$ 332	\$ 299			\$ 323		\$ 331
Deferred Compensation												\$ 374
Other Ret.												
Cafeteria			\$ 1,423			\$ 1,705			\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,984	\$ 1,600		\$ 1,178	\$ 1,017		\$ 2,051	\$ 1,540		\$ 1,150		
Dental	\$ 71	\$ 130		\$ 155	\$ 144		\$ 154			\$ 125		
Vision	\$ 19	\$ 31	\$ 6	\$ 29	\$ 30		\$ 22					
Life	\$ 5	\$ 5	\$ 15		\$ 8	\$ 11	\$ 5	\$ 12	\$ 2		\$ 8	\$ 10
LTD	\$ 48	\$ 39				\$ 28		\$ 25	\$ 30			
STD/SDI												
Other Ins.												
Vacation	\$ 307	\$ 334	\$ 370	\$ 212	\$ 294	\$ 309	\$ 278	\$ 350	\$ 390	\$ 300	\$ 375	\$ 308
Holidays	\$ 266	\$ 276	\$ 283	\$ 242	\$ 235	\$ 417	\$ 269	\$ 245	\$ 286	\$ 220	\$ 362	\$ 164
Admin Leave												
Auto												
Uniform												
Benefit Package Total	\$ 3,825	\$ 3,608	\$ 2,765	\$ 2,573	\$ 2,043	\$ 3,626	\$ 3,178	\$ 3,055	\$ 2,428	\$ 2,473	\$ 3,355	\$ 4,043

City of Sonora - Market Compensation Data
December 2017

Police Sergeant									
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 Stockton	Police Sergeant	\$ 8,548	\$ 3,692	\$ 12,240	7/1/2016	unknown	unknown	
2	County of Tuolumne	Sheriff's Sergeant	\$ 6,716	\$ 4,601	\$ 11,317	12/25/2016	1/1/2018	3.00%	
3	City of Angels Camp	Police Sergeant ¹	\$ 7,046	\$ 4,117	\$ 11,163	7/1/2016	unknown	unknown	
4	City of Grass Valley	Police Sergeant	\$ 6,640	\$ 4,085	\$ 10,725	7/1/2016	7/1/2017	3.00%	
5	City of Sonora	Police Sergeant	\$ 6,308	\$ 4,154	\$ 10,462	1/14/2017	unknown	unknown	
6	City of Jackson	Police Sergeant	\$ 6,083	\$ 4,120	\$ 10,203	7/1/2016	unknown	unknown	
7	City of Modesto	Police Corporal/Police Sergeant ³	\$ 7,465	\$ 2,658	\$ 10,124	1/10/2017	6/27/2017	2.50%	
8	City of Auburn	Police Sergeant	\$ 6,547	\$ 3,005	\$ 9,552	7/1/2016	unknown	unknown	
9	City of Newman	Police Sergeant	\$ 6,413	\$ 3,026	\$ 9,439	7/1/2016	7/1/2017	4.00%	
10	City of Livingston	Police Sergeant ²	\$ 5,548	\$ 3,384	\$ 8,932	7/1/2016	7/1/2017	3.00%	
11	City of Escalon	Police Sergeant	\$ 6,220	\$ 2,230	\$ 8,450	7/1/2016	unknown	unknown	
12	City of Dos Palos	N/C							

Summary Results

	Top Monthly Salary	Total Monthly Comp
Average of Comparators	\$ 6,723	\$ 10,214
% City of Sonora Above/Below	-6.6%	2.4%
Median of Comparators	\$ 6,594	\$ 10,163
% City of Sonora Above/Below	-4.5%	2.9%
Number of Matches	10	10

N/C Non Comparator

- 1- Job descriptions are not available; HR matched JDs based on Sonora JD.
- 2- The City also has a sergeant class requiring a degree - salary: \$5828
- 3- This match is a span of scope bracket to represent the level of responsibility of the City's class. The salary displayed is an average of the matches.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto z-Police Corporal/Police Sergeant	City of Newman	City of Stockton	County of Tulame
Benchmark/Comparator Agency Match	Police Sergeant	Police Sergeant	Police Sergeant	N/C	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Sheriff's Sergeant
Top Monthly Salary	\$ 6,308	\$ 7,046	\$ 6,547		\$ 6,220	\$ 6,640	\$ 6,083	\$ 5,548	\$ 7,465	\$ 6,413	\$ 8,548	\$ 6,716
Classic	3%@50	3%@50	2%@50		2%@55	3%@50	3%@50	3%@50	3%@55	3%@55	3%@50	2%@50
Enhanced Formula Cost	\$ 823	\$ 920	\$ 622			\$ 867	\$ 821	\$ 724	\$ 508	\$ 436	\$ 1,116	\$ 638
ER Paid Member Contrib			\$ 154					\$ 222				\$ 604
Classic EPMC as Special Comp												
Single Highest	\$ 148	\$ 166				\$ 156		\$ 130				\$ 201
Social Security	\$ 391	\$ 437			\$ 386	\$ 412	\$ 377		\$ 93	\$ 398		\$ 416
Deferred Compensation												\$ 470
Other Ret.												
Cafeteria			\$ 1,441			\$ 1,705			\$ 1,260			\$ 1,496
Health	\$ 1,964	\$ 1,600			\$ 1,017		\$ 2,051	\$ 1,540		\$ 1,150		\$ 1,869
Dental	\$ 71	\$ 130			\$ 144		\$ 154			\$ 125		
Vision	\$ 19	\$ 31	\$ 6		\$ 30		\$ 22					
Life		\$ 5	\$ 15		\$ 8	\$ 11	\$ 5	\$ 12	\$ 18			\$ 8
LTD		\$ 50				\$ 35		\$ 29	\$ 33			\$ 10
STD/SDI												
Other Ins.												
Vacation	\$ 864	\$ 427	\$ 428		\$ 359	\$ 383	\$ 351	\$ 427	\$ 431	\$ 370	\$ 444	\$ 387
Holidays	\$ 315	\$ 352	\$ 340		\$ 287	\$ 517	\$ 339	\$ 299	\$ 316	\$ 271	\$ 427	\$ 207
Admin Leave												
Auto												
Uniform												
Benefit Package Total	\$ 4,154	\$ 4,117	\$ 3,005	\$ 0	\$ 2,230	\$ 4,085	\$ 4,120	\$ 3,383	\$ 2,658	\$ 2,750	\$ 3,692	\$ 4,601

City of Sonora - Market Compensation Data
December 2017

Public Works Specialist									
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 Sonora	Public Works Specialist	\$ 4,039	\$ 3,208	\$ 7,247	1/14/2017	unknown	unknown	
2	City of Grass Valley	Maintenance Worker II	\$ 3,824	\$ 2,753	\$ 6,577	10/1/2016	10/1/2017	2.00%	
3	City of Auburn	Maintenance Worker II	\$ 4,169	\$ 2,325	\$ 6,494	7/1/2016	7/1/2017	2.00%	
4	City of Dos Palos	Public Works Maintenance Person II	\$ 3,828	\$ 2,549	\$ 6,377	7/1/2016	7/1/2017	2.00%	
5	County of Tuolumne	Groundskeeper II/Senior Road Worker ²	\$ 3,710	\$ 2,655	\$ 6,365	2/5/2017	7/1/2018	2.00%	
6	City of Modesto	Maintenance Worker II	\$ 4,423	\$ 1,634	\$ 6,057	2/23/2016	unknown	unknown	
7	City of Stockton	Public Maintenance Worker II/Facilities Maintenance Worker II ^{2,3}	\$ 4,025	\$ 1,992	\$ 6,017	7/1/2016	7/1/2017	10.00%	
8	City of Livingston	Maintenance Worker II	\$ 3,506	\$ 2,334	\$ 5,840	7/1/2016	7/1/2017	2.75%	
9	City of Angels Camp	Equipment Operator I ¹	\$ 3,120	\$ 2,610	\$ 5,730	7/1/2016	unknown	unknown	
10	City of Jackson	Maintenance Worker I	\$ 2,523	\$ 2,933	\$ 5,456	7/1/2016	unknown	unknown	
11	City of Newman	Maintenance Worker II	\$ 3,528	\$ 1,722	\$ 5,250	7/1/2016	7/1/2017	2.50%	
12	City of Escalon	N/C							

Summary Results			Top Monthly	Total Monthly
Average of Comparators			\$ 3,666	\$ 6,016
% City of Sonora Above/Below			9.2%	17.0%
Median of Comparators			\$ 3,767	\$ 6,037
% City of Sonora Above/Below			6.7%	16.7%
Number of Matches			10	10

N/C Non Comparator

- 1- Job descriptions are not available; HR matched JDs based on Sonora JD.
- 2- This match is a functional bracket to represent the duties of the City's class, which are performed by more than one class at the comparator agency.
The salary displayed is the higher of the matches.
- 3- Public Works Maintenance Worker II is receiving market adjustment of 10%; Facility Maintenance Worker II increase is unknown.

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/Comparator Agency Match	Public Works Specialist	Equipment Operator I	Maintenance Worker II	Public Works Maintenance Person II	N/C	Maintenance Worker II	Maintenance Worker I	Maintenance Worker II	Maintenance Worker II	Maintenance Worker II	Public Maintenance Worker II/Facilities Maintenance Worker II	Groundskeeper II/Senior Road Worker
Top Monthly Salary	\$ 4,039	\$ 3,120	\$ 4,169	\$ 3,828		\$ 3,824	\$ 2,523	\$ 3,506	\$ 4,423	\$ 3,528	\$ 4,025	\$ 3,710
Classic	2.7%@55	2.7%@55	2%@55	3%@60		2.5%@55	2.5%@55	2%@55	2%@60	2%@55	2%@55	2%@60
Enhanced		\$ 251		\$ 375		\$ 189	\$ 125		\$ 245			\$ 260
Formula Cost												
ER Paid Member Contrib												
Classic EPMC as												
Special Comp	\$ 55	\$ 42	\$ 56			\$ 52	\$ 34	\$ 47			\$ 54	
Single Highest	\$ 250	\$ 193		\$ 237		\$ 237	\$ 156		\$ 44	\$ 219		\$ 230
Social Security							\$ 100					
Deferred												
Compensation												
Other Ret.						\$ 1,818			\$ 1,260		\$ 1,496	\$ 1,869
Cafeteria	\$ 1,964	\$ 1,600	\$ 1,769	\$ 1,178			\$ 2,051	\$ 1,540		\$ 1,150		
Health	\$ 71	\$ 130		\$ 155			\$ 154			\$ 125		
Dental	\$ 19	\$ 31	\$ 6	\$ 29			\$ 22				\$ 8	\$ 10
Vision	\$ 21	\$ 5	\$ 6			\$ 11	\$ 5	\$ 24	\$ 3			
Life	\$ 37	\$ 22				\$ 20		\$ 19	\$ 19			
LTD												
STD/SDI												
Other Ins.	\$ 233	\$ 180	\$ 273	\$ 206		\$ 221	\$ 146	\$ 270	\$ 255	\$ 204	\$ 209	\$ 214
Vacation	\$ 233	\$ 156	\$ 216	\$ 236		\$ 206	\$ 141	\$ 189	\$ 187	\$ 149	\$ 201	\$ 186
Holidays												
Admin Leave												
Auto									\$ 49			
Uniform												
Benefit Package Total	\$ 3,208	\$ 2,610	\$ 2,325	\$ 2,417	\$ 0	\$ 2,753	\$ 2,933	\$ 2,334	\$ 1,683	\$ 1,847	\$ 1,992	\$ 2,655

City of Sonora - Market Compensation Data
December 2017

Public Works Supervisor									
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 Angels Camp	Public Works Foreman ¹	\$ 7,214	\$ 3,719	\$ 10,933	7/1/2016	unknown	unknown	
2	City of Grass Valley	Public Works Parks Superintendent	\$ 7,044	\$ 3,776	\$ 10,820	7/1/2016	7/1/2017	4.00%	
3	City of Stockton	Public Works Supervisor/Senior Facilities Maintenance Supervisor ²	\$ 7,403	\$ 2,430	\$ 9,833	7/1/2016	7/1/2017	unknown	
4	City of Modesto	Operations Supervisor	\$ 6,696	\$ 2,002	\$ 8,698	2/23/2016	unknown	unknown	
5	County of Tuolumne	Facilities Maintenance Supervisor/Road Services Supervisor ²	\$ 4,832	\$ 3,641	\$ 8,473	6/26/2016	7/1/2017	3.00%	
6	City of Auburn	Public Works Supervisor	\$ 5,334	\$ 2,478	\$ 7,812	7/1/2016	7/1/2017	2.00%	
7	City of Sonora	Public Works Supervisor	\$ 4,352	\$ 3,296	\$ 7,648	1/14/2017	unknown	unknown	
8	City of Livingston	Public Works Supervisor	\$ 4,737	\$ 2,604	\$ 7,341	7/1/2016	7/1/2017	2.50%	
9	City of Newman	N/C							
10	City of Escalon	N/C							
11	City of Dos Palos	N/C							
12	City of Jackson	N/C							

Summary Results		Top Monthly	Total Monthly
Average of Comparators		\$ 6,180	\$ 9,130
% City of Sonora Above/Below		-42.0%	-19.4%
Median of Comparators		\$ 6,696	\$ 8,698
% City of Sonora Above/Below		-53.9%	-13.7%
Number of Matches		7	7

N/C Non Comparator

1- Job descriptions are not available; HR matched JDs based on Sonora JD.

2- This match is a functional bracket to represent the duties of the City's class, which are performed by more than one class at the comparator agency.
The salary displayed is the higher of the matches.

Sonora Total Comp - December 2017 - Copy w Footnotes
Benefit Detail

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tuolumne
Benchmark/ Comparator Agency Match	Public Works Supervisor	Public Works Foreman	Public Works Supervisor	N/C	N/C	Public Works Parks Superintendent	N/C	Public Works Supervisor	Operations Supervisor	N/C	Public Wks Supv/Sr Facilities Maint	Facilities Maint Supv/Road Svcs Supv
Top Monthly Salary	\$ 4,352	\$ 7,214	\$ 5,334			\$ 7,044		\$ 4,737	\$ 6,696		\$ 7,403	\$ 4,832
Classic	2.7% @ 55	2.7% @ 55	2% @ 55			2.5% @ 55		2% @ 55	2% @ 60		2% @ 55	2% @ 60
Enhanced Formula Cost	\$ 350	\$ 581				\$ 349			\$ -204			\$ -147
ER Paid Member Contrib								\$ 332				\$ 338
Classic EPMC as Special Comp												
Single Highest	\$ 69	\$ 97	\$ 72			\$ 95		\$ 64			\$ 100	\$ 300
Social Security	\$ 270	\$ 447				\$ 437			\$ 100			\$ 338
Deferred Compensation												
Other Ret.												
Cafeteria			\$ 1,769			\$ 1,818			\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964	\$ 1,600						\$ 1,540				
Dental	\$ 71	\$ 130										
Vision	\$ 19	\$ 31	\$ 6									
Life	\$ 21	\$ 5	\$ 6			\$ 11		\$ 24	\$ 18		\$ 8	\$ 19
LTD	\$ 40	\$ 51				\$ 37		\$ 25	\$ 29		\$ 43	\$ 29
STD/SDI												
Other Ins.												
Vacation	\$ 251	\$ 416	\$ 349			\$ 406		\$ 364	\$ 386		\$ 384	\$ 511
Holidays	\$ 251	\$ 361	\$ 277			\$ 379		\$ 255	\$ 283		\$ 399	\$ 204
Admin Leave						\$ 244		\$ 146	\$ 129			\$ 186
Auto												
Uniform												
Benefit Package Total	\$ 3,296	\$ 3,719	\$ 2,478	\$ 0	\$ 0	\$ 3,776	\$ 0	\$ 2,750	\$ 2,002	\$ 0	\$ 2,430	\$ 3,647

Supervising Mechanic									
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase	
1	County of Tuolumne	Fleet Manager	\$ 5,501	\$ 3,883	\$ 9,384	6/26/2016	7/1/2017	3.00%	
2	City of Stockton	Supervising Mechanic	\$ 6,859	\$ 2,362	\$ 9,221	7/1/2016	7/1/2017	0.30%	
3	City of Sonora	Supervising Mechanic	\$ 4,352	\$ 3,296	\$ 7,648	1/14/2017	unknown	unknown	
4	City of Modesto	Equipment Mechanic Crewleader	\$ 5,661	\$ 1,738	\$ 7,399	2/23/2016	unknown	unknown	
5	City of Auburn	Lead Mechanic	\$ 4,952	\$ 2,428	\$ 7,380	7/1/2016	7/1/2017	2.00%	
6	City of Angels Camp	N/C							
7	City of Newman	N/C							
8	City of Jackson	N/C							
9	City of Livingston	N/C							
10	City of Grass Valley	N/C							
11	City of Escalon	N/C							
12	City of Dos Palos	N/C							

Summary Results

	Top Monthly	Total Monthly
Average of Comparators	\$ 5,743	\$ 8,346
% City of Sonora Above/Below	-32.0%	-9.1%
Median of Comparators	\$ 5,581	\$ 8,310
% City of Sonora Above/Below	-28.2%	-8.7%
Number of Matches	4	4

N/C Non Comparator

Agency	City of Sonora	City of Angels Camp	City of Auburn	City of Dos Palos	City of Escalon	City of Grass Valley	City of Jackson	City of Livingston	City of Modesto	City of Newman	City of Stockton	County of Tululume
Benchmark/ Comparator Agency Match	Supervising Mechanic	N/C	Lead Mechanic	N/C	N/C	N/C	N/C	N/C	Equipment Mechanic Crewleader	N/C	Supervising Mechanic	Fleet Manager
Top Monthly Salary	\$ 4,352		\$ 4,952						\$ 5,661		\$ 6,859	\$ 5,501
Classic	2.7%@55		2%@55						2%@60		2%@55	2%@60
Enhanced Formula Cost	\$ 350								\$ -173			\$ -168
ER Paid Member Contrib												\$ 385
Classic EPMC as Special Comp											\$ 93	
Single Highest	\$ 59		\$ 67									\$ 341
Social Security	\$ 270											\$ 385
Deferred Compensation									\$ 57			
Other Ret.												
Cafeteria			\$ 1,769						\$ 1,260		\$ 1,496	\$ 1,869
Health	\$ 1,964											
Dental	\$ 71											
Vision	\$ 19		\$ 6						\$ 3		\$ 8	\$ 19
Life	\$ 21		\$ 6						\$ 25		\$ 40	\$ 32
LTD	\$ 40											
STD/SDI												
Other Ins.												
Vacation	\$ 251		\$ 324						\$ 327		\$ 356	\$ 582
Holidays	\$ 251		\$ 257						\$ 240		\$ 369	\$ 233
Admin Leave												\$ 212
Auto												
Uniform									\$ 49			
Benefit Package Total	\$ 3,296	\$ 0	\$ 2,428	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,787	\$ 0	\$ 2,362	\$ 3,890

Appendix III

Proposed Salary Range Schedule

Appendix III
City of Newman
Monthly Salary Schedule
May 2008

Salary Range #	Monthly Salary Range				
	Step A	Step B	Step C	Step D	Step E
1	2035	2137	2244	2356	2474
2	2086	2191	2300	2415	2536
3	2137	2244	2356	2474	2598
4	2191	2300	2415	2536	2663
5	2244	2356	2474	2598	2728
6	2300	2415	2536	2663	2796
7	2356	2474	2598	2728	2864
8	2415	2536	2663	2796	2936
9	2474	2598	2728	2864	3007
10	2536	2663	2796	2936	3082
11	2598	2728	2864	3007	3158
12	2663	2796	2936	3082	3237
13	2728	2864	3007	3158	3316
14	2796	2936	3082	3237	3398
15	2864	3007	3158	3316	3481
16	2936	3082	3237	3398	3568
17	3007	3158	3316	3481	3655
18	3082	3237	3398	3568	3747
19	3158	3316	3481	3655	3838
20	3237	3398	3568	3747	3934
21	3316	3481	3655	3838	4030
22	3398	3568	3747	3934	4131
23	3481	3655	3838	4030	4232
24	3568	3747	3934	4131	4337
25	3655	3838	4030	4232	4443
26	3747	3934	4131	4337	4554
27	3838	4030	4232	4443	4665
28	3934	4131	4337	4554	4782
29	4030	4232	4443	4665	4899
30	4131	4337	4554	4782	5021
31	4232	4443	4665	4899	5143
32	4337	4554	4782	5021	5272
33	4443	4665	4899	5143	5401
34	4554	4782	5021	5272	5536
35	4665	4899	5143	5401	5671
36	4782	5021	5272	5536	5812
37	4899	5143	5401	5671	5954
38	5021	5272	5536	5812	6103
39	5143	5401	5671	5954	6252
40	5272	5536	5812	6103	6408
41	5401	5671	5954	6252	6564
42	5536	5812	6103	6408	6729
43	5671	5954	6252	6564	6893
44	5812	6103	6408	6729	7065
45	5954	6252	6564	6893	7237
46	6103	6408	6729	7065	7418
47	6252	6564	6893	7237	7599
48	6408	6729	7065	7418	7789
49	6564	6893	7237	7599	7979
50	6729	7065	7418	7789	8179
51	6893	7237	7599	7979	8378
52	7065	7418	7789	8179	8588
53	7237	7599	7979	8378	8797
54	7418	7789	8179	8588	9017
55	7599	7979	8378	8797	9237
56	7789	8179	8588	9017	9468
57	7979	8378	8797	9237	9699
58	8179	8588	9017	9468	9941
59	8378	8797	9237	9699	10184

Appendix III
City of Newman
Monthly Salary Schedule
May 2008

Salary Range #	Monthly Salary Range				
	Step A	Step B	Step C	Step D	Step E
60	8588	9017	9468	9941	10438
61	8797	9237	9699	10184	10693
62	9017	9468	9941	10438	10960
63	9237	9699	10184	10693	11227
64	9468	9941	10438	10960	11508
65	9699	10184	10693	11227	11789
66	9941	10438	10960	11508	12084
67	10184	10693	11227	11789	12378
68	10438	10960	11508	12084	12688
69	10699	11234	11796	12386	13005
70	10967	11515	12091	12695	13330
71	11241	11803	12393	13013	13663
72	11522	12098	12703	13338	14005
73	11810	12400	13020	13671	14355
74	12105	12710	13346	14013	14714
75	12408	13028	13680	14364	15082
76	12718	13354	14022	14723	15459
77	13036	13688	14372	15091	15845
78	13362	14030	14731	15468	16241
79	13696	14381	15100	15855	16647
80	14038	14740	15477	16251	17064
81	14389	15109	15864	16657	17490
82	14749	15486	16261	17074	17927

Appendix IV

Salary Range Placement Recommendations

FINAL DRAFT

Class Title	Current Maximum Monthly Salary	% from Total Comp Monthly Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	Percent Difference	Rationale
Finance Assistant I				7	\$2,864		Internal alignment: 10% below the Finance Assistant II
Finance Assistant II	\$4,039	18.6%	\$3,287	11	\$3,158	\$0	Market and range placement
Administrative Analyst	\$5,836	15.2%	\$4,949	29	\$4,899	-16.06%	Market and range placement
Administrative Services Director	\$7,608	-14.7%	\$8,726	53	\$8,797	15.63%	Market and range placement
Chief of Police	\$9,377	-1.0%	\$9,471	56	\$9,468	0.97%	Market and range placement (including differential)
City Administrator	\$12,264	10.0%	\$11,038	62	\$10,960	-10.63%	Market and range placement
Community Development Director	\$7,608	-26.1%	\$9,594	53	\$8,797	15.63%	Market and range placement
Community Development Specialist I	\$3,635	N/A		17	\$3,655	0.55%	Internal alignment: 10% below the Community Development Specialist II
Community Development Specialist II	\$4,039	-0.7%	\$4,067	21	\$4,030	-0.21%	Market and range placement
Equipment Mechanic	\$4,039	0.1%	\$4,035	21	\$4,030	-0.22%	Market and range placement
Fire Captain	\$5,249	-11.9%	\$5,874	36	\$5,812	10.73%	Market and range placement
Fire Chief	\$8,497	-16.8%	\$9,924	54	\$9,017	6.12%	Internal alignment: 5% below the Police Chief
Fire Engineer	\$4,759	-9.0%	\$5,187	31	\$5,143	8.07%	Market and range placement
Police Lieutenant	\$8,519	N/A		47	\$7,599	-10.80%	Internal alignment: 20% below the Police Chief
Police Officer	\$5,321	6.6%	\$4,970	30	\$5,021	-5.64%	Market and range placement
Administrative Assistant (Police Records Technician)	\$3,975	N/A		11	\$3,158	-20.54%	Internal alignment: anchor to the Finance Assistant II
Police Dispatcher/Records Specialist I	\$3,310	N/A		12	\$3,237	-2.21%	Internal alignment: 10% below the Police Dispatcher/Records Specialist II
Police Dispatcher/Records Specialist II	\$3,678	3.3%	\$3,557	16	\$3,568	-2.99%	Market and range placement
Police Sergeant	\$6,308	2.9%	\$6,125	38	\$6,103	-3.25%	Market and range placement
Public Works Assistant	Proposed			5	\$2,728		Internal alignment: 10% below the Public Works Specialist I
Public Works Specialist I	\$3,635	N/A		9	\$3,007	-17.28%	Internal alignment: 10% below the Public Works Specialist II
Public Works Specialist II	\$4,039	18.2%	\$3,304	13	\$3,316	-17.90%	Market and range placement
Public Works Supervisor	\$4,352	-13.7%	\$4,948	28	\$4,782	9.88%	Market and range placement
Senior Police Dispatcher/Records Specialist	\$4,046	N/A		20	\$3,934	-2.76%	Internal alignment: 10% above the Police Dispatcher/Records Specialist II
Special Program Coordinator	\$3,595	N/A		17	\$3,655	1.67%	Internal alignment: anchor to the Community Development Specialist I
Supervising Mechanic	\$4,352	-8.7%	\$4,731	28	\$4,782	9.88%	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 - This is the Job Family and displays internal relationship for salary alignment.

Column 8 - 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).

Appendix V

Additional Benefits

FINAL DRAFT

**City of Sonora
Additional Benefits
November 2017**

CERTIFICATION PAY

Agency	Education/Certification Pay
City of Sonora	Police Chief: Fire Chief:
Angels Camp	Police Chief: N/A Fire Chief: N/A
Auburn	Public Safety Director N/A
Dos Palos	Police Chief: POST Intermediate 2.5% POST Advanced 7.5% Fire Chief: N/A
Escalon	Police Chief: N/A Fire Chief: N/A
Grass Valley	Police Chief: N/A Fire Chief: N/A
Jackson	Police Chief: POST Intermediate 5% POST Advanced 10% Fire Chief: Fire Officer 5% Chief Officer 10%
Livingston	Police Chief: N/A Fire Chief: N/A
Modesto	Police Chief: Non-Responsive Fire Chief: Non-Responsive
Newman	Police Chief: N/A Fire Chief: N/A
Stockton	Police Chief: POST Supervisory – 6% POST Management – 5% (for a total of 11%) Fire Chief: N/A
Tuolumne County	Sheriff/Undersheriff: POST Intermediate 3% POST Advanced 7% POST Supervisory 2.5% POST Management 2.5% (All cumulative) Fire Chief: N/A

LONGEVITY PAY

Agency	Longevity Pay
City of Sonora	
Angels Camp	Police Chief: 2.5% @ 10 years of service 5% @ 15 years of service 7.5% @ 20 years of service 10% @ 25 years of service Fire Chief: N/A
Auburn	Public Safety Director: N/A Fire Chief: N/A
Dos Palos	Police Chief: N/A Fire Chief: N/A
Escalon	Police Chief: N/A Fire Chief: N/A
Grass Valley	Police Chief: N/A Fire Chief: N/A
Jackson	Police Chief and Fire Chief: After 15 years' service - 2% After 20 years' service - 4% After 25 years' service - 6.5% After 30 years' service - 9%
Livingston	Police Chief: N/A Fire Chief: N/A
Modesto	Police Chief: N/A Fire Chief: N/A
Newman	Police Chief: N/A Fire Chief: N/A
Stockton	Police Chief and Fire Chief: Completion of 12 years' service: .75% of base; Completion of 18 years' service: 1.75% (=2.5%) Completion of 24 years' service: 2% (=4.5%)
Tuolumne County	Sheriff/Undersheriff: 10 years of service - 10 ranges 15 years of service - 15 ranges 20 years of service - 20 ranges 25 years of service - 25 ranges 30 years of service - 30 ranges 35 years of service - 35 ranges Fire Chief: N/A

