



Memo

To: The Advisory Board of Directors

From: Mike Blondino, District Administrator
Ingrid S. Penney, Administrative Services Manager

Date: December 15, 2022

Subject: Report – Total Compensation Study for Current and Potential District Job Classifications - July 2022

Introduction/Background:

In February 2022, the Advisory Board approved a contract for a Total Compensation Study with Grace Consulting. The Study was commissioned to ensure that CRPD's pay structure is equitable, and that salaries and benefits are comparable to those paid in the relevant labor market. The Study covered selected current and proposed full-time positions along with other job classifications which may be necessary for the District to achieve its future goals and objectives.

Staff assisted with the survey model, working with Kathleen Grace who canvassed local agencies, analyzed and prepared the Report. Ms. Grace has provided consulting services for human resources and organizational development to both public and private sector organizations, included several compensation studies for Sunrise Recreation and Park District.

Discussion:

On August 29, 2022, the Personnel Committee met to review and discuss the Draft Report, which included a report on the total compensation survey. The survey conducted last fiscal year covered both comparable and other relevant entities within the market. The Compensation Study results included information on annual budget, population served, classes of employees, and salaries and benefits. While not all of these entities were comparable in size, they may have been selected for review because either CRPD has lost employees to them or applicants have opted to accept offers from them. The Report on the Total Compensation Study for Current and Potential District Job Classifications prepared in July 2022 is attached.

While many current salaries were below market, once benefits were added, the total compensation fell within the median and/or average range. There were two classifications that were considerably below the range. The two were the Recreation Coordinator and the Finance Supervisor. We have first-hand experience with this, as we have had to negotiate a higher starting salary by 10% or have lost candidates to other agencies. Staff shared this issue and concern with the Personnel Committee. The Committee supported our recommendation for a 10% increase to the salary range for the Recreation Coordinator and Finance Supervisor classifications.

Regarding benefits Staff has had ongoing discussions on the following:

- To improve awareness and promote benefits to applicants through the recruitment process and to current employees.
- To encourage employees to save additional money towards retirement through a 457 Plan/Deferred Compensation.
- To offer monetary subsidies once again for employees that may have medical coverage elsewhere and would have an option to waive District paid coverage. A subsidy could provide savings to the District.
- To consider ways to incentivize the Deferred Compensation program by offering an additional monetary subsidy for waiver of coverage, which would go towards such a program.
- To research and identify providers and associated costs for a District paid Employee Assistance Program (EAP). An EAP promotes employee health and well-being by providing short-term counseling, support, information, and referral services for employees and dependents during difficult times as well as day-to-day concerns. Never before has such a program been more needed. It seems that the pandemic has brought this demand to the forefront of many throughout the world.

Financial Analysis:

The FY2022-23 Adopted Budget includes funding for these positions. Sufficient funds are available to cover the proposal’s costs for both positions. Here is an illustration of the current and proposed salary range:

		Longevity Steps									
								10-yr	15-yr	20-yr	25-yr
CLASSIFICATION		A	B	C	D	E	F	G	H	I	
Current	RECREATION COORDINATOR	3,639	3,821	4,012	4,212	4,423	4,645	4,878	5,121	5,377	
<i>Proposed</i>		4,012	4,212	4,423	4,645	4,878	5,121	5,377	5,646	5,928	
Current	FINANCE SUPERVISOR	5,409	5,679	5,964	6,262	6,577	6,906	7,251	7,614	7,994	
<i>Proposed</i>		5,964	6,262	6,577	6,906	7,251	7,614	7,994	8,394	8,814	

Costs associated with potential benefit enhancements are unknown at this time. If supported, Staff may move forward with research and cost analysis for future budget discussions.

Recommendation:

The Personnel Committee and Staff recommends approval for a 10% increase for Recreation Coordinator and Finance Supervisor salary range, as illustrated; receive and file the report on the Total Compensation Study for Current and Potential District Job Classifications.

Staff recommends additional research into benefit enhancement of Deferred Compensation, Medical Subsidies for waiver of coverage, and an EAP in an effort to increase promotion to applicants and retain existing employees



Report

Total Compensation Study For Current and Potential District Job Classifications

July 2022



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EXECUTIVE SUMMARY

A. INTRODUCTION:

The Carmichael Recreation and Park District (District or CRPD) commissioned Grace Consulting to conduct a total compensation survey of comparable organizations within the relevant labor market for ten (10) exempt and nine (9) non-exempt District job classifications.

Grace Consulting agreed to survey ten (10) comparable public sector organizations and recreation and park districts within the relevant labor market to collect base pay, cash incentives and employee benefits data for all job classifications studied. Nine (9) of the ten (10) organizations participated fully in the survey process (90%) and data was collected from the website of the tenth organization. The organizations that were contacted are identified in Table 1 on page 3 of this report.

B. REASON FOR THE STUDY:

The market study was initiated:

- To determine the comparability of the District's base pay and benefits to other comparable organization's within the relevant labor market

C. GENERAL FINDINGS:

The following information summarizes general findings pertinent to current pay and benefits comparability to the surveyed organizations in the relevant regional labor market.

- Best practice research finds that competitive base pay enhances an organization's ability to recruit qualified personnel; and benefits that gain value over time enhance an organization's ability to retain qualified talent, especially in a dynamic labor market.
- The most relevant labor market for job, salary and benefit comparability are organizations from the public sector and comparable recreation and park districts within the Sacramento region that are comparable in structure, services provided and that have comparable knowledge and skill requirements within their respective workforces.
- Five (5) of the District jobs that were studied are proposed for possible future use and a salary has not been established for them. The market data for comparable jobs was collected and is displayed on the summary charts (pages 6 and 8) and on the charts for each job studied in Appendix B, but no comparability analysis was conducted for those jobs.
- A valid sample of comparable jobs was found in the relevant labor market for all of the District jobs studied.

Base pay and total compensation comparability to market values are discussed in Section III of the project report; summarized for all jobs in Tables 2 and 3 on pages 6 and 8; and displayed by job and organization on the tables provided in Appendix B of the project report.

- The maximum base pay for the seven (7) populated exempt District job classification **lags** behind the market average maximum base pay by a range of 5.83% to 22.58% and the maximum base pay for six (6) populated District jobs **lags** behind the market maximum median base pay by a range of 3.21% to 25.82%. The maximum base pay for the seventh populated job **exceeds** the market median maximum base pay by 2.51%.
- The maximum base pay for four (4) populated non-exempt District jobs **lags** behind the market average maximum base pay by a range of 0.67% to 15.70% and the maximum base pay for three (3) populated non-exempt District jobs **lags** behind the market median maximum base pay by a range of 1.12% to 11.25%.
- The maximum base pay for three (3) populated non-exempt District jobs **exceeds** the market average maximum base pay by a range of 0.63% to 3.03% and the maximum base pay for four (4) populated non-exempt District jobs **exceeds** the market median maximum base pay by a range of 1.12% to 5.45%.
- The mix of salary and benefits that make up the total compensation calculation varies by organization and is dependent upon a variety of factors, including workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills and available financial resources.
- The total compensation calculation consists of the combined values of maximum base pay, employee retirement pickup (if any), the employer's normal cost of retirement, employer contributions for FICA, Medicare, health, dental, vision, life and short and long-term disability insurance plus any longevity pay provided after 15 years of service. Any special pay not available to all, but provided based on management discretion and/or individual assignment and/or achievement is not included in the total compensation calculation. Further, since the value of paid leave is considered in the value of maximum base pay, paid leave is excluded from the total compensation calculation.
- The maximum total compensation of two (2) populated exempt District jobs **lags** behind the market average maximum total compensation by a range of 1.75% to 7.62% and the maximum total compensation of two (2) populated exempt District jobs **lags** behind the market median maximum total compensation value by a range of 0.188% to 9.02%.
- The maximum total compensation of five (5) of the seven (7) populated exempt District jobs **exceeds** the market average maximum total compensation by a range of 1.39% to 10.26% and the maximum total compensation of five (5) populated exempt District jobs **exceeds** the market median maximum total compensation value by a range of 5.15% to 10.25%.
- The maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market average maximum total compensation by a range of 3.34% to 21.42% and the maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market median maximum total compensation value by a range of 6.37% to 23.04%.
- One (1) of the surveyed organizations provided a salary increase for management in January 2022 and a second organization increased all salaries on April 1, 2022. Those increases that are reflected in the base pay comparability analysis by job (Appendix B) and summarized on pages 6 and 8 of this report. Three (3) of the other surveyed organizations increased salaries in June and July by 2% to 4% and two (2) surveyed organizations provided COLA

increases in July based on the CPI index that they use. The last two (2) surveyed organizations are in negotiations with labor that may result in salary increases during calendar year 2022 for general unit employees (see Table 4 on page 9 of the project report).

- The cash incentives provided by the District generally match or exceed the cash incentive pay practices of the relevant labor market. The mix of pay incentives offered varies by organization and is dependent upon a variety of factors including the organization's workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial resources. (The comparability of cash incentives are discussed in Section 4 and displayed in Table 5 on page 13 of the project report).

Employee benefits and paid time-off comparability are discussed in Section V and displayed on Tables 6 on pages 18-19 and Table 7 on page 22 of the project report.

- The mix of benefits offered varies by organization and is dependent upon a variety of factors including an organization's workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial res

CARMICHAEL RECREATION & PARK DISTRICT

REPORT

TOTAL COMPENSATION STUDY

July 2022

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I INTRODUCTION

A. SCOPE:

The Carmichael Recreation and Park District (District or CRPD) commissioned Grace Consulting to conduct a total compensation survey of comparable organizations within the relevant labor market for ten (10) exempt and nine (9) non-exempt current and proposed job classifications.

Grace Consulting agreed to survey ten (10) comparable public sector organizations and recreation and park districts within the relevant regional labor market to collect base pay, cash incentives and employee benefits data for all job classifications studied. Nine (9) of the ten (10) organizations participated fully in the survey process (90%). Data was collected from the website of the tenth organizations and from recent studies in which they participated, but the organization did not return a completed survey for this study. The organizations that were contacted are identified in Table 1 on page 3 of this report.

B. METHODOLOGY:

The staff of Grace Consulting performed the following activities to achieve the goals and objectives of the study:

- Met with the District Administrator and the Administrative Services Manager to gather job and organization-related information for review; to confirm the objectives, parameters and timelines of the study; and to discuss the project process and related activities. Consultant conferred throughout the study with the District Administrator and Administrative Services Manager to provide status updates and to discuss issues and findings.
- Reviewed all job descriptions, organization charts, salary schedules, benefit plans, current labor agreement and policies and procedures to develop a full understanding of the work performed and the organization as a whole.
- Developed a survey instrument and job profiles to be used to gather requisite survey information for each job classification studied.
- Submitted the draft survey instrument and job profiles to the District Administrator and Administrative Services Manager for District review and comment prior to use.
- Contacted each organization to be surveyed to determine willingness to participate in the survey process; to identify a direct contact within each organization (Contact list for all surveyed organizations included in Appendix A); and to determine if their data is posted on their website.
- Sent an email to six (6) of the ten (10) survey organizations that agreed to participate and that do not post job and salary data online. Requested that they forward job descriptions, salary schedules, benefit plans, labor agreements and organization charts for review and use in the process.

- Conducted online research to identify comparable jobs and related compensation and benefits information in the four (4) survey organizations that do post most of their data online.
- Used all data gathered to identify comparable jobs and to complete a total compensation survey for each organization.
- Emailed a completed survey to each organization with a copy of CRPD profile job descriptions, requesting that they review consultant entries for accuracy and agreement, make any edits required to correct and/or update the data; complete the highlighted questions for which information was not provided; and return the completed and validated survey for data analysis.
- Developed a comprehensive database to enable data compilation and comparability analysis for each job surveyed and entered all validated market data.
- Conducted comparative analyses of the base pay rates, specific cash incentives and benefits provided to comparable jobs by surveyed organizations.
- Developed summary charts to depict comparability of District base pay, total compensation, cash incentives and employee benefits to the pay, incentives and employee benefits provided by responding survey organizations.
- Developed summary charts of base pay and total compensation comparability for each of the District's jobs to comparable jobs in the surveyed organizations within the relevant regional labor market (Appendix B).
- Submitted all summary findings to the District Administrator and Administrative Services Manager for review, discussion and input to the development of the project report.
- Drafted and presented a project report that contains all findings, summary tables and charts to the District for review and comment.
- Finalized and sent the final project report, in digital and hard copy format, to the District for presentation and discussion with the District's governing Board.

II ANALYTICAL CONCEPTS

A. INTRODUCTION:

The purpose of this section is to provide clarifying information on the concepts used in the data analysis to enhance understanding of the findings and observations contained within this report.

B. JOBS SURVEYED:

The District requested that the market be surveyed for compensation, cash incentives and benefit information for jobs comparable to ten (10) exempt and nine (9) non-exempt job classifications. The surveyed jobs are:

Management, Supervisory and Professional Classifications

- 1 District Administrator
- 2 Administrative Services Manager
- 3 Park Services Manager
- 4 Project Manager
- 5 Recreation Services Manager
- 6 Finance Supervisor
- 7 Human Resources Analyst
- 8 Park Maintenance Supervisor
- 9 Recreation Supervisor
- 10 Analyst

General Unit Classifications

- 1 Bookkeeper
- 2 Customer Services Representative
- 3 Facilities Technician
- 4 Park Landscape Technician
- 5 Park Maintenance Lead Worker
- 6 Park Maintenance Worker I
- 7 Park Maintenance Worker II

C. RELEVANT LABOR MARKET:

In determining comparability of pay and benefits, it is important that the relevant labor market be identified. The identification of this market is based on a variety of factors including geographic proximity; comparability of services provided; traditional recruitment patterns; availability of requisite knowledge, skills and competencies within the identified market; and historical market matching practices.

Ten (10) comparable organizations within the relevant regional labor market were identified for participation in the survey process. Nine (9) market organizations fully participated in the process. Data was collected from the website of the tenth organization and from other recent studies in which they had fully participated. The participating organizations include one (1) county, three (3) cities and six (6) comparable recreation and park districts.

**TABLE 1
SURVEYED ORGANIZATIONS**

ORGANIZATION	Pop. Served	Operating Budget (Millions)	# of Parks	Park Acres	FTE Pop.
Auburn Area Rec. & Park Dist.	45,000	5.09	15 parks, bike park, hiking trail, 2 pools, splash pool, and a community center		36
City of Folsom	79,584	15.4 (parks)	48 parks/13 facilities	400 park 500 open 50 Mi trail	48
City of Rocklin	72,339	6.74	30 parks	200 open space	19
City of West Sacramento*	53,355	No Info	38 parks, recreation center, community center/pre-school	149	40.55
Cordova Recreation & Park Dist.	136,500	5.8	30 parks	442.5	58
County of Sacramento	1.54M	23.9	42+	15,000	87
Fair Oaks Recreation & Park Dist.	35,000	3.13	12 Parks/8 facilities	124	3.5M
Mission Oaks Recreation & Park Dist.	64,100	5.36	19 parks	101	5.36
Southgate Recreation & Park Dist.	134,330	12.2	47 parks, 11 community centers, 2 aquatic center, golf course	829	60
Sunrise Recreation & Park Dist.	170,000	10.7	46 parks & open space sites	488	30
Carmichael Recreation & Park District	42,408		13 park sites that includes 5 ball fields, 6 tennis courts, a dog park, and a disc golf course plus a Community Center, Veterans Memorial Hall and a Memorial Pavilion for performing arts.	177	

* Data was collected from the website of the City of West Sacramento and in recent prior studies, however, the City did not submit a completed survey for this study.

D. STATISTICS CALCULATED:

To determine market comparability, two statistics were calculated using all valid market data collected for each job:

- Market Average – the arithmetic average of all values collected for each job surveyed
- Market Median – the middle value of all values collected for each job surveyed.

E. INTERNAL EQUITY

The concept of internal pay equity recognizes differences in the levels of responsibility, authority, judgment, complexity of work, consequence of error and other compensable factors within an occupational group (job family). Generally, the actual difference is based on each organization's compensation philosophy pertinent to internal equity with consideration given to differentials found within the market data.

F. TOTAL COMPENSATION:

One objective of the study is to determine the comparability of the District's base pay and total compensation to other comparable organization's within the relevant labor market. The total compensation calculation consists of a combination of maximum base pay for each job classification plus any benefits and additional pay that all employees within a bargaining unit receive as a result of membership in an organization.

The total compensation calculation in this study consists of the following values:

- Base pay
- Employee retirement pickup*
- Employer's normal cost of retirement benefits
- Employer's cost of FICA and Medi-care
- Employer's contribution towards health, dental, vision, life and other insurance benefits provided to all members of any and all bargaining units
- Longevity pay

* The "employee retirement pickup" was a common benefit in the California' public sector labor market before the passage of the Public Employees Retirement Act (PEPRA). It is the pre-tax employee retirement contribution that is paid by an organization on behalf of its employees. This benefit is no longer prevalent, but still provided in some form by a small number of organizations.

Since the value of paid leave (vacation, sick leave, holidays, and administrative leave) is included in the gross pay figure, it is not included in the total compensation calculation. In addition, any special pay received that is based on individual performance, special assignment, shift assignment, licensure, educational degree, or certification is not included in the total compensation calculation, as these pay types are not guaranteed for all members of an organization, but are awarded based on management discretion, job assignment, and individual performance and/or achievement.

G. SUMMARY MARKET FINDINGS:

Summary charts depicting the comparability of base pay, cash incentives and employee benefits of surveyed organizations are contained and discussed in Sections III – V of this report. Summary charts depicting comparability of market base pay and total compensation values for each job studied within the relevant labor market are contained in Appendix B of this report

III
BASE PAY and TOTAL COMPENSATION COMPARABILITY

A. INTRODUCTION:

The purpose of this section is to present and discuss the comparability of the District's base pay and total compensation to comparable jobs within the relevant labor market.

B. BASE PAY COMPARABILITY:

Ten (10) exempt and nine (9) non-exempt District jobs were surveyed within the relevant regional labor market. A valid sample of comparable jobs was found in the market for all of the District's current and proposed job classifications (Table 2).

TABLE 2
MAXIMUM BASE PAY
(Market data effective 4/1/2022)

Job Title	Monthly MAX CRPD PAY	Market AVERAGE Maximum Pay	% Difference	Market MEDIAN Maximum Pay	% Difference
EXEMPT JOB CLASSIFICATIONS					
District Administrator	11,837	13,758	-13.96%	15,047	-21.33%
Administrative Services Manager	8,538	9,222	-7.42%	8,329	2.51%
Park Services Manager	8,538	9,067	-5.83%	9,148	-6.67%
Project Manager	Proposed	8,924		9,504	
Recreation Services Manager	8,538	9,341	-9.60%	9,903	-12.01%
Finance Supervisor	6,324	8,275	-22.58%	8,526	-25.82%
Human Resources Analyst	Proposed	7,585		7,522	
Park Maintenance Supervisor	5,844	6,957	-16.00%	6,946	-15.87%
Recreation Supervisor	6,324	6,750	-8.76%	6,534	-3.21%
Analyst	Proposed	7,754		8,187	
NON-EXEMPT JOB CLASSIFICATIONS					
Bookkeeper	4,796	4,828	-0.67%	4,777	0.40%
Customer Services Representative	4,350	4,222	3.03%	4,125	5.45%
Facilities Technician	5,349	5,824	-8.16%	6,004	-10.91%
Park Landscape Technician	Proposed	5,787		5,686	
Park Maintenance Lead Worker	Proposed	5,559		5,633	
Park Maintenance Worker I	4,401	4,373	0.63%	4,451	-1.12%
Park Maintenance Worker II	4,852	4,761	1.91%	4,777	1.57%
Payroll Account Clerk	4,796	5,257	-8.76%	4,743	1.12%
Recreation Coordinator	4,253	5,045	-15.70%	4,792	-11.25%

- Five (5) of the District jobs that were studied are proposed for possible future use and a salary has not been established for them. The market data for comparable jobs was collected and is displayed on the summary charts (pages 6 and 7) and on the charts for each job studied in Appendix B, but no comparability analysis was conducted for those jobs.

Comparability Analysis – Base Pay for Exempt Jobs:

- The maximum base pay for the seven (7) populated exempt District job classification **lags** behind the market average maximum base pay by a range of 5.83% to 22.58% and the maximum base pay for six (6) populated District jobs **lags** behind the market maximum median base pay by a range of 3.21% to 25.82%. The maximum base pay for the seventh populated job **exceeds** the market median maximum base pay by 2.51%.

Comparability Analysis – Base Pay for Non-Exempt Jobs:

- The maximum base pay for four (4) populated non-exempt District jobs **lags** behind the market average maximum base pay by a range of 0.67% to 15.70% and the maximum base pay for three (3) populated non-exempt District jobs **lags** behind the market median maximum base pay by a range of 1.12% to 11.25%.
- The maximum base pay for three (3) populated non-exempt District jobs **exceeds** the market average maximum base pay by a range of 0.63% to 3.03% and the maximum base pay for four (4) populated non-exempt District jobs **exceeds** the market median maximum base pay by a range of 1.12% to 5.45%.

C. TOTAL COMPENSATION COMPARABILITY:

The total compensation calculation consists of the combined values of maximum base pay, employee retirement pickup (if any), the employer's normal cost of retirement, employer contributions for FICA, Medicare, health, dental, vision, life and short and long-term disability insurance plus any longevity pay provided after 15 years of service. Any special pay not available to all, but provided based on management discretion and/or individual assignment and/or achievement is not included in the total compensation calculation. Further, since the value of paid leave is considered in the value of maximum base pay, paid leave is excluded from the total compensation calculation.

Table 3 follows on the next page.

TABLE 3
MAXIMUM TOTAL COMPENSATION
(Market data effective 4/1/2022)

Job Title	Monthly MAX CRPD Total Comp	Market AVERAGE Total Comp	% Difference	Market MEDIAN Total Comp	% Difference
EXEMPT JOB CLASSIFICATIONS					
District Administrator	18,458	18,204	1.39%	18,812	-1.88%
Administrative Services Manager	14,031	13,136	6.81%	12,951	8.34%
Park Services Manager	14,031	12,725	10.26%	13,344	5.15%
Project Manager	Proposed	12,431		12,964	
Recreation Services Manager	14,031	13,122	6.93%	13,344	5.15%
Finance Supervisor	11,059	11,986	-7.62%	12,156	-9.02%
Human Resources Analyst	Proposed	10,659		10,559	
Park Maintenance Supervisor	10,415	10,236	-1.75%	9,749	6.84%
Recreation Supervisor	11,059	10,085	5.65%	9,665	10.25%
Analyst	Proposed	11,126		11,105	
NON-EXEMPT JOB CLASSIFICATIONS					
Bookkeeper	9,008	7,787	15.67%	7,759	16.09%
Customer Services Representative	8,409	6,926	21.42%	6,835	23.04%
Facilities Technician	9,750	8,754	11.38%	9,062	7.59%
Park Landscape Technician	Proposed	8,564		8,242	
Park Maintenance Lead Worker	Proposed	8,382		8,242	
Park Maintenance Worker I	8,477	7,268	16.64%	6,999	21.12%
Park Maintenance Worker II	9,083	7,656	18.64%	7,486	21.33%
Payroll Account Clerk	9,008	8,224	9.52%	8,044	11.98%
Recreation Coordinator	8,279	8,011	3.34%	7,783	6.37%

- As previously noted, five (5) of the surveyed District jobs are proposed for future use and a salary has not been established for them. Market data was collected for comparable jobs and is displayed on pages 6 and 7 and on the summary charts for each job in Appendix B, but no comparability analysis was conducted for these jobs.
- A valid sample of comparable market jobs was found in the relevant market for all District jobs that were studied.

Comparability Analysis –Total Compensation for Exempt Jobs:

- The maximum total compensation of two (2) populated exempt District jobs **lags** behind the market average maximum total compensation by a range of 1.75% to 7.62% and the maximum total compensation of two (2) populated exempt District jobs **lags** behind the market median maximum total compensation value by a range of 0.188% to 9.02%.
- The maximum total compensation of five (5) of the seven (7) populated exempt District jobs **exceeds** the market average maximum total compensation by a range of 1.39% to 10.26%

and the maximum total compensation of five (5) populated exempt District jobs **exceeds** the market median maximum total compensation value by a range of 5.15% to 10.25%

Comparability Analysis –Total Compensation for Non-Exempt Jobs:

- The maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market average maximum total compensation by a range of 3.34% to 21.42% and the maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market median maximum total compensation value by a range of 6.37% to 23.04%.

D. EXPECTED MARKET CHANGES:

Table 4 displays the salary changes that are scheduled and reported by survey participants within the relevant labor market after April 1, 2022 through calendar year 2022. One (1) of the surveyed organizations provided a salary increase for management in January 2022 and a second organization increased all salaries on April 1, 2022. Those increases that are reflected in the base pay comparability analysis by job (Appendix B) and summarized on pages 6 and 7 of this report. Three (3) of the other surveyed organizations increased salaries in June and July by 2% to 4% and two (2) surveyed organizations provided COLA increases in July based on the CPI index that they use. The last two (2) surveyed organizations are in negotiations with labor that may result in salary increases during calendar year 2022 for general unit employees.

**TABLE 4
SCHEDULED/EXPECTED SALARY CHANGES**

ORGANIZATION	\$/% Change	Date of Change
Auburn Area Recreation & Park Dist.	None	Last increase 4/1/22
City of Folsom GU	None	Pending Negotiation
MMU	None	Last increase 1/1/22
City of Rocklin	2.00%	7/1/22
City of West Sacramento GU	None	Pending Negotiation
MGT	3.00%	7/1/22
Cordova Recreation & Park District	None	
County of Sacramento	4.00%	6/19/22
Fair Oaks Recreation & Park District	COLA -CPI-U	7/1/22
Mission Oaks Recreation & Park Dist.	COLA	7/1/22
Southgate Recreation & Park Dist.	None	
Sunrise Recreation & Park District	None	
Carmichael Recreation & Park Dist.	3.5% Cola	1/1/23

D. JOB TO ORGANIZATION COMPARISONS:

Market comparability of base pay and total compensation was determined for each job surveyed and matched in the relevant labor market. This analysis is summarized in the charts contained in Appendix B of this report.

IV CASH INCENTIVE COMPARABILITY

A. INTRODUCTION:

Information was collected during the survey process on cash incentives that are provided based on seniority, assignment, individual achievement and licensure or certification. Except for longevity pay which is based on seniority and available to all in an organization or bargaining unit after a given period of time, other cash incentives are authorized based on individual assignment, performance or achievement and authorized by management policy and discretion and are therefore not considered in the total compensation calculation. Table 5 (page 14) displays the special pay incentives provided by each responding organization in comparison to the incentives provided by the District.

B. CASH INCENTIVES STUDIED:

The types of special pay considered for this analysis and arrayed in Table 5 are:

- Education incentives
- Tuition Reimbursement
- Minimum special assignment or temporary above class assignment pay
- Longevity pay (included in the total compensation calculation)
- Bilingual pay
- Minimum call-back pay
- Mileage Reimbursement/Car Allowance
- Maximum Safety Boots and/or Uniform Allowance/reimbursement
- License/professional certification pay
- Maximum payment/reimbursement of license/certification maintenance costs

Educational Incentive

An educational cash incentive is provided on an ongoing basis for attainment of an educational degree.

Seven (7) of the surveyed organizations do not provide an educational incentive. One organization provides an incentive ranging from 2.5% to 5% (dependent on number of college units) to members of the Office and Clerical bargaining unit. The two (2) remaining organizations provide education incentives with payouts that vary by bargaining unit and/or salary of individual employees. The District provides a \$250.00 per year to exempt and non-exempt employees for attainment of training and education in their field of expertise. This compensation exceeds the pay practice of 70% of the relevant market.

Tuition Reimbursement:

Six (6) of the ten (10) surveyed organizations (60%) provide reimbursements for tuition to their non-exempt staff and one of those organizations reimburses educational expenses for members of the management unit. Contributions range from \$750.00 per year to 100% of costs for non-exempt employees and up to \$4,000 per year for members of the management unit. Due to the variation in pay practices, market values were not calculated and a comparability analysis was not conducted.

The District does not provide this benefit, which is a practice comparable to 40% of the surveyed organizations within the relevant market.

Special Assignment or Temporary Above- Class Assignment Pay:

This pay type provides a pay incentive for a special assignment or for temporary assignments to positions at a higher classification level

Six (6) of the ten (10) surveyed organizations provide this type of incentive pay to non-exempt staff at a rate of 5% of base pay and one of those organizations provides an incentive to exempt staff at 3.5% of base pay. A seventh market organization pays non-exempt staff the base pay of the higher-level temporary position; and the remaining three (3) market organizations do not provide this type of pay incentive. The District does not provide this type of incentive, a practice that matches 30% of the market and lags behind the practice of 70% of the surveyed market.

Longevity Pay:

This cash incentive is provided as an add-on to base pay for years of service. Since longevity pay, if provided, is available to all members of an organization or a bargaining unit, it is included in the total compensation calculation for the eligible group. The total compensation calculation developed for comparability includes any market values calculated for employees after completing 15 years of service.

Six (6) of the surveyed organizations (60%) provide longevity pay and four (4) organization (40%) do not. One provides \$60 per month of longevity pay after an employee is at top step of the salary range for a minimum of one year; At fifteen (15) years of service three (3) organizations provide a longevity incentive of 10% of base pay and two (2) organizations provide a longevity incentive of 5% of base pay. The District provides a longevity pay incentive at a rate of 10%; a practice that matches the pay practice of thirty percent (30%) of the surveyed market and exceeds the pay practice of 70% of the surveyed market.

Bilingual Pay:

This cash incentive is contingent upon the regular use of certified verbal and/or written language skills in the performance of assigned job duties.

Three (3) of the ten (10) surveyed organizations provide this incentive to non-exempt employees and one of these organizations also provides this incentive to exempt staff. The District does not provide this type of cash incentive, a practice comparable to 70% of the surveyed market.

Minimum Call-back Pay:

This cash incentive is provided as an add-on to base pay to compensate employees for returning to work upon request after departure from the work site following completion of the normal work schedule. Six (6) of the ten (10) surveyed organizations (60%) provide this benefit to their non-exempt staff; two (2) pay a minimum of 2 hours at 1 ½ hourly base pay, two (2) of the organizations pay a minimum of two (2) hours at base pay, the fifth organization pays a minimum of \$50 or two (2) hours at base pay (whichever is more) and the sixth organization pays a minimum of three (3) hours at 1 ½ hourly base pay. The District provides a minimum call-back incentive to non-exempt staff of two (2) hours at 1 ½ hourly base pay, which exceeds the practice of 70% of the market, matches the

practice of 20% of the surveyed market and lags behind the pay practice of 10% of the surveyed market.

Mileage Reimbursement/Car Allowance:

All of the surveyed organizations provide mileage reimbursement to non-exempt staff for the use of a personal vehicle at the IRS rate. Four (4) surveyed organizations provide a car allowance to designated management/exempt staff at rates that vary on level in the organization and vehicle usage. Due to the variation in pay practices, no market average was calculated, but details are provided in the footnotes to Table 5 on pages 13-14. The District provides the District Administrator with a \$600 vehicle allowance and pays District managers and exempt staff a minimum of \$48 per month for reimbursement of auto/business expenses. This is comparable to the pay practices of 40% of the surveyed market.

Maximum Boots/Uniform Allowance or Reimbursement:

Two (2) of the surveyed organizations (20%) do not provide uniforms, boots or other work apparel or an allowance for these items. Two (2) of the surveyed organizations (20%) provide uniforms and requisite work apparel. Six (8) of the surveyed organizations provide an allowance or reimburse the costs of required work boots, uniforms and work apparel with contributions that range from \$140 to \$640.00 per year that vary the requirements of each work unit. Due to the variation, market values were not calculated. The District provides requisite uniforms and protective gear; a practice that exceeds the practice of 20% of the surveyed market and that is comparable to the practices of 80% of the surveyed market.

Maximum License/Certification Pay:

This is an ongoing cash incentive paid as a percentage of base pay, an added stipend, an annual bonus or as a one-time bonus for attainment and maintenance of a license or certification required for performance of assigned job duties.

Three (3) of the ten (10) surveyed market organizations (30%) provide this type of cash incentive to their non-exempt staff. The payouts vary by license/certification type and range from 0.5% to 5% of base pay. The District does not provide a cash incentive of this type, which is comparable to the pay practices of 70% of the surveyed market.

Maximum Payment/Reimbursement for Required Licenses or Certification Costs:

Four (4) of the surveyed organization do not reimburse the costs to obtain/retain required licenses and certifications. Five (5) surveyed organizations pay 100% of these fees and costs and a sixth organization pays up to \$600 per year for reimbursement of these costs. The District pays 100% of these costs, a practice comparable to fifty percent (50%) to sixty (60%) of the surveyed market.

C. CONCLUSIONS:

The cash incentives provided by the District generally match or exceed the cash incentive pay practices of the relevant regional labor market. The mix of pay incentives offered varies by organization and is dependent upon a variety of factors including the organization's workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial resources.

**TABLE 5
OTHER CASH INCENTIVES**

ORGANIZATION	EDUCATION		Minimum Assignment Pay	> 15 Yrs. Longevity	Bilingual Pay	Minimum Call Back Pay	Mileage Reimburse Or Car Allowance	Maximum Boots/Uniform Allowance or Reimburse	Maximum Lic/Cert Pay	Pays Lic/Cert Costs
	INCENTIVE	TUITION								
Auburn Area Rec. & Park Dist.	0.00	0.00	5.00%	0.00%	0.00	Min 2 hrs.	IRS rate	500.00	0.00	0.00
City of Folsom General Unit Management	300.00	2000.00	5.00%	5.00%	0.00	3H x 1.5 \$	IRS rate	300.00	1% - 2.5%	100.00%
	150.00	4000.00	0.00	5.00%	0.00	0.00	IRS rate	0.00	0.00	0.00
City of Rocklin	0.00	750.00	5.00%	0.00%	0.00	0.00	IRS rate	300.00	0.00	600/YR
City of West Sacramento GU Management/Prof.	\$75/\$120/mo.	1500.00	5.00%	\$60/Mo	5.00%	2 H. x 1.5	IRS rate	0.00	.5%-1.25%	100.00%
	5%/yr.	0.00		\$60/Mo	5.00%	0.00	IRS rate	0.00	0.00	0.00
Cordova Rec. & Park District	0.00	0.00	0.00%	5.00%	0.00	0.00	\$100-\$200*	0.00	0.00	100.00%
County of Sacramento Management	2.5% - 5%*	1500.00	5.00%	0.00%	.40-.50/H	2 H. x 1.5	IRS rate	\$140-\$640	05% - 5%	0.00
	0.00	1500.00	3.50%	0.00%	0.00	0.00	IRS rate	0.00	0.00	0.00
Fair Oaks Rec, & Park Dist.	0.00	0.00	0.00%	10.00%	100/Mo.	2 hrs. pay	IRS rate *	150-275	0.00	0.00
Mission Oaks Rec. & Park Dist.	0.00	100.00%	0.00%	10.00%	0.00	\$50 or 2 H	IRS rate	provides	0.00	0.00
Southgate Rec. & Park Dist. General Manager	0.00	0.00	@ higher class	0.00%	0.00	0.00	IRS rate	170.00	0.00	100.00%
							300.00			
Sunrise Rec. & Park District	0.00	0.00	5.00%	10.00%	0.00		\$250-\$550*	provides	0.00	100.00%
MEDIAN AVERAGE	0.00	Payout practices vary	5.00%	3.33%	0.00 varies	0.00	IRS Rate	150.00	0.00	100.00%
	57.00		3.35%	4.00%		1 Hour	Varies	206.25	varies	60.00%
CRPD Management Unit General Unit	250.00	0.00	0.00%	10.00%	0.00%	0.00	\$48-\$600		0.00	0.00
	250.00	0.00	0.00%	10.00%	0.00%	2 H x 1.5	IRS Rate	Provides	0.00	100.00%
MEDIAN DIFFERENCE	Practice exceeds 70% of Surveyed Market	Matches 40%/Lags 60% of Market	Pay practice matches 30% and lags behind 70% of Market	Matches 30% and Exceeds 70% of Market	Matches 70% of the survey Market	= 20%; lags 10% Exceeds 70% of Market	Practice compares to 40% of surveyed Market	Practice is Comparable to 80% and Exceeds 20% of Market	Practice Compares to 70%; Lags 30% of Market	Practice exceeds 40%; matches 60% of Market
AVERAGE DIFFERENCE										

*See footnotes on page 14.

FOOTNOTES:

- ARPD - Provides uniform/boot allowance = \$250 inside workers/\$500 outside workers
- CRPD – provides a \$600 per month auto allowance to the District Administrator and reimburses District managers and exempt supervisors a minimum of \$48 per month for mileage reimbursement. CRPD- pays for continuing education courses \$50 per course completion - Max 5 courses per year.
- City of Folsom - 2.5% for Qual App license, Playground Safety Inspector, Pool Operator; 1% Landscape Irrigation Auditor, Landscape Tech, Irrigation Contractor; matches management employee deferred comp contribution base on years of service: \$250/Mo 0-10 yrs.; 4275 10-15 yrs.; \$300 15-20 yrs.; \$350 20+ yrs.; Department Heads receive an auto allowance of \$300 to \$500/per month. Longevity Pay = 2.5% >10 years, 5% >15 years and 7.5% at 20 years of service.
- City of Rocklin – Management/confidential employees do not receive special/temporary assignment pay. The City is in the process of eliminating add-on longevity pay by incorporating it into a 13-step pay structure. Pays \$300/yr. for boot allowance and Maximum of \$600/year for costs related to required licenses and certifications.
- City of West Sacramento – pays \$60/month longevity pay after 2 years of top step of salary range. Certification pay: 0.5% for spray applicator/pest control certs; 1.25% to Chief P&G for Arborist, 0.5% to Rec Coordinator for CPRS Prof Cert; 1% to Rec Supervisor for Pool Op/Aquatics Facility Op cert. General Unit employees with 60 college semester units = \$75/month; with 90 unit = \$120/month. Management/Professional employees with Masters receive 5% of pay annually. City provides \$650 signing bonus to general unit employees. No participation in Social Security, 401A for Management & Professional employees the City contributes 1.5% with NO employee match and 0.5% for Confidential Employees; Executive employees - must contribute 5.5% to get a City contribution of 4.5%
- Cordova – pays 100% costs to obtain/maintain Playground Safety Inspector, Aquatics Management, Pesticide Applicator and Pool Operator certs/licenses. GM & Directors are provided a car; most exempt employees receive \$100-\$200/month car allowance; provides uniforms, boots and rain gear to maintenance staff. Longevity pay = 1% per year after at top step of salary range for more than a year.
- County of Sacramento: Temp Assignments 5%; Park Supt. = 3.5% ; Other Park Maintenance Assignment pay = 5% (Boys Ranch or Operating 580 Angle Tilt Dozer or larger) and Recreation Supervisor 5% for Boys Ranch. Bilingual pay= 0.40/hour for oral only; 0.50/hour for oral & written skills. License/cert pay: Ag Pest control = 3% +0.5% each added category; Pesticide Spray license = 2%; Pesticide Spray Cert = 1.5% + 0.5% each added category; Office Assistant can receive up to 5% for required certifications. Office Technical Classes can receive an incentive of 2.5% added to pay after earning 30-59 undergrad units and an additional 2.5% after earning 60 or more undergrad units
- Fair Oaks Recreation & Park District: reimburses park staff for boots \$275/year; Recreation staff \$150/year for uniforms; District Administrator = \$400/month auto allowance. Longevity pay = 5% >10 years + 5% >15 years + 5% >20 years.
- Mission Oaks Recreation & Park District: reimburses tuition for pre-approved education In specialty areas 100%.
- Southgate Recreation & Park District: Pays \$300/month car allowance to GM; \$170/year to maintenance staff for boots/\$100 year to Aquatics staff for swimwear.
- Sunrise Recreation & Park District: Auto Allowance = \$550/month to Administrator & executive management \$250/month to other management staff. Longevity pay = 10% after 10 years of service.

V
BENEFITS COMPARABILITY

A. INTRODUCTION:

Information was collected during the survey process from surveyed organizations in the relevant market on health and welfare benefits that are routinely provided to members of their respective workforce. A description and discussion of the benefits typically paid in the relevant labor market is contained in this section and arrayed in Table 6 on pages 18 and 19 and paid leave provided by each surveyed organization is arrayed in Table 7 on page 22.

B. EMPLOYEE BENEFITS STUDIED:

The benefits studied are:

- Retirement Contributions
- Social Security and Medicare Contributions
- Health Insurance Benefits
- Dental Insurance
- Vision Insurance
- Life Insurance
- Long Term Disability Insurance
- No Match Deferred Compensation
- Paid time Off

Retirement Benefits

1. Plan Descriptions:

Six (6) of the ten (9) surveyed organizations provide retirement benefits through the California Public Employees Retirement System (CalPERS or PERS). Since PEPRA was enacted in January 2013, the majority of the PERS employee population is transitioning towards the PERS PEPRA plan with a defined benefit of 2% @ 62, the information utilized for comparative analysis to benefits provided by the District. Three (3) of the remaining organizations contribute to the Sacramento County Employee Retirement System (SCERS) that provides a defined benefit of 2% at 55 at retirement. The tenth organization contributes to a 401(a) defined contribution plan with benefits that vary by the date of hire, age at retirement and the performance of the fund. The District contributes to the SCERS defined benefit plan; a practice comparable to the contributory practices of 90% of the surveyed market.

2. Employer Cost of Employee Retirement Pickup:

This benefit has gradually been eliminated as a common pay practice in the public sector market due to the enactment of the Public Employees' Pension Reform Act (PEPRA). None of the surveyed organizations provide. The District does not provide this benefit, which is comparable to the practices of the surveyed market.

3. Normal Employer Cost of Retirement:

The normal cost of retirement contributions paid by the four (4) survey organizations in PERS ranges between 7.47% and 10.64% of base pay. The contributions paid by the three (3) organizations that

participate in SCERS range from 11.42% to 16.55% of base pay; and the contribution paid by the tenth organization to a defined contribution plan is 10.70%. The District participates in the SCERS plan and contributes 16.55% which matches or exceeds the contributions made by 90% of the market organizations.

Social Security and Medicare Contributions:

Six (6) of the ten (10) surveyed organizations (60%) participate in the Social Security Retirement program, contributing 6.2% of the first \$147,000 of employee earnings towards FICA plus 1.45% of base pay for the Medicare employee contribution match. Four (4) surveyed organizations do not participate in the Social Security program, but do match the 1.45% Medicare cost (Since organizations are required by law to contribute a set amount to the cost of these benefits, no market values were calculated). The District participates in the Social Security Retirement Program, which is comparable to 60% of the surveyed market organizations.

Health Insurance Benefits:

All ten (10) surveyed organizations within the relevant market reported that they contribute towards the cost of health insurance benefits for employees and their dependents, though contributions vary in two (2) organizations based on bargaining unit. The employer contributions paid for the most commonly selected family health plan range from \$1,200.00 to \$2,185.00 per month.

The market average employer contribution towards this benefit is \$1,821.00 for general unit employees and \$1851.00 for management employees per month; the market median employer contribution is \$1,762.00 for general unit employees and \$1,791.00 for management employees per month. The District contributes \$2,426.00 per month towards the cost of family health insurance benefits which exceeds the market average value by 33.25% for general unit employees and 31.10% for management employees and the market median value by 37.71% for general unit employees and 35.51% for management employees.

Dental Insurance Benefits:

One (1) organization provides dental insurance benefits as an option in a cafeteria plan, so benefits do vary by employee. The remaining nine (9) surveyed organizations contribute towards the cost of employee and dependent dental insurance. These contributions range from \$64.00 to \$194.00 per month. The market average value of this benefit is \$127.00 for general unit employees and \$122.00 for management employees per month; the market median value of this benefit is \$118.00 per month for both general unit and management employees. The District contributes \$118.00 per month towards the cost of this benefit, which lags behind the market average contribution by 7.09% for general unit employees and 3.28% for management employees and matches the market median contribution values for both general unit and management employees.

Vision Insurance Benefits:

Two (2) organizations do not provide a contribution for this benefit; a third organization offers the benefit as an option in its cafeteria plan; the remaining six (6) surveyed organizations contribute towards the cost of employee and dependent vision insurance with contributions that range from \$10.00 to \$24.00 per month. The market average contribution for this benefit is \$13.33 per month and the market median contribution is \$13.00 per month. The District's contributes \$26.00 per month towards the cost of this benefit, which exceeds the contributions of 100% of the market.

Life Insurance Benefits:

All ten (10) surveyed organizations within the relevant market provide life insurance benefits to their employees.

1. Face Value:

The face value of insurance benefits provided in two (2) organizations (20%) varies based on the annual salary of the individual employee. The face value of this benefit in five (5) other market organizations (50%) varies by bargaining unit, and the face value of insurance policies provided by the three (3) remaining organizations (30%) range from \$18,000 to \$50,000. Due to the variation in plans, no market values were calculated. The District provides a life insurance benefit with a face value of \$18,000 for non-exempt staff and \$50,00 for exempt staff which is comparable to market practices relative to this benefit.

2. Employer Cost:

One (1) organization did not provide cost information. The cost of life insurance in a second organization is included in the contribution to a cafeteria plan. The contributions paid by seven (7) market organizations range from \$0.042 to \$0.78 per each \$1,000 of insurance coverage; and the remaining organization reported paying \$44.0 per month for policies with a face value of 1.5 x annual pay. Due to the variation in cost structures, no market values were calculated. The District pays a cost of \$0.0455 per \$1,000 of insurance coverage for non-exempt employee benefits and \$0.042 per 1,000 of insurance coverage for exempt employee benefits which is comparable to market practice relative to this benefit.

Long Term Disability (LTD) Insurance:

1. Face Value:

Five (5) of the ten (10) surveyed organizations (50%) provide long-term disability insurance for their employees, four (4) with face values equivalent to 60% of base pay (two with a maximum of \$3,000 per month) and the fifth that matches base pay to a monthly maximum of \$6,000.00. The five (5) remaining organizations (50%) do not provide this benefit. The District does not provide long term disability insurance benefits, a practice that matches 50% of the surveyed market and lags behind the pay practice of 50% of the surveyed market.

2. Employer Cost (LTD Insurance):

The cost for long term disability insurance paid by the four (4) market organizations range from 0.03 per \$100.00 of insurance coverage to 1% of gross pay. Due to variation in costs, no market values were calculated for this employer contribution. The District does not contribute to this benefit.

No Match Deferred Compensation:

Two (2) organizations contribute to this benefit for members in their management and confidential units. The District does not provide this benefit which is comparable to the market practice of 80% of the surveyed organizations.

**TABLE 6
BENEFITS COMPARISONS
(Market Data effective 4/1/2022)**

ORGANIZATION	RETIREMENT				HEALTH	DENTAL	VISION
	Plan Type	Face Value	ER * Contribution	OAS Medicare	MAX ER Contribution	MAX ER Contribution	MAX ER Contribution
Auburn Area Recreation & Park Dist.	PERS	2%@62	7.73%	7.62%	1,716	64	0
City of Folsom	PERS	2%@62	10.64%	7.62%	1,674	113	20
City of Rocklin	PERS	2%@62	9.57%	1.45%	GU 1,200 MGT 1,350	GU – varies MGT 83	10 10
City of West Sacramento	PERS	2%@62	9.30%	1.45%	GU 1,625 MGT 1,773	Included	included
Cordova Recreation & Park Dist.	PERS	2%@62	7.65%	7.62%	2,185	194	23
County of Sacramento	SCERS	2%@55 1/2	11.42%	7.62%	1,644	118	0
Fair Oaks Recreation & Park Dist.	PERS	2%@62	7.47%	1.45%	2,115	184	24
Mission Oaks Recreation & Park Dist.	SCERS	2%@55 1/2	16.55%	1.45%	2,185	118	13
Southgate Recreation & Park Dist.	401(A)	VARIES	10.70%	7.62%	1,808	108	17
Sunrise Recreation & Park Dist.	SCERS	2%@55 1/2	16.55%	7.62%	2,057	118	13
MEDIAN					(GU) 1,762 (MGT) 1,791	(GU) 118 (MGT) 118	(GU) 13 (MGT) 13
AVERAGE					GU) 1,821 (MGT) 1,851	(GU) 127 (MGT) 122	(GU) 13.33 (MGT) 13.33
Carmichael Rec. & Park District	SCERS	2%@55 1/2	16.55%	7.62%	2,426	118	26
MEDIAN DIFFERENCE					(GU) 37.71% (MGT) 35.51%	(GU) 0.00% (MGT) 0.00%	100.00%
AVERAGE DIFFERENCE					GU) 33.25% (MGT) 31.10%	GU) -7.09% (MGT) -3.28%	95.05%

*2022-2023 retirement contributions used

**TABLE 6
BENEFITS COMPARISONS**

(Continued)
(Market Data effective 4/1/2022)

ORGANIZATION	Life		LTD		No Match Def Comp
	FV	ER Cost (000)	FV	ER Cost (00)	
Auburn Area Recreation & Park Dist.	50,000	\$0.40	0	0	\$250 Match
City of Folsom	(GU) 40,000 (MMGT) 60,000 (DEPT HEADS) 70,000	\$0.15	60% pay 60% pay (DH) = 0.00	\$0.03 \$0.03 (DH) = 0	(GU) 0 (MGT + years) = \$250-\$350
City of Rocklin	(GU) 60,000 (CONF) 100,000 (MGT) 200,000	NO INFO	60% Pay	NO INFO	0
City of West Sacramento	(GU) 20,000 (SPECIALISTS) 16,000 (MGT/PROF) 24,000	Inc. In Cafeteria Plan Contrib.	60% pay to \$3,000/Max	1% gross pay	(Conf) 0.5% (MGT) 1.5%
Cordova Recreation & Park Dist.	=Annual Pay	\$0.25	Pay to Max \$6,000/Mo	\$0.34	0
County of Sacramento	(GU) 15,000 (SUPERVISORY) 18,000 (MGT) 50,000	\$0.093 \$0.78 \$0.75	0	0	0
Fair Oaks Recreation & Park Dist.	1.5 Annual Pay	\$44/Mo.	0	0	0
Mission Oaks Recreation & Park Dist.	(GU) 18,000 (MGT) \$50,000	\$0.0455 \$0.042	0	0	0
Southgate Recreation & Park Dist.	50,000	\$0.29	60% to Max \$3,000/Mo	\$0.475	0
Sunrise Recreation & Park District	(All EE) 18,000	\$0.0455	0	0	0
MEDIAN	Overall Practice varies by Unit/EE	Payout schemes too Varied	0	0	
AVERAGE	Pay/Job Level		Varied	Varied	
Carmichael Recreation & Park District	(GU) 18,000 \$50,000	\$0.0455 \$0.042	0	0	0
MEDIAN DIFFERENCE AVERAGE DIFFERENCE	Practice is Comparable to Market		Matches 50% of Market	Matches 50% of Market	Matches 80% of Market

Paid Leave Defined

To ensure the reliability of market comparability, paid leave was calculated based on an employee with more than 15 years of service. Table 7 (page 23) displays the categories and value of paid leave provided by responding organizations in the relevant labor market in comparison to paid time off provided by the District. Note that since the value of paid leave is contained within the value of the base salary for each job, it is not included in the total compensation calculation. Paid leave categories analyzed include:

- Paid Vacation (days per year)
- Paid Sick Leave (days per year)
- Paid Leave Bank
- Paid Holidays (days per year)
- Bereavement Leave (days per occurrence)
- Jury Duty (days per occurrence)
- Other leaves provided

Paid Vacation:

Eight (8) of the ten (10) surveyed organizations provide paid vacation time that ranges from 19.95 to 25 eight-hour days per year after fifteen (15) years of service; the two (2) remaining organizations provide a leave bank (one provides 36 days per year for all employees, the second organization provides 38 days per year for general unit employees and 44 days per year for management employees after fifteen (15) years of service). The market average value is 21.85 days per year and the market median value is twenty (20) days per year. The District provides twenty-four (24) days per year of paid vacation per year that exceeds the market average by 9.84% and the market median number of vacation days by 20.00%.

Paid Sick Leave:

Eight (8) of the surveyed organizations provide paid sick leave that ranges from 9.97 to 12.00 eight-hour days per year; the two remaining organizations provides a leave bank as described under paid vacation that can be used for any purpose. The market average value of paid sick leave is 11.71 days per year, the market median value of paid sick leave is 12.00 days per year. The District provides twelve (12) paid sick leave days per year, which matches the market median value of this benefit and exceeds the market average number of paid sick leave days by 2.48%.

Paid Leave Bank:

Two (2) market organizations provide paid time off in a leave bank that can be used for any purpose. To compare the paid time off provided by the District with paid time off provided by all of the surveyed market, the paid vacation and sick leave provided by each organization was combined and market values were calculated. The market average value paid leave is 33.99 eight-hour days of paid leave per year for general unit employees and 34.59 days for management employees and a market median value of 33.49 eight-hour days of paid leave per year for all employees. The calculated value of the District's paid leave is 36 days per year, which exceeds the market average value by 2.01 days (5.91%) for General Unit employees and 1.41 days (4.07%) for management employees and exceeds the market median of 33.49 days of paid leave per year for all employees by 2.51 days (7.51%).

Paid Holidays

All ten (10) organizations within the relevant market provide paid holidays that range from 10 to 14.5 days per year. The market average for this benefit is 12.71 holidays per year and the market median is 13 holidays per year. The District provides 14 paid holidays per year, which exceeds the market average value by 1.29 days (10.16%) and exceeds the market median value of 13 holidays per year by 2 days (7.69%).

Paid Bereavement Leave:

One (1) of the surveyed organizations allows time off for bereavement, but employees use time from their leave bank for the leave. The remaining nine (9) market organizations provide bereavement leave to their employees as the need arises. The market average value and the market median value is 4.00 days of paid bereavement leave per incident. The District provides 5 days of paid bereavement leave which exceeds both the market average and the market median leave time by one (1) day (25.00%).

Jury Duty:

Two of the surveyed organizations did not respond to amount of time off for this service. The remaining eight (8) market organizations provide leave for jury duty. Four (4) of these organizations do not place a limit on the amount of time used for jury duty. The remaining four (4) organizations limit time off to 20 days of paid time off for jury duty. Due to the variation in practices, no market values were calculated or comparability analysis conducted. The District does not limit the number of paid leave days required for jury duty which is comparable to 40% of the responding market.

Other Paid Leave:

- All of ten (10) surveyed organizations provide all paid and unpaid leave required by applicable federal and state laws.
- Sacramento County provides up to days off per year for a “wellness leave” to those who use sick leave on a limited basis.

C. CONCLUSIONS:

The mix of benefits offered varies by organization and is dependent upon a variety of factors including an organization’s workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial resources.

**TABLE 7
PAID TIME OFF COMPARISONS**

ORGANIZATION	MAXIMUM PAID TIME OFF - AFTER 15 YEARS						OTHER
	VAC.	SICK LV	V+SL=PTO	HOLIDAYS	BEREAVE	JURY	
Auburn Area Recreation & Park Dist. Represented Salaried/Management			38.00 44.00	12.00 13.00	3.00 3.00	20.00 20.00	All legally required leaves All legally required leaves
City of Folsom General Unit Management/Prof			36.00	13.00	out of lv	No Limit	All legally required leaves 80 H/admin leave MGT Unit
City of Rocklin	25.00	12.00	37.00	10.00	3-5	No Info	All legally required leaves
City of West Sacramento Gen. Unit Management/Prof	20.00	12.00	32.00	14.50 13.50	4.00	No Info	All legally required leaves
Cordova Recreation & Park District	19.95	12.00	31.95	12.00	3.00	20.00	All legally required leaves
County of Sacramento	25.00	9.97	34.97	13.50	5.00	No Limit	All legally required leaves Wellness Incentive - up to 2 days/year
Fair Oaks Recreation & Park District	20.00	12.00	32.00	13.00	3.00	20.00	All legally required leaves (Exempt) 80 H. Mgt leave/yr.
Mission Oaks Recreation & Park Dist.	23.00	12.00	35.00	13.00	5.00	No Limit	All legally required leaves
Southgate Recreation & Park Dist.			31.00	13.00	5.00	20.00	All legally required leaves
Sunrise Recreation & Park District	20.00	12.00	32.00	12.00	5.00	No Limit	All legally required leaves
MEDIAN	20.00	12.00	33.49 (All)	13.00	4.00	Varies	
AVERAGE	21.85	11.71	33.99 (GU) 34.59 (MGT)	12.71	4.00		
CCRPD	24.00	12.00	36.00	14.00	5.00	As Needed	All Legally required leaves 80 Admin hours/Administrator 40 Admin hours/exempt staff
MEDIAN DIFFERENCE	20.00% (4 days)	0.00%	7.51% (2.51 Days) 5.91% (GU)	7.69%	25.00%		
AVERAGE DIFFERENCE	9.84% (2.15 days)	2.48% (0.29 days)	4.07% (MGT) (1.41 days)	10.16%	25.00%		

VI SUMMARY OF FINDINGS

A. INTRODUCTION:

The purpose of this section is to present a summary of survey findings for consideration as they relate to District's exempt jobs, salaries and benefits.

B. ELEMENTS CONSIDERED:

A variety of factors were considered in the data analysis contained in this report. These factors include the identification of comparable organizations within the relevant labor market; calculation of appropriate market values; and the strength of the job matches found in the relevant market.

a) The Relevant Market for District Comparison:

The most relevant labor market for job, salary and benefit comparability are organizations from the public sector and comparable recreation and park districts within the Sacramento region that are comparable in structure, services provided and that have comparable knowledge and skill requirements within their respective workforces.

b) Market Values Calculated:

Both the market average maximum and the market median maximum values were calculated and used in the comparative analysis of District pay and benefits to those offered by comparable organizations in the relevant labor market. These calculations are arrayed in the comparability charts for each job studied and displayed in Appendix B and summarized in Tables 2 and 3 in Section III of this report.

The maximum values were used for comparability purposes for two reasons:

1. There is a mix of pay structures within the market; some organizations provide pay within specified salary ranges while other organizations provide a single pay rate for each job and have no range structure. It is standard practice to consider the single pay rate as the pay maximum for comparability as the organization is paying no more, nor less than the rate for the work performed; and
2. A high percentage of employees at the District have a tenure of five years or more, which would place their pay at the maximum rate in most salary range structures.

c) Job Matches:

The strength of the comparability of market jobs to District jobs should be considered in the development and/or adjustment of a salary structure. Due to differences in structures and financial resources of market organizations, jobs can differ in level, breadth and task diversity, yielding job matches that are stronger or weaker than the content of District jobs. In these situations, market

salaries should be adjusted for internal equity within occupational groups (job families).in each organization.

d) Internal Equity:

The concept of internal pay equity recognizes differences in the levels of responsibility, authority, judgment, complexity of work, consequence of error and other compensable factors within an occupational group (job family). Generally, the actual difference is based on each organization's compensation philosophy pertinent to internal equity with consideration given to differentials found within the market data.

C. GENERAL FINDINGS:

The following information summarizes general findings pertinent to current pay and benefits comparability to the surveyed organizations in the relevant labor market.

- Five (5) of the District jobs that were studied are proposed for possible future use and a salary has not been established for them. The market data for comparable jobs was collected and is displayed on the summary charts (pages 6 and 7) and on the charts for each job studied in Appendix B, but no comparability analysis was conducted for those jobs.
- A valid sample of comparable jobs was found in the relevant labor market for all of the District jobs studied.

Comparability Analysis – Base Pay for Exempt Jobs:

- The maximum base pay for the seven (7) populated exempt District job classification **lags** behind the market average maximum base pay by a range of 5.83% to 22.58% and the maximum base pay for six (6) populated District jobs **lags** behind the market median base pay by a range of 3.21% to 25.82%. The maximum base pay for the seventh populated job **exceeds** the market median maximum base pay by 2.51%.

Comparability Analysis – Base Pay for Non-Exempt Jobs:

- The maximum base pay for four (4) populated non-exempt District jobs **lags** behind the market average maximum base pay by a range of 0.67% to 15.70% and the maximum base pay for three (3) populated non-exempt District jobs **lags** behind the market median maximum base pay by a range of 1.12% to 11.25%.
- The maximum base pay for three (3) populated non-exempt District jobs **exceeds** the market average maximum base pay by a range of 0.63% to 3.03% and the maximum base pay for four (4) populated non-exempt District jobs **exceeds** the market median maximum base pay by a range of 1.12% to 5.45%.
- The mix of salary and benefits that make up the total compensation calculation varies by organization and is dependent upon a variety of factors, including workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills and available financial resources.

- The total compensation calculation consists of the combined values of maximum base pay, employee retirement pickup (if any), the employer's normal cost of retirement, employer contributions for FICA, Medicare, health, dental, vision, life and short and long-term disability insurance plus any longevity pay provided after 15 years of service. Any special pay not available to all, but provided based on management discretion and/or individual assignment and/or achievement is not included in the total compensation calculation. Further, since the value of paid leave is considered in the value of maximum base pay, paid leave is excluded from the total compensation calculation.

Comparability Analysis –Total Compensation for Exempt Jobs:

- The maximum total compensation of two (2) populated exempt District jobs **lags** behind the market average maximum total compensation by a range of 1.75% to 7.62% and the maximum total compensation of two (2) populated exempt District jobs **lags** behind the market median maximum total compensation value by a range of 0.188% to 9.02%.
- The maximum total compensation of five (5) of the seven (7) populated exempt District jobs **exceeds** the market average maximum total compensation by a range of 1.39% to 10.26% and the maximum total compensation of five (5) populated exempt District jobs **exceeds** the market median maximum total compensation value by a range of 5.15% to 10.25%

Comparability Analysis –Total Compensation for Non-Exempt Jobs:

- The maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market average maximum total compensation by a range of 3.34% to 21.42% and the maximum total compensation of all nine (9) populated non-exempt District jobs **exceeds** the market median maximum total compensation value by a range of 6.37% to 23.04%.
- The cash incentives provided by the District generally match or exceed the cash incentive pay practices of the relevant labor market. The mix of pay incentives offered varies by organization and is dependent upon a variety of factors including the organization's workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial resources.
- The mix of benefits offered varies by organization and is dependent upon a variety of factors including an organization's workforce demographics, compensation philosophy, the need to recruit and/or retain specific knowledge and skills, and available financial resources.

Appendix A
Survey Contact List

Survey Contact List

Name of Organization	Contact Name	Title	Phone	Email	Address
Auburn Area Rec. & Park Dist.	Veona Gabraith Pat Larson	Admin Services Mgr. Executive Asst	(530) 885-8461 x 104 (530) 537-2187	vgalbraith@auburnrec.com plarson@auburnrec.com	123 Recreation Drive Auburn, CA 95603
City of Folsom	John Splittler Allison Garcia Liz Denney	Interim HR Director HR Manager HR Technician	(916) 461-6055 (916) 461-6054 (916) 461-6050	jsplittler@folsom.ca.us agarcia@folsom.ca.us ldenny@folsom.ca.us	Administration Building 50 Natomas Street Folsom, CA 95630
City of Rocklin	Elise Hardy Tamika Usher	HR Analyst HR Director	(916) 625-5057	Elise.Hardy@rocklin.ca.us	3970 Rocklin Road Rocklin, CA 95677
City of West Sacramento	Liane Lee Kaitlyn Montez	HR Manager Senior HR Analyst	(916) 617-4510 (916) 617-4508	lianel@cityofwestsacramento.org kaitlynm@cityofwestsacramento.org	1110 W. Capital Ave, 3rd Fl. West Sacramento, CA. 95691
Cordova Rec & Park Dist.	Andrea White	HR Manager	(916) 842-3315	awhite@crpd.com	2729 Prospect Park Drive Ste 230 Rancho Cordova, CA 95670
County of Sacramento	Rebecca Stuckert Karen Als	HR Manager I Personnel Analyst	(916) 874-5073 (916) 875-0584	StuckertR@saccounty.net AlsK@saccounty.net	700 H Street Sacramento, CA 95814
Fair Oaks Rec. & Park Dist.	Jennifer Larkin	Admin Services Manager	(916) 633-0560	jlarkin@forpd.org	4100 Temescal Street Carmichael, CA 95628
Mission Oaks Rec. & Park Dist,	Debra Tierney	Admin Services Mgr.	(916) 359-1601	dtierney@morpd.com	3344 Mission Avenue Carmichael, CA 95608
Southgate Rec & Park Dist.	Scott Behmer	HR Analyst	(916) 428-1171 extension 26	behmer@southgaterecandpark.net	6000 Orange Avenue Sacramento, CA 95823
Sunrise Recreation & Park Dist.	Kelly LeRossignol Dave Mitchell	Admin Services Mgr. District Administrator	(916) 725-0140 9167250167	klerossignol@sunriseparks.com	7801 Auburn Blvd. Citrus Heights, CA 95610
Carmichael Rec. & Park Dist.	Michael Blondino Ingrid Penney	District Administrator Admin Services Mgr.	(916) 807-9461	mblondino@carmichaelpark.com ingrid@carmichaelpark.com	5750 Grant Avenue Carmichael, CA 95608

Appendix B
Base Pay and Total Compensation
By
Job and Surveyed Organizations

DISTRICT ADMINISTRATOR

Under executive direction, plans, organizes directs and manages, through subordinate managers and supervisors, all District programs, functions and operations; directs the development and administration of recreation programs and activities to meet community needs; develops and manages the District's Master Plan that includes land acquisition and development and the District's Work Plan to achieve short and long-term goals and objectives; represents the District to the community and to other government entities; serves as technical advisor and consultant to the District's Advisory Board of Directors; and performs special projects and related work as required. The job requires; equivalent to a BA/BS with major coursework in public administration; recreation and parks administration, leisure studies or a closely related field and ten (10) years of increasingly responsible experience in the administration of public recreation and park services and programs that includes a minimum of five (5) years; in a supervisory or management role.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Southgate Recreation & Park Dist.	General Manager	13,420	17,127	21,060	18.68%	27.62%
City of Folsom	Director of Parks & Recreation	12,500	15,833	21,116	25.02%	26.66%
City of Rocklin	Director of Parks & Recreation	11,262	15,525	18,680	16.89%	37.85%
County of Sacramento	Director of Parks & Recreation	14,024	15,462	19,979	22.61%	10.24%
City of West Sacramento	Director of Parks & Recreation	12,509	15,450	18,944	18.44%	23.51%
Sunrise Recreation & Park District	District Administrator	12,048	14,644	20,876	29.85%	21.55%
Cordova Recreation & Park District	General Manager		13,436	18,560	27.61%	
Fair Oaks Recreation & Park District	District Administrator		10,945	15,383	28.85%	
Mission Oaks Recreation & Park Dist.	District Administrator		9,704	14,738	34.16%	
Auburn Area Recreation & Park Dist.	District Administrator	8,542	9,451	12,704	25.61%	10.64%
	MARKET MEDIAN	12,500	15,047	18,812	25.31%	23.51%
	MARKET AVERAGE	12,044	13,758	18,204	24.77%	22.58%
CRPD	District Administrator	9,013	11,837	18,458	35.87%	31.33%
	DIFFERENCE MEDIAN	-27.90%	-21.33%	-1.88%	41.70%	33.27%
	DIFFERENCE AVERAGE	-25.16%	-13.96%	1.39%	44.81%	38.74%

ADMINISTRATIVE SERVICES MANAGER

Under limited direction, plans, directs, manages and coordinates District office operations; effectively manages the District's financial, personnel and administrative support functions (activities include: accounting, financial reporting, payroll and benefits administration, personnel activities, and records management); establishes operating policies and procedures for areas of responsibility; provides direct supervision of administrative and clerical accounting staff; oversees and manages consulting contracts for a variety of administrative services; develops and administers the annual operating budget for functional areas of responsibility and assists with development of the District's annual operating budget; represents the District with the public, service providers, external auditors, financial institutions and other governmental agencies; provides complex staff support to the Advisory Board and to the District Administrator; and performs special projects as assigned and related work as required. This job requires: equivalent to a BA/BS Degree with major coursework in business or public administration, accounting or a related field and a minimum of five (5) years of responsible supervisory or management experience.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Cordova Recreation & Park District	Chief Financial Officer	9,986	12,758	17,783	28.26%	27.76%
Southgate Recreation & Park Dist.	Administrative Manager	9,042	11,540	14,833	22.20%	27.63%
City of Folsom	Senior Management Analyst	8,610	11,021	15,406	28.46%	28.00%
City of West Sacramento	Business Manager	8,801	10,695	13,785	22.41%	21.52%
County of Sacramento	Admin. Services Officer III	9,205	10,148	13,851	26.73%	10.24%
Auburn Area Recreation & Park Dist.	Administrative Services Manager	5,914	8,329	11,410	27.00%	40.84%
Cordova Recreation & Park District	Human Resources Manager	6,517	8,317	12,449	33.19%	27.62%
Sunrise Recreation & Park District	Administrative Services Manager	6,626	8,296	12,951	35.94%	25.20%
Fair Oaks Recreation & Park District	Administrative Services Manager	5,666	7,231	10,967	34.06%	27.63%
Mission Oaks Recreation & Park Dist.	Administrative Services Manager	5,804	7,055	11,348	37.83%	21.55%
Cordova Recreation & Park District	Office Manager	4,740	6,050	9,711	37.70%	27.64%
City of Rocklin	No Match					
	MARKET MEDIAN	6,626	8,329	12,951	28.46%	27.63%
	MARKET AVERAGE	7,356	9,222	13,136	30.35%	25.97%
CRPD	Administrative Services Manager	7,022	8,538	14,031	39.15%	21.59%
	DIFFERENCE MEDIAN	5.98%	2.51%	8.34%	37.54%	-21.85%
	DIFFERENCE AVERAGE	-4.53%	-7.42%	6.81%	29.01%	-16.86%

PARK SERVICES MANAGER

Under limited direction, plans, organizes, manages and directs the activities and staff engaged in the planning, design construction, maintenance and landscaping of District buildings, recreation facilities and park grounds, and the maintenance and repair of equipment; participates in long range capital improvement planning; establishes operating policies and procedures for areas of responsibility, develops and administers the annual operating budget for the Park Services Division; responds to emergencies and requests, complaints and inquiries received from the general public and meets with citizens, community groups and other government agencies regarding the operations and functions of the Park Services Division; provides technical advice and consultation to District management and the Advisory Board of Directors regarding parks and facilities operation and maintenance; performs special projects as assigned and other related work as required. This job requires: equivalent to a BA/BS with course work in public administration, recreation or leisure studies, conservation, or a related field and five (5) years of related administrative or management experience.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Southgate Recreation & Park Dist.	Parks Manager	9,042	11,540	14,833	22.20%	27.63%
City of Rocklin	Parks & Recreation Manager	7,776	10,719	13,344	19.67%	37.85%
City of West Sacramento	Park Operations Superintendent	8363	10,164	13,344	23.83%	21.54%
Sunrise Recreation & Park District	Parks & Facilities Superintendent	8,165	9,926	15,117	34.34%	21.57%
Cordova Recreation & Park District	Park Services Superintendent	7,168	9,148	13,453	32.00%	27.62%
Fair Oaks Recreation & Park District	Parks & Facilities Superintendent	6,233	7,955	11,828	32.74%	27.63%
County of Sacramento	Park Maintenance Superintendent	6,212	7,551	10,759	29.81%	21.56%
Auburn Area Recreation & Park Dist.	Facilities & Grounds Manager	5,626	7,544	10,504	28.18%	34.09%
Mission Oaks Recreation & Park Dist.	Parks Superintendent	5,804	7,055	11,348	37.83%	21.55%
City of Folsom	No Match					
	MARKET MEDIAN	7,168	9,148	13,344	29.81%	27.62%
	MARKET AVERAGE	7,154	9,067	12,725	28.96%	26.78%
CRPD	Park Services Manager	7,022	8,538	14,031	39.15%	21.59%
	DIFFERENCE MEDIAN	-2.04%	-6.67%	5.15%	31.31%	-21.84%
	DIFFERENCE AVERAGE	-1.85%	-5.83%	10.26%	35.19%	-19.39%

PROJECT MANAGER

Under limited direction, this professional classification independently performs complex analytical, administrative and technical work required in the planning, management and coordination of District capital improvement projects; develops and manages project related budgets, grant-funded projects and the contract bid process; provides functional direction to District staff and external contractors and service providers to successfully accomplish capital improvement projects and to effectively perform assigned administrative functions; performs advanced analytical and staff work to support District operations; and performs special projects as delegated by the District Administrator. This job requires: equivalent to a BA/BS degree from an accredited college or university with major course work in landscape architecture, park planning, construction or project management, public administration, engineering or a related field and five (5) years full-time experience in parks management or community development, with a minimum of three (3) years as a Project Manager or Park Planner; or an equivalent combination of education and experience.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Cordova Recreation & Park District	Park Planning & Dev. Manager	9,520	12,151	17,087	28.89%	27.64%
Southgate Recreation & Park Dist.	Planning Manager	7,728	9,863	12,964	23.92%	27.63%
City of Folsom	Senior Park Planner	7,066	9,504	13,535	29.78%	34.50%
City of West Sacramento	Project Manager I/II	6,956	8,476	11,432	25.86%	21.85%
Auburn Area Recreation & Park Dist.	Project Manager	3,454	4,626	7,137	35.18%	33.93%
City of Rocklin	No Match					
County of Sacramento	No Match					
Fair Oaks Recreation & Park District	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
Sunrise Recreation & Park District	No Match					
	MARKET MEDIAN	7,066	9,504	12,964	28.89%	27.64%
	MARKET AVERAGE	6,945	8,924	12,431	28.73%	29.11%
CRPD	Project Manager	Proposed				
	DIFFERENCE MEDIAN					
	DIFFERENCE AVERAGE					

RECREATION SERVICES MANAGER

Under limited direction, plans, organizes, and manages the functions and programs of the District's Recreation Services Division; directs the development, marketing and maintenance of a variety of recreation programs and services that meet assessed community needs; establishes operating and program policies and procedures for the Division, develops and administers the Division's annual operating budget; and coordinates the development and administration of grants, sponsorships and other fundraising programs; provides leadership and guidance to program staff and volunteers; recruits, selects, trains, and evaluates Division staff; formulates and directs partnerships with schools, government agencies, community-based organizations, and other service providers; represents the District with external organizations and community groups to explain and promote District Recreation programs and services; serves as technical consultant to the Advisory Board of Directors; performs special projects as assigned and related work as required. This job requires: a BA/BS degree in leisure studies, recreation or a related field and a minimum of five (5) years of related responsible supervisory or management experience.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Southgate Recreation & Park Dist.	Recreation Manager	9,042	11,540	14,833	22.20%	27.63%
City of Folsom	Recreation Manager	8,610	11,021	15,406	28.46%	28.00%
City of Rocklin	Parks & Recreation Manager (vacant)	7,776	10,719	13,344	19.67%	37.85%
Sunrise Recreation & Park District	Rec. & Community Services Manager	8,165	9,925	15,183	34.63%	21.56%
City of West Sacramento	Recreation Manager	7,984	9,703	12,822	24.32%	21.53%
Cordova Recreation & Park District	Recreation Superintendent	7,169	9,149	13,454	32.00%	27.62%
Fair Oaks Recreation & Park District	Recreation Superintendent	6,233	7,955	11,828	32.74%	27.63%
Mission Oaks Recreation & Park Dist.	Recreation Manager	5,804	7,055	27.63%	27.63%	21.55%
Auburn Area Recreation & Park Dist.	Recreation Services Manager	4,829	7,001	9,877	29.12%	44.98%
County of Sacramento	No Match					
	MARKET MEDIAN	7,776	9,703	13,344	29.12%	27.63%
	MARKET AVERAGE	7,290	9,341	13,122	29.00%	28.70%
CRPD	Recreation Services Manager	7,022	8,538	14,031	39.15%	21.59%
	DIFFERENCE MEDIAN	-9.70%	-12.01%	5.15%	34.43%	-21.85%
	DIFFERENCE AVERAGE	-3.68%	-8.60%	6.93%	35.00%	-24.79%

FINANCE SUPERVISOR

Under general direction, performs and supervises the District's financial recordkeeping activities; coordinates the District's purchasing, accounts payable and accounts receivable functions and maintains related documents and records; establishes operating policies and procedures for functional area of responsibility; provides direct supervision to clerical accounting staff performing accounts payable, payroll and accounts receivable activities; tracks and maintains information on Capital Improvements, fixed assets, and District inventory; performs special projects as assigned; and performs related work as required. This job requires: equivalent to BA/BS degree with coursework in accounting, finance, business or public administration or closely related field and three (3) years of increasingly responsible experience performing a variety of accounting, financial and statistical recordkeeping and financial reporting work with at least one (1) year in a lead or supervisory role.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Senior Financial Analyst	8,610	11,021	15,406	28.46%	28.01%
Southgate Recreation & Park Dist.	Accounting Manager	7,728	9,863	12,964	23.92%	27.63%
Cordova Recreation & Park District	Finance Analyst	7,168	9,148	13,453	32.00%	27.62%
Sunrise Recreation & Park District	Finance Manager	7,446	9,050	13,964	35.19%	21.54%
City of Rocklin	Accountant II	5,804	8,001	10,093	20.73%	37.85%
Mission Oaks Recreation & Park Dist.	Finance Manager	5,804	7,055	11,348	37.83%	21.55%
County of Sacramento	Accountant	5,606	6,815	9,882	31.04%	21.57%
Fair Oaks Recreation & Park District	Accountant	4,112	5,248	8,609	39.04%	27.63%
Auburn Area Recreation & Park Dist.	No Match					
City of West Sacramento	No Match					
	MARKET MEDIAN	6,486	8,526	12,156	31.52%	27.62%
	MARKET AVERAGE	6,535	8,275	11,965	31.03%	26.68%
CRPD	Finance Supervisor	5,201	6,324	11,059	42.82%	21.59%
	DIFFERENCE MEDIAN	-19.81%	-25.82%	-9.02%	35.85%	-21.84%
	DIFFERENCE AVERAGE	-20.41%	-23.58%	-7.57%	38.01%	-19.06%

HUMAN RESOURCES ANALYST

Under general direction, performs a variety of complex and difficult administrative, analytical and technical work as required to support the administration of the District's centralized human resources function and programs (labor relations, recruitment and selection, training and staff development, employee benefits, classification and compensation); oversees, coordinates and performs assigned administrative processes, procedures and programs; provides oversight and guidance to assigned analytical and program support staff; provides responsible staff assistance to District management and the District Advisory Board; and performs special projects as assigned and related work as required. This job requires: equivalent to a BA/BS with coursework in human resources, business administration or a related field and three years of increasingly responsible comparable human resources work experience.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Rocklin	HR Management Analyst	7,401	10,203	12,771	20.11%	37.85%
City of Folsom	HR Management Analyst	6,726	9,046	12,971	30.26%	34.49%
County of Sacramento	Personnel Analyst	6,661	8,096	11,407	29.03%	21.54%
Southgate Recreation & Park Dist.	Human Resources Analyst	5,443	6,947	9,711	28.46%	27.63%
City of West Sacramento	HR & Payroll Technician II	4,893	5,961	8,339	28.52%	21.83%
Cordova Recreation & Park District	Human Resources Specialist	4,121	5,260	8,756	39.93%	27.64%
Auburn Area Recreation & Park Dist.	No Match					
Fair Oaks Recreation & Park District	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
Sunrise Recreation & Park District	No Match					
	MARKET MEDIAN	6,052	7,522	10,559	28.77%	27.64%
	MARKET AVERAGE	5,874	7,585	10,659	29.38%	28.50%
CRPD	Human Resources Analyst	Proposed				
	DIFFERENCE MEDIAN					
	DIFFERENCE AVERAGE					

PARK MAINTENANCE SUPERVISOR

Under minimal supervision, this working supervisor plans, organizes, coordinates, assigns, supervises and performs a wide variety of skilled landscape and park maintenance work or building and facility maintenance repair, renovation and construction work required to develop and maintain parks, buildings, and recreation facilities; responds to requests, complaints and inquiries received from the general public; conducts daily inspections of parks, buildings, playgrounds and other recreational facilities to identify maintenance and repair needs and potential health and safety hazards; provides worker safety and technical training; establishes and maintains a safe work environment; and performs special projects as assigned and related work as required. This job requires: equivalent to graduation from high school and a minimum of two (2) years of journey-level construction or trades experience that includes at least one (1) year in a lead role.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Maintenance Supervisor	7,066	9,504	13,535	29.78%	34.50%
City of Rocklin	Parks & Recreation Supervisor	5,524	7,615	9,665	21.21%	37.85%
Sunrise Recreation & Park District	Park Supervisor	5,724	6,958	11,490	39.44%	21.56%
Southgate Recreation & Park Dist.	Maintenance Worker IV	6,442	6,947	9,711	28.46%	7.84%
Auburn Area Recreation & Park Dist.	Facilities & Grounds Supervisor	5,183	6,945	9,813	29.23%	34.00%
County of Sacramento	Park Maintenance Supervisor	5,544	6,737	9,787	31.16%	21.52%
Fair Oaks Recreation & Park District	Parks Supervisor	4,456	5,689	9,133	37.71%	27.66%
Cordova Recreation & Park District	Park Services Supervisor I	4,121	5,260	8,756	39.93%	27.64%
City of West Sacramento	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
	MARKET MEDIAN	5,534	6,946	9,749	30.47%	27.65%
	MARKET AVERAGE	5,508	6,957	10,236	32.12%	26.57%
CRPD	Park Maintenance Supervisor	4,808	5,844	10,415	43.89%	21.55%
	DIFFERENCE MEDIAN	-13.12%	-15.87%	6.84%	44.03%	-22.07%
	DIFFERENCE AVERAGE	-12.70%	-16.00%	1.75%	36.66%	-18.90%

RECREATION SUPERVISOR

Under general direction, plans, develops, promotes, implements, and administers a major component of the District's Recreation Division programs such as: sports, daycare programs, recreation programs, skate park, and special events; recruits, selects, and provides training and guidance to program staff and volunteers; prepares a variety of reports, schedules, and other administrative materials; established and maintains a variety of program records and files; develops budget details for areas of responsibility and monitors and tracks revenue and expenses; develops and distributes press releases, public service announcements, and provides input to the development of the District Programs Guide and other marketing materials; responds to requests for information pertinent to assigned recreation program(s) and related policies, procedures, schedules and fees and independently resolves program-related issues and complaints; meets with external organizations and community groups to explain, promote and coordinate District programs and services; performs special projects as assigned and related work as required. This job requires: equivalent to a BA/BS degree in leisure studies, recreation, public or business administration or a related field and a minimum of three (3) years of related responsible experience in a lead or supervisory role.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Recreation Supervisor	7,066	9,504	13,535	29.78%	34.50%
City of Rocklin	Parks & Recreation Supervisor	5,524	7,615	9,665	21.21%	37.85%
Sunrise Recreation & Park District	Recreation Services Manager	5,584	6,787	11,195	39.38%	21.54%
Cordova Recreation & Park District	Recreation Supervisor II	5,214	6,654	10,440	36.27%	27.62%
City of West Sacramento	Recreation Supervisor II	5,364	6,534	9,233	29.23%	21.81%
Mission Oaks Recreation & Park Dist.	Recreation Supervisor	5,076	6,170	10,215	39.60%	21.55%
County of Sacramento	Recreation Supervisor	5,034	6,120	9,052	32.39%	21.57%
Fair Oaks Recreation & Park District	Recreation Supervisor	4,494	5,736	9,189	37.58%	27.63%
Southgate Recreation & Park Dist.	Recreation Supervisor II	4,413	5,633	8,242	31.66%	27.65%
Auburn Area Recreation & Park Dist.	No Match					
	MARKET MEDIAN	5,214	6,534	9,665	32.39%	27.62%
	MARKET AVERAGE	5,308	6,750	10,085	33.01%	26.86%
CRPD	Recreation Supervisor	5,201	6,324	11,059	42.82%	21.59%
	DIFFERENCE MEDIAN	-0.25%	-3.21%	14.43%	32.18%	-21.82%
	DIFFERENCE AVERAGE	-2.01%	-6.32%	9.66%	29.71%	-19.61%

ANALYST

Under general direction, performs a variety of complex and difficult administrative, analytical and technical work as required to support District operations, programs and capital improvement projects; performs professional administrative and staff work in support of the District Administrator, the Advisory Board of Directors and other District managers; compiles and analyzes information for preparation of grant applications; researches, evaluates and prepares statistical, financial and demographic data for staff reports, studies, surveys and analyses; prepares and presents recommendations based on research findings and analyses; prepares and presents detailed reports relative to grant applications, policies and procedures, negative declarations, environmental impact studies and delegated projects and/or functions; and performs related work as required and a variety of special projects as delegated by the District Administrator. This job requires: equivalent to a BA/BS with coursework in business or public administration, parks and recreation, or a related field and two (2) years of increasingly responsible administrative and analytical experience in a recreation and park district or at another public agency.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Sunrise Recreation & Park District	Park Analyst	7,658	9,308	14,495	35.79%	21.55%
City of Rocklin	Administrative Analyst	6,731	9,279	11,511	19.40%	37.85%
City of Folsom	Management Analyst	6,726	9,046	12,968	30.24%	34.49%
City of West Sacramento	Administrative Analyst II	6,720	8,187	11,105	26.27%	21.83%
Cordova Recreation & Park District	Management Analyst	5,214	6,654	10,440	36.27%	27.62%
County of Sacramento	Administrative Services Officer II	6,723	6,173	9,118	32.30%	-8.18%
Southgate Recreation & Park Dist.	Planner/Business Analyst (Combo)	4,413	5,633	8,242	31.66%	27.65%
Auburn Area Recreation & Park Dist.	No Match					
Fair Oaks Recreation & Park District	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
	MARKET MEDIAN	6,723	8,187	11,105	31.66%	27.62%
	MARKET AVERAGE	6,312	7,754	11,126	30.27%	23.26%
CRPD	Analyst	Proposed				
	DIFFERENCE MEDIAN					
	DIFFERENCE AVERAGE					

GENERAL UNIT CLASSIFICATIONS
(alphabetical order)

BOOKKEEPER

Under general supervision, performs a variety of detailed and responsible clerical accounting duties in the preparation, maintenance, review, auditing, and processing of financial and statistical records, reports, and claims relative to accounts payable, accounts receivable, and/or payroll; provides back-up in performing a variety of general clerical and office support duties; and performs related work as assigned. This job requires: high school or equivalent plus two years of increasingly responsible experience in fiscal record keeping and office support requirements. Supplemental education and/or specialized training in accounting or bookkeeping practices is desirable.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Rocklin	Accounting Technician I	4,314	5,949	7,815	23.88%	37.90%
City of West Sacramento	Accounting Technician II	4,341	5,290	7,597	30.36%	21.86%
Sunrise Recreation & Park District	Account Clerk	4,069	4,946	8,732	43.36%	21.55%
City of Folsom	Account Clerk	3,451	4,777	7,704	37.99%	38.42%
Cordova Recreation & Park District	Account Clerk II	3,657	4,667	8,040	41.95%	27.62%
Southgate Recreation & Park Dist.	Administrative Asst II	3,426	4,373	6,835	36.02%	27.64%
County of Sacramento	Account Clerk II	3,567	3,797			6.45%
Auburn Area Recreation & Park Dist.	Account Clerk I (PT hourly)					
Fair Oaks Recreation & Park District	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
	MARKET MEDIAN	3,657	4,777	7,759	37.00%	27.62%
	MARKET AVERAGE	3,832	4,828	7,787	35.60%	25.92%
CRPD	Bookkeeper	3,945	4,796	9,008	46.76%	21.57%
	DIFFERENCE MEDIAN	7.88%	0.40%	16.09%	26.36%	-21.89%
	DIFFERENCE AVERAGE	2.95%	-0.67%	15.67%	31.36%	-16.78%

CUSTOMER SERVICE REPRESENTATIVE

Under general supervision of the Recreation Services Manager, performs a variety of office support assignments; provides administrative support to Division staff; and greets the public on the phone and at the reception desk; upon request provides a variety of information about District programs, services, facilities, functions, policies and procedures, and/or directs information requests according to established standards and procedures; processes requests to register for District programs and to reserve the use of District facilities; and performs related duties as assigned. This job requires: high school or equivalent plus two years of customer service, clerical and/or administrative support experience; or an equivalent combination of education and experience that would provide the requisite knowledge and skills.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Sunrise Recreation & Park District	Senior Customer Services Rep	4,272	5,193	9,000	42.30%	21.56%
City of Rocklin	Office Assistant II	3,371	4,647	6,370	27.04%	37.85%
Southgate Recreation & Park Dist.	Administrative Asst. II	3,426	4,373	6,835	36.02%	27.64%
City of West Sacramento	Senior Clerk	3,476	4,237	6,420	34.00%	21.89%
City of Folsom	Office Assistant II	2,980	4,125	6,899	40.21%	38.42%
Fair Oaks Recreation & Park District	Administrative Asst. II	3,200	4,084	7,224	43.47%	27.63%
County of Sacramento	Office Assistant II	3,101	3,797	6,286	39.60%	22.44%
Mission Oaks Recreation & Park Dist.	Office Assistant	3,123	3,797	7,176	47.09%	21.58%
Auburn Area Recreation & Park Dist.	Customer Services Representative	2,794	3,746	6,122	38.81%	34.07%
Cordova Recreation & Park District	No Match - Part-time position					
	MARKET MEDIAN	3,200	4,125	6,835	39.60%	27.63%
	MARKET AVERAGE	3,305	4,222	6,926	38.73%	28.12%
CRPD	Customer Service Representative	3,578	4,350	8,409	48.27%	21.58%
	DIFFERENCE MEDIAN	11.82%	5.45%	23.04%	21.90%	-21.90%
	DIFFERENCE AVERAGE	8.27%	3.03%	21.42%	24.64%	-23.28%

FACILITIES TECHNICIAN

Under limited supervision, using specialized knowledge and expertise in one or more skilled crafts such as HVAC, carpentry, painting, masonry, plumbing, and electrical and/or mechanical systems, performs a variety of semi-skilled to skilled work in the maintenance, repair, construction, renovation and/or remodel of District buildings, facilities, electrical and mechanical systems, equipment, and fixtures and in the development of park areas; safely operates District vehicles and equipment; practices safe work processes; and performs related work and special projects as assigned. This job requires: high school or equivalent plus a minimum of two years of journey level experience performing comparable work for another public agency or a property management company responsible for maintaining large building complexes; or an equivalent combination of education and experience that would provide the requisite knowledge and skills.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Rocklin	Building Trades Worker	5,130	7,072	9,062	21.96%	37.86%
City of West Sacramento	Chief Facilities Maintenance Worker	5,746	7,003	9,511	26.37%	21.88%
City of Folsom	Building Trades Worker II	4,628	6,402	9,707	34.05%	38.33%
Sunrise Recreation & Park District	Parks & Facilities Technician	4,940	6,004	10,007	40.00%	21.54%
Auburn Area Recreation & Park Dist.	SR. Facilities Maintenance Worker	3,501	4,933	7,491	34.15%	40.90%
Mission Oaks Recreation & Park Dist.	Park Sys. Tech (Facilities)/Lead	3,946	4,797	8,456	43.27%	21.57%
Southgate Recreation & Park Dist.	Building Maintenance Worker	3,571	4,557	7,040	35.27%	27.61%
Cordova Recreation & Park District	No Match					
County of Sacramento	No Match					
Fair Oaks Recreation & Park District	No Match					
	MARKET MEDIAN	4,628	6,004	9,062	34.15%	27.61%
	MARKET AVERAGE	4,495	5,824	8,754	33.58%	29.95%
CRPD	Facilities Technician	4,401	5,349	9,750	45.14%	21.54%
	DIFFERENCE MEDIAN	-4.90%	-10.91%	7.59%	32.17%	-21.99%
	DIFFERENCE AVERAGE	-2.08%	-8.16%	11.38%	34.41%	-28.09%

PARK LANDSCAPE TECHNICIAN

Under limited supervision, individually and as a member of a work crew, maintains all turf areas within the District including the surfaces of athletic playing fields, both natural sod and artificial turf ; oversees the maintenance and repair of all irrigation systems; evaluates, maintains and repairs District playgrounds; and performs related work and special projects as assigned. This position requires: This job requires: high school or equivalent plus a minimum of two years of journey level experience performing comparable work for another public agency or a property management company responsible for maintaining the grounds at large building complexes; or an equivalent combination of education and experience that would provide the requisite knowledge and skills. Possession of, or the ability to obtain within one year of hire, a Playground Inspector certification is required.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Senior Maintenance Worker	4,860	6,722	10,102	33.46%	38.31%
City of Rocklin	Landscape Services Trades Worker	4,422	6,098	7,980	23.59%	37.90%
City of West Sacramento	Chief Parks & Grounds Worker (Irrigation or Athletics)	4,665	5,686	8,039	29.27%	21.89%
Southgate Recreation & Park Dist.	Landscape Specialist II	4,413	5,633	8,242	31.66%	27.65%
Mission Oaks Recreation & Park Dist.	Park Sys. Tech (Irrigation)/Lead	3,946	4,797	8,456	43.27%	21.57%
Auburn Area Recreation & Park Dist.	No Match					
Cordova Recreation & Park District	No Match					
County of Sacramento	No Match					
Fair Oaks Recreation & Park District	No Match					
Sunrise Recreation & Park District	No Match					
	MARKET MEDIAN	4,422	5,686	8,242	31.66%	27.65%
	MARKET AVERAGE	4,461	5,787	8,564	32.25%	29.46%
CRPD	Park Landscape Technician	Proposed				
	DIFFERENCE MEDIAN					
	DIFFERENCE AVERAGE					

PARK MAINTENANCE LEAD WORKER

This is the advanced-journey/lead level in the Park Maintenance Worker job series. Under limited supervision, performs the most complex and skilled work in the maintenance, repair and construction of District parks, buildings, recreation facilities, playgrounds, landscaping and irrigation systems; safely operates and transports a wide variety of vehicles and hand and power-driven tools and equipment; has responsibility for ensuring job site safety and provides technical training and functional supervision in a lead capacity to less-experienced crew members; develops and maintains work activity, time and materials records and reports; and performs related work as required or assigned. This job requires: high school or equivalent training and three years of experience performing responsible maintenance and landscaping duties for another public agency or a property management company responsible for maintaining the buildings and grounds of large complexes; and possession of a valid CA driver's license and good driving record. If assigned to turf and irrigation maintenance, must possess or obtain and maintain a valid Pest Control Applicator certificate issued by the State of California within one year of employment. If assigned to facilities maintenance, must possess or obtain and maintain a CFC certification Types I and II within one year of employment.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Senior Maintenance Worker	4,860	6,722	10,102	33.46%	38.31%
City of Rocklin	Landscape Services Trades Worker	4,422	6,098	7,980	23.59%	37.90%
City of West Sacramento	Chief Parks & Grounds Worker	4,665	5,686	8,039	29.27%	21.89%
Southgate Recreation & Park Dist.	Maintenance Worker III	4,413	5,633	8,242	31.66%	27.65%
Fair Oaks Recreation & Park District	Lead Park Maintenance Worker	4,456	5,044	8,366	39.71%	13.19%
Auburn Area Recreation & Park Dist.	F&G Sr. Park Worker/Pool Operator	3,501	4,933	7,491	34.15%	40.90%
Mission Oaks Recreation & Park Dist.	Park Sys. Tech (Parks)/Lead	3,946	4,797	8,456	43.27%	21.57%
Cordova Recreation & Park District	No Match					
County of Sacramento	No Match					
Sunrise Recreation & Park District	No Match					
	MARKET MEDIAN	4,422	5,633	8,242	33.46%	27.65%
	MARKET AVERAGE	4,323	5,559	8,382	33.59%	28.77%
CRPD	Park Maintenance Lead Worker	Proposed				
	DIFFERENCE MEDIAN					
	DIFFERENCE AVERAGE					

PARK MAINTENANCE WORKER I

The Park Maintenance Worker I is the entry level classification in the Park Maintenance Worker series. Under close to general supervision, performs routine landscaping maintenance tasks and duties while developing the ability to perform the full scope of work performed at the Park Maintenance Worker II level. This job requires: high school or equivalent training and one year of experience performing comparable work for another public agency or a property management company responsible for maintaining the buildings and grounds of large complexes; and possession of a valid CA driver's license and good driving record.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
Sunrise Recreation & Park District	Park Maintenance Worker I	4,031	4,900	8,664	43.45%	21.56%
City of Folsom	Maintenance Worker I	3,451	4,777	7,704	37.99%	38.42%
City of West Sacramento	Parks & Grounds Worker	3,785	4,611	7,124	35.27%	21.82%
County of Sacramento	Park Maintenance Worker I	3,530	4,291	6,874	37.58%	21.56%
Southgate Recreation & Park Dist.	Maintenance Worker I	3,124	3,988	6,404	37.73%	27.66%
Cordova Recreation & Park District	Park Maintenance Worker I	2,878	3,673	6,839	46.29%	27.62%
Auburn Area Recreation & Park Dist.	No Match					
City of Rocklin	No Match					
Fair Oaks Recreation & Park District	No Match					
Mission Oaks Recreation & Park Dist.	No Match					
	MARKET MEDIAN	3,491	4,451	6,999	37.86%	24.72%
	MARKET AVERAGE	3,467	4,373	7,268	39.72%	26.44%
CRPD	Park Maintenance Worker I	3,521	4,401	8,477	48.09%	24.99%
	DIFFERENCE MEDIAN	0.87%	-1.12%	21.12%	27.01%	1.09%
	DIFFERENCE AVERAGE	1.57%	0.63%	16.64%	21.07%	-5.47%

PARK MAINTENANCE WORKER II

The Park Maintenance Worker II is the full journey level and Lead classification in the Park Maintenance Worker series. Under general supervision, performs the full range of landscape maintenance and equipment operation assignments. This job requires: high school or equivalent training and two years of experience performing comparable work for another public agency or a property management company responsible for maintaining the buildings and grounds of large complexes; and possession of a valid CA driver's license and good driving record.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Maintenance Worker II	3,997	5,531	8,633	35.93%	38.38%
City of Rocklin	Landscape Services Worker	3,910	5,389	7,193	25.08%	37.83%
City of West Sacramento	Sr. Parks & Grounds Worker	4,139	5,042	7,632	33.94%	21.82%
Sunrise Recreation & Park District	Park Maintenance Worker II	4,031	4,900	8,727	43.85%	21.56%
Fair Oaks Recreation & Park District	Park Maintenance Worker	3,952	4,872	8,161	40.30%	23.28%
County of Sacramento	Park Maintenance Worker II	3,852	4,682	7,340	36.21%	21.55%
Cordova Recreation & Park District	Park Maintenance Worker II	3,657	4,667	8,040	41.95%	27.62%
Southgate Recreation & Park Dist.	Maintenance Worker II	3,571	4,557	7,040	35.27%	27.61%
Auburn Area Recreation & Park Dist.	Facilities & Grounds Park Worker	3,113	4,172	6,613	36.92%	34.02%
Mission Oaks Recreation & Park Dist.	Park Maintenance Worker	3,123	3,797	7,176	47.09%	21.58%
	MARKET MEDIAN	3,881	4,777	7,486	36.56%	25.45%
	MARKET AVERAGE	3,735	4,761	7,656	37.66%	27.52%
CRPD	Park Maintenance Worker II	3,992	4,852	9,083	44.71%	21.54%
	DIFFERENCE MEDIAN	2.86%	1.57%	21.33%	22.29%	-15.34%
	DIFFERENCE AVERAGE	6.90%	1.91%	18.64%	18.74%	-21.73%

PAYROLL/ACCOUNT CLERK

Under general supervision, performs a variety of detailed and responsible clerical duties to support a centralized personnel function for the District; process personnel transactions; participates in the preparation, control and maintenance of accounts payable and cash receipts; and provides backup support for a variety of clerical and customer service duties; and performs related work as assigned. This job requires: high school or equivalent plus two years of increasingly responsible experience in performing payroll and a variety of human resources support activities. Supplemental education and/or specialized training in human resources programs and practices is desirable.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Payroll Specialist	5,102	7,058	10,516	32.88%	38.34%
City of Rocklin	Payroll Technician II (conf.)	4,792	6,605	8,777	24.74%	37.83%
City of West Sacramento	HR & Payroll Technician II	4,893	5,961	8,716	31.61%	21.83%
Sunrise Recreation & Park District	Senior Account Clerk	4,434	5,390	9,303	42.06%	21.56%
County of Sacramento	Senior Office Specialist	3,901	4,743	7,413	36.01%	21.58%
Auburn Area Recreation & Park Dist.	Account Clerk II	3,098	4,716	7,241	34.87%	52.23%
Cordova Recreation & Park District	Account Clerk II	3,657	4,667	8,044	41.98%	27.62%
Southgate Recreation & Park Dist.	Administrative Assistant II	3,426	4,373	6,835	36.02%	27.64%
Mission Oaks Recreation & Park Dist.	Office Assistant (Payroll)	3,123	3,797	7,176	47.09%	21.58%
Fair Oaks Recreation & Park District	No Match					
	MARKET MEDIAN	3,901	4,743	8,044	36.01%	27.62%
	MARKET AVERAGE	4,047	5,257	8,224	36.36%	30.02%
CRPD	Payroll/Account Clerk	3,945	4,796	9,008	46.76%	21.57%
	DIFFERENCE MEDIAN	1.13%	1.12%	11.98%	29.82%	-21.89%
	DIFFERENCE AVERAGE	-2.53%	-8.76%	9.52%	28.58%	-28.15%

RECREATION COORDINATOR

Under general supervision of a Recreation Supervisor, the position is responsible for ensuring that District facilities, programs, activities and services are provided in a safe and effective environment and provides the highest level of customer satisfaction; coordinates staffing of facility rentals and provides administrative support to the supervisor; inspects facilities and plans for events; schedules and directs seasonal and part-time staff; and performs special projects and related work as assigned. This job requires: Equivalent to a BA/BS with major coursework in recreation administration, physical education, leisure services or a related field and one year of full-time comparable experience; or an equivalent combination of education and experience that provides the knowledge and skills for successful job performance. Must obtain First Aid and CPR certifications within 6 months of hire.

ORGANIZATION	CLASSIFICATION	MONTHLY BASE PAY		MAXIMUM TOTAL COMP	Benefits % of TC	Range Spread
		MIN	MAX			
City of Folsom	Recreation Coordinator II	4,860	6,722	10,102	33.46%	38.31%
City of Rocklin	Recreation Coordinator	4,534	6,250	8,139	23.21%	37.85%
Sunrise Recreation & Park District	Senior Recreation Coordinator	4,609	5,602	9,559	41.39%	21.54%
Auburn Area Recreation & Park Dist.	Sports Coordinator	3,987	5,366	7,991	32.85%	34.59%
County of Sacramento	Recreation Specialist	4,014	4,879	7,575	35.59%	21.55%
City of West Sacramento	Recreation Coordinator	3,861	4,705	6,943	32.23%	21.86%
Cordova Recreation & Park District	Recreation Coordinator	3,657	4,667	8,510	45.16%	27.62%
Fair Oaks Recreation & Park District	Recreation Coordinator	3,345	4,271	7,446	42.64%	27.67%
Mission Oaks Recreation & Park Dist.	Recreation Coordinator	3,293	4,003	7,440	46.20%	21.56%
Southgate Recreation & Park Dist.	Recreation Coordinator	3,124	3,988	6,404	37.73%	27.66%
		3,924	4,792	7,783	36.66%	27.64%
		3,928	5,045	8,011	37.05%	28.02%
CRPD	Recreation Coordinator	3,499	4,253	8,279	48.63%	21.55%
	DIFFERENCE MEDIAN	-10.83%	-11.25%	6.37%	32.65%	-22.03%
	DIFFERENCE AVERAGE	-10.93%	-15.70%	3.34%	31.26%	-23.10%