

City of Simi Valley  
Staff Report

April 20, 2026

**To:** City Council

**From:** Office of the City Manager  
Samantha C. Argabrite, City Manager  
Jennifer Gutierrez, Deputy Human Resources Director

**Subject:** Direction Regarding Citywide Compensation Study

**Staff Recommendation**

It is recommended that the City Council direct staff to implement compensation adjustments to align salary ranges with the market median, by using the 50% Difference method, effective the pay period beginning as soon as administratively possible for Unrepresented Management, and Confidential Management and as soon as administratively possible following the meet and confer process with Police Managers' Association (PMA) and Police Officers' Association (POA). The initial 12-month cost of implementation is forecast to be \$1,577,203. Ongoing costs will be included in the City's annual budget process going forward.

**Background**

On June 10, 2025, the City Council held an off-site Goal Setting Retreat and Staff presented the City Council with information regarding employee turnover, associated costs, and anticipated retirements. staff also presented compensation data on sample positions as an indicator of overall salary competitiveness. staff reported that the City's compensation falls below market rate, making it challenging to recruit and retain candidates across departments, including those in Public Safety. At the conclusion of the Retreat, the City Council set nine Focus Area Goals, including to "Ensure competitive compensation and succession planning for Police Department and City staff."

Funding was included in the FY 2025-26 Annual Budget to conduct a Citywide Compensation Study to determine the disparity in the City's compensation. staff engaged PublicPay LLC, formerly Ralph Andersen and Associates, which conducted the 2017 Classification and Compensation Study.

Prior to the 2025 study, the City's most recent comprehensive Classification and Compensation study was conducted in 2017. The report was presented to the City Council on August 21, 2017, and at that time, due to financial considerations, the City Council did not adjust any compensation ranges.

Following completion of the 2025 study, the City Council was briefed on the results and provided with implementation options and the associated costs. Those options are presented later in this report.

### **Study Methodology**

The compensation study encompassed 110 classifications across the organization, identified as benchmarks (Attachments A and B). Benchmarks are job classifications recognized in the compensation industry as the basis for tying compensation for other job classifications. Appropriate benchmarks are necessary to ensure fair and equitable treatment among all job classifications. Over time, changes in pay for targeted job classifications, without regard to the benchmark compensation plan, distort the benchmark relationships. For instance, the Office Assistant II classification is a benchmark, and Office Assistant I is set approximately 25% below Office Assistant II. If the salary range for Office Assistant II is adjusted, the Office Assistant I salary would also need to be adjusted to maintain the integrity of the internal benchmark arrangements.

The compensation study included:

- A total compensation labor market survey,
- A benefits analysis tied to the industry median,
- An analysis of the cost of setting benchmarks at the median, 3.5% below the median, or 5% below the median.

The City maintains six employee groups, four of which are represented by unions: Police Managers' Association (PMA), Police Officers' Association (POA), Service Employees' International Union (SEIU), Simi Valley Engineers Association (SVEA), Unrepresented Management, and Confidential Management.

The agencies used for comparison purposes vary by employee group and are shown in the following table.

Survey Agency	Population Served	Driving Distance	County	SEIU	SVEA	Mgt & Conf	PMA	POA
Simi Valley	124,815	0	Ventura					
San Fernando	23,692	21	Los Angeles	X	X	X	X	X
Santa Clarita	232,377	28	Los Angeles	X	X	X		
Camarillo	68,927	21	Ventura	X	X	X		
Thousand Oaks	122,468	14	Ventura	X	X	X		
Burbank	106,146	29	Los Angeles	X	X	X	X	X
Oxnard	198,733	36	Ventura	X	X	X	X	X
Ventura	108,985	38	Ventura	X	X	X	X	X
Pasadena	140,631	42	Los Angeles		X	X	X	X
Pomona	153,042	68	Los Angeles		X	X	X	X
Inglewood	106,305	42	Los Angeles		X	X	X	X
Monterey Park	59,269	47	Los Angeles		X	X	X	X
Orange	139,724	73	Orange		X	X	X	X
Santa Monica	93,212	38	Los Angeles		X	X	X	X
Torrance	143,261	52	Los Angeles		X	X	X	X
Ventura County	127,451	38	Ventura	X	X	X	X	X
Los Angeles County	105,334	39	Los Angeles				X	X

### **Salary Increases**

Data collection for the compensation study was concluded in December 2025, and the following negotiated salary increases are included in this report.

Employee Group	Effective	% Increase
Police Mgt (PMA)	11/03/2025	5.5%
Police (POA)	11/03/2025	5%
Management	12/15/2025	3%
General (SEIU)	12/29/2025	3%
Confidential	01/12/2026	3%

### **Future Negotiated Salary Increases**

The negotiated future salary increases by employee group are shown below with their effective dates. Each increase will raise the employee's salary by the specified percentage and will also adjust the salary range by the same percentage. Please note that the compensation study data does not account for these future increases.

Employee Group	Effective	% Increase
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*Engineers (SVEA)	05/04/2026	3%
Police Mgt (PMA)	06/29/2026	4.5%
Police (POA)	06/29/2026	5%
Management	06/29/2026	3%
Confidential	06/29/2026	3%
*Engineers (SVEA)	06/28/2027	3%
General (SEIU)	07/13/2026	3%
General (SEIU)	07/12/2027	3%
*Engineers (SVEA)	06/26/2028	3%

\*Pending Council approval on 04/20/2026

### **Results by Employee Group**

The table below shows the average “Base Salary” and “Base + Cash + Insurance” for each Employee group relative to the Labor Market Median. The City has historically used “Base + Cash + Insurance” when evaluating employee compensation. Cash and Insurance increase the City’s competitiveness in the market; however, even with this additional compensation, all groups are still behind the Market Median.

<b>Employee Group</b>	<b>Base</b>	<b>Base + Cash + Insurance</b>
General (SEIU)	-17.3%	-5.0%
Engineers (SVEA)	-18.3%	-13.0%
Management/Confidential	-16.8%	-10.8%
Police (POA)	-8.9%	-8.7%
Police Mgt (PMA)	-16.0%	-9.0%

### **Implementation Options**

Three potential implementation options provided by PublicPay (Attachment B) are explained below.

1. **Nearest Dollar** — This option places the employee at their current salary within the new adjusted salary range, if it is above the range minimum. For employees on a salary step, it assigns them to the nearest step that is equal to or higher than the new range. It does not consider employee tenure, so if the range adjustment is significant, an employee near the minimum may stay there, even with many years of experience with the City. This option accounts for the cost of range adjustments through future step increases during annual performance reviews, delaying the financial impact to the City. When hiring new employees, this allows staff to advertise a salary range more aligned with the market conditions.
2. **Full Implementation** – This option places employees within the new salary range at the same relative positions as in their current range. If they are currently at 95% of the range maximum, they will move into the new range at 95% of the maximum (or if on a step, they

move to the same step in the new range). Individual salary increases for employees may occur based on merit during the annual performance evaluation until their salary reaches the top of the salary range. This approach is more aggressive and poses a significant impact on the City's finances.

3. 50% Difference – This option adjusts employees' salaries to 50% of the difference between the Nearest Dollar and Full Implementation. In the example below, both Employee A and B are in the same job classification, and full implementation to Median would lead to a 7.3% salary increase for both. Using the Nearest Dollar method results in no increase for Employee A and B, as both already earn within the new salary range (current and proposed ranges listed below). The 50% Difference option gives a 3.6% increase to both employees. The calculation is: "Full" percentage increase (7.3%) plus the "Nearest dollar" percentage increase (0%), divided by two, equals the "50% Difference" (3.6%). So, in this example, Employee A would receive a new salary of \$56.04 per hour, and Employee B would receive \$59.27 per hour. With this approach, employees are eligible for future salary increases up to the top of the salary range during annual performance reviews.

Current Salary Range: \$44.57 to \$57.19 per hour  
Proposed Salary Range: \$47.81 to \$61.35 per hour

	Current Salary	Nearest \$	50% Difference	Full
Employee A	\$54.08	\$54.08 (0%)	\$56.04 (3.6%)	\$58.00 (7.3%)
Employee B	\$57.19	\$57.19 (0%)	\$59.27 (3.6%)	\$61.35 (7.3%)

### Financial Impact

The tables below are compiled by Employee Group, with three implementation options and three placement options relative to the market median. In addition, this table includes a column that adds average Medicare and CalPERS pension costs, both of which are salary-driven fees paid by the City. The City has an agreement with SEIU and SVEA (pending Council approval on 4/20/2026) to move their positions to the median. As a result, the tables are broken out with subtotals to clearly show the groups for discussion tonight, specifically: Management, Confidential, POA, and PMA. staff recommends Implementation to Median, 50% + PERS + Medicare option below, with an annualized first-12 month cost of approximately \$1,577,203. Ongoing costs will be included in the City's annual budget process for City Council consideration.

#### **Annual Cost by Group for Base+Cash+Insurance Implementation to Median**

Employee Group	Nearest \$	Nearest + PERS + Med	50% Diff	50% + PERS + Med	Full	Full + PERS + Med
General (SEIU)	\$226,154	<b>\$253,564</b>	\$507,935	<b>\$569,497</b>	\$789,715	<b>\$885,428</b>
Engineers (SVEA)	\$16,323	<b>\$18,301</b>	\$158,416	<b>\$177,616</b>	\$300,508	<b>\$336,930</b>
<b>Sub Total</b>	\$242,477	<b>\$271,865</b>	\$666,351	<b>\$747,113</b>	\$1,090,223	<b>\$1,222,358</b>

Management/Conf	\$170,967	<b>\$191,688</b>	\$812,121	<b>\$910,550</b>	\$1,453,276	<b>\$1,629,413</b>
Police (POA)	\$433,066	<b>\$525,482</b>	\$433,066	<b>\$525,482</b>	\$1,043,321	<b>\$1,265,966</b>
Police Mgt (PMA)	\$34,278	<b>\$41,593</b>	\$116,343	<b>\$141,171</b>	\$198,407	<b>\$240,747</b>
<b>Sub Total</b>	<b>\$638,311</b>	<b>\$758,763</b>	<b>\$1,361,530</b>	<b>\$1,577,203</b>	<b>\$2,695,004</b>	<b>\$3,136,126</b>

<b>Grand Total:</b>	<b>\$880,788</b>	<b>\$1,030,629</b>	<b>\$2,027,881</b>	<b>\$2,324,316</b>	<b>\$3,785,227</b>	<b>\$4,358,484</b>
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**Annual Cost by Group for Base+Cash+Insurance Implementation to 2.5% Below Median**

Employee Group	Nearest \$	Nearest + PERS + Med	50% Diff	50% + PERS + Med	Full	Full + PERS + Med
General (SEIU)	\$151,872	<b>\$170,279</b>	\$349,893	<b>\$392,300</b>	\$547,915	<b>\$614,322</b>
Engineers (SVEA)	\$8,779	<b>\$9,843</b>	\$121,138	<b>\$135,820</b>	\$233,497	<b>\$261,797</b>
<b>Sub Total</b>	<b>\$160,651</b>	<b>\$180,122</b>	<b>\$471,031</b>	<b>\$528,120</b>	<b>\$781,412</b>	<b>\$876,119</b>

Management/Conf	\$100,108	<b>\$112,241</b>	\$613,106	<b>\$687,414</b>	\$1,126,103	<b>\$1,262,587</b>
Police (POA)	\$551,701	<b>\$669,434</b>	\$551,701	<b>\$669,434</b>	\$693,701	<b>\$841,737</b>
Police Mgt (PMA)	\$19,831	<b>\$24,063</b>	\$83,468	<b>\$101,280</b>	\$147,105	<b>\$178,497</b>
<b>Sub Total</b>	<b>\$671,640</b>	<b>\$805,738</b>	<b>\$1,248,275</b>	<b>\$1,458,129</b>	<b>\$1,966,909</b>	<b>\$2,282,821</b>

<b>Grand Total:</b>	<b>\$832,291</b>	<b>\$985,860</b>	<b>\$1,719,306</b>	<b>\$1,986,248</b>	<b>\$2,748,321</b>	<b>\$3,158,940</b>
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**Annual Cost by Group for Base+Cash+Insurance Implementation to 5% Below Median**

Employee Group	Nearest \$	Nearest + PERS + Med	50% Diff	50% + PERS + Med	Full	Full + PERS + Med
General (SEIU)	\$94,528	<b>\$105,985</b>	\$222,032	<b>\$248,942</b>	\$349,537	<b>\$391,901</b>
Engineers (SVEA)	\$3,750	<b>\$4,205</b>	\$86,714	<b>\$97,224</b>	\$169,677	<b>\$190,242</b>
<b>Sub Total</b>	<b>\$98,278</b>	<b>\$110,189</b>	<b>\$308,746</b>	<b>\$346,166</b>	<b>\$519,214</b>	<b>\$582,143</b>

Management/Conf	\$59,804	<b>\$67,052</b>	\$467,380	<b>\$524,026</b>	\$874,957	<b>\$981,002</b>
Police (POA)	\$360,717	<b>\$437,694</b>	\$360,717	<b>\$437,694</b>	\$360,717	<b>\$437,694</b>
Police Mgt (PMA)	\$10,146	<b>\$12,311</b>	\$54,197	<b>\$65,763</b>	\$98,248	<b>\$119,214</b>
<b>Sub Total</b>	<b>\$430,667</b>	<b>\$517,057</b>	<b>\$882,294</b>	<b>\$1,027,483</b>	<b>\$1,333,922</b>	<b>\$1,537,910</b>

<b>Grand Total:</b>	\$528,945	<b>\$627,247</b>	\$1,191,040	<b>\$1,373,649</b>	\$1,853,136	<b>\$2,120,053</b>
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### **City Council Priority**

This item supports one of the City Council’s goals or pillars of excellence as outlined in the City Council priorities, specifically “Ensuring competitive compensation and succession planning for Police Department and City staff.”

### **Suggested Motion**

I move to direct staff to implement salary adjustments to align salary ranges with the market median, and adjust employee salaries using the 50% Difference method, effective the pay period beginning as soon as administratively possible for Unrepresented Management and Confidential Management and as soon as administratively possible following the meet and confer process with Police Mangers’ Association (PMA) and Police Officers’ Association (POA).

### **Summary**

On June 10, 2025, the City Council held an off-site Goal Setting Retreat. At the conclusion of the Retreat, the City Council set nine Focus Area Goals, including to “Ensure competitive compensation and succession planning for Police Department and City staff.” Following the Goal Setting Retreat, staff engaged with PublicPay, previously Ralph Andersen and Associates, who conducted the 2017 Classification and Compensation Study. Based on the results of the survey, it is recommended that the City Council direct staff to implement compensation adjustments to align salary ranges with the market median, and adjust employee salaries using the 50% Difference method, effective the pay period beginning as soon as administratively possible for Unrepresented Management, and Confidential Management and as soon as administratively possible following the meet and confer process with Police Managers’ Association (PMA) and Police Officers’ Association (POA).

**Prepared by:** Samantha C. Argabrite, City Manager, and Jennifer Gutierrez, Deputy Human Resources Director

### **Attachments**

Attachment A – Labor Market Summary – Median Total Compensation

Attachment B – Salary Range Analysis & Benchmarking

Attachment C – Presentation: City of Simi Valley Compensation Study Results

**Simi Valley  
Labor Market Summary - Median Total Compensation**

Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance
Accounting Technician II	8	-27.3%	-28.1%	-13.8%
Administrative Technician	4	-15.9%	-17.6%	-4.9%
Building Inspector II	6	-21.3%	-20.4%	-10.3%
Building Maintenance Technician	6	-24.0%	-24.2%	-9.4%
Community Services Technician	4	-5.9%	-9.2%	0.1%
Counter Services Technician II	7	-8.8%	-7.8%	-0.7%
Crime Scene Investigator II	4	-0.4%	3.1%	12.3%
Custodian	4	-10.5%	-10.7%	0.9%
Customer Service Representative	7	-26.5%	-23.3%	-8.4%
Engineering Technician	7	-23.1%	-20.5%	-8.7%
Environmental Compliance Inspector	6	-21.3%	-19.3%	-8.3%
Human Resources Technician	7	-45.4%	-48.4%	-24.8%
Maintenance Worker II	8	-25.6%	-25.5%	-12.4%
Mechanic II	8	-14.0%	-12.3%	-6.0%
Office Assistant II	7	-23.0%	-20.6%	-1.7%
Office Specialist II	7	-19.6%	-18.5%	-6.5%
Plans Examiner	4	-19.9%	-19.8%	-5.9%
Police Dispatcher	5	-17.3%	-15.8%	-9.1%
Police Records Technician II	5	-12.1%	-15.3%	-2.6%
Police Services Officer	5	-36.4%	-33.8%	-12.6%
Property Technician	5	-15.0%	-17.5%	-0.5%
Public Works Inspector	7	-25.4%	-25.1%	-13.1%
Tree Trimmer II	8	-22.5%	-25.5%	-11.6%
Waterworks Operator II	7	-3.8%	-3.9%	-1.2%
Waterworks Operator III	4	-5.4%	-10.4%	-4.7%
Waterworks Systems Technician	3	-5.9%	-4.5%	7.1%
Instrumentation Technician	6	-16.5%	-15.4%	-4.7%
Laboratory Technician	6	-14.0%	-13.1%	-1.1%
Plant Electrician	7	-26.6%	-27.2%	-10.8%
Plant Maintenance Technician II	7	5.2%	3.0%	8.5%
Plant Operator III	7	-5.2%	-5.1%	1.8%
Wastewater Collection System Technican II	9	-20.1%	-17.6%	-4.3%
Transit Coach Operator	7	-11.3%	-8.2%	5.3%
Transit Dispatcher	5	-23.7%	-19.9%	-6.9%
<b>General (SEIU) Average</b>	<b>6</b>	<b>-17.3%</b>	<b>-17.0%</b>	<b>-5.0%</b>
Associate Engineer	15	-10.0%	-9.4%	-7.4%
Deputy Public Works Director (Development Services)	12	-21.9%	-21.6%	-15.1%
Principal Engineer	12	-20.7%	-20.7%	-15.3%
Senior Engineer	12	-20.6%	-21.6%	-14.3%
<b>Engineers (SVEA) Average</b>	<b>13</b>	<b>-18.3%</b>	<b>-18.3%</b>	<b>-13.0%</b>

**Simi Valley  
 Labor Market Summary - Median Total Compensation**

Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance
Administrative Assistant	15	-14.5%	-12.1%	-3.5%
Administrative Officer	3	-18.1%	-16.9%	-18.0%
Administrative Services Director (Confidential)	14	-27.7%	-28.8%	-21.2%
Assistant City Attorney	10	-34.2%	-31.5%	-26.8%
Assistant City Manager	14	-38.6%	-38.7%	-33.6%
Assistant to the City Manager	13	-13.7%	-15.4%	-8.9%
Associate Planner	15	-3.2%	-2.4%	-0.1%
Budget & Administration Manager	8	-26.6%	-29.9%	-18.1%
Chief of Police	12	-19.1%	-25.2%	-20.7%
City Attorney (Confidential)	10	-15.7%	-19.4%	-17.1%
City Clerk	13	-31.1%	-34.2%	-24.0%
City Engineer	12	-28.0%	-25.7%	-21.0%
City Manager (Confidential)	15	-6.4%	-12.9%	-15.0%
Code Compliance Manager	13	-24.2%	-26.8%	-17.6%
Code Compliance Officer	15	-8.0%	-5.3%	-2.4%
Communications Manager	8	-26.8%	-24.6%	-20.2%
Community Services Director	13	-29.2%	-26.6%	-21.9%
Community Services Manager	9	-14.9%	-12.2%	-6.3%
Crime Analyst	9	-1.5%	-0.8%	2.0%
Customer Services Supervisor	10	-16.3%	-15.6%	-8.9%
Deputy Administrative Services Director (Budget & Purchasing)	6	-24.9%	-24.6%	-18.0%
Deputy Administrative Services Director (Fiscal Services)	14	-23.6%	-22.7%	-18.9%
Deputy Administrative Services Director (Information Services)	14	-29.7%	-32.4%	-26.0%
Deputy City Attorney	7	-52.6%	-53.7%	-41.2%
Deputy City Clerk	13	-21.3%	-18.7%	-10.1%
Deputy City Manager	9	-33.6%	-39.7%	-30.5%
Deputy Environmental Services Director (Building Official)	12	-18.6%	-19.7%	-15.8%
Deputy Environmental Services Director (City Planner)	15	-11.1%	-13.9%	-9.8%
Deputy Human Resources Director (Confidential)	15	-40.1%	-43.5%	-33.7%
Deputy Public Works Director (Environmental Compliance)	9	3.2%	3.6%	-0.1%
Deputy Public Works Director (Maintenance Services)	11	-12.2%	-10.4%	-7.1%
Deputy Public Works Director (Sanitation Services)	6	-24.8%	-26.8%	-20.2%
Deputy Public Works Director (Waterworks Services)	10	-24.8%	-26.1%	-16.8%
Emergency Services Manager	9	-22.6%	-22.3%	-13.7%
Enterprise Systems Analyst	11	-3.5%	-0.4%	1.1%
Environmental Compliance Program Coordinator	10	-10.9%	-9.8%	-7.3%
Environmental Services Director	15	-29.3%	-29.7%	-21.3%
Executive Assistant	14	2.1%	0.5%	3.0%
Geographic Information System (GIS) Coordinator	10	6.3%	6.3%	11.1%
Human Resources Analyst	14	-8.6%	-7.0%	-1.9%
Information Services Analyst II	13	-5.2%	-4.8%	4.2%
Legal Administrative Assistant	10	-7.2%	-6.3%	0.8%
Maintenance Superintendent	10	-15.6%	-15.6%	-13.1%

**Simi Valley  
 Labor Market Summary - Median Total Compensation**

Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance
Maintenance Supervisor	15	-15.1%	-11.1%	-2.6%
Management Analyst	15	-5.3%	-4.3%	1.0%
Permit Services Coordinator	7	-21.6%	-20.0%	-9.6%
Police Records Manager	10	-26.7%	-26.3%	-19.1%
Police Services Supervisor	6	-10.1%	-7.4%	-4.0%
Principal Information Services Analyst	7	-8.0%	-7.5%	1.1%
Public Works Director	15	-26.3%	-26.6%	-20.3%
Risk Manager	11	-28.2%	-27.3%	-18.1%
Senior Human Resources Analyst	10	-5.4%	-3.6%	-1.6%
Senior Information Services Analyst	8	-7.9%	-7.2%	-1.3%
Senior Management Analyst	11	-4.9%	-4.0%	-3.9%
Senior Planner	13	-11.3%	-7.8%	-5.6%
Staff Accountant	15	-4.8%	-4.4%	-1.9%
Water Distribution Supervisor	13	-20.9%	-19.2%	-8.5%
Water Field Services Supervisor	10	-18.2%	-15.0%	-8.2%
Water Operations Supervisor	11	-21.9%	-19.4%	-8.5%
Workers' Compensation Adjuster II	4	-8.1%	-7.7%	-1.2%
Laboratory Chemist	6	-5.9%	-4.8%	-1.0%
Laboratory Supervisor	5	-8.5%	-7.5%	0.4%
Plant Maintenance Supervisor	5	3.9%	5.0%	9.2%
Plant Operations Manager	7	-21.4%	-24.1%	-17.0%
Plant Operations Supervisor	7	-13.9%	-12.8%	-4.2%
Wastewater Collection System Supervisor	13	-19.8%	-19.8%	-10.4%
Transit Operations Manager	10	-27.7%	-28.9%	-19.2%
Transit Supervisor	9	-1.5%	3.4%	6.3%
<b>Mgmt/Conf (Mgt) Average</b>	11	-16.8%	-16.6%	-10.8%
Assistant Police Chief	11	-19.5%	-17.2%	-10.1%
Police Commander	13	-12.5%	-15.1%	-7.9%
<b>Police Mgt (PMA) Average</b>	12	-16.0%	-16.2%	-9.0%
Police Officer	13	-9.5%	-16.5%	-7.3%
Police Sergeant	13	-8.3%	-16.8%	-10.1%
<b>Police (POA) Average</b>	13	-8.9%	-16.6%	-8.7%



**Simi Valley**  
**Salary Range Analysis & Benchmarking**  
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
1	City Manager	\$ 27,640	-15.0%	\$ 31,792	15.0%
2	Assistant City Manager	\$ 18,239	-33.6%	\$ 24,370	33.6%
3	Deputy City Manager	\$ 15,578	-30.5%	\$ 20,326	30.5%
4					
5	Assistant to the City Manager	\$ 13,150	-8.9%	\$ 14,320	8.9%
6	Senior Administrative Officer	\$ 11,835		\$ 14,184	19.8%
7	Administrative Officer	\$ 11,446	-18.0%	\$ 13,508	18.0%
8	Senior Management Analyst	\$ 10,541	-3.9%	\$ 10,954	3.9%
9	Management Analyst	\$ 9,137	+1.0%	\$ 9,137	0.0%
10					
11	Management Assistant	\$ 7,118		\$ 7,404	4.0%
12	Administrative Technician	\$ 6,136	-4.9%	\$ 6,439	4.9%
13					
14	Executive Assistant	\$ 8,711	+3.0%	\$ 8,711	0.0%
15	Administrative Assistant	\$ 6,702	-3.5%	\$ 6,936	3.5%
16					
17	Office Specialist II	\$ 5,058	-6.5%	\$ 5,385	6.5%
18	Office Specialist I	\$ 4,588		\$ 4,896	6.7%
19	Office Assistant II	\$ 4,369	-1.7%	\$ 4,444	1.7%
20	Office Assistant I	\$ 3,440		\$ 3,555	3.3%
21					
22	City Attorney	\$ 24,010	-17.1%	\$ 28,111	17.1%
23	Senior Assistant City Attorney	\$ 16,589		\$ 21,038	26.8%
24	Assistant City Attorney	\$ 15,085	-26.8%	\$ 19,125	26.8%
25	Deputy City Attorney	\$ 12,571	-41.2%	\$ 17,757	41.2%
26					
27	Legal Administrative Assistant	\$ 7,012	+0.8%	\$ 7,012	0.0%
28	Legal Technician	\$ 5,058		\$ 5,385	6.5%
29					
30	City Clerk	\$ 12,810	-24.0%	\$ 15,881	24.0%
31	Assistant City Clerk	\$ 9,700		\$ 10,954	12.9%
32	Deputy City Clerk	\$ 6,702	-10.1%	\$ 7,377	10.1%
33	Recording Secretary	\$ 5,315		\$ 5,654	6.4%
34					
35	Administrative Services Director	\$ 17,368	-21.2%	\$ 21,054	21.2%
36	Deputy Administrative Services Director (Fiscal Services)	\$ 13,576	-18.9%	\$ 16,145	18.9%
37	Deputy Administrative Services Director (Budget & Purchasing)	\$ 12,438	-18.0%	\$ 14,676	18.0%
38	Budget Officer	\$ 11,900		\$ 14,184	19.2%
39					
40	Senior Accountant	\$ 10,477		\$ 10,758	2.7%
41	Accounting Projects Analyst	\$ 9,334		\$ 9,822	5.2%
42	Staff Accountant	\$ 9,184	-1.9%	\$ 9,354	1.9%
43					

**Simi Valley**  
**Salary Range Analysis & Benchmarking**  
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
44	Accounting Supervisor	\$ 10,418		\$ 10,758	3.3%
45	Fiscal Services Supervisor	\$ 7,487		\$ 7,795	4.1%
46	Accounting Specialist	\$ 7,487		\$ 7,795	4.1%
47					
48	Accounting Technician II	\$ 5,562	-13.8%	\$ 6,329	13.8%
49	Accounting Technician I	\$ 5,007		\$ 5,754	14.9%
50	Accounting Assistant II	\$ 5,062		\$ 5,754	13.7%
51	Accounting Assistant I	\$ 4,594		\$ 5,231	13.9%
52					
53	Payroll Coordinator	\$ 10,699		\$ 11,296	5.6%
54					
55	Customer Services Manager	\$ 10,594		\$ 11,157	5.3%
56	Customer Services Supervisor	\$ 8,535	-8.9%	\$ 9,297	8.9%
57	Senior Customer Services Representative	\$ 5,664		\$ 6,144	8.5%
58	Customer Service Representative	\$ 4,931	-8.4%	\$ 5,343	8.4%
59					
60	Deputy Administrative Services Director (Information Services)	\$ 15,171	-26.0%	\$ 19,110	26.0%
61	Principal Information Services Analyst	\$ 12,286	+1.1%	\$ 12,286	0.0%
62	Enterprise Systems Analyst	\$ 12,205	+1.1%	\$ 12,205	0.0%
63	Senior Information Services Analyst	\$ 11,189	-1.3%	\$ 11,336	1.3%
64	Information Services Analyst II	\$ 10,204	+4.2%	\$ 10,204	0.0%
65	Information Services Analyst I	\$ 9,383		\$ 9,383	0.0%
66					
67	Geographic Information System (GIS) Coordinator	\$ 11,749	+11.1%	\$ 11,749	0.0%
68	Geographic Information System Technician	\$ 8,463		\$ 8,530	0.8%
69	Communication Systems Coordinator	\$ 11,189		\$ 11,336	1.3%
70					
71	Digital & Print Media Coordinator	\$ 9,137		\$ 9,137	0.0%
72	Graphics/Support Services Technician	\$ 5,554		\$ 5,924	6.7%
73	Support Services Worker	\$ 4,398		\$ 4,444	1.0%
74					
75	Deputy Human Resources Director	\$ 14,766	-33.7%	\$ 19,742	33.7%
76	Senior Human Resources Analyst	\$ 10,699	-1.6%	\$ 10,875	1.6%
77	Human Resources Analyst	\$ 9,360	-1.9%	\$ 9,537	1.9%
78	Senior Human Resources Technician	\$ 5,562		\$ 6,948	24.9%
79	Human Resources Technician	\$ 5,062	-24.8%	\$ 6,317	24.8%
80					
81	Risk Manager	\$ 11,903	-18.1%	\$ 14,055	18.1%
82					
83	Workers' Compensation Manager	\$ 10,418		\$ 10,936	5.0%
84	Workers' Compensation Supervisor	\$ 9,360		\$ 9,510	1.6%
85	Workers' Compensation Adjuster II	\$ 7,830	-1.2%	\$ 7,925	1.2%
86	Workers' Compensation Adjuster I	\$ 7,118		\$ 7,204	1.2%

## Simi Valley

### Salary Range Analysis & Benchmarking

Benchmark Classes set to Market Median (Base+Cash+Ins)

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
87					
88	Community Services Director	\$ 16,998	-21.9%	\$ 20,716	21.9%
89	Deputy Community Services Director	\$ 13,531		\$ 13,862	2.4%
90	Community Services Manager	\$ 10,433	-6.3%	\$ 11,089	6.3%
91	Community Services Coordinator	\$ 8,723		\$ 9,241	5.9%
92	Assistant Community Services Manager	\$ 7,709		\$ 8,036	4.2%
93					
94	Cultural Arts Center Technical Coordinator	\$ 7,349		\$ 7,653	4.1%
95	Community Services Aide	\$ 4,377		\$ 4,444	1.5%
96	Nutrition Services Worker	\$ 4,377		\$ 4,444	1.5%
97					
98	Theater Technician II	\$ 4,226		\$ 4,444	5.1%
99	Theater Technician I	\$ 3,154		\$ 3,292	4.4%
100					
101	Environmental Services Director	\$ 16,994	-21.3%	\$ 20,615	21.3%
102	Deputy Environmental Services Director	\$ 13,531		\$ 14,701	8.6%
103					
104	Deputy Environmental Services Director (City Planner)	\$ 14,061	-9.8%	\$ 15,437	9.8%
105	Principal Planner/Zoning Administrator	\$ 12,228		\$ 12,973	6.1%
106	Senior Planner	\$ 10,687	-5.6%	\$ 11,281	5.6%
107	Associate Planner	\$ 9,350	-0.1%	\$ 9,361	0.1%
108	Assistant Planner	\$ 8,188		\$ 8,140	-0.6%
109	Planning Technician	\$ 6,594		\$ 6,778	2.8%
110					
111	Deputy Environmental Services Director (Building Official)	\$ 13,819	-15.8%	\$ 15,999	15.8%
112	Supervising Building Inspector	\$ 9,511		\$ 10,420	9.6%
113	Senior Building Inspector	\$ 7,878		\$ 8,683	10.2%
114	Electrical Inspector	\$ 7,517		\$ 8,289	10.3%
115	Building Inspector II	\$ 7,159	-10.3%	\$ 7,894	10.3%
116	Building Inspector I	\$ 6,508		\$ 7,176	10.3%
117					
118	Plans Examiner	\$ 7,159	-5.9%	\$ 7,582	5.9%
119					
120	Permit Services Coordinator	\$ 8,529	-9.6%	\$ 9,351	9.6%
121	Counter Services Technician II	\$ 6,731	-0.7%	\$ 6,778	0.7%
122	Counter Services Technician I	\$ 6,118		\$ 6,162	0.7%
123					
124	Code Compliance Manager	\$ 10,849	-17.6%	\$ 12,762	17.6%
125	Senior Code Compliance Officer	\$ 8,680		\$ 8,950	3.1%
126	Code Compliance Officer	\$ 7,604	-2.4%	\$ 7,783	2.4%
127					
128	Home Rehabilitation Coordinator	\$ 8,750		\$ 9,241	5.6%
129					

**Simi Valley**  
**Salary Range Analysis & Benchmarking**  
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
130	Principal Engineer	\$ 13,324	-15.3%	\$ 15,360	15.3%
131	Senior Engineer	\$ 11,607	-14.3%	\$ 13,270	14.3%
132	Associate Engineer	\$ 10,144	-7.4%	\$ 10,894	7.4%
133	Assistant Engineer	\$ 9,260		\$ 9,903	6.9%
134					
135	Supervising Public Works Inspector	\$ 9,511		\$ 10,185	7.1%
136	Public Works Inspector	\$ 7,204	-13.1%	\$ 8,148	13.1%
137					
138	Senior Engineering Technician	\$ 7,699		\$ 8,345	8.4%
139	Engineering Technician	\$ 6,982	-8.7%	\$ 7,586	8.7%
140	Engineering Aide	\$ 5,589		\$ 6,069	8.6%
141					
142	Chief of Police	\$ 23,514	-20.7%	\$ 28,375	20.7%
143	Assistant Police Chief	\$ 18,305	-10.1%	\$ 20,161	10.1%
144	Police Commander	\$ 15,573	-7.9%	\$ 16,805	7.9%
145	Police Sergeant	\$ 12,683	-10.1%	\$ 13,961	10.1%
146	Senior Police Officer	\$ 10,332		\$ 11,085	7.3%
147	Police Officer	\$ 9,710	-7.3%	\$ 10,417	7.3%
148	Police Officer Trainee	\$ 6,559		\$ 7,037	7.3%
149					
150	Crime Analysis and Prevention Manager	\$ 10,545		\$ 10,552	0.1%
151	Senior Crime Analyst	\$ 10,545		\$ 10,552	0.1%
152	Crime Analyst	\$ 8,442	+2.0%	\$ 8,442	0.0%
153					
154	Crime Scene Investigator II	\$ 7,409	+12.3%	\$ 7,409	0.0%
155	Crime Scene Investigator I	\$ 6,733		\$ 6,735	0.0%
156	Crime Scene Investigator Trainee	\$ 5,280		\$ 5,388	2.0%
157	Investigative Assistant	\$ 6,230		\$ 6,414	3.0%
158					
159	Police Services Supervisor	\$ 7,999	-4.0%	\$ 8,322	4.0%
160	Police Services Officer	\$ 5,033	-12.6%	\$ 5,668	12.6%
161					
162	Property Officer	\$ 6,246		\$ 6,398	2.4%
163	Property Technician	\$ 5,538	-0.5%	\$ 5,563	0.5%
164					
165	Budget & Administration Manager	\$ 11,068	-18.1%	\$ 13,073	18.1%
166					
167	Emergency Services Manager	\$ 10,541	-13.7%	\$ 11,988	13.7%
168	Emergency Services Coordinator	\$ 9,137		\$ 10,425	14.1%
169					
170	Victim Advocate	\$ 5,554		\$ 5,853	5.4%
171					
172	Deputy Director/Police Administration & Communication	\$ 13,835		\$ 16,814	21.5%

**Simi Valley**  
**Salary Range Analysis & Benchmarking**  
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
173	Police Communications & Records Manager	\$ 11,653		\$ 14,012	20.2%
174	Communications Manager	\$ 10,594	-20.2%	\$ 12,738	20.2%
175	Communications Supervisor	\$ 7,627		\$ 8,320	9.1%
176	Police Dispatcher	\$ 6,628	-9.1%	\$ 7,235	9.1%
177	Police Dispatcher Trainee	\$ 4,596		\$ 4,990	8.6%
178					
179	Police Maintenance Supervisor	\$ 7,958		\$ 8,322	4.6%
180	Police Maintenance Specialist	\$ 5,556		\$ 6,258	12.6%
181					
182	Police Records Manager	\$ 9,700	-19.1%	\$ 11,554	19.1%
183	Police Records Supervisor	\$ 8,442		\$ 10,047	19.0%
184	Senior Police Records Technician	\$ 5,909		\$ 5,587	-5.5%
185	Police Records Technician II	\$ 4,951	-2.6%	\$ 5,079	2.6%
186	Police Records Technician I	\$ 4,563		\$ 4,617	1.2%
187					
188	Public Works Director	\$ 18,518	-20.3%	\$ 22,279	20.3%
189	Assistant Public Works Director	\$ 16,542		\$ 20,053	21.2%
190	Deputy Director/Traffic Engineer	\$ 15,062		\$ 18,230	21.0%
191	City Engineer	\$ 15,062	-21.0%	\$ 18,230	21.0%
192	Deputy Public Works Director (Administration)	\$ 13,835		\$ 16,145	16.7%
193	Deputy Public Works Director (Development Services)	\$ 13,324	-15.1%	\$ 15,341	15.1%
194					
195	Landscape Architect	\$ 11,666		\$ 12,409	6.4%
196					
197	Deputy Public Works Director (Sanitation Services)	\$ 13,648	-20.2%	\$ 16,411	20.2%
198	Deputy Public Works Director (Maintenance Services)	\$ 13,648	-7.1%	\$ 14,615	7.1%
199	Deputy Public Works Director (Maintenance Services Engineer)	\$ 13,324		\$ 15,345	15.2%
200					
201	Maintenance Superintendent	\$ 10,739	-13.1%	\$ 12,142	13.1%
202	Maintenance Supervisor	\$ 8,678	-2.6%	\$ 8,906	2.6%
203	Heavy Equipment Operator	\$ 5,554		\$ 6,258	12.7%
204	Maintenance Worker III	\$ 5,568		\$ 6,258	12.4%
205	Maintenance Worker II	\$ 5,062	-12.4%	\$ 5,689	12.4%
206	Maintenance Worker I	\$ 4,590		\$ 5,172	12.7%
207					
208	Mechanic II	\$ 6,626	-6.0%	\$ 7,027	6.0%
209	Mechanic I	\$ 5,309		\$ 6,388	20.3%
210					
211	Senior Tree Trimmer	\$ 6,132		\$ 6,841	11.6%
212	Tree Trimmer II	\$ 5,574	-11.6%	\$ 6,219	11.6%
213	Tree Trimmer I	\$ 5,066		\$ 5,653	11.6%
214					
215	Deputy Public Works Director (Waterworks Services)	\$ 13,648	-16.8%	\$ 15,944	16.8%

**Simi Valley**  
**Salary Range Analysis & Benchmarking**  
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
216					
217	Deputy Public Works Director (Environmental Compliance)	\$ 13,648	-0.1%	\$ 13,659	0.1%
218	Environmental Compliance Program Coordinator	\$ 9,913	-7.3%	\$ 10,633	7.3%
219	Environmental Compliance Program Analyst	\$ 8,781		\$ 9,667	10.1%
220	Environmental Compliance Inspector	\$ 7,159	-8.3%	\$ 7,757	8.3%
221					
222	Laboratory Supervisor	\$ 10,852	+0.4%	\$ 10,852	0.0%
223	Laboratory Chemist	\$ 9,860	-1.0%	\$ 9,956	1.0%
224	Senior Laboratory Technician	\$ 7,590		\$ 7,698	1.4%
225	Laboratory Technician	\$ 6,923	-1.1%	\$ 6,998	1.1%
226	Field Laboratory Technician	\$ 5,674		\$ 5,832	2.8%
227					
228	Assistant Waterworks Services Manager	\$ 10,862		\$ 11,860	9.2%
229	Water Distribution Supervisor	\$ 9,508	-8.5%	\$ 10,313	8.5%
230	Water Field Services Supervisor	\$ 9,508	-8.2%	\$ 10,292	8.2%
231	Water Operations Supervisor	\$ 9,508	-8.5%	\$ 10,313	8.5%
232	Waterworks Operator III	\$ 7,858	-4.7%	\$ 8,229	4.7%
233	Waterworks Operator II	\$ 6,956	-1.2%	\$ 7,037	1.2%
234	Waterworks Operator I	\$ 6,324		\$ 6,397	1.2%
235	Waterworks Operator Trainee	\$ 5,797		\$ 5,816	0.3%
236					
237	Waterworks Meter Reader	\$ 4,855		\$ 5,343	10.0%
238					
239	Wastewater Collection System Supervisor	\$ 8,678	-10.4%	\$ 9,583	10.4%
240	Wastewater Collection System Technican II	\$ 5,942	-4.3%	\$ 6,195	4.3%
241	Wastewater Collection System Technican I	\$ 5,405		\$ 5,632	4.2%
242	Wastewater Collection System Technican Trainee	\$ 4,911		\$ 5,120	4.3%
243					
244	Plant Operations Manager	\$ 11,091	-17.0%	\$ 12,981	17.0%
245	Plant Operations Supervisor	\$ 9,370	-4.2%	\$ 9,763	4.2%
246	Plant Operator III	\$ 8,435	+1.8%	\$ 8,435	0.0%
247	Plant Operator II	\$ 7,668		\$ 7,668	0.0%
248	Plant Operator I	\$ 7,029		\$ 7,029	0.0%
249	Plant Operator Trainee	\$ 5,356		\$ 5,407	1.0%
250					
251	Plant Support Systems Manager	\$ 11,091		\$ 12,981	17.0%
252	Senior Instrumentation Technician	\$ 8,975		\$ 9,395	4.7%
253	Instrumentation Technician	\$ 8,159	-4.7%	\$ 8,541	4.7%
254	Waterworks Systems Technician	\$ 7,758	+7.1%	\$ 7,758	0.0%
255					
256	Industrial Painter	\$ 7,627		\$ 8,217	7.7%
257	Plant Electrician	\$ 7,063	-10.8%	\$ 7,826	10.8%
258	Plant Maintenance Program Technician	\$ 7,415		\$ 8,001	7.9%

**Simi Valley**
**Salary Range Analysis & Benchmarking**
**Benchmark Classes set to Market Median (Base+Cash+Ins)**

Line	Job Classification Title	Current Range Max	Market Deviation	Recomm. Range Max	Percent Change
259					
260	Plant Maintenance Supervisor	\$ 9,370	+9.2%	\$ 9,370	0.0%
261	Plant Maintenance Technician III	\$ 8,382		\$ 8,382	0.0%
262	Plant Maintenance Technician II	\$ 7,620	+8.5%	\$ 7,620	0.0%
263	Plant Maintenance Technician I	\$ 6,927		\$ 6,927	0.0%
264					
265	Deputy Public Works Director (Transit)	\$ 13,531		\$ 16,145	19.3%
266	Transit Finance Manager	\$ 10,427		\$ 10,758	3.2%
267					
268	Transit Operations Manager	\$ 10,541	-19.2%	\$ 12,566	19.2%
269	Transit Supervisor	\$ 8,093	+6.3%	\$ 8,093	0.0%
270	Transit Coach Operator	\$ 5,344	+5.3%	\$ 5,344	0.0%
271	Transit Coach Operator Trainee	\$ 4,181		\$ 4,181	0.0%
272					
273	Transit Operations Assistant	\$ 6,369		\$ 6,606	3.7%
274	Senior Transit Dispatcher	\$ 5,142		\$ 5,653	9.9%
275	Transit Dispatcher	\$ 4,808	-6.9%	\$ 5,139	6.9%
276					
277	Building Maintenance Technician	\$ 5,295	-9.4%	\$ 5,791	9.4%
278	Senior Custodian	\$ 5,568		\$ 5,568	0.0%
279	Custodian	\$ 4,590	+0.9%	\$ 4,590	0.0%
280					
281	Inventory Support Specialist	\$ 4,688		\$ 4,888	4.3%
282					
283	Community Services Technician	\$ 5,568	+0.1%	\$ 5,568	0.0%

# City of Simi Valley Compensation Study Results

Doug Johnson, President/CEO  
PublicPay LLC

# Why Surveys Are Done

Compensation surveys are a necessary part of assessing and updating an organization's compensation plan.

- Anticipate and understand what the labor market is doing
- Survey data **informs decision makers** and provides data-driven framework for allocating resources to wages and benefits
- Provide defensibility and public accountability for employee compensation
- Survey data is a primary factor in labor negotiations/disputes
- **Optimize the City's ability to recruit and retain employees**

Public and Private employers both use market data to assess compensation; just a difference in accessibility and transparency of data.

# Survey Agencies

Survey Agency	Population Served	Driving Distance	County	SEIU	SVEA	Mgt	PMA	POA
<b>Simi Valley</b>	<b>124,815</b>	<b>0</b>	<b>Ventura</b>					
San Fernando	23,692	21	Los Angeles	X	X	X	X	X
Santa Clarita	232,377	28	Los Angeles	X	X	X		
Camarillo	68,927	25	Ventura	X	X	X		
Thousand Oaks	122,468	14	Ventura	X	X	X		
Burbank	106,146	29	Los Angeles	X	X	X	X	X
Oxnard	198,733	35	Ventura	X	X	X	X	X
San Buenaventura	108,985	38	Ventura	X	X	X	X	X
Pasadena	140,631	42	Los Angeles		X	X	X	X
Pomona	153,042	68	Los Angeles		X	X	X	X
Inglewood	106,305	42	Los Angeles		X	X	X	X
Monterey Park	59,269	47	Los Angeles		X	X	X	X
Orange	139,724	73	Orange		X	X	X	X
Santa Monica	93,212	38	Los Angeles		X	X	X	X
Torrance	143,261	52	Los Angeles		X	X	X	X
Ventura County	127,451	38	Ventura	X	X	X	X	X
Los Angeles County	105,334	39	Los Angeles				X	X

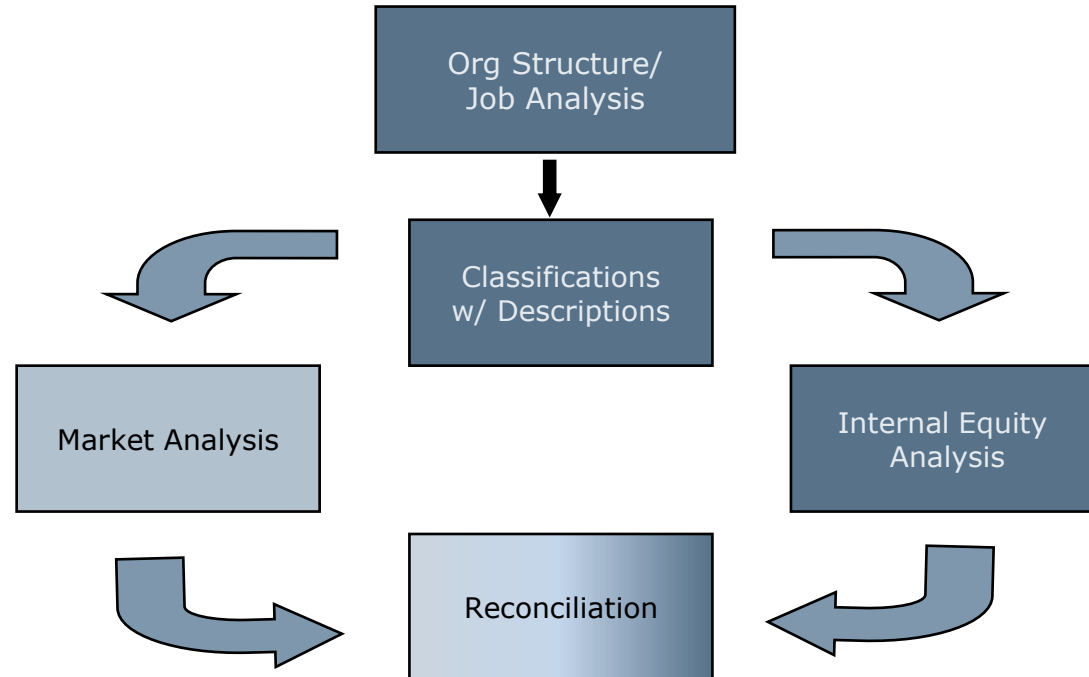
- Historical
- Local Emphasis
- Similar Size

## Supplemental Sanitation/Transit

Bakersfield  
Riverside  
Commerce  
Culver City  
Fresno  
Gardena  
Montebello  
Norwalk

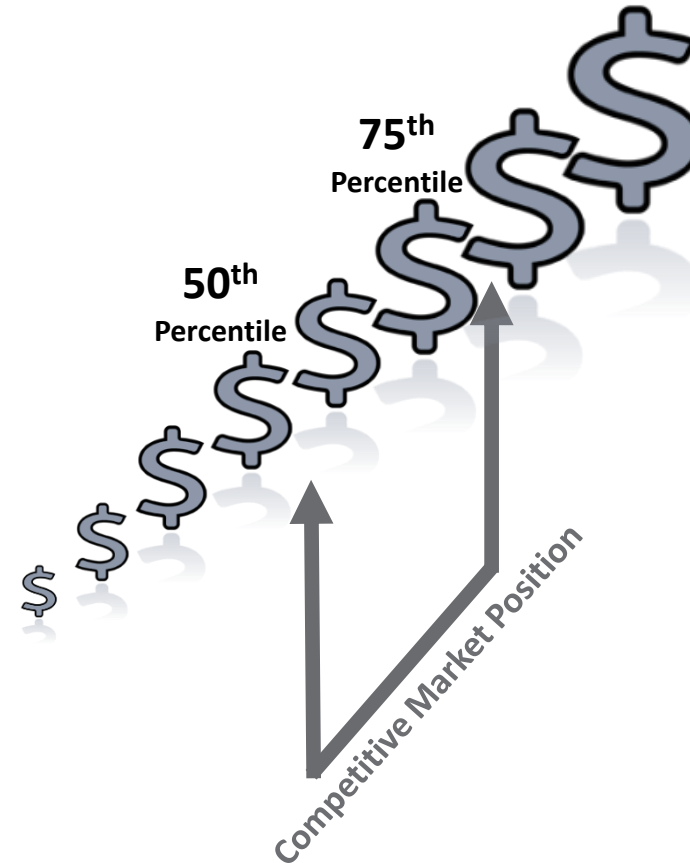
# Compensation Plan Development

- Establish market benchmarks
- Identify equity adjustments based on market data and desired market position
- Preserve appropriate internal relationship ties and differentials
- Identify and correct salary compaction



# Labor Market Position

Policy Considerations
Desired competitive position
<b>Historical practices</b>
Recruitment and retention needs
Cost impacts and ability to sustain
Median is most common target (or within x% of median)



# Survey Data Collection & Analysis

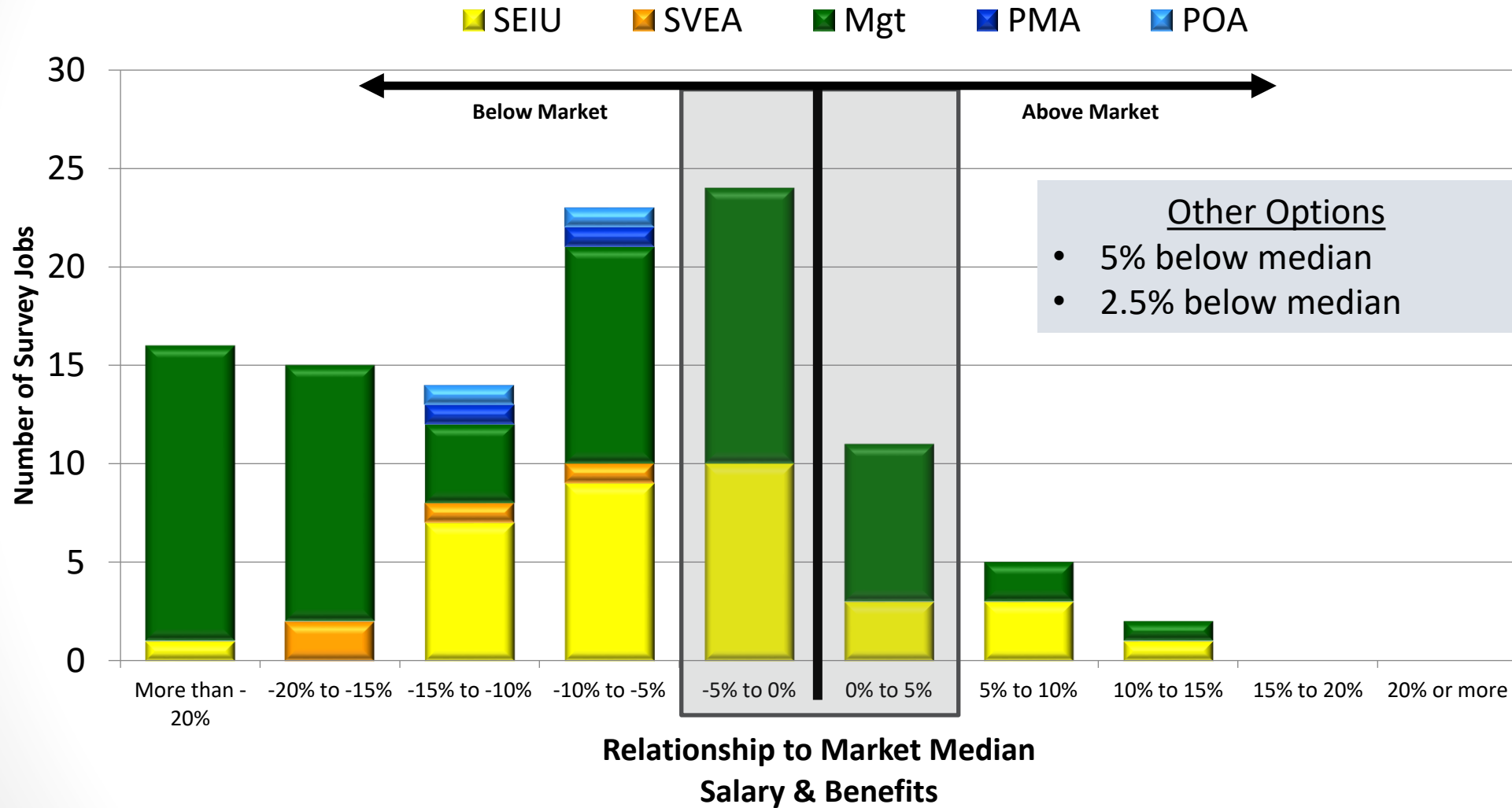
## Process

- Collect/obtain resource documents
  - Salary schedules
  - Collective bargaining agreements
  - Org charts/position allocations
  - Job descriptions
  - Benefit summaries
- Compile & analyze data
- Salary range adjustments

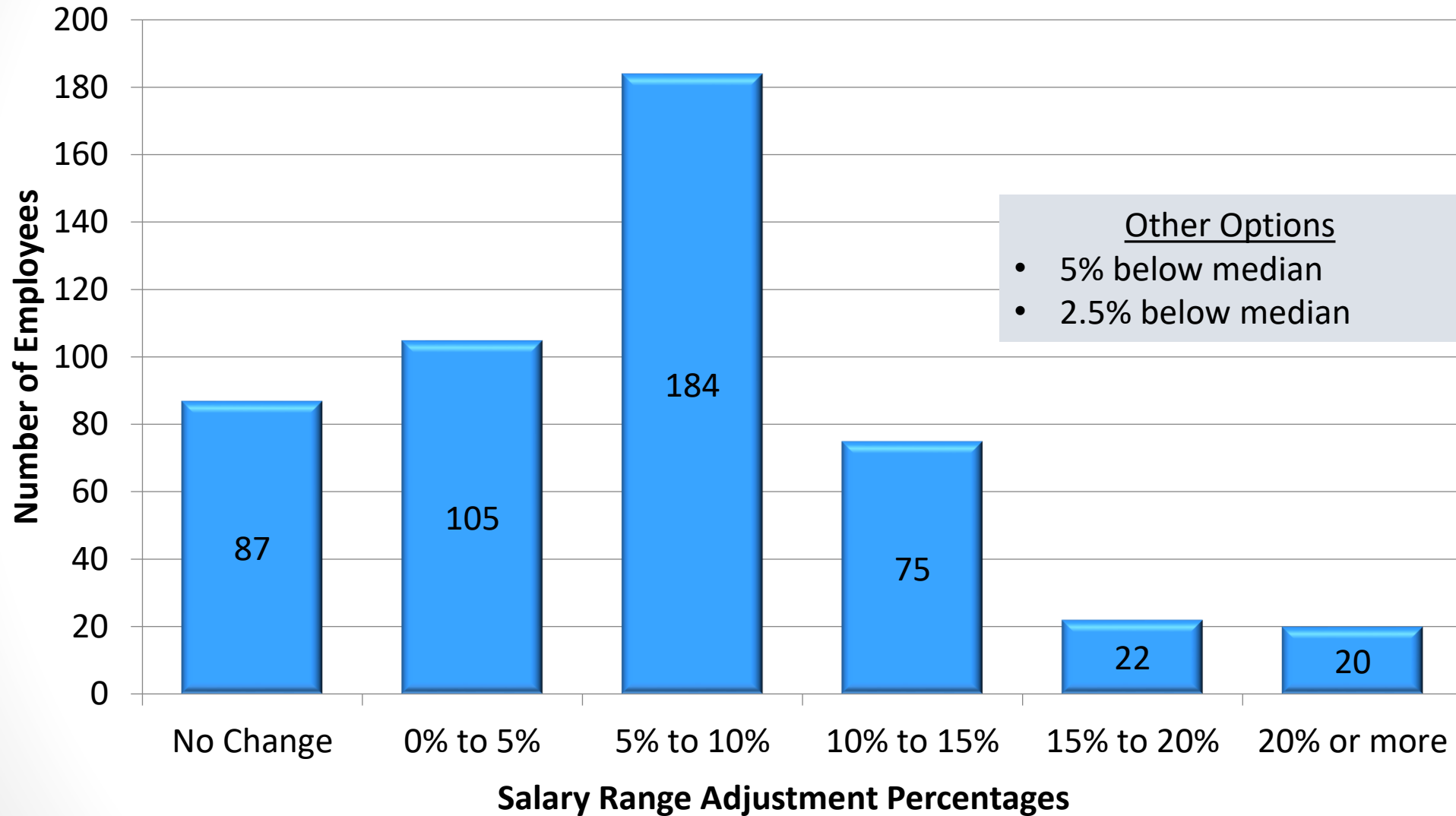
## Cumulative Data Comparison

- Salary range maximum
- Cash benefits
  - Longevity pay
  - Education incentives
  - Deferred compensation
  - Excess retirement contributions
- Insurance benefits
  - Health, dental, vision
  - Life & disability insurance

# Market Summary – All Employee Groups

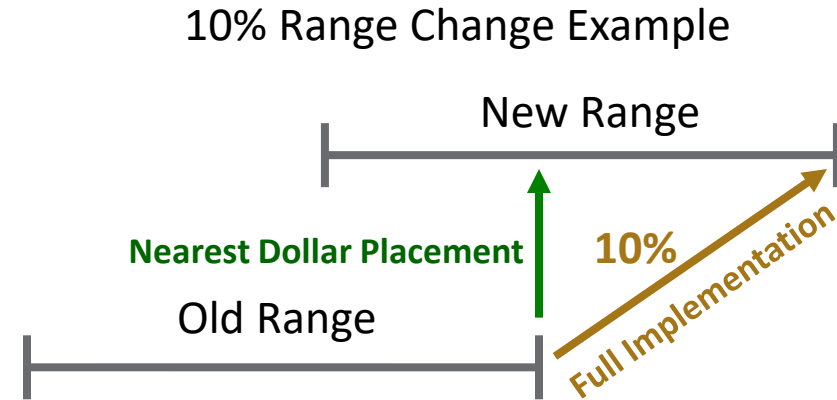


# Salary Range Adjustments - Median



# Implementation

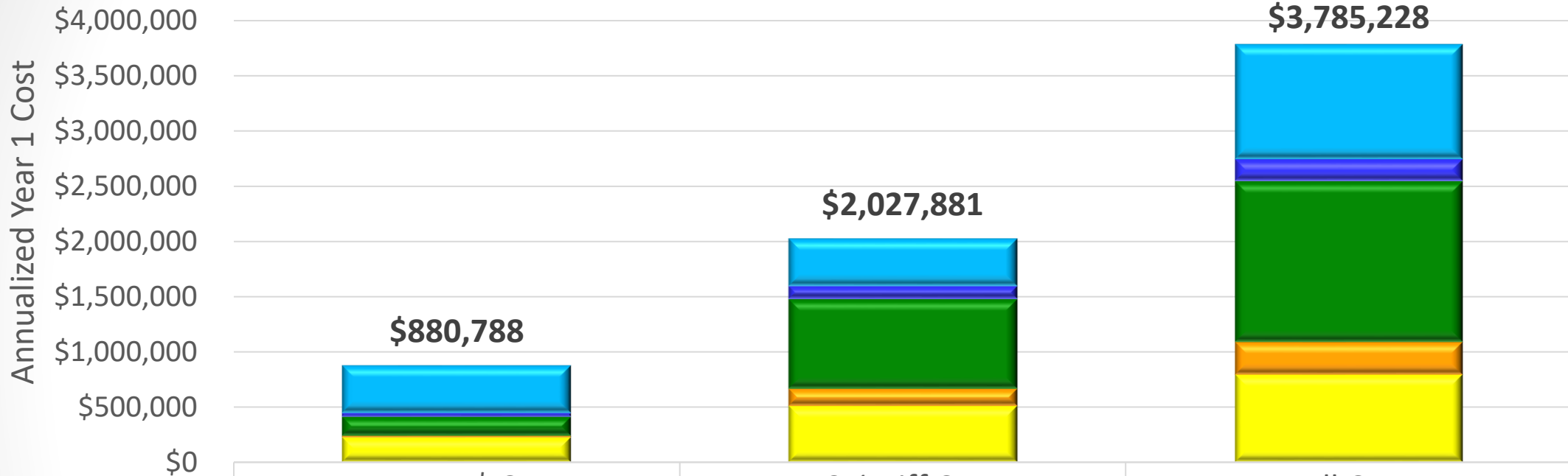
- Balance the goal of implementing salary range adjustments against the City's budget resources
- Implement range adjustments over time
- If nearest dollar costs are beyond budget resources, the only option is to alter market position (i.e.,  $5% < \text{median}$ )



- Full implementation maintains current relative employee range placement; employee salaries adjust the same as the salary range
- Nearest dollar implementation reduces initial costs; costs are spread over future range progression increases

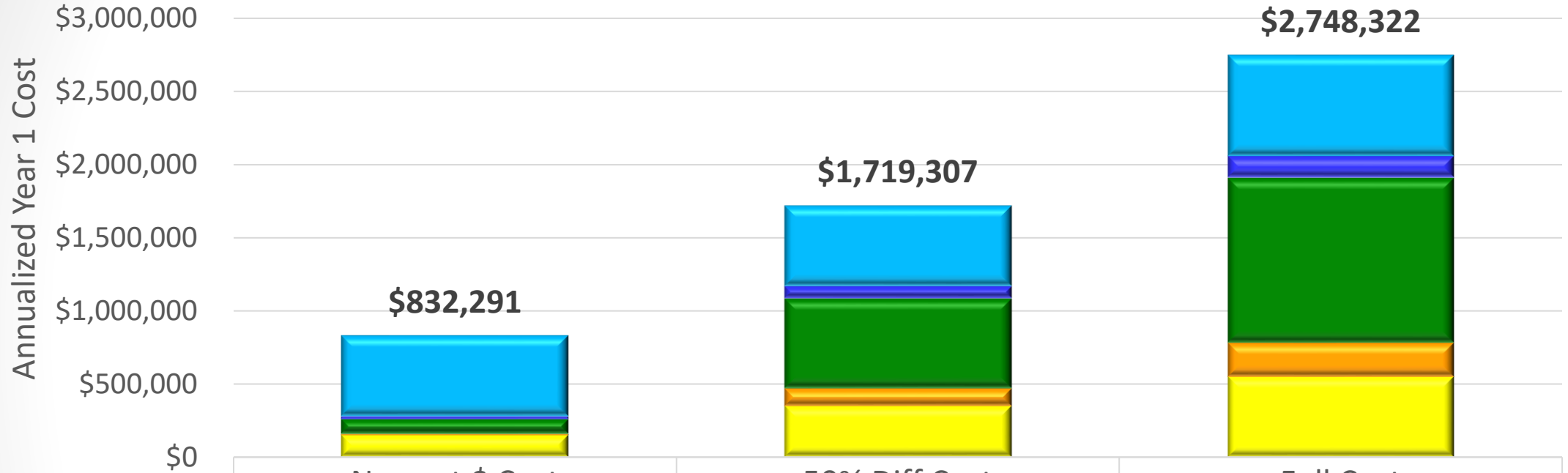
Note: POA jobs must round into a step

# Implementation Costs - Median



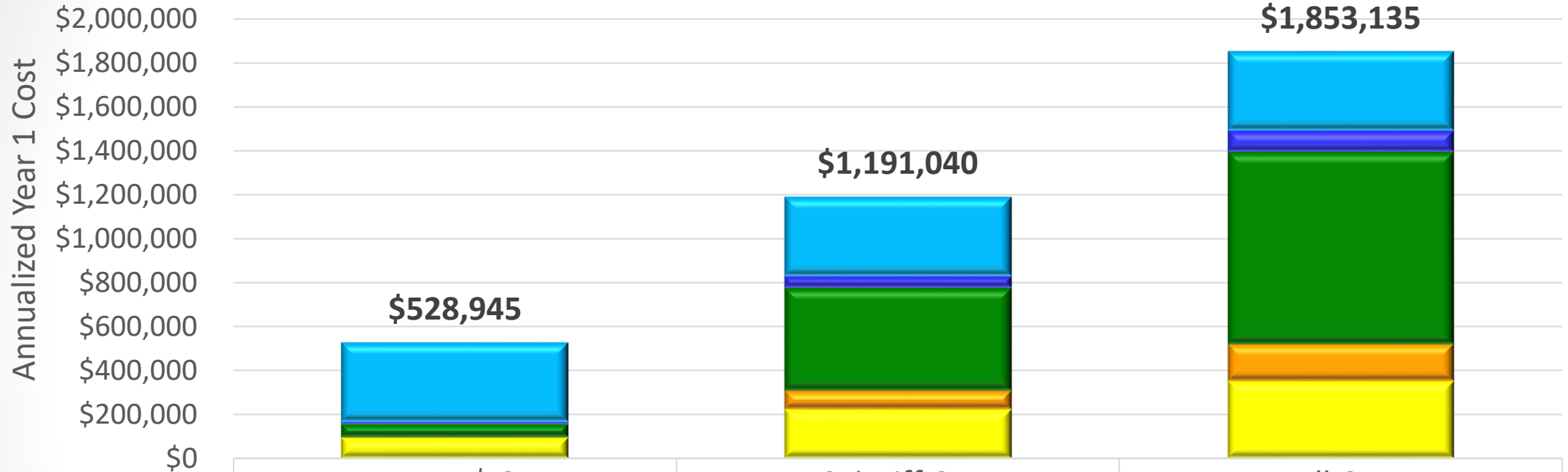
	Nearest \$ Cost	50% Diff Cost	Full Cost
POA	\$433,066	\$433,066	\$1,043,321
PMA	\$34,278	\$116,343	\$198,407
Mgt	\$170,967	\$812,121	\$1,453,276
SVEA	\$16,323	\$158,416	\$300,508
SEIU	\$226,154	\$507,935	\$789,715
<b>Total</b>	<b>\$880,788</b>	<b>\$2,027,881</b>	<b>\$3,785,228</b>

# Implementation Costs – 2.5% < Median



	Nearest \$ Cost	50% Diff Cost	Full Cost
POA	\$551,701	\$551,701	\$693,701
PMA	\$19,831	\$83,468	\$147,105
Mgt	\$100,108	\$613,106	\$1,126,103
SVEA	\$8,779	\$121,138	\$233,497
SEIU	\$151,872	\$349,893	\$547,915
<b>Total</b>	<b>\$832,291</b>	<b>\$1,719,307</b>	<b>\$2,748,322</b>

# Implementation Costs – 5% < Median



	Nearest \$ Cost	50% Diff Cost	Full Cost
POA	\$360,717	\$360,717	\$360,717
PMA	\$10,146	\$54,197	\$98,248
Mgt	\$59,804	\$467,380	\$874,957
SVEA	\$3,750	\$86,714	\$169,677
SEIU	\$94,528	\$222,032	\$349,537
<b>Total</b>	<b>\$528,945</b>	<b>\$1,191,040</b>	<b>\$1,853,135</b>

# Summary

- City salary ranges are below market
  - 9.0% below median on average across all employee groups
  - Unrepresented jobs are further below market than other groups
- City has competitive insurance benefits
  - This is factored into the market deviation calculations
- Recommended salary adjustments resolve market inequities
- Cost of implementation is a function of timing and market median sensitivity