



June 29, 2018

# Total Compensation Study – Executive and Management Classifications

## Final Report

## City of Madera

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June 29, 2018

Ms. Wendy Silva  
Director of Human Resources  
City of Madera  
205 W. 4<sup>th</sup> Street  
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Dear Ms. Silva:

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

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

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

Very truly yours,



Katie Kaneko  
President



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## EXECUTIVE SUMMARY

### Background

In March 2018, the City of Madera (“City”) contracted with Koff & Associates (“K&A”) to conduct a comprehensive Total Compensation Study for the City’s Management classifications. All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

- The concern of the City Council that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the City to recruit and retain a high-quality staff; and
- The concern of the community that the City’s compensation plan follows best practices and meet the needs of the City.

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

### Summary of Findings

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

- The City’s base salaries, overall, are 9.3% above the market median.
- The City’s total compensation, overall, in comparison to the market median is 6.9% above the market when calculating retirement costs using normal service cost.
- The survey results show that the City is in a more competitive position when comparing base salary than when comparing total compensation.
- There are benefits policies that are atypical to Madera’s labor market as well as on a statewide basis.

## STUDY PROCESS

### Benchmark Classifications

The study included 15 benchmark classifications for which data was collected. Benchmark classifications were selected to collect salary and benefits data within the defined labor market. All of the classifications identified as Executive Management and Management were used as benchmark classifications with the exception of Communications Manager. Benchmark classifications are those classifications that are compared to the market.



The benchmark classifications are listed in Table 1.

**Table 1. Benchmark Classifications**

CLASSIFICATION TITLE
Chief Building Official
City Administrator
City Attorney
City Clerk
City Engineer
Director of Community Development
Director of Financial Services
Director of Human Resources
Director of Parks and Community Services
Executive Director, Successor Agency
Grant Administrator
Information Services Manager
Planning Manager
Police Chief
Public Works Operations Director

## Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. Analysis was conducted of potential agencies to be included in the City’s labor market for purposes of comparison using objective criteria which included geographic proximity to the City, number of full-time equivalent employees, population, agency financial expenditures, cost of living, comparable services, and sales tax revenue.

We collected specific data points for each of the nineteen (19) agencies as follows:

1. Geographic Proximity to the City;
2. Services Provided;
3. Number of Full-Time Equivalent (FTE) Employees;
4. Agency Financials (Expenditures);
5. Population Served;
6. Expenditures to Population Ratio (per \$1,000);
7. Population to FTE Ratio (per 1,000);
8. Sales Tax Revenue to Population Served (per 1,000); and
9. Cost of Living, Median Home Sales Price, and Median Household Income.

With the abovementioned data collected, we grouped the information into criteria categories and took each agency’s value, by criteria category, compared to the City of Madera’s value for the data criteria. The following details how the data points were combined into data criteria:



1. Organizational type and structure – We typically recommend agencies of a similar size and structure providing similar services to that of the City be used as comparators. While size, number of employees, budgets, and population served are factors we evaluate, we find it more important to look at ratios of population served to budget and number of employees to population served, as those factors provide better indicators as to how each city uses its resources.
2. Similarity of population, staff, sales tax revenue, and operational budgets – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. Scope of services provided and geographic location – Most of the comparator agencies included in the analysis provide similar services to the City including water and wastewater utilities and parks and community services.
4. Labor market – With many agencies in competition for the same pool of qualified employees, the geographic labor market area, where the City may be recruiting from or losing employees to, is taken into consideration when selecting comparator organizations. Individuals often do not live in the communities they serve; therefore, geographic proximity and average commute times play a very important role in determining labor markets.

Based on our analysis of the data categories, ranking of each potential comparator agency, discussions with study stakeholders, including the City Council, and the scope of work per the consulting agreement with the City, we recommended twelve (12) agencies for consideration as comparators in the compensation study, as follows:

**Table 2. Comparator Agencies**

Agency
1. City of Chowchilla
2. City of Delano
3. City of Fresno
4. City of Galt
5. City of Hanford
6. City of Lodi
7. City of Los Banos
8. City of Merced
9. City of Porterville
10. City of Sanger
11. City of Tulare



Agency
12. City of Turlock

## Salary and Benefits Data

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

### 1. Monthly Base Salary

The top of the salary range and/or control point.

### 2. Employee Retirement

Retirement data was collected and presented in Appendix II. Data presented in Appendices IIa IIb and IIc reflect retirement costs that compare the City's retirement benefit to that of the labor market using normal cost percentages. This data reflects the benefits offered to the classic tier, which is the tier in effect at 12/31/2012, which the majority of the employees receive:

- **PERS Formula:** The service retirement formula for each agency's Classic plan. For agencies with their own retirement system (i.e., not contracted with PERS) retirement formulas were converted to the equivalent PERS formula for purposes of comparison.
- **Normal Cost:** This represents the employer cost to fund the retirement benefits which includes the additional costs for offering enhanced benefits. Enhancements would include a formula with a higher benefit than the baseline formula of 2% @ 62 or the calculation of final retirement compensation on a shorter period of time, rather than the base period of 36 highest paid consecutive months.
- **Employer Paid Member Contribution:** The amount of the employee's contribution to the retirement system that is paid by the employer (Employer Paid Member Contribution).
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally-determined maximum contribution of \$664.95 per month was reported.
- **Other:** Any other retirement contributions made by the employer.

### 3. Deferred Compensation

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





#### 4. Insurances

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

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

#### 5. Leaves

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

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

#### 6. Auto Allowance

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

#### 7. Technology Allowance

This category includes an allowance an agency provides to employees for the purchase of cell phones, laptops or personal computers, and related cell/data service.

#### 8. Longevity Pay

Longevity pay benefits are included in the total compensation calculation for those agencies that offer this benefit for employees who have completed five or fewer years of employment. Policy information on this benefit is included in the policy analysis narrative



(Appendix III) for those agencies that offer a longevity pay benefit with a higher threshold than five years.

## 9. Management Incentive Pay

This category includes incentive pay that agencies provide to employees for serving in a management capacity as a condition of employment. This does not include merit or performance-based pay.

## 10. Other

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

## 11. Additional Benefit Policies

Data on pay and employment philosophies specific to those matters of interest/concern identified by the City Council was gathered and analyzed, including: leave cash out provisions including cash out upon separation from employment, types of leave provided (e.g., vacation, sick, administrative, holiday) and leave accrual schedules, longevity pay provisions for those agencies offering this benefit at a threshold higher than five years of employment (data for agencies with a threshold of five or fewer years for this benefit is included in the total compensation calculation), medical insurance cost sharing, salary schedule structures, payment in lieu of medical coverage, severance pay provisions, special pay for education and/or certifications, flexible work schedules, health and wellness programs, retiree health payment provisions, tuition reimbursement, and uniform allowance (for the Chief of Police classification only).

Benefit elements in bullet numbers 1 through 10 are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Costs of the additional benefits listed in bullet number 11 are usage-based and cannot be quantified on an individual employee basis. Therefore, policy information has been gathered and analyzed to provide the City with context of its own policies as it relates to the City's labor market.

## Data Collection

Data was collected during the months of March, April, and May 2018, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, position allocation schedules, and other documents.

## Matching Methodology

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



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

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

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

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

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

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

## Data Spreadsheets

For each benchmark classification, there are two information pages:

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

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The percentage by which the City's compensation is either above or below the average and median is also reported.



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

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for 13 of the 15 benchmark classifications.

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

## MARKET FINDINGS

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

**Table 3. Market Median Compensation Results Summary**

Classification Title	Top Monthly % Above or Below	Total Compensation % Above or Below	# of Matches
City Clerk	21.8%	24.2%	10
Director of Community Development	19.8%	12.2%	12
Public Works Operations Director	15.3%	16.6%	7
Information Services Manager	13.5%	11.2%	8
Police Chief	12.9%	7.2%	12
Director of Human Resources	12.5%	10.7%	10
City Attorney	10.2%	6.7%	5
Planning Manager	8.1%	7.5%	5
Director of Financial Services	6.8%	2.6%	10
Director of Parks and Community Services	7.5%	4.5%	10
City Engineer	3.6%	1.0%	7
Chief Building Official	1.7%	-3.1%	8
City Administrator	-10.3%	-7.6%	12
Executive Director, Successor Agency	Insuff Data	Insuff Data	0
Grants Administrator	Insuff Data	Insuff Data	0



## Base Salary

Top monthly salary market results show that twelve (12) classifications are paid above the market median:

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

Top monthly salary market results show that one (1) classification is paid below the market median by 10.3%.

For two (2) benchmark classifications, the market yielded insufficient data for analysis and therefore percentage differentials could not be calculated.

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

## Total Compensation

Total compensation market results show that ten (10) classifications are paid above the market median:

- Three (3) classifications are paid above the market median by less than 5%;
- Three (3) classifications are paid above the market median by more than 5% and less than 10%;
- Four (4) classifications are paid above the market median by more than 10% and less than 15%; and
- One (1) classification is paid above the market median by more than 20%.

Total compensation market results show that three (3) classifications are paid below the market median:

- One (1) classification is paid below the market median by less than 5%;
- One (1) classification is paid below the market median by more than 5% and less than 10%.

For two (2) benchmark classifications, the market yielded insufficient data for analysis and therefore percentage differentials could not be calculated.



Overall, the differences between market base salaries and total compensation indicate that the City's benefits package puts the City at a less competitive advantage. Further analysis indicates that, on average, classifications are 9.3% above the market median for base salaries, while that figure changes to 6.9% above the market median for total compensation, which is a 2.4% difference (i.e., the City "loses" a 2.4% competitive advantage when taking benefits into consideration).

## Benefits

The market benefits indicated that the City is less competitive in some areas which include the City's Classic PERS retirement formula, the percentage of the City's contribution to retirement that employees are picking up, and paid leave benefits. Analysis of the trends shows that the value of the Classic retirement formula offered in the City's labor market is anywhere from 90% to 150% higher than that of the City's. To that end, only four (4) of the comparator agencies require that employees pick up a portion of the City's retirement contribution, and when compared to those agencies that do have such a provision, the City's employees are picking up approximately 50% more than their counterparts in the comparator agencies.

The City's leave accrual policy is somewhat unique in that sick and holiday leave are consolidated with vacation and administrative leave to create one type of leave (i.e., annual leave) which the employee is able to cash out subject to certain rules and limitations. Only two other agencies incorporate sick leave with vacation, and no other agencies incorporate holidays. Rather, paid holiday time is granted on agency-defined days (and in most agencies one or two floating holidays on days elected by the employee) and may not be converted to cash. Despite the unique nature of the City's paid leave policies, the value of the leave benefits offered to City Management employees is significantly less (25% to 50% or more) for some classifications than that offered in the City's labor market. However, the City's leave cash out policies are unique and should be reviewed in assessing total compensation.

## Compensation Policies and Philosophies

An important element of this compensation study was the collection and analysis of policy and pay philosophy data to compare the City's policies to those of the labor market. Detailed information can be found in Appendix III. Below is a summary of some of the policies that were of particular interest/concern to the City Council:

- **Paid Leave: Conversion to Cash, Leave Types, and Accrual Rates**
  - Conversion to Cash – A unique aspect of the City's pay philosophy is the consolidation of all paid leave types (i.e., vacation, sick, administrative, and holiday), and the eligibility of this leave to be cashed out at the employees' full rate of pay during the course of employment. Most agencies in the City's labor market separate leave types and apply different cash out provisions to each leave type, both during the course of employment and upon separation from employment. All agencies have provisions for vacation to be cashed out at 100% of value upon separation from employment, and some have provisions for sick leave to be cashed out at a reduced rate as well as administrative leave to be



cash out at either 100% of value or a reduced rate upon separation from employment.

Nine agencies have provisions for leave cash out during the course of employment: i) Three agencies allow for cash out of more than one type of leave; ii) One agency allows for cash out of sick leave at a reduced rate; iii) One agency allows for administrative leave to be cashed out; iv) Three agencies allow for vacation to be cashed out; and v) One agency allows for vacation cash out for the City Manager. Holiday time is not subject to cash out in any of the comparator agencies during employment or upon separation from employment.

As previously discussed, overall the City's paid leave benefits are not as competitive as those in the comparator agencies, but the City's practice of consolidating all paid leave into annual leave, and allowing for annual leave to be converted to cash creates the potential for higher costs associated with leave time since all eligible leave is subject to cash out at 100% of value from year-to-year whereas the labor market does not value all leave types at 100% and does not convert holiday time to cash.

- Leave Types – Two agencies consolidate vacation and sick leave for some or all management classifications, and one of these agencies also includes administrative leave in the consolidated annual leave. The remaining ten agencies have separate vacation, administrative, and sick leave. Paid holiday time off is granted for agency-defined holidays with most agencies offering one or two floating holidays as well.
- Accrual Rates – All agencies in the City's labor market have established accrual rate schedules for vacation leave (or annual leave where applicable) with accrual rates increasing with years of service and accrual caps set at varying rates. Sick leave and administrative leave is typically granted at a fixed rate (in most cases 12 days of sick leave and 5 to 10 days of administrative leave annually) which does not increase with years of service. Caps on sick leave accrual vary from agency to agency with some having no cap. Administrative leave is typically not carried over from one year to the next.
- **Management Incentive Pay-Conversion to Salary:** The City's current practice of offering employees the irrevocable option of converting a portion of paid leave time to salary labeled management incentive pay is unusual. The other agencies either have no incentive pay benefit, or incentives are offered as a lump sum separate from salary and on the condition of meeting defined performance criteria.
- **Longevity Pay:** We are increasingly observing the elimination of longevity pay benefits across labor markets, and the City's labor market is no exception. Five of the comparator agencies offer a longevity benefit, and only two (2) offer this benefit as early as five (5) years after employment commences. The remaining agencies that do provide this benefit do so at eight, ten, and fifteen years of employment respectively.



- **Medical Cost Sharing:** Ten agencies have provisions to share the cost of medical insurances with the employee. The amount of the employees' contribution varies widely from nominal (2.5% paid by the employee) to significant (40% paid by the employee). One agency offers a low-cost, reduced coverage plan at no cost to the employee; however, the employee is required to pay the difference in premiums if opting for another plan. One agency pays 100% of insurance premiums. Another agency distinguishes between executive management and management classifications, and pays 100% of the insurance premium only for those identified as executive management.
- **Cash in Lieu of Medical Coverage:** The majority of agencies provide some sort of compensation for those employees who obtain qualified medical insurance coverage elsewhere. For most, this is compensated by cash payment through the payroll process, while one agency contributes to a deferred compensation account on behalf of employees.

More detailed policy information and analysis can be found in Appendix III.

Another unique aspect of the City's employment practices is the negotiation of employment agreements with each of the Executive and Management employees. It is not unusual to find such agreements for City Managers and even Chiefs of Police; however, based on our analysis of the City's labor market as well as our experience working in other labor markets, it is somewhat unusual for agencies to negotiate individual terms and conditions of employment with each member of the management team. We would typically expect to find an established set of benefits, terms, and conditions of employment applicable to all management employees which often are enhanced from that offered to rank-and-file classifications in recognition of the higher level of responsibility for management classifications. The practice of negotiating benefits, terms, and conditions on an individual basis with each Executive and Management employee tends to foster the development of compensation elements and philosophies that have unique characteristics when compared to the City's labor market and may account for some of the deviations from market standards that are noted above and observed in Appendix III.

## INTERNAL SALARY RELATIONSHIPS

Developing internal salary relationships between benchmarked and non-benchmarked classes, as well as classes for which the market yielded insufficient data for statistical analysis, is the method by which salary recommendations for those classes are anchored to market compensation data. Data is obtained to measure how benchmarked classifications are compensated in the labor market, and non-benchmarked/insufficient-data classifications performing similar bodies of work or with similar levels of responsibility are aligned to the benchmarks by anchoring or applying differentials.

The following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5% of the market median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and





actual scope of the position and its requirements. However, the City can adopt a standard that aligns to its desired position in the labor market.

- Certain internal percentages are often applied. Those that are the most common are:
  - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
  - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
  - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.
- Director-level classifications are compared to one another to ensure appropriate horizontal alignment and internal relationships of these classes across the organization.

Following these standards provides: 1) proper differentials between levels within job families to compensate appropriately for additional experience and/or responsibilities including additional administrative, budgetary, and personnel responsibilities at the supervisory and managerial levels; and, 2) internal equity between classifications across the organization to represent the internal value of classifications.

## Pay Philosophy

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

## Salary Structure

Currently, the City has a salary structure with ranges that are approximately one-half percent (0.5%) apart from one another. Each salary range has five steps with five percent (5%) between each step.

## Options for Implementation

With the exception of the City Administrator, data reveals that the classifications of this study are paid at a higher rate than the market median. When classifications are over market, K&A typically recommends Y-rating employees whose current pay exceeds the maximum of the recommended range until the market numbers "catch up" with their current salary. To Y-rate an employee means to keep the employee's salary frozen and to provide no salary increases (including no cost of living adjustments which will increase the range not employee pay) until the employee's current salary is within the recommended salary range. This will result in no immediate loss of income, but will delay any future increases until the incumbent's salary is within the salary range.



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

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

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

Regarding the City Administrator salary, the data indicates that the salary is 10.3% below market. Since the City Council is currently seeking an incumbent for the vacancy, the City has options for addressing the salary which include adjusting the current salary to align with the market median immediately, or utilizing a longer-term approach of aligning the salary to market. Table 4 below provides a three-year implementation plan that we have developed for addressing below-market salaries. This may serve as a helpful resource in determining options for setting the salary for the position.

**Table 4. Three-Year Implementation Proposal**

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

The initial first year adjustment would provide a portion of the equity increase and place the class into the closest step (but not below) where it is now. Subsequent increases would be spaced on a similar schedule (at annual intervals) based upon the remaining disparity after each adjustment with adjustments intended to be completed by the third year.



## USING THE MARKET DATA AS A TOOL

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

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

Respectfully submitted by,  
**Koff & Associates**

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

Katie Kaneko  
President



## Appendix I

### Results Summary

**City of Madera - Results Summary  
June 2018**

Classification	Top Monthly Salary Data					Total Monthly Compensation Data					# of Matches
	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Total Monthly Comp	Average of Comparators	% above or below	Median of Comparators	% above or below	
Chief Building Official	\$ 9,190	\$ 8,936	2.8%	\$ 9,029	1.7%	\$ 12,966	\$ 13,085	-0.9%	\$ 13,374	-3.1%	8
City Administrator	\$ 14,395	\$ 15,942	-10.7%	\$ 15,877	-10.3%	\$ 20,326	\$ 22,445	-10.4%	\$ 21,865	-7.6%	12
City Attorney	\$ 17,120	\$ 16,623	2.9%	\$ 15,375	10.2%	\$ 23,276	\$ 23,218	0.2%	\$ 21,719	6.7%	5
City Clerk	\$ 9,558	\$ 7,965	16.7%	\$ 7,477	21.8%	\$ 14,494	\$ 11,722	19.1%	\$ 10,989	24.2%	10
City Engineer	\$ 10,942	\$ 11,165	-2.0%	\$ 10,544	3.6%	\$ 15,480	\$ 15,584	-0.7%	\$ 15,326	1.0%	7
Director of Community Development	\$ 15,437	\$ 12,357	20.0%	\$ 12,385	19.8%	\$ 20,838	\$ 17,609	15.5%	\$ 17,922	14.0%	12
Director of Financial Services	\$ 12,457	\$ 11,947	4.1%	\$ 11,614	6.8%	\$ 16,987	\$ 17,027	-0.2%	\$ 16,553	2.6%	10
Director of Human Resources	\$ 11,734	\$ 10,697	8.8%	\$ 10,273	12.5%	\$ 16,209	\$ 15,433	4.8%	\$ 14,468	10.7%	10
Director of Parks and Community Services	\$ 11,501	\$ 10,749	6.5%	\$ 10,643	7.5%	\$ 15,797	\$ 15,359	2.8%	\$ 15,085	4.5%	10
Executive Director, Successor Agency	\$ 14,792	Insufficient Data				\$ 19,986	Insufficient Data				0
Grant Administrator	\$ 9,756	Insufficient Data				\$ 13,692	Insufficient Data				0
Information Services Manager	\$ 9,659	\$ 8,933	7.5%	\$ 8,357	13.5%	\$ 13,651	\$ 12,833	6.0%	\$ 12,122	11.2%	8
Planning Manager	\$ 9,756	\$ 8,926	8.5%	\$ 8,969	8.1%	\$ 14,066	\$ 13,407	4.7%	\$ 13,005	7.5%	5
Police Chief (Lawson)	\$ 14,395	\$ 13,166	8.5%	\$ 12,543	12.9%	\$ 20,594	\$ 19,919	3.3%	\$ 19,103	7.2%	12
Public Works Operations Director	\$ 11,444	\$ 10,208	10.8%	\$ 10,012	12.5%	\$ 16,078	\$ 14,660	8.8%	\$ 14,300	11.1%	6
		AVERAGE:	6.5%	AVERAGE:	9.3%	AVERAGE:	4.1%	AVERAGE:	6.9%		
		MEDIAN:	7.5%	MEDIAN:	10.2%	MEDIAN:	3.3%	MEDIAN:	7.2%		



## Appendix II

### Market Compensation Findings

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)  
June 2018**

<b>Chief Building Official</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Merced	Chief Building/Construction Project Official	\$ 10,488	\$ 5,255	\$ 15,744	6/19/2017	unknown	unknown
2	City of Turlock	Chief Building Official	\$ 10,209	\$ 5,275	\$ 15,484	7/1/2017	unknown	unknown
3	City of Fresno	Building Services Manager	\$ 10,160	\$ 3,527	\$ 13,687	10/2/2017	7/1/2018	2.00%
4	<b>City of Madera</b>	<b>Chief Building Official</b>	<b>\$ 9,190</b>	<b>\$ 3,777</b>	<b>\$ 12,966</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
5	City of Galt	Building Official	\$ 9,090	\$ 4,362	\$ 13,452	7/1/2017	unknown	unknown
6	City of Lodi	Building Official	\$ 8,969	\$ 4,328	\$ 13,296	1/1/2017	unknown	unknown
7	City of Tulare	Chief Building Official	\$ 8,277	\$ 2,582	\$ 10,859	1/6/2018	unknown	unknown
8	City of Hanford	Building Official	\$ 8,107	\$ 3,523	\$ 11,630	7/1/2017	7/1/2018	2.50%
9	City of Sanger	Chief Building Official	\$ 6,185	\$ 4,343	\$ 10,528	7/1/2017	unknown	unknown
10	City of Los Banos	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Porterville	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,936	\$ 13,085
% City of Madera Above/Below	2.8%	-0.9%
Median of Comparators	\$ 9,029	\$ 13,374
% City of Madera Above/Below	1.7%	-3.1%
Number of Matches	8	8

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Chief Building Official	N/C	N/C	Building Services Manager	Building Official	Building Official	Building Official	N/C	Chief Building/ Construction Project Official	N/C	Chief Building Official	Chief Building Official	Chief Building Official
	<b>Top Monthly Salary</b>	\$ 9,190			\$ 10,160	\$ 9,090	\$ 8,107	\$ 8,969		\$ 10,488		\$ 6,185	\$ 8,277	\$ 10,209
Retirement	Classic	2%@60			2%@55	2%@55	3%@60	2%@55		2%@60		2.5%@55	2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 869			\$ 1,185	\$ 751	\$ 1,055	\$ 687		\$ 815		\$ 590	\$ 819	\$ 921
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 564				\$ 650		\$ 383		
	Deferred Compensation						\$ 163	\$ 269						\$ 255
	EE Agency Pick Up Contrib	\$ -218			\$ -152								\$ -248	\$ -102
Insurance	Cafeteria	\$ 1,972			\$ 871					\$ 1,644				
	Health					\$ 1,520	\$ 1,072	\$ 1,709				\$ 2,031	\$ 874	\$ 1,920
	Dental					\$ 106	\$ 79	\$ 83				\$ 116	\$ 87	\$ 87
	Vision					\$ 26	\$ 8	\$ 16				\$ 19	\$ 23	\$ 23
	Life	\$ 8			\$ 33	\$ 7	\$ 12	\$ 76				\$ 11	\$ 23	\$ 87
	LTD	\$ 32			\$ 48	\$ 29		\$ 91				\$ 46	\$ 50	\$ 50
	STD/SDI											\$ 111		
	Other Ins.													\$ 306
Leaves	Vacation	\$ 884			\$ 782	\$ 524	\$ 468	\$ 517		\$ 605		\$ 476	\$ 382	\$ 668
	Holidays				\$ 469	\$ 455	\$ 374	\$ 483		\$ 484		\$ 285	\$ 478	\$ 668
	Admin Leave				\$ 293	\$ 306		\$ 345		\$ 403		\$ 214	\$ 255	\$ 393
Allow	Auto									\$ 654				
	Management Incentive Pay						\$ 243							
	Longevity Pay	\$ 230												
	Technology Allowance					\$ 75	\$ 50	\$ 50				\$ 60		
<b>Benefit Package Total</b>		<b>\$ 3,777</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,527</b>	<b>\$ 4,362</b>	<b>\$ 3,523</b>	<b>\$ 4,328</b>	<b>\$ 0</b>	<b>\$ 5,255</b>	<b>\$ 0</b>	<b>\$ 4,343</b>	<b>\$ 2,582</b>	<b>\$ 5,275</b>

N/C - Non Comparator



**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Chief Building Official</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Merced	Chief Building/Construction Project Official	\$ 10,488	\$ 5,255	\$ 15,744	6/19/2017	unknown	unknown
2	City of Turlock	Chief Building Official	\$ 10,209	\$ 5,275	\$ 15,484	7/1/2017	unknown	unknown
3	City of Fresno	Building Services Manager	\$ 10,160	\$ 3,527	\$ 13,687	10/2/2017	7/1/2018	2.00%
4	City of Galt	Building Official	\$ 9,090	\$ 4,362	\$ 13,452	7/1/2017	unknown	unknown
5	City of Lodi	Building Official	\$ 8,969	\$ 4,328	\$ 13,296	1/1/2017	unknown	unknown
6	<b>City of Madera</b>	<b>Chief Building Official</b>	<b>\$ 9,190</b>	<b>\$ 3,777</b>	<b>\$ 12,966</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
7	City of Hanford	Building Official	\$ 8,107	\$ 3,523	\$ 11,630	7/1/2017	7/1/2018	2.50%
8	City of Tulare	Chief Building Official	\$ 8,277	\$ 2,582	\$ 10,859	1/6/2018	unknown	unknown
9	City of Sanger	Chief Building Official	\$ 6,185	\$ 4,343	\$ 10,528	7/1/2017	unknown	unknown
10	City of Los Banos	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Porterville	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,936	\$ 13,085
% City of Madera Above/Below	2.8%	-0.9%
Median of Comparators	\$ 9,029	\$ 13,374
% City of Madera Above/Below	1.7%	-3.1%
Number of Matches	8	8

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>City Administrator</b>								
<b>Rank</b>	<b>Comparator Agency</b>	<b>Classification Title</b>	<b>Top Monthly Salary</b>	<b>Benefits Package</b>	<b>Total Monthly Comp</b>	<b>Salary Effective Date</b>	<b>Next Salary Increase</b>	<b>Next Percentage Increase</b>
1	City of Fresno	City Manager	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
2	City of Turlock	City Manager	\$ 19,823	\$ 8,879	\$ 28,702	7/1/2017	unknown	unknown
3	City of Merced	City Manager	\$ 16,594	\$ 6,612	\$ 23,206	unknown	unknown	unknown
4	City of Los Banos	City Manager	\$ 16,504	\$ 6,230	\$ 22,734	7/1/2017	7/1/2018	5.00%
5	City of Lodi	City Manager	\$ 15,987	\$ 6,181	\$ 22,168	unknown	unknown	unknown
6	City of Delano	City Manager	\$ 15,925	\$ 9,297	\$ 25,222	unknown	unknown	unknown
7	City of Tulare	City Manager	\$ 15,829	\$ 4,923	\$ 20,752	1/6/2018	unknown	unknown
8	City of Hanford	City Manager	\$ 15,599	\$ 5,962	\$ 21,561	7/4/2016	unknown	unknown
9	City of Galt	City Manager	\$ 14,477	\$ 6,629	\$ 21,106	7/1/2017	unknown	unknown
10	<b>City of Madera</b>	<b>City Administrator</b>	<b>\$ 14,395</b>	<b>\$ 5,931</b>	<b>\$ 20,326</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
11	City of Sanger	City Manager	\$ 14,063	\$ 6,921	\$ 20,984	unknown	unknown	unknown
12	City of Chowchilla	City Administrator	\$ 13,165	\$ 5,307	\$ 18,472	7/1/2017	unknown	unknown
13	City of Porterville	City Manager	\$ 12,662	\$ 4,364	\$ 17,026	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 15,942	\$ 22,445
% City of Madera Above/Below	-10.7%	-10.4%
Median of Comparators	\$ 15,877	\$ 21,865
% City of Madera Above/Below	-10.3%	-7.6%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		City Administrator	City Administrator	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager
	<b>Top Monthly Salary</b>	\$ 14,395	\$ 13,165	\$ 15,925	\$ 20,676	\$ 14,477	\$ 15,599	\$ 15,987	\$ 16,504	\$ 16,594	\$ 12,662	\$ 14,063	\$ 15,829	\$ 19,823
Retirement	Classic	2%@60	2%@60	2%@60	2%@55	2%@55	3%@60	2%@55	2%@60	2%@60	2%@55	2.5%@55	2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 1,360	\$ 948	\$ 1,975	\$ 2,411	\$ 1,196	\$ 2,030	\$ 1,225	\$ 1,296	\$ 1,289	\$ 1,223	\$ 1,342	\$ 1,567	\$ 1,788
	ER Paid Member Contrib			\$ 956										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 663		\$ 663			\$ 663	\$ 663		\$ 663		
	Deferred Compensation			\$ 796		\$ 434	\$ 163	\$ 480						\$ 694
	EE Agency Pick Up Contrib	\$ -432			\$ -310						\$ -380		\$ -475	\$ -198
Insurance	Cafeteria	\$ 1,972		\$ 1,946	\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000	\$ 2,031	\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30	\$ 116		\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13	\$ 19		\$ 23
	Life	\$ 8	\$ 23	\$ 54	\$ 67	\$ 13	\$ 23	\$ 88			\$ 6	\$ 21	\$ 44	\$ 166
	LTD	\$ 32			\$ 53	\$ 40		\$ 163				\$ 105		\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 595
Leaves	Vacation	\$ 1,716	\$ 1,772	\$ 1,225	\$ 1,590	\$ 835	\$ 900	\$ 922	\$ 952	\$ 957	\$ 877	\$ 1,082	\$ 731	\$ 1,296
	Holidays		\$ 608	\$ 827	\$ 954	\$ 724	\$ 720	\$ 830	\$ 698	\$ 766	\$ 633	\$ 595	\$ 913	\$ 1,296
	Admin Leave			\$ 735	\$ 596	\$ 696		\$ 615	\$ 635	\$ 638	\$ 487	\$ 487	\$ 670	\$ 762
	Auto	\$ 450			\$ 500	\$ 300	\$ 450			\$ 654	\$ 400	\$ 400	\$ 500	\$ 400
Allow	Management Incentive Pay	\$ 389					\$ 468							
	Longevity Pay	\$ 360	\$ 329								\$ 25			
	Technology Allowance	\$ 75	\$ 60	\$ 120		\$ 75	\$ 50	\$ 50	\$ 75		\$ 50	\$ 60	\$ 100	
<b>Benefit Package Total</b>		<b>\$ 5,931</b>	<b>\$ 5,307</b>	<b>\$ 9,297</b>	<b>\$ 6,733</b>	<b>\$ 6,629</b>	<b>\$ 5,962</b>	<b>\$ 6,181</b>	<b>\$ 6,230</b>	<b>\$ 6,612</b>	<b>\$ 4,364</b>	<b>\$ 6,921</b>	<b>\$ 4,923</b>	<b>\$ 8,879</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>City Administrator</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Turlock	City Manager	\$ 19,823	\$ 8,879	\$ 28,702	7/1/2017	unknown	unknown
2	City of Fresno	City Manager	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
3	City of Delano	City Manager	\$ 15,925	\$ 9,297	\$ 25,222	unknown	unknown	unknown
4	City of Merced	City Manager	\$ 16,594	\$ 6,612	\$ 23,206	unknown	unknown	unknown
5	City of Los Banos	City Manager	\$ 16,504	\$ 6,230	\$ 22,734	7/1/2017	7/1/2018	5.00%
6	City of Lodi	City Manager	\$ 15,987	\$ 6,181	\$ 22,168	unknown	unknown	unknown
7	City of Hanford	City Manager	\$ 15,599	\$ 5,962	\$ 21,561	7/4/2016	unknown	unknown
8	City of Galt	City Manager	\$ 14,477	\$ 6,629	\$ 21,106	7/1/2017	unknown	unknown
9	City of Sanger	City Manager	\$ 14,063	\$ 6,921	\$ 20,984	unknown	unknown	unknown
10	City of Tulare	City Manager	\$ 15,829	\$ 4,923	\$ 20,752	1/6/2018	unknown	unknown
11	<b>City of Madera</b>	<b>City Administrator</b>	<b>\$ 14,395</b>	<b>\$ 5,931</b>	<b>\$ 20,326</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
12	City of Chowchilla	City Administrator	\$ 13,165	\$ 5,307	\$ 18,472	7/1/2017	unknown	unknown
13	City of Porterville	City Manager	\$ 12,662	\$ 4,364	\$ 17,026	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 15,942	\$ 22,445
% City of Madera Above/Below	-10.7%	-10.4%
Median of Comparators	\$ 15,877	\$ 21,865
% City of Madera Above/Below	-10.3%	-7.6%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>City Administrator (Tooley)</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Manager	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
2	City of Turlock	City Manager	\$ 19,823	\$ 8,879	\$ 28,702	7/1/2017	unknown	unknown
3	<b>City of Madera</b>	<b>City Administrator (Tooley)</b>	<b>\$ 18,998</b>	<b>\$ 7,066</b>	<b>\$ 26,064</b>	<b>7/1/2017</b>	<b>unknown</b>	<b>unknown</b>
4	City of Merced	City Manager	\$ 16,594	\$ 6,612	\$ 23,206	unknown	unknown	unknown
5	City of Los Banos	City Manager	\$ 16,504	\$ 6,230	\$ 22,734	7/1/2017	7/1/2018	5.00%
6	City of Lodi	City Manager	\$ 15,987	\$ 6,181	\$ 22,168	unknown	unknown	unknown
7	City of Delano	City Manager	\$ 15,925	\$ 9,297	\$ 25,222	unknown	unknown	unknown
8	City of Tulare	City Manager	\$ 15,829	\$ 4,923	\$ 20,752	1/6/2018	unknown	unknown
9	City of Hanford	City Manager	\$ 15,599	\$ 5,962	\$ 21,561	7/4/2016	unknown	unknown
10	City of Galt	City Manager	\$ 14,477	\$ 6,629	\$ 21,106	7/1/2017	unknown	unknown
11	City of Sanger	City Manager	\$ 14,063	\$ 6,921	\$ 20,984	unknown	unknown	unknown
12	City of Chowchilla	City Administrator	\$ 13,165	\$ 5,307	\$ 18,472	7/1/2017	unknown	unknown
13	City of Porterville	City Manager	\$ 12,662	\$ 4,364	\$ 17,026	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 15,942	\$ 22,445
% City of Madera Above/Below	16.1%	13.9%
Median of Comparators	\$ 15,877	\$ 21,865
% City of Madera Above/Below	16.4%	16.1%
Number of Matches	12	12

N/C - Non Comparator

City of Madera - Benefit  
June 2018

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		City Administrator (Tooley)	City Administrator	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager	City Manager
	<b>Top Monthly Salary</b>	\$ 18,998	\$ 13,165	\$ 15,925	\$ 20,676	\$ 14,477	\$ 15,599	\$ 15,987	\$ 16,504	\$ 16,594	\$ 12,662	\$ 14,063	\$ 15,829	\$ 19,823
Retirement	Classic	2%@60	2%@60	2%@60	2%@55	2%@55	3%@60	2%@55	2%@60	2%@60	2%@55	2.5%@55	2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 1,796	\$ 948	\$ 1,975	\$ 2,411	\$ 1,196	\$ 2,030	\$ 1,225	\$ 1,296	\$ 1,289	\$ 1,223	\$ 1,342	\$ 1,567	\$ 1,788
	ER Paid Member Contrib			\$ 956										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 663		\$ 663			\$ 663	\$ 663		\$ 663		
	Deferred Compensation			\$ 796		\$ 434	\$ 163	\$ 480						\$ 694
	EE Agency Pick Up Contrib	\$ -570			\$ -310						\$ -380		\$ -475	\$ -198
Insurance	Cafeteria	\$ 1,972		\$ 1,946	\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000	\$ 2,031	\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30	\$ 116		\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13	\$ 19		\$ 23
	Life	\$ 8	\$ 23	\$ 54	\$ 67	\$ 13	\$ 23	\$ 88			\$ 6	\$ 21	\$ 44	\$ 166
	LTD	\$ 32			\$ 53	\$ 40		\$ 163				\$ 105		\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 595
Leaves	Vacation	\$ 2,265	\$ 1,772	\$ 1,225	\$ 1,590	\$ 835	\$ 900	\$ 922	\$ 952	\$ 957	\$ 877	\$ 1,082	\$ 731	\$ 1,296
	Holidays		\$ 608	\$ 827	\$ 954	\$ 724	\$ 720	\$ 830	\$ 698	\$ 766	\$ 633	\$ 595	\$ 913	\$ 1,296
	Admin Leave			\$ 735	\$ 596	\$ 696		\$ 615	\$ 635	\$ 638	\$ 487	\$ 487	\$ 670	\$ 762
Allow	Auto	\$ 500			\$ 500	\$ 300	\$ 450			\$ 654	\$ 400	\$ 400	\$ 500	\$ 400
	Management Incentive Pay	\$ 513					\$ 468							
	Longevity Pay	\$ 475	\$ 329								\$ 25			
	Technology Allowance	\$ 75	\$ 60	\$ 120		\$ 75	\$ 50	\$ 50	\$ 75		\$ 50	\$ 60	\$ 100	
<b>Benefit Package Total</b>		<b>\$ 7,066</b>	<b>\$ 5,307</b>	<b>\$ 9,297</b>	<b>\$ 6,733</b>	<b>\$ 6,629</b>	<b>\$ 5,962</b>	<b>\$ 6,181</b>	<b>\$ 6,230</b>	<b>\$ 6,612</b>	<b>\$ 4,364</b>	<b>\$ 6,921</b>	<b>\$ 4,923</b>	<b>\$ 8,879</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>City Administrator (Tooley)</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Turlock	City Manager	\$ 19,823	\$ 8,879	\$ 28,702	7/1/2017	unknown	unknown
2	City of Fresno	City Manager	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
3	<b>City of Madera</b>	<b>City Administrator (Tooley)</b>	<b>\$ 18,998</b>	<b>\$ 7,066</b>	<b>\$ 26,064</b>	<b>7/1/2017</b>	<b>unknown</b>	<b>unknown</b>
4	City of Delano	City Manager	\$ 15,925	\$ 9,297	\$ 25,222	unknown	unknown	unknown
5	City of Merced	City Manager	\$ 16,594	\$ 6,612	\$ 23,206	unknown	unknown	unknown
6	City of Los Banos	City Manager	\$ 16,504	\$ 6,230	\$ 22,734	7/1/2017	7/1/2018	5.00%
7	City of Lodi	City Manager	\$ 15,987	\$ 6,181	\$ 22,168	unknown	unknown	unknown
8	City of Hanford	City Manager	\$ 15,599	\$ 5,962	\$ 21,561	7/4/2016	unknown	unknown
9	City of Galt	City Manager	\$ 14,477	\$ 6,629	\$ 21,106	7/1/2017	unknown	unknown
10	City of Sanger	City Manager	\$ 14,063	\$ 6,921	\$ 20,984	unknown	unknown	unknown
11	City of Tulare	City Manager	\$ 15,829	\$ 4,923	\$ 20,752	1/6/2018	unknown	unknown
12	City of Chowchilla	City Administrator	\$ 13,165	\$ 5,307	\$ 18,472	7/1/2017	unknown	unknown
13	City of Porterville	City Manager	\$ 12,662	\$ 4,364	\$ 17,026	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 15,942	\$ 22,445
% City of Madera Above/Below	16.1%	13.9%
Median of Comparators	\$ 15,877	\$ 21,865
% City of Madera Above/Below	16.4%	16.1%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>City Attorney</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Attorney	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
2	City of Turlock	City Attorney	\$ 19,540	\$ 8,588	\$ 28,128	7/1/2017	unknown	unknown
3	<b>City of Madera</b>	<b>City Attorney</b>	<b>\$ 17,120</b>	<b>\$ 6,156</b>	<b>\$ 23,276</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Merced	City Attorney	\$ 15,375	\$ 6,344	\$ 21,719	unknown	unknown	unknown
5	City of Galt	City Attorney	\$ 13,832	\$ 5,741	\$ 19,573	7/1/2017	unknown	unknown
6	City of Lodi	City Attorney	\$ 13,690	\$ 5,572	\$ 19,262	unknown	unknown	unknown
7	City of Hanford	N/C						
8	City of Chowchilla	N/C						
9	City of Delano	N/C						
10	City of Porterville	N/C						
11	City of Tulare	N/C						
12	City of Sanger	N/C						
13	City of Los Banos	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 16,623	\$ 23,218
% City of Madera Above/Below	2.9%	0.2%
Median of Comparators	\$ 15,375	\$ 21,719
% City of Madera Above/Below	10.2%	6.7%
Number of Matches	5	5

N/C - Non Comparator



**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		City Attorney	N/C	N/C	City Attorney	City Attorney	N/C	City Attorney	N/C	City Attorney	N/C	N/C	N/C	City Attorney
	<b>Top Monthly Salary</b>	\$ 17,120			\$ 20,676	\$ 13,832		\$ 13,690		\$ 15,375				\$ 19,540
Retirement	Classic	2%@60			2%@55	2%@55		2%@55		2%@60				2.7%@55
	Actual Retirement Contribution	\$ 4,618			\$ 2,411	\$ 1,143		\$ 1,049		\$ 1,194				\$ 1,763
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 663				\$ 663				
	Deferred Compensation							\$ 411						\$ 684
	EE Agency Pick Up Contrib	\$ -406			\$ -310									\$ -195
Insurance	Cafeteria	\$ 1,972			\$ 871					\$ 1,644				
	Health					\$ 1,520		\$ 1,709						\$ 1,920
	Dental					\$ 106		\$ 83						\$ 87
	Vision					\$ 26		\$ 16						\$ 23
	Life	\$ 8			\$ 67	\$ 13		\$ 88						\$ 164
	LTD	\$ 32			\$ 53	\$ 40		\$ 140						\$ 50
	STD/SDI													
	Other Ins.													\$ 586
Leaves	Vacation	\$ 2,041			\$ 1,590	\$ 798		\$ 790		\$ 887				\$ 1,278
	Holidays				\$ 954	\$ 692		\$ 711		\$ 710				\$ 1,278
	Admin Leave				\$ 596	\$ 665		\$ 527		\$ 591				\$ 752
	Auto				\$ 500					\$ 654				\$ 200
Allow	Management Incentive Pay	\$ 462												
	Longevity Pay	\$ 428												
	Technology Allowance					\$ 75		\$ 50						
<b>Benefit Package Total</b>		<b>\$ 6,156</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 6,733</b>	<b>\$ 5,741</b>	<b>\$ 0</b>	<b>\$ 5,572</b>	<b>\$ 0</b>	<b>\$ 6,344</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 8,588</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>City Attorney</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Turlock	City Attorney	\$ 19,540	\$ 8,588	\$ 28,128	7/1/2017	unknown	unknown
2	City of Fresno	City Attorney	\$ 20,676	\$ 6,733	\$ 27,409	8/1/2017	7/1/2018	2.00%
3	<b>City of Madera</b>	<b>City Attorney</b>	<b>\$ 17,120</b>	<b>\$ 6,156</b>	<b>\$ 23,276</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Merced	City Attorney	\$ 15,375	\$ 6,344	\$ 21,719	unknown	unknown	unknown
5	City of Galt	City Attorney	\$ 13,832	\$ 5,741	\$ 19,573	7/1/2017	unknown	unknown
6	City of Lodi	City Attorney	\$ 13,690	\$ 5,572	\$ 19,262	unknown	unknown	unknown
7	City of Hanford	N/C						
8	City of Chowchilla	N/C						
9	City of Delano	N/C						
10	City of Porterville	N/C						
11	City of Tulare	N/C						
12	City of Sanger	N/C						
13	City of Los Banos	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 16,623	\$ 23,218
% City of Madera Above/Below	2.9%	0.2%
Median of Comparators	\$ 15,375	\$ 21,719
% City of Madera Above/Below	10.2%	6.7%
Number of Matches	5	5

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>City Clerk</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Clerk	\$ 11,460	\$ 4,217	\$ 15,677	8/1/2017	7/1/2018	2.00%
2	City of Turlock	City Clerk	\$ 9,723	\$ 5,122	\$ 14,845	7/1/2017	unknown	unknown
3	<b>City of Madera</b>	<b>City Clerk</b>	<b>\$ 9,558</b>	<b>\$ 4,936</b>	<b>\$ 14,494</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Lodi	City Clerk	\$ 9,280	\$ 4,394	\$ 13,674	unknown	unknown	unknown
5	City of Galt	Clerk Administrator	\$ 8,224	\$ 4,227	\$ 12,451	7/1/2017	unknown	unknown
6	City of Chowchilla	City Clerk	\$ 7,478	\$ 3,667	\$ 11,145	7/1/2017	unknown	unknown
7	City of Hanford	City Clerk	\$ 7,476	\$ 3,357	\$ 10,833	7/1/2017	7/1/2018	2.50%
8	City of Tulare	Chief Deputy City Clerk	\$ 7,198	\$ 2,360	\$ 9,558	1/6/2018	unknown	unknown
9	City of Merced	Assistant City Clerk	\$ 6,927	\$ 3,464	\$ 10,391	6/19/2017	unknown	unknown
10	City of Porterville	Chief Deputy City Clerk	\$ 6,432	\$ 2,904	\$ 9,336	unknown	unknown	unknown
11	City of Delano	City Clerk	\$ 5,452	\$ 3,860	\$ 9,312	7/8/2017	7/1/2018	4.00%
12	City of Sanger <sup>1</sup>	N/C						
13	City of Los Banos	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 7,965	\$ 11,722
% City of Madera Above/Below	16.7%	19.1%
Median of Comparators	\$ 7,477	\$ 10,989
% City of Madera Above/Below	21.8%	24.2%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Sanger: Human Resources function is combined with City Clerk and has one director overseeing both functions.

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		City Clerk	City Clerk	City Clerk	City Clerk	Clerk Administrator	City Clerk	City Clerk	N/C	Assistant City Clerk	Chief Deputy City Clerk	N/C	Chief Deputy City Clerk	City Clerk
<b>Top Monthly Salary</b>		\$ 9,558	\$ 7,478	\$ 5,452	\$ 11,460	\$ 8,224	\$ 7,476	\$ 9,280		\$ 6,927	\$ 6,432		\$ 7,198	\$ 9,723
<b>Retirement</b>	Classic	2%@60	2%@60	2%@60	2%@55	2%@55	3%@60	2%@55		2%@60	2%@55		2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 903	\$ 538	\$ 676	\$ 1,336	\$ 679	\$ 973	\$ 711		\$ 538	\$ 621		\$ 713	\$ 877
	ER Paid Member Contrib			\$ 327										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 338		\$ 510				\$ 429	\$ 399			
	Deferred Compensation				\$ 50		\$ 163	\$ 278						\$ 243
EE Agency Pick Up Contrib	\$ -227			\$ -172						\$ -193			\$ -216	\$ -97
<b>Insurance</b>	Cafeteria	\$ 1,972		\$ 1,700	\$ 871					\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000		\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30			\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13			\$ 23
	Life	\$ 8	\$ 23	\$ 12	\$ 37	\$ 3	\$ 12	\$ 78			\$ 6		\$ 20	\$ 83
	LTD	\$ 32			\$ 53	\$ 26		\$ 95						\$ 49
	STD/SDI													
	Other Ins.													\$ 292
<b>Leaves</b>	Vacation	\$ 1,250	\$ 1,007	\$ 273	\$ 882	\$ 474	\$ 431	\$ 535		\$ 400	\$ 445		\$ 332	\$ 636
	Holidays		\$ 345	\$ 283	\$ 529	\$ 411	\$ 345	\$ 482		\$ 320	\$ 322		\$ 415	\$ 636
	Admin Leave			\$ 252	\$ 331	\$ 395		\$ 357		\$ 133	\$ 186		\$ 221	\$ 374
<b>Allow</b>	Auto	\$ 500			\$ 300									
	Management Incentive Pay	\$ 258					\$ 224							
	Longevity Pay	\$ 239	\$ 187								\$ 25			
	Technology Allowance					\$ 75	\$ 50	\$ 50			\$ 50			
<b>Benefit Package Total</b>		\$ 4,936	\$ 3,667	\$ 3,860	\$ 4,217	\$ 4,227	\$ 3,357	\$ 4,394	\$ 0	\$ 3,464	\$ 2,904	\$ 0	\$ 2,360	\$ 5,122

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>City Clerk</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Clerk	\$ 11,460	\$ 4,217	\$ 15,677	8/1/2017	7/1/2018	2.00%
2	City of Turlock	City Clerk	\$ 9,723	\$ 5,122	\$ 14,845	7/1/2017	unknown	unknown
3	<b>City of Madera</b>	<b>City Clerk</b>	<b>\$ 9,558</b>	<b>\$ 4,936</b>	<b>\$ 14,494</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Lodi	City Clerk	\$ 9,280	\$ 4,394	\$ 13,674	unknown	unknown	unknown
5	City of Galt	Clerk Administrator	\$ 8,224	\$ 4,227	\$ 12,451	7/1/2017	unknown	unknown
6	City of Chowchilla	City Clerk	\$ 7,478	\$ 3,667	\$ 11,145	7/1/2017	unknown	unknown
7	City of Hanford	City Clerk	\$ 7,476	\$ 3,357	\$ 10,833	7/1/2017	7/1/2018	2.50%
8	City of Merced	Assistant City Clerk	\$ 6,927	\$ 3,464	\$ 10,391	6/19/2017	unknown	unknown
9	City of Tulare	Chief Deputy City Clerk	\$ 7,198	\$ 2,360	\$ 9,558	1/6/2018	unknown	unknown
10	City of Porterville	Chief Deputy City Clerk	\$ 6,432	\$ 2,904	\$ 9,336	unknown	unknown	unknown
11	City of Delano	City Clerk	\$ 5,452	\$ 3,860	\$ 9,312	7/8/2017	7/1/2018	4.00%
12	City of Sanger <sup>1</sup>	N/C						
13	City of Los Banos	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 7,965	\$ 11,722
% City of Madera Above/Below	16.7%	19.1%
Median of Comparators	\$ 7,477	\$ 10,989
% City of Madera Above/Below	21.8%	24.2%
Number of Matches	10	10

N/C - Non Comparator

1 - City of Sanger: Human Resources function is combined with City Clerk and has one director overseeing both functions.

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)  
June 2018**

<b>City Engineer</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Engineer	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Lodi	City Engineer/ Deputy Public Works Director	\$ 11,801	\$ 5,077	\$ 16,878	1/1/2017	unknown	unknown
3	City of Madera	City Engineer	\$ 10,942	\$ 4,538	\$ 15,480	unknown	unknown	unknown
4	City of Tulare	City Engineer	\$ 10,781	\$ 3,099	\$ 13,880	1/6/2018	unknown	unknown
5	City of Galt	Deputy Public Works Director	\$ 10,544	\$ 4,782	\$ 15,326	7/1/2017	unknown	unknown
6	City of Merced	City Engineer	\$ 10,505	\$ 5,260	\$ 15,765	6/19/2017	unknown	unknown
7	City of Hanford	Engineering Manager	\$ 9,599	\$ 3,867	\$ 13,466	7/1/2017	7/1/2018	2.50%
8	City of Porterville	Deputy Public Works Director/ City Engineer	\$ 9,296	\$ 3,609	\$ 12,905	unknown	unknown	unknown
9	City of Sanger	N/C						
10	City of Los Banos	N/C						
11	City of Turlock	N/C						
12	City of Delano	N/C						
13	City of Chowchilla	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 11,165	\$ 15,584
% City of Madera Above/Below	-2.0%	-0.7%
Median of Comparators	\$ 10,544	\$ 15,326
% City of Madera Above/Below	3.6%	1.0%
Number of Matches	7	7

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		City Engineer	N/C	N/C	City Engineer	Deputy Public Works Director	Engineering Manager	City Engineer/ Deputy Public Works Director	N/C	City Engineer	Deputy Public Works Director/ City Engineer	N/C	City Engineer	N/C
	<b>Top Monthly Salary</b>	\$ 10,942			\$ 15,632	\$ 10,544	\$ 9,599	\$ 11,801		\$ 10,505	\$ 9,296		\$ 10,781	
<b>Retirement</b>	Classic	2%@60			2%@55	2%@55	3%@60	2%@55		2%@60	2%@55		2.5%@55	
	Actual Retirement Contribution	\$ 1,034			\$ 1,823	\$ 871	\$ 1,249	\$ 904		\$ 816	\$ 898		\$ 1,067	
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 654				\$ 651				
	Deferred Compensation						\$ 163	\$ 354						
	EE Agency Pick Up Contrib	\$ -259			\$ -234						\$ -279		\$ -323	
	Cafeteria	\$ 1,972			\$ 871					\$ 1,644				
<b>Insurance</b>	Health					\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000		\$ 874	
	Dental					\$ 106	\$ 79	\$ 83			\$ 30			
	Vision					\$ 26	\$ 8	\$ 16			\$ 13			
	Life	\$ 8			\$ 51	\$ 7	\$ 12	\$ 89			\$ 6		\$ 30	
	LTD	\$ 32			\$ 53	\$ 34		\$ 102						
	STD/SDI													
	Other Ins.													
<b>Leaves</b>	Vacation	\$ 1,052			\$ 1,202	\$ 608	\$ 554	\$ 681		\$ 606	\$ 644		\$ 498	
	Holidays				\$ 721	\$ 527	\$ 443	\$ 635		\$ 485	\$ 465		\$ 622	
	Admin Leave				\$ 451	\$ 355		\$ 454		\$ 404	\$ 358		\$ 332	
<b>Allow</b>	Auto	\$ 350			\$ 300					\$ 654	\$ 400			
	Management Incentive Pay						\$ 288							
	Longevity Pay	\$ 274									\$ 25			
	Technology Allowance	\$ 75				\$ 75		\$ 50			\$ 50			
<b>Benefit Package Total</b>		\$ 4,538	\$ 0	\$ 0	\$ 5,238	\$ 4,782	\$ 3,867	\$ 5,077	\$ 0	\$ 5,260	\$ 3,609	\$ 0	\$ 3,099	\$ 0

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>City Engineer</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	City Engineer	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Lodi	City Engineer/ Deputy Public Works Director	\$ 11,801	\$ 5,077	\$ 16,878	1/1/2017	unknown	unknown
3	City of Merced	City Engineer	\$ 10,505	\$ 5,260	\$ 15,765	6/19/2017	unknown	unknown
4	<b>City of Madera</b>	<b>City Engineer</b>	<b>\$ 10,942</b>	<b>\$ 4,538</b>	<b>\$ 15,480</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
5	City of Galt	Deputy Public Works Director	\$ 10,544	\$ 4,782	\$ 15,326	7/1/2017	unknown	unknown
6	City of Tulare	City Engineer	\$ 10,781	\$ 3,099	\$ 13,880	1/6/2018	unknown	unknown
7	City of Hanford	Engineering Manager	\$ 9,599	\$ 3,867	\$ 13,466	7/1/2017	7/1/2018	2.50%
8	City of Porterville	Deputy Public Works Director/ City Engineer	\$ 9,296	\$ 3,609	\$ 12,905	unknown	unknown	unknown
9	City of Sanger	N/C						
10	City of Los Banos	N/C						
11	City of Turlock	N/C						
12	City of Delano	N/C						
13	City of Chowchilla	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 11,165	\$ 15,584
% City of Madera Above/Below	-2.0%	-0.7%
Median of Comparators	\$ 10,544	\$ 15,326
% City of Madera Above/Below	3.6%	1.0%
Number of Matches	7	7

N/C - Non Comparator



**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Director of Community Development</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno <sup>3</sup>	[Director of Development/Director of Public Works/Director of Public Utilities]	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Madera	Director of Community Development	\$ 15,437	\$ 5,401	\$ 20,838	unknown	unknown	unknown
3	City of Los Banos <sup>7</sup>	[Community and Economic Development Director/Public Works Director-City Engineer]	\$ 15,048	\$ 5,839	\$ 20,887	7/1/2017	unknown	unknown
4	City of Delano <sup>2</sup>	[Director of Community Development/Director of Public Works-City Engineer]	\$ 13,075	\$ 7,105	\$ 20,180	7/8/2017	unknown	unknown
5	City of Turlock <sup>12</sup>	[Development Services Director-City Engineer/Municipal Services Director]	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
6	City of Lodi <sup>6</sup>	[Community Development Director/Public Works Director]	\$ 12,981	\$ 5,384	\$ 18,366	unknown	unknown	unknown
7	City of Galt <sup>4</sup>	[Community Development Director/ Public Works Director]	\$ 12,530	\$ 5,430	\$ 17,960	7/1/2017	unknown	unknown
8	City of Tulare <sup>11</sup>	[Community and Economic Development Director/Public Works Director]	\$ 12,239	\$ 3,941	\$ 16,180	1/6/2018	unknown	unknown
9	City of Merced <sup>8</sup>	[Director of Development Services/Director of Public Works]	\$ 12,231	\$ 5,652	\$ 17,883	6/19/2017	unknown	unknown
10	City of Hanford <sup>5</sup>	[Community Development Director/Public Works Director]	\$ 11,900	\$ 4,536	\$ 16,436	7/1/2016	unknown	unknown
11	City of Porterville <sup>9</sup>	[Community Development Director/Public Works Director]	\$ 10,268	\$ 3,827	\$ 14,095	unknown	unknown	unknown
12	City of Chowchilla <sup>1</sup>	[Community and Economic Development Director/City Engineer & Public Works Director]	\$ 10,208	\$ 4,426	\$ 14,634	7/1/2017	unknown	unknown
13	City of Sanger <sup>10</sup>	[Community Development Director/Public Works Director]	\$ 9,137	\$ 5,159	\$ 14,296	unknown	unknown	unknown

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 12,357	\$ 17,609
% City of Madera Above/Below	20.0%	15.5%
Median of Comparators	\$ 12,385	\$ 17,922
% City of Madera Above/Below	19.8%	14.0%
Number of Matches	12	12

N/C - Non Comparator

- 1 - City of Chowchilla: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 2 - City of Delano: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 3 - City of Fresno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matches.
- 4 - City of Galt: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 5 - City of Hanford: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 6 - City of Lodi: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 7 - City of Los Banos: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 8 - City of Merced: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 9 - City of Porterville: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 10 - City of Sanger: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for both classifications.
- 11 - City of Tulare: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.
- 12 - City of Turlock: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matched classifications.

**City of Madera - Benefit  
June 2018**

Agency	City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock	
<b>Benchmark/ Comparator Agency Match</b>	Director of Community Development	[Community and Economic Development Director/ City Engineer & Public Works Director]	[Director of Community Development/ Director of Public Works-City Engineer]	[Director of Development/Director of Public Works/ Director of Public Utilities]	[Community Development Director/ Public Works Director]	[Community Development Director/ Public Works Director]	[Community Development Director/ Public Works Director]	[Community and Economic Development Director/ Public Works Director-City Engineer]	[Director of Development Services/ Director of Public Works]	[Community Development Director/ Public Works Director]	[Community Development Director/ Public Works Director]	[Community and Economic Development Director/ Public Works Director]	[Development Services Director-City Engineer/ Municipal Services Director]	
<b>Top Monthly Salary</b>	\$ 15,437	\$ 10,208	\$ 13,075	\$ 15,632	\$ 12,530	\$ 11,900	\$ 12,981	\$ 15,048	\$ 12,231	\$ 10,268	\$ 9,137	\$ 12,239	\$ 13,029	
<b>Retirement</b>	Classic	2%@60	2%@60	2%@60	2%@55	2%@55	3%@60	2%@55	2%@60	2%@60	2%@55	2.5%@55	2.7%@55	
	Actual Retirement Contribution	\$ 1,459	\$ 735	\$ 1,621	\$ 1,823	\$ 1,035	\$ 1,548	\$ 995	\$ 1,181	\$ 950	\$ 992	\$ 872	\$ 1,175	
	ER Paid Member Contrib			\$ 785										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 663		\$ 663			\$ 663	\$ 663		\$ 566		
	Deferred Compensation						\$ 163	\$ 389					\$ 456	
EE Agency Pick Up Contrib	\$ -366			\$ -234						\$ -308		\$ -367	\$ -130	
<b>Insurance</b>	Cafeteria	\$ 1,972		\$ 1,946	\$ 871			\$ 1,860	\$ 1,644					
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709		\$ 1,000	\$ 2,031	\$ 874	\$ 1,920	
	Dental		\$ 50			\$ 106	\$ 79	\$ 83		\$ 30	\$ 116		\$ 87	
	Vision		\$ 18			\$ 26	\$ 8	\$ 16		\$ 13	\$ 19		\$ 23	
	Life	\$ 8	\$ 23	\$ 54	\$ 51	\$ 13	\$ 23	\$ 88		\$ 6	\$ 21	\$ 34	\$ 110	
	LTD	\$ 32			\$ 53	\$ 40		\$ 132				\$ 69	\$ 50	
	STD/SDI													
Other Ins.							\$ 50					\$ 391		
<b>Leaves</b>	Vacation	\$ 1,484	\$ 1,374	\$ 654	\$ 1,202	\$ 723	\$ 687	\$ 749	\$ 868	\$ 706	\$ 711	\$ 703	\$ 565	\$ 852
	Holidays		\$ 471	\$ 679	\$ 721	\$ 627	\$ 549	\$ 674	\$ 637	\$ 565	\$ 513	\$ 387	\$ 706	\$ 852
	Admin Leave			\$ 603	\$ 451	\$ 602		\$ 499	\$ 579	\$ 470	\$ 395	\$ 316	\$ 518	\$ 501
<b>Allow</b>	Auto	\$ 350			\$ 300					\$ 654	\$ 400		\$ 400	\$ 200
	Management Incentive Pay						\$ 357							
	Longevity Pay	\$ 386	\$ 255								\$ 25			
Technology Allowance	\$ 75		\$ 100		\$ 75	\$ 50	\$ 50		\$ 50	\$ 60				
<b>Benefit Package Total</b>	<b>\$ 5,401</b>	<b>\$ 4,426</b>	<b>\$ 7,105</b>	<b>\$ 5,238</b>	<b>\$ 5,430</b>	<b>\$ 4,536</b>	<b>\$ 5,384</b>	<b>\$ 5,839</b>	<b>\$ 5,652</b>	<b>\$ 3,827</b>	<b>\$ 5,159</b>	<b>\$ 3,941</b>	<b>\$ 6,487</b>	

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Director of Community Development</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Los Banos <sup>7</sup>	[Community and Economic Development Director/Public Works Director-City Engineer]	\$ 15,048	\$ 5,839	\$ 20,887	7/1/2017	unknown	unknown
2	City of Fresno <sup>3</sup>	[Director of Development/Director of Public Works/Director of Public Utilities]	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
3	<b>City of Madera</b>	<b>Director of Community Development</b>	<b>\$ 15,437</b>	<b>\$ 5,401</b>	<b>\$ 20,838</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Delano <sup>2</sup>	[Director of Community Development/Director of Public Works-City Engineer]	\$ 13,075	\$ 7,105	\$ 20,180	7/8/2017	unknown	unknown
5	City of Turlock <sup>12</sup>	[Development Services Director-City Engineer/Municipal Services Director]	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
6	City of Lodi <sup>6</sup>	[Community Development Director/Public Works Director]	\$ 12,981	\$ 5,384	\$ 18,366	unknown	unknown	unknown
7	City of Galt <sup>4</sup>	[Community Development Director/ Public Works Director]	\$ 12,530	\$ 5,430	\$ 17,960	7/1/2017	unknown	unknown
8	City of Merced <sup>8</sup>	[Director of Development Services/Director of Public Works]	\$ 12,231	\$ 5,652	\$ 17,883	6/19/2017	unknown	unknown
9	City of Hanford <sup>5</sup>	[Community Development Director/Public Works Director]	\$ 11,900	\$ 4,536	\$ 16,436	7/1/2016	unknown	unknown
10	City of Tulare <sup>11</sup>	[Community and Economic Development Director/Public Works Director]	\$ 12,239	\$ 3,941	\$ 16,180	1/6/2018	unknown	unknown
11	City of Chowchilla <sup>1</sup>	[Community and Economic Development Director/City Engineer & Public Works Director]	\$ 10,208	\$ 4,426	\$ 14,634	7/1/2017	unknown	unknown
12	City of Sanger <sup>10</sup>	[Community Development Director/Public Works Director]	\$ 9,137	\$ 5,159	\$ 14,296	unknown	unknown	unknown
13	City of Porterville <sup>9</sup>	[Community Development Director/Public Works Director]	\$ 10,268	\$ 3,827	\$ 14,095	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 12,357	\$ 17,609
% City of Madera Above/Below	20.0%	15.5%
Median of Comparators	\$ 12,385	\$ 17,922
% City of Madera Above/Below	19.8%	14.0%
Number of Matches	12	12

N/C - Non Comparator

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

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

3 - City of Fresno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matches.

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

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

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

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

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

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

10 - City of Sanger: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for both classifications.

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

12 - City of Turlock: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matched classifications.

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Director of Financial Services</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Controller	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Merced	Finance Officer	\$ 13,240	\$ 5,874	\$ 19,113	unknown	unknown	unknown
3	City of Turlock	Administrative Services Director	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
4	<b>City of Madera</b>	<b>Director of Financial Services</b>	<b>\$ 12,457</b>	<b>\$ 4,530</b>	<b>\$ 16,987</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
5	City of Tulare	Finance Director/Treasurer	\$ 11,859	\$ 3,858	\$ 15,717	1/6/2018	unknown	unknown
6	City of Galt	Finance Director	\$ 11,738	\$ 5,239	\$ 16,977	7/1/2017	unknown	unknown
7	City of Delano	Finance Director/Treasurer	\$ 11,489	\$ 6,579	\$ 18,068	7/8/2017	unknown	unknown
8	City of Los Banos	Finance Director	\$ 11,138	\$ 4,990	\$ 16,128	8/16/2017	unknown	unknown
9	City of Hanford	Finance Director	\$ 10,990	\$ 4,296	\$ 15,286	7/1/2016	unknown	unknown
10	City of Chowchilla	Finance Director	\$ 10,487	\$ 4,503	\$ 14,990	7/1/2017	unknown	unknown
11	City of Porterville	Finance Director	\$ 9,868	\$ 3,738	\$ 13,606	unknown	unknown	unknown
12	City of Sanger	N/C						
13	City of Lodi	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 11,947	\$ 17,027
% City of Madera Above/Below	4.1%	-0.2%
Median of Comparators	\$ 11,614	\$ 16,553
% City of Madera Above/Below	6.8%	2.6%
Number of Matches	10	10

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency	City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>	Director of Financial Services	Finance Director	Finance Director/ Treasurer	Controller	Finance Director	Finance Director	N/C	Finance Director	Finance Officer	Finance Director	N/C	Finance Director/ Treasurer	Administrative Services Director
<b>Top Monthly Salary</b>	\$ 12,457	\$ 10,487	\$ 11,489	\$ 15,632	\$ 11,738	\$ 10,990		\$ 11,138	\$ 13,240	\$ 9,868		\$ 11,859	\$ 13,029
<b>Retirement</b>	Classic	2%@60	2%@60	2%@60	2%@55	2%@55	3%@60	2%@60	2%@60	2%@55		2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 1,177	\$ 755	\$ 1,425	\$ 1,823	\$ 970	\$ 1,430	\$ 874	\$ 1,028	\$ 953		\$ 1,174	\$ 1,175
	ER Paid Member Contrib			\$ 689									
	Calc Classic EPMC as Spec Comp												
	Social Security			\$ 663		\$ 663		\$ 663	\$ 663				
	Deferred Compensation						\$ 163						\$ 456
EE Agency Pick Up Contrib	\$ -295			\$ -234						\$ -296		\$ -356	\$ -130
<b>Insurance</b>	Cafeteria	\$ 1,972		\$ 1,946	\$ 871			\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072			\$ 1,000		\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79			\$ 30			\$ 87
	Vision		\$ 18			\$ 26	\$ 8			\$ 13			\$ 23
	Life	\$ 8	\$ 23	\$ 54	\$ 51	\$ 13	\$ 23			\$ 6		\$ 33	\$ 110
	LTD	\$ 32			\$ 53	\$ 38							\$ 50
	STD/SDI												
	Other Ins.							\$ 50					\$ 391
<b>Leaves</b>	Vacation	\$ 862	\$ 1,412	\$ 574	\$ 1,202	\$ 677	\$ 634	\$ 643	\$ 764	\$ 683		\$ 547	\$ 852
	Holidays		\$ 484	\$ 597	\$ 721	\$ 587	\$ 507	\$ 471	\$ 611	\$ 493		\$ 684	\$ 852
	Admin Leave			\$ 530	\$ 451	\$ 564		\$ 428	\$ 509	\$ 380		\$ 502	\$ 501
<b>Allow</b>	Auto	\$ 50			\$ 300				\$ 654	\$ 400		\$ 400	\$ 200
	Management Incentive Pay	\$ 336					\$ 330						
	Longevity Pay	\$ 311	\$ 262							\$ 25			
	Technology Allowance	\$ 75		\$ 100		\$ 75	\$ 50			\$ 50			
<b>Benefit Package Total</b>	<b>\$ 4,530</b>	<b>\$ 4,503</b>	<b>\$ 6,579</b>	<b>\$ 5,238</b>	<b>\$ 5,239</b>	<b>\$ 4,296</b>	<b>\$ 0</b>	<b>\$ 4,990</b>	<b>\$ 5,874</b>	<b>\$ 3,738</b>	<b>\$ 0</b>	<b>\$ 3,858</b>	<b>\$ 6,487</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Director of Financial Services</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Controller	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Administrative Services Director	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
3	City of Merced	Finance Officer	\$ 13,240	\$ 5,874	\$ 19,113	unknown	unknown	unknown
4	City of Delano	Finance Director/Treasurer	\$ 11,489	\$ 6,579	\$ 18,068	7/8/2017	unknown	unknown
5	<b>City of Madera</b>	<b>Director of Financial Services</b>	<b>\$ 12,457</b>	<b>\$ 4,530</b>	<b>\$ 16,987</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
6	City of Galt	Finance Director	\$ 11,738	\$ 5,239	\$ 16,977	7/1/2017	unknown	unknown
7	City of Los Banos	Finance Director	\$ 11,138	\$ 4,990	\$ 16,128	8/16/2017	unknown	unknown
8	City of Tulare	Finance Director/Treasurer	\$ 11,859	\$ 3,858	\$ 15,717	1/6/2018	unknown	unknown
9	City of Hanford	Finance Director	\$ 10,990	\$ 4,296	\$ 15,286	7/1/2016	unknown	unknown
10	City of Chowchilla	Finance Director	\$ 10,487	\$ 4,503	\$ 14,990	7/1/2017	unknown	unknown
11	City of Porterville	Finance Director	\$ 9,868	\$ 3,738	\$ 13,606	unknown	unknown	unknown
12	City of Sanger	N/C						
13	City of Lodi	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 11,947	\$ 17,027
% City of Madera Above/Below	4.1%	-0.2%
Median of Comparators	\$ 11,614	\$ 16,553
% City of Madera Above/Below	6.8%	2.6%
Number of Matches	10	10

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Director of Human Resources</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Director of Personnel Services	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Madera	Director of Human Resources	\$ 11,734	\$ 4,475	\$ 16,209	unknown	unknown	unknown
3	City of Tulare	Human Resources Director	\$ 10,889	\$ 3,647	\$ 14,536	1/6/2018	unknown	unknown
4	City of Merced	Director of Support Services	\$ 10,841	\$ 5,346	\$ 16,187	6/19/2017	unknown	unknown
5	City of Turlock	Human Resources Manager	\$ 10,720	\$ 5,434	\$ 16,154	7/1/2017	unknown	unknown
6	City of Delano	Human Resources Director	\$ 10,605	\$ 6,279	\$ 16,884	7/8/2017	unknown	unknown
7	City of Hanford	Human Resources Manager	\$ 9,940	\$ 4,019	\$ 13,959	7/1/2016	unknown	unknown
8	City of Los Banos	Human Resources Director	\$ 9,765	\$ 4,634	\$ 14,399	7/1/2017	unknown	unknown
9	City of Lodi	Human Resources Manager	\$ 9,718	\$ 4,514	\$ 14,232	unknown	unknown	unknown
10	City of Galt	Human Resources Director	\$ 9,470	\$ 4,615	\$ 14,085	7/1/2017	unknown	unknown
11	City of Porterville	Administrative Services Director	\$ 9,389	\$ 3,630	\$ 13,019	unknown	unknown	unknown
12	City of Sanger	N/C						
13	City of Chowchilla	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 10,697	\$ 15,433
% City of Madera Above/Below	8.8%	4.8%
Median of Comparators	\$ 10,273	\$ 14,468
% City of Madera Above/Below	12.5%	10.7%
Number of Matches	10	10

N/C - Non Comparator

City of Madera - Benefit  
June 2018

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Director of Human Resources	N/C	Human Resources Director	Director of Personnel Services	Human Resources Director	Human Resources Manager	Human Resources Manager	Human Resources Director	Director of Support Services	Administrative Services Director	N/C	Human Resources Director	Human Resources Manager
	<b>Top Monthly Salary</b>	\$ 11,734		\$ 10,605	\$ 15,632	\$ 9,470	\$ 9,940	\$ 9,718	\$ 9,765	\$ 10,841	\$ 9,389		\$ 10,889	\$ 10,720
Retirement	Classic	2%@60		2%@60	2%@55	2%@55	3%@60	2%@55	2%@60	2%@60	2%@55		2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 1,109		\$ 1,315	\$ 1,823	\$ 782	\$ 1,293	\$ 745	\$ 767	\$ 842	\$ 907		\$ 1,078	\$ 967
	ER Paid Member Contrib			\$ 636										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 658		\$ 587			\$ 605	\$ 663				
	Deferred Compensation						\$ 163	\$ 292						\$ 268
EE Agency Pick Up Contrib	\$ -278			\$ -234							\$ -282		\$ -327	\$ -107
Insurance	Cafeteria	\$ 1,972		\$ 1,946	\$ 871				\$ 1,860	\$ 1,644				
	Health					\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000		\$ 874	\$ 1,920
	Dental					\$ 106	\$ 79	\$ 83			\$ 30			\$ 87
	Vision					\$ 26	\$ 8	\$ 16			\$ 13			\$ 23
	Life	\$ 8		\$ 54	\$ 51	\$ 13	\$ 23	\$ 82			\$ 6		\$ 30	\$ 91
	LTD	\$ 32			\$ 53	\$ 30		\$ 99						\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 322
Leaves	Vacation	\$ 1,264		\$ 530	\$ 1,202	\$ 546	\$ 573	\$ 561	\$ 563	\$ 625	\$ 650		\$ 503	\$ 701
	Holidays			\$ 551	\$ 721	\$ 474	\$ 459	\$ 505	\$ 413	\$ 500	\$ 469		\$ 628	\$ 701
	Admin Leave			\$ 489	\$ 451	\$ 455		\$ 374	\$ 376	\$ 417	\$ 361		\$ 461	\$ 412
Allow	Auto				\$ 300					\$ 654	\$ 400		\$ 400	
	Management Incentive Pay						\$ 298							
	Longevity Pay	\$ 293									\$ 25			
	Technology Allowance	\$ 75		\$ 100		\$ 75	\$ 50	\$ 50						
<b>Benefit Package Total</b>		<b>\$ 4,475</b>	<b>\$ 0</b>	<b>\$ 6,279</b>	<b>\$ 5,238</b>	<b>\$ 4,615</b>	<b>\$ 4,019</b>	<b>\$ 4,514</b>	<b>\$ 4,634</b>	<b>\$ 5,346</b>	<b>\$ 3,630</b>	<b>\$ 0</b>	<b>\$ 3,647</b>	<b>\$ 5,434</b>

N/C - Non Comparator



**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Director of Human Resources</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Director of Personnel Services	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Delano	Human Resources Director	\$ 10,605	\$ 6,279	\$ 16,884	7/8/2017	unknown	unknown
3	<b>City of Madera</b>	<b>Director of Human Resources</b>	<b>\$ 11,734</b>	<b>\$ 4,475</b>	<b>\$ 16,209</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Merced	Director of Support Services	\$ 10,841	\$ 5,346	\$ 16,187	6/19/2017	unknown	unknown
5	City of Turlock	Human Resources Manager	\$ 10,720	\$ 5,434	\$ 16,154	7/1/2017	unknown	unknown
6	City of Tulare	Human Resources Director	\$ 10,889	\$ 3,647	\$ 14,536	1/6/2018	unknown	unknown
7	City of Los Banos	Human Resources Director	\$ 9,765	\$ 4,634	\$ 14,399	7/1/2017	unknown	unknown
8	City of Lodi	Human Resources Manager	\$ 9,718	\$ 4,514	\$ 14,232	unknown	unknown	unknown
9	City of Galt	Human Resources Director	\$ 9,470	\$ 4,615	\$ 14,085	7/1/2017	unknown	unknown
10	City of Hanford	Human Resources Manager	\$ 9,940	\$ 4,019	\$ 13,959	7/1/2016	unknown	unknown
11	City of Porterville	Administrative Services Director	\$ 9,389	\$ 3,630	\$ 13,019	unknown	unknown	unknown
12	City of Sanger	N/C						
13	City of Chowchilla	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 10,697	\$ 15,433
% City of Madera Above/Below	8.8%	4.8%
Median of Comparators	\$ 10,273	\$ 14,468
% City of Madera Above/Below	12.5%	10.7%
Number of Matches	10	10

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Director of Parks and Community Services</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Director of PARCS	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Parks, Recreation and Public Facilities Director	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
3	City of Madera	Director of Parks and Community Services	\$ 11,501	\$ 4,296	\$ 15,797	unknown	unknown	unknown
4	City of Lodi	Parks, Recreation and Cultural Services Director	\$ 11,085	\$ 4,882	\$ 15,968	unknown	unknown	unknown
5	City of Galt	Parks and Recreation Director	\$ 10,898	\$ 5,036	\$ 15,934	7/1/2017	unknown	unknown
6	City of Tulare	Community Services Director	\$ 10,781	\$ 3,623	\$ 14,404	1/6/2018	unknown	unknown
7	City of Merced	Director of Parks and Community Services	\$ 10,505	\$ 5,260	\$ 15,765	6/19/2017	unknown	unknown
8	City of Hanford	Parks and Recreation Director	\$ 10,149	\$ 4,124	\$ 14,273	7/1/2016	unknown	unknown
9	City of Porterville	Parks and Leisure Services Director	\$ 9,389	\$ 3,630	\$ 13,019	unknown	unknown	unknown
10	City of Chowchilla	Director of Parks, Recreation, and Community Services	\$ 8,781	\$ 4,029	\$ 12,810	7/1/2017	unknown	unknown
11	City of Los Banos	Parks and Recreation Operations Manager	\$ 7,238	\$ 3,790	\$ 11,028	7/1/2017	unknown	unknown
12	City of Sanger	N/C						
13	City of Delano	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 10,749	\$ 15,359
% City of Madera Above/Below	6.5%	2.8%
Median of Comparators	\$ 10,643	\$ 15,085
% City of Madera Above/Below	7.5%	4.5%
Number of Matches	10	10

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Director of Parks and Community Services	Director of Parks, Recreation, and Community Services	N/C	Director of PARCS	Parks and Recreation Director	Parks and Recreation Director	Parks, Recreation and Cultural Services Director	Parks and Recreation Operations Manager	Director of Parks and Community Services	Parks and Leisure Services Director	N/C	Community Services Director	Parks, Recreation and Public Facilities Director
	<b>Top Monthly Salary</b>	\$ 11,501	\$ 8,781		\$ 15,632	\$ 10,898	\$ 10,149	\$ 11,085	\$ 7,238	\$ 10,505	\$ 9,389		\$ 10,781	\$ 13,029
<b>Retirement</b>	Classic	2%@60	2%@60		2%@55	2%@55	3%@60	2%@55	2%@60	2%@60	2%@55		2.5%@55	2.7%@55
	Actual Retirement Contribution	\$ 1,087	\$ 632		\$ 1,823	\$ 900	\$ 1,320	\$ 850	\$ 568	\$ 816	\$ 907		\$ 1,067	\$ 1,175
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 663			\$ 449	\$ 651				
	Deferred Compensation						\$ 163	\$ 333						\$ 456
<b>Insurance</b>	EE Agency Pick Up Contrib	\$ -273			\$ -234								\$ -323	\$ -130
	Cafeteria	\$ 1,972			\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000		\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30			\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13			\$ 23
	Life	\$ 8	\$ 23		\$ 51	\$ 13	\$ 23	\$ 88			\$ 6		\$ 30	\$ 110
	LTD	\$ 32			\$ 53	\$ 35		\$ 113						\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 391
	<b>Leaves</b>	Vacation	\$ 796	\$ 1,182		\$ 1,202	\$ 629	\$ 586	\$ 640	\$ 418	\$ 606	\$ 650		\$ 498
Holidays			\$ 405		\$ 721	\$ 545	\$ 468	\$ 576	\$ 306	\$ 485	\$ 469		\$ 622	\$ 852
Admin Leave					\$ 451	\$ 524		\$ 426	\$ 139	\$ 404	\$ 361		\$ 456	\$ 501
Auto					\$ 300			\$ 50		\$ 654	\$ 400		\$ 400	\$ 200
<b>Allow</b>	Management Incentive Pay	\$ 311						\$ 304						
	Longevity Pay	\$ 288	\$ 220								\$ 25			
	Technology Allowance	\$ 75				\$ 75	\$ 50	\$ 50			\$ 50			
<b>Benefit Package Total</b>		\$ 4,296	\$ 4,029	\$ 0	\$ 5,238	\$ 5,036	\$ 4,124	\$ 4,882	\$ 3,790	\$ 5,260	\$ 3,630	\$ 0	\$ 3,623	\$ 6,487

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>Director of Parks and Community Services</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Director of PARCS	\$ 15,632	\$ 5,238	\$ 20,870	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Parks, Recreation and Public Facilities Director	\$ 13,029	\$ 6,487	\$ 19,516	7/1/2017	unknown	unknown
3	City of Lodi	Parks, Recreation and Cultural Services Director	\$ 11,085	\$ 4,882	\$ 15,968	unknown	unknown	unknown
4	City of Galt	Parks and Recreation Director	\$ 10,898	\$ 5,036	\$ 15,934	7/1/2017	unknown	unknown
5	<b>City of Madera</b>	<b>Director of Parks and Community Services</b>	<b>\$ 11,501</b>	<b>\$ 4,296</b>	<b>\$ 15,797</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
6	City of Merced	Director of Parks and Community Services	\$ 10,505	\$ 5,260	\$ 15,765	6/19/2017	unknown	unknown
7	City of Tulare	Community Services Director	\$ 10,781	\$ 3,623	\$ 14,404	1/6/2018	unknown	unknown
8	City of Hanford	Parks and Recreation Director	\$ 10,149	\$ 4,124	\$ 14,273	7/1/2016	unknown	unknown
9	City of Porterville	Parks and Leisure Services Director	\$ 9,389	\$ 3,630	\$ 13,019	unknown	unknown	unknown
10	City of Chowchilla	Director of Parks, Recreation, and Community Services	\$ 8,781	\$ 4,029	\$ 12,810	7/1/2017	unknown	unknown
11	City of Los Banos	Parks and Recreation Operations Manager	\$ 7,238	\$ 3,790	\$ 11,028	7/1/2017	unknown	unknown
12	City of Sanger	N/C						
13	City of Delano	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 10,749	\$ 15,359
% City of Madera Above/Below	6.5%	2.8%
Median of Comparators	\$ 10,643	\$ 15,085
% City of Madera Above/Below	7.5%	4.5%
Number of Matches	10	10

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)  
June 2018**

<b>Executive Director, Successor Agency</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Madera	Executive Director, Successor Agency	\$ 14,792	\$ 5,194	\$ 19,986	unknown	unknown	unknown
2	City of Sanger	N/C						
3	City of Hanford	N/C						
4	City of Chowchilla	N/C						
5	City of Delano	N/C						
6	City of Turlock	N/C						
7	City of Tulare	N/C						
8	City of Porterville	N/C						
9	City of Merced	N/C						
10	City of Fresno	N/C						
11	City of Los Banos	N/C						
12	City of Galt	N/C						
13	City of Lodi	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Median of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Number of Matches	0	0

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Executive Director, Successor Agency	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
	<b>Top Monthly Salary</b>	\$ 14,792												
<b>Retirement</b>	Classic	2%@60												
	Actual Retirement Contribution	\$ 1,398												
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security													
	Deferred Compensation													
	EE Agency Pick Up Contrib	\$ -351												
<b>Insurance</b>	Cafeteria	\$ 1,972												
	Health													
	Dental													
	Vision													
	Life	\$ 8												
	LTD	\$ 32												
	STD/SDI													
	Other Ins.													
<b>Leaves</b>	Vacation	\$ 1,764												
	Holidays													
	Admin Leave													
<b>Allow</b>	Auto													
	Management Incentive Pay													
	Longevity Pay	\$ 370												
	Technology Allowance													
<b>Benefit Package Total</b>		\$ 5,194	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>Executive Director, Successor Agency</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Madera	Executive Director, Successor Agency	\$ 14,792	\$ 5,194	\$ 19,986	unknown	unknown	unknown
2	City of Sanger	N/C						
3	City of Hanford	N/C						
4	City of Chowchilla	N/C						
5	City of Delano	N/C						
6	City of Turlock	N/C						
7	City of Tulare	N/C						
8	City of Porterville	N/C						
9	City of Merced	N/C						
10	City of Fresno	N/C						
11	City of Los Banos	N/C						
12	City of Galt	N/C						
13	City of Lodi	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Median of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Number of Matches	0	0

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)  
June 2018**

<b>Grant Administrator</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Madera	Grant Administrator	\$ 9,756	\$ 3,935	\$ 13,692	unknown	unknown	unknown
2	City of Sanger	N/C						
3	City of Hanford	N/C						
4	City of Chowchilla	N/C						
5	City of Delano	N/C						
6	City of Turlock	N/C						
7	City of Tulare	N/C						
8	City of Porterville	N/C						
9	City of Merced	N/C						
10	City of Fresno	N/C						
11	City of Los Banos	N/C						
12	City of Galt	N/C						
13	City of Lodi	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Median of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Number of Matches	0	0

N/C - Non Comparator



City of Madera - Benefit  
June 2018

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Grant Administrator	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
	<b>Top Monthly Salary</b>	\$ 9,756												
Retirement	Classic	2%@60												
	Actual Retirement Contribution	\$ 922												
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security													
	Deferred Compensation													
	EE Agency Pick Up Contrib	\$ -231												
Insurance	Cafeteria	\$ 1,972												
	Health													
	Dental													
	Vision													
	Life	\$ 8												
	LTD	\$ 32												
	STD/SDI													
	Other Ins.													
Leaves	Vacation	\$ 938												
	Holidays													
	Admin Leave													
Allow	Auto	\$ 50												
	Management Incentive Pay													
	Longevity Pay	\$ 244												
	Technology Allowance													
<b>Benefit Package Total</b>		<b>\$ 3,935</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Grant Administrator</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Madera	Grant Administrator	\$ 9,756	\$ 3,935	\$ 13,692	unknown	unknown	unknown
2	City of Sanger	N/C						
3	City of Hanford	N/C						
4	City of Chowchilla	N/C						
5	City of Delano	N/C						
6	City of Turlock	N/C						
7	City of Tulare	N/C						
8	City of Porterville	N/C						
9	City of Merced	N/C						
10	City of Fresno	N/C						
11	City of Los Banos	N/C						
12	City of Galt	N/C						
13	City of Lodi	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Median of Comparators		Insufficient Data
% City of Madera Above/Below		Insufficient Data
Number of Matches	0	0

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)  
June 2018**

<b>Information Services Manager</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno <sup>1</sup>	[Information Services Manager/ Chief Information Officer]	\$ 12,772	\$ 4,503	\$ 17,275	8/1/2017	7/1/2018	2.00%
2	City of Merced	Director of Information Technology	\$ 10,488	\$ 5,255	\$ 15,744	6/19/2017	unknown	unknown
3	<b>City of Madera</b>	<b>Information Services Manager</b>	<b>\$ 9,659</b>	<b>\$ 3,992</b>	<b>\$ 13,651</b>	unknown	unknown	unknown
4	City of Lodi	Information Systems Manager	\$ 8,824	\$ 4,288	\$ 13,111	1/1/2017	unknown	unknown
5	City of Tulare	Information Technology Manager	\$ 8,401	\$ 2,608	\$ 11,009	1/6/2018	unknown	unknown
6	City of Hanford	Information Technology Manager	\$ 8,312	\$ 3,577	\$ 11,889	7/1/2017	7/1/2018	2.50%
7	City of Galt	Information Technology Manager	\$ 8,239	\$ 4,116	\$ 12,355	7/1/2017	unknown	unknown
8	City of Los Banos	Information Technology Manager	\$ 7,743	\$ 3,922	\$ 11,665	1/29/2018	unknown	unknown
9	City of Chowchilla	Information Technology Manager	\$ 6,689	\$ 2,929	\$ 9,618	7/1/2017	unknown	unknown
10	City of Sanger	N/C						
11	City of Turlock	N/C						
12	City of Delano	N/C						
13	City of Porterville	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,933	\$ 12,833
% City of Madera Above/Below	7.5%	6.0%
Median of Comparators	\$ 8,357	\$ 12,122
% City of Madera Above/Below	13.5%	11.2%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Fresno: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Information Services Manager	Information Technology Manager	N/C	[Information Services Manager/ Chief Information Officer]	Information Technology Manager	Information Technology Manager	Information Systems Manager	Information Technology Manager	Director of Information Technology	N/C	N/C	Information Technology Manager	N/C
	<b>Top Monthly Salary</b>	\$ 9,659	\$ 6,689		\$ 12,772	\$ 8,239	\$ 8,312	\$ 8,824	\$ 7,743	\$ 10,488			\$ 8,401	
<b>Retirement</b>	Classic	2%@60	2%@60		2%@55	2%@55	3%@60	2%@55	2%@60	2%@60			2.5%@55	
	Actual Retirement Contribution	\$ 913	\$ 482		\$ 1,489	\$ 681	\$ 1,081	\$ 676	\$ 608	\$ 815			\$ 832	
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 511			\$ 480	\$ 650				
	Deferred Compensation						\$ 163	\$ 265						
	EE Agency Pick Up Contrib	\$ -229			\$ -192								\$ -252	
<b>Insurance</b>	Cafeteria	\$ 1,972			\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709					\$ 874	
	Dental		\$ 50			\$ 106	\$ 79	\$ 83						
	Vision		\$ 18			\$ 26	\$ 8	\$ 16						
	Life	\$ 8	\$ 18		\$ 41	\$ 7	\$ 12	\$ 75					\$ 23	
	LTD	\$ 32			\$ 53	\$ 26		\$ 90						
	STD/SDI													
	Other Ins.								\$ 50					
<b>Leaves</b>	Vacation	\$ 929	\$ 386		\$ 982	\$ 475	\$ 480	\$ 509	\$ 447	\$ 605			\$ 388	
	Holidays		\$ 309		\$ 589	\$ 412	\$ 384	\$ 475	\$ 328	\$ 484			\$ 485	
	Admin Leave				\$ 368	\$ 277		\$ 339	\$ 149	\$ 403			\$ 258	
<b>Allow</b>	Auto	\$ 50			\$ 300					\$ 654				
	Management Incentive Pay						\$ 249							
	Longevity Pay	\$ 241	\$ 167											
	Technology Allowance	\$ 75				\$ 75	\$ 50	\$ 50						
<b>Benefit Package Total</b>		<b>\$ 3,992</b>	<b>\$ 2,929</b>	<b>\$ 0</b>	<b>\$ 4,503</b>	<b>\$ 4,116</b>	<b>\$ 3,577</b>	<b>\$ 4,288</b>	<b>\$ 3,922</b>	<b>\$ 5,255</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,608</b>	<b>\$ 0</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>Information Services Manager</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno <sup>1</sup>	[Information Services Manager/ Chief Information Officer]	\$ 12,772	\$ 4,503	\$ 17,275	8/1/2017	7/1/2018	2.00%
2	City of Merced	Director of Information Technology	\$ 10,488	\$ 5,255	\$ 15,744	6/19/2017	unknown	unknown
3	<b>City of Madera</b>	<b>Information Services Manager</b>	<b>\$ 9,659</b>	<b>\$ 3,992</b>	<b>\$ 13,651</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Lodi	Information Systems Manager	\$ 8,824	\$ 4,288	\$ 13,111	1/1/2017	unknown	unknown
5	City of Galt	Information Technology Manager	\$ 8,239	\$ 4,116	\$ 12,355	7/1/2017	unknown	unknown
6	City of Hanford	Information Technology Manager	\$ 8,312	\$ 3,577	\$ 11,889	7/1/2017	7/1/2018	2.50%
7	City of Los Banos	Information Technology Manager	\$ 7,743	\$ 3,922	\$ 11,665	1/29/2018	unknown	unknown
8	City of Tulare	Information Technology Manager	\$ 8,401	\$ 2,608	\$ 11,009	1/6/2018	unknown	unknown
9	City of Chowchilla	Information Technology Manager	\$ 6,689	\$ 2,929	\$ 9,618	7/1/2017	unknown	unknown
10	City of Sanger	N/C						
11	City of Turlock	N/C						
12	City of Delano	N/C						
13	City of Porterville	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,933	\$ 12,833
% City of Madera Above/Below	7.5%	6.0%
Median of Comparators	\$ 8,357	\$ 12,122
% City of Madera Above/Below	13.5%	11.2%
Number of Matches	8	8

N/C - Non Comparator

1 - City of Fresno: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Planning Manager</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Turlock	Deputy Director of Development Services/Planning	\$ 11,256	\$ 5,602	\$ 16,858	7/1/2017	unknown	unknown
2	City of Madera	Planning Manager	\$ 9,756	\$ 4,310	\$ 14,066	unknown	unknown	unknown
3	City of Merced	Planning Manager	\$ 8,997	\$ 4,008	\$ 13,005	6/19/2017	unknown	unknown
4	City of Lodi	City Planner	\$ 8,969	\$ 4,328	\$ 13,296	1/1/2017	unknown	unknown
5	City of Porterville	Community Development Manager	\$ 8,416	\$ 3,853	\$ 12,269	unknown	unknown	unknown
6	City of Sanger	Planning Manager	\$ 6,991	\$ 4,617	\$ 11,608	7/1/2017	unknown	unknown
7	City of Fresno	N/C						
8	City of Los Banos	N/C						
9	City of Tulare	N/C						
10	City of Galt	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Hanford	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,926	\$ 13,407
% City of Madera Above/Below	8.5%	4.7%
Median of Comparators	\$ 8,969	\$ 13,005
% City of Madera Above/Below	8.1%	7.5%
Number of Matches	5	5

N/C - Non Comparator

City of Madera - Benefit  
June 2018

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Planning Manager	N/C	N/C	N/C	N/C	N/C	City Planner	N/C	Planning Manager	Community Development Manager	Planning Manager	N/C	Deputy Director of Development Services/ Planning
	<b>Top Monthly Salary</b>	\$ 9,756						\$ 8,969		\$ 8,997	\$ 8,416	\$ 6,991		\$ 11,256
<b>Retirement</b>	Classic	2%@60						2%@55		2%@60	2%@55	2.5%@55		2.7%@55
	Actual Retirement Contribution	\$ 922						\$ 687		\$ 699	\$ 813	\$ 667		\$ 1,015
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security								\$ 558	\$ 522	\$ 433			
	Deferred Compensation							\$ 269						\$ 281
	EE Agency Pick Up Contrib	\$ -231								\$ -252				\$ -113
<b>Insurance</b>	Cafeteria	\$ 1,972								\$ 1,644				
	Health							\$ 1,709			\$ 1,000	\$ 2,031		\$ 1,920
	Dental							\$ 83			\$ 30	\$ 116		\$ 87
	Vision							\$ 16			\$ 13	\$ 19		\$ 23
	Life	\$ 8						\$ 76			\$ 6	\$ 11		\$ 95
	LTD	\$ 32						\$ 91				\$ 52		\$ 50
	STD/SDI											\$ 126		
	Other Ins.													\$ 338
<b>Leaves</b>	Vacation	\$ 938						\$ 517		\$ 519	\$ 583	\$ 538		\$ 736
	Holidays							\$ 483		\$ 415	\$ 421	\$ 323		\$ 736
	Admin Leave							\$ 345		\$ 173	\$ 243	\$ 242		\$ 433
<b>Allow</b>	Auto	\$ 350									\$ 400			
	Management Incentive Pay													
	Longevity Pay	\$ 244									\$ 25			
	Technology Allowance	\$ 75						\$ 50			\$ 50	\$ 60		
<b>Benefit Package Total</b>		\$ 4,310	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,328	\$ 0	\$ 4,008	\$ 3,853	\$ 4,617	\$ 0	\$ 6,602

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Planning Manager</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Turlock	Deputy Director of Development Services/ Planning	\$ 11,256	\$ 5,602	\$ 16,858	7/1/2017	unknown	unknown
2	City of Madera	Planning Manager	\$ 9,756	\$ 4,310	\$ 14,066	unknown	unknown	unknown
3	City of Lodi	City Planner	\$ 8,969	\$ 4,328	\$ 13,296	1/1/2017	unknown	unknown
4	City of Merced	Planning Manager	\$ 8,997	\$ 4,008	\$ 13,005	6/19/2017	unknown	unknown
5	City of Porterville	Community Development Manager	\$ 8,416	\$ 3,853	\$ 12,269	unknown	unknown	unknown
6	City of Sanger	Planning Manager	\$ 6,991	\$ 4,617	\$ 11,608	7/1/2017	unknown	unknown
7	City of Fresno	N/C						
8	City of Los Banos	N/C						
9	City of Tulare	N/C						
10	City of Galt	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Hanford	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 8,926	\$ 13,407
% City of Madera Above/Below	8.5%	4.7%
Median of Comparators	\$ 8,969	\$ 13,005
% City of Madera Above/Below	8.1%	7.5%
Number of Matches	5	5

N/C - Non Comparator



**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Police Chief</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Police Chief	\$ 18,615	\$ 8,127	\$ 26,742	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Chief of Police	\$ 16,628	\$ 9,428	\$ 26,056	7/1/2017	unknown	unknown
3	City of Lodi	Police Chief	\$ 15,177	\$ 7,954	\$ 23,131	unknown	unknown	unknown
4	<b>City of Madera</b>	<b>Police Chief</b>	<b>\$ 14,395</b>	<b>\$ 6,995</b>	<b>\$ 21,390</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
5	City of Los Banos	Chief of Police	\$ 14,277	\$ 7,640	\$ 21,917	7/1/2017	unknown	unknown
6	City of Merced	Police Chief	\$ 13,114	\$ 6,767	\$ 19,882	6/19/2017	unknown	unknown
7	City of Tulare	Police Chief	\$ 12,773	\$ 4,944	\$ 17,717	1/6/2018	unknown	unknown
8	City of Delano	Chief of Police	\$ 12,312	\$ 7,168	\$ 19,480	7/8/2017	unknown	unknown
9	City of Hanford	Police Chief	\$ 12,261	\$ 5,879	\$ 18,140	7/1/2016	unknown	unknown
10	City of Galt	Police Chief	\$ 11,703	\$ 7,022	\$ 18,725	7/1/2017	unknown	unknown
11	City of Chowchilla	Police Chief	\$ 11,092	\$ 5,298	\$ 16,390	7/1/2017	unknown	unknown
12	City of Porterville	Chief of Police	\$ 10,901	\$ 4,703	\$ 15,604	unknown	unknown	unknown
13	City of Sanger	Chief of Police	\$ 9,137	\$ 6,105	\$ 15,242	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 13,166	\$ 19,919
% City of Madera Above/Below	8.5%	6.9%
Median of Comparators	\$ 12,543	\$ 19,103
% City of Madera Above/Below	12.9%	10.7%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Police Chief	Police Chief	Chief of Police	Police Chief	Police Chief	Police Chief	Police Chief	Chief of Police	Police Chief	Chief of Police	Chief of Police	Police Chief	Chief of Police
	<b>Top Monthly Salary</b>	\$ 14,395	\$ 11,092	\$ 12,312	\$ 18,615	\$ 11,703	\$ 12,261	\$ 15,177	\$ 14,277	\$ 13,114	\$ 10,901	\$ 9,137	\$ 12,773	\$ 16,628
Retirement	Classic	3%@55	2%@55	2%@50	2%50	3%@50	3%@55	3%@55	3%@55	3%@55	2%@50	2%@50	3%@55	3%@50
	Actual Retirement Contribution	\$ 2,424	\$ 1,425	\$ 1,843	\$ 4,294	\$ 2,308	\$ 2,393	\$ 2,701	\$ 2,639	\$ 2,144	\$ 1,736	\$ 1,368	\$ 2,151	\$ 3,280
	ER Paid Member Contrib			\$ 739										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 663		\$ 663			\$ 663	\$ 663		\$ 566		
	Deferred Compensation						\$ 163	\$ 455						\$ 582
	EE Agency Pick Up Contrib	\$ -432			\$ -279						\$ -327		\$ -383	\$ -166
Insurance	Cafeteria	\$ 1,972		\$ 1,946	\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000	\$ 2,031	\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30	\$ 116		\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13	\$ 19		\$ 23
	Life	\$ 8	\$ 23	\$ 54	\$ 60	\$ 13	\$ 23	\$ 88			\$ 6	\$ 21	\$ 35	\$ 140
	LTD	\$ 32			\$ 53	\$ 37		\$ 155				\$ 69		\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 499
Leaves	Vacation	\$ 1,716	\$ 1,493	\$ 616	\$ 1,432	\$ 675	\$ 707	\$ 876	\$ 824	\$ 757	\$ 755	\$ 703	\$ 590	\$ 1,087
	Holidays		\$ 512	\$ 639	\$ 859	\$ 585	\$ 566	\$ 788	\$ 604	\$ 605	\$ 545	\$ 387	\$ 737	\$ 1,087
	Admin Leave			\$ 568	\$ 537	\$ 563		\$ 584	\$ 549	\$ 504	\$ 419	\$ 316	\$ 540	\$ 640
	Auto	\$ 450			\$ 300	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 400	\$ 200
Allow	Management Incentive Pay	\$ 389					\$ 368							
	Longevity Pay	\$ 360	\$ 277								\$ 25			
	Technology Allowance	\$ 75		\$ 100		\$ 75	\$ 50	\$ 50			\$ 50	\$ 60		
<b>Benefit Package Total</b>		<b>\$ 6,995</b>	<b>\$ 5,298</b>	<b>\$ 7,168</b>	<b>\$ 8,127</b>	<b>\$ 7,022</b>	<b>\$ 5,879</b>	<b>\$ 7,954</b>	<b>\$ 7,640</b>	<b>\$ 6,767</b>	<b>\$ 4,703</b>	<b>\$ 6,105</b>	<b>\$ 4,944</b>	<b>\$ 9,428</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Police Chief</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Police Chief	\$ 18,615	\$ 8,127	\$ 26,742	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Chief of Police	\$ 16,628	\$ 9,428	\$ 26,056	7/1/2017	unknown	unknown
3	City of Lodi	Police Chief	\$ 15,177	\$ 7,954	\$ 23,131	unknown	unknown	unknown
4	City of Los Banos	Chief of Police	\$ 14,277	\$ 7,640	\$ 21,917	7/1/2017	unknown	unknown
5	<b>City of Madera</b>	<b>Police Chief</b>	<b>\$ 14,395</b>	<b>\$ 6,995</b>	<b>\$ 21,390</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
6	City of Merced	Police Chief	\$ 13,114	\$ 6,767	\$ 19,882	6/19/2017	unknown	unknown
7	City of Delano	Chief of Police	\$ 12,312	\$ 7,168	\$ 19,480	7/8/2017	unknown	unknown
8	City of Galt	Police Chief	\$ 11,703	\$ 7,022	\$ 18,725	7/1/2017	unknown	unknown
9	City of Hanford	Police Chief	\$ 12,261	\$ 5,879	\$ 18,140	7/1/2016	unknown	unknown
10	City of Tulare	Police Chief	\$ 12,773	\$ 4,944	\$ 17,717	1/6/2018	unknown	unknown
11	City of Chowchilla	Police Chief	\$ 11,092	\$ 5,298	\$ 16,390	7/1/2017	unknown	unknown
12	City of Porterville	Chief of Police	\$ 10,901	\$ 4,703	\$ 15,604	unknown	unknown	unknown
13	City of Sanger	Chief of Police	\$ 9,137	\$ 6,105	\$ 15,242	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 13,166	\$ 19,919
% City of Madera Above/Below	8.5%	6.9%
Median of Comparators	\$ 12,543	\$ 19,103
% City of Madera Above/Below	12.9%	10.7%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Police Chief (Lawson)</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Police Chief	\$ 18,615	\$ 8,127	\$ 26,742	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Chief of Police	\$ 16,628	\$ 9,428	\$ 26,056	7/1/2017	unknown	unknown
3	City of Lodi	Police Chief	\$ 15,177	\$ 7,954	\$ 23,131	unknown	unknown	unknown
4	<b>City of Madera</b>	<b>Police Chief (Lawson)</b>	<b>\$ 14,395</b>	<b>\$ 6,199</b>	<b>\$ 20,594</b>	<b>3/7/2018</b>	<b>unknown</b>	<b>unknown</b>
5	City of Los Banos	Chief of Police	\$ 14,277	\$ 7,640	\$ 21,917	7/1/2017	unknown	unknown
6	City of Merced	Police Chief	\$ 13,114	\$ 6,767	\$ 19,882	6/19/2017	unknown	unknown
7	City of Tulare	Police Chief	\$ 12,773	\$ 4,944	\$ 17,717	1/6/2018	unknown	unknown
8	City of Delano	Chief of Police	\$ 12,312	\$ 7,168	\$ 19,480	7/8/2017	unknown	unknown
9	City of Hanford	Police Chief	\$ 12,261	\$ 5,879	\$ 18,140	7/1/2016	unknown	unknown
10	City of Galt	Police Chief	\$ 11,703	\$ 7,022	\$ 18,725	7/1/2017	unknown	unknown
11	City of Chowchilla	Police Chief	\$ 11,092	\$ 5,298	\$ 16,390	7/1/2017	unknown	unknown
12	City of Porterville	Chief of Police	\$ 10,901	\$ 4,703	\$ 15,604	unknown	unknown	unknown
13	City of Sanger	Chief of Police	\$ 9,137	\$ 6,105	\$ 15,242	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 13,166	\$ 19,919
% City of Madera Above/Below	8.5%	3.3%
Median of Comparators	\$ 12,543	\$ 19,103
% City of Madera Above/Below	12.9%	7.2%
Number of Matches	12	12

N/C - Non Comparator

City of Madera - Benefit  
June 2018

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Police Chief (Lawson)	Police Chief	Chief of Police	Police Chief	Police Chief	Police Chief	Police Chief	Chief of Police	Police Chief	Chief of Police	Chief of Police	Police Chief	Chief of Police
	<b>Top Monthly Salary</b>	\$ 14,395	\$ 11,092	\$ 12,312	\$ 18,615	\$ 11,703	\$ 12,261	\$ 15,177	\$ 14,277	\$ 13,114	\$ 10,901	\$ 9,137	\$ 12,773	\$ 16,628
Retirement	Classic	3%@55	2%@55	2%@50	2%50	3%@50	3%@55	3%@55	3%@55	3%@55	2%@50	2%@50	3%@55	3%@50
	Actual Retirement Contribution	\$ 2,424	\$ 1,425	\$ 1,843	\$ 4,294	\$ 2,308	\$ 2,393	\$ 2,701	\$ 2,639	\$ 2,144	\$ 1,736	\$ 1,368	\$ 2,151	\$ 3,280
	ER Paid Member Contrib			\$ 739										
	Calc Classic EPMC as Spec Comp													
	Social Security			\$ 663		\$ 663			\$ 663	\$ 663		\$ 566		
	Deferred Compensation						\$ 163	\$ 455						\$ 582
EE Agency Pick Up Contrib	\$ -432			\$ -279							\$ -327		\$ -383	\$ -166
Insurance	Cafeteria	\$ 1,972		\$ 1,946	\$ 871				\$ 1,860	\$ 1,644				
	Health		\$ 1,500			\$ 1,520	\$ 1,072	\$ 1,709			\$ 1,000	\$ 2,031	\$ 874	\$ 1,920
	Dental		\$ 50			\$ 106	\$ 79	\$ 83			\$ 30	\$ 116		\$ 87
	Vision		\$ 18			\$ 26	\$ 8	\$ 16			\$ 13	\$ 19		\$ 23
	Life	\$ 8	\$ 23	\$ 54	\$ 60	\$ 13	\$ 23	\$ 88			\$ 6	\$ 21	\$ 35	\$ 140
	LTD	\$ 32			\$ 53	\$ 37		\$ 155				\$ 69		\$ 50
	STD/SDI													
	Other Ins.								\$ 50					\$ 499
Leaves	Vacation	\$ 1,384	\$ 1,493	\$ 616	\$ 1,432	\$ 675	\$ 707	\$ 876	\$ 824	\$ 757	\$ 755	\$ 703	\$ 590	\$ 1,087
	Holidays		\$ 512	\$ 639	\$ 859	\$ 585	\$ 566	\$ 788	\$ 604	\$ 605	\$ 545	\$ 387	\$ 737	\$ 1,087
	Admin Leave			\$ 568	\$ 537	\$ 563		\$ 584	\$ 549	\$ 504	\$ 419	\$ 316	\$ 540	\$ 640
Allow	Auto	\$ 450			\$ 300	\$ 450		\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 400	\$ 200
	Management Incentive Pay						\$ 368							
	Longevity Pay	\$ 360	\$ 277								\$ 25			
	Technology Allowance			\$ 100		\$ 75	\$ 50	\$ 50			\$ 50			
<b>Benefit Package Total</b>		<b>\$ 6,199</b>	<b>\$ 5,298</b>	<b>\$ 7,168</b>	<b>\$ 8,127</b>	<b>\$ 7,022</b>	<b>\$ 5,879</b>	<b>\$ 7,954</b>	<b>\$ 7,640</b>	<b>\$ 6,767</b>	<b>\$ 4,703</b>	<b>\$ 6,105</b>	<b>\$ 4,944</b>	<b>\$ 9,428</b>

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Total Compensation)**  
**June 2018**

<b>Police Chief (Lawson)</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno	Police Chief	\$ 18,615	\$ 8,127	\$ 26,742	8/1/2017	7/1/2018	2.00%
2	City of Turlock	Chief of Police	\$ 16,628	\$ 9,428	\$ 26,056	7/1/2017	unknown	unknown
3	City of Lodi	Police Chief	\$ 15,177	\$ 7,954	\$ 23,131	unknown	unknown	unknown
4	City of Los Banos	Chief of Police	\$ 14,277	\$ 7,640	\$ 21,917	7/1/2017	unknown	unknown
5	<b>City of Madera</b>	<b>Police Chief (Lawson)</b>	<b>\$ 14,395</b>	<b>\$ 6,199</b>	<b>\$ 20,594</b>	<b>3/7/2018</b>	<b>unknown</b>	<b>unknown</b>
6	City of Merced	Police Chief	\$ 13,114	\$ 6,767	\$ 19,882	6/19/2017	unknown	unknown
7	City of Delano	Chief of Police	\$ 12,312	\$ 7,168	\$ 19,480	7/8/2017	unknown	unknown
8	City of Galt	Police Chief	\$ 11,703	\$ 7,022	\$ 18,725	7/1/2017	unknown	unknown
9	City of Hanford	Police Chief	\$ 12,261	\$ 5,879	\$ 18,140	7/1/2016	unknown	unknown
10	City of Tulare	Police Chief	\$ 12,773	\$ 4,944	\$ 17,717	1/6/2018	unknown	unknown
11	City of Chowchilla	Police Chief	\$ 11,092	\$ 5,298	\$ 16,390	7/1/2017	unknown	unknown
12	City of Porterville	Chief of Police	\$ 10,901	\$ 4,703	\$ 15,604	unknown	unknown	unknown
13	City of Sanger	Chief of Police	\$ 9,137	\$ 6,105	\$ 15,242	unknown	unknown	unknown

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 13,166	\$ 19,919
% City of Madera Above/Below	8.5%	3.3%
Median of Comparators	\$ 12,543	\$ 19,103
% City of Madera Above/Below	12.9%	7.2%
Number of Matches	12	12

N/C - Non Comparator

**City of Madera - Market Compensation Data (Sorted by Top Monthly Salary)**  
**June 2018**

<b>Public Works Operations Director</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno <sup>1</sup>	[Assistant Director of Public Works/Assistant Director of Public Utilities]	\$ 12,874	\$ 4,529	\$ 17,403	8/1/2017	7/1/2018	2.00%
2	City of Madera	<b>Public Works Operations Director</b>	\$ 11,444	\$ 4,634	\$ 16,078	unknown	unknown	unknown
3	City of Merced <sup>4</sup>	[Deputy Public Works Director/ Director of Public Works ]	\$ 11,257	\$ 5,438	\$ 16,695	6/19/2017	unknown	unknown
4	City of Lodi	Utilities Manager	\$ 10,728	\$ 4,807	\$ 15,535	1/1/2017	unknown	unknown
5	City of Porterville	Deputy Public Works Director/Field Services Manager	\$ 9,296	\$ 3,609	\$ 12,905	unknown	unknown	unknown
6	City of Los Banos <sup>3</sup>	[Assistant Public Works Director/Public Works Operations Manager]	\$ 8,855	\$ 4,210	\$ 13,065	7/1/2017	unknown	unknown
7	City of Galt <sup>2</sup>	[Public Works Maintenance Manager/ Utilities Manager]	\$ 8,239	\$ 4,116	\$ 12,355	7/1/2017	unknown	unknown
8	City of Sanger	N/C						
9	City of Tulare	N/C						
10	City of Turlock	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Hanford	N/C						

Summary Results	Top Monthly	Total Monthly
Average of Comparators	\$ 10,208	\$ 14,660
% City of Madera Above/Below	10.8%	8.8%
Median of Comparators	\$ 10,012	\$ 14,300
% City of Madera Above/Below	12.5%	11.1%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Fresno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matches.

2 - City of Galt: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary for both matched classifications is the same.

3 - City of Los Banos: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.

4 - City of Merced: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.

**City of Madera - Benefit  
June 2018**

Agency		City of Madera	City of Chowchilla	City of Delano	City of Fresno	City of Galt	City of Hanford	City of Lodi	City of Los Banos	City of Merced	City of Porterville	City of Sanger	City of Tulare	City of Turlock
<b>Benchmark/ Comparator Agency Match</b>		Public Works Operations Director	N/C	N/C	[Assistant Director of Public Works/ Assistant Director of Public Utilities]	[Public Works Maintenance Manager/ Utilities Manager]	N/C	Utilities Manager	[Assistant Public Works Director/ Public Works Operations Manager]	[Deputy Public Works Director/ Director of Public Works ]	Deputy Public Works Director/ Field Services Manager	N/C	N/C	N/C
<b>Top Monthly Salary</b>		\$ 11,444			\$ 12,874	\$ 8,239		\$ 10,728	\$ 8,855	\$ 11,257	\$ 9,296			
<b>Retirement</b>	Classic	2%@60			2%@55	2%@55		2%@55	2%@60	2%@60	2%@55			
	Actual Retirement Contribution	\$ 1,082			\$ 1,501	\$ 681		\$ 822	\$ 695	\$ 874	\$ 898			
	ER Paid Member Contrib													
	Calc Classic EPMC as Spec Comp													
	Social Security					\$ 511			\$ 549	\$ 663				
	Deferred Compensation							\$ 322						
EE Agency Pick Up Contrib	\$ -271			\$ -193							\$ -279			
<b>Insurance</b>	Cafeteria	\$ 1,972			\$ 871				\$ 1,860	\$ 1,644				
	Health					\$ 1,520		\$ 1,709			\$ 1,000			
	Dental					\$ 106		\$ 83			\$ 30			
	Vision					\$ 26		\$ 16			\$ 13			
	Life	\$ 8			\$ 42	\$ 7		\$ 89			\$ 6			
	LTD	\$ 32			\$ 53	\$ 26		\$ 102						
	STD/SDI													
	Other Ins.								\$ 50					
	<b>Leaves</b>	Vacation	\$ 1,100			\$ 990	\$ 475		\$ 619	\$ 511	\$ 649	\$ 644		
Holidays					\$ 594	\$ 412		\$ 583	\$ 375	\$ 520	\$ 465			
Admin Leave					\$ 371	\$ 277		\$ 413	\$ 170	\$ 433	\$ 358			
<b>Allow</b>	Auto	\$ 350			\$ 300					\$ 654	\$ 400			
	Management Incentive Pay													
	Longevity Pay	\$ 286									\$ 25			
	Technology Allowance	\$ 75				\$ 75		\$ 50			\$ 50			
<b>Benefit Package Total</b>		\$ 4,634	\$ 0	\$ 0	\$ 4,529	\$ 4,116	\$ 0	\$ 4,807	\$ 4,210	\$ 5,438	\$ 3,609	\$ 0	\$ 0	\$ 0

N/C - Non Comparator



**City of Madera - Market Compensation Data (Sorted by Total Compensation)  
June 2018**

<b>Public Works Operations Director</b>								
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Fresno <sup>1</sup>	[Assistant Director of Public Works/ Assistant Director of Public Utilities]	\$ 12,874	\$ 4,529	\$ 17,403	8/1/2017	7/1/2018	2.00%
2	City of Merced <sup>4</sup>	[Deputy Public Works Director/ Director of Public Works ]	\$ 11,257	\$ 5,438	\$ 16,695	6/19/2017	unknown	unknown
3	<b>City of Madera</b>	<b>Public Works Operations Director</b>	<b>\$ 11,444</b>	<b>\$ 4,634</b>	<b>\$ 16,078</b>	<b>unknown</b>	<b>unknown</b>	<b>unknown</b>
4	City of Lodi	Utilities Manager	\$ 10,728	\$ 4,807	\$ 15,535	1/1/2017	unknown	unknown
5	City of Los Banos <sup>3</sup>	[Assistant Public Works Director/ Public Works Operations Manager]	\$ 8,855	\$ 4,210	\$ 13,065	7/1/2017	unknown	unknown
6	City of Porterville	Deputy Public Works Director/ Field Services Manager	\$ 9,296	\$ 3,609	\$ 12,905	unknown	unknown	unknown
7	City of Galt <sup>2</sup>	[Public Works Maintenance Manager/ Utilities Manager]	\$ 8,239	\$ 4,116	\$ 12,355	7/1/2017	unknown	unknown
8	City of Sanger	N/C						
9	City of Tulare	N/C						
10	City of Turlock	N/C						
11	City of Delano	N/C						
12	City of Chowchilla	N/C						
13	City of Hanford	N/C						

<b>Summary Results</b>	<b>Top Monthly</b>	<b>Total Monthly</b>
Average of Comparators	\$ 10,208	\$ 14,660
% City of Madera Above/Below	10.8%	8.8%
Median of Comparators	\$ 10,012	\$ 14,300
% City of Madera Above/Below	12.5%	11.1%
Number of Matches	6	6

N/C - Non Comparator

1 - City of Fresno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary is the same for each of the matches.

2 - City of Galt: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary for both matched classifications is the same.

3 - City of Los Banos: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.

4 - City of Merced: Span of Responsibility Match: This hybrid match represents that the duties are bridged by more than one class at the comparator agency. The salary displayed is an average of the matches.



## Appendix III

### Additional Benefits

**CITY OF MADERA**

June, 2018

<b>LONGEVITY</b>	
<b>CITY OF MADERA</b>	<ul style="list-style-type: none"> <li>• 2.5% every five years as a management employee up to 10%</li> </ul>
City of Chowchilla	2.5% every five years
City of Delano	8 years: \$50/mo. 15 years: \$70/mo. 20 years: \$100/mo. 25 years: \$125/mo.
City of Fresno	None
City of Galt	5% for 15 years 7.5% for 20 years
City of Hanford	5% at the completion of 10 years
City of Lodi	None
City of Los Banos	None
City of Merced	None
City of Porterville	Current practice is a flat \$25 per month for every five years of City service. A new longevity policy is currently being negotiated and will apply to management classes as well. The new amounts are as follows and are expressed in dollars per month: 5 years=\$50 10 years= \$100 15 years= \$150 20 years= \$200 25 years= \$250 30 years= \$300
City of Sanger	None
City of Tulare	None
City of Turlock	None

**LONGEVITY SUMMARY:** Seven of the twelve agencies in the City’s labor market do not offer a longevity benefit. Of the five agencies that do, two agencies (Chowchilla and Porterville) offer longevity at five years. Delano, Hanford, and Galt offer longevity benefits beginning at eight, ten, and fifteen years of service, respectively. Madera’s longevity policy begins at 5 years of service in a management classification.

**CITY OF MADERA**

June, 2018

<b>LEAVE CONVERSION TO CASH (While Employed)</b>	
<b>CITY OF MADERA</b>	<ul style="list-style-type: none"> <li>• Unused leave is cashed out annually with an option of rolling over a portion of unused leave.</li> <li>• Option of converting some leave into management incentive pay which is an irrevocable increase in pay and reduction of leave available.</li> </ul>
City of Chowchilla	<ul style="list-style-type: none"> <li>• Employees may cash out up to 20 hours of vacation in December of each year as long as the employee maintains a balance of at least 80 hours of vacation leave. Cash outs are subject to budget constraints.</li> <li>• Additional time may be cashed out with approval of the City Administrator (or the City Council for the City Administrator's requests).</li> </ul>
City of Delano	None
City of Fresno	<ul style="list-style-type: none"> <li>• Annual Leave: May cash out up to 48 hours or 10% of annual leave each year between July 1 and December 1.</li> <li>• Administrative Leave: May cash out up to 48 hours during the fiscal year in which the leave is credited.</li> </ul>
City of Galt	<ul style="list-style-type: none"> <li>• City Manager may cash out vacation leave within 30 days of the commencement of a new year.</li> <li>• Cash out not provided for others.</li> </ul>
City of Hanford	Employees may cash out up to 80 hours of vacation annually.
City of Lodi	Administrative leave may be cashed out each year except in the months of May and June.
City of Los Banos	None
City of Merced	<ul style="list-style-type: none"> <li>• Sick leave accrual from 961 accrued hours to 1056 accrued hours (total of 95 hours) may be cashed out annually at the rate of 50% of current hourly rate.</li> <li>• Vacation may not be cashed out.</li> </ul>
City of Porterville	Employees with at least 5 years of service may cash out up to 40 hours of vacation annually as long as the employee utilizes at least 80 hours of vacation in the year of the request and a balance of at least 40 hours of vacation accrual is maintained by the employee.
City of Sanger	None
City of Tulare	<ul style="list-style-type: none"> <li>• Sick leave: Each year 50% of earned sick leave in excess of 132 days reverts to vacation or may be cashed out at the employee's current rate of pay at the option of the employee.</li> <li>• Vacation: May cash out up to 5 days of vacation time annually, which increases to 10 days annually after completion of 5 years of service and also for those employees who are within 24 hours of their maximum vacation accrual limit.</li> </ul>
City of Turlock	<ul style="list-style-type: none"> <li>• Vacation: Employees may sell back up to 40 hours of vacation leave each year as long as the employee maintains at least a 60 hour vacation time balance.</li> </ul>

**CITY OF MADERA**

June, 2018

<b>LEAVE CONVERSION TO CASH (While Employed)</b>	
	<ul style="list-style-type: none"><li>• Sick leave: Employees with at least 4 years of continuous service may cash out up to 50% of unused accrued sick leave from the previous 12 month period.</li><li>• Administrative Time: Employees may cash out up to 40 hours of administrative time per year.</li></ul>

**LEAVE CASH OUT SUMMARY:** Nine of the agencies in the City’s labor market have some sort of leave cash out provision. Only three agencies (Fresno, Tulare, and Turlock) allow for cash out of more than one type of leave. Merced allows for cash out of sick leave at a reduced rate. Lodi allows for administrative leave to be cashed out. Chowchilla, Hanford, and Porterville allow for vacation to be cashed out. Galt allows for the City Manager to cash out vacation leave. In most agencies, there are limitations placed on the maximum number of hours that may be cashed out annually regardless of the type of leave that is eligible for cash out, and some agencies place limitations on the time of year that cash outs are permitted or have provisions to deny cash outs based on budgetary constraints. In agencies that allow for sick leave to be cashed out, the sick leave is generally not cashed out at 100% of value.

The City’s management incentive pay policy provides for employees to make the irrevocable election to convert a portion of paid leave time to base pay. It is important to note that this would result in an increase to employee benefit costs such as retirement contributions, leave conversion to cash on an annual basis, etc. The other agencies either have no incentive pay benefit or incentives are offered as a lump sum separate from salary and on the condition of meeting defined performance criteria.

**CITY OF MADERA**

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<b>LEAVE TYPES, ACCRUAL, &amp; CASH OUT UPON SEPARATION</b>	
<b>CITY OF MADERA</b>	<ul style="list-style-type: none"> <li>• Vacation, sick, administrative, and holiday leave are consolidated as annual leave.</li> <li>• Annual leave amounts can be negotiated with each Executive and Management employee and can differ from one employment agreement to the next.</li> <li>• Annual leave is increased with years of service.</li> <li>• Unused annual leave is cashed out upon separation of employment; the Additional Hours Credited Bank is not available for cashout.</li> </ul>
City of Chowchilla	<p><b><u>For classes designated as middle management:</u></b></p> <p><b>Vacation:</b>            0-3 years of service: 96 hours per year            4-8 years: 120 hours per year            9-15 years: 144 hours per year            16-19 years: 168 hours per year            20 years: 200 hours per year            21 years: 208 hours per year            22 years: 216 hours per year            23 years: 224 hours per year            24 years: 232 hours per year            25+ years: 240 hours per year</p> <p>Max accrual not to exceed twice the employee's annual accrual rate.            Vacation paid out in full upon separation from employment.</p> <p><b>Sick:</b> Eight hours per month with no maximum accrual limit. Sick leave may not be cashed out upon termination. Unused sick leave may be converted to service credits with PERS.</p> <p><b>Administrative Leave:</b> N/A</p> <p><b>Holidays:</b> 96 hours per year as time off on City-designated holidays.</p> <p><b><u>For classes designated as executive management:</u></b></p> <p><b>Annual Leave:</b> In lieu of vacation, sick, and administrative leave. Accrued at 280 hours per year up to a maximum of 560 hours. Paid out in full upon separation from employment.</p> <p><b>Holidays:</b> 96 hours per year as time off on City-designated holidays.</p>

CITY OF MADERA

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LEAVE TYPES, ACCRUAL, & CASH OUT UPON SEPARATION

City of Delano	<p><b>Vacation:</b> 1-5 years of service: 96 hours per year 6 years: 104 hours per year 7 years: 112 hours per year 8 years: 120 hours per year 9 years: 128 hours per year 10 years: 136 hours per year 11 years: 144 hours per year 12 years: 152 hours per year 13 years: 160 hours per year 14 years: 168 hours per year 15 years: 176 hours per year 15+ years: 176 hours per year Vacation is paid out upon separation from employment.</p> <p><b>Administrative Leave:</b> 96 hours per year. Administrative leave may not be converted to cash payment. Twenty four hours of administrative leave may be carried over from year to year.</p> <p><b>Holidays:</b> 108 hours per year on City-designated holidays.</p> <p><b>Sick Leave:</b> 96 hours per year up to a maximum of 1,200 hours. Cash payment for 50% of accrued sick leave in excess of 90 days upon separation from employment unless separation occurs as a result of normal retirement or death in which case sick leave is paid at 100% of value for hours in excess of 75 days. Sick leave may be converted to vacation in January of each year according to the following schedule: Accumulated balance of 20 days + used 1 day or less in the year= 1 day conversion Accumulated balance of 40 days + used 2 days or less in the last year= 2 days conversion Accumulated balance of 60 days + used 3 days or less in the last year= 3 days conversion"</p>
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**CITY OF MADERA**

June, 2018

<b>LEAVE TYPES, ACCRUAL, &amp; CASH OUT UPON SEPARATION</b>	
City of Fresno	<p><b>Annual Leave:</b> (in place of vacation and sick) Less than 10 years of service: 160 hours per year 10+ years: 192 hours per year Maximum accrual up to 840 hours. Annual leave is paid out upon separation from employment.</p> <p><b>Supplemental Sick Leave:</b> 80 hours per year for use when annual leave is exhausted, as service credit upon retirement, placed in a Health Reimbursement Arrangement (HRA) or cashed out if employee is not eligible for HRA, or for the performance of community activities during the employee's normal workday. Supplemental sick leave and frozen sick leave (sick leave accumulated prior to the consolidation of vacation and sick to administrative leave) is not subject to cash out upon separation from employment.</p> <p><b>Administrative Leave:</b> May not be carried over from one year to the next. Upon separation from employment, employees are compensated for unused administrative leave."</p>



CITY OF MADERA

June, 2018

LEAVE TYPES, ACCRUAL, & CASH OUT UPON SEPARATION	
City of Galt	<p><b><u>For classes designated as executive management:</u></b></p> <p><b>Vacation:</b> 1-12 years of service: 120 hours per year accrual up to a maximum accrual of 180. 13-19 years: 160 hours per year up to a maximum accrual of 240. 20+ years: 200 hours per year up to a maximum accrual of 300.</p> <p>Upon termination of employment, employees are paid for unused vacation time.</p> <p><b>Sick Leave:</b> 96 hours per month with no accrual limit. Upon separation from employment, employees may receive lump sum payment for 75% of accumulated sick leave up to a maximum of 480 hours.</p> <p><b>Administrative Leave:</b> 100 hours per year for executive management and 70 hours per year for mid-management. Administrative Leave may not be accumulated and is not subject to cash out compensation.</p> <p><b><u>For classes designated as middle management:</u></b></p> <p><b>Vacation:</b> 1-4 years of service: 80 hours per year accrual up to a maximum accrual of 120. 5-12 years: 120 hours per year up to a maximum accrual of 180. 13-19 years: 160 hours per year up to a maximum accrual of 240. 20+ years: 200 hours per year up to a maximum accrual of 300.</p> <p>Upon termination of employment, employees are paid for unused vacation time.</p> <p><b>Sick Leave:</b> 96 hours per month with no accrual limit. Upon separation from employment, employees may receive lump sum payment for 75% of accumulated sick leave up to a maximum of 480 hours.</p> <p><b>Administrative Leave:</b> 100 hours per year for executive management and 70 hours per year for mid-management. Administrative Leave may not be accumulated and is not subject to cash out compensation.</p>

**CITY OF MADERA**

June, 2018

<b>LEAVE TYPES, ACCRUAL, &amp; CASH OUT UPON SEPARATION</b>	
City of Hanford	<p><b>Vacation:</b>                      0-5 years of service: 88 hours per year                      6-10 years: 120 hours per year                      11-15 years: 136 hours per year                      16+ years: 160 hours per year</p> <p>Max accrual not to exceed twice the employee's annual accrual rate.                      Vacation is paid out upon separation of employment.</p> <p><b>Holidays:</b> 96 hours per year.</p> <p><b>Sick Leave:</b> 96 hours per year accrued without limit. Sick leave is not cashed out upon separation from service.</p> <p><b>Administrative Leave:</b> N/A</p>
City of Lodi	<p><b>Vacation:</b>                      1-5 years of service: 80 hours per year                      6-11 years: 120 hours per year                      12-14 years: 136 hours per year                      15+ years: 160 hours per year</p> <p>Max accrual not to exceed twice the employee's annual accrual rate.                      Vacation is paid out upon separation from employment.</p> <p><b>Holidays:</b> 112 hours per year on City-designated days with some hours designated as floating holidays.</p> <p><b>Sick Leave:</b> 96 hours per year without limit. Sick leave may be converted to service credit for retirement. Sick leave is not paid out at retirement.</p> <p><b>Administrative Leave:</b> 80 hours per year. May not be carried over from year to year. Administrative leave is subject to cash out during employment as well as at the time of separation."</p>
City of Los Banos	<p><b>Vacation:</b>                      0-5 years of service: 80 hours per year up to a maximum accrual of 160.                      6-15 years: 120 hours per year up to a maximum accrual of 240.                      16+ years: 160 hours per year up to a maximum accrual of 320.                      Vacation is paid out upon separation from City service.</p> <p><b>Holidays:</b> 88 hours per year</p> <p><b>Sick Leave:</b> 96 hours per year with no accrual limit. Sick leave is not cashed out upon separation from employment.</p> <p><b>Administrative Leave:</b> 80 hours per year. May not be accrued from year to year and is not cashed out upon separation from employment.</p>

CITY OF MADERA

June, 2018

**LEAVE TYPES, ACCRUAL, & CASH OUT UPON SEPARATION**

City of Merced	<p><b><u>For employees designated as executive management</u></b></p> <p><b><u>Vacation:</u></b> 1-3 years of service: 96 hours per year up to a maximum accrual of 192. 4-7 years: 120 hours per year up to a maximum accrual of 240. 8-20 years: 160 hours per year up to a maximum accrual of 320. 21-24 years: 200 hours per year up to a maximum accrual of 400. 25+ years: 240 hours per year up to a maximum accrual of 480.</p> <p>Vacation may be cashed out upon separation of employment.</p> <p><b><u>Holidays:</u></b> 96 hours per year</p> <p><b><u>Sick Leave:</u></b> 96 hours per year up to a maximum accrual of 1056. 50% of unused sick leave may be paid out at the time of retirement. Employees who resign or are terminated do not receive payment for unused sick leave accrual.</p> <p><b><u>Administrative Leave:</u></b> 80 hours per year. Unused hours may be cashed out at year end, but may not be carried over to the next year. Administrative leave is paid out upon separation from employment.</p> <p><b><u>For classes designated as management</u></b></p> <p><b><u>Vacation:</u></b> 1-5 years of service: 96 hours per year up to a maximum accrual of 192. 6-9 years: 120 hours per year up to a maximum accrual of 240. 10-20 years: 160 hours per year up to a maximum accrual of 320. 21-24 years: 200 hours per year up to a maximum accrual of 400. 25+ years: 240 hours per year up to a maximum accrual of 480.</p> <p>Vacation may be cashed out upon separation of employment.</p> <p><b><u>Holidays:</u></b> 96 hours per year</p> <p><b><u>Sick Leave:</u></b> 96 hours per year up to a maximum accrual of 1056. 50% of unused sick leave may be paid out at the time of retirement. Employees who resign or are terminated do not receive payment for unused sick leave accrual.</p> <p><b><u>Administrative Leave:</u></b> 40 hours per year and may be cashed out. Unused hours may be cashed out at year end, but may not be carried over to the next year. Administrative leave is paid out upon separation from employment.</p>
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**CITY OF MADERA**

June, 2018

<b>LEAVE TYPES, ACCRUAL, &amp; CASH OUT UPON SEPARATION</b>	
City of Porterville	<p><b><u>Vacation:</u></b>                      1-5 years of service: 104 hours per year up to a maximum accrual of 160.                      6-10 years: 144 hours per year up to a maximum accrual of 200.                      11-15 years: 162 hours per year up to a maximum accrual of 220.                      16+ years: 184 hours per year up to a maximum accrual of 240.</p> <p>Vacation is paid out upon separation from employment.</p> <p><b><u>Holidays:</u></b> 76 hours per year on City-designated holidays. 24 additional hours are designated as floating holidays (included in vacation accrual).</p> <p><b><u>Sick Leave:</u></b> 96 hours per year with no accrual limit. Sick leave is not cashed out upon separation from service. Sick leave may be converted to service credit for retirement.</p> <p><b><u>Administrative Leave:</u></b> Department Heads and the Deputy City Manager may, subject to the discretion of the City Manager, be granted up to 10 days of Administrative Leave each calendar year. Other Unrepresented Management employees may be granted up to 5 Administrative Leave days per year. Unused hours may not be carried over from year to year."</p>
City of Sanger	<p><b><u>Vacation:</u></b>                      0-2 years of service: 64 hours per year                      2-5 years: 112 hours per year                      5-10 years: 160 hours per year                      10-15 years: 184 hours per year                      15+ years: 208 hours per year</p> <p>Max accrual not to exceed 240 hours. Employees must use a minimum of 80 hours per year of vacation leave. Upon termination of employment, employees are paid for unused vacation time.</p> <p><b><u>Holidays:</u></b> 96 hours per year on City-designated holidays, 8 of which are designated as a floating holiday.</p> <p><b><u>Sick Leave:</u></b> 96 hours per year with no accrual limit.</p> <p><b><u>Administrative Leave:</u></b> Exempt employees receive 72 hours per year. Unused hours may not be carried over from year to year and are not subject to pay out upon separation of employment.</p>

CITY OF MADERA

June, 2018

**LEAVE TYPES, ACCRUAL, & CASH OUT UPON SEPARATION**

City of Tulare	<p><b><u>For classes designated as executive management</u></b></p> <p><b><u>Vacation:</u></b> Less than 4 years of service: 80 hours per year 4-6 years: 88 hours per year 6-7 years: 96 hours per year 7-8 years: 104 hours per year 8-9 years: 112 hours per year 9-15 years: 120 hours per year 15+ years: 160 hours per year Max accrual not to exceed 320 hours. Vacation may be cashed out upon separation of employment.</p> <p><b><u>Holidays:</u></b> 104 hours per year on City-designated holidays, 24 of which are designated as in-lieu holidays. Employees may accrue a maximum of 160 in-lieu holiday hours unless given prior authorization by the City Manager.</p> <p><b><u>Sick Leave:</u></b> 96 hours per year up to a maximum accrual of 1,056. Upon honorable separation, an employee with 10 or more years or service with the City shall receive 50% of unused sick leave balance at normal rate of pay. All unused sick leave not cashed out may be converted to PERS retirement credit. Sworn Police employees may accumulate leave up to a maximum of 480 hours.</p> <p><b><u>Management Leave:</u></b> 88 hours per year. Unused hours may not be carried over from year to year. Prorated Management Leave may be cashed out at separation.</p> <p><b><u>For classes designated as management</u></b></p> <p><b><u>Vacation:</u></b> Less than 4 years of service: 80 hours per year 4-6 years: 88 hours per year 6-7 years: 96 hours per year 7-8 years: 104 hours per year 8-9 years: 112 hours per year 9-15 years: 120 hours per year 15+ years: 160 hours per year Max accrual not to exceed 320 hours. Upon termination of employment, employees are paid for unused vacation time.</p> <p><b><u>Holidays:</u></b> 104 hours per year on City-designated holidays, 24 of which are designated as in-lieu holidays. Employees may accrue a maximum of 160 in-lieu holiday hours unless given prior authorization by the City Manager.</p> <p><b><u>Sick Leave:</u></b> 96 hours per year up to a maximum accrual of 1,056. Upon honorable separation, an employee with 10 or more years or service with the City shall receive 50% of unused sick leave balance at normal rate of pay. All unused sick leave not cashed out may be converted to PERS retirement credit.</p> <p><b><u>Management Leave:</u></b> 64 hours per year. Unused hours may not be carried over from year to year. Managers leaving city service shall receive partial year pro-ration based upon the number of pay periods worked in the fiscal year. Prorated Management Leave may be cashed out at separation.</p>
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**CITY OF MADERA**

June, 2018

<b>LEAVE TYPES, ACCRUAL, &amp; CASH OUT UPON SEPARATION</b>	
City of Turlock	<p><b><u>For classes designated as executive management</u></b></p> <p><b><u>Vacation:</u></b>            0-5 years of service: 120 hours per year            5-6 years: 128 hours per year            6-7 years: 136 hours per year            7-8 years: 144 hours per year            8-10 years: 152 hours per year            10-15 years: 160 hours per year            15-20 years: 168 hours per year            20+ years: 176 hours per year            Max accrual not to exceed 400 hours. Employees must use a minimum of 40 consecutive hours each fiscal year.            In addition to the leave accrual schedule above, employees will receive one-time vacation bonuses of 40 additional hours upon reaching their 20th anniversary, and on each subsequent 5 year anniversary increment thereafter.            Vacation is paid out upon separation.</p> <p><b><u>Holidays:</u></b> 96 hours per year on City-designated holidays, 16 of which are designated as floating holidays.</p> <p><b><u>Sick Leave:</u></b> 96 hours per year with no accrual limit. If an employee resigns after 4 years, retires, or dies while in City service, the employee or a beneficiary shall be paid for 25% of total accumulated unused sick leave.</p> <p><b><u>Management Leave:</u></b> 80 hours per year with provisions for cash payment upon separation from employment.</p> <p><b><u>For classes designated as management</u></b></p> <p><b><u>Vacation:</u></b>            0-2 years of service: 80 hours per year            2-5 years: 120 hours per year            5-6 years: 128 hours per year            6-7 years: 136 hours per year            7-8 years: 144 hours per year            8-10 years: 152 hours per year            10-15 years: 160 hours per year            15-20 years: 168 hours per year            20+ years: 176 hours per year            Max accrual not to exceed 400 hours. Employees must use a minimum of 40 consecutive hours each fiscal year.            In addition to the leave accrual schedule above, employees will receive one-time vacation bonuses of 40 additional hours upon reaching their 20th anniversary, and on each subsequent 5 year anniversary increment thereafter.            Vacation is paid out upon separation.</p> <p><b><u>Holidays:</u></b> 96 hours per year on City-designated holidays, 16 of which are designated as floating holidays.</p> <p><b><u>Sick Leave:</u></b> 96 hours per year with no accrual limit. If an employee resigns after 4 years, retires, or dies while in City service, the employee or a beneficiary shall be paid for 25% of total accumulated unused sick leave.</p> <p><b><u>Management Leave:</u></b> 80 hours per year with provisions for cash payment upon separation from employment.</p>

## CITY OF MADERA

June, 2018

### LEAVE TYPES, ACCRUAL, AND CASH OUT UPON SEPARATION SUMMARY:

- *Leave Types:* Most agencies have separate leave time balances for vacation, sick, and administrative leave as well as separate, designated holidays which usually also include 1 to 2 floating holidays. Fresno has annual leave which consolidates vacation and sick leave. Chowchilla's annual leave consolidates vacation, administrative, and sick leave. A unique aspect of Madera's annual leave is the inclusion of holiday time.
- *Leave Accrual:* All agencies in the City's labor market have established accrual rate schedules for vacation leave (or annual leave where applicable) with accrual rates increasing with years of service and accrual caps set at varying rates. Sick leave and administrative leave is typically granted at a fixed rate (in most cases 12 days of sick leave and 5 to 10 days of administrative leave annually) which does not increase with years of service. Caps on sick leave accrual vary from agency to agency, but most have high maximum accrual caps or no accrual cap at all. Administrative leave is typically not carried over from one year to the next.
- *Cash out upon separation:* All agencies have provisions for vacation cash out at 100% of value upon separation from employment. Those agencies with annual leave (Chowchilla and Fresno) allow for annual leave cash out at 100% upon separation from employment. For most agencies, sick leave is not cashed out at 100% of value and in two agencies not at all. Delano, Galt, Merced, Tulare, and Turlock allow for sick leave cash out at a reduced rate, and Merced and Tulare require that certain requirements be met in order to be eligible. Hanford and Los Banos do not allow sick leave cash out at all. Other agencies allow for sick leave to be converted to service credit for retirement including Chowchilla, Fresno's supplemental sick leave, Galt, and Porterville.

**CITY OF MADERA**

June, 2018

<b>MEDICAL COST SHARE</b>	
<b>CITY OF MADERA</b>	<b>City provides a health benefit allowance to purchase medical, dental, and vision coverage for employee and family.</b>
City of Chowchilla	The City and employee share costs at approximately 80% City paid and 20% employee paid.
City of Delano	<ul style="list-style-type: none"> <li>• Mid-management employees pay any cost over the City's \$1700 contribution.</li> <li>• Executive management employees do not have cost sharing; City pays 100%.</li> </ul>
City of Fresno	<ul style="list-style-type: none"> <li>• Fresno offers a low-cost, reduced coverage plan the premium for which is 100% covered by the City.</li> <li>• Based on current rates, the employee share is up to 30% depending upon choice of plan.</li> </ul>
City of Galt	<ul style="list-style-type: none"> <li>• Employee share of cost depends upon plan selection.</li> <li>• Based on current premiums, employee share of cost is approximately 17%-20%.</li> </ul>
City of Hanford	<ul style="list-style-type: none"> <li>• City pays 60% and employee pays 40% of health and dental for employee + dependent.</li> <li>• City pays 100% of employee vision coverage and 40% of dependent vision coverage.</li> </ul>
City of Lodi	<ul style="list-style-type: none"> <li>• City uses a 2014 premium as the baseline premium with employee picking up the balance.</li> <li>• Currently employees are picking up approximately 15%-17% of the cost.</li> </ul>
City of Los Banos	The City and employee share costs at approximately 80% City paid and 20% employee paid.
City of Merced	Current cost share is approximately 90% City paid and 10% employee paid depending upon the employees' plan selections.
City of Porterville	Employees' share is approximately 25% of costs.
City of Sanger	<ul style="list-style-type: none"> <li>• Mid-management employees share cost at approximately 5%.</li> <li>• Executive management employees share cost at approximately 2.5%.</li> </ul>
City of Tulare	City pays 65% and employee pays 35%.
City of Turlock	City pays 100%.

**Medical Cost Share Summary:** The majority of agencies have provisions for sharing the cost of medical premiums. The market is somewhat split insofar as some agencies have an established dollar amount that the City contributes and the amount that the employee has to pick up is dependent upon the plan that the employee selects and the amount that premiums vary from one year to the next. Other agencies have an established percentage split (e.g., City pays 65% and employee pays 35%) regardless of the plan selection or premiums for a given year. Two agencies (Delano and Turlock) have policies for 100% City-paid premiums, but in Delano the policy applies only to executive management classifications. Fresno offers a 100% City-paid option, but only if employees select a reduced coverage plan. Sanger's policy requires only a nominal employee contribution. The remaining eight agencies have policies whereby employees are paying a significant portion of insurance premiums.



**CITY OF MADERA**

June, 2018

<b>CASH IN LIEU OF MEDICAL COVERAGE</b>	
<b>CITY OF MADERA</b>	<b>\$300 per month</b>
City of Chowchilla	\$225 per month
City of Delano	\$165 per month
City of Fresno	N/A
City of Galt	\$350/month for employee plus one. \$500/month for employee plus family.
City of Hanford	N/A
City of Lodi	\$305/month for employee only. \$533/month for employee plus one. \$693/month for employee plus family.
City of Los Banos	\$485/month of which part must be used to enroll in mandatory life, dental, and vision.
City of Merced	25% of the core medical premium for a single individual. Based on current rates, this amount is \$411/month.
City of Porterville	N/A
City of Sanger	\$197/month for employee plus spouse. \$149/month for employee plus child. \$338/month for employee plus family.
City of Tulare	\$100/month
City of Turlock	50% of premium is contributed to employee's deferred compensation account.

**CASH IN LIEU OF MEDICAL COVERAGE:** Most agencies provide for cash payment for employees who have qualified insurance coverage through another source. The average cash payment offered in the City's labor market is approximately \$360 per month which is roughly 20% higher than the City's current practice of \$300 per month.

**CITY OF MADERA**

June, 2018

<b>SALARY SCHEDULE STRUCTURE</b>	
<b>CITY OF MADERA</b>	<b>Six step plan with approximately 5% between steps (28% width) with exception of City Attorney, City Clerk, and Executive Director of the Successor Agency.</b>
City of Chowchilla	<ul style="list-style-type: none"> <li>• Thirteen steps with 1.5% between steps for executive classifications.</li> <li>• Eleven steps with 2.5% between steps for non-executive classifications.</li> </ul>
City of Delano	Five steps with 5% between each step.
City of Fresno	Salary bands for all management employees. Executive management classifications have a 40% differential between the minimum and maximum, and mid-management classifications have a 20% differential between minimum and maximum.
City of Galt	Five steps with 5% between steps with the exception of the City Manager and City Attorney which have flat rate amounts.
City of Hanford	<ul style="list-style-type: none"> <li>• Salary bands with 20% differential between the minimum and maximum for executive management.</li> <li>• Five steps with 5% between steps for mid-management.</li> </ul>
City of Lodi	<ul style="list-style-type: none"> <li>• Flat rate amounts for executive management.</li> <li>• Five steps with 5% between steps for mid-management.</li> </ul>
City of Los Banos	<ul style="list-style-type: none"> <li>• Salary bands for executive management with approximately 27% differential between minimum and maximum.</li> <li>• Five steps with 5% between steps for mid-management.</li> </ul>
City of Merced	Five steps with 5% between steps with the exception of the City Manager and City Attorney which have flat rate amounts.
City of Porterville	Five steps with 5% between steps with the exception of the City Manager which has a flat rate amounts.
City of Sanger	Five steps with 5% between steps with the exception of the City Manager which is on a salary band with a 25% differential between the minimum and maximum.
City of Tulare	Five steps with 5% between steps.
City of Turlock	Five steps with 5% between steps with the exception of the City Attorney which has 10 steps.

**SALARY SCHEDULE STRUCTURE SUMMARY:** By in large, the agencies in the City’s labor market utilize a five-step salary structure with 5% between steps, particularly for middle management classifications. Ten of the agencies utilize this structure for the mid-management classifications and seven for their executive management classifications (with exceptions for the City Manager and/or City Attorney in five of the agencies). Fresno utilizes salary bands for both mid-management and executive classifications with a 20% and 40% differential between the minimum and maximum salary points respectively. Hanford and Los Banos also utilize a salary band structure for executive management classifications, and Lodi utilizes flat rate amounts for executive management classifications.

**CITY OF MADERA**

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<b>SEVERANCE PAY</b>	
<b>CITY OF MADERA</b>	<ul style="list-style-type: none"> <li>• Severance pay provisions are offered to each Executive and Management employee.</li> <li>• Department Head employees receive one and a half months' salary and health benefits with Council's direct reports receive six months' salary and health benefits.</li> </ul>
City of Chowchilla	<p><b>City Administrator:</b> If termination without cause occurs:</p> <ul style="list-style-type: none"> <li>-Within the first 18 months of agreement, employee is entitled to six months' base salary and health care benefits.</li> <li>-During the final 6 months of agreement, employee is entitled to an amount equivalent to the base pay and health care benefits to which the employee would have been entitled for the duration of the agreement.</li> </ul>
City of Delano	
City of Fresno	Six months' pay plus continuation of employer contribution to health and welfare for 6 months for those designated as executive management classifications.
City of Galt	<b>City Manager:</b> Six months' pay if terminated without cause.
City of Hanford	If terminated without cause, employees are entitled to receive 6 months' pay upon termination for those designated as executive management classifications.
City of Lodi	Severance pay provisions to include salary and continuation of insurance coverage are provided to classifications designated as executive management, and provisions vary per individual employment agreement.
City of Los Banos	<p><b>Community Development Director:</b> 3 months' compensation (base pay plus costs of health, dental, and life insurance) if terminated without cause.</p> <p><b>City Manager:</b> If terminated without cause, employee receives either an amount equal to 6 months' base pay OR base salary for number of months remaining in the contract whichever is less. Severance pay shall not exceed an amount equal to 6 months' base pay. Medical, dental, and vision insurance coverage for employee and dependents continue for the duration of the severance months except if employee becomes employees elsewhere.</p>
City of Merced	N/A
City of Porterville	N/A
City of Sanger	<p><b>For classes designated as executive management:</b> Three months' salary and continuation of benefits for 3 months.</p> <p><b>City Manager:</b> For contract termination without cause, City Manager is entitled to severance pay equal to 12 months' salary during the first year of employment agreement, 9 months' salary during the second year, and 6 months' salary during the third year. Employment agreement is a 3 year agreement.</p>

**CITY OF MADERA**

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<b>SEVERANCE PAY</b>	
City of Tulare	N/A
City of Turlock	N/A

**SEVERANCE PAY SUMMARY:** Four agencies offer severance pay provisions for classifications designated as executive management. Two agencies offer severance pay to the City Manager only, and one agency offers severance pay to the City Manager and the Community Development Director. Provisions for the most part provide for three to six months of salary and benefits, with provisions for the City Manager slightly higher than those of other classifications typically. Madera’s severance pay of one and half months of salary and benefits is lower than the average for those agencies that offer severance pay; however, the majority of agencies do not have severance pay provisions.

**CITY OF MADERA**

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<b>RETIREE HEALTH</b>	
<b>CITY OF MADERA</b>	<ul style="list-style-type: none"> <li>City-paid for retiree-only medical coverage until Medicare eligible for retirees with twenty years of service, of which at least three are served in an Executive or Management capacity.</li> <li>Coverage for dental, vision, and spouse are paid for by the retiree.</li> </ul>
City of Chowchilla	Paid by retiree.
City of Delano	
City of Fresno	Paid by retiree.
City of Galt	City's contribution is made in accordance with Government Code Section 22892 and ceases should the City cancel its CalPERS health contract.
City of Hanford	City contributes \$119 per month.
City of Lodi	Paid by retiree.
City of Los Banos	Maximum monthly contribution for eligible annuitants equal to the minimum employees contribution required under the PEMHCA.
City of Merced	Paid by retiree effective 2006.
City of Porterville	Paid by retiree.
City of Sanger	Paid by retiree.
City of Tulare	Paid by retiree.
City of Turlock	Paid by retiree.

**RETIREE HEALTH SUMMARY:** Most agencies have either a low rate or no City-paid contribution to retiree health. Although Madera’s contribution rate seems generous by comparison, there is a high minimum threshold for eligibility of the benefit which likely reduces the actual cost of the benefit to the City.

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<b>FLEX SCHEDULES</b>	
<b>CITY OF MADERA</b>	<b>Employees may request a 9/80 work schedule.</b>
City of Chowchilla	9/80 schedule format
City of Delano	
City of Fresno	Alternate work schedules available upon agreement between the City and the employee.
City of Galt	9/80 where operational needs permit such a schedule.  Employees may request a flex schedule and requests are decided on a case-by-case basis by Department Head, City Manager, or City Council.
City of Hanford	N/A
City of Lodi	N/A
City of Los Banos	N/A
City of Merced	N/A
City of Porterville	N/A
City of Sanger	Flex time schedules which provide for lesser or greater number of work hours in a 24 hour period may be agreed upon by the employee and the Department Head.
City of Tulare	City Manager is authorized to designate other work periods for employees when the best interests of the city may be served by such adjustment of standard work periods and hours.
City of Turlock	The City offers employees either an alternative 4/10 workweek or a 9/80 workweek.

**FLEX SCHEDULES SUMMARY:** Six of the comparator agencies offer some sort of option for flexible schedules. Some agencies determine such scheduling on a case-by-case basis at the request of the employee and whether or not requests can be accommodated considering the needs of the department. Chowchilla and Galt utilize a 9/80 schedule format somewhat uniformly across the agencies with some exceptions based on the operational needs of individual departments, divisions, and work units.

**CITY OF MADERA**

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HEALTH AND WELLNESS	
CITY OF MADERA	Standard EAP
City of Chowchilla	Standard EAP
City of Delano	Standard EAP
City of Fresno	EAP includes wellness seminars and referrals for weight loss, smoking cessation, pain management, diabetes education, as well as clinical counseling sessions for stress/anxiety, relationships, depression, grief, substance abuse, and other topics. Sessions also offered for tax planning, financial guidance, retirement planning, and legal assistance.
City of Galt	Hepatitis B vaccination provided free of charge to employees in classifications at risk for exposure.
City of Hanford	Standard EAP
City of Lodi	Standard EAP
City of Los Banos	Standard EAP
City of Merced	Health and Wellness Committee comprised of representatives from departments across the City collaborates to offer resource pages on the City's website for various health conditions including diabetes, weight management, and musculoskeletal health.
City of Porterville	<p><b>Fitness Incentive:</b> Monthly incentive pay for eligible workouts of at least 1 hour which should include cardio exercise. To be eligible, workouts must be verifiable via sign-in sheets at City fitness facilities or a printout from a professional third-party gym.                      \$30/mo. for 10-13 sessions                      \$40/mo. for 14-17 sessions                      \$50/mo. for 18+ sessions</p> <p><b>Smoking Cessation Incentive:</b> One-time incentive payment up to \$200 upon completion of a certified smoking cessation class which has been pre-approved by the Risk Manager.</p> <p><b>Weight Loss and Nutrition:</b> Up to 2 payments of \$50 per year for completion of a certified weight loss or nutrition program which has been pre-approved by the Risk Manager.</p>
City of Sanger	The City shall pay the portion of the cost of a routine biannual physical examination which is not paid for by the health care plan.
City of Tulare	EAP includes substance abuse counseling and resources.
City of Turlock	Wellness program providing employee and spouse with lifestyle assessments, biometric screenings, and tools for accomplishing "whole health" such as nutrition, exercise, stress management, finances, relationships, spirituality, and sleep.

**Health and Wellness Summary:** When collecting this data, we looked for those services that are outside of what is typically offered as part of an Employee Assistance Program (EAP). All agencies have EAP services, and seven offer some sort of enhancement to the standard EAP services which include smoking cessation programs, weight loss education and programs, diabetes education, vaccinations, physical examinations, nutrition and stress management counseling, and financial counseling among others. Porterville's health and wellness program is particularly interesting with employees receiving incentives for meeting requirements of defined numbers of workout sessions, and Turlock's program offers an array of biometric screenings for employees and their spouses as well as services that focus on "whole health" encompassing mind, body, and spirit.

**CITY OF MADERA**

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<b>TUITION REIMBURSEMENT AND EDUCATION/CERTIFICATION PAY</b>	
<b>CITY OF MADERA</b>	<b>Tuition Reimbursement: N/A Education/Certification Pay: N/A</b>
City of Chowchilla	<p><b><u>TUITION REIMBURSEMENT:</u></b> N/A</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> 3% of base salary for each of the following in a subject matter that is directly related to the employee's job and is not a minimum requirement of the classification. Incentives may be combined but may not exceed 9% of an employee's base salary:</p> <ul style="list-style-type: none"> <li>-Associate degree</li> <li>-Bachelor's degree</li> <li>-Master's degree</li> <li>-Doctorate degree</li> <li>-Subject matter certification</li> <li>-Subject matter license</li> </ul>
City of Delano	<p><b><u>TUITION REIMBURSEMENT:</u></b> \$1,200/year for tuition, textbooks, or related expenses subject to approval by the City Manager.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>
City of Fresno	<p><b><u>TUITION REIMBURSEMENT:</u></b> Employees are reimbursed for actual educational expenses related to job position.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b></p> <p><b>Police Chief:</b> 9% of base pay for Supervisory and Management POST certificates.</p> <p><b>Building Services Manager:</b> 5% for valid registration as an Architect or Professional Engineer.</p>
City of Galt	<p><b><u>TUITION REIMBURSEMENT:</u></b> Up to \$1,000 per year.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> <b>Police Chief:</b> 5% for 60 semester units and possession of Intermediate POST certificate. Additional 5% for bachelor's degree or Advanced POST certificate.</p>
City of Hanford	<p><b><u>TUITION REIMBURSEMENT:</u></b> Up to \$1,000 per fiscal year.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> For management classifications: 5% for state issued licenses or certificates which benefit the job and the City as determined by the City Manager. Executive classifications are not eligible.</p>
City of Lodi	<p><b><u>TUITION REIMBURSEMENT:</u></b> Up to \$3,000 per year for tuition, books, and software upon satisfactory completion of job-related coursework. The coursework must be a program of study towards obtaining an associate degree or higher and must be from an accredited college or university and must be towards a degree that exceeds the level of degree required for the employee's current classification.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>



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<b>TUITION REIMBURSEMENT AND EDUCATION/CERTIFICATION PAY</b>	
City of Los Banos	<p><b><u>TUITION REIMBURSEMENT:</u></b> Tuition, registration fees, parking fees, books, and reasonable supplies are reimbursable up to \$3,000 per fiscal year with prior approval and upon successful completion of coursework. Employees must be on the City's payroll when coursework is completed, be full-time status, and have completed at least one year of service with the City.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b>                      Associate degree: \$75/mo.                      Bachelor's degree: \$150/mo.                      Master's degree: \$200/mo.                      Employees receive incentive regardless of whether the degree is a minimum qualification for their classification.</p>
City of Merced	<p><b><u>TUITION REIMBURSEMENT:</u></b> Graduate and post-graduate education may be reimbursed if a proposal outlining the benefits of such education to the City is provide to the Department Head or City Manager. Education reimbursement applies to educational pursuits that are above and beyond the minimum qualifications for the classification.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>
City of Porterville	<p><b><u>TUITION REIMBURSEMENT:</u></b> N/A</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>
City of Sanger	<p><b><u>TUITION REIMBURSEMENT:</u></b> Reimbursement of actual costs in pursuit of associate, bachelor, or Master's degree up to a maximum of the equivalent of 6 semester units at California State University, Fresno. Employees must have been employed by the City for at least 1 year to be eligible.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>
City of Tulare	<p><b><u>TUITION REIMBURSEMENT:</u></b> Tuition reimbursement for educational purposes which improve employee performance.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> N/A</p>
City of Turlock	<p><b><u>TUITION REIMBURSEMENT:</u></b>  <i>Department Directors:</i> \$700/year to be used for educational purposes including college courses, computer hardware/software, subscriptions, books, etc. <u>OR</u> they may receive \$600 in cashable allowance.  <i>Department Managers:</i> \$600/year to be used for educational purposes including college courses, computer hardware/software, subscriptions, books, etc. <u>OR</u> they may receive \$500 in cashable allowance.</p> <p><b><u>EDUCATION/CERTIFICATION PAY:</u></b> Master's degree incentive pay of 2.5%.</p>

**TUITION REIMBURSEMENT AND EDUCATION/CERTIFICATION PAY SUMMARY:**

- *Tuition Reimbursement:* Most agencies offer some sort of tuition reimbursement benefit that reimburses employees for actual expenses incurred relative to tuition, textbooks, and curriculum-specific software. Some also cover the cost of parking. Qualifiers of eligibility for reimbursement exist in most agencies and include such items as prior approval of coursework by the City Manager, coursework must be directly

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related to an employee's current classification, coursework must be directly related to the employee's current career path, coursework must be for a degree from an accredited college or university (i.e., associate, bachelor, or Master's degree), and employee must present proof of a passing grade. Most of the agencies place a maximum amount that will be reimbursed per employee per year which ranges from \$600 to \$3000 annually.

- *Education/Certification Pay:* Three agencies offer incentive pay for associate, bachelor, and/or Master's degrees or subject matter expert licenses/certificates (e.g., Certified Public Accountant) for all executive and management classifications. Two offer this benefit specifically to the Chiefs of Police as well as incentive pay for Supervisory or Management level POST certifications. In most cases, incentive pay is offered only for degrees/certifications that are not minimum qualification for the employee's current classification with the exception of Los Banos where employee's receive incentive pay irrespective of the minimum qualification requirements of their current classification.

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<b>ANNUAL UNIFORM ALLOWANCE (Police Chief)</b>	
<b>CITY OF MADERA</b>	<b>N/A</b>
City of Chowchilla	\$750
City of Delano	\$720
City of Fresno	\$1200
City of Galt	\$960
City of Hanford	\$1200
City of Lodi	\$950
City of Los Banos	Uniform is provided and is reported as a \$1000 benefit value to PERS.
City of Merced	\$1050
City of Porterville	\$900
City of Sanger	\$1000
City of Tulare	\$1100
City of Turlock	Data not Available

**ANNUAL UNIFORM ALLOWANCE SUMMARY:** By in large, the comparators offer uniform allowances to the Chiefs of Police in the range of \$900 to \$1000 annually with outliers at \$720 on the bottom end and \$1200 on the top end. The uniform allowance for the Chiefs align with the uniform allowance for other sworn management personnel in a majority of the agencies.