

CALIFORNIA COASTAL COMMISSION

45 FREMONT, SUITE 2000
 SAN FRANCISCO, CA 94105-2219
 VOICE (415) 904-5200
 FAX (415) 904-5400
 TDD (415) 597-5885

W6a

May 9, 2016

TO: California Coastal Commission and Interested Parties

FROM: John Ainsworth, Acting Executive Director

SUBJECT: Executive Director's Report, May, 2016

Significant reporting items for the month. [Strategic Plan](#) (SP) reference provided where applicable:

LCP Program Status – Orange County

The Orange County shoreline is about 43 miles long. The coastal zone area totals approximately 59 square miles of the County's 948 square miles of total land area and includes portions of the County of Orange and 10 incorporated cities.

Figure 1. Orange County Coastal Zone LCP Jurisdictions



When LCP planning first began in the early 1980s, substantial areas of the county coastal zone were unincorporated. The large southern portion of the County included several large undeveloped landholdings, such as those of the Irvine Company and the Aliso Viejo Company. The County divided their LCP into several segments for LCP planning and during the years from 1983-1989, the County certified LCPs for many of these segments (the Sunset Beach segment, the Newport Coast segment (formally known as the Irvine Coast), the South/Emerald Bay segment, the South/Aliso Viejo segment, the South/Aliso Creek Remainder segment, the South/South Laguna segment, South/Laguna Niguel segment, South/Dana Point segment, and the South/Capistrano Beach segment. LCP planning in Orange County in the 1980s included addressing major statewide issues related to public access and protection of resources, including in areas such as the Bolsa Chica wetlands, the Newport (Irvine) Coast/Crystal Cove State Park areas, and the Aliso Greenbelt lands.

Since those original certifications, numerous cities annexed county lands or areas incorporated as new cities and thus new LCPs were required to be certified for these previously unincorporated areas. Currently, there are LCPs certified for the Newport Coast, Emerald Bay and Aliso Viejo segments of the County, and for the cities of Huntington Beach, Irvine, Laguna Beach, Laguna Niguel, and Dana Point. The LCPs for the cities of Seal Beach, Costa Mesa, Newport Beach, Aliso Viejo and San Clemente are not yet certified.

The County of Orange has not updated any of its LCP segments (some of which may no longer exist or are now reduced in size as a result of incorporations.) None of the full LCPs for the cities have been comprehensively updated, although the cities of Huntington Beach and Newport Beach have comprehensively updated their LUPs and partial updates of the LCPs for Laguna Beach and Dana Point have been completed.

The Commission awarded a \$90,000 FY 13-14 LCP planning grant to the City of San Clemente to complete their LCP Certification. Under this grant, the City completed technical reports to inform the LCP amendment and undertook extensive work updating the LUP and preparing the IP. The LUP Amendment was submitted to the Long Beach office on March 17, 2016, and Commission staff continues to work closely with the City on the draft IP.

For the second round of grant funds (FY 14-15), the Coastal Commission awarded a \$67,000 planning grant to the City of Newport Beach to complete their Implementation Plan, which was submitted to the Coastal Commission for review and certification on November 17, 2015. Commission staff anticipates that the Newport Beach IP will be appearing on the Coastal Commission hearing agenda this summer.

Finally, the City of Huntington Beach has submitted a LCP amendment (LUP & LIP) for the new Sunset Beach segment of the City's LCP. The LCP for Sunset Beach was previously-certified as part of the County of Orange LCP and Sunset Beach has now been annexed to the City of Huntington Beach.

Sea Level Guidance Implementation Outreach (SP 3.1)

Commission staff have been providing regular outreach and training sessions to support implementation of the newly adopted Sea Level Rise (SLR) Guidance and in support of LCP Grant work. In April presentations included:

- On April 19th staff participated in Adapt Monterey Bay's 2nd Annual Sea Level Rise Summit. The Summit provided an opportunity to hear about the latest work on sea level rise adaptation around Monterey Bay and to further collaborative efforts to streamline sea level rise adaptation work in the region, including work done through the Commission's LCP grants in the cities of Pacific Grove and Monterey.
- Commission staff has been actively participating in recent CO-CAT (*The Coastal and Ocean Resources Working Group for the Climate Action Team*) <mailto:http://www.opc.ca.gov/2010/07/coastal-and-ocean-climate-action-team-co-cat/> meetings regarding proposed updates to the Ocean Protection Council (OPC) State of California Sea-Level Rise Guidance Document. OPC has been tasked by the Governor's Office of Planning and Research to lead updates to the document to reflect changes in state law and policy and scientific developments. An interim update in June 2016 will broaden the intended audience of the document to include local governments, followed by a comprehensive update in 2018 based on recommendations from a technical expert panel. **(SP Item 2.2.6)**

Meetings and Events

- On April 4th Commission staff participated in a panel presentation at the statewide Association of Environmental Professionals conference in San Diego. The presentation was entitled "*Coastal Permitting for I-5 North Coast Corridor Transportation Improvements, Initial Implementation and Applicability for Other Corridor Projects*" and focused on implementation of the recently approved NCC PWP/TREP.
- On April 27th staff from the Commission's Central Coast District office were invited to participate in a roundtable discussion entitled "Opportunity Morro Bay". The discussion was part of series of talks led by Morro Bay City Manager Dave Buckingham, and are meant to serve as a forum for a broad swath of the community's leaders to discuss Morro Bay's future. In addition to Commission staff, participants included members of the Chamber of Commerce, developers, business owners, real estate interests, the press, and the City's Community Development Manager. The talk was centered around economic development strategies for Morro Bay. Community members were interested in Commission staffs' initial thoughts on some of the ideas presented, with staff observing that many of the discussed concepts should be further studied for feasibility and for consistency with the Coastal Act as part of the City's Local Coastal Program update, an update for which the City received monies from the Commission's Fiscal Year 2014-2015 LCP grant round.

Round 3 LCP Grant Application Period Now Open.(SP Goal 4)

The application period for the third round of LCP grants is open. The deadline to submit applications is **May 20th at 5:00 pm**. The Commission's LCP grant team is conducting outreach to our local government partners on this grant opportunity. More information and links to the

application are posted to our homepage and LCP grants page:

<http://www.coastal.ca.gov/lcp/lcpgrantprogram.html>.

New Segment of the Coastal Trail On the Lost Coast

Save the Redwoods League and Mendocino Land Trust have extended the southern end of the Lost Coast Trail in the Sinkyone Wilderness by another 2.3 miles. Set in the deep woods off rugged Usal Road in remote northern Mendocino County, Save the Redwoods League purchased 957 acres of formerly logged redwood groves adjacent to Sinkyone Wilderness State Park five years ago. The \$5.5 Million purchase price included a \$3 Million grant from the State Coastal Conservancy.

The property was logged from the 1850s to the 1980s. However the amazing and bizarre 500 year old candelabra redwoods were not logged as they did not make good boards. These trees are one of the highlights that hikers can view along the new trail. The Trail was constructed by the Mendocino Land Trust, along with other partners including the California Conservation Corps.

Save the Redwoods League named the trail for former Executive Director Peter M. Douglas in order to honor his many contributions over the decades towards achieving his goal of “saving the coast”.

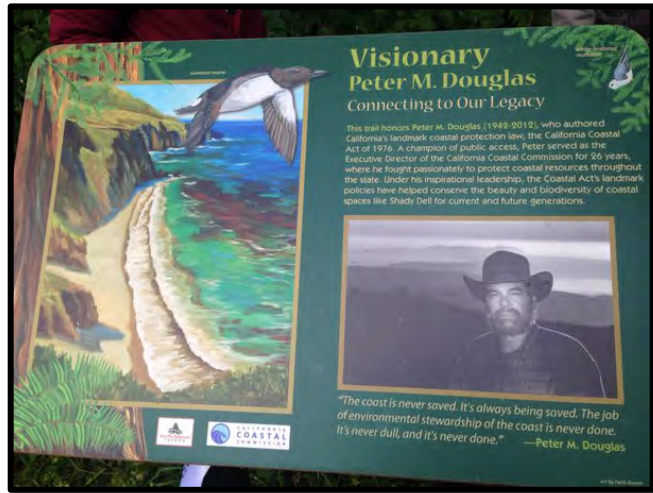


For more information about the trail and how to get there, go to:

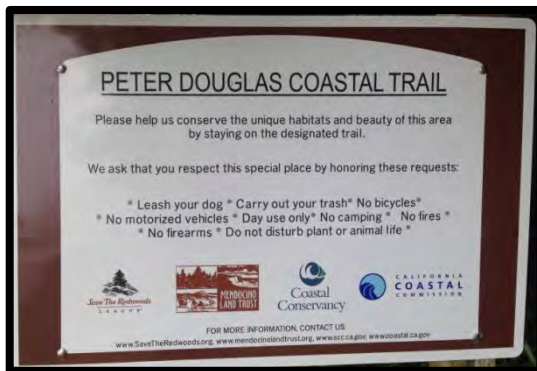
<http://trails.mendocinolandtrust.org/trails/northern-coastal-trails/peter-douglas-trail/>



500 year old candelabra redwoods



Visionary Peter M. Douglas



Peter Douglas CCT



CCC staff celebrating the Trail opening

Budget Update

FY 15-16

The end of the current Fiscal Year (FY 15-16) ends on June 30, 2016 is approaching quickly. Due to a variety of increased costs this year (travel, Commission meetings, retirement payouts, staffing) we are running very tight as we approach year end. We will be postponing any hiring until after July 1 and reducing travel to the absolute minimum and postponing most purchases.

FY 16-17

On Wednesday, May 4, the Assembly Budget Subcommittee with Assemblymember Richard Bloom as Chair held a hearing on the Commission's FY 16-17 Budget. On Thursday, May 5, the Senate Budget Subcommittee with Senator Lois Wolk as Chair held a hearing on the Commission's FY 16-17 Budget. Both the Assembly and Senate Budget Sub-committees approved the Commission's budget as described in the Governor's January Budget and the Spring Finance Letter issued on April 1, 2016.

The Commission's budget for FY 16-17 is considered "closed out" and will be included in the overall Budget Bill that will be considered by the Legislature in June and signed by the Governor by July 1, 2016.

The main adopted change elements in the Coastal Commission's Budget for FY 16-17 are:

1. Local Coastal Programs.

Conversion of the LCP and climate change adaptation planning pilot program of \$3 million and 25 limited term positions to permanent baseline staff positions and operating expenses for the enhancement of Local Coastal Program work.

2. State Tax Return Voluntary Contributions.

Allocate \$430,000 from voluntary contributions on the state tax return to the "Protect Our Coast and Oceans Fund" to the Commission as a one-time appropriation in FY 16-17. Of this amount, \$365,000 would be a one-year local assistance budget line item to provide Whale Tail grates. The remaining \$65,000 would be a one-year state operations budget line item to support outreach and promotion for the "Protect Our Coast and Oceans" Fund.

3. Reappropriation of Local Coastal Program Grants.

Reappropriation of local assistance funds included in the enacted budgets for FY 13-14 and FY 14-15 for Local Coastal Program (LCP) grant to local governments. This will give local governments increased time to complete grant projects if contract extensions are approved by the Commission.

4. Climate Resilience Projects.

\$500,000 Coastal Trust Fund for climate change adaptation and climate resiliency planning and project work. These funds were originally part of the enacted budget for FY 14-15 as a transfer from the Environmental License Plate Fund (ELPF) to the Coastal Trust Fund for these purposes. Due to shortfalls the ELPF for FY 14-15, the Commission was directed to not spend \$500,000 in FY 14-15.

5. Relocation of South Coast District Office.

\$451,000 from the General Fund to be used for one-time moving and set up expenses for the relocation of the South Coast District Office in Long Beach and ongoing General Fund funding of \$411,000 for increased rent. The owner of the building, where the South Coast District Office is currently housed, has given notice to the Department of General Services that the lease will not be renewed under any circumstance because the building owner chooses to use the entire building.

FY 17-18 Budget Planning

The Commission staff has begun work on planning for the FY 17-18 Budget with concept papers for the Budget Change Proposals (BCPs) due to Resources Agency by June 1. Approved Concept BCPs will be developed into Budget Change Proposals due to the Department of Finance in late August 2016. The Budget Change Proposal (BCP) process is considered confidential by the Department of Finance until a BCP is approved.

Staff develops Budget Change Concept Proposals based on known budget needs and on the priorities in the Commission's adopted Strategic Plan. Commission staff welcomes suggestions by the Commission at the May Commission meeting on items to include in the Concept Budget Change Proposals.

At the August or September Commission meeting after the Budget is approved by the Legislature and the Governor in July, Commission staff can provide a comprehensive report to the Commission on the Adopted Budget.

Salary Comparison Study for the Coastal Program Analyst Series (SP Item 7.7.6)

The contract with CPS HR Consulting to conduct a salary comparison study for the Coastal Program Analyst series has been finalized. (See attached study.) The Coastal Commission Human Resources Unit has submitted a salary adjustment request to CalHR for the entire series and will continue to follow up about its status.

New NOAA Fellow (SP Item 7.6.4)

Susan Hansch, Chief Deputy Director participated in the NOAA Coastal Fellow Matching Workshop in Charleston, South Carolina during the week of April 25-29. The Coastal Commission had been competitively selected as one of the six coastal state programs to be awarded a NOAA Coastal Fellow for two years starting in August/September 2016 – August 2018. Ms. Sumathee (Sumi) Selvaraj was matched with the Coastal Commission and she will begin her two year Fellowship in September 2016 after Labor Day. The recipients work for two years on substantive state-level coastal resource management issue. Ms. Selvaraj will be working on a variety of issues and projects at the Coastal Commission related to climate change, local coastal programs, and environmental justice.

Ms. Selvaraj is currently completing her Master's Degree in Geography at the University of South Carolina. She has training and experience in a broad range of climate change issues, coastal planning and community outreach. Ms. Selvaraj has a strong interest and experience in coastal management and environmental justice issues. We are excited that Sumi will be joining the Coastal Commission staff as a NOAA Coastal Fellow.

The NOAA Coastal Fellow Program is excellent and the Commission has been a very supportive participant for many years. NOAA does a superb job of recruiting and supporting excellent candidates who are interested in working on coastal resource management and policy and to provide specific technical assistance for state coastal resource management programs, such as the Coastal Commission. NOAA covers the majority of the cost of the Fellows. Many of the Coastal Commission's past Fellows are now permanent members of the Coastal Commission staff.

January 19, 2016

California Coastal Commission and Bay Conservation and Development Commission

Final Total Compensation Report

SUBMITTED BY:
MONICA GARRISON REUSCH
Project Consultant

CPS HR Consulting
241 Lathrop Way
Sacramento, CA 95815
t:916-505-0930 f:916-561-8418
Tax ID: 68-0067209
www.cps.ca.gov



Table of Contents

I. Introduction.....	2
II. Project Scope and Work Plan	2
III. Compensation Study Parameters	3
IV. Survey Results.....	5
Summary.....	11
Appendix A –Total Compensation Data Sheets	12

I. Introduction

CPS Human Resource Services (CPS) was initially retained by the California Coastal Commission and Bay Conservation and Development Commission (Commissions) to conduct a salary survey of four benchmark classifications used by the commissions within a to-be determined labor market of ten public sector agencies. These four classifications are primarily used in the line programs of these agencies.

The objective of this study was to determine how competitive the Commissions are within their labor market by collecting and analyzing maximum monthly base salary and total compensation (base salary and benefits) data. This Final Total Compensation Report outlines the project scope and the methodologies utilized in data collection and analysis, summarizes the results of the labor market base salary and total compensation analyses, and provides the detailed supporting datasheets.

II. Project Scope and Work Plan

In order to complete the study, the following tasks were completed:

- The review and finalization of the project scope including the determination of survey classes and the labor market agencies to be surveyed. The final scope of this project consisted of a total compensation study of twelve public sector agencies. (completed)

Note: The initial proposed study was for a base salary study with the potential to include a total compensation analysis should Cal HR continue to request a total compensation analysis be performed. Over the course of the study it was confirmed that Cal HR did continue to desire that total compensation data be collected and CPS HR was provided with details regarding the new methodology and data Cal HR requires. CPS HR has followed this new methodology when collecting and presenting the data for this report.

- Development of the compensation survey parameters and survey instrument, and collection of the survey data across the Commissions' labor market agencies. Per the parameters provided by Cal HR, the survey included the total compensation elements outlined in the Total Compensation comparison's overview prepared by the State's Office of Financial Management and Economic Research. (completed)
- In addition to collecting survey data, CPS HR also collected supporting documentation from the labor market agencies and performed a detailed review of their organizational structures to validate comparables identified. CPS HR consultants contacted each labor market agency requesting clarification on compensation or benefits issues in order to ensure data was accurate. (completed)

- Preparation of a draft report of survey results for client review and comments. (completed)
- Preparation of final report of survey results. (completed)

III. Compensation Study Parameters

The first step in conducting a compensation survey is to determine the basic parameters for the survey. These parameters included:

- Confirmation of the Commissions' compensation policy
- Labor market agencies
- Survey classifications
- Survey results

The Commissions' Compensation Policy

A compensation policy is a reflection of an agencies goals and objectives in recruiting and retaining qualified staff to manage and perform the functions necessary to conduct business. The selection of labor market agencies and the labor market position (the point in the labor market at which the agency wishes to set its salaries, e.g., market median, mean, or another percentile) are two important policy decisions when developing a compensation plan.

The labor market analysis for this report was conducted relative to the median of the market. The labor market median, which is described as the "middle" of the market, is the data point at which half of the complete range of data (excluding the Commissions' data) is higher, and half of the complete range of data (excluding the Commissions' data) is lower. Analysis has been performed relative to the median as this has historically been Cal HR's practice while also being the predominant practice across California public sector agencies. The data sheets presented in Appendix A provide comparison to the median as well as the mean (which is an average of all of the market agencies excluding the Commissions' data) of the market.

Labor Market Agencies

In preparing our labor market recommendations CPS HR reviewed the information provided by the Commissions with regard to agencies within the state that are certified as having Local Coastal Programs (LCP). The initial ten counties were selected as it was determined that they are the largest 10 counties across the state that are certified as an LCP for the Coastal Commission. Although we are aware that there are also cities within the coastal regions that also have certified LCP's, given the scale of the Commission's operations, we felt that the larger counties would be the most likely to have similar depth within their organization structures and allow for the greatest potential for identifying comparable matches across all the surveyed classifications. In addition to these ten counties CPS HR also surveyed two local special districts that the Bay Conservation and Development Commission's employees routinely work with and have historically been competitors for Commission staff.

Table 1 presents the twelve labor market agencies utilized in the total compensation survey.

TABLE 1 California Coastal Commission and Bay Conservation and Development Commission Total Compensation Survey Labor Market Agencies
Association of Bay Area Governments City and County of San Francisco County of Los Angeles County of Monterey County of Orange County of San Diego County of San Mateo County of Santa Barbara County of Santa Cruz County of Sonoma County of Ventura Metropolitan Transportation Commission

Survey Classifications

Salary and benefits data was collected for the following four benchmark classifications.

TABLE 2 California Coastal Commission and Bay Conservation and Development Commission Total Compensation Survey Survey Classifications
Coastal Program Analyst I Coastal Program Analyst II Coastal Program Analyst III Coastal Program Manager

The data collected from each agency included:

- Minimum and maximum monthly salaries for each comparable class
- Cash add-ons including deferred compensation paid to a defined contribution plan.
- Cash pay differentials received by the surveyed classifications
- Details of employer health programs including: Employer's maximum contribution towards full family coverage for medical, dental and vision plans
- Employer retirement practices, including: Agency contribution to the retirement plan and social security contributions
- Maximum leave benefits for vacation, sick and holiday leaves available to each comparable class

The information presented in this report was effective December 1, 2015.

IV. Survey Results

As indicated in the previous section, the survey involved the collection of base salary and total compensation data for each of the Commissions' selected survey classifications from each of the selected labor market agencies; and preparation of detailed results of the base salary and total compensation analysis. Detailed results of the base salary and total compensation analyses are presented in the attached labor market data sheets, which are organized alphabetically by survey classification in Appendix A of this report. If it was determined that an agency did not have a comparable level of work to the Commissions survey classification the designation of "No Comparable Class" was utilized.

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, and knowledge, skill and abilities requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced. The use of the labor market median as the market comparison minimizes the possibility of data being skewed by higher or lower paying agencies.

In order to provide the Commission with a summary of study results, Table 3 provides a summary of the base salary analysis and Table 4 provides a summary of the total compensation analysis displaying the following information:

- The title of the Commissions' survey classification.

- The Commissions’ current maximum monthly salary for the survey classification.
- The number of comparable classes identified within the analysis.
- The labor market median monthly maximum salary – this calculation is based upon the maximum monthly salary for each of the comparable classes; the middle of that range of data is then computed to provide the median amount.
- The percentage the Commissions’ maximum monthly salary for the survey classification is above (shown as a positive percentage) or below (shown as a negative percentage) the median of the labor market; this number indicates what percentage of the Commissions’ salary is required to move it up or down to the market median.

A sufficient number of matches (at least five matches) were found for each survey classification.

TABLE 3				
California Coastal Commission and Bay Conservation and Development Commission				
Total Compensation Survey				
Base Salary Results				
Classification	Commission Maximum Base Salary	# of matches	Labor Market Median	% Commission Above or Below Labor Market Median
Coastal Program Analyst I	\$5,029	9	\$5,678	-12.91%
Coastal Program Analyst II	\$6,048	12	\$7,208	-19.18%
Coastal Program Analyst III	\$6,598	9	\$9,903	-50.09%
Coastal Program Manager	\$7,245	11	\$10,872	-50.06%

Analysis of the market data indicated that on average for all surveyed classes, the Commissions are 33.06% below the labor market median base salary.

In addition to base salary survey results, a total compensation analysis was conducted for all survey classes. This analysis reflects how each classification compares against matched positions in the market once base salary and the value of cash supplements (such as deferred compensation), agency contributions to health and insurance programs, the cash value of potential leave benefits and retirement plan contributions that are employer paid are taken into consideration. A summary of the results is displayed in Table 4 below.

TABLE 4				
California Coastal Commission and Bay Conservation and Development Commission				
Total Compensation Survey				
Total Compensation Results				
Classification	Commission Maximum Base Salary	# of matches	Labor Market Median	% Commission Above or Below Labor Market Median
Coastal Program Analyst I	\$8,934	9	\$9,921	-11.05%
Coastal Program Analyst II	\$10,445	12	\$11,994	-14.83%
Coastal Program Analyst III	\$11,261	9	\$15,751	-39.88%
Coastal Program Manager	\$12,344	11	\$17,484	-41.64%

The total compensation analysis indicated that on average for all survey classes, the Commissions are 26.85% below the labor market median.

When reviewing the summary data it is also important to note that with the exception of one comparable identified for the Coastal Program Analyst I the Commission was across the market the lowest payer.

An analysis of the total compensation data indicates that overall the Commission made slight gains in market position when benefit components are taken into consideration. There are significant variances across the market with regard to the maximum amount the labor market agencies are willing to contribute towards full family coverage as well as the required employer contribution rates for the agencies' retirement plans. Given these variances the Commissions' contributions to health benefits and required retirement contributions, while by no means the highest in their market, did allow for some gains given how low these contribution rates were in some agencies.

The detailed data sheets provided in Appendix A include additional total compensation analyses to provide the Commission with a total compensation perspective with which to assess the competitiveness of their overall compensation plan.

Outlined on the following page are some points and issues the Commissions should be aware of when reviewing this data:

Overall Survey Methodologies

Within agencies that had multiple specialized planner series, rather than a broad series CPS HR identified comparables with environmental planning duties. The County of Los Angeles has a separate Beaches and Harbors department that includes planning classifications specialized to this area. Given this, CPS HR identified comparables within this division rather than Los Angeles County's centralized planning groups.

When identifying the comparable levels of work performed CPS HR reviewed position allocation information for each of the surveyed agencies and, as is standard industry practice, took into consideration the number of positions allocated to each level in the classification series. If a significant majority of the positions were allocated to a level above the journey level within the series, CPS HR identified that level as the journey level as the agency has allocated the majority of their incumbents to that level to perform the work.

Survey Classes

Coastal Program Analyst I – The matches reflect comparables for an entry level professional planner. CPS HR did include data for this class even if the agency did not have any incumbents currently allocated to this classification, provided the agency confirmed that they were still using the class when hiring.

Coastal Program Analyst II – The matches reflect comparables for a journey level professional planner. As indicated above matches were made taking into consideration the number of positions allocated within each level of an agency's series. Note that for several of the survey agencies, the identified match is at a higher level within the series because all, or nearly all, of the positions are allocated at that level.

Coastal Program Analyst III – The matches reflect comparables for a 1st level supervisor over a professional planning function.

Coastal Program Manager – The matches reflect comparables for the division management level over professional planning functions.

Overview of Benefits Data Collected

Pay Differentials – CPS HR researched and contacted each labor market agency regarding whether the comparable classes identified received any pay differentials. Given that the use of pay differentials is not as common a practice outside of the State's compensation plan, and the fact that all of the surveyed classifications are at a professional or management level it was not surprising that none of the surveyed agencies indicated the comparables identified were receiving any pay differentials.

Review of the labor agreements indicated that for several counties, specifically, Orange, San Francisco, Santa Barbara and Santa Cruz counties, the identified comparables would be eligible for a bilingual pay differential, as is the case with the Commissions' benchmark classes. However, through discussions with the labor market agencies it was confirmed that this was not a benefit utilized by the comparables identified. Similarly, the Commissions' benchmark classes are also not receiving this benefit, or any other pay differentials they might be eligible for. Therefore the value of these differentials has not been included in the total compensation data sheets provided in Appendix A.

Health Benefits – The health benefits collected reflect the maximum each labor market agency is willing to pay towards full family coverage for medical, dental and vision insurance. A majority of the agencies surveyed contribute a flat amount irrespective of the plan chosen by the employee. However, the high contribution amounts paid by several of the labor market agencies reflect the maximum they are paying towards employee health coverage based on their bargained agreements which require that they pay a certain percentage of the health care costs irrespective of the plan chosen by the employee.

Leave Benefits – The value for the leave benefits was derived following the example provided by the Selecting Benchmark Comparison's document. CPS HR collected the maximum leave benefits (including vacation, sick, holidays, annual leave and/or personal days and assuming the highest accrual rate available) each identified comparable is eligible to accrue on a monthly basis and then multiplied these hours by the comparables hourly rate of pay, assuming a 2080 hour year. Additional administrative and management leaves available to some management comparables identified were not included in these calculations as these types of leaves often require additional executive management approval to be realized and they were not included within the example methodology provided by the Selecting Benchmark Comparison's document. The following outlines the total monthly maximum accruals used for the Commissions and each labor market agency:

- CA Coastal Commission and Bay Conservation and Development Commission: Prof. – 26.666 hrs.; Mgmt. – 28.666 hrs. (calculations based on the use of vacation and sick leave accruals vs. annual leave accruals)
- Association of Bay Area Governments: Prof. and Mgmt. – 30.666 hrs.
- City and County of San Francisco: Prof. – 32 hrs.; Mgmt. – 32.666 hrs.
- County of Los Angeles: Prof. and Mgmt. – 29.333 hrs.
- County of Monterey: Prof. – 30 hrs.; Mgmt. – 31.333 hrs.
- County of Orange: Prof. – 29.333 hrs.; Mgmt. – 32.666 hrs.
- County of San Diego: Prof. – 29.333 hrs.; Mgmt. – 30.666 hrs.
- County of San Mateo: Prof. and Mgmt. – 34.2 hrs.
- County of Santa Barbara: Prof. – 32.666 hrs.; Mgmt. – 32 hrs.
- County of Santa Cruz: Prof. and Mgmt. – 33.333 hrs.
- County of Sonoma: Prof. and Mgmt. – 32.662 hrs.
- County of Ventura: Prof. – 29.34 hrs.; Mgmt. – 30.666 hrs.
- Metropolitan Transportation Commission: Prof. and Mgmt. – 32 hrs.

Retirement and Defined Benefit Contributions – CPS HR collected the required actuarial based employer contributions to retirement plans. Please note wherever possible CPS HR used the rate for miscellaneous employees only (not including safety employees), however, several of the 37 Act counties that have retirement systems separate from PERS do not have their actuarial evaluation performed with this breakdown. In these instances we have used the overall actuarial contribution rate reported for the agency. Additionally, Orange County breaks their required contribution rate down by their different tiers of retirement benefits. Given this CPS HR has used an average of their required employer contributions for this report.

The following outlines the current actuarial employer retirement contribution rates utilized for the Commission and each of the labor market agencies:

- CA Coastal Commission and Bay Conservation and Development Commission: 25.278%
- Association of Bay Area Governments: 24.401%
- City and County of San Francisco: 19.24%
- County of Los Angeles: 19.33%
- County of Monterey: 11.776%
- County of Orange: 28.55%
- County of San Diego: 32.51%
- County of San Mateo: 32.40%
- County of Santa Barbara: 37.94%
- County of Santa Cruz: 11.776%
- County of Sonoma: 17.81%
- County of Ventura: 19.43%
- Metropolitan Transportation Commission: 17.185%

In addition to the contribution rates for the defined benefit programs CPS HR also collected any agency paid contributions to a defined contribution or deferred compensation plan. Although this is not a prevalent practice across the labor market the datasheets do reflect any matching contributions the labor market agencies have agreed to make towards these types of deferred compensation plans.

Summary

This Final Total Compensation Report provides detailed information concerning the scope of the project, the methodology used to complete the base salary and total compensation study, as well as the results of the study, which show where the Commissions stands in comparison to the labor market. Should the Commissions have any further questions regarding the methodology or results of this study CPS HR would be happy to further discuss these findings and answer any questions or concerns the Commissions may have.

Appendix A –Total Compensation Data Sheets

Coastal Program Analyst I

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Pay Differentials	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Leave Benefits	Retirement	Social Security	Monthly Total Compensation
CA Coastal Commission and Bay Conservation and Development Commission	Coastal Program Analyst I	\$3,247	\$5,029				\$1,368	\$98	\$9	\$774	\$1,271	\$385	\$8,934
Association of Bay Area Governments	No Comparable Class												
City and County of San Francisco	Planner I	\$5,174	\$6,288				\$1,518	\$183		\$1,161	\$1,210	\$481	\$10,841
County of Los Angeles	No Comparable Class												
County of Monterey	No Comparable Class												
County of Orange	Planner I	\$3,487	\$4,429				\$1,776			\$750	\$1,264	\$64	\$8,283
County of San Diego	Land Use - Environmental Planner I	\$4,599	\$5,647				\$1,075			\$956	\$1,836	\$82	\$9,595
County of San Mateo	Planner I	\$4,746	\$5,933				\$2,659	\$84	\$15	\$1,171	\$1,922	\$454	\$12,238
County of Santa Barbara	Planner I	\$4,651	\$5,678			\$473	\$607	\$26		\$1,070	\$2,154	\$434	\$10,443
County of Santa Cruz	Resource Planner I	\$4,683	\$5,926				\$1,704			\$1,140	\$698	\$453	\$9,921
County of Sonoma	Planner I	\$4,265	\$5,185				\$500	\$107		\$977	\$923	\$75	\$7,768
County of Ventura	Planner I	\$4,007	\$5,619		\$98		\$644			\$951	\$1,092	\$430	\$8,834
Metropolitan Transportation Commission	Assistant Planner/Analyst	\$6,530	\$8,359				\$2,294	\$184	\$16	\$1,543	\$1,436	\$121	\$13,954

Base Salary Median		\$5,678
Base Salary Mean		\$5,896
Percentage Above or Below Median		-12.91%
Percentage Above or Below Mean		-17.24%

Total Compensation Median		\$9,921
Total Compensation Mean		\$10,208
Percentage Above or Below Median		-11.05%
Percentage Above or Below Mean		-14.27%

Coastal Program Analyst II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Pay Differentials	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Leave Benefits	Retirement	Social Security	Monthly Total Compensation
CA Coastal Commission and Bay Conservation and Development Commission	Coastal Program Analyst II	\$4,829	\$6,048				\$1,368	\$98	\$9	\$930	\$1,529	\$463	\$10,445
Association of Bay Area Governments	Environmental Planner	\$5,861	\$7,125				\$2,317	\$168	\$36	\$1,261	\$1,739	\$545	\$13,190
City and County of San Francisco	Planner III	\$7,466	\$9,074				\$1,518	\$183		\$1,675	\$1,746	\$694	\$14,890
County of Los Angeles	Planner, Beaches and Harbors	\$5,813	\$7,221		\$289		\$1,750	\$57		\$1,222	\$1,396	\$105	\$12,039
County of Monterey	Associate Planner	\$5,251	\$7,167				\$1,606	\$40	\$9	\$1,240	\$844	\$548	\$11,455
County of Orange	Planner IV	\$4,800	\$6,462				\$1,776			\$1,094	\$1,845	\$94	\$11,270
County of San Diego	Land Use - Environmental Planner II	\$5,418	\$6,654				\$1,075			\$1,126	\$2,163	\$96	\$11,115
County of San Mateo	Planner III	\$6,443	\$8,053				\$2,659	\$84	\$15	\$1,589	\$2,609	\$616	\$15,625
County of Santa Barbara	Planner II	\$5,401	\$6,594			\$473	\$607	\$26		\$1,243	\$2,502	\$504	\$11,949
County of Santa Cruz	Resource Planner III	\$6,075	\$7,691				\$1,704			\$1,479	\$906	\$588	\$12,368
County of Sonoma	Planner III	\$5,919	\$7,195				\$500	\$107		\$1,356	\$1,281	\$104	\$10,544
County of Ventura	Planner IV	\$5,271	\$7,408		\$130		\$644			\$1,254	\$1,439	\$567	\$11,442
Metropolitan Transportation Commission	Associate Planner/Analyst	\$7,528	\$9,637				\$2,294	\$184	\$16	\$1,779	\$1,656	\$140	\$15,706

Base Salary Median	\$7,208
Base Salary Mean	\$7,523
Percentage Above or Below Median	-19.18%
Percentage Above or Below Mean	-24.40%

Total Compensation Median	\$11,994
Total Compensation Mean	\$12,633
Percentage Above or Below Median	-14.83%
Percentage Above or Below Mean	-20.95%

Coastal Program Analyst III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Pay Differentials	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Leave Benefits	Retirement	Social Security	Monthly Total Compensation
CA Coastal Commission and Bay Conservation and Development Commission	Coastal Program Analyst III	\$5,311	\$6,598				\$1,368	\$98	\$9	\$1,015	\$1,668	\$505	\$11,261
Association of Bay Area Governments	Principal Environmental Planner	\$8,148	\$9,903				\$2,317	\$168	\$36	\$1,752	\$2,416	\$756	\$17,348
City and County of San Francisco	Planner IV	\$8,844	\$10,748				\$1,518	\$183		\$1,984	\$2,068	\$768	\$17,269
County of Los Angeles	No Comparable Class												
County of Monterey	No Comparable Class												
County of Orange	Administrative Manager I	\$4,420	\$8,788				\$1,776	\$90		\$1,656	\$2,509	\$127	\$14,947
County of San Diego	Land Use - Environmental Planner III	\$6,211	\$7,628				\$1,075			\$1,291	\$2,480	\$111	\$12,584
County of San Mateo	Senior Planner	\$8,138	\$10,171				\$2,659	\$84	\$15	\$2,007	\$3,295	\$760	\$18,991
County of Santa Barbara	Planner, Supervising	\$7,286	\$8,894			\$473	\$607	\$26		\$1,676	\$3,374	\$680	\$15,731
County of Santa Cruz	Principal Planner	\$7,611	\$10,143				\$1,704			\$1,951	\$1,194	\$759	\$15,751
County of Sonoma	Supervising Planner	\$6,512	\$7,915				\$500	\$107		\$1,491	\$1,410	\$115	\$11,538
County of Ventura	No Comparable Class												
Metropolitan Transportation Commission	Senior Planner/Analyst	\$9,217	\$11,511				\$2,294	\$184	\$16	\$2,125	\$1,978	\$167	\$18,275

Base Salary Median		\$9,903
Base Salary Mean		\$9,522
Percentage Above or Below Median		-50.09%
Percentage Above or Below Mean		-44.32%

Total Compensation Median		\$15,751
Total Compensation Mean		\$15,826
Percentage Above or Below Median		-39.88%
Percentage Above or Below Mean		-40.54%

Coastal Program Manager

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Pay Differentials	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Leave Benefits	Retirement	Social Security	Monthly Total Compensation
CA Coastal Commission and Bay Conservation and Development Commission	Coastal Program Manager	\$5,830	\$7,245			\$1,515				\$1,198	\$1,831	\$554	\$12,344
Association of Bay Area Governments	No Comparable Class												
City and County of San Francisco	Manager II	\$8,517	\$10,872				\$1,518	\$183		\$2,049	\$2,092	\$770	\$17,484
County of Los Angeles	Division Chief, Beaches and Harbors	\$11,061	\$11,061		\$442		\$1,750	\$57		\$1,872	\$2,138	\$160	\$17,481
County of Monterey	RMA Services Manager	\$7,058	\$9,634				\$1,606	\$40	\$9	\$1,742	\$1,134	\$737	\$14,902
County of Orange	Administrative Manager II	\$6,148	\$10,927				\$1,776	\$90		\$2,059	\$3,120	\$158	\$18,130
County of San Diego	Land Use - Environmental Planning Manager	\$7,114	\$8,644				\$1,075			\$1,529	\$2,810	\$125	\$14,184
County of San Mateo	Planning Services Manager	\$9,892	\$12,366				\$2,659	\$104	\$15	\$2,440	\$4,007	\$792	\$22,382
County of Santa Barbara	Program Business Leader, General	\$6,325	\$10,436			\$473	\$607	\$26		\$1,927	\$3,959	\$764	\$18,192
County of Santa Cruz	Assistant Planning Director	\$10,091	\$13,521				\$1,704			\$2,600	\$1,592	\$808	\$20,226
County of Sonoma	PRMD Division Manager	\$7,780	\$9,458		\$95		\$500	\$107		\$1,782	\$1,684	\$137	\$13,763
County of Ventura	Manager, RMA Services II	\$7,038	\$9,854		\$296		\$644			\$1,743	\$1,915	\$754	\$15,205
Metropolitan Transportation Commission	Principal	\$10,737	\$14,306				\$2,294	\$184	\$16	\$2,641	\$2,458	\$207	\$22,107

Base Salary Median	\$10,872
Base Salary Mean	\$11,007
Percentage Above or Below Median	-50.06%
Percentage Above or Below Mean	-51.93%

Total Compensation Median	\$17,484
Total Compensation Mean	\$17,641
Percentage Above or Below Median	-41.64%
Percentage Above or Below Mean	-42.92%