



Contra Costa County Employees' Retirement Association

2011 Total Compensation Analysis



FOX LAWSON & ASSOCIATES
a Division of Gallagher Benefit Services, Inc.
Compensation and Human Resources Specialists

May 24, 2011



Fox Lawson & Associates
a Division of Gallagher Benefit Services, Inc.
Compensation and Human Resources Specialists

P.O. Box 32985
Phoenix, AZ 85064-2985
Phone 602-840-1070
Fax 602-840-1071
www.foxlawson.com

May 24, 2011

Ms. Marilyn Leedom
Chief Executive Officer
Contra Costa County Employees' Retirement Association
1355 Willow Way, Suite 221
Concord, CA 94520

Total Compensation Analysis

Dear Ms Leedom:

As requested by the Contra Costa County Employees' Retirement Association (CCCERA), we have completed a total compensation analysis of selected jobs within CCCERA using published salary surveys including the recently completed 2011 CALAPRS Survey. The purpose of this analysis is to provide guidance regarding market competitive total compensation for individual jobs.

The following report outlines the background, methodology, findings, and recommendations of the analysis. The analyses and recommendations provided in this report follow the same methodology that was applied to compensation study that was conducted in 2008. In addition, we have supplemented the original analysis methodology with additional benefits, variable compensation and retirement contribution data to derive a total compensation value for each position.

We appreciate having the opportunity to assist CCCERA with this critical study. If you have any questions or need further assistance, please call me at 425-586-1079, or Bruce at 602-840-1070.

Sincerely,

Devin Grdinic, M.A., CCP

Cc: Bruce G. Lawson

TABLE OF CONTENTS

Cover Letter	1
Table of Contents	2
Background	3
Methodology	4
Data Sources	
Position Matching	
Data Aging	
Geographical Adjustments	
Analysis and Accuracy	
Total Compensation/Benefits	
Findings	7
Analysis	
Discussion	
Recommendations	12
Appendix	14
A – Market Analysis Summaries	
B - Market Pricing Worksheets	

BACKGROUND

The Contra Costa County Employees' Retirement Association engaged Fox Lawson & Associates, a Division of Gallagher Benefit Services, Inc. (FLA), to conduct a total compensation analysis of selected professional, management and executive positions. The specific objectives of this study were to:

- Collect and analyze total compensation information from published salary surveys and local data sources to represent both the public and private sectors.
- Provide detailed summary statistics of the market pricing data, including private and public sector breakouts, and relative benefit values.
- Develop recommendations regarding market competitive salary ranges.
- Prepare a written report of our findings.

Following are the positions surveyed in this study:

No	Job Title
1	Accounting Manager
2	Administrative/HR Coordinator
3	Benefits Manager
4	Benefits Program Coordinator
5	Chief Executive Officer
6	Chief Investment Officer
7	Communications Coordinator
8	Deputy CEO
9	General Counsel
10	Investment Analyst
11	Information Technology Coordinator

METHODOLOGY

FLA follows strict methodology when conducting total compensation analyses to ensure the most consistent and accurate results. The data sources, position scopes, and benchmark comparisons were all carefully selected to provide CCCERA with the most relevant and accurate market comparisons.

Note: ‘Scopes’ are organizational characteristics (such as asset size, industry, operating budget, number of employees, etc.) used when selecting competitive market comparisons.

Data Sources – Market data were collected from a variety of published salary surveys. By utilizing data from multiple surveys, and selected multiple scopes for each job match, we are able to provide CCCERA with more position matches, thereby increasing the overall accuracy of the compensation analysis. Surveys used in this study include:

- Towers Watson – Top Management
- Towers Watson – Middle Management
- Towers Watson – Supervisory Management
- Towers Watson – Finance & Accounting
- Towers Watson – Information Technology & eCommerce
- Mercer – Finance, Accounting, Legal
- Mercer - Executive
- CompAnalysis – Greater San Francisco Bay Area Compensation

In addition to the published salary surveys listed above, we also collected market data from specific organizations within CCCERA’s defined labor market, as defined by the 2011 CALAPRS survey. The organizations from which we collected CALAPRS data were:

- Alameda County – ERA
- Kern County - ERA
- Los Angeles City – ERS
- Orange County – ERA
- Sacramento County – ERS
- San Bernardino County – ERA
- San Diego County – ERA
- San Francisco – ERS

Total Compensation/Benefits Data: Total compensation figures were derived from a variety of proprietary and publicly available data sources including the 2011 CALAPRS Survey, U.S. Chamber of Commerce Benefits Survey, WorldatWork’s 2010 PTO Survey, and the U.S. Department of Labor, Bureau of Labor statistics (BLS).

METHODOLOGY (continued)

Position Matching – Market matches were made in accordance with meeting at least a 70% match to the essential duties and responsibilities of each job, as well as the standard education, training, and licensing requirements. Information regarding the duties and responsibilities of each job were provided by CCCERA to FLA in the form of current job descriptions and organizational charts. FLA completed market pricing for all requested jobs.

In addition to the 70% job content match rule discussed above, position matches were made in relation to the relative span of control and operational characteristics of both CCCERA and the market. For example, when collecting market matches for the Chief Executive Officer position from the private sector salary surveys, it was necessary to select division-level CEO matches, as this provides a more accurate depiction of CCCERA's operational status relative to Contra Costa County.

Data Aging - All data were trended forward to reflect an effective date of May 1, 2011. The aging factor used was derived from the *WorldatWork 2010/2011 Salary Budget Survey*.

Geographic Adjustments – Because geographic markets are not only different across the nation, but also within specific labor markets, geographic differential factors were collected by referencing the *Economic Research Institute's Geographic Difference Reference Report*. This geographic differential factor reflects wage and salary differentials by each geographic location.

Note: Cost of labor differentials are applied to compensation data as a matter of professional practice, as this ensures the data are reflective of any systemic differences in the cost of labor for a specific geographic area. In contrast, cost of living differentials, which reflect the overall differences in the cost of living for a geographic area, are generally not included in compensation analyses. The reason being that employers do not have any control over the standard of living in an area, or the opposable cost of goods and/or services.

Geographic differential figures were collected for each organization, as well as for Concord, CA. Concord, CA is considered the base city, and all other areas are compared to the base city. For example, if it is found that Ventura, CA has a geographic differential of 94.7% compared to Concord, this means that Ventura is 5.3% **below** the geographic market for Concord. Thus, Ventura's data were **increased** by 5.3% to equate to the Concord geographic market. A table outlining the geographic differentials used for this study is provided on the following page:

METHODOLOGY (continued)

Comparison Geographic Area	Factor
United States Average	83.40%
California - Statewide, United States	93.70%
Santa Ana, California	95.40%
Oakland, California	99.70%
Sacramento, California	91.40%
San Diego, California	91.20%
San Bernardino, California	90.60%
Bakersfield, California	89.70%
Ventura, California	94.70%
Martinez, California	99.30%
San Rafael, California	102.10%
San Mateo, California	100.80%

Analysis and Accuracy – FLA conducted independent tests of statistical variance to eliminate any market matches that significantly skewed the overall results for any position match. In addition, as discussed above, geographic differentials and aging factors were applied to all data to ensure a consistent effective date and location basis. As a result, the provided compensation data represents a Concord-specific market salary, with an effective date of May 1, 2011.

The results of the market pricing for each job are provided in summary form in the Findings section of this report. Detailed market pricing worksheets for each job are provided in the Appendix of this report.

Total Compensation – In order to provide simplified total compensation comparisons between CCCERA and the market, all components of employer-paid compensation have been separated into six major categories. These categories and the information they provide are as follows:

- **Base Compensation** – Indicates top step salaries at CCCERA, and actual salaries in the competitive labor market.
- **Variable Pay** – Cash compensation, in addition to the base salary that has been paid out for the achievement of short-term (i.e. one year or less) performance goals. *Note: These figures do not include the value of long-term incentives that may be paid in the private sector.*
- **Health (Medical, Dental, Vision)** – Average employer cost of health benefits provided to the employee.
- **Employer Retirement Contribution** – Employer contribution to employee retirement programs (i.e. Defined Benefit, 401(k), 403(b), PERS, etc.).
- **Paid Time Off (Vacation, Sick, Holiday)** – The estimated value of pay for time not worked, based on actual employee salaries.
- **Stability (Life, Disability)** – Employer cost of benefits related to job security, such as short-term disability, long-term disability, and life insurance.

FINDINGS - ANALYSIS

The Total Compensation Analysis worksheets (**located in Appendix A**) provide detailed comparisons between CCCERA's total compensation package and that of the competitive labor market for each position under review. All compensation data have been presented in a graphical manner to allow for easier relative comparisons between CCCERA's total compensation levels and that of the market. Specifically, each category of compensation has been color coded so we can understand its value both as part of the overall compensation package, as well as its relative value across the market. In addition, the bottom of each worksheet contains a table providing the specific dollar value of each compensation category.

Following are additional features of the Total Compensation Analysis worksheets:

- **Private vs. Public Sector** – Consistent with the 2008 study, total compensation data were collected from both the public and private sectors. Each analysis worksheet therefore provides comparisons with each sector, as well as a 'Market Median' category indicating the blended average of both.
- **Difference From Market Median** – Based on the Market Median figure discussed above, each summary table provides comparisons of CCCERA's compensation as a percentage of the market median. Negative values indicate where CCCERA lags the market, while positive values indicate where CCCERA leads the market.
- **50th and 75th Percentiles** – Two sets of Total Compensation Analysis worksheets have been prepared. The first set compares CCCERA's total compensation with the market 50th (median) percentile, while the second examines the market 75th percentile. Professional compensation standards indicate that compensation is considered to be reasonable if it is between the market's 25th and 75th percentiles.

The benchmark comparisons on the following pages provide summary comparisons between CCCERA's compensation levels and that of the competitive labor market for both the market 50th (median) and 75th percentiles. These summaries have been prepared to reflect both base salary and total compensation comparisons.

The overall percentage difference figure at the bottom of the summary is not simply an average of all of the individual averages, but rather, reflects the sum of all CCCERA salary rates minus the sum of all market salary rates, divided by the sum of all market salary rates. This provides a more accurate comparison rather than averaging averages.

FINDINGS - ANALYSIS (continued)

I - BASE SALARY ONLY (MARKET 50TH PERCENTILE)

No	Job Title	CCCERA Top Step (Max Salary)	Market 50th (Median) Salary	Percent Difference
1	Accounting Manager	\$115,848	\$117,593	-1.5%
2	Administrative/HR Coordinator	\$88,524	\$81,137	9.1%
3	Benefits Manager	\$115,852	\$110,399	4.9%
4	Benefits Program Coordinator	\$88,499	\$80,525	9.9%
5	Chief Executive Officer	\$194,525	\$251,538	-22.7%
6	Chief Investment Officer	\$176,460	\$176,879	-0.2%
7	Communications Coordinator	\$91,068	\$83,274	9.4%
8	Deputy CEO	\$144,945	\$161,213	-10.1%
9	General Counsel	\$150,909	\$176,916	-14.7%
10	Investment Analyst	\$110,040	\$99,939	10.1%
11	Information Technology Coordinator	\$84,384	\$97,610	-13.5%
Overall Average:				-5.3%

II - BASE SALARY ONLY (MARKET 75TH PERCENTILE)

No	Job Title	CCCERA Top Step (Max Salary)	Market 75th Salary	Percent Difference
1	Accounting Manager	\$115,848	\$133,622	-13.3%
2	Administrative/HR Coordinator	\$88,524	\$98,449	-10.1%
3	Benefits Manager	\$115,852	\$124,019	-6.6%
4	Benefits Program Coordinator	\$88,499	\$89,821	-1.5%
5	Chief Executive Officer	\$194,525	\$345,156	-43.6%
6	Chief Investment Officer	\$176,460	\$272,469	-35.2%
7	Communications Coordinator	\$91,068	\$98,469	-7.5%
8	Deputy CEO	\$144,945	\$221,830	-34.7%
9	General Counsel	\$150,909	\$193,537	-22.0%
10	Investment Analyst	\$110,040	\$114,585	-4.0%
11	Information Technology Coordinator	\$84,384	\$112,094	-24.7%
Overall Average:				-24.6%

FINDINGS - ANALYSIS (continued)

III – TOTAL COMPENSATION (MARKET 50TH PERCENTILE)

No	Job Title	CCCERA (Max Compensation)	Market 50th Total Compensation	Percent Difference
1	Accounting Manager	\$191,639	\$170,282	12.5%
2	Administrative/HR Coordinator	\$127,494	\$118,602	7.5%
3	Benefits Manager	\$192,374	\$161,979	18.8%
4	Benefits Program Coordinator	\$151,318	\$115,983	30.5%
5	Chief Executive Officer	\$309,833	\$411,181	-24.6%
6	Chief Investment Officer	\$282,023	\$292,559	-3.6%
7	Communications Coordinator	\$155,455	\$121,909	27.5%
8	Deputy CEO	\$235,807	\$258,660	-8.8%
9	General Counsel	\$243,790	\$276,091	-11.7%
10	Investment Analyst	\$182,950	\$144,917	26.2%
11	Information Technology Coordinator	\$144,905	\$140,878	2.9%
			Overall Average:	0.2%

IV – TOTAL COMPENSATION (MARKET 75TH PERCENTILE)

No	Job Title	CCCERA (Max Compensation)	Market 75th Total Compensation	Percent Difference
1	Accounting Manager	\$191,639	\$191,386	0.1%
2	Administrative/HR Coordinator	\$127,494	\$141,741	-10.1%
3	Benefits Manager	\$192,374	\$179,931	6.9%
4	Benefits Program Coordinator	\$151,318	\$128,237	18.0%
5	Chief Executive Officer	\$309,833	\$533,817	-42.0%
6	Chief Investment Officer	\$282,023	\$423,785	-33.5%
7	Communications Coordinator	\$155,455	\$142,078	9.4%
8	Deputy CEO	\$235,807	\$337,734	-30.2%
9	General Counsel	\$243,790	\$296,690	-17.8%
10	Investment Analyst	\$182,950	\$163,754	11.7%
11	Information Technology Coordinator	\$144,905	\$160,091	-9.5%
			Overall Average:	-17.8%

FINDINGS - DISCUSSION

Following is an overview of how CCCERA's compensation levels compare to the market 50th and 75th percentiles in terms of base salary and total compensation. These guidelines should be used as a general rule when determining the competitive nature of current compensation practices:

- **+/-5% (Highly Competitive)**
- **+/-10% (Competitive)**
- **+/-10-15% (Possible misalignment with market)**
- **>15% (Significant misalignment with market)**

BASE SALARY ONLY

Market 50th Percentile

Overall, top step CCCERA salaries are **5.3% below** the market 50th (median) percentile. Using the guidelines provided above, this tells us that current CCCERA salaries are considered to be competitive with the market, although the overall relationship appears to be on the low side.

Market 75th Percentile

Overall, top step CCCERA salaries are **24.6% below** the market 75th (median) percentile. Using the guidelines provided above, this tells us that current CCCERA salaries are significantly below the market 75th percentile.

TOTAL COMPENSATION

Market 50th Percentile

Overall, total compensation is **0.2% above** the market 50th (median) percentile. Using the guidelines provided above, this tells us that total compensation at CCCERA is highly competitive with the market.

Market 75th Percentile

Overall, total compensation is **17.8% below** the market 75th (median) percentile. Using the guidelines provided above, this tells us that total compensation at CCCERA is significantly below the market 75th percentile.

FINDINGS – DISCUSSION (continued)

While CCCERA's overall compensation levels are generally competitive with the market 50th (median) percentile and significantly lower than the market 75th percentile, there are some positions that are more significantly above/below the market.

- The reason some positions are above/below the market may be due to hire date, seniority, or performance of both CCCERA employees and the employees in jobs represented in the market.
- These positions should be closely examined for internal equity of the position, along with the knowledge, skills, abilities, and experience required of the job. Along with these factors, issues such as performance and longevity often impact employee salaries and may account for some of the large differences.

CCCERA's total compensation levels are generally more competitive with the market than base salaries alone. This finding indicates that CCCERA's non-cash compensation practices (i.e. benefits, retirement, etc.) are more competitive with the market than base salary.

- CCCERA's contributions to employee retirement exceed the market in both the public and private sectors.
- CCCERA does not currently provide short- or long-term incentive compensation to employees. The market analysis indicates that short-term incentives are prevalent in both the public and private sectors, while long-term incentives are common the private sector only.

RECOMMENDATIONS

The analysis conducted for CCCERA indicates that current total compensation levels are competitive with the market 50th percentile, but significantly below the market 75th percentile. While we have noted that CCCERA's contributions to employee retirement are above the market standard, we do not recommend decreasing this contribution as it helps to maintain competitiveness with market total compensation.

To ensure CCCERA's ongoing ability to attract and retain key personnel, we recommend implementing updated salary ranges for all positions that tie directly to the market data presented in this report, as follows:

- We recommend CCCERA establish new salary ranges that utilize a total of eight (8) steps, with the 5th step being anchored directly to the market 50th percentile. Consistent with the current ranges, each step would provide a 5% increase.
- Establishing broader salary ranges that are consistent with the market provides CCCERA with increased flexibility when determining the pay levels for individual employees.
- The salary ranges currently utilized by CCCERA for these positions provide for a total of 5 steps. That is, there are a maximum of 5 steps for each salary range in which an employee may be placed based on their experience and performance with the organization. We do not find this practice to be consistent with market trends, which would normally provide a greater number of steps for positions with steeper learning curves.
- The following page provides two options for an '8 Step' salary structure model. The first model is based on the combined private and public sector data, while the second model is based on the public sector and ERA data only:

OPTION #1 - PUBLIC/PRIVATE SECTOR

No	Job Title	Step 1	Step 2 (5.0%)	Step 3 (5.0%)	Step 4 (5.0%)	Step 5 (Market 50th)	Step 6 (5.0%)	Step 7 (5.0%)	Step 8 (5.0%)
1	Accounting Manager	\$96,744	\$101,581	\$106,660	\$111,993	\$117,593	\$123,473	\$129,646	\$136,129
2	Administrative/HR Coordinator	\$66,752	\$70,089	\$73,594	\$77,273	\$81,137	\$85,194	\$89,454	\$93,926
3	Benefits Manager	\$90,826	\$95,367	\$100,135	\$105,142	\$110,399	\$115,919	\$121,715	\$127,801
4	Benefits Program Coordinator	\$66,248	\$69,561	\$73,039	\$76,691	\$80,525	\$84,551	\$88,779	\$93,218
5	Chief Executive Officer	\$206,941	\$217,288	\$228,153	\$239,560	\$251,538	\$264,115	\$277,321	\$291,187
6	Chief Investment Officer	\$145,519	\$152,795	\$160,435	\$168,456	\$176,879	\$185,723	\$195,009	\$204,760
7	Communications Coordinator	\$68,510	\$71,935	\$75,532	\$79,309	\$83,274	\$87,438	\$91,810	\$96,400
8	Deputy CEO	\$132,630	\$139,262	\$146,225	\$153,536	\$161,213	\$169,274	\$177,737	\$186,624
9	General Counsel	\$145,549	\$152,827	\$160,468	\$168,492	\$176,916	\$185,762	\$195,050	\$204,802
10	Investment Analyst	\$82,220	\$86,331	\$90,648	\$95,180	\$99,939	\$104,936	\$110,183	\$115,692
11	Information Technology Coordinator	\$80,304	\$84,319	\$88,535	\$92,962	\$97,610	\$102,491	\$107,615	\$112,996

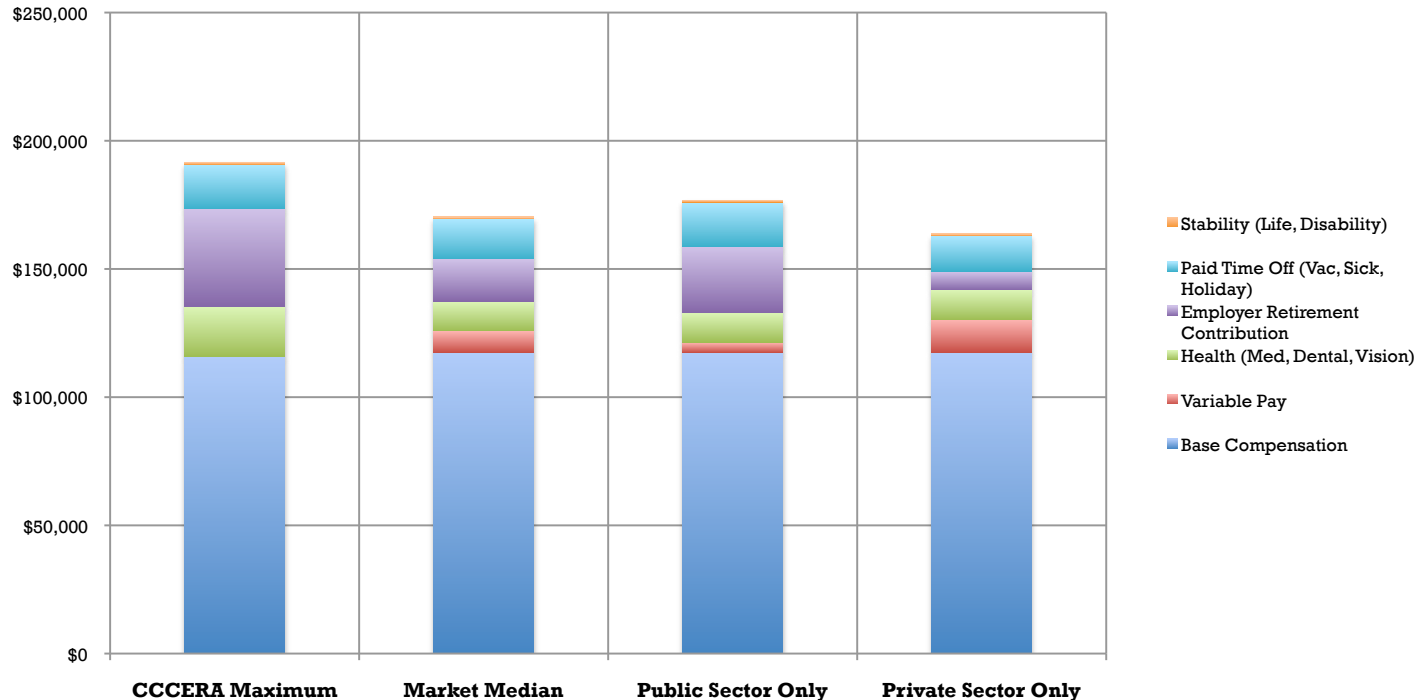
OPTION #2 - PUBLIC SECTOR AND ERA ONLY

No	Job Title	Step 1	Step 2 (5.0%)	Step 3 (5.0%)	Step 4 (5.0%)	Step 5 (Market 50th)	Step 6 (5.0%)	Step 7 (5.0%)	Step 8 (5.0%)
1	Accounting Manager	\$96,741	\$101,578	\$106,657	\$111,990	\$117,589	\$123,468	\$129,642	\$136,124
2	Administrative/HR Coordinator	\$67,014	\$70,365	\$73,883	\$77,577	\$81,456	\$85,529	\$89,805	\$94,296
3	Benefits Manager	\$90,654	\$95,187	\$99,947	\$104,944	\$110,191	\$115,701	\$121,486	\$127,560
4	Benefits Program Coordinator	\$65,347	\$68,615	\$72,045	\$75,648	\$79,430	\$83,402	\$87,572	\$91,950
5	Chief Executive Officer	\$203,818	\$214,009	\$224,709	\$235,945	\$247,742	\$260,129	\$273,136	\$286,792
6	Chief Investment Officer	\$145,519	\$152,795	\$160,435	\$168,456	\$176,879	\$185,723	\$195,009	\$204,760
7	Communications Coordinator	\$67,551	\$70,929	\$74,475	\$78,199	\$82,109	\$86,214	\$90,525	\$95,051
8	Deputy CEO	\$128,333	\$134,749	\$141,487	\$148,561	\$155,989	\$163,788	\$171,978	\$180,577
9	General Counsel	\$140,301	\$147,316	\$154,682	\$162,416	\$170,537	\$179,064	\$188,017	\$197,418
10	Investment Analyst	\$79,641	\$83,623	\$87,804	\$92,194	\$96,804	\$101,644	\$106,726	\$112,063
11	Information Technology Coordinator	\$79,655	\$83,638	\$87,820	\$92,211	\$96,821	\$101,662	\$106,745	\$112,082

APPENDIX A – TOTAL COMPENSATION ANALYSIS SUMMARIES

CCCERA Total Compensation Analysis (50th)

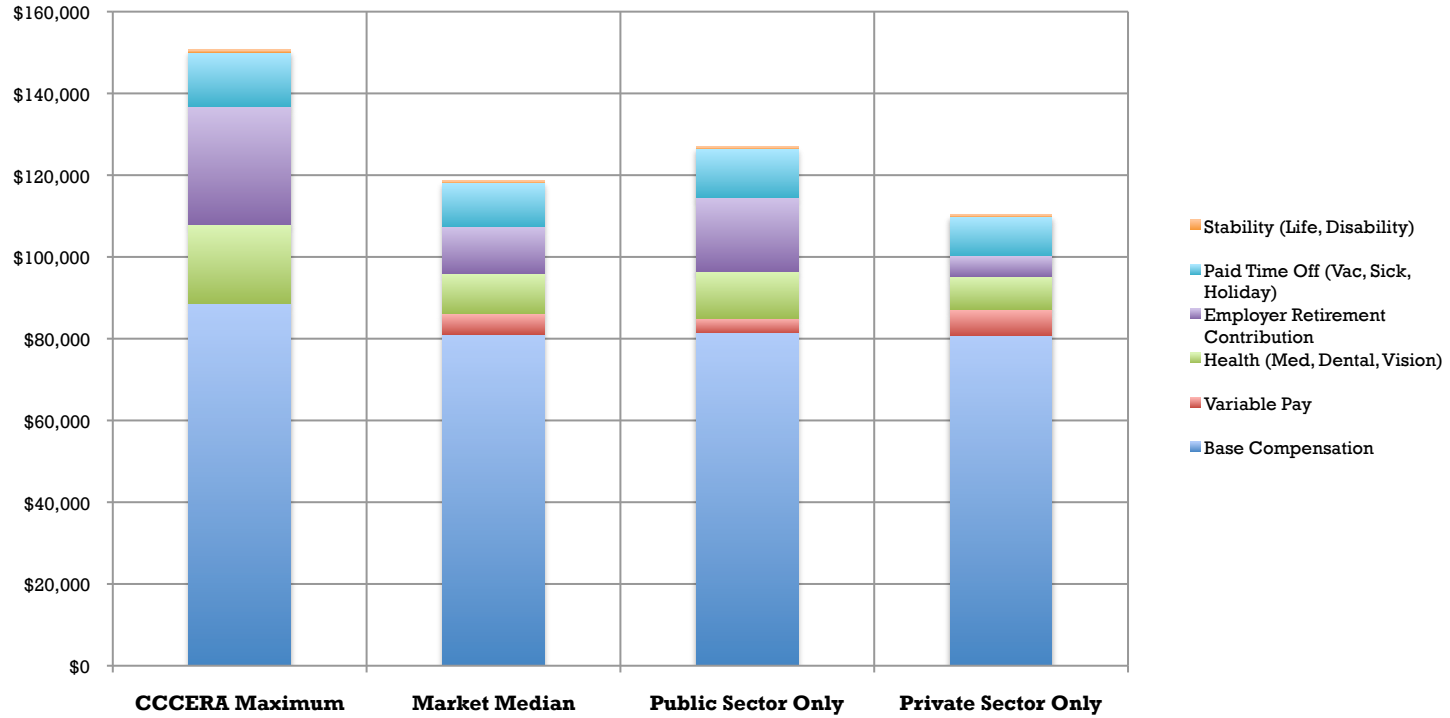
Position Title: Accounting Manager



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference (Market Median)
Base Compensation	\$115,848	\$117,593	\$117,589	\$117,601	-1.5%
Variable Pay	\$0	\$8,263	\$3,900	\$12,625	n/a
Health (Med, Dental, Vision)	\$19,404	\$11,567	\$11,491	\$11,642	67.8%
Employer Retirement Contribution	\$38,233	\$16,604	\$25,917	\$7,291	130.3%
Paid Time Off (Vac, Sick, Holiday)	\$17,266	\$15,550	\$17,214	\$13,886	11.0%
Stability (Life, Disability)	\$888	\$706	\$706	\$706	25.9%
Total Compensation	\$191,639	\$170,282	\$176,816	\$163,751	12.5%

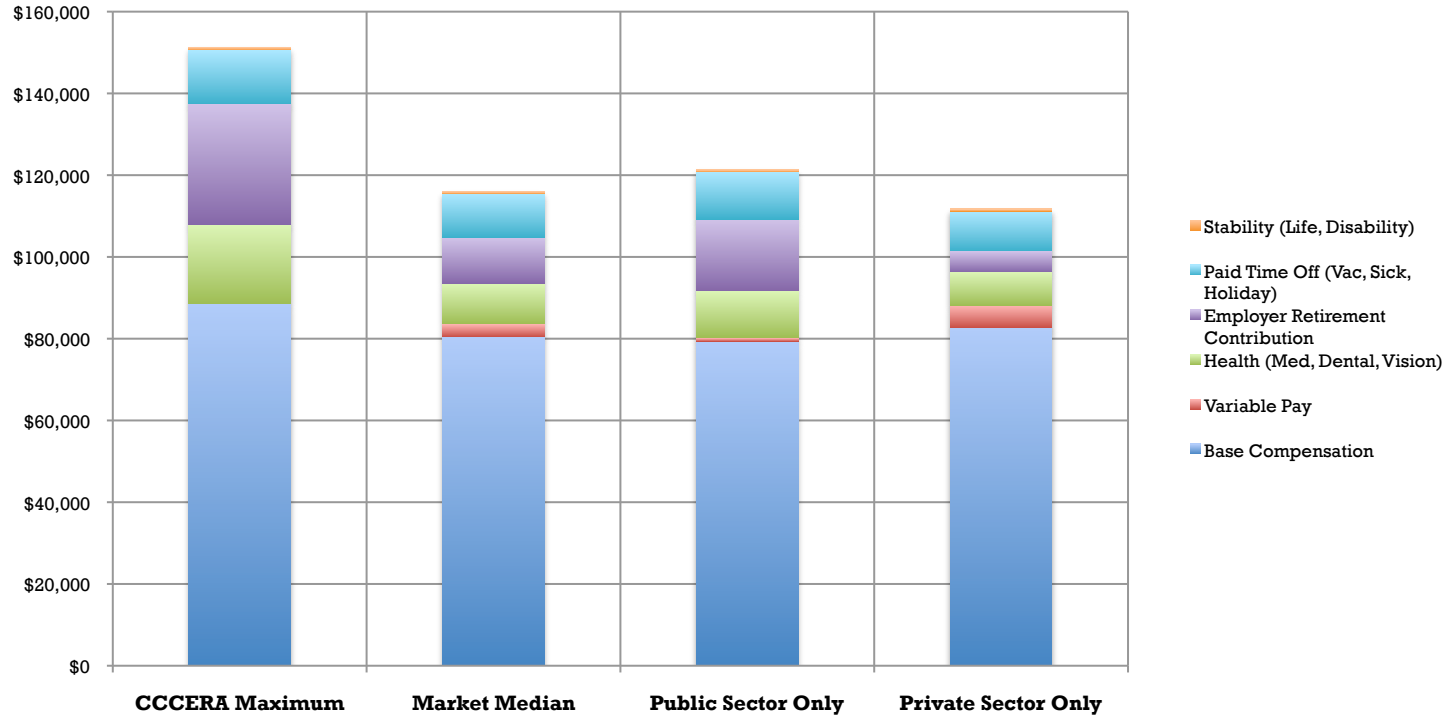
CCCERA Total Compensation Analysis (50th)

Position Title: Administrative/HR Coordinator



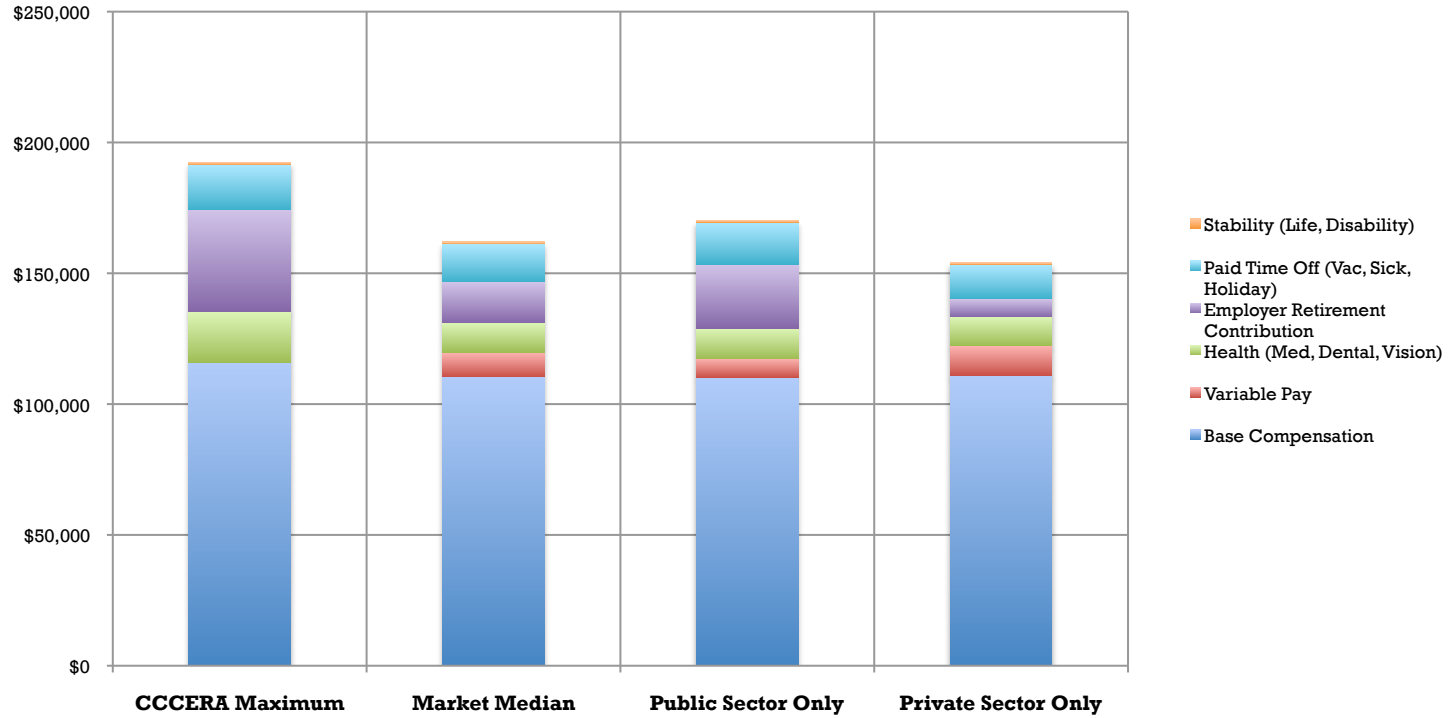
	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$88,524	\$81,137	\$81,456	\$80,818	9.1%
Variable Pay	\$0	\$5,017	\$3,600	\$6,433	n/a
Health (Med, Dental, Vision)	\$19,404	\$9,746	\$11,491	\$8,001	99.1%
Employer Retirement Contribution	\$28,908	\$11,482	\$17,953	\$5,011	151.8%
Paid Time Off (Vac, Sick, Holiday)	\$13,193	\$10,734	\$11,925	\$9,543	22.9%
Stability (Life, Disability)	\$593	\$487	\$489	\$485	21.8%
Total Compensation	\$150,622	\$118,602	\$126,913	\$110,290	27.0%

CCCERA Total Compensation Analysis (50th)
Position Title: Benefits Program Coordinator



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$88,499	\$80,525	\$79,430	\$82,715	9.9%
Variable Pay	\$0	\$3,117	\$800	\$5,433	n/a
Health (Med, Dental, Vision)	\$19,404	\$9,840	\$11,491	\$8,189	97.2%
Employer Retirement Contribution	\$29,529	\$11,317	\$17,506	\$5,128	160.9%
Paid Time Off (Vac, Sick, Holiday)	\$13,190	\$10,697	\$11,628	\$9,767	23.3%
Stability (Life, Disability)	\$696	\$486	\$477	\$496	43.1%
Total Compensation	\$151,318	\$115,983	\$121,332	\$111,728	30.5%

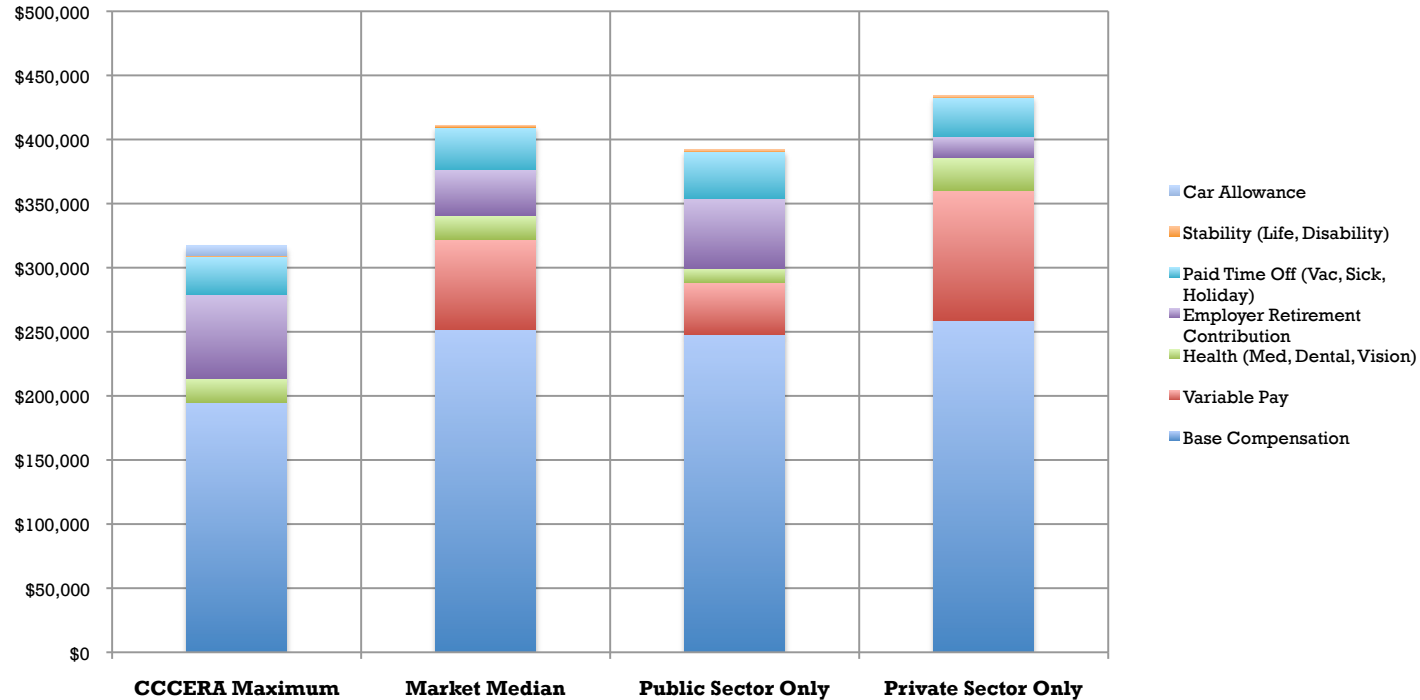
CCCERA Total Compensation Analysis (50th)
Position Title: Benefits Manager



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$115,852	\$110,399	\$110,191	\$110,815	4.9%
Variable Pay	\$0	\$9,500	\$7,367	\$11,633	n/a
Health (Med, Dental, Vision)	\$19,404	\$11,231	\$11,491	\$10,971	72.8%
Employer Retirement Contribution	\$38,964	\$15,578	\$24,286	\$6,871	150.1%
Paid Time Off (Vac, Sick, Holiday)	\$17,266	\$14,608	\$16,131	\$13,085	18.2%
Stability (Life, Disability)	\$888	\$663	\$661	\$665	33.9%
Total Compensation	\$192,374	\$161,979	\$170,128	\$154,039	18.8%

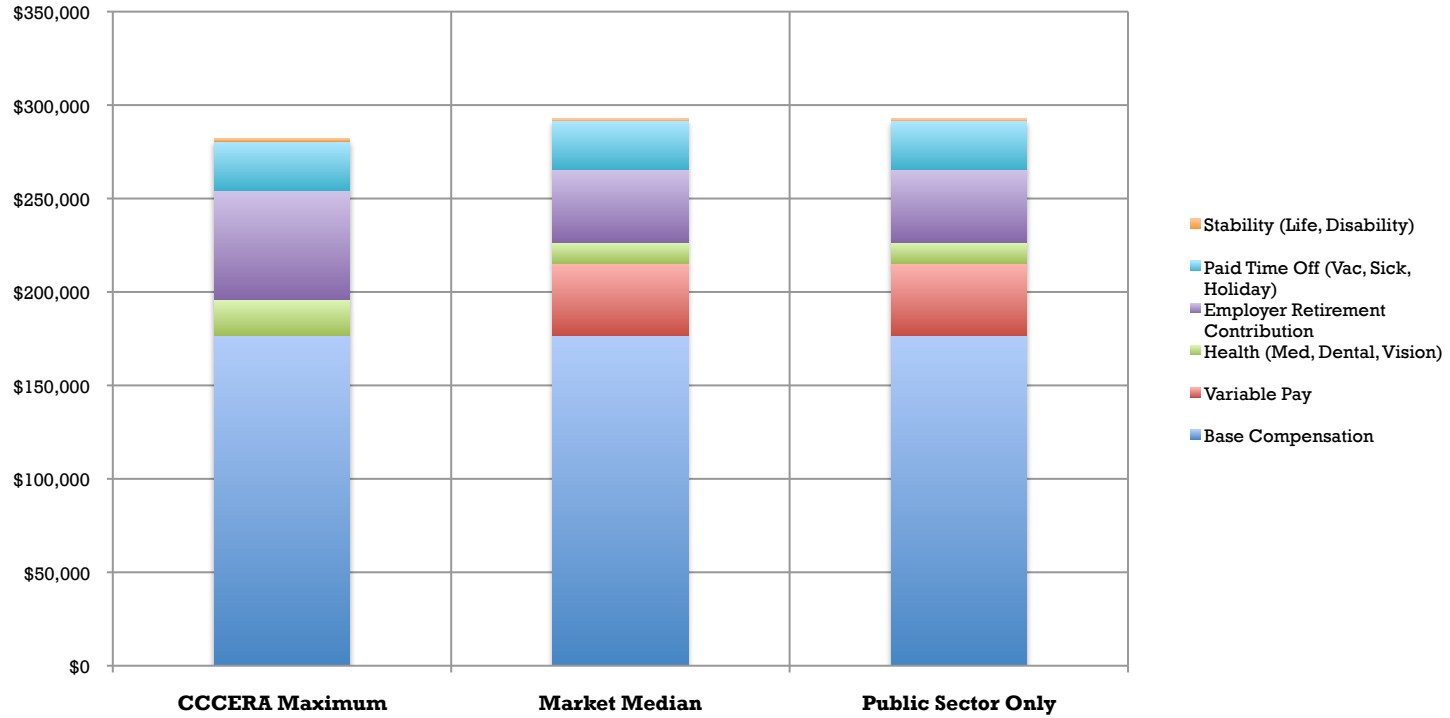
CCCERA Total Compensation Analysis (50th)

Position Title: Chief Executive Officer/Administrator



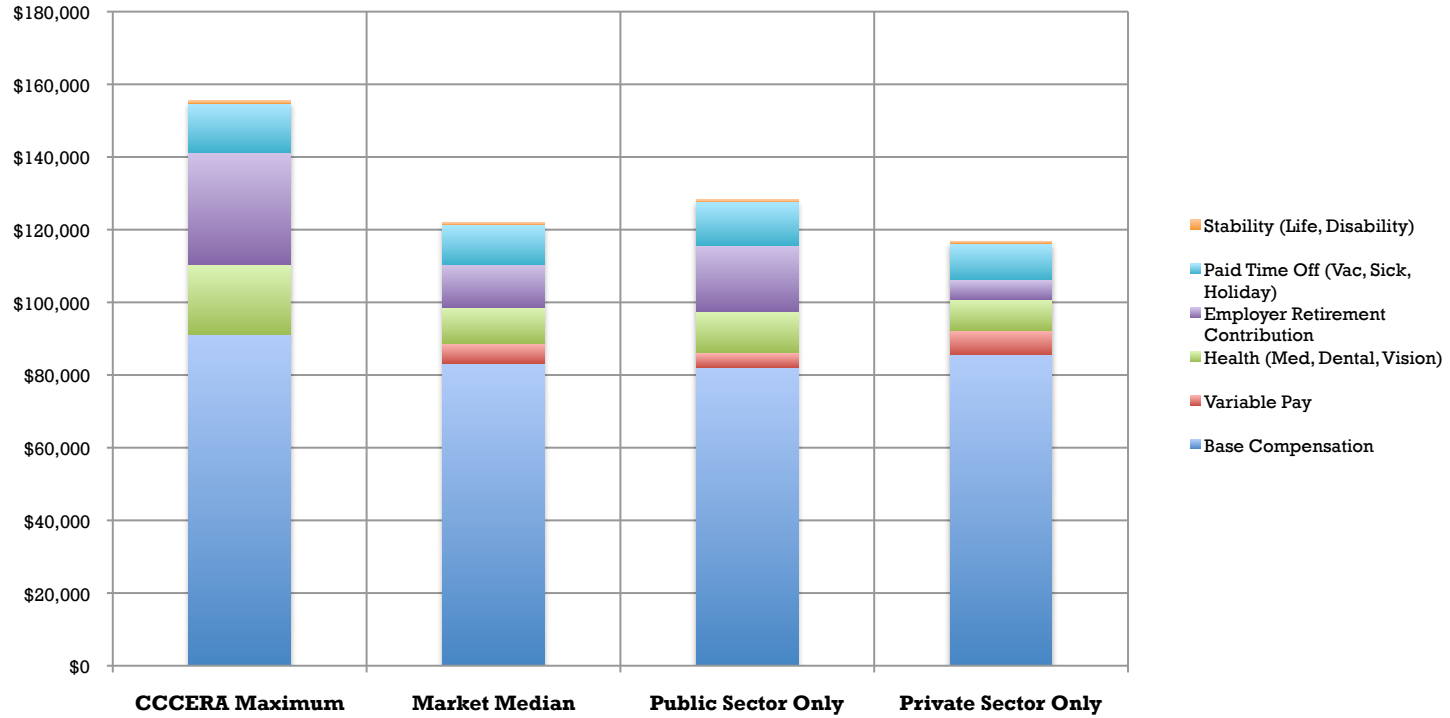
	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$194,525	\$251,538	\$247,742	\$259,131	-22.7%
Variable Pay	\$0	\$70,783	\$40,467	\$101,100	n/a
Health (Med, Dental, Vision)	\$19,404	\$18,572	\$11,491	\$25,654	4.5%
Employer Retirement Contribution	\$65,484	\$35,334	\$54,602	\$16,066	85.3%
Paid Time Off (Vac, Sick, Holiday)	\$28,992	\$33,433	\$36,268	\$30,597	-13.3%
Stability (Life, Disability)	\$1,428	\$1,521	\$1,486	\$1,555	-6.1%
Car Allowance	\$7,200	\$0	\$0	\$0	n/a
Total Compensation	\$317,033	\$411,181	\$392,057	\$434,103	-22.9%

CCCERA Total Compensation Analysis (50th)
Position Title: Chief Investment Officer



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$176,460	\$176,879	\$176,879	Data N/A	-0.2%
Variable Pay	\$0	\$38,250	\$38,250	Data N/A	n/a
Health (Med, Dental, Vision)	\$19,404	\$11,491	\$11,491	Data N/A	68.9%
Employer Retirement Contribution	\$58,564	\$38,984	\$38,984	Data N/A	50.2%
Paid Time Off (Vac, Sick, Holiday)	\$26,299	\$25,894	\$25,894	Data N/A	1.6%
Stability (Life, Disability)	\$1,296	\$1,061	\$1,061	Data N/A	22.1%
Total Compensation	\$282,023	\$292,559	\$292,559	Data N/A	-3.6%

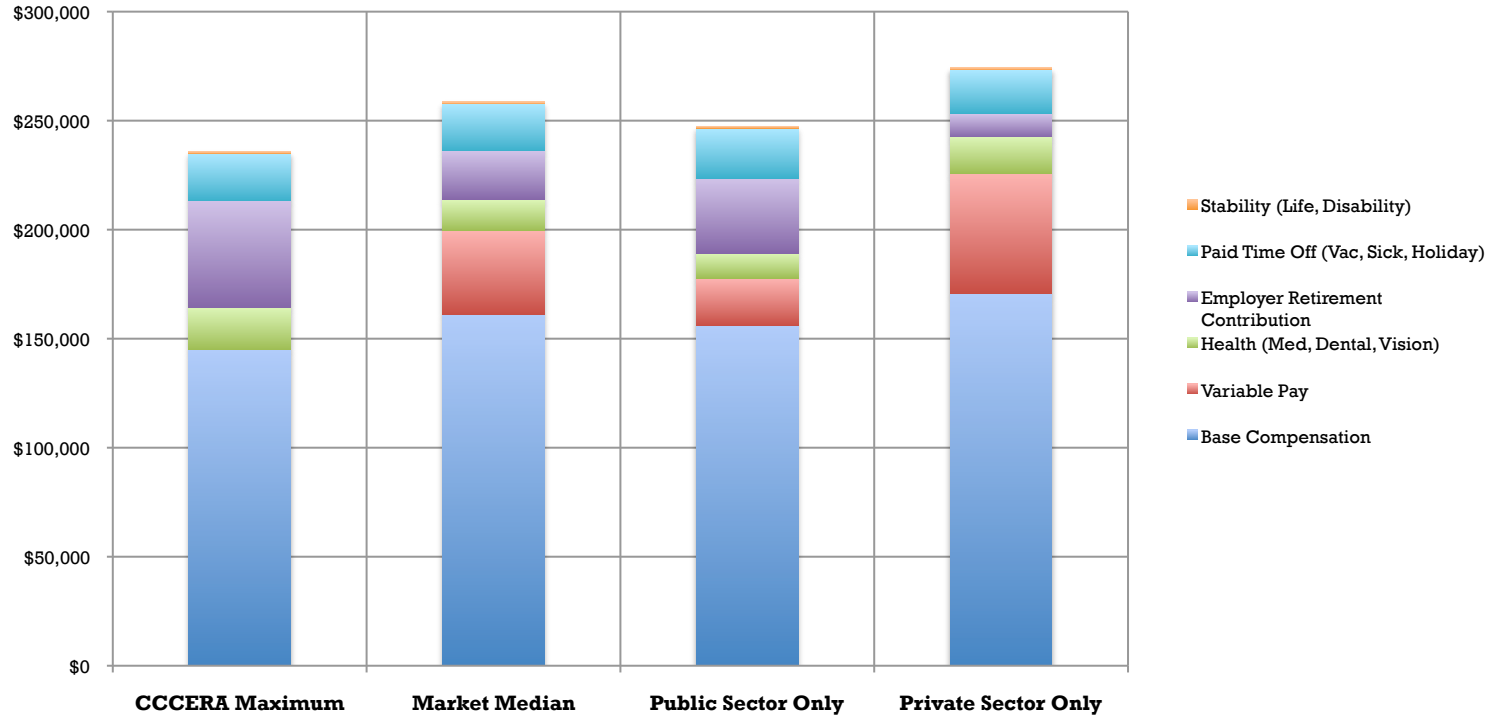
CCCERA Total Compensation Analysis (50th)
Position Title: Communications Coordinator



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$91,068	\$83,274	\$82,109	\$85,605	9.4%
Variable Pay	\$0	\$5,383	\$4,000	\$6,767	n/a
Health (Med, Dental, Vision)	\$19,404	\$9,983	\$11,491	\$8,475	94.4%
Employer Retirement Contribution	\$30,702	\$11,702	\$18,097	\$5,308	162.4%
Paid Time Off (Vac, Sick, Holiday)	\$13,573	\$11,064	\$12,020	\$10,108	22.7%
Stability (Life, Disability)	\$708	\$503	\$493	\$514	40.7%
Total Compensation	\$155,455	\$121,909	\$128,210	\$116,776	27.5%

CCCERA Total Compensation Analysis (50th)

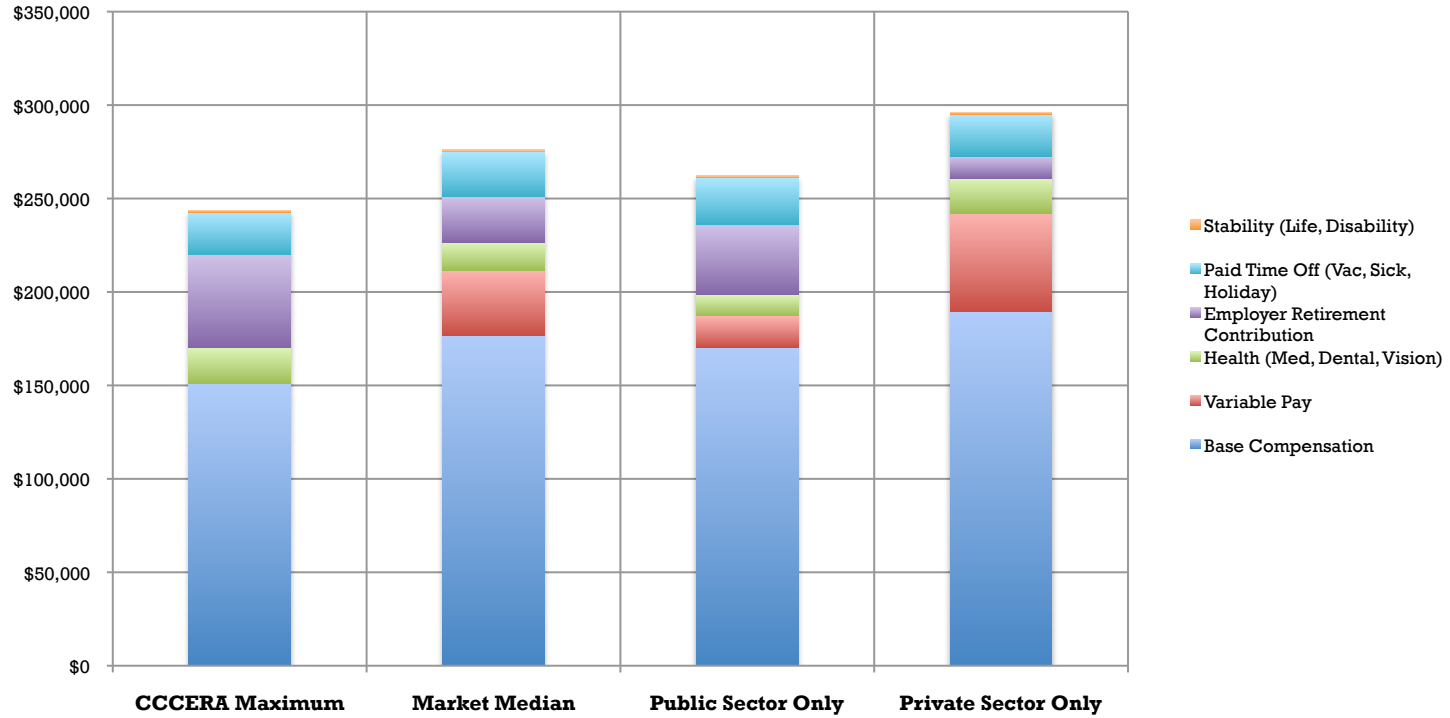
Position Title: Deputy CEO (Vacant)



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$144,945	\$161,213	\$155,989	\$170,890	-7.1%
Variable Pay	\$0	\$38,267	\$21,800	\$54,733	n/a
Health (Med, Dental, Vision)	\$19,404	\$14,205	\$11,491	\$16,918	68.9%
Employer Retirement Contribution	\$48,966	\$22,488	\$34,380	\$10,595	42.4%
Paid Time Off (Vac, Sick, Holiday)	\$21,602	\$21,507	\$22,836	\$20,178	-5.4%
Stability (Life, Disability)	\$890	\$981	\$936	\$1,025	-4.9%
Total Compensation	\$235,807	\$258,660	\$247,432	\$274,340	-4.7%

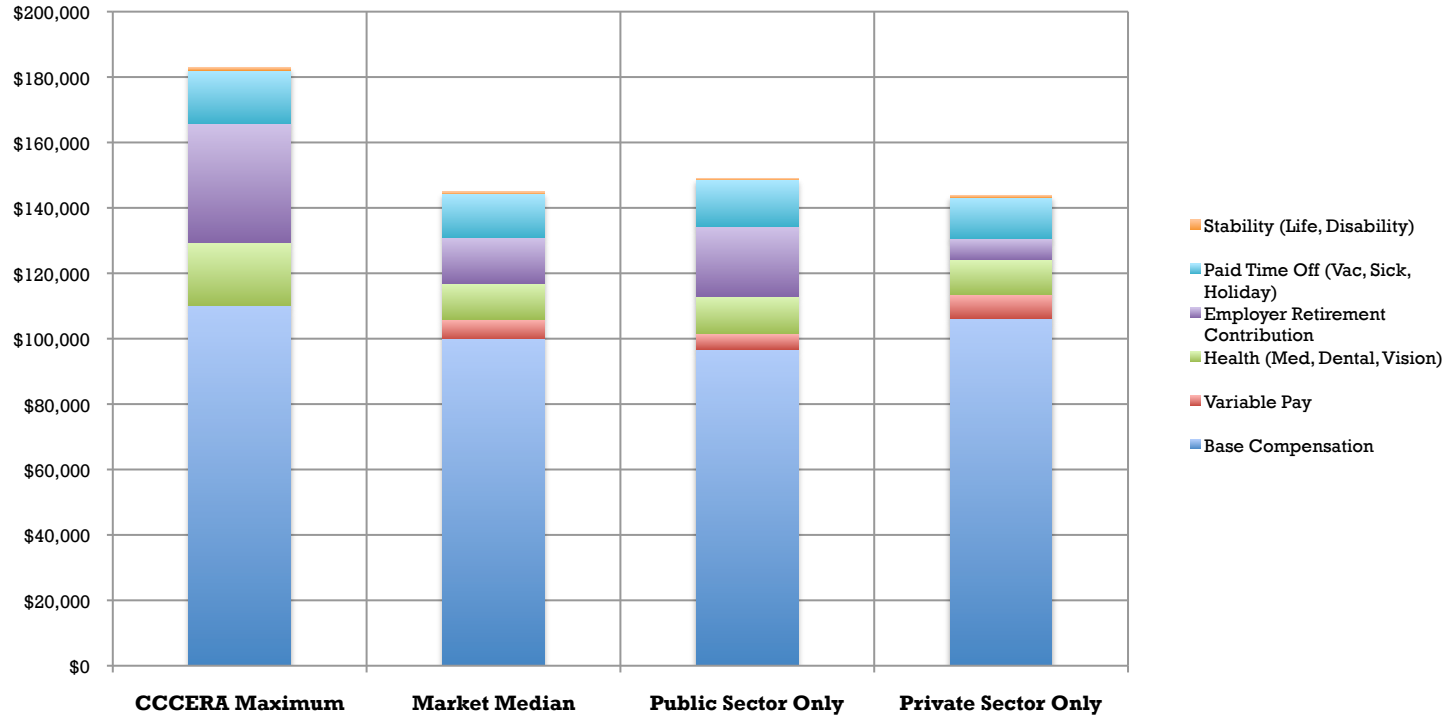
CCCERA Total Compensation Analysis (50th)

Position Title: General Counsel



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$150,909	\$176,916	\$170,537	\$189,674	-14.7%
Variable Pay	\$0	\$34,606	\$16,711	\$52,500	n/a
Health (Med, Dental, Vision)	\$19,404	\$15,134	\$11,491	\$18,778	n/a
Employer Retirement Contribution	\$49,870	\$24,673	\$37,586	\$11,760	102.1%
Paid Time Off (Vac, Sick, Holiday)	\$22,491	\$23,681	\$24,966	\$22,396	-5.0%
Stability (Life, Disability)	\$1,116	\$1,081	\$1,023	\$1,138	3.3%
Total Compensation	\$243,790	\$276,091	\$262,314	\$296,246	-11.7%

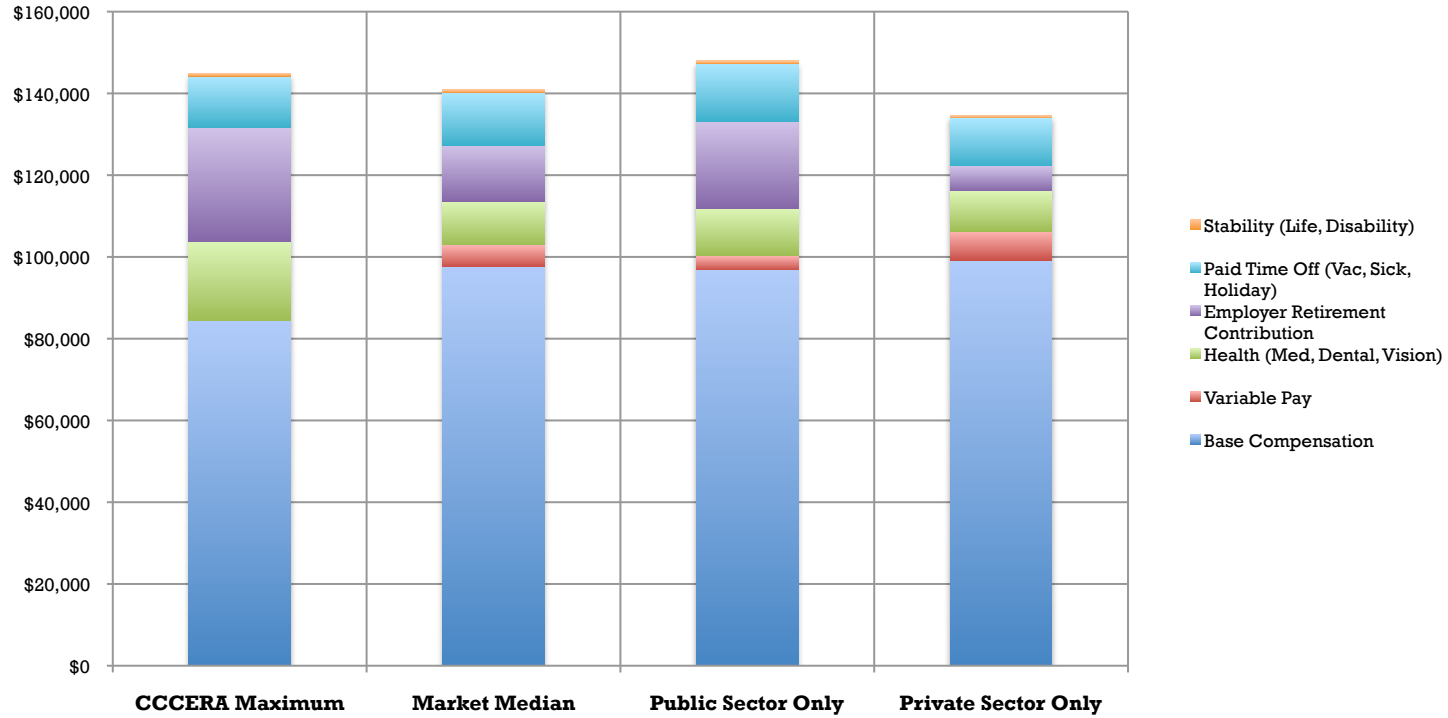
CCCERA Total Compensation Analysis (50th)
Position Title: Investment Analyst



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$110,040	\$99,939	\$96,804	\$106,208	10.1%
Variable Pay	\$0	\$6,050	\$4,750	\$7,350	n/a
Health (Med, Dental, Vision)	\$19,404	\$11,003	\$11,491	\$10,515	76.4%
Employer Retirement Contribution	\$36,266	\$13,960	\$21,336	\$6,585	159.8%
Paid Time Off (Vac, Sick, Holiday)	\$16,400	\$13,356	\$14,172	\$12,541	22.8%
Stability (Life, Disability)	\$840	\$609	\$581	\$637	37.9%
Total Compensation	\$182,950	\$144,917	\$149,133	\$143,835	26.2%

CCCERA Total Compensation Analysis (50th)

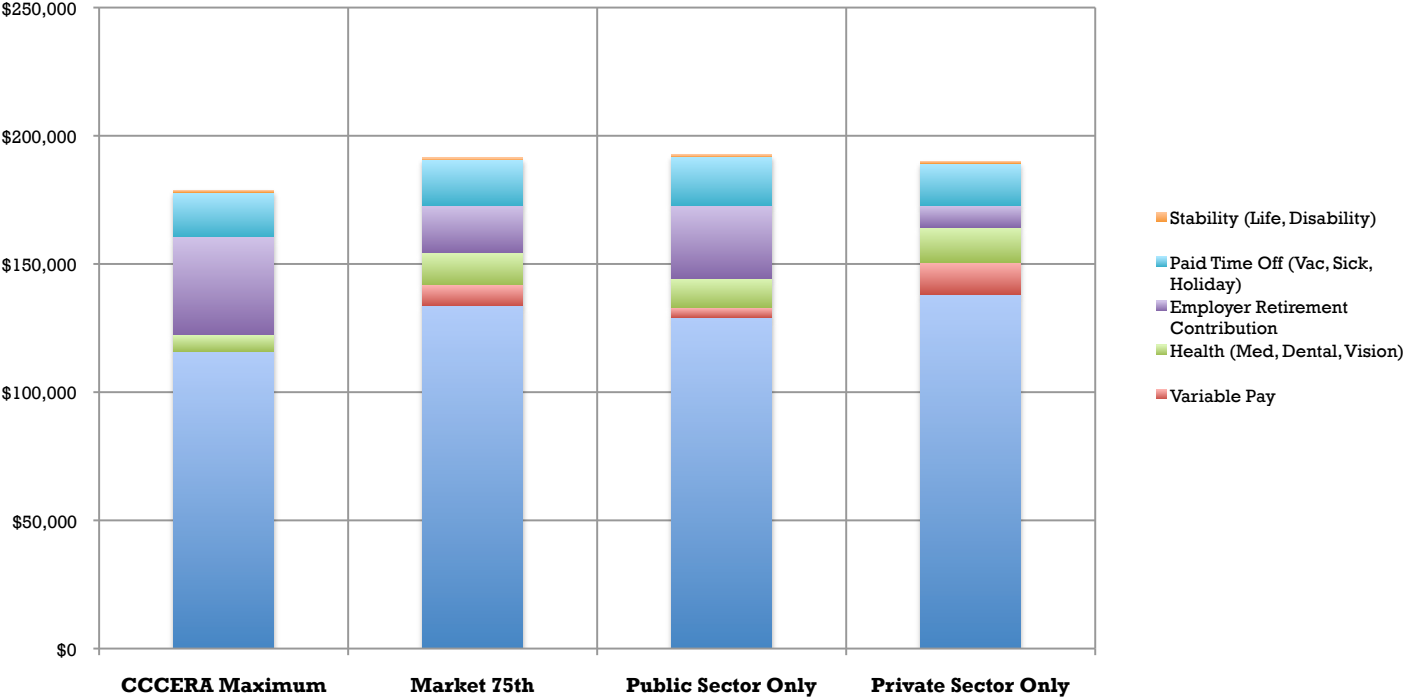
Position Title: Information Technology Coordinator



	CCCERA Maximum	Market Median	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$84,384	\$97,610	\$96,821	\$99,189	-13.5%
Variable Pay	\$0	\$5,337	\$3,540	\$7,133	n/a
Health (Med, Dental, Vision)	\$19,404	\$10,655	\$11,491	\$9,820	82.1%
Employer Retirement Contribution	\$27,869	\$13,745	\$21,339	\$6,150	102.8%
Paid Time Off (Vac, Sick, Holiday)	\$12,576	\$12,943	\$14,174	\$11,712	-2.8%
Stability (Life, Disability)	\$672	\$588	\$581	\$595	14.3%
Total Compensation	\$144,905	\$140,878	\$147,946	\$134,598	2.9%

CCCERA Total Compensation Analysis (75th)

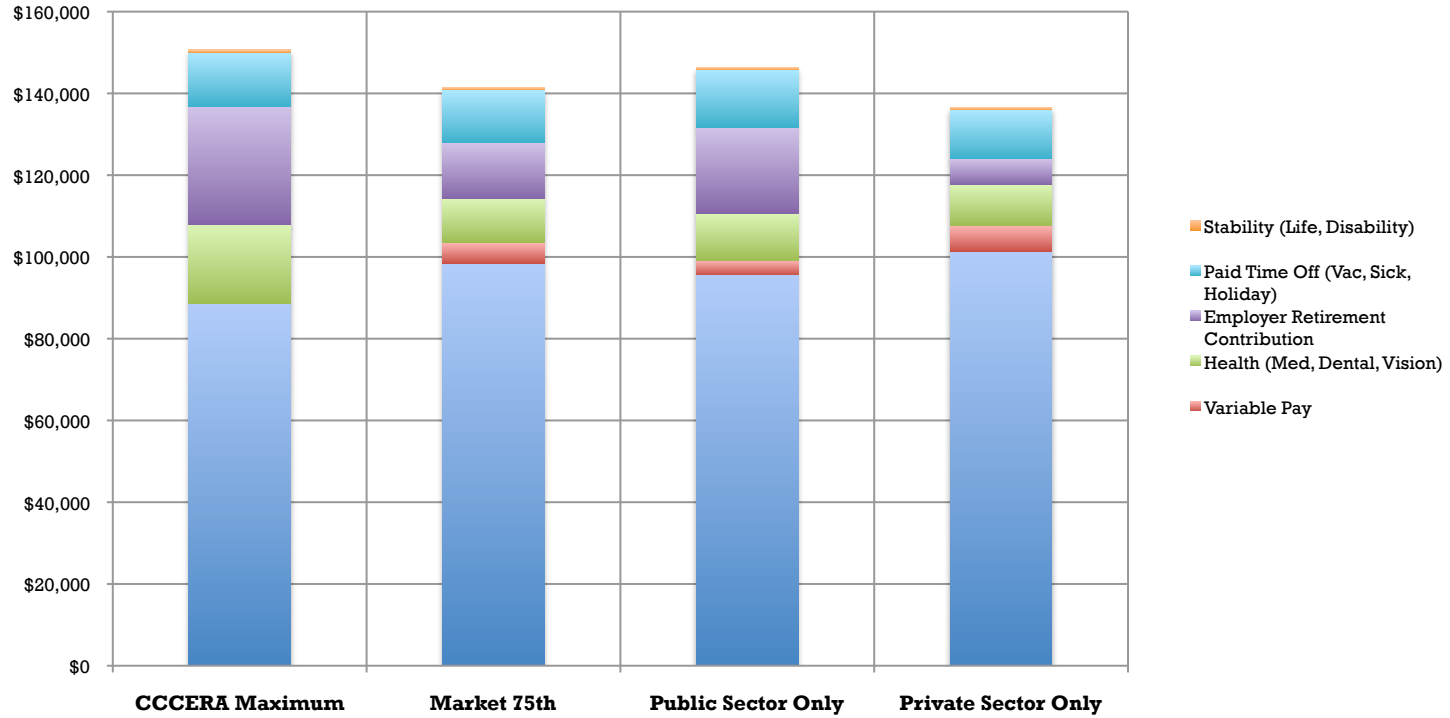
Position Title: Accounting Manager



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference (Market Median)
Base Compensation	\$115,848	\$133,622	\$129,125	\$138,119	-13.3%
Variable Pay	\$0	\$8,263	\$3,900	\$12,625	n/a
Health (Med, Dental, Vision)	\$6,612	\$12,582	\$11,491	\$13,674	-47.5%
Employer Retirement Contribution	\$38,233	\$18,511	\$28,459	\$8,563	106.5%
Paid Time Off (Vac, Sick, Holiday)	\$17,266	\$17,606	\$18,903	\$16,309	-1.9%
Stability (Life, Disability)	\$888	\$802	\$775	\$829	10.8%
Total Compensation	\$178,847	\$191,386	\$192,653	\$190,119	-6.6%

CCCERA Total Compensation Analysis (75th)

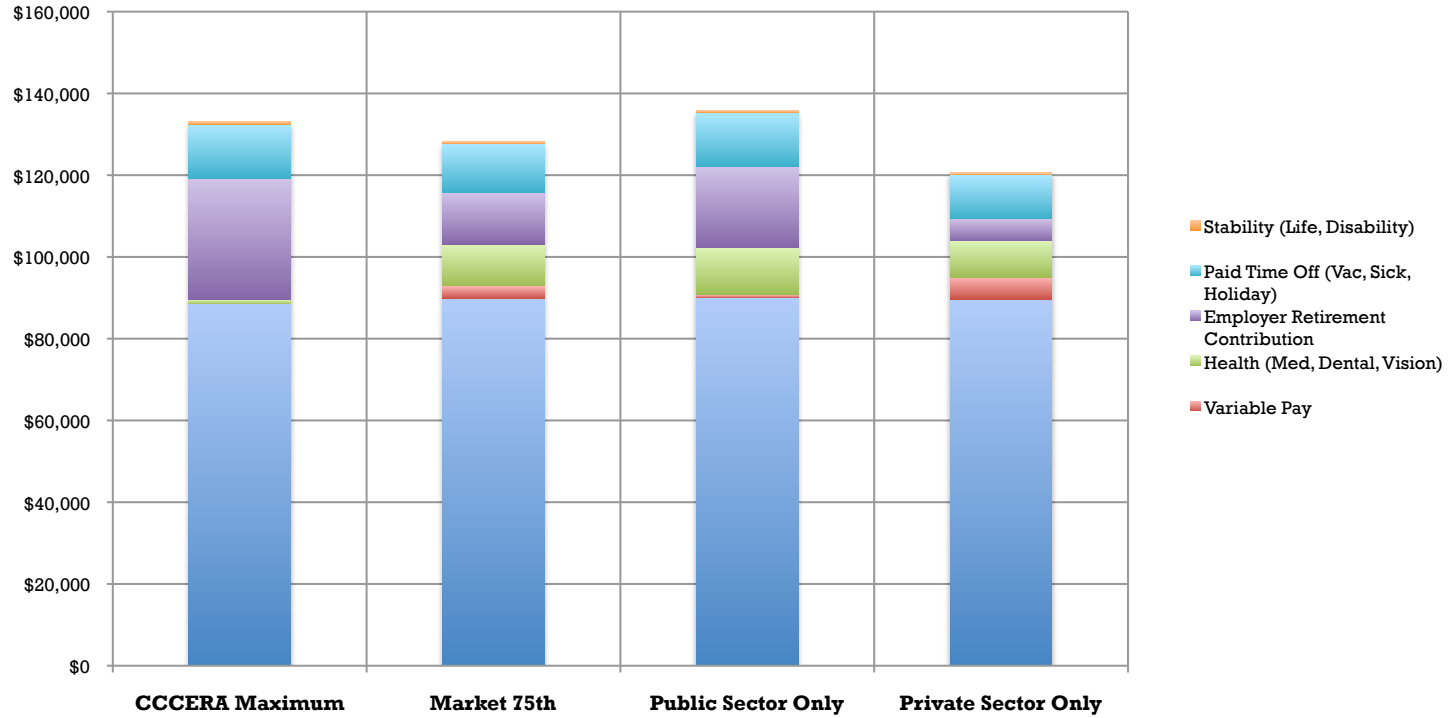
Position Title: Administrative/HR Coordinator



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$88,524	\$98,449	\$95,617	\$101,282	-10.1%
Variable Pay	\$0	\$5,017	\$3,600	\$6,433	n/a
Health (Med, Dental, Vision)	\$19,404	\$10,759	\$11,491	\$10,027	80.4%
Employer Retirement Contribution	\$28,908	\$13,677	\$21,074	\$6,279	111.4%
Paid Time Off (Vac, Sick, Holiday)	\$13,193	\$12,978	\$13,998	\$11,959	1.7%
Stability (Life, Disability)	\$593	\$591	\$574	\$608	0.4%
Total Compensation	\$150,622	\$141,471	\$146,353	\$136,588	6.5%

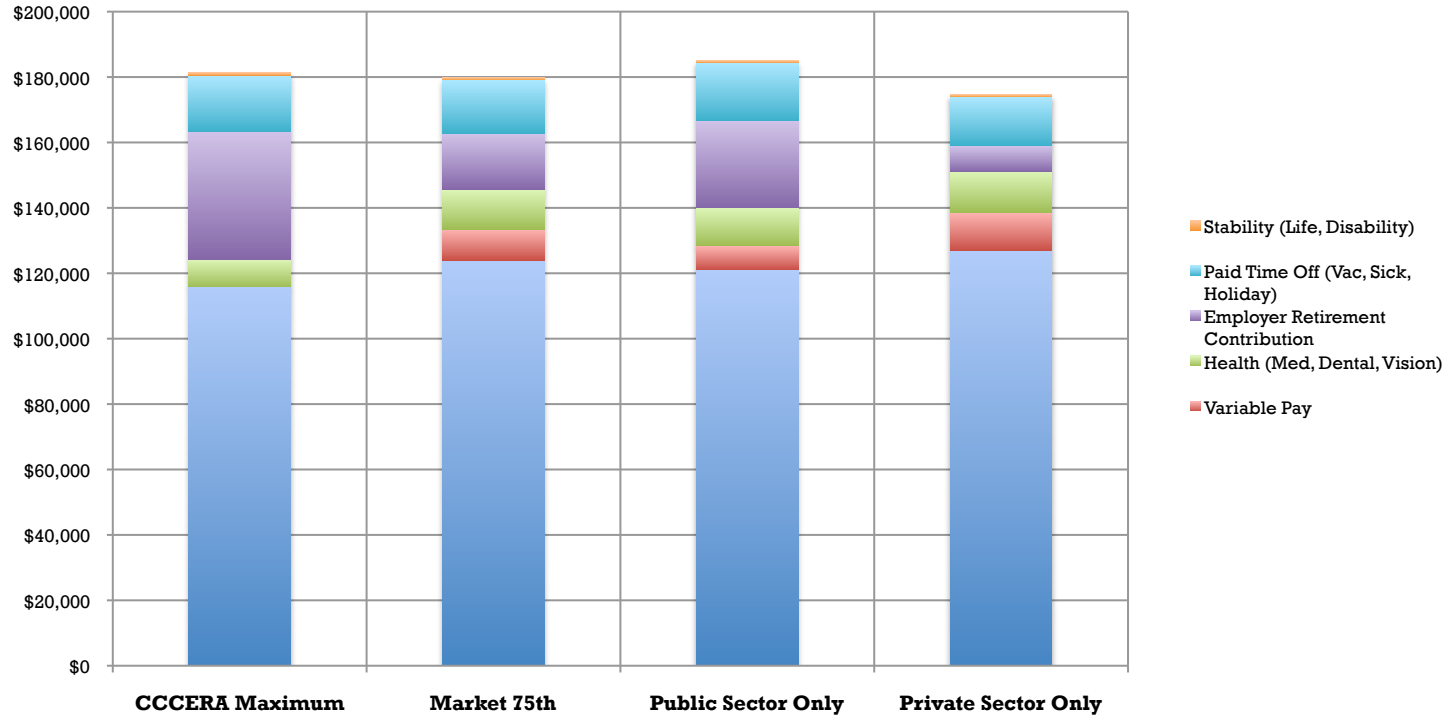
CCCERA Total Compensation Analysis (75th)

Position Title: Benefits Program Coordinator



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$88,499	\$89,821	\$90,015	\$89,627	-1.5%
Variable Pay	\$0	\$3,117	\$800	\$5,433	n/a
Health (Med, Dental, Vision)	\$1,176	\$10,182	\$11,491	\$8,873	-88.5%
Employer Retirement Contribution	\$29,529	\$12,698	\$19,839	\$5,557	132.5%
Paid Time Off (Vac, Sick, Holiday)	\$13,190	\$11,880	\$13,178	\$10,583	11.0%
Stability (Life, Disability)	\$696	\$539	\$540	\$538	29.1%
Total Compensation	\$133,090	\$128,237	\$135,863	\$120,611	3.8%

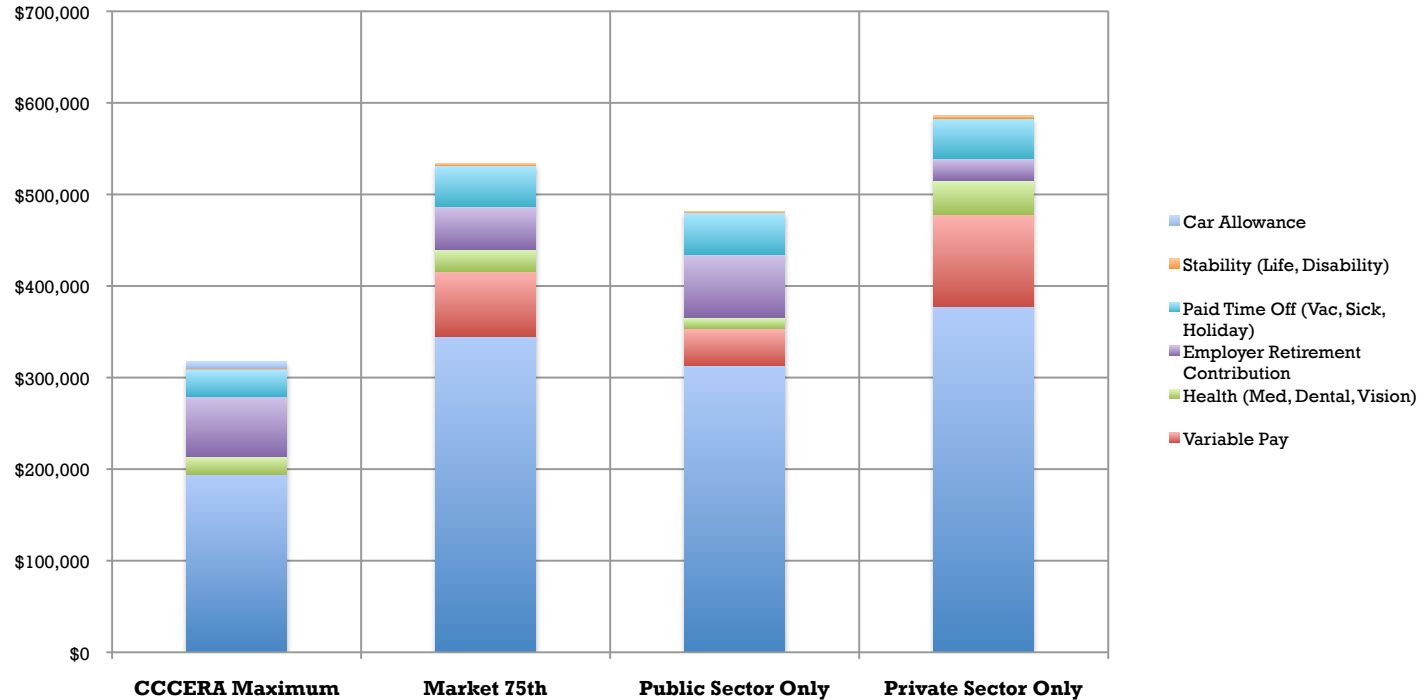
CCCERA Total Compensation Analysis (75th)
Position Title: Benefits Manager



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$115,852	\$124,019	\$121,107	\$126,931	-6.6%
Variable Pay	\$0	\$9,500	\$7,367	\$11,633	n/a
Health (Med, Dental, Vision)	\$8,460	\$12,029	\$11,491	\$12,566	-29.7%
Employer Retirement Contribution	\$38,964	\$17,281	\$26,692	\$7,870	125.5%
Paid Time Off (Vac, Sick, Holiday)	\$17,266	\$16,358	\$17,729	\$14,988	5.5%
Stability (Life, Disability)	\$888	\$744	\$727	\$762	19.3%
Total Compensation	\$181,430	\$179,931	\$185,113	\$174,749	0.8%

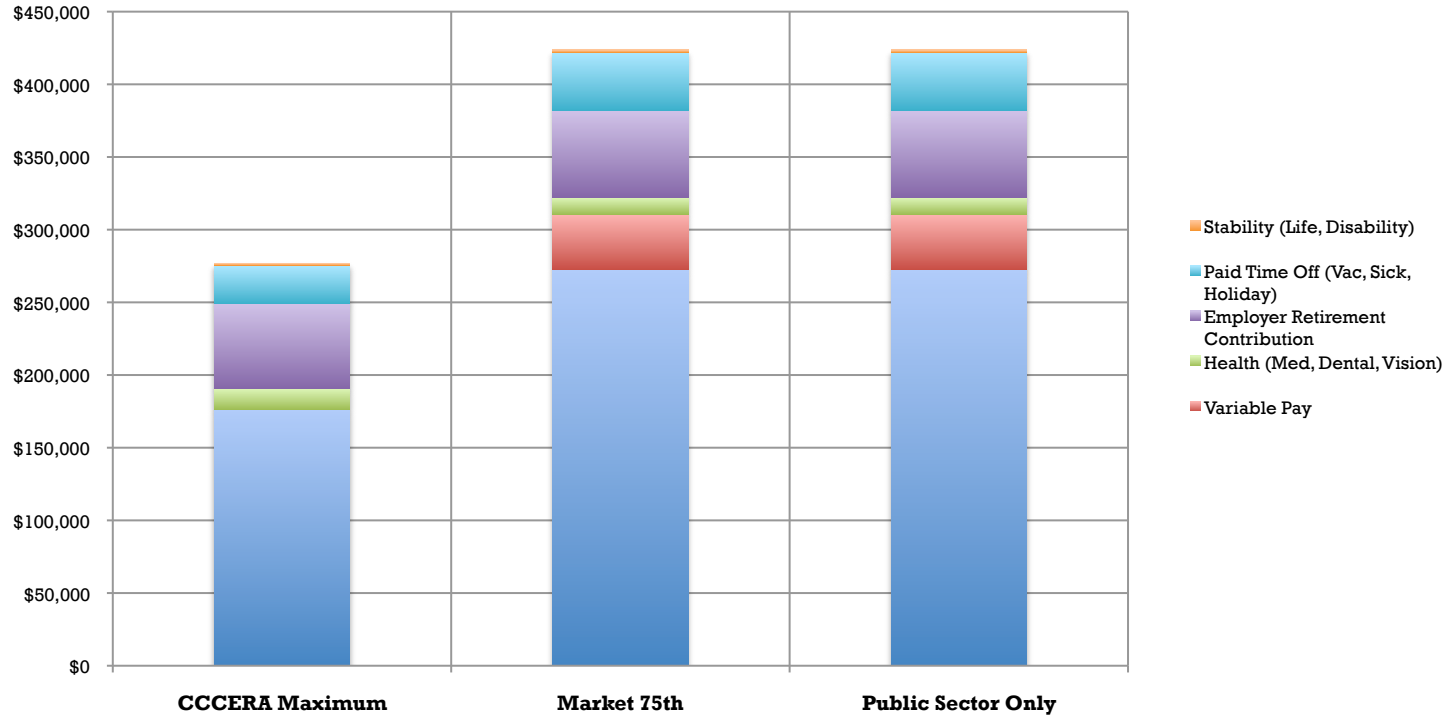
CCCERA Total Compensation Analysis (75th)

Position Title: Chief Executive Officer/Administrator



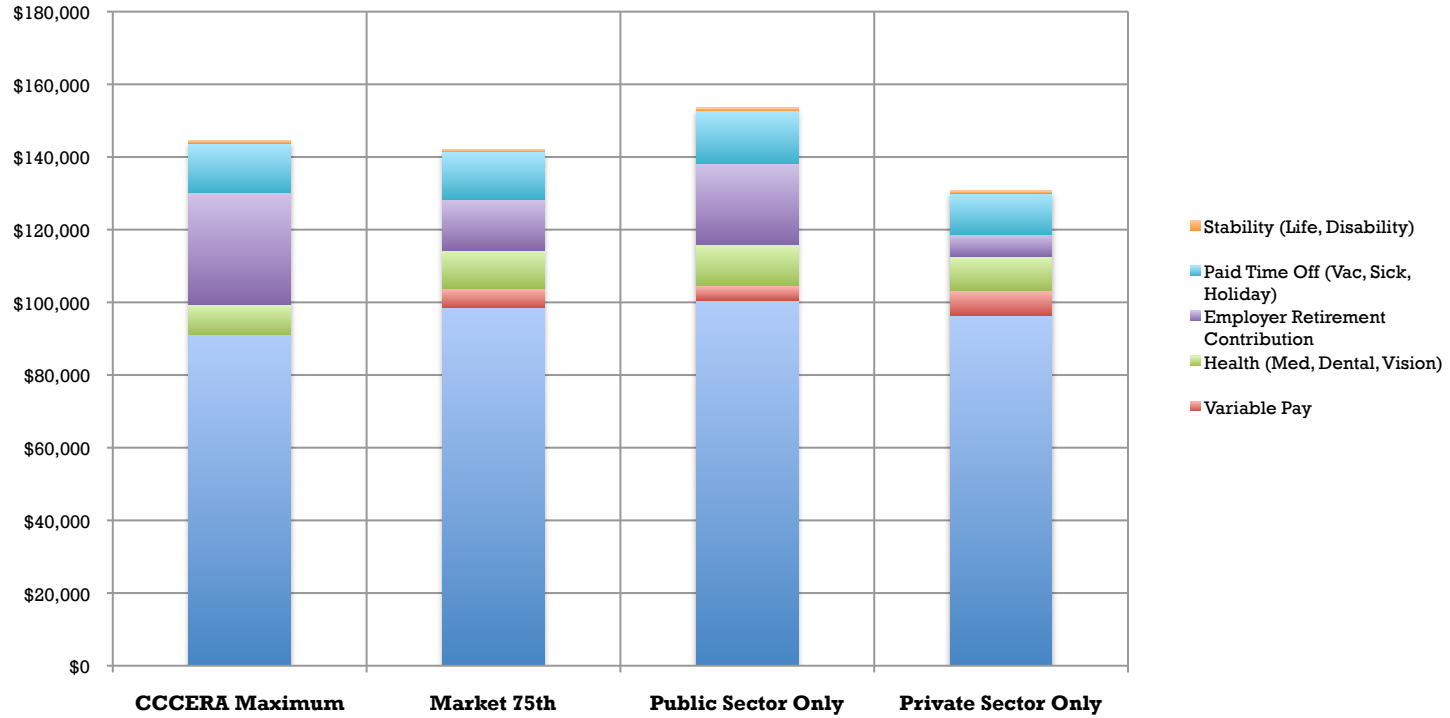
	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$194,525	\$345,156	\$313,192	\$377,120	-43.6%
Variable Pay	\$0	\$70,783	\$40,467	\$101,100	n/a
Health (Med, Dental, Vision)	\$19,404	\$24,413	\$11,491	\$37,335	-20.5%
Employer Retirement Contribution	\$65,484	\$46,204	\$69,028	\$23,381	41.7%
Paid Time Off (Vac, Sick, Holiday)	\$28,992	\$45,189	\$45,849	\$44,529	-35.8%
Stability (Life, Disability)	\$1,428	\$2,071	\$1,879	\$2,263	-31.0%
Car Allowance	\$7,200	\$0	\$0	\$0	n/a
Total Compensation	\$317,033	\$533,817	\$481,906	\$585,728	-40.6%

CCCERA Total Compensation Analysis (75th)
Position Title: Chief Investment Officer



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$176,460	\$272,469	\$272,469	Data N/A	-35.2%
Variable Pay	\$0	\$38,250	\$38,250	Data N/A	n/a
Health (Med, Dental, Vision)	\$14,316	\$11,491	\$11,491	Data N/A	24.6%
Employer Retirement Contribution	\$58,564	\$60,052	\$60,052	Data N/A	-2.5%
Paid Time Off (Vac, Sick, Holiday)	\$26,299	\$39,888	\$39,888	Data N/A	-34.1%
Stability (Life, Disability)	\$1,296	\$1,635	\$1,635	Data N/A	-20.7%
Total Compensation	\$276,935	\$423,785	\$423,785	Data N/A	-34.7%

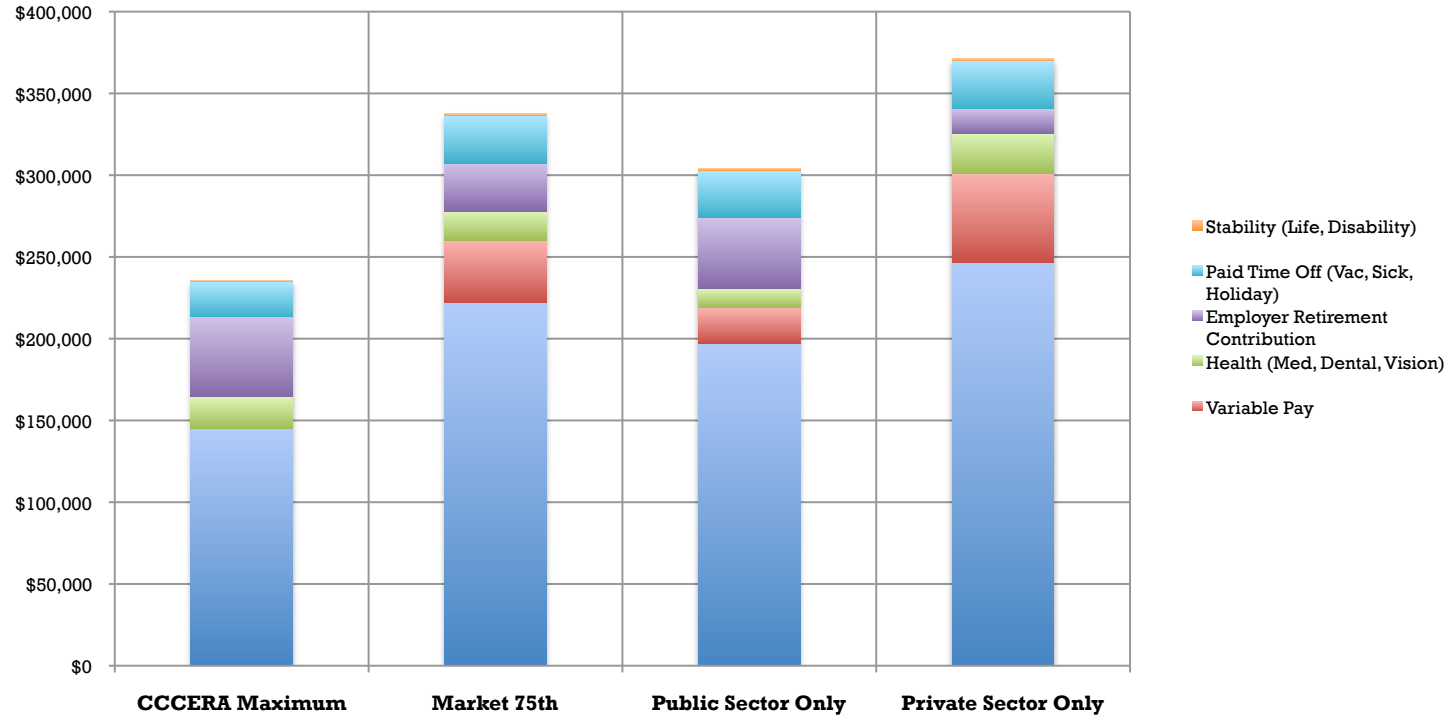
CCCERA Total Compensation Analysis (75th)
Position Title: Communications Coordinator



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$91,068	\$98,469	\$100,524	\$96,415	-7.5%
Variable Pay	\$0	\$5,383	\$4,000	\$6,767	n/a
Health (Med, Dental, Vision)	\$8,460	\$10,518	\$11,491	\$9,545	-19.6%
Employer Retirement Contribution	\$30,702	\$14,067	\$22,155	\$5,978	118.3%
Paid Time Off (Vac, Sick, Holiday)	\$13,573	\$13,050	\$14,716	\$11,384	4.0%
Stability (Life, Disability)	\$708	\$591	\$603	\$578	19.8%
Total Compensation	\$144,511	\$142,078	\$153,490	\$130,668	1.7%

CCCERA Total Compensation Analysis (75th)

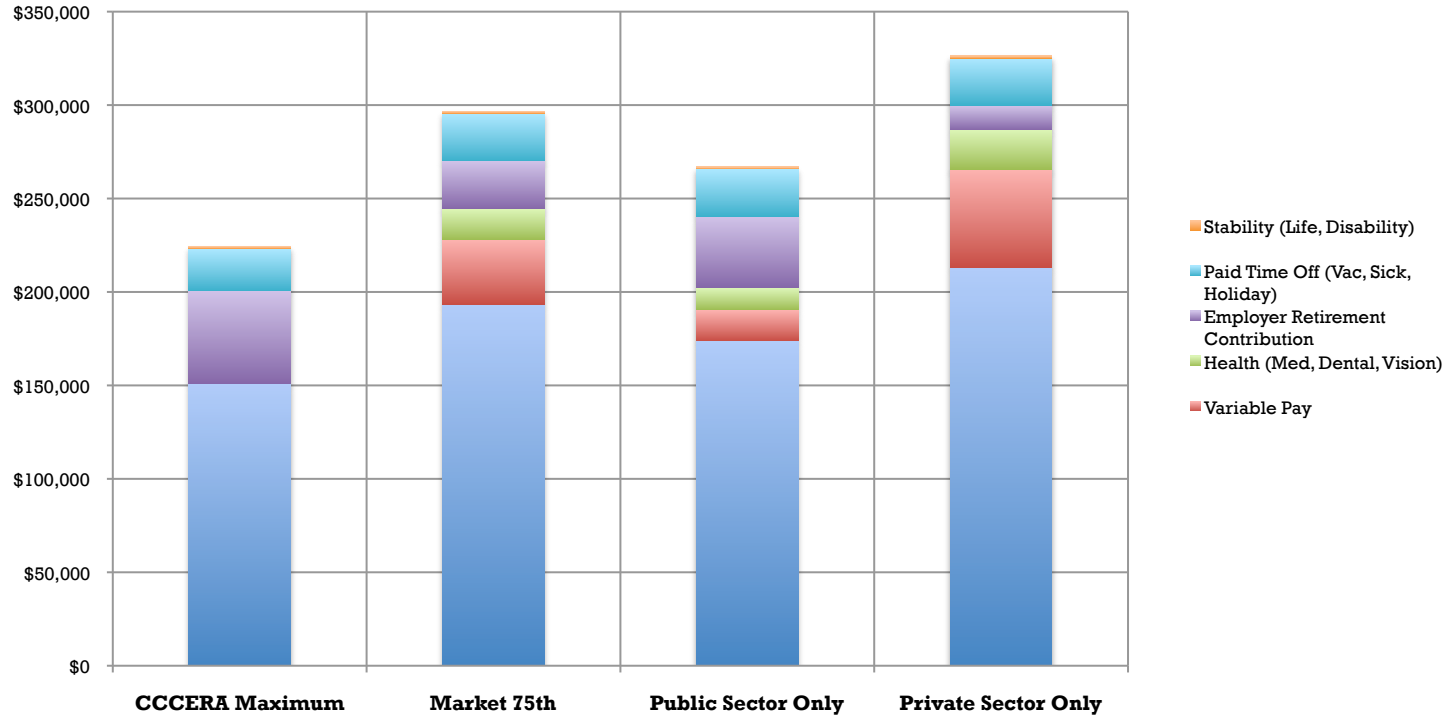
Position Title: Deputy CEO (Vacant)



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$144,945	\$221,830	\$197,298	\$246,363	-26.5%
Variable Pay	\$0	\$38,267	\$21,800	\$54,733	n/a
Health (Med, Dental, Vision)	\$19,404	\$17,940	\$11,491	\$24,390	68.9%
Employer Retirement Contribution	\$48,966	\$29,379	\$43,484	\$15,275	12.6%
Paid Time Off (Vac, Sick, Holiday)	\$21,602	\$28,987	\$28,883	\$29,090	-25.2%
Stability (Life, Disability)	\$890	\$1,331	\$1,184	\$1,478	-24.8%
Total Compensation	\$235,807	\$337,734	\$304,141	\$371,328	-22.5%

CCCERA Total Compensation Analysis (75th)

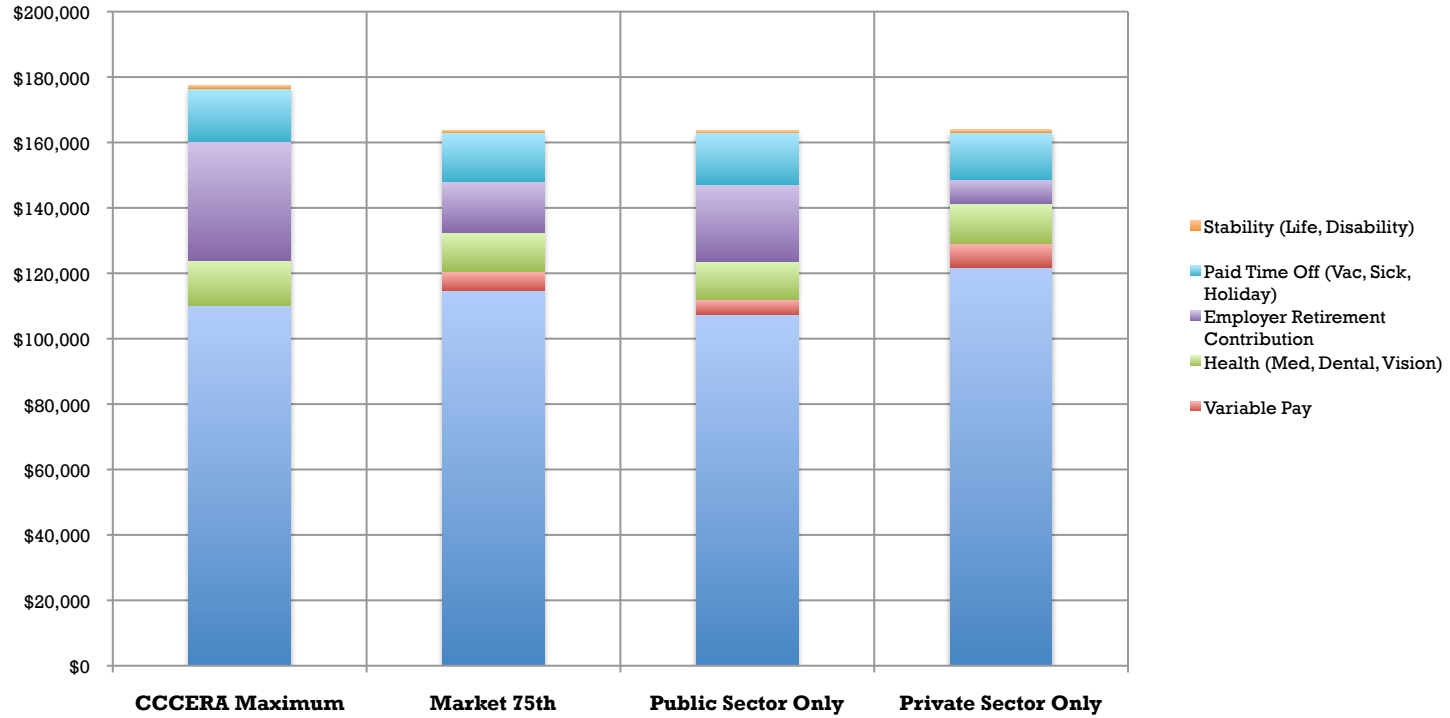
Position Title: General Counsel



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$150,909	\$193,537	\$173,938	\$213,136	-22.0%
Variable Pay	\$0	\$34,606	\$16,711	\$52,500	n/a
Health (Med, Dental, Vision)	\$0	\$16,296	\$11,491	\$21,100	n/a
Employer Retirement Contribution	\$49,870	\$25,775	\$38,336	\$13,214	93.5%
Paid Time Off (Vac, Sick, Holiday)	\$22,491	\$25,315	\$25,464	\$25,166	-11.2%
Stability (Life, Disability)	\$1,116	\$1,161	\$1,044	\$1,279	-3.9%
Total Compensation	\$224,386	\$296,690	\$266,983	\$326,396	-24.4%

CCCERA Total Compensation Analysis (75th)

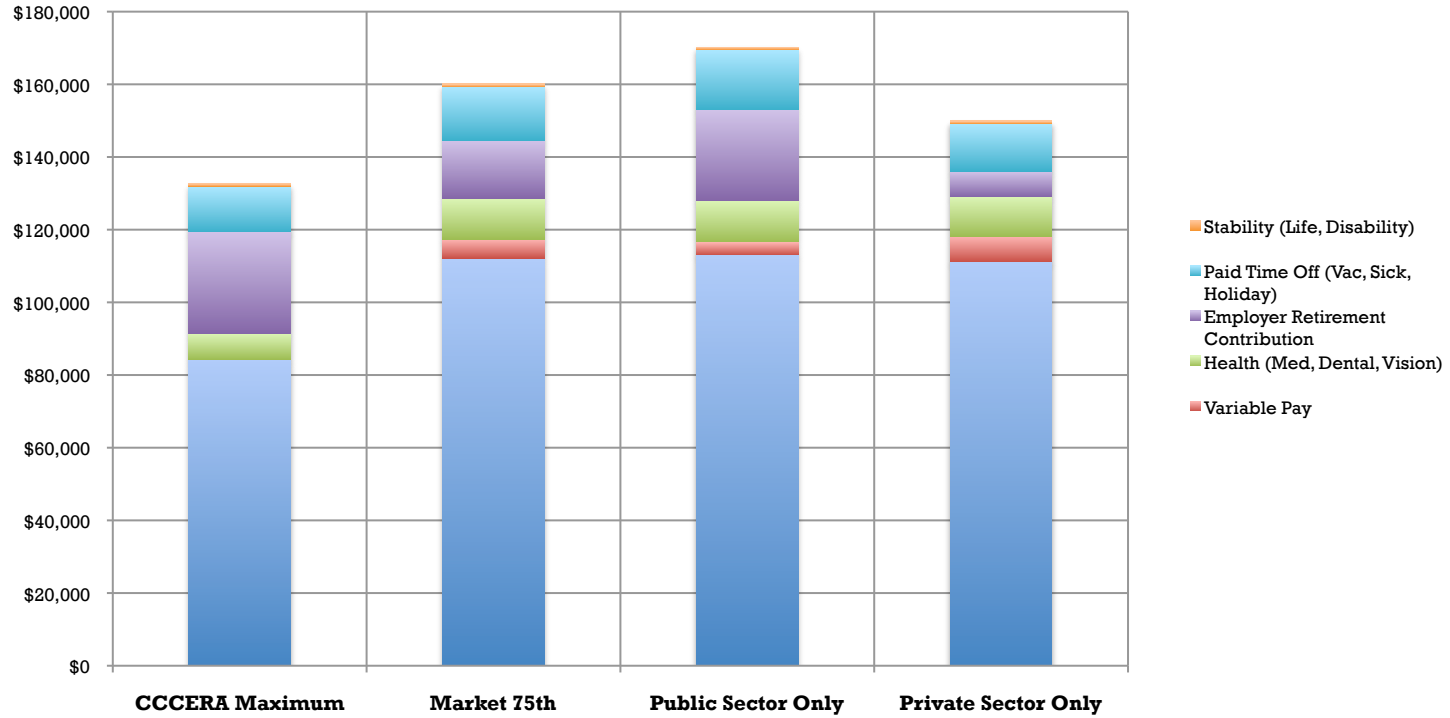
Position Title: Investment Analyst



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$110,040	\$114,585	\$107,345	\$121,825	-4.0%
Variable Pay	\$0	\$6,050	\$4,750	\$7,350	n/a
Health (Med, Dental, Vision)	\$13,944	\$11,776	\$11,491	\$12,061	18.4%
Employer Retirement Contribution	\$36,266	\$15,606	\$23,659	\$7,553	132.4%
Paid Time Off (Vac, Sick, Holiday)	\$16,400	\$15,050	\$15,715	\$14,385	9.0%
Stability (Life, Disability)	\$840	\$688	\$644	\$731	22.2%
Total Compensation	\$177,490	\$163,754	\$163,604	\$163,904	8.4%

CCCERA Total Compensation Analysis (75th)

Position Title: Information Technology Coordinator



	CCCERA Maximum	Market 75th	Public Sector Only	Private Sector Only	Difference
Base Compensation	\$84,384	\$112,094	\$113,080	\$111,108	-24.7%
Variable Pay	\$0	\$5,337	\$3,540	\$7,133	n/a
Health (Med, Dental, Vision)	\$7,158	\$11,245	\$11,491	\$11,000	-36.3%
Employer Retirement Contribution	\$27,869	\$15,906	\$24,923	\$6,889	75.2%
Paid Time Off (Vac, Sick, Holiday)	\$12,576	\$14,837	\$16,554	\$13,119	-15.2%
Stability (Life, Disability)	\$672	\$673	\$678	\$667	-0.1%
Total Compensation	\$132,659	\$160,091	\$170,267	\$149,915	-17.1%

APPENDIX B – MARKET PRICING WORKSHEETS

Definitions to items on the following pages:

Benchmark title – CCCERA’s job title

Survey Data Updated to – all data updated to be effective 5/1/11

Update Trend Factor – the trend factor utilized in calculating the age factor for updating the data; this factor is referenced from *WorldAtWork’s* Salary Budget Survey

Job Matches Summary - a summary description of the jobs that were matched from the published sources

Survey Source – the name of the published source referenced

No. Inc’s – the number of incumbents reported for that particular match

Survey Position Match – the title of the job matched from the survey source

Scope Info – reflects the criteria for which data were available

Actual Salaries – reflects the market 25TH, 50th (median) and 75th percentiles cited from the appropriate source, updated to be effective for 5/1/11

Salary Range – reflects the minimum, midpoint and maximum salary ranges that have been aged to 5/1/11

TREND INFORMATION

Benchmark Title: Accounting Manager
 Survey Data Updated to: 5/1/11
 Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
 2011 Compensation Study
 Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile	50th Percentile	75th Percentile	Incentive Pay	Salary Range			Range Spread
					Updated Base	Updated Base	Updated Base	Short Term				
Towers Watson - Accounting & Finance	n/a	22	General Accounting Manager	NFP; Financial Services	\$89,514	\$120,030	\$128,527	\$8,400	\$89,993	\$114,405	\$138,938	54%
Towers Watson - Accounting & Finance	n/a	96	General Accounting Manager	NFP; Public Administration/Govt	\$90,591	\$104,832	\$128,646	\$3,300	\$83,052	\$106,148	\$129,245	58%
Towers Watson - Accounting & Finance	n/a	14	Financial Reporting Manager	NFP; Public Administration/Govt	\$101,840	\$109,379	\$130,202	\$0	\$91,429	\$118,115	\$144,802	58%
Mercer - Finance, Accounting & Legal	n/a	19	Financial Reporting Manager	NFP; Government	\$100,165	\$110,097	\$129,125	n/a	\$77,666	\$102,438	\$127,210	64%
Public Sector Average:					\$95,527	\$111,085	\$129,125	\$3,900	\$85,535	\$110,277	\$135,049	58%
Towers Watson - Accounting & Finance	n/a	30	General Accounting Manager	FP; Bay Area	\$118,833	\$125,176	\$149,589	\$13,000	\$97,532	\$130,561	\$163,471	68%
Towers Watson - Accounting & Finance	n/a	108	General Accounting Manager	FP; Financial Services	\$90,232	\$109,379	\$133,194	\$7,100	\$86,881	\$111,533	\$136,066	57%
Towers Watson - Accounting & Finance	n/a	154	Financial Reporting Manager	FP; Services	\$105,909	\$117,158	\$135,707	\$14,700	\$91,548	\$118,953	\$146,238	60%
Towers Watson - Accounting & Finance	n/a	154	Financial Reporting Manager	FP; Finance/Banking	\$104,233	\$114,645	\$131,758	\$15,700	\$88,557	\$117,397	\$146,358	65%
CompAnalysis - Greater San Francisco Bay Area	54	8	Finance Director	FP; Bay Area, <50Ees	\$113,941	\$121,645	\$140,348					
Private Sector Average:					\$106,630	\$117,601	\$138,119	\$12,625	\$91,129	\$119,611	\$148,033	62%
Alameda County ERA	n/a	1	Chief Accounting Officer	Alameda County ERA		\$124,010			\$93,673	\$124,010	\$154,347	65%
Kern County - ERA	n/a	1	Director of Budget and Finance	Kern County - ERA		\$106,477			\$95,895	\$106,477	\$117,059	22%
Orange County - ERS	n/a	1	Finance Director	Orange County - ERS		\$122,495			\$97,993	\$122,495	\$146,996	50%
Sacramento County - ERS	n/a	1	Senior Accounting Manager	Sacramento County - ERS		\$111,307			\$105,885	\$111,307	\$116,730	10%
San Diego County - ERA	n/a	1	Retirement Asst Admin (CFO)	San Diego County - ERA		\$159,703			\$122,860	\$159,703	\$196,545	60%
San Francisco - ERS	n/a	1	Finance Manager	San Francisco - ERS		\$120,570			\$105,948	\$120,570	\$135,192	28%
CALAPRS Average:						\$124,094			\$103,709	\$124,094	\$144,478	39%
OVERALL AVERAGES:					\$101,079	\$117,593	\$133,622	\$8,263	\$93,458	\$117,994	\$142,520	53%

JOB MATCH SUMMARIES

General Accounting Manager - Manages general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances, and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information necessary to control operations.

Financial Reporting Manager - Manages the function responsible for the preparation and distribution of periodic financial statements for users other than those directly employed by the organization. Ensures that all reports and disclosures comply with applicable governmental regulations, professional standards, and organizational policies.

TREND INFORMATION

Benchmark Title: Administrative/Human Resources Coordinator
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association 2011 Compensation Study Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile	50th Percentile	75th Percentile	Incentive Pay	Salary Range			Range Spread
					Updated Base	Updated Base	Updated Base	Short Term				
Towers Watson - Human Resources	n/a	683	Human Resources Administration Supervisor	NFP; All organizations	\$69,290	\$84,966	\$103,515	\$4,300	\$66,896	\$84,129	\$101,242	51%
Towers Watson - Human Resources	n/a	627	Human Resources Administration Supervisor	NFP; Public Administration/Govt	\$68,571	\$84,129	\$96,694	\$1,000	\$67,734	\$85,086	\$102,319	51%
Towers Watson - Supervisory Management	n/a	72	Office Administration Supervisor	NFP; Public Administration/Govt	\$62,947	\$75,273	\$86,642	\$0				
Public Sector Average:					\$66,936	\$81,456	\$95,617	\$1,767	\$67,315	\$84,607	\$101,780	51%
Towers Watson - Human Resources	n/a	165	Human Resources Administration Supervisor	FP; Financial Services	\$70,606	\$84,129	\$106,388	\$3,600	\$69,050	\$90,830	\$112,491	63%
Towers Watson - Human Resources	n/a	28	Human Resources Administration Supervisor	FP; Professional Services	\$67,973	\$81,616	\$101,361	\$3,200	\$63,186	\$81,376	\$99,447	57%
Towers Watson - Supervisory Management	n/a	295	Office Administration Supervisor	FP; All organizations	\$68,571	\$76,709	\$96,096	\$5,500	\$63,785	\$83,171	\$102,558	61%
Private Sector Average:					\$69,050	\$80,818	\$101,282	\$4,100	\$65,340	\$85,126	\$104,832	60%
OVERALL AVERAGES:					\$67,993	\$81,137	\$98,449	\$2,933	\$66,328	\$84,867	\$103,306	56%

JOB MATCH SUMMARIES

Human Resources Administration Supervisor - Plans and schedules work of assigned staff performing work in three or more functional areas of human resources. Supervises the application of established human resources policies in employee relations, wage and salary administration, employment, benefits administration, training, AA/EEO, labor relations, safety, and special projects. May supervise research in the development of human resources policies and procedures. Supervises the preparation of reports as required by legislation or organization needs. May serve as liaison with the community or other outside agencies with regard to human resources activities and programs.

Administrative Services Supervisor - Coordinates and administers general business office activities. Supervises services such as mail and messenger, duplicating, central filing, word processing, fax equipment, telephone, stationery supplies, order processing, security, personnel and employment records.

TREND INFORMATION

Benchmark Title: Benefits Manager
 Survey Data Updated to: 5/1/11
 Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
 2011 Compensation Study
 Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Towers Watson - Middle Management	n/a	101	Employee Benefits Manager	NFP; All organizations	\$93,942	\$108,183	\$123,740	\$10,500	\$83,171	\$107,824	\$132,476	59%
Towers Watson - Middle Management	n/a	14	Employee Benefits Manager	NFP; Public Administration/Govt	\$84,607	\$103,037	\$118,115	\$0	\$78,145	\$98,609	\$119,073	52%
Towers Watson - Middle Management	n/a	8	Employee Benefits Manager	NFP; Financial Services	\$87,839	\$111,773	\$121,466	\$11,600	\$79,342	\$102,797	\$126,133	59%
Public Sector Average:					\$88,796	\$107,664	\$121,107	\$7,367	\$80,219	\$103,077	\$125,894	57%
Towers Watson - Middle Management	n/a	474	Employee Benefits Manager	FP; All organizations	\$93,224	\$108,302	\$126,373	\$13,900	\$87,120	\$112,371	\$137,622	58%
Towers Watson - Middle Management	n/a	20	Employee Benefits Manager	FP; Financial Services	\$104,592	\$112,610	\$132,356	\$12,600	\$95,737	\$121,945	\$148,033	55%
Towers Watson - Middle Management	n/a	8	Employee Benefits Manager	FP; Banking	\$106,268	\$111,533	\$122,064	\$8,400	\$92,386	\$122,184	\$151,982	65%
Private Sector Average:					\$101,361	\$110,815	\$126,931	\$11,633	\$91,748	\$118,833	\$145,879	59%
Alameda County ERA	n/a	1	Retirement Benefits Manager	Alameda County ERA		\$109,601			\$82,758	\$109,601	\$136,444	65%
Los Angeles City - ERS	n/a	1	Chief Benefits Analyst	Los Angeles City - ERS		\$130,314			\$116,232	\$130,314	\$144,396	24%
Orange County - ERS	n/a	1	Member Services Director	Orange County - ERS		\$104,037			\$83,232	\$104,037	\$124,842	50%
Sacramento County - ERS	n/a	1	Retirement Services Manager	Sacramento County - ERS		\$111,306			\$105,885	\$111,306	\$116,728	10%
San Diego County - ERA	n/a	1	Member Services Manager	San Diego County - ERA		\$100,472			\$85,373	\$100,472	\$115,572	35%
San Francisco - ERS	n/a	1	Retirement Administrator	San Francisco - ERS		\$120,570			\$105,948	\$120,570	\$135,192	28%
CALAPRS Average:						\$112,717			\$96,571	\$112,717	\$128,862	35%
OVERALL AVERAGES:					\$95,079	\$110,399	\$124,019	\$9,500	\$89,513	\$111,542	\$133,545	50%

JOB MATCH SUMMARIES

Employee Benefits Manager - Plans, develops, and administers the various employee benefit programs, including but not limited to life and health insurance, disability, pension, profit sharing, and related programs. Recommends new and/or improved employee benefit plans and cost-saving measures. Ensures compliance with all legal requirements of various employee benefit programs and prepares and files required legal reports.

TREND INFORMATION

Benchmark Title: Benefits Program Coordinator
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
2011 Compensation Study
Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile	50th Percentile	75th Percentile	Incentive Pay	Minimum	Salary Range Midpoint	Maximum	Range Spread
					Updated Base	Updated Base	Updated Base	Short Term				
Towers Watson - Supervisory Management	n/a	67	Employee Benefits Supervisor	NFP; All organizations	\$64,860	\$81,103	\$88,210	\$1,900	\$62,491	\$80,639	\$98,475	58%
Towers Watson - Supervisory Management	n/a	8	Employee Benefits Supervisor	NFP; Public Administration/Govt	\$74,223	\$88,210	\$93,624	\$0	\$67,680	\$84,713	\$101,746	50%
Towers Watson - Supervisory Management	n/a	44	Employee Benefits Supervisor	NFP; Financial Services	\$64,860	\$78,847	\$88,210	\$500	\$62,830	\$80,765	\$98,700	57%
Public Sector Average:					\$67,981	\$82,720	\$90,015	\$800	\$64,334	\$82,006	\$99,640	55%
Towers Watson - Supervisory Management	n/a	163	Employee Benefits Supervisor	FP; All organizations	\$67,342	\$79,411	\$92,496	\$6,400	\$66,439	\$84,826	\$103,212	55%
Towers Watson - Supervisory Management	n/a	9	Employee Benefits Supervisor	FP; Financial Services	\$65,650	\$85,503	\$92,722	\$5,200	\$72,079	\$89,676	\$107,386	49%
Towers Watson - Supervisory Management	n/a	8	Employee Benefits Supervisor	FP; West Coast	\$72,033	\$83,231	\$83,662	\$4,700	\$62,773	\$80,109	\$97,229	55%
Private Sector Average:					\$68,342	\$82,715	\$89,627	\$5,433	\$67,097	\$84,870	\$102,609	53%
Alameda County ERA	n/a	1	Retirement Asst. Benefits Mgr	Alameda County ERA		\$92,131			\$68,300	\$92,131	\$115,962	70%
Orange County - ERS	n/a	1	Member Services Manager	Orange County - ERS		\$77,294			\$52,331	\$77,294	\$102,257	95%
Sacramento County - ERS	n/a	1	Retirement Services Supervisor	Sacramento County - ERS		\$61,550			\$55,555	\$61,550	\$67,545	22%
San Diego County - ERA	n/a	1	Retirement Member Services Supervisor	San Diego County - ERA		\$64,229			\$51,388	\$64,229	\$77,070	50%
San Francisco - ERS	n/a	1	Benefits Supervisor	San Francisco - ERS		\$85,494			\$79,656	\$85,494	\$91,332	15%
CALAPRS Average:						\$76,140			\$61,446	\$76,140	\$90,833	50%
OVERALL AVERAGES:					\$68,161	\$80,525	\$89,821	\$3,117	\$64,293	\$81,005	\$97,694	53%

JOB MATCH SUMMARIES

Employee Benefits Supervisor - Supervises employees who coordinate and administer group life, health, accident and dental insurance plus various other employee benefits. Maintains records to assist in processing employee claims. Acts as liaison with various carriers, distributes employee benefit claim checks and counsels employees on types of coverage. Prepares and maintains benefits description booklets and certificates. Conducts preretirement counseling. Serves as liaison with inside and outside auditors.

TREND INFORMATION

Benchmark Title: Chief Executive Officer/Administrator
 Survey Data Updated to: 5/1/11
 Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
 2011 Compensation Study
 Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Towers Watson - Top Management	n/a	12	Top Divisional Executive	NFP; All Organizations	\$193,919	\$276,935	\$320,974	\$50,300				
Towers Watson - Top Management	n/a	7	Top Divisional Executive	NFP; Services	\$191,067	\$267,258	\$310,765	\$26,800				
Towers Watson - Top Management	n/a	7	Top Divisional Executive	NFP; <1,000 Ees	\$178,630	\$272,198	\$307,837	\$44,300				
Public Sector Average:					\$187,872	\$272,130	\$313,192	\$40,467				
Towers Watson - Top Management	n/a	5	Top Divisional Executive	FP; Bay Area	\$188,264	\$232,256	\$389,387	\$155,700				
Towers Watson - Top Management	n/a	21	Top Divisional Executive	FP; Finance/Banking	\$213,644	\$265,081	\$401,005	\$79,900				
Mercer - Executive	n/a	106	Top Divisional Executive	FP; Lowest Budget Quartile	\$224,473	\$282,001	\$358,931	\$86,800				
Mercer - Executive	n/a	17	Top Divisional Executive	FP; District	\$200,559	\$257,185	\$359,157	\$82,000				
Private Sector Average:					\$206,735	\$259,131	\$377,120	\$101,100				
Alameda County ERA	n/a	1	Administrator/CEO	Alameda County ERA		\$230,915			\$210,836	\$230,915	\$250,995	19%
Los Angeles City - ERS	n/a	1	Administrator/CEO	Los Angeles City - ERS		\$191,741			\$153,447	\$191,741	\$230,035	50%
Orange County - ERS	n/a	1	Administrator/CEO	Orange County - ERS		\$206,441			\$165,153	\$206,441	\$247,728	50%
Sacramento County - ERS	n/a	1	Administrator/CEO	Sacramento County - ERS		\$181,644			\$172,789	\$181,644	\$190,499	10%
San Bernardino County - ERA	n/a	1	Administrator/CEO	San Bernardino County - ERA		\$212,236			\$157,536	\$212,236	\$266,936	69%
San Diego County - ERA	n/a	1	Administrator/CEO	San Diego County - ERA		\$212,974			\$160,720	\$212,974	\$265,228	65%
San Francisco - ERS	n/a	1	Administrator/CEO	San Francisco - ERS		\$254,345			\$199,368	\$254,345	\$309,322	55%
City and County of San Francisco	n/a	1	Deputy Director of Investments	City and County of San Francisco		\$296,530			\$243,958	\$270,244	\$296,530	22%
CALAPRS Average:						\$223,353			\$182,976	\$220,068	\$257,159	43%
OVERALL AVERAGES:					\$197,303	\$251,538	\$345,156	\$70,783	\$182,976	\$220,068	\$257,159	43%

JOB MATCH SUMMARIES

Top Division Executive - Plans, directs and controls activities of the division to accomplish budgeted financial objectives. Directs such functions as production, research, engineering, marketing/sales, human resources, purchasing and accounting.

TREND INFORMATION

Benchmark Title: Chief Investment Officer
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
2011 Compensation Study
Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile	50th Percentile	75th Percentile	Incentive Pay	Minimum	Salary Range Midpoint	Maximum	Range Spread
					Updated Base	Updated Base	Updated Base	Short Term				
Towers Watson - Accounting & Finance	n/a	5	Top Investment Executive	NFP; Public Administration/Govt	\$180,932	\$211,614	\$257,749	\$42,900				
Mercer - Finance, Accounting & Legal	n/a	8	Top Investment Executive	NFP; Government	\$154,988	\$175,405	\$287,190	\$33,600	\$160,064	\$209,019	\$258,087	61%
Public Sector Average:					\$167,960	\$193,509	\$272,469	\$38,250	\$160,064	\$209,019	\$258,087	61%
Private Sector Average:					n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Alameda County ERA	n/a	1	Chief Investment Officer	Alameda County ERA		\$156,775			\$120,637	\$156,775	\$192,913	60%
Los Angeles City - ERS	n/a	1	Chief Investment Officer	Los Angeles City - ERS		\$130,314			\$116,232	\$130,314	\$144,396	24%
Orange County - ERS	n/a	1	Director of Investment Operations	Orange County - ERS		\$174,381			\$115,964	\$174,381	\$232,798	101%
Sacramento County - ERS	n/a	1	Chief Investment Officer - Retirement	Sacramento County - ERS		\$150,969			\$136,276	\$150,969	\$165,663	22%
San Diego County - ERA	n/a	1	Retirement Chief Investment Officer	San Diego County - ERA		\$188,803			\$145,261	\$188,803	\$232,345	60%
CALAPRS Average:						\$160,248			\$126,874	\$160,248	\$193,623	53%
OVERALL AVERAGES:					\$167,960	\$176,879	\$272,469	\$38,250	\$143,469	\$184,634	\$225,855	57%

JOB MATCH SUMMARIES

Top Investment Executive - Responsible for developing the overall investment strategy for the organization's assets. Determines the specific portfolio allocation of the organization's assets.
Leads and directs the investment staff.

TREND INFORMATION

Benchmark Title: Communications Coordinator
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association 2011 Compensation Study Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Towers Watson - Supervisory Management	n/a	15	Marketing Communications Supervisor	NFP; Public Administration/Govt	\$62,349	\$73,239	\$98,729	\$5,200	\$65,580	\$79,821	\$94,061	43%
Towers Watson - Supervisory Management	n/a	16	Marketing Communications Supervisor	NFP; Financial Services	\$74,316	\$88,078	\$100,643	\$2,900	\$73,717	\$92,506	\$111,294	51%
Towers Watson - Supervisory Management	n/a	55	Marketing Communications Supervisor	NFP; All Organizations	\$66,657	\$81,735	\$102,199	\$3,900	\$69,649	\$89,035	\$108,302	55%
Public Sector Average:					\$67,774	\$81,017	\$100,524	\$4,000	\$69,649	\$87,120	\$104,553	50%
Towers Watson - Supervisory Management	n/a	6	Marketing Communications Supervisor	FP; Bay Area	\$63,904	\$86,163	\$96,215	\$5,800	\$68,571	\$87,719	\$106,747	56%
Towers Watson - Supervisory Management	n/a	12	Marketing Communications Supervisor	FP; Financial Services	\$76,829	\$88,796	\$97,532	\$8,800	\$73,957	\$93,463	\$112,969	53%
Towers Watson - Supervisory Management	n/a	60	Marketing Communications Supervisor	FP; Services	\$70,008	\$81,855	\$95,497	\$5,700	\$73,119	\$92,266	\$111,533	53%
Private Sector Average:					\$70,247	\$85,605	\$96,415	\$6,767	\$71,882	\$91,149	\$110,416	54%
Alameda County ERA	n/a	1	Communications Manager	Alameda County ERA		\$71,029			\$61,011	\$71,029	\$81,047	33%
Orange County - ERS	n/a	1	Public Relations Analyst	Orange County - ERS		\$77,270			\$52,292	\$77,270	\$102,249	96%
San Bernardino County - ERA	n/a	1	Communications Manager	San Bernardino County - ERA		\$86,422			\$69,132	\$86,422	\$103,711	50%
San Diego County - ERA	n/a	1	Communications Officer (retirement)	San Diego County - ERA		\$72,448			\$61,598	\$72,448	\$83,297	35%
San Francisco - ERS	n/a	1	Communications Manager I	San Francisco - ERS		\$108,834			\$85,332	\$108,834	\$132,336	55%
CALAPRS Average:						\$83,200			\$65,873	\$83,200	\$100,528	54%
OVERALL AVERAGES:					\$69,010	\$83,274	\$98,469	\$5,383	\$69,135	\$87,157	\$105,166	52%

JOB MATCH SUMMARIES

Marketing Communications Supervisor - Supervises employees engaged in planning and coordinating marketing communications and materials. Ensures that product bulletins, newsletters and related marketing materials are accurate and issued on a timely basis. Directs departmental projects and coordinates internal publications. Maintains outside vendor list and performs other responsibilities as assigned.

TREND INFORMATION

Benchmark Title: Deputy Chief Executive Officer
 Survey Data Updated to: 5/1/11
 Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
 2011 Compensation Study
 Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Towers Watson - Top Management	n/a	5	Top Operations Executive (Divisional)	NFP; All organizations	\$121,517	\$163,766	\$197,298	\$21,800				
				Public Sector Average:	\$121,517	\$163,766	\$197,298	\$21,800				
Towers Watson - Top Management	n/a	12	Top Operations Executive (Divisional)	FP; All orgs; FTE <1000	\$160,239	\$172,326	\$266,268	\$58,600				
Towers Watson - Top Management	n/a	9	Top Operations Executive (Divisional)	FP; Financial Services; Lowest Budget	\$160,957	\$165,625	\$239,103	\$47,700				
Mercer - Executive	n/a	6	Top Operations Executive (Divisional)	FP; Services	\$161,795	\$174,720	\$233,717	\$57,900				
				Private Sector Average:	\$160,997	\$170,890	\$246,363	\$54,733				
Alameda County ERA	n/a	1	Assistant CEO	Alameda County ERA		\$156,775			\$120,637	\$156,775	\$192,913	60%
Kern County - ERA	n/a	1	Assistant Executive Director	Kern County - ERA		\$124,928			\$112,480	\$124,928	\$137,376	22%
Los Angeles City - ERS	n/a	1	Assistant General Manager	Los Angeles City - ERS		\$149,260			\$133,130	\$149,260	\$165,390	24%
Orange County - ERS	n/a	1	Assistant CEO	Orange County - ERS		\$174,381			\$115,964	\$174,381	\$232,798	101%
San Francisco - ERS	n/a	1	Deputy Director of Administration	San Francisco - ERS		\$139,568			\$122,642	\$139,568	\$156,494	28%
				CALAPRS Average:		\$148,982			\$120,970	\$148,982	\$176,994	47%
OVERALL AVERAGES:					\$141,257	\$161,213	\$221,830	\$38,267	\$120,970	\$148,982	\$176,994	47%

JOB MATCH SUMMARIES

Top Operations Executive - Directs the operation of the organization's facilities and processes in non-manufacturing environments. Formulates and implements policies and procedures to facilitate processes and clarify and correct procedural problems. Evaluates the feasibility of new or revised systems and procedures, and oversees audits to ensure compliance with established standards.

TREND INFORMATION

Benchmark Title: General Counsel
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
2011 Compensation Study
Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Mercer - Finance, Accounting & Legal	n/a	21	Managing Attorney	NFP; Government	\$144,159	\$160,741	\$173,938	\$16,711	\$133,668	\$160,966	\$188,264	41%
				Public Sector Average:	\$144,159	\$160,741	\$173,938	\$16,711	\$133,668	\$160,966	\$188,264	41%
Mercer - Finance, Accounting & Legal	n/a	8	General Counsel	FP; Lowest Budget Quartile	\$181,045	\$186,685	\$194,468	n/a				
Mercer - Finance, Accounting & Legal	n/a	29	Managing Attorney	FP; Finance/Banking	\$157,808	\$192,663	\$231,805	\$52,500	\$125,208	\$167,283	\$209,470	67%
				Private Sector Average:	\$169,426	\$189,674	\$213,136	\$52,500	\$125,208	\$167,283	\$209,470	67%
Alameda County ERA	n/a	1	Chief Counsel	Alameda County ERA		\$166,244			\$143,480	\$166,244	\$189,009	32%
Kern County - ERA	n/a	1	Deputy General Counsel V	Kern County - ERA		\$140,811			\$126,774	\$140,811	\$154,848	22%
Orange County - ERS	n/a	1	General Counsel	Orange County - ERS		\$174,372			\$115,955	\$174,372	\$232,789	101%
Sacramento County - ERS	n/a	1	General Counsel	Sacramento County - ERS		\$139,462			\$125,889	\$139,462	\$153,035	22%
San Bernardino County - ERA	n/a	1	Chief Counsel	San Bernardino County - ERA		\$280,060			\$224,042	\$280,060	\$336,077	50%
San Diego County - ERA	n/a	1	Chief Deputy General Counsel	San Diego County - ERA		\$181,043			\$140,308	\$181,043	\$221,778	58%
				CALAPRS Average:		\$180,332			\$146,075	\$180,332	\$214,589	47%
OVERALL AVERAGES:					\$156,793	\$176,916	\$193,537	\$34,606	\$134,984	\$169,527	\$204,108	52%

JOB MATCH SUMMARIES

Top Legal Counsel - This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters.

TREND INFORMATION

Benchmark Title: Investment Analyst
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association
2011 Compensation Study
Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile	50th Percentile	75th Percentile	Incentive Pay	Minimum	Salary Range		Range Spread
					Updated Base	Updated Base	Updated Base	Short Term		Midpoint	Maximum	
Towers Watson - Accounting & Finance	n/a	111	Financial Analyst - IV	NFP; Financial Services	\$89,873	\$98,968	\$107,345	\$3,700	\$76,111	\$96,096	\$116,081	83%
Mercer - Finance, Accounting & Legal	n/a	5	Investment Analyst	NFP; >\$1B Assets		\$94,899		\$5,800	\$73,358	\$93,583	\$113,807	55%
				Public Sector Average:	\$89,873	\$96,933	\$107,345	\$4,750	\$74,735	\$94,839	\$114,944	54%
Towers Watson - Accounting & Finance	n/a	29	Financial Analyst - IV	FP; Financial Services	\$97,173	\$106,268	\$129,484	\$7,400	\$82,214	\$107,465	\$132,715	61%
Towers Watson - Accounting & Finance	n/a	27	Financial Analyst - IV	FP; Services	\$100,643	\$106,148	\$114,166	\$7,300	\$83,291	\$107,345	\$131,279	58%
				Private Sector Average:	\$98,908	\$106,208	\$121,825	\$7,350	\$82,752	\$107,405	\$131,997	60%
Alameda County ERA	n/a	1	Investment Analyst	Alameda County ERA		\$92,089			\$68,216	\$92,089	\$115,962	70%
Los Angeles City - ERS	n/a	1	Investment Officer II	Los Angeles City - ERS		\$120,732			\$107,676	\$120,732	\$133,788	24%
Orange County - ERS	n/a	1	Investment Analyst	Orange County - ERS		\$83,810			\$65,371	\$83,810	\$102,249	56%
Sacramento County - ERS	n/a	1	Retirement Investment Analyst II	Sacramento County - ERS		\$79,586			\$71,858	\$79,586	\$87,314	22%
San Bernardino County - ERA	n/a	1	SBCERA Investment Analyst II	San Bernardino County - ERA		\$105,835			\$82,783	\$94,309	\$105,835	28%
City and County of San Francisco	n/a	1	Security Analyst	City and County of San Francisco		\$97,994			\$80,626	\$89,310	\$97,994	22%
				CALAPRS Average:		\$96,674			\$79,422	\$93,306	\$107,190	37%
OVERALL AVERAGES:					\$94,390	\$99,939	\$114,585	\$6,050	\$78,970	\$98,517	\$118,044	50%

JOB MATCH SUMMARIES

Investment Analyst - Responsible for analyzing investments, primarily short-term debt securities, and for recommending appropriate investments. May assist in evaluating long-term equity or joint venture investments, or assisting in evaluation of major projects or other investments. May be responsible for administration of loans, setting collateral, and tracking loan performance.

TREND INFORMATION

Benchmark Title: Information Technology Coordinator
Survey Data Updated to: 5/1/11
Update Trend Factor: 2.35%

Contra Costa County Employees' Retirement Association 2011 Compensation Study Market Pricing

MARKET DATA

Survey Source	Page No.	No. Inc's.	Survey Position Match	Scope Info	25th Percentile Updated Base	50th Percentile Updated Base	75th Percentile Updated Base	Incentive Pay Short Term	Minimum	Salary Range Midpoint	Maximum	Range Spread
Towers Watson - IT & eCommerce	n/a	39	Network Control Supervisor	NFP; All organizations	\$78,283	\$91,368	\$118,282	\$3,400	\$78,915	\$96,332	\$116,636	54%
Towers Watson - IT & eCommerce	n/a	27	Network Control Supervisor	NFP; Financial Services	\$85,052	\$90,353	\$94,978	\$1,100	\$72,756	\$91,932	\$111,108	53%
Towers Watson - IT & eCommerce	n/a	51	Network Planning Supervisor	NFP; Financial Services	\$84,416	\$96,260	\$120,809	\$8,000	\$77,417	\$99,382	\$121,348	57%
Towers Watson - IT & eCommerce	n/a	1345	Systems Analysis Supervisor	NFP; Government	\$83,650	\$91,070	\$122,543	\$0	\$80,060	\$101,960	\$123,859	59%
Towers Watson - IT & eCommerce	n/a	1474	Systems Analysis Supervisor	NFP; All organizations	\$81,329	\$99,490	\$111,785	\$5,200	\$77,381	\$98,813	\$120,020	59%
Public Sector Average:					\$82,546	\$93,708	\$113,080	\$3,540	\$76,706	\$97,684	\$118,594	55%
Towers Watson - IT & eCommerce	n/a	69	Network Planning Supervisor	FP; All organizations	\$91,820	\$98,926	\$110,206	\$9,100	\$79,750	\$101,633	\$123,516	55%
Towers Watson - IT & eCommerce	n/a	58	Systems Analysis Supervisor	FP; Financial Services	\$94,301	\$104,115	\$115,733	\$6,300	\$83,811	\$108,176	\$132,428	58%
Towers Watson - IT & eCommerce	n/a	6	Systems Analysis Supervisor	FP; Services	\$85,164	\$94,527	\$107,386	\$6,000				
Private Sector Average:					\$90,428	\$99,189	\$111,108	\$7,133	\$81,780	\$104,904	\$127,972	56%
Alameda County ERA	n/a	1	Project and IS Manager	Alameda County ERA		\$109,601			\$82,758	\$109,601	\$136,444	65%
Los Angeles City - ERS	n/a	1	Senior Systems Analyst II	Los Angeles City - ERS		\$110,586			\$98,628	\$110,586	\$122,544	24%
Orange County - ERS	n/a	1	Sr Systems/Planning Analyst	Orange County - ERS		\$86,690			\$74,019	\$86,690	\$99,362	34%
Sacramento County - ERS	n/a	1	IT Analyst II	Sacramento County - ERS		\$78,589			\$66,867	\$78,589	\$90,312	35%
San Diego County - ERA	n/a	1	Retirement Business Systems Dir	San Diego County - ERA		\$114,201			\$95,400	\$114,201	\$133,001	39%
CALAPRS Average:						\$99,933			\$83,534	\$99,933	\$116,332	40%
OVERALL AVERAGES:					\$86,487	\$97,610	\$112,094	\$5,337	\$80,674	\$100,841	\$120,966	50%

JOB MATCH SUMMARIES

Network Control Supervisor - Evaluates network operations for short- and long-term development planning. Analyzes trends and assists in the development and design of network plans.

Systems Analysis Supervisor - Supervises employees who analyze and evaluate present or proposed procedures and data to design computer-based solutions to business problems. Obtains detailed specifications from users to ascertain specific output information requirements. Prepares detailed flow-charts, diagrams, and specifications from which program will be written. Coordinates interface between programmers and users.