

ANTELOPE VALLEY COLLEGE

**Compensation Survey
Preliminary Results**

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Prepared by:



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Salary Survey Plan

As part of a comprehensive compensation study for Antelope Valley College (the District), a committee of constituent representation was gathered to review the RFP language, interview the RFP responders, and select Reward Strategy Group (RSG). RSG gathered and reviewed background data from the District including organizational charts, class specifications, compensation and benefits data and the previous study comparator groups. Utilizing this data RSG conducted a total compensation survey of 66 benchmark classifications as well as gathered base salary data for the Superintendent, Faculty and Adjunct Faculty. The sample size represented approximately 40 percent of the classifications in the District.

RSG recommended the benchmark positions be a representative sample of the levels and types of positions across departments and offices. When possible, RSG selected an entire class series that crosses bargaining groups, so we can see the internal relationship between classification levels. The benchmarks selected represent standard positions typically found in community colleges and were expected to have similar enough job content that RSG could reasonably include a comparable position to the District's job in the database.

In planning the survey, RSG reviewed the Districts used in previous studies and based our comparator group recommendation on:

- Student enrollment data
- Number of employees
- Geographic locations with a similar labor market to reduce the cost-of-living bias.

Considering the above information, the District agreed on the following comparison organizations recommended by RSG:

Community Colleges (n=12)

Allan Hancock
Butte Community College
Cabrillo Community College
Citrus Community College
College of the Canyons
College of the Desert
College of the Sequoias
Cuesta College
Glendale Community College

Kern Community College District (Bakersfield College)

Mt. San Jacinto Community College District
Victor Valley Community College

Local School Districts (n=4)

Antelope Valley Union High School District
Lancaster School District
Palmdale School District
Westside Union School District

RSG did not include Los Angeles Community College District because although it is geographically relevant to your District, the size of that district is not comparable.

In performing the market comparability analysis, RSG obtained and reviewed complete salary structures, organization charts, financial reports, benefits, collective bargaining agreements and classification documents from the comparison districts and performed benchmark job matching and salary comparisons ourselves. We review each position's level of responsibility, types of duties performed, knowledges and experience requirements in order to build an accurate survey database for each of the District's benchmarks. RSG does not collect salary survey information by comparing titles from one district to yours. We also do not put together a survey questionnaire and forward it to other districts. We have found that asking staff members in the different survey agencies to perform benchmark job matching and provide comparable salary data often results in a less-than-accurate set of survey results.

After survey data was collected and compiled, RSG identified and documented the competitive pay practices for benchmark classes in this labor market sample. RSG built a survey database that compared the District's current salary range minimums (Step 1) and pre-longevity range maximums (Step 5 for Classified and Confidential/Management/ Supervisory) with survey agency range minimums and agency range maximums before longevity steps.

RSG did not find a comparable position for each benchmark position at each comparator. There are eight positions included in our database and analysis with a limited number of comparators and four positions that did not have enough comparable positions to include.

Limited Comparators – 4 or 5 Comparators

Executive Director/ Chief Business Officer
Instructional Assistant - Tech Ed
Accountant, Senior
Coordinator, Career Center
Job Placement Specialist
Career Center Technician
Employment Outreach Specialist
Maintenance Assistant

Less than 4 Comparators

Electrician, Lead
Grounds Equipment Irrigation Technician
Grounds Maintenance Worker/Landscaping
Technical Analyst

This leaves 62 benchmarks in our analysis, which is a representative sample of the District.

For non-benchmark positions, RSG will perform an internal relationship analysis based on a variety of factors including the knowledge, skills, independence of decision-making and supervisory responsibility between the non-benchmark position and the benchmark position. RSG will use these internal relationships and the District's compensation philosophy to recommend an appropriate salary grade for all the classifications.

What the Data Means

It is important to remember: Data is just data!! It is not an answer to “How competitive are we?” ... or “What should we be paying?” Thoughtful answers to these questions can be derived by combining an understanding of the salary data (and its context) with multiple other factors that impact an organization's competitiveness and attractiveness as an employer. Ultimately, an enterprise's compensation plan should be developed by answering three (competing) questions:

1. What do we want to pay?
2. What do we need to pay?
3. What can we afford to pay?

Market compensation survey data contributes to the analysis in answering question #2. A competitive base salary structure is one piece of the total remuneration and value proposition an employer makes available to its employees. That total value package may include a range of health and welfare benefits, additional cash compensation opportunities beyond salary, an opportunity to grow and develop professionally and a positive/enjoyable work environment.

So, answers to the three questions posed above are not just delivered through base salary range decisions. They must be addressed in the context of both short and long-term “total value creation.” This is why “data is just data,” it is not an answer.

RSG is aware that in order to build a statistically relevant community college salary survey database, it was necessary to include a larger regional marketplace that encompasses employers with whom Antelope Valley College is not directly competing for many of its jobs.

Ultimately, we will take this into consideration when assessing and applying the survey data. RSG included the four local school districts to provide a regional marketplace perspective for the classifications that are not community college specific.

Discussion of Survey Findings – Base Salary

Overall, the District’s base salaries are very competitive at the entry step with 96.8 percent of the positions 3.0 percent or more above the survey median.

- Research Analyst is 11.7 percent below median at the salary range minimum
- Maintenance and Operations Manager 4.0 percent below median at the salary range minimum

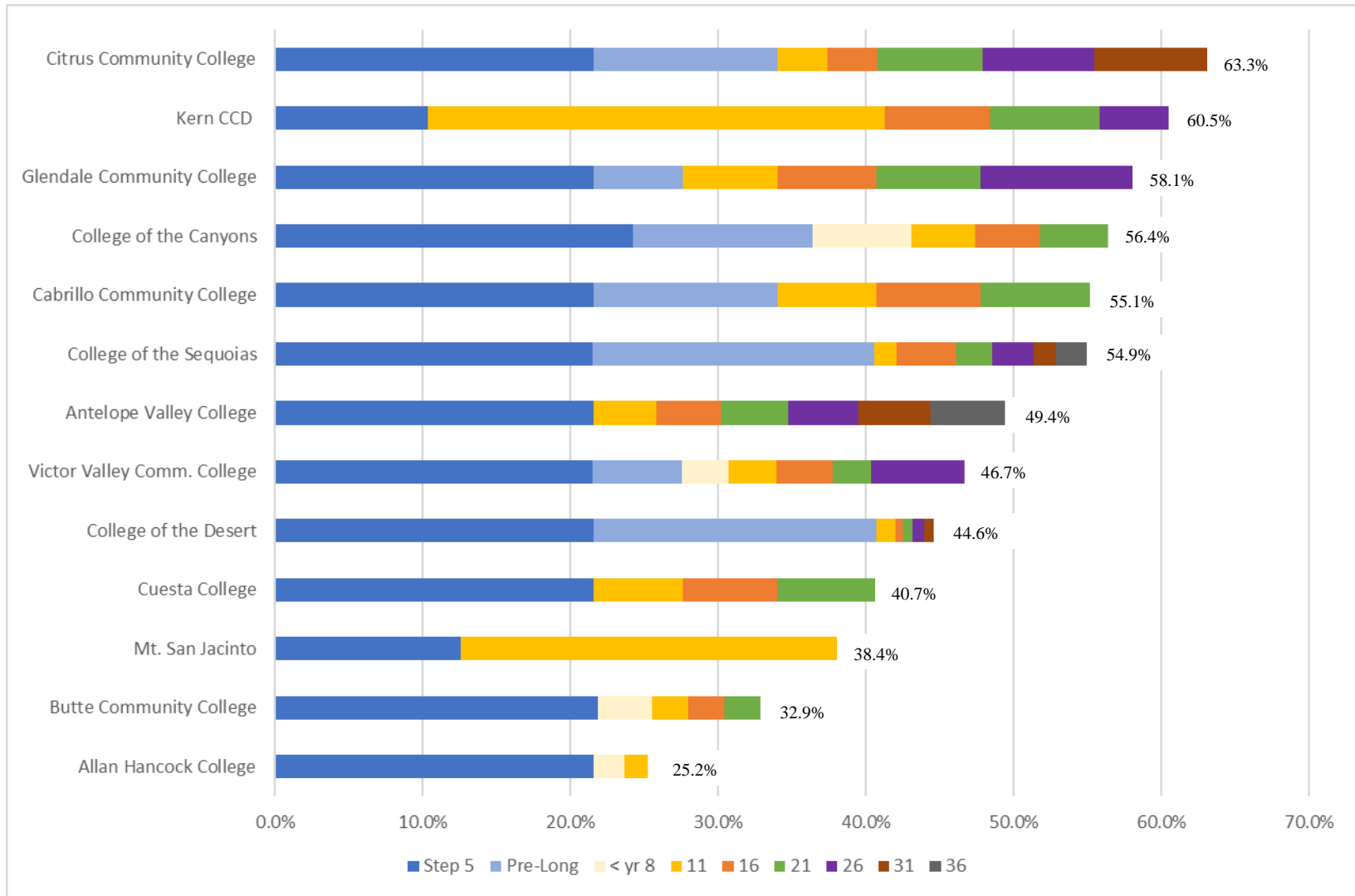
The District’s competitiveness declines at the pre-longevity step with 67.8 percent or above market.

Bargaining Unit	Entry Level			Pre-Longevity		
	Above Market	At Market	Below Market	Above Market	At Market	Below Market
Classified	30	11	1	9	19	14
CMS	6	5	1	2	4	6
Administration	8	0	0	2	6	0
Total	44	16	2	13	29	20
Percentage	71.0%	25.8%	3.2%	21.0%	46.8%	32.3%

The Full-time Faculty has a base salary that is at market, the Adjunct Faculty is well above market.

Seven of the 12 community colleges districts have pre-longevity salary ranges that are 31.0 - 41.3 percent compared to the District’s 21.5 percent. The local school districts have comparable salary ranges to the District ranging from 20.0 - 27.6 percent at step 5 the pre-longevity step.¹ The District longevity steps expand the salary range to 49.5 percent, but 11 of the 12 community college districts also have longevity plans. (See Exhibits A and B.) As exhibited in the chart below, when taking into consideration all longevity steps, for classified employees, the District ranks seventh of the thirteen community colleges in base salary plus longevity.

¹ AVUHSD has a 41-step salary range and no longevity, so RSG compared Step 5 of the AVUHSD’s salary schedule to the benchmarked positions to be consistent with the number of steps the other local districts use.



Summary of Survey Data

We have summarized the compensation survey data in Tables 1 and 2. In Table 1, the surveyed benchmark classes are sorted by organization/functional groupings. In Table 2, we have listed the classes, which include the local school districts, and compared the total survey median data to the 12 community college-only survey data.

How to Read the Columns on Table 1:

- “Page” in the first column represents that class’s page number in the survey data sheets provided in the report appendix.
- The next five columns list the benchmark class title and its current salary grade, monthly salary minimum and the pre-longevity maximum.
- The next four columns display the survey average and median for comparable classes’ range minimum and the percentage differences for the District versus these averages and medians. A minus sign means the District is below the survey data; no minus sign indicates the District’s minimum is above the survey data.
- The next four columns display the survey average and median for comparable classes’ pre-longevity range maximum and the percentage differences for the District versus these averages and medians. A minus sign means The District is below the survey data; no minus sign indicates The District’s maximum is above the survey data.
- The far right column displays The District’s range maximum rank order among all market comparisons for the benchmark. For example, the 9 of 12 for the Financial Aid Technician II indicates the District salary max ranks ninth after the other 11 organizations with comparable jobs.

How to Read the Columns on Table 2:

- “Page” in the first column represents that class’s page number in the survey data sheets provided in the report appendix.
- The next three columns list the District benchmark class title and its current salary grade.
- The next four columns display the total survey median for comparable classes’ range minimum and the percentage differences for the District versus these medians and range maximum and the percentage differences for the District versus these medians. A minus sign means the District is below the survey data; no minus sign indicates the District’s minimum is above the survey data.
- The final four columns display the sub-total of the community college districts only survey median for comparable classes’ range minimum and the percentage differences for the District versus these medians and range maximum and the percentage differences for the District versus these medians. A minus sign means the District is below the survey data; no minus sign indicates the District’s minimum is above the survey data.

Table 1 - Base Salary by Functional Group

Pg	Classification	Gr	Unit	Step 1	Pre-Longev	Range Minimum			Pre-Longevity Step				
						Total Survey			Survey Avg	Survey Median	AVC vs Survey Avg/Median	AVC Rank	
						Survey Avg	Survey Median	AVC vs Survey Avg/Median					
65	Superintendent/President				205,000	247,513	238,307	-20.7 / -16.2					
1	Asst Supt/ VP Academic Affairs		Admin	149,892	178,168	139,633	137,891	7.3% / 8.7%	180,335	180,201	-1.2% / -1.1%		8 of 12
2	Asst Supt/ VP Human Resources		Admin	149,892	178,168	135,013	137,493	11.0% / 9.0%	170,729	180,000	4.4% / -1.0%		5 of 8
3	Asst Supt/ VP Student Services		Admin	149,892	178,168	139,633	137,891	7.3% / 8.7%	180,335	180,201	-1.2% / -1.1%		8 of 12
4	Exec Dir/ Chief Business Officer		Admin	124,168	148,627	113,569	116,685	9.3% / 6.4%	150,917	151,104	-1.5% / -1.7%		4 of 6
5	Executive Director ITS		Admin	124,168	145,627	112,441	108,278	10.4% / 14.7%	144,491	137,557	0.8% / 5.9%		4 of 11
6	Executive Director Foundation		Admin	124,168	142,627	106,102	104,673	17.0% / 18.6%	134,893	129,222	5.7% / 10.4%		3 of 12
7	Dean		Admin	124,168	142,627	111,464	108,278	11.4% / 14.7%	142,354	141,795	0.2% / 0.6%		6 of 13
8	Lab Technician - Biological Sciences	16	Class	46,740	54,803	45,670	46,116	2.3% / 1.4%	59,577	59,810	-8.7% / -9.1%		10 of 13
9	Lab Technician, Computer	16	Class	46,740	56,812	43,882	44,063	6.5% / 6.1%	58,196	57,021	-2.4% / -0.4%		5 of 9
10	Instructional Assistant - Tech Ed	16	Class	46,740	52,865	41,811	41,001	11.8% / 14.0%	56,300	56,314	-6.5% / -6.5%		4 of 5
11	Director EOP&S		Admin	111,437	125,496	92,090	92,462	21.0% / 20.5%	123,433	123,420	1.7% / 1.7%		5 of 10
12	EOP&S Specialist	15	Class	45,086	54,803	44,757	41,952	0.7% / 7.5%	59,439	58,216	-8.5% / -6.2%		8 of 11
13	EOP&S Technician II	14	Class	43,492	52,865	37,352	37,353	16.4% / 16.4%	48,988	49,070	7.9% / 7.7%		4 of 9
14	Coordinator, Career Center	20	Class	53,980	65,613	51,647	51,845	4.5% / 4.1%	68,782	68,726	-4.8% / -4.7%		3 of 5
15	Career Center Technician	14	Class	43,492	52,865	40,629	41,944	7.0% / 3.7%	53,496	51,864	-1.2% / 1.9%		3 of 6
16	Job Placement Specialist	18	Class	50,230	61,054	50,926	51,378	-1.4% / -2.3%	68,826	67,944	-12.7% / -11.3%		3 of 5
17	Employment Outreach Specialist	13	Class	41,954	50,955	40,826	38,593	2.8% / 8.7%	54,362	49,971	-6.7% / 2.0%		2 of 5
18	Coordinator, Assessment	18	Class	50,230	61,054	45,080	44,784	11.4% / 12.2%	59,930	58,947	1.9% / 3.6%		2 of 8
19	Evaluation Coordinator	16	Class	46,740	56,812	45,804	46,417	2.0% / 0.7%	60,654	63,453	-6.8% / -11.7%		8 of 11
20	Enrollment Services Records Tech	14	Class	43,492	52,865	39,741	39,080	9.4% / 11.3%	52,562	51,855	0.6% / 1.9%		6 of 13

Pg	Classification	Gr	Unit	Step 1	Pre-Longev	Range Minimum				Pre-Longevity Step			
						Total Survey				Survey Avg	Survey Median	AVC vs Survey Avg/Median	AVC Rank
						Survey Avg	Survey Median	AVC vs Survey Avg/Median	Survey Avg				
21	Financial Aid Specialist	17	Class	48,453	58,895	50,488	48,252	-4.2% / 0.4%	67,037	65,026	-13.8% / -10.4%	8 of 10	
22	Financial Aid Technician II	16	Class	46,740	56,812	44,882	45,322	4.1% / 3.1%	59,464	58,872	-4.7% / -3.6%	9 of 12	
23	Financial Aid Technician I	13	Class	41,954	50,955	38,813	39,811	8.1% / 5.4%	50,633	49,887	0.6% / 2.1%	5 of 11	
24	Research Analyst	22	Class	58,010	70,512	80,170	78,793	- / - 13.7% / 11.7%	80,170	78,793	-13.7% / -11.7%	9 of 11	
25	Director Human Resources	35	CMS	92,634	112,599	97,615	94,303	-5.4% / -1.8%	126,502	128,241	-12.3% / -13.9%	11 of 13	
26	Human Resources Technician	22	CMS	58,010	70,512	53,374	51,358	8.7% / 13.0%	69,585	70,435	1.3% / 0.1%	8 of 16	
27	Controller	35	CMS	92,634	112,599	94,024	94,093	-1.5% / -1.6%	121,526	116,016	-7.9% / -3.0%	10 of 12	
28	Fiscal Services Manager	31	CMS	80,211	97,496	77,444	75,518	3.6% / 6.2%	102,915	107,966	-5.6% / -10.7%	5 of 7	
29	Supervisor, Accounting & Budgeting	25	CMS	64,627	78,554	63,008	63,437	2.6% / 1.9%	78,345	77,168	0.3% / 1.8%	4 of 7	
30	Accountant, Senior	23	Class	60,137	73,096	46,104	55,221	30.4% / 8.9%	76,204	74,001	-4.3% / -1.2%	5 of 6	
31	Accountant	21	Class	55,958	68,018	53,563	53,972	4.5% / 3.7%	68,361	69,851	-0.5% / -2.7%	7 of 10	
32	Accounting Tech, Auxiliary Services	17	Class	48,453	58,895	43,752	43,501	10.7% / 11.4%	56,453	56,679	4.3% / 3.9%	6 of 13	
33	Accounting Assistant III	16	Class	46,740	56,812	42,844	43,589	9.1% / 7.2%	56,772	57,520	0.1% / -1.2%	7 of 11	
34	Accounting Assistant II	13	Class	41,954	50,955	38,355	40,053	9.4% / 4.7%	48,896	49,510	4.2% / 2.9%	4 of 11	
35	Accounting Assistant I	10	Class	37,659	45,775	34,491	35,110	9.2% / 7.3%	44,197	43,683	3.6% / 4.8%	3 of 8	
36	Cashier	9	Class	36,328	44,156	36,450	36,096	-0.3% / 0.6%	48,880	46,297	-10.7% / -4.8%	8 of 9	
37	Maintenance and Operations Mgr	31	CMS	80,211	97,496	81,667	83,400	-1.8% / -4.0%	105,676	108,104	-8.4% / -10.9%	11 of 13	
38	Supervisor, Maintenance	27	CMS	69,452	84,420	67,244	65,289	3.3% / 6.4%	80,935	83,332	4.3% / 1.3%	4 of 9	
39	Electrician	19	Class	52,071	63,292	49,722	50,094	4.7% / 3.9%	63,762	63,100	-0.7% / 0.3%	6 of 12	
40	Skilled Maintenance Worker, Lead	19	Class	52,071	63,292	51,293	53,528	1.5% / -2.8%	66,644	66,470	-5.3% / -5.0%	4 of 7	
41	Skilled Maintenance Worker	17	Class	48,453	58,895	47,092	47,557	2.9% / 1.9%	61,699	61,538	-4.8% / -4.5%	8 of 13	
42	Maintenance Worker	14	Class	43,492	52,865	40,600	40,596	7.1% / 7.1%	52,333	52,177	1.0% / 1.3%	7 of 15	

Pg	Classification	Gr	Unit	Step 1	Pre-Longev	Range Minimum				Pre-Longevity Step			
						Total Survey				Survey Avg	Survey Median	AVC vs Survey Avg/Median	AVC Rank
						Survey Avg	Survey Median	AVC vs Survey Avg/Median	AVC Rank				
43	Maintenance Assistant	11	Class	39,039	47,453	34,755	34,605	12.3% / 12.8%	45,051	44,165	5.3% / 7.4%	2 of 6	
44	Supervisor, Grounds Maintenance	23	CMS	60,137	73,096	55,240	55,851	8.9% / 7.7%	69,083	68,697	5.8% / 6.4%	3 of 7	
45	Grounds Maintenance Worker	11	Class	39,039	47,453	37,947	38,869	2.9% / 0.4%	49,270	48,938	-3.8% / -3.1%	12 of 17	
46	Custodian Lead	13	Class	41,954	50,955	37,947	38,910	10.6% / 7.8%	49,205	49,743	3.6% / 2.4%	6 of 14	
47	Custodian	10	Class	37,659	45,775	34,315	34,564	9.7% / 9.0%	44,554	44,871	2.7% / 2.0%	6 of 17	
48	Food Service Assistant II	9	Class	36,328	44,156	34,101	34,422	6.5% / 5.5%	44,155	43,425	0.0% / 1.7%	5 of 9	
49	Food Service Assistant I	6	Class	32,608	39,635	28,147	29,122	15.8% / 12.0%	36,726	37,377	7.9% / 6.0%	3 of 11	
50	Instructional & Support Svcs Mgr	31	CMS	80,211	97,496	82,115	77,844	-2.4% / 3.0%	108,152	106,268	-10.9% / -9.0%	6 of 7	
51	Systems Infrastructure ITS Mgr	31	CMS	80,211	97,496	79,770	78,223	0.6% / 2.5%	110,059	111,476	-12.9% / -14.3%	6 of 7	
52	Systems Administrator	28	Class	71,998	87,514	63,410	61,095	13.5% / 17.8%	81,974	83,358	6.8% / 5.0%	5 of 14	
53	Database Administrator	28	Class	71,998	87,514	69,364	70,851	3.8% / 1.6%	90,414	90,380	-3.3% / -3.3%	6 of 10	
54	Programmer Analyst	26	Class	66,996	81,434	64,817	65,136	3.4% / 2.9%	85,179	83,240	-4.6% / -2.2%	8 of 12	
55	Computer Services Technician	19	Class	52,071	63,292	50,075	48,318	4.0% / 7.8%	65,514	63,468	-3.5% / -0.3%	10 of 16	
56	Executive Assistant	25	CMS	64,627	78,554	63,134	62,916	2.4% / 2.7%	80,962	80,268	-3.1% / -2.2%	9 of 14	
57	Sr Administrative Assistant	23	CMS	60,137	73,096	56,204	55,320	7.0% / 8.7%	72,598	69,981	0.7% / 4.5%	8 of 16	
58	Administrative Specialist	21	Class	55,958	68,018	47,334	46,359	18.2% / 20.7%	63,158	62,762	7.7% / 8.4%	4 of 9	
59	Administrative Assistant	16	Class	46,740	56,812	43,391	44,866	7.7% / 4.2%	55,692	54,538	2.0% / 4.2%	7 of 16	
60	Clerical Assistant III	12	CMS/ Class	40,471	49,492	38,121	37,549	6.2% / 7.8%	49,704	49,573	-0.4% / -0.2%	7 of 13	
61	Clerical Assistant II	9	Class	36,328	44,156	34,369	34,628	5.7% / 4.9%	44,388	45,294	-0.5% / -2.6%	10 of 15	
62	Clerical Assistant I	6	Class	32,608	39,635	31,536	32,052	3.4% / 1.7%	40,470	40,713	-2.1% / -2.7%	9 of 15	
63	Faculty			56,126	111,181	57,160	56,887	-1.8% / -1.4%	111,167	112,003	0.0% / -0.7%	7 of 13	
64	Adjunct Faculty			69.79	85.24	53.17	53.64	31.3% / 30.1%	73.28	71.87	16.3% / 18.6%	2 of 10	

Table 2 - Benchmarks with Community Colleges and School Districts

Pg	Classification	Gr	Unit	Total Survey				Community College Only			
				Range Minimum		Pre-Longevity Step		Range Minimum		Pre-Longevity Step	
				Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median
25	Director Human Resources	35	CMS	94,303	-1.8%	128,241	-13.9%	93,473	-0.9%	128,241	-13.9%
26	Human Resources Technician	22	CMS	51,358	13.0%	70,435	0.1%	53,234	9.0%	71,527	-1.4%
27	Controller	35	CMS	94,093	-1.6%	116,016	-3.0%	95,465	-3.1%	120,000	-6.6%
28	Fiscal Services Manager	31	CMS	75,518	6.2%	107,966	-10.7%	75,716	5.9%	108,000	-10.8%
29	Supervisor, Accounting & Budgeting	25	CMS	63,437	1.9%	77,168	1.8%	63,483	1.8%	82,324	-4.8%
30	Accountant, Senior	23	Class	55,221	8.9%	74,001	-1.2%	55,221	8.9%	74,001	-1.2%
31	Accountant	21	Class	53,972	3.7%	69,851	-2.7%	54,298	3.1%	70,110	-3.1%
32	Accounting Technician, Auxiliary Svcs	17	Class	43,501	11.4%	56,679	3.9%	43,238	12.1%	58,947	-0.1%
33	Accounting Assistant III	16	Class	43,589	7.2%	57,520	-1.2%	42,603	9.7%	58,151	-2.4%
34	Accounting Assistant II	13	Class	40,053	4.7%	49,510	2.9%	37,572	11.7%	49,579	2.8%
35	Accounting Assistant I	10	Class	35,110	7.3%	43,683	4.8%	43,683	4.8%	43,683	4.8%
36	Cashier	9	Class	36,096	0.6%	46,297	-4.8%	36,096	0.6%	46,297	-4.8%
37	Maintenance and Operations Manager	31	CMS	83,400	-4.0%	108,104	-10.9%	78,989	1.5%	107,931	-10.7%
38	Supervisor, Maintenance	27	CMS	65,289	6.4%	83,332	1.3%	64,044	8.4%	83,306	1.3%
39	Electrician	19	Class	50,094	3.9%	63,100	0.3%	50,094	3.9%	63,468	-0.3%
40	Skilled Maintenance Worker, Lead	19	Class	53,528	-2.8%	66,470	-5.0%	55,229	-6.1%	70,605	-11.6%
41	Skilled Maintenance Worker	17	Class	47,557	1.9%	61,538	-4.5%	48,302	0.3%	64,863	-10.1%
42	Maintenance Worker	14	Class	40,596	7.1%	52,177	1.3%	40,596	7.1%	53,069	-0.4%
43	Maintenance Assistant	11	Class	34,605	12.8%	44,165	7.4%	34,605	12.8%	44,165	7.4%
44	Supervisor, Grounds Maintenance	23	CMS	55,851	7.7%	68,697	6.4%	51,360	17.1%	64,920	12.6%

Pg	Classification	Gr	Unit	Total Survey				Community College Only			
				Range Minimum		Pre-Longevity Step		Range Minimum		Pre-Longevity Step	
				Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median	Survey Median	AVC vs Survey Median
45	Grounds Maintenance Worker	11	Class	38,869	0.4%	48,938	-3.1%	38,801	0.6%	49,690	-4.7%
46	Custodian Lead	13	Class	38,910	7.8%	49,743	2.4%	38,287	9.6%	47,853	6.5%
47	Custodian	10	Class	34,564	9.0%	44,871	2.0%	33,562	12.2%	44,079	3.8%
48	Food Service Assistant II	9	Class	34,422	5.5%	43,425	1.7%	33,776	7.6%	43,174	2.3%
49	Food Service Assistant I	6	Class	29,122	12.0%	37,377	6.0%	25,612	27.3%	35,993	10.1%
50	Instructional & Support Services Mgr	31	CMS	77,844	3.0%	106,268	-9.0%	77,844	3.0%	106,268	-9.0%
51	Systems Infrastructure ITS Manager	31	CMS	78,223	2.5%	111,476	-14.3%	78,223	2.5%	111,476	-14.3%
52	Systems Administrator	28	Class	61,095	17.8%	83,358	5.0%	61,095	17.8%	83,569	4.7%
53	Database Administrator	28	Class	70,851	1.6%	90,380	-3.3%	71,258	1.0%	91,001	-4.0%
54	Programmer Analyst	26	Class	65,136	2.9%	83,240	-2.2%	65,136	2.9%	83,240	-2.2%
55	Computer Services Technician	19	Class	48,318	7.8%	63,468	-0.3%	48,541	7.3%	64,670	-2.2%
56	Executive Assistant	25	CMS	62,916	2.7%	80,268	-2.2%	66,323	-2.6%	83,484	-6.3%
57	Sr Administrative Assistant	23	CMS	55,320	8.7%	69,981	4.5%	58,508	2.8%	75,660	-3.5%
58	Administrative Specialist	21	Class	46,359	20.7%	62,762	8.4%	46,359	20.7%	62,762	8.4%
59	Administrative Assistant	16	Class	44,866	4.2%	54,538	4.2%	41,400	12.9%	54,083	5.0%
60	Clerical Assistant III	12	CMS/ Class	37,549	7.8%	49,573	-0.2%	37,381	8.3%	49,800	-0.6%
61	Clerical Assistant II	9	Class	34,628	4.9%	45,294	-2.6%	33,699	7.8%	45,427	-2.9%
62	Clerical Assistant I	6	Class	32,052	1.7%	40,713	-2.7%	31,175	4.6%	40,218	-1.5%

Discussion of Survey Findings – Benefits

Overall, the District has a competitive benefits package. The classified employee benefits are slightly lower than the other community college districts in the survey that have a benefits cap, but are comparable to the community college districts that share employee premiums. (Exhibit C)

- Six of the 12 community college districts have benefit caps ranging from \$12,600 - \$19,200/yr.
- Cabrillo Community College is the only District that varies the cap by type of employee coverage and ranges from \$9,019 employee only to \$24,136 for employee +2 dependents.
- Of the remaining six community college districts, four have options that cover 100 percent of the medical, dental and vision coverage.

The District is very competitive in retiree health benefits. (Exhibit D)

- Antelope Valley College is the only district that has a higher retiree health benefit cap than they do for current employees.
- Five of the Districts provide the same level of retiree health benefit as they do for current employees.

RSG reviewed the other fringe benefits and the District has competitive part-time medical benefits, paid time off, leaves, and deferred compensation programs. (Exhibit E) Some areas where another District may be more competitive:

- Six districts provide cash or an incentive if the employee does not use District health coverage.
- Two districts offer CalPERS Employer “Pick-Ups”. Under this provision, employees pay their own member contributions from reportable compensation and defer state and federal income taxes on the member contributions. The Employer Pick-Up allows employee contributions to be treated as employer contributions for federal and state tax purposes, thus lowering the employees’ taxable gross income.
- College of the Desert District projects annual health care premium and any savings as a result of employee retirement/ turnover is paid into a Health and Welfare Fund which can be used to offset future increases.
- College of the Desert is the only community college district that provides any contribution to a deferred compensation program.

Exhibit A – Range Analysis

	Classified		Confidential		Management		Executive		Supervisor	
	# of Pre-Longevity Steps	Range width	# of Pre-Longevity Steps	Range width	# of Pre-Longevity Steps	Range width	# of Pre-Longevity Steps	Range width	# of Pre-Longevity Steps	Range width
Antelope Valley College	5	21.5%	5	21.5%	5	21.5%	7 or 8	12.6% – 14.9%	CMS Schedule	
Allan Hancock College	5	21.5%	5	21.5%	6	19.3%	9	32.7%	Conf schedule	
Butte Community College	5	21.9%	6	10.8%	6	10.8%	5	17.0%	Mgmt, Supv, Conf schedule	
Cabrillo Community College	7	34.0%	7	34.0%	8	40.7%	Range A Mgmt Schedule	38.9%	Mgmt schedule	
Citrus Community College	7	34.0%	7	34.0%	8	31.6%	Mgmt Schedule		Conf Schedule	
College of the Canyons	7	36.4%	7	36.5%	negotiated rates		negotiated rates			
College of the Desert	8	40.7%	10	44.8%	10	44.8%	Contract		Mgmt, Supv, Conf schedule	
College of the Sequoias	8	40.8%	7	34.0%	7	34.0%			Mgmt schedule	
Cuesta College	5	21.5%	5	21.5%	5	21.6%	5	21.6%	5	21.5%
Glendale Community College	6	27.6%	6	27.6%	6	27.6%	Mgmt Schedule		Mgmt, Supv, Conf schedule	
Kern CCD	15	41.3%	12	31.2%	12	31.2%	Mgmt Schedule		Mgmt schedule	
Mt. San Jacinto CCD	12	38.4%	12	38.4%	15	51.3%	5 VP; 6 Exec Dean; 7 Dean	34.2%	Conf schedule	
Victor Valley Comm. College	6	27.6%	8	38.1%	8	38.1%	Mgmt Schedule		Mgmt, Supv, Conf schedule	
Antelope Valley UHSD	Step 5	20.0%								
	Step 41	67.6%								
Lancaster School District	5	21.7%								
Palmdale School District	5	21.7%								
Westside USD	5	27.6%								

Exhibit B – Longevity (year- increase)

Comparator	Classified	Confidential	Classified Management	Supervisory Level
Antelope Valley College	11 - 3.5% of base pay 16 - 3.5% additional 21 - 3.5% additional 26 - 3.5% additional 31 - 3.5% additional 36 - 3.5% additional	Mgmt Schedule	11 - 3.5% of base pay 16 - 3.5% additional 21 - 3.5% additional 26 - 3.5% additional 31 - 3.5% additional 36 - 3.5% additional	Mgmt Schedule
Allan Hancock College	Yr 6 - 1.75%/mo, of base pay Yr 7 - .75%/mo, additional Yr 8 - 0.5%/mo additional	2.1% every 2 yrs	1.25% every years	Conf schedule
Butte Community College	7 –base pay plus 3% 10 – base pay plus 5% 15 – base pay plus 7% 20 - base pay plus 9%	2 additional 2.5% steps at yr 6, 11 3 additional 1.45% steps yr 17, 21, 25	2 additional 2.5% steps at yr 6, 11 3 additional 1.45% steps yr 17, 21, 25	Mgmt, Supv, Conf schedule
Cabrillo Community College	10 - 5.0% of base pay 15 - 5.0% additional 20 - 5.0% additional (15% cap)	5 – 2.5% of base pay 10 - 5.0% additional 15 - 5.0% additional 20 - 5.0% additional (17.5% cap)	None	Mgmt schedule
Citrus Community College	11 – One-range increase 16 – 2-range increase 21 – 4-range increase 26 – 6-range increase 31 – 8-range increase	9 – One-range increase 14 – 2-range increase 19 – 3-range increase 24 – 4-range increase 29 – 5-range increase.	None	Conf Schedule
College of the Canyons	4 additional 3% steps - 2 yrs/step for 8 and 9; 3 yrs step 10; 4 years step 11	2 additional 5% steps; 2 yrs/step	Not on a salary schedule, each has a negotiated rate.	Conf schedule
College of the Desert	10 yrs \$55/mo; 15yrs \$75/mo; 20 yrs \$100/ mo; 25 yrs \$135/mo; 30 yrs \$160/mo	None	None	Mgmt schedule

Comparator	Classified	Confidential	Classified Management	Supervisory Level
College of the Sequoias	10 yrs \$64.39/mo; 13yrs \$141.64/mo; 16 yrs \$231.78/ mo; 19 yrs \$334.79/mo; 25 yrs \$450.67/mo; 30 yrs \$515.06/mo; 35 yrs \$602.61/mo	5% after 4 yrs top step or 1 yr at top step and 10 yrs w/ District; additional 10% yr 25 and 5% yr 35	5% after 4 yrs top step; 5% after another 4 yrs	Mgmt schedule
Cuesta College	5% steps at 10, 15 and 20 yrs	5% steps at 10, 15 and 20 yrs	5% steps at 10, 15 and 20 yrs	5% steps at 10, 15 and 20 yrs
Glendale Community College	4 additional steps; 5% after 9 and 14 yrs; 7% after 24 yrs	Mgmt schedule	5 additional steps; 3.5% after 5 and 10 yrs; 7% after 15,20 and 25 yrs	Mgmt schedule
Kern CCD (Bakersfield College)	5% after 10, 15, 19 yrs; 3% after 25; \$2500 honorarium at 30	None	None	Mgmt schedule
Mt. San Jacinto	None	None	None	Conf schedule
Victor Valley Comm. College	2.5% at beginning yr 7 and 0.5% more each yr until max 15% yr 26	Mgmt Schedule	2.5% at yr 6 and 0.5% more each yr until max 15% yr 25	Mgmt schedule
Antelope Valley UHSD	None – 41 step salary schedule			
Lancaster School District	15 - \$1,000/yr added to salary 20 - \$1,500/yr added to salary 25 - \$2,000/yr added to salary 30 - \$2,500/yr added to salary 35 - \$3,000/yr added to salary 40 - \$3500/yr added to salary			
Palmdale School District	Longevity increment at year 15			
Westside USD	11 – 5% step 16 – 5% step 20 – 5% step 25 – 5% step 30 – 5% step 35 – 5% step 40 – 5% step			

Exhibit C – Classified Health

Comparator	Employer Cap Cafeteria Plan	Employer Contribution Health	Employer Contribution Dental	Employer Contribution Vision	Employer Contribution Life Insurance
Antelope Valley College	\$14,500 cap (\$1,208/mo)				
Allan Hancock College		\$448.02/ mo - single \$848.05 / mo - two-party \$1,176.17 / mo - family	\$55.53/ mo - single \$114.06 / mo - two-party \$163.08/ mo - family	\$5.55/ mo - single	\$6,000 basic life with ADD and an amount determined by age band with \$162,240 max life benefit \$1,500 for spouse and each dependent
Butte Community College	Butte Schools Self-Funded Programs JPA (BSSP) for health, dental, life insurance and disability insurance plans. District's yearly cap 2016-17 - \$16,796 + COLA (.47) +1% = \$17,043 2017-18 + 3% = \$17, 554 2018-19 + 3% = \$18,081 Section 125 Flexible Spending plan available	Employee may choose a medical plan more expensive than the base plan and pay the difference to the District or choose a plan less expensive than the base plan and be paid the difference by the District.	Coverage begins at 70% of the fee charged for covered basic benefits during the first calendar year; increases to 80%, 90% and 100% in subsequent years providing annual dental examination is made. This applies to the employee and individually to each dependent.	100% employees and dependents	Group life - \$50,000 total may be divided among family members. District pays up to \$0.95 per \$100 of insured salary towards long-term disability for each unit member
Cabrillo Community College	Single - \$9,019 Plus 1 – \$17,516 Plus 2 - \$24,136 Section 125 Flexible Spending plan available	Mandatory for employee	Mandatory for employee, optional for dependent		Mandatory for employee District pays 100% - 1x Annual earnings up to \$75,000 – classified, certificated, confidential \$100,000 classified, certificated administrators
Citrus Community College	Faculty: District pays \$10,000 towards the medical benefits programs	All premiums for health coverage are paid 100% by the district.	PPO. District pays 100% for twice-a-year cleaning and x-ray services, and 90% for restorative work.	PPO. Examinations every 12 months, lenses every 12 months and frames every 24 months.	District pays life insurance with a face value of \$50,000.
College of the Canyons	In 2014/15, \$12,600 per employee total district contribution to all health & welfare plans (medical, dental, vision, life).				
College of the Desert	Maximum district contribution for medical, dental, vision, prescription, employee assistance, long term care, accidental death and dismemberment, and life insurance is \$1,600 per month (\$19,200/yr).				

Comparator	Employer Cap Cafeteria Plan	Employer Contribution Health	Employer Contribution Dental	Employer Contribution Vision	Employer Contribution Life Insurance
College of the Sequoias	District contributes annual max of \$16,152 toward the cost of premiums for major medical and prescription coverage			District contributes annual max of \$1,845 for the plan year toward the cost of premiums for dental and vision insurance coverage.	
Cuesta College		Single - \$742/mo Plus 1 - \$790 Plus 2 - \$913 Mgmt/ Faculty - Single - \$634/mo Plus 1 - \$830 Plus 2 - \$1030	Optional Dental	100% District paid if in network	up to two times annual earnings not to exceed \$100,000
Glendale Community College		One (1) of three (3) health plans for employees and dependents, and domestic partners selected from PPO and 2 HMOs	dental plan for the employee, spouse and dependents	A vision plan for the employee and spouse or one (1) eligible dependent to be provided by Vision Service Plan	Employee - 5x Annual Salary up to \$300,000 Spouse - 50% Annual Salary up to \$50,000 Child- \$2000 each
Kern CCD (Bakersfield College)	Section 125 plan available	The District will pay up to \$1,232.22/month for medical, dental, and vision insurance premiums for the employee and eligible dependents and the premium for the life insurance plan for the employee only. In addition, the District will pay the premium for a long-term disability plan for the employee after serving the District for three years.			
Mt. San Jacinto	Flexible spending accounts available.	<ul style="list-style-type: none"> • Single: 100% for all HMOs Plans; • \$10,000 for PPOs • 2-Party: \$12,100 for HMO, PPO Plans • EE + child(ren): \$12,100 for HMO, PPO Plans • EE + spouse + child(ren): \$ 15,550 for HMO, PPO Plans 	3 PPO dental plans and 1 DHMO. District pays premium for fulltime employees regardless of dependents.	District pays premium for fulltime employees regardless of dependents.	District covers all employees with a \$20,000 Group Term Life Policy and a \$2,000 AD&D Policy
Victor Valley Comm. College	Choice of two HMOs (one of which is Kaiser) and one PPO, POS or Elect Plan.	District pays 100% of super composite rate for medical, mental health, dental and vision, plus mandatory life insurance premiums.			

Exhibit D – Retiree Health

Comparator	Employer-Paid Retiree Health
Antelope Valley College	\$15,700/ yr
Allan Hancock College	Same as current employees up to age 65. Retiree may purchase spousal/domestic partner coverage.
Butte Community College	Same as current employees until the retiree qualifies or would have qualified for Medicare. His/her eligible dependents also are covered during that time period. May "buyout" their retiree medical benefits for 50% of the total current annual cost of the base plan, per each eligible year of plan participation. This buyout will be paid in one lump sum
Cabrillo Community College	Medical/hospital/surgical/prescription drug coverage for classified retiree and principal domestic partner will be provided for the retiree until he/she reaches age 65 or until retiree is covered by Medicare. retirees may purchase, at their own expense, dental coverage under the group insurance policy.
Citrus Community College	District provides paid medical, dental, vision, and prescription coverage for a retired unit member, his/her spouse, and dependent children if over 55 and have at least 10 yrs service – coverage ends at age 67, 20 yrs service at age 68, 30 yrs service at age 69. District provides an annual amount for the life of the retiree, depending on the length of service in lieu of the District-paid medical benefits described above. 30 = \$2,500 25 = \$2,250 20 = \$1,875 15 = \$1,250 10 = \$1,000
College of the Canyons	a) EE's who retire at 60 years of age with 25 years of full-time service in the District and are not eligible for Medicare, are entitled to health & welfare benefits until the member's Medicare eligibility age - receives \$4,000 max per year. b) The retiring unit member is 50 years old or older and has 8 years of fulltime service receives \$2,200/yr for 5 years. c) The retiring unit member is fifty (50) years old or older and has nine 9 years of fulltime service receives \$2,200 for 10 years. d) The retiring unit member is 50 years old or older and has 10 years of fulltime service to the District receives \$2,200 for life.
College of the Desert	Retirees receive the same level of benefits as active employees. The coverage is provided until the retired unit member is 65, or becomes eligible for social security medical benefits, whichever is sooner.

Comparator	Employer-Paid Retiree Health
College of the Sequoias	District retiree Medicare contribution by year: 2017 – 2018: \$ 3,752 2018 – 2019: \$ 3,827 2019 – 2020: \$ 3,904 2020 – 2021: \$ 3,982 Hired Prior to December 30, 1995: <ul style="list-style-type: none"> Min of 20 yrs service: continued benefit until reaches Medicare age: \$1,500/yr to purchase District benefits Hired After December 30, 1995: <ul style="list-style-type: none"> Continued benefits until the end of the month in which the retiree reaches the age of Medicare eligibility Bargaining unit members 55 years or older who retire with 20 years of full-time service with the College, the District pays an annual incentive directly to the retiree, in lieu of current contribution, of \$1,500 for participation in the District Health and Welfare benefit Program.
Cuesta College	Retirees receive partial health benefits and must pay the difference in premium until the retired unit member becomes eligible for Medicare.
Glendale Community College	District will pay up to a maximum of \$10,200 per fiscal year for the medical, dental and vision insurance of the retiring employee and his/her spouse, domestic partner, or eligible dependent – max for early retirement at age 55 and decreases each year until age 65
Kern CCD (Bakersfield College)	Employees who retired under PERS between January 3, 1974 and June 30, 1988: <ul style="list-style-type: none"> <u>Benefits to Age 65</u> District provides health and dental plans for the employee and eligible dependent(s); the employee must have worked for the District for five years immediately preceding retirement. <u>Benefits at Age Sixty-five (65) and Beyond</u> District provides a health plan for the employee and eligible dependent(s) if 10 years' service immediately before retirement. Retired under PERS July 1, 1988 or after: <ul style="list-style-type: none"> District provides health and dental plans for the employee, spouse, and eligible dependents; employee must have worked for the District 15 years immediately preceding retirement Classified employees retiring under STRS have the same benefits as if they retired under PERS.
Mt. San Jacinto	District contributes same amount as single person coverage toward retiree medical, for 10 yrs following retirement. OR - retiree has the option of a one-time payment of \$10,000 in lieu of the Health Benefit Program.
Victor Valley Comm. College	PERS/STRS: Benefits provided to ee and dependents if at least 10 yrs of service, until ee reaches Medicare age.

Exhibit E - Other Fringe Benefits

Comparator	Perm Part-time Health	Cash in Lieu of Health Insurance	Max Vacation Accrual	Max Sick Accrual	Deferred Compensation
Antelope Valley College	Based on percentage of employment	None	Yr 19 - 176 hrs Max - 2 year equivalent of earned	12 day per yr No max	403(b) plan available. No employer contribution
Allan Hancock College	Prorated for less than full time but more than 20 hrs/ week	Single - \$1,498.00 Two-party - \$1,362.70 Family - \$1,248.20 paid over twelve (12) months	Yr 15 – 168 hrs	12 days/ yr granted first fiscal day of the year No max may convert unused sick leave to retirement credit	403(b) and 457(b) plans available. No employer contribution
Butte Community College	Employees at 60% or less of full time (24 hrs/wk) - prorated at the same ratio as their regular work schedule.	None	Yr 15– 184 hrs Max 400 hours	12 days/ yr granted first fiscal day of the year No max may convert unused sick leave to retirement credit . 2 days vacation will be added annually for zero sick leave use in the fiscal year	403(b) and 457(b) plans available. No employer contribution
Cabrillo Community College	All bargaining unit members working less than a 90% assignment may elect to opt out of the medical and/or dental plans; however, they are required to participate in the life insurance and disability insurance plans which will be covered by the District's benefit stipend	None	Yr 10 – 20 days (160 hrs) Max vacation carryover at 10 yrs is 37 days. Annual vacation cash out option of up to 60 hrs provided he/she retains a minimum balance of 80 hrs vacation and 100 hrs sick leave.	12 days/ yr granted first fiscal day of the year No max	403(b) plan. No employer contribution PERS Pickup Plan* - Unit members hired on or after January 1, 2013, shall pay the full cost of the employee's PERS contribution

Comparator	Perm Part-time Health	Cash in Lieu of Health Insurance	Max Vacation Accrual	Max Sick Accrual	Deferred Compensation
Citrus Community College	A unit member whose regular work assignment is less than full-time, but is fifty percent (50%) or more, shall receive a pro-ration of the fringe benefit plan based on the pro-ration his/her work assignment bears to a full-time assignment.	An ee who waives medical coverage shall have an amount equal to the current HMO Single Coverage premium apportioned as follows: A) 20% to the ee for other benefit programs and 80% to the District. B) An ee who signs a waiver or chooses the HMO Single Coverage receives remaining unit member benefit monies maintained at a max of \$71, which may be used for other programs .	Vacation time shall be used prior to January 1 of the school year following its accrual (not to exceed eighteen (18) months).	12 days/ yr . Unlimited accrual of unused sick leave	403(b) plan. No employer contribution
College of the Canyons	Ees working under 20 hrs/week are not eligible for benefits. 20 – 30 hrs/week - eligible for benefits for employee only. 30+ hrs/ week = employee and dependents	Cash in Lieu will be no more than the lowest plan’s one (1) party rate	Vacation time must be taken during the fiscal year in which it is earned or the year immediately following. 22 days @ yr 17, classified, yr 5 mgmt	12 days/ yr. Unlimited accrual of unused sick leave	403(b) and 457 plan. No employer contribution
College of the Desert	Partial coverage	The difference of cap to premium is paid into employee 403(b) plan, FSA or as cash.	Vacation accrual cannot be greater than one year’s accrual	12 days/ yr . Unlimited accrual of unused sick leave	403(b) plan: District matches ee contributions up to \$675/yr. Employer Pickup of PERS Benefits.*
College of the Sequoias	Bargaining unit members assigned to work at least 25 hrs/week shall be provided health and welfare benefits	None	18+ yrs -21 days	12 days/ yr . Unlimited accrual of unused sick leave	403(b) and 457 plan. No employer contribution
Cuesta College	Part -time employed 50-75% pro-rated, less than 50% no coverage	\$225/mo	20 yrs – 22 days No more than 2Xs annual	12 days/ yr . Unlimited accrual of unused sick leave	403(b) and 457 plan. No employer contribution

Comparator	Perm Part-time Health	Cash in Lieu of Health Insurance	Max Vacation Accrual	Max Sick Accrual	Deferred Compensation
Glendale Community College	District pays the entire premium for eligible employees working part-time at least 20 but less than thirty (30) hours per week. Dental and vision for employee only.	Payment amount based on number of employees opting out 8 or fewer \$250/mo 9 to 11 \$400/mo 12 to 14 \$500/mo 15 or more \$550/mo	10 yrs – 22 days Max accrual is 10 yrs of service can carry 352 hours	12 days/ yr . Unlimited accrual of unused sick leave	403(b) and 457 plan. No employer contribution
Kern CCD (Bakersfield College)	<ul style="list-style-type: none"> • 32+ Hour ee's (80% of Dist FT contribution) • 30+ Hour ee's (75%) • 24+ Hour ee's (60%) • 19+ Hour ee's (47.5%) 	None	10 yrs – 20 days 24-month max. After that, unused vacation is paid out at the ee's current pay rate.	12 days/ yr Unlimited	403(b) plan. No employer contribution
Mt. San Jacinto	Part-time ee's who work at least 20 hrs/week are eligible for full benefits if employed April 8, 2008. If hired after that, ee pays the difference between pro-rated district contribution and the amount necessary for full benefits.	None	2-year maximum accrual	12 days/ yr Unlimited <ul style="list-style-type: none"> • Any ee who uses no sick leave during the entire fiscal year receives 3 additional vacation days for the following fiscal year. • Use 1 day - 2 add'l • Use 2 days – 1 add'l 	403(b) plan. No employer contribution
Victor Valley Comm. College	32+ Hour ee's (80% of Dist FT contribution) 30+ Hour ee's (75%) 24+ Hour ee's (60%) 19+ Hour ee's (47.5%)	None	24-month max. After that, unused vacation is paid out at the ee's current pay rate.	12 days/ year	403(b) plan. No employer contribution