

**Ralph Andersen &
Associates**

July 15, 2024

Ventura County ERA

Compensation Survey Report

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Why Surveys Are Done

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

- Anticipate and understand what labor market is doing
- Data-driven framework for allocating resources to wages and benefits
- Provide defensibility and public accountability employee compensation
- **Optimize the Association's ability to recruit and retain employees**

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

Survey Agencies & Selection Criteria

Table 1

Agency	Distance	Assets	Members	City	ERI COL	ERI Wage	POB
Ventura County ERA		\$7.6 Bil	21,726	Ventura	100.0	100.0	
Fresno City ERS	227	\$3.8 Bil	7,984	Fresno	71.9	96.7	Yes
Santa Barbara County ERS	27	\$4.2 Bil	9,620	Santa Barbara	119.7	101.4	
San Mateo County ERA	328	\$6.2 Bil	13,690	Redwood City	123.1	117.6	
Fresno County ERA	227	\$6.4 Bil	21,174	Fresno	71.9	96.7	Yes
San Jose City ERS	305	\$8.4 Bil	15,348	San Jose	115.1	117.8	
Contra Costa County ERA	356	\$11.1 Bil	24,617	Concord	91.4	110.3	
Alameda County ERA	345	\$11.3 Bil	26,411	Oakland	113.7	111.1	
Sacramento County ERS	392	\$13.2 Bil	31,803	Sacramento	84.3	100.5	Yes
San Bernardino County ERA	123	\$14.1 Bil	48,000	San Bernardino	77.4	98.7	Yes
San Diego County ERA	191	\$17.2 Bil	49,310	San Diego	121.9	101.1	Yes
Los Angeles City ERS	68	\$21.6 Bil	59,533	Los Angeles	127.6	104.8	
Orange County ERS	100	\$22.3 Bil	52,482	Santa Ana	106.9	102.1	Yes
Los Angeles County ERA	71	\$73.9 Bil	190,353	Pasadena	113.6	104.6	
Median		\$11.3 Bil	26,411		113.6	102.1	

Distance - Google Maps Driving Distance

ERI COL - Economic Research Institute Relocation Assessor

Assets/Members - 2023 Annual Reports

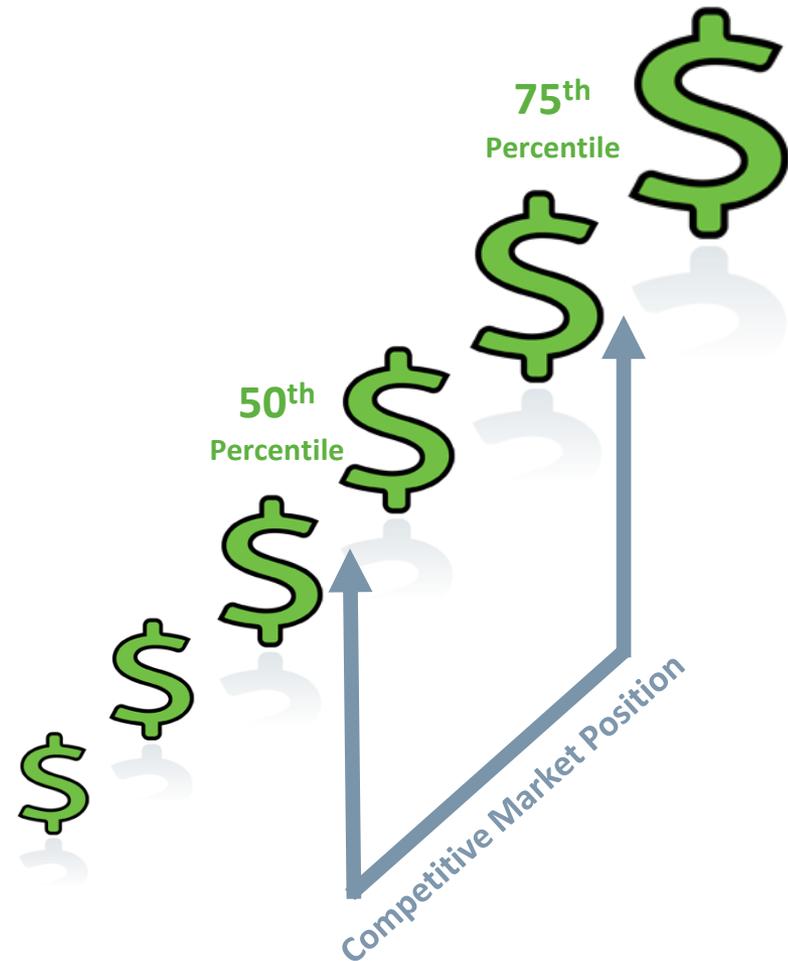
ERI Wage - Economic Research Institute Geographic Assessor

ERI COL provide relative cost-of-living differences between cities with indexes over 100 having a higher cost of living and indexes below 100 having a lower cost of living. The ERI Wage index provides relative differences in composite wages across all jobs.

- Nature of services
- Employer size
- Geographic proximity
- Economic similarity

Market Position

- Establishes competitive position
- Historical practices is an important consideration; change in practice requires explanation
- \$ or % differences between percentiles depends on the array of data; can be very small if data is tightly arrayed
- Recruitment and retention goals



Compensation Survey Elements

- Base Salary
- Cash Supplements
 - Auto
 - Other cash
 - Deferred compensation
 - Employer “pick-up” of employee retirement
 - Employee contributions to employer rate
- Insurance (employer paid)
 - Health
 - Dental
 - Vision
- Retirement (varies)
 - Employer contribution
 - Social security

Why employer retirement varies

- Employer costs are not necessarily apples-to-apples for the same retirement benefit
- Buy-downs and pension bonds can distort employer costs
- Employer cost for all tiers is driven by UAAL

Compensation Modeling - Retirement

- Multiple retirement tiers can exist
 - Closed tiers – not available for any new employees
 - Tier 2 Classic
 - Tier in effect December 2012
 - Relevant tier for recruiting employees in a CA public pension
 - Tier 3 PEPRA
 - Effective for any employee hired after 2013 with no qualifying prior pension
- Number of Tier 3 PEPRA employees is becoming larger and arguably more relevant
 - Some retirement systems still have high PEPRA costs
- Retirement may not be a benefit worth modeling in a market survey for Tier 3 PEPRA employees since it has little differentiated value

Sample Data –Tier 2 Classic Retirement

Table 2

Chief Investment Officer		Cash Supplements						Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Investment Officer	\$28,385				\$852	\$29,237	\$3,524	\$124		\$1	\$32,885	\$2,665	2.43@65	3%	\$871	\$36,421
Contra Costa County ERA	Chief Investment Officer	\$30,811		\$2,157	\$235		\$33,203	\$2,665	\$203	\$24	\$21	\$36,116	\$5,232	2.42@65	3%	\$871	\$42,219
Fresno City ERS	Investment Officer	\$13,840			\$75	-\$208	\$13,707	\$1,000	inc	inc		\$14,707	\$1,958	2@55	3%		\$16,666
Fresno County ERA	Retirement Investment Officer	\$12,196					\$12,196	\$1,848	inc	inc	\$81	\$14,125	\$1,226	2.43@65	0%	\$756	\$16,107
Los Angeles City ERS	Chief Investment Officer	\$29,670					\$29,670	\$2,017	\$43	inc	\$46	\$31,777	\$2,492	2.16@55	3%		\$34,269
Los Angeles County ERA	Chief Investment Officer	\$54,443			\$4,355		\$58,798	\$9,255	inc	inc	inc	\$68,054	\$6,000	2@65	2%		\$74,053
Orange County ERS	Chief Investment Officer	\$41,697		\$375	\$2,919		\$44,990	\$1,957	\$90	inc	\$26	\$47,064	\$6,117	2.7@55	3%		\$53,181
Sacramento County ERS	Asst Retirement Administrator - Investments	\$25,623			\$769	-\$477	\$25,915	\$1,757	\$119	inc	\$2	\$27,792	\$2,803	2.43@65	2%	\$871	\$31,466
San Bernardino County ERA	Chief Investment Officer	\$32,051	\$1,217		\$2,885	\$641	\$36,793	\$2,439	\$160	\$21		\$39,413	\$3,875	3.13@65	2%		\$43,288
San Diego County ERA	Retirement Chief Investment Officer	\$37,969					\$37,969	\$2,199	inc	inc	\$128	\$40,295	\$6,500	2.62@62	2%		\$46,796
San Jose City ERS	Asst Dir & Chief Investment Officer	\$31,244					\$31,244	\$2,623	\$150	\$16		\$34,033	\$6,299	2.5@55	3%		\$40,332
San Mateo County ERA	Chief Investment Officer	\$27,910		\$1,675			\$29,585	\$3,281	\$116	\$16	\$9	\$33,006	\$3,659	1.725@58	2%	\$871	\$37,536
Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			-\$407	\$16,150	\$1,636	\$26			\$17,812	\$2,675	1.67@57.5	2%	\$871	\$21,358
Ventura County ERA	Chief Investment Officer	\$30,057			\$1,803	-\$328	\$31,533	\$1,961	inc	inc		\$33,494	\$2,320	1.917@60	0%	\$871	\$36,685
	Average	\$29,398					\$30,728					\$33,622					\$37,976
	% +/-	2.2%					2.6%					-0.4%					-3.5%
	Median	\$29,670					\$29,670					\$33,006					\$37,536
	% +/-	1.3%					5.9%					1.5%					-2.3%
	75th Percentile	\$32,051					\$36,793					\$39,413					\$43,288
	% +/-	-6.6%					-16.7%					-17.7%					-18.0%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Monthly figures as of March 2024

Sample Data –Tier 3 PEPRA Retirement

Table 3

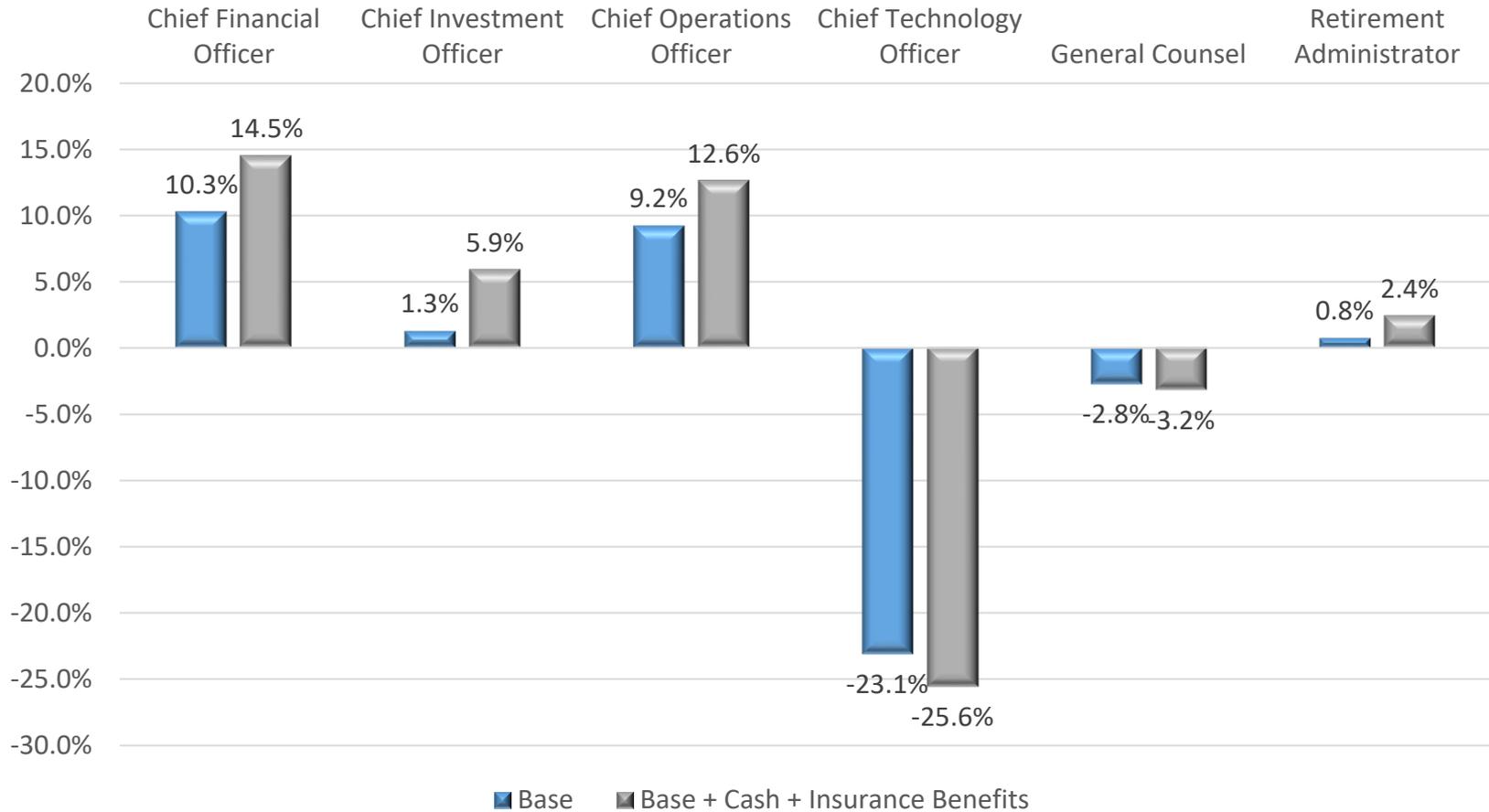
Chief Investment Officer			Cash Supplements				Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Investment Officer	\$28,385				\$28,385	\$3,524	\$124		\$1	\$32,033	\$2,640	2@62	2%	\$871	\$35,544
Contra Costa County ERA	Chief Investment Officer	\$30,811		\$2,157	\$235	\$33,203	\$2,665	\$203	\$24	\$21	\$36,116	\$3,842	2@62	2%	\$871	\$40,829
Fresno City ERS	Investment Officer	\$13,840			\$75	\$13,915	\$1,000	inc	inc		\$14,915	\$1,958	2@55	0%		\$16,873
Fresno County ERA	Retirement Investment Officer	\$12,196				\$12,196	\$1,848	inc	inc	\$81	\$14,125	\$977	2@62	0%	\$756	\$15,858
Los Angeles City ERS	Chief Investment Officer	\$29,670				\$29,670	\$2,017	\$43	inc	\$46	\$31,777	\$1,570	2@60	2%		\$33,347
Los Angeles County ERA	Chief Investment Officer	\$54,443			\$4,355	\$58,798	\$9,255	inc	inc	inc	\$68,054	\$5,031	2@62	2%		\$73,084
Orange County ERS	Chief Investment Officer	\$41,697		\$375	\$2,919	\$44,990	\$1,957	\$90	inc	\$26	\$47,064	\$3,824	2@62	3%		\$50,888
Sacramento County ERS	Asst Retirement Administrator - Investments	\$25,623			\$769	\$26,391	\$1,757	\$119	inc	\$2	\$28,269	\$2,537	2@62	2%	\$871	\$31,677
San Bernardino County ERA	Chief Investment Officer	\$32,051	\$1,217		\$2,885	\$36,152	\$2,439	\$160	\$21		\$38,772	\$2,910	2@62	2%		\$41,682
San Diego County ERA	Retirement Chief Investment Officer	\$37,969				\$37,969	\$2,199	inc	inc	\$128	\$40,295	\$2,692	1.39@62	2%		\$42,987
San Jose City ERS	Asst Dir & Chief Investment Officer	\$31,244				\$31,244	\$2,623	\$150	\$16		\$34,033	\$2,503	2@62	2%		\$36,535
San Mateo County ERA	Chief Investment Officer	\$27,910		\$1,675		\$29,585	\$3,281	\$116	\$16	\$9	\$33,006	\$2,596	2@62	2%	\$871	\$36,473
Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			\$16,557	\$1,636	\$26			\$18,219	\$1,386	2@62	2%	\$871	\$20,477
Ventura County ERA	Chief Investment Officer	\$30,057			\$1,803	\$31,860	\$1,961	inc	inc		\$33,821	\$2,323	2@62	0%	\$871	\$37,016
	Average	\$29,398				\$30,697					\$33,591					\$36,635
	% +/-	2.2%				3.7%					0.7%					1.0%
	Median	\$29,670				\$29,670					\$33,006					\$36,473
	% +/-	1.3%				6.9%					2.4%					1.5%
	75th Percentile	\$32,051				\$36,152					\$38,772					\$41,682
	% +/-	-6.6%				-13.5%					-14.6%					-12.6%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Monthly figures as of March 2024

Survey Results – All 13 Agencies

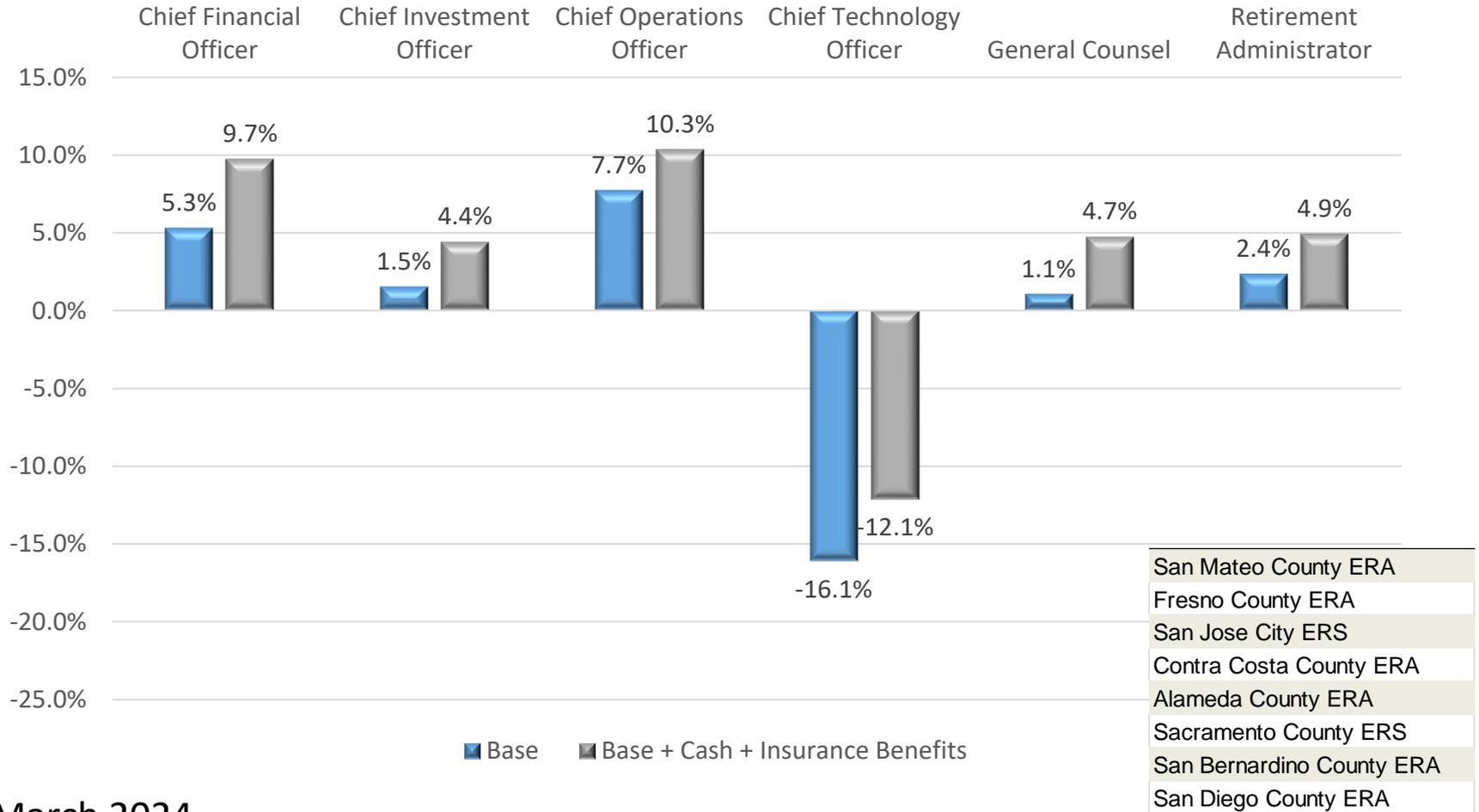
Percentage Below Median



As of March 2024

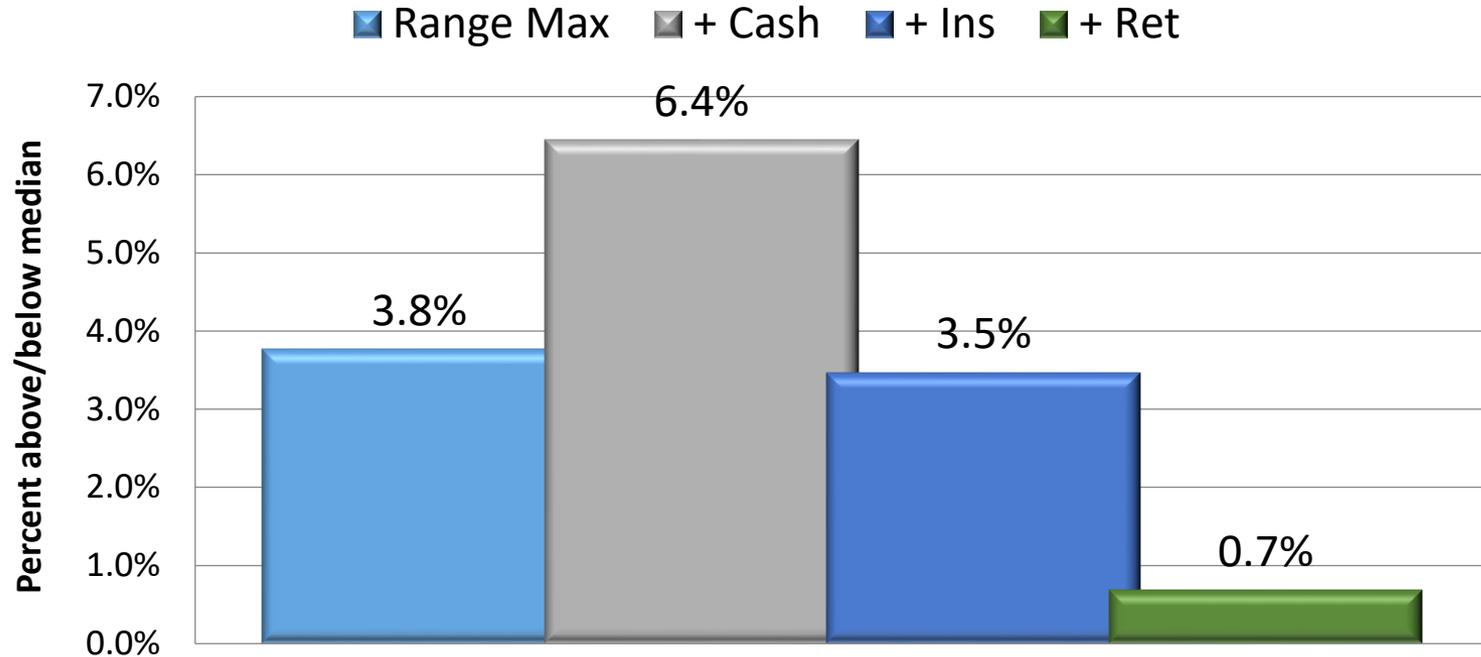
Survey Results – Size Optimized

Percentage Below Median



As of March 2024

Benefits Survey Summary –Tier 2 Classic

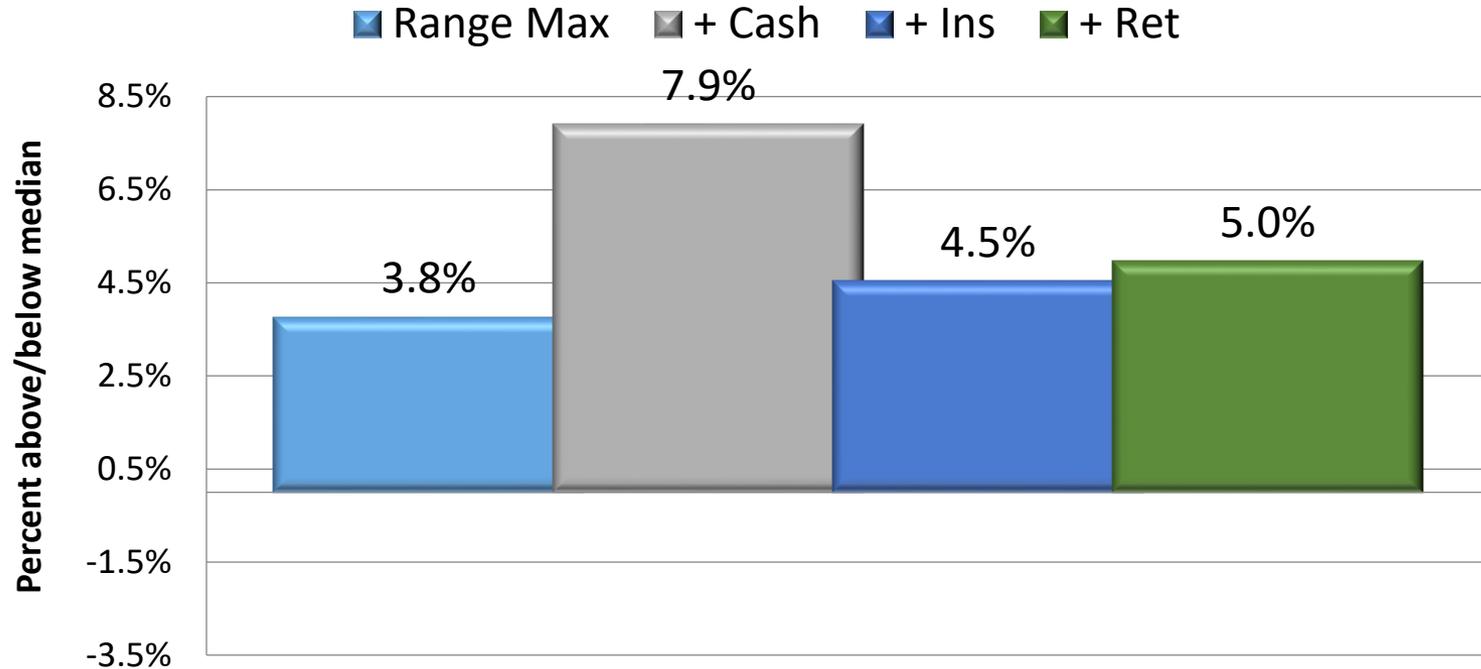


Benefits analysis based on snap-shot trends of major benefit categories

- When base salary ranges are compared, the Association is 3.8% above median overall
- When cash benefits are added to base salary and the cumulative totals analyzed, the Association is 6.4% above market median. This means the Association's cash benefits are higher than market, a 2.6% gain
- When insurance benefits are cumulatively added to base and cash benefits, the Association is 3.5% above the market median which indicates a slight loss of 2.9% due to slightly lower insurance benefits (employer cost)
- When retirement benefits are added, the Association is 0.7% above market median, a loss of 2.8% due to lower normal employer retirement benefit costs
- **Without retirement, the Association loses 0.3% in market position when benefits are added. With retirement, the Association loses 3.1% in market position.**

Does not include CTO

Benefits Survey Summary – Tier 3 PEPRA



Benefits analysis based on snap-shot trends of major benefit categories

- When base salary ranges are compared, the Association is 3.8% above median overall
- When cash benefits are added to base salary and the cumulative totals analyzed, the Association is 7.9% above market median. This means the Association's cash benefits are higher than market, a 4.1% gain
- When insurance benefits are cumulatively added to base and cash benefits, the Association is 4.5% above the market median which indicates a loss of 3.4% due to lower insurance benefit costs (employer cost)
- When retirement benefits are added, the Association is 5.0% above market median, a gain of 0.5% due to slightly higher normal retirement benefit costs
- **For Tier 3 PEPRA employees, the Association gains 1.2% in market position when benefits are added, most of which is due to higher cash benefits.**

Does not include CTO

Summary of Findings

- Association is within 4% of market median on average when base salary is compared for all jobs except CTO.
 - 10.3% above median to 23.1% below median; 3.8% above median on average when all 13 agencies are compared (not including CTO)
 - 7.7% above median to 16.1% below median; 3.6% above median on average when the size optimized 8 agencies are compared (not including CTO)
- Association gains market position when benefits are added
 - The Association's recently added 3% deferred compensation contribution remedies the lower benefits identified in the 2021 survey
 - The Association's 6% incentive offset is unique and contributes to a gain in market position (this is included in base salary)
- Association loses 2.9% in market position due to lower employer insurance contributions
 - Average market employer contribution is \$366 per month greater

Summary of Findings (continued)

- Association's combined vacation/sick leave accruals are competitive with labor market practices
- Association's 2021/22 salary adjustments and implementation of an added 3% Deferred Compensation contribution, along with the 6% incentive pay, has significantly improved its market position to within 4% of market median for both Classic and PEPRA tiers

Appendix A

Data Tables and Arrays

Survey data arrays:

All survey agencies – Tier 2 Classic

All survey agencies – Tier 3 PEPR

8 Agencies optimized by size (Tier 2 Classic)

**Ventura County ERA
Labor Market Summary - Median Total Compensation - Tier 2 (Classic) Retirement**

A	B	C	D	E	F
Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance	Total Comp (Cash + Ins. + Ret.)
Chief Financial Officer	11	10.3%	14.5%	12.8%	14.6%
Chief Investment Officer	13	1.3%	5.9%	1.5%	-2.3%
Chief Operations Officer	12	9.2%	12.6%	11.3%	6.8%
Chief Technology Officer	9	-23.1%	-25.6%	-24.5%	-29.0%
General Counsel	8	-2.8%	-3.2%	-7.4%	-11.4%
Retirement Administrator	13	0.8%	2.4%	-0.8%	-4.3%
Average (not including CTO)		3.8%	6.4%	3.5%	0.7%

**Ventura County ERA
Chief Financial Officer**

			Cash Supplements					Insurance Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
Alameda County ERA	Fiscal Services Officer	\$15,784				\$474	\$16,258	\$3,524	\$124		\$1	\$19,905
Contra Costa County ERA	Accounting Manager	\$14,959		\$1,047	\$235		\$16,241	\$2,665	\$203	\$24	\$21	\$19,154
Fresno City ERS	Assistant Retirement Administrator	\$16,074	\$300		\$75	-\$241	\$16,208	\$1,000	inc	inc		\$17,208
Fresno County ERA	No Comparable Position											
Los Angeles City ERS	Assistant General Manager	\$19,458					\$19,458	\$2,017	\$43	inc	\$30	\$21,549
Los Angeles County ERA	Chief Financial Officer	\$17,116			\$1,369		\$18,485	\$2,910	inc	inc	inc	\$21,395
Orange County ERS	Assistant CEO, Finance and Internal Operation	\$25,133		\$375	\$1,759		\$27,267	\$1,957	\$90	inc	\$26	\$29,341
Sacramento County ERS	Asst Retirement Administrator - Operations	\$22,819			\$685	-\$424	\$23,079	\$1,757	\$119	inc	\$2	\$24,956
San Bernardino County ERA	Chief Financial Officer	\$26,175			\$2,356	\$524	\$29,054	\$2,439	\$160	\$21		\$31,674
San Diego County ERA	Assistant Retirement Administrator	\$20,505					\$20,505	\$2,199	inc	inc	\$69	\$22,773
San Jose City ERS	No Comparable Position											
San Mateo County ERA	Assistant Executive Officer	\$20,582		\$1,235			\$21,816	\$3,281	\$116	\$16	\$9	\$25,238
Santa Barbara County ERS	Enterprise Leader - Gen)	\$15,001	\$227			-\$374	\$14,855	\$1,636	\$26			\$16,516
Ventura County ERA	Chief Financial Officer	\$21,693			\$1,302	-\$236	\$22,758	\$1,961	inc	inc		\$24,719
	Average	\$19,419					\$20,293					\$22,701
	% +/-	10.5%					10.8%					8.2%
	Median	\$19,458					\$19,458					\$21,549
	% +/-	10.3%					14.5%					12.8%
	75th Percentile	\$21,700					\$22,448					\$25,097
	% +/-	0.0%					1.4%					-1.5%

Median Gain/Loss 4.2%

-1.7%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Financial Officer**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Fiscal Services Officer	\$1,482	2.43@65	3%	\$871	\$22,259	10	9		17	35
Contra Costa County ERA	Accounting Manager	\$2,540	2.42@65	3%	\$871	\$22,565	9	8	8	23	48
Fresno City ERS	Assistant Retirement Administrator	\$2,274	2@55	3%		\$19,482	9	3	5	19	36
Fresno County ERA	No Comparable Position										
Los Angeles City ERS	Assistant General Manager	\$1,635	2.16@55	3%		\$23,184	10	8		17	35
Los Angeles County ERA	Chief Financial Officer	\$1,886	2@65	2%		\$23,281	9			8	17
Orange County ERS	Assistant CEO, Finance and Internal Operation	\$3,687	2.7@55	3%		\$33,028				25	25
Sacramento County ERS	Asst Retirement Administrator - Operations	\$2,496	2.43@65	2%	\$871	\$28,324	10	10		17	36
San Bernardino County ERA	Chief Financial Officer	\$3,165	3.13@65	2%		\$34,839	9	8	7	13	37
San Diego County ERA	Assistant Retirement Administrator	\$3,511	2.62@62	2%		\$26,284	9	9		17	35
San Jose City ERS	No Comparable Position										
San Mateo County ERA	Assistant Executive Officer	\$2,698	1.725@58	2%	\$871	\$28,807	9	8	11	20	47
Santa Barbara County ERS	Enterprise Leader - Gen)	\$2,457	1.67@57.5	2%	\$871	\$19,845	8	8	7	17	39
Ventura County ERA	Chief Financial Officer	\$1,675	1.917@60	0%	\$871	\$27,265	8			31	39
	Average					\$25,627					35.5
	% +/-					6.0%					8.2%
	Median					\$23,281					35.8
	% +/-					14.6%					7.4%
	75th Percentile					\$28,565					38.3
	% +/-					-4.8%					0.9%

1.8%

**Ventura County ERA
Chief Investment Officer**

			Cash Supplements					Insurance Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
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Fresno County ERA	Retirement Investment Officer	\$12,196					\$12,196	\$1,848	inc	inc	\$81	\$14,125
Los Angeles City ERS	Chief Investment Officer	\$29,670					\$29,670	\$2,017	\$43	inc	\$46	\$31,777
Los Angeles County ERA	Chief Investment Officer	\$54,443			\$4,355		\$58,798	\$9,255	inc	inc	inc	\$68,054
Orange County ERS	Chief Investment Officer	\$41,697		\$375	\$2,919		\$44,990	\$1,957	\$90	inc	\$26	\$47,064
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Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			-\$407	\$16,150	\$1,636	\$26			\$17,812
Ventura County ERA	Chief Investment Officer	\$30,057			\$1,803	-\$328	\$31,533	\$1,961	inc	inc		\$33,494
	Average	\$29,398					\$30,728					\$33,622
	% +/-	2.2%					2.6%					-0.4%
	Median	\$29,670					\$29,670					\$33,006
	% +/-	1.3%					5.9%					1.5%
	75th Percentile	\$32,051					\$36,793					\$39,413
	% +/-	-6.6%					-16.7%					-17.7%

Median Gain/Loss 4.6%

-4.5%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Investment Officer**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Chief Investment Officer	\$2,665	2.43@65	3%	\$871	\$36,421	10	9		17	35
Contra Costa County ERA	Chief Investment Officer	\$5,232	2.42@65	3%	\$871	\$42,219	9	8	8	23	48
Fresno City ERS	Investment Officer	\$1,958	2@55	3%		\$16,666	9	3	5	19	36
Fresno County ERA	Retirement Investment Officer	\$1,226	2.43@65	0%	\$756	\$16,107	7			29	36
Los Angeles City ERS	Chief Investment Officer	\$2,492	2.16@55	3%		\$34,269	10	8		17	35
Los Angeles County ERA	Chief Investment Officer	\$6,000	2@65	2%		\$74,053	9			8	17
Orange County ERS	Chief Investment Officer	\$6,117	2.7@55	3%		\$53,181				25	25
Sacramento County ERS	Asst Retirement Administrator - Investments	\$2,803	2.43@65	2%	\$871	\$31,466	10	10		17	36
San Bernardino County ERA	Chief Investment Officer	\$3,875	3.13@65	2%		\$43,288	9	8	7	13	37
San Diego County ERA	Retirement Chief Investment Officer	\$6,500	2.62@62	2%		\$46,796	9	9		17	35
San Jose City ERS	Asst Dir & Chief Investment Officer	\$6,299	2.5@55	3%		\$40,332	10	8	4	17	39
San Mateo County ERA	Chief Investment Officer	\$3,659	1.725@58	2%	\$871	\$37,536	9	8	11	20	47
Santa Barbara County ERS	Asst Dept Leader - Exec	\$2,675	1.67@57.5	2%	\$871	\$21,358	8	8	7	17	39
Ventura County ERA	Chief Investment Officer	\$2,320	1.917@60	0%	\$871	\$36,685	8			31	39
	Average					\$37,976					35.8
	% +/-					-3.5%					7.4%
	Median					\$37,536					36.3
	% +/-					-2.3%					6.3%
	75th Percentile					\$43,288					38.7
	% +/-					-18.0%					0.0%

-3.8%

**Ventura County ERA
Chief Operations Officer**

			Cash Supplements					Insurance Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
Alameda County ERA	Assistant CEO	\$21,200				\$636	\$21,836	\$3,524	\$124		\$1	\$25,484
Contra Costa County ERA	Deputy Chief Executive Officer	\$24,701		\$1,729	\$235		\$26,665	\$2,665	\$203	\$24	\$21	\$29,578
Fresno City ERS	Assistant Retirement Administrator	\$16,074	\$300		\$75	-\$241	\$16,208	\$1,000	inc	inc		\$17,208
Fresno County ERA	Assistant Retirement Administrator	\$16,339					\$16,339	\$1,848	inc	inc	\$81	\$18,268
Los Angeles City ERS	Assistant General Manager	\$19,458					\$19,458	\$2,017	\$43	inc	\$30	\$21,549
Los Angeles County ERA	Deputy Chief Executive Officer	\$26,415			\$2,113		\$28,528	\$4,491	inc	inc	inc	\$33,019
Orange County ERS	Assistant CEO, External Operations	\$25,133		\$375	\$1,759		\$27,267	\$1,957	\$90	inc	\$26	\$29,341
Sacramento County ERS	Asst Retirement Administrator - Benefits	\$21,366			\$641	-\$397	\$21,609	\$1,757	\$119	inc	\$2	\$23,487
San Bernardino County ERA	Chief of Member Services	\$26,175			\$2,356	\$524	\$29,054	\$2,439	\$160	\$21		\$31,674
San Diego County ERA	Assistant Retirement Administrator	\$20,505					\$20,505	\$2,199	inc	inc	\$69	\$22,773
San Jose City ERS	Deputy Director & Chief Operating Officer	\$19,986					\$19,986	\$2,623	\$150	\$16		\$22,775
San Mateo County ERA	No Comparable Position											
Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			-\$407	\$16,150	\$1,636	\$26			\$17,812
Ventura County ERA	Chief Operations Officer	\$22,975			\$1,379	-\$250	\$24,103	\$1,961	inc	inc		\$26,064
	Average	\$21,140					\$21,967					\$24,414
	% +/-	8.0%					8.9%					6.3%
	Median	\$20,853					\$21,057					\$23,131
	% +/-	9.2%					12.6%					11.3%
	75th Percentile	\$24,809					\$26,816					\$29,400
	% +/-	-8.0%					-11.3%					-12.8%

Median Gain/Loss 3.4%

-1.4%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Operations Officer**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Assistant CEO	\$1,991	2.43@65	3%	\$871	\$28,346	10	9		17	35
Contra Costa County ERA	Deputy Chief Executive Officer	\$4,194	2.42@65	3%	\$871	\$34,643	9	8	8	23	48
Fresno City ERS	Assistant Retirement Administrator	\$2,274	2@55	3%		\$19,482	9	3	5	19	36
Fresno County ERA	Assistant Retirement Administrator	\$1,642	2.43@65	0%	\$871	\$20,781	7			29	36
Los Angeles City ERS	Assistant General Manager	\$1,635	2.16@55	3%		\$23,184	10	8		17	35
Los Angeles County ERA	Deputy Chief Executive Officer	\$2,911	2@65	2%		\$35,930	9			8	17
Orange County ERS	Assistant CEO, External Operations	\$3,687	2.7@55	3%		\$33,028				25	25
Sacramento County ERS	Asst Retirement Administrator - Benefits	\$2,337	2.43@65	2%	\$871	\$26,695	10	10		17	36
San Bernardino County ERA	Chief of Member Services	\$3,165	3.13@65	2%		\$34,839	9	8	7	13	37
San Diego County ERA	Assistant Retirement Administrator	\$3,511	2.62@62	2%		\$26,284	9	9		17	35
San Jose City ERS	Deputy Director & Chief Operating Officer	\$4,029	2.5@55	3%		\$26,804	10	8	4	17	39
San Mateo County ERA	No Comparable Position										
Santa Barbara County ERS	Asst Dept Leader - Exec	\$2,675	1.67@57.5	2%	\$871	\$21,358	8	8	7	17	39
Ventura County ERA	Chief Operations Officer	\$1,774	1.917@60	0%	\$871	\$28,709	8			31	39
	Average					\$27,615					34.9
	% +/-					3.8%					9.8%
	Median					\$26,750					36.0
	% +/-					6.8%					6.8%
	75th Percentile					\$33,432					37.7
	% +/-					-16.5%					2.6%

-4.4%

**Ventura County ERA
Chief Technology Officer**

			Cash Supplements					Insurance Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
Alameda County ERA	Retirement Technology Officer	\$16,014				\$480	\$16,494	\$3,524	\$124		\$1	\$20,142
Contra Costa County ERA	Information Technology Manager	\$17,750		\$1,243	\$235		\$19,228	\$2,665	\$203	\$24	\$21	\$22,141
Fresno City ERS	No Comparable Position											
Fresno County ERA	No Comparable Position											
Los Angeles City ERS	No Comparable Position											
Los Angeles County ERA	Chief, Information Technology	\$19,780			\$1,582		\$21,362	\$2,910	inc	inc	inc	\$24,272
Orange County ERS	Director of Information Technology	\$18,820		\$375	\$1,317		\$20,512	\$1,957	\$90	inc	\$26	\$22,586
Sacramento County ERS	Asst Retirement Administrator - Enterprise Solu	\$21,366			\$641	-\$397	\$21,609	\$1,757	\$119	inc	\$2	\$23,487
San Bernardino County ERA	Chief Information Officer	\$26,175			\$2,356	\$524	\$29,054	\$2,439	\$160	\$21		\$31,674
San Diego County ERA	Retirement IT Director	\$20,145					\$20,145	\$2,199	inc	inc	\$68	\$22,412
San Jose City ERS	Dpeartment IT Manager	\$14,749					\$14,749	\$2,623	\$150	\$16		\$17,538
San Mateo County ERA	Chief Technology Officer	\$16,718		\$1,003			\$17,721	\$3,281	\$116	\$16	\$9	\$21,142
Santa Barbara County ERS	No Comparable Position											
Ventura County ERA	Chief Technology Officer	\$15,288			\$917	-\$167	\$16,039	\$1,961	inc	inc		\$17,999
	Average	\$19,057					\$20,097					\$22,822
	% +/-	-24.7%					-25.3%					-26.8%
	Median	\$18,820					\$20,145					\$22,412
	% +/-	-23.1%					-25.6%					-24.5%
	75th Percentile	\$20,145					\$21,362					\$23,487
	% +/-	-31.8%					-33.2%					-30.5%

Median Gain/Loss -2.5%

1.1%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Technology Officer**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Retirement Technology Officer	\$1,504	2.43@65	3%	\$871	\$22,517	10	9		17	35
Contra Costa County ERA	Information Technology Manager	\$3,014	2.42@65	3%	\$871	\$26,026	9	8	8	23	48
Fresno City ERS	No Comparable Position										
Fresno County ERA	No Comparable Position										
Los Angeles City ERS	No Comparable Position										
Los Angeles County ERA	Chief, Information Technology	\$2,180	2@65	2%		\$26,452	9			8	17
Orange County ERS	Director of Information Technology	\$2,761	2.7@55	3%		\$25,347				25	25
Sacramento County ERS	Asst Retirement Administrator - Enterprise Solu	\$2,337	2.43@65	2%	\$871	\$26,695	10	10		17	36
San Bernardino County ERA	Chief Information Officer	\$3,165	3.13@65	2%		\$34,839	9	8	7	13	37
San Diego County ERA	Retirement IT Director	\$3,449	2.62@62	2%		\$25,860	9	9		17	35
San Jose City ERS	Dpeartment IT Manager	\$2,973	2.5@55	3%		\$20,512	10	8	4	17	39
San Mateo County ERA	Chief Technology Officer	\$2,192	1.725@58	2%	\$871	\$24,205	9	8	11	20	47
Santa Barbara County ERS	No Comparable Position										
Ventura County ERA	Chief Technology Officer	\$1,180	1.917@60	0%	\$871	\$20,051	8			31	39
	Average					\$25,828					35.5
	% +/-					-28.8%					8.2%
	Median					\$25,860					36.3
	% +/-					-29.0%					6.1%
	75th Percentile					\$26,452					38.7
	% +/-					-31.9%					0.0%

-4.5%

**Ventura County ERA
General Counsel**

A	B	C	Cash Supplements				Insurance Benefits					
			D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
Alameda County ERA	Chief Counsel	\$27,898				\$837	\$28,735	\$3,524	\$124		\$1	\$32,383
Contra Costa County ERA	General Counsel	\$27,232		\$1,906	\$235		\$29,373	\$2,665	\$203	\$24	\$21	\$32,286
Fresno City ERS	No Comparable Position											
Fresno County ERA	No Comparable Position											
Los Angeles City ERS	No Comparable Position											
Los Angeles County ERA	Chief Counsel	\$28,397			\$2,272		\$30,669	\$4,827	inc	inc	inc	\$35,496
Orange County ERS	General Counsel	\$29,044		\$375	\$2,033		\$31,452	\$1,957	\$90	inc	\$26	\$33,526
Sacramento County ERS	General Counsel	\$25,854			\$776	-\$481	\$26,149	\$1,757	\$119	inc	\$2	\$28,026
San Bernardino County ERA	Chief Counsel	\$32,051	\$1,217		\$2,885	\$641	\$36,793	\$2,439	\$160	\$21		\$39,413
San Diego County ERA	Retirement General Counsel	\$21,660					\$21,660	\$2,199	inc	inc	\$73	\$23,932
San Jose City ERS	No Comparable Position											
San Mateo County ERA	Retirement Chief Legal Counsel	\$25,014		\$1,501			\$26,515	\$3,281	\$116	\$16	\$9	\$29,936
Santa Barbara County ERS	No Comparable Position											
Ventura County ERA	General Counsel	\$26,825			\$1,610	-\$292	\$28,142	\$1,961	inc	inc		\$30,103
	Average	\$27,144					\$28,918					\$31,875
	% +/-	-1.2%					-2.8%					-5.9%
	Median	\$27,565					\$29,054					\$32,335
	% +/-	-2.8%					-3.2%					-7.4%
	75th Percentile	\$28,559					\$30,865					\$34,019
	% +/-	-6.5%					-9.7%					-13.0%

Median Gain/Loss -0.5%

-4.2%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
General Counsel**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Chief Counsel	\$2,620	2.43@65	3%	\$871	\$35,874	10	9		17	35
Contra Costa County ERA	General Counsel	\$4,624	2.42@65	3%	\$871	\$37,781	9	8	8	23	48
Fresno City ERS	No Comparable Position										
Fresno County ERA	No Comparable Position										
Los Angeles City ERS	No Comparable Position										
Los Angeles County ERA	Chief Counsel	\$3,129	2@65	2%		\$38,626	9			8	17
Orange County ERS	General Counsel	\$4,261	2.7@55	3%		\$37,787				25	25
Sacramento County ERS	General Counsel	\$2,828	2.43@65	2%	\$871	\$31,726	10	10		17	36
San Bernardino County ERA	Chief Counsel	\$3,875	3.13@65	2%		\$43,288	9	8	7	13	37
San Diego County ERA	Retirement General Counsel	\$3,708	2.62@62	2%		\$27,640	9	9		17	35
San Jose City ERS	No Comparable Position										
San Mateo County ERA	Retirement Chief Legal Counsel	\$3,279	1.725@58	2%	\$871	\$34,086	9	8	11	20	47
Santa Barbara County ERS	No Comparable Position										
Ventura County ERA	General Counsel	\$2,071	1.917@60	0%	\$871	\$33,045	8			31	39
	Average					\$35,851					35.1
	% +/-					-8.5%					9.2%
	Median					\$36,828					35.8
	% +/-					-11.4%					7.4%
	75th Percentile					\$37,997					39.8
	% +/-					-15.0%					-2.8%

-4.0%

**Ventura County ERA
Retirement Administrator**

			Cash Supplements					Insurance Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.
Alameda County ERA	Chief Executive Officer	\$27,584	\$673			\$828	\$29,084	\$3,524	\$124		\$1	\$32,732
Contra Costa County ERA	Chief Executive Officer	\$25,000		\$1,750	\$235		\$26,985	\$2,665	\$203	\$24	\$22	\$29,899
Fresno City ERS	Retirement Administrator	\$21,931	\$300			-\$329	\$21,902	\$1,000	inc	inc		\$22,902
Fresno County ERA	Retirement Administrator	\$17,034	\$650				\$17,684	\$1,848	inc	inc	\$81	\$19,613
Los Angeles City ERS	General Manager	\$28,512	\$500				\$29,012	\$2,017	\$43	inc	\$44	\$31,116
Los Angeles County ERA	Chief Executive Officer	\$37,500			\$3,000		\$40,500	\$6,375	inc	inc	inc	\$46,875
Orange County ERS	Chief Executive Officer	\$29,167		\$375	\$2,333		\$31,875	\$1,957	\$90	inc	\$26	\$33,949
Sacramento County ERS	Retirement Administrator	\$26,692	\$450		\$801	-\$496	\$27,446	\$1,757	\$119	inc	\$2	\$29,324
San Bernardino County ERA	Chief Executive Officer	\$33,916	\$1,217		\$3,052	\$678	\$38,864	\$2,439	\$160	\$21		\$41,483
San Diego County ERA	Retirement Chief Executive Officer	\$30,243	\$600				\$30,843	\$2,199	inc	inc	\$102	\$33,144
San Jose City ERS	Director & Chief Executive Officer	\$28,808	\$350				\$29,158	\$2,623	\$150	\$16		\$31,947
San Mateo County ERA	Chief Executive Officer	\$26,265	\$1,112	\$1,576			\$28,953	\$3,281	\$116	\$16	\$9	\$32,374
Santa Barbara County ERS	Dept/Corporate Leader - CEO	\$21,308	\$568			-\$531	\$21,345	\$1,636	\$26			\$23,007
Ventura County ERA	Retirement Administrator	\$27,794	\$575		\$1,668	-\$303	\$29,734	\$1,961	inc	inc		\$31,695
	Average	\$27,228					\$28,742					\$31,413
	% +/-	2.0%					3.3%					0.9%
	Median	\$27,584					\$29,012					\$31,947
	% +/-	0.8%					2.4%					-0.8%
	75th Percentile	\$29,167					\$30,843					\$33,144
	% +/-	-4.9%					-3.7%					-4.6%

Median Gain/Loss 1.7%

-3.2%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Retirement Administrator**

		Retirement Benefits					Leave Benefits (Hrs/Month)				
A	B	N	O	P	Q	R	S	T	U	V	W
Survey Agency	Comparable Class	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.	Hol	Sick	Admin	Vac Max	Total Leave
Alameda County ERA	Chief Executive Officer	\$2,590	2.43@65	3%	\$871	\$36,194	10	9		17	35
Contra Costa County ERA	Chief Executive Officer	\$4,245	2.42@65	3%	\$871	\$35,015	9	8	8	23	48
Fresno City ERS	Retirement Administrator	\$3,103	2@55	3%		\$26,005	9	3	5	19	36
Fresno County ERA	Retirement Administrator	\$1,712	2.43@65	0%	\$871	\$22,196	7			29	36
Los Angeles City ERS	General Manager	\$2,395	2.16@55	3%		\$33,511	10	8		17	35
Los Angeles County ERA	Chief Executive Officer	\$4,133	2@65	2%		\$51,008	9			8	17
Orange County ERS	Chief Executive Officer	\$4,279	2.7@55	3%		\$38,228				25	25
Sacramento County ERS	Retirement Administrator	\$2,920	2.43@65	2%	\$871	\$33,115	10	10		17	36
San Bernardino County ERA	Chief Executive Officer	\$4,100	3.13@65	2%		\$45,584	10	8	7	13	38
San Diego County ERA	Retirement Chief Executive Officer	\$5,178	2.62@62	2%		\$38,322	9	9		17	35
San Jose City ERS	Director & Chief Executive Officer	\$5,808	2.5@55	3%		\$37,755	10	8	4	17	39
San Mateo County ERA	Chief Executive Officer	\$3,443	1.725@58	2%	\$871	\$36,688	9	8	11	20	47
Santa Barbara County ERS	Dept/Corporate Leader - CEO	\$3,490	1.67@57.5	2%	\$871	\$27,368	8	8	7	17	39
Ventura County ERA	Retirement Administrator	\$2,146	2.1@62	0%	\$871	\$34,711	8			31	39
	Average					\$35,461					35.9
	% +/-					-2.2%					7.3%
	Median					\$36,194					36.3
	% +/-					-4.3%					6.3%
	75th Percentile					\$38,228					38.7
	% +/-					-10.1%					0.0%

-3.5%

Ventura County ERA

Labor Market Summary - Median Total Compensation - Tier 3 PEPRA Tier

A	B	C	D	E	F
Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance	Total Comp (Cash + Ins. + Ret.)
Chief Financial Officer	11	10.3%	15.4%	13.6%	16.5%
Chief Investment Officer	13	1.3%	6.9%	2.4%	1.5%
Chief Operations Officer	12	9.2%	14.4%	11.3%	11.5%
Chief Technology Officer	9	-23.1%	-24.3%	-23.4%	-20.2%
General Counsel	8	-2.8%	-0.7%	-5.0%	-6.8%
Retirement Administrator	13	0.8%	3.6%	0.3%	2.2%
Average (not including CTO)		3.8%	7.9%	4.5%	5.0%

**Ventura County ERA
Chief Financial Officer**

A	B	C	Cash Supplements				Insurance Benefits					Retirement Benefits				
			D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Fiscal Services Officer	\$15,784				\$15,784	\$3,524	\$124		\$1	\$19,432	\$1,468	2@62	2%	\$871	\$21,771
Contra Costa County ERA	Accounting Manager	\$14,959		\$1,047	\$235	\$16,241	\$2,665	\$203	\$24	\$21	\$19,154	\$1,865	2@62	2%	\$871	\$21,891
Fresno City ERS	Assistant Retirement Administrator	\$16,074	\$300		\$75	\$16,449	\$1,000	inc	inc		\$17,449	\$2,274	2@55	0%		\$19,723
Fresno County ERA	No Comparable Position															
Los Angeles City ERS	Assistant General Manager	\$19,458				\$19,458	\$2,017	\$43	inc	\$30	\$21,549	\$1,029	2@60	2%		\$22,578
Los Angeles County ERA	Chief Financial Officer	\$17,116			\$1,369	\$18,485	\$2,910	inc	inc	inc	\$21,395	\$1,582	2@62	2%		\$22,977
Orange County ERS	Assistant CEO, Finance and Internal Operations	\$25,133		\$375	\$1,759	\$27,267	\$1,957	\$90	inc	\$26	\$29,341	\$2,305	2@62	3%		\$31,646
Sacramento County ERS	Asst Retirement Administrator - Operations	\$22,819			\$685	\$23,503	\$1,757	\$119	inc	\$2	\$25,381	\$2,259	2@62	2%	\$871	\$28,511
San Bernardino County ERA	Chief Financial Officer	\$26,175			\$2,356	\$28,531	\$2,439	\$160	\$21		\$31,151	\$2,377	2@62	2%		\$33,527
San Diego County ERA	Assistant Retirement Administrator	\$20,505				\$20,505	\$2,199	inc	inc	\$69	\$22,773	\$1,454	1.39@62	2%		\$24,227
San Jose City ERS	No Comparable Position															
San Mateo County ERA	Assistant Executive Officer	\$20,582		\$1,235		\$21,816	\$3,281	\$116	\$16	\$9	\$25,238	\$1,914	2@62	2%	\$871	\$28,023
Santa Barbara County ERS	Enterprise Leader - Gen)	\$15,001	\$227			\$15,228	\$1,636	\$26			\$16,890	\$1,274	2@62	2%	\$871	\$19,035
Ventura County ERA	Chief Financial Officer	\$21,693			\$1,302	\$22,995	\$1,961	inc	inc		\$24,955	\$1,677	2@62	0%	\$871	\$27,503
	Average	\$19,419				\$20,297					\$22,705					\$24,901
	% +/-	10.5%				11.7%					9.0%					9.5%
	Median	\$19,458				\$19,458					\$21,549					\$22,977
	% +/-	10.3%				15.4%					13.6%					16.5%
	75th Percentile	\$21,700				\$22,660					\$25,309					\$28,267
	% +/-	0.0%				1.5%					-1.4%					-2.8%

5.1%

-1.7%

2.8%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Investment Officer**

		Cash Supplements				Insurance Benefits					Retirement Benefits					
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Investment Officer	\$28,385				\$28,385	\$3,524	\$124		\$1	\$32,033	\$2,640	2@62	2%	\$871	\$35,544
Contra Costa County ERA	Chief Investment Officer	\$30,811		\$2,157	\$235	\$33,203	\$2,665	\$203	\$24	\$21	\$36,116	\$3,842	2@62	2%	\$871	\$40,829
Fresno City ERS	Investment Officer	\$13,840			\$75	\$13,915	\$1,000	inc	inc		\$14,915	\$1,958	2@55	0%		\$16,873
Fresno County ERA	Retirement Investment Officer	\$12,196				\$12,196	\$1,848	inc	inc	\$81	\$14,125	\$977	2@62	0%	\$756	\$15,858
Los Angeles City ERS	Chief Investment Officer	\$29,670				\$29,670	\$2,017	\$43	inc	\$46	\$31,777	\$1,570	2@60	2%		\$33,347
Los Angeles County ERA	Chief Investment Officer	\$54,443			\$4,355	\$58,798	\$9,255	inc	inc	inc	\$68,054	\$5,031	2@62	2%		\$73,084
Orange County ERS	Chief Investment Officer	\$41,697		\$375	\$2,919	\$44,990	\$1,957	\$90	inc	\$26	\$47,064	\$3,824	2@62	3%		\$50,888
Sacramento County ERS	Asst Retirement Administrator - Investments	\$25,623			\$769	\$26,391	\$1,757	\$119	inc	\$2	\$28,269	\$2,537	2@62	2%	\$871	\$31,677
San Bernardino County ERA	Chief Investment Officer	\$32,051	\$1,217		\$2,885	\$36,152	\$2,439	\$160	\$21		\$38,772	\$2,910	2@62	2%		\$41,682
San Diego County ERA	Retirement Chief Investment Officer	\$37,969				\$37,969	\$2,199	inc	inc	\$128	\$40,295	\$2,692	1.39@62	2%		\$42,987
San Jose City ERS	Asst Dir & Chief Investment Officer	\$31,244				\$31,244	\$2,623	\$150	\$16		\$34,033	\$2,503	2@62	2%		\$36,535
San Mateo County ERA	Chief Investment Officer	\$27,910		\$1,675		\$29,585	\$3,281	\$116	\$16	\$9	\$33,006	\$2,596	2@62	2%	\$871	\$36,473
Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			\$16,557	\$1,636	\$26			\$18,219	\$1,386	2@62	2%	\$871	\$20,477
Ventura County ERA	Chief Investment Officer	\$30,057			\$1,803	\$31,860	\$1,961	inc	inc		\$33,821	\$2,323	2@62	0%	\$871	\$37,016
	Average	\$29,398				\$30,697					\$33,591					\$36,635
	% +/-	2.2%				3.7%					0.7%					1.0%
	Median	\$29,670				\$29,670					\$33,006					\$36,473
	% +/-	1.3%				6.9%					2.4%					1.5%
	75th Percentile	\$32,051				\$36,152					\$38,772					\$41,682
	% +/-	-6.6%				-13.5%					-14.6%					-12.6%

5.6%

-4.5%

-0.9%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Operations Officer**

		Cash Supplements					Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Assistant CEO	\$21,200				\$21,200	\$3,524	\$124		\$1	\$24,848	\$1,972	2@62	2%	\$871	\$27,691
Contra Costa County ERA	Deputy Chief Executive Officer	\$24,701		\$1,729	\$235	\$26,665	\$2,665	\$203	\$24	\$21	\$29,578	\$3,080	2@62	2%	\$871	\$33,529
Fresno City ERS	Assistant Retirement Administrator	\$16,074	\$300		\$75	\$16,449	\$1,000	inc	inc		\$17,449	\$2,274	2@55	0%		\$19,723
Fresno County ERA	Assistant Retirement Administrator	\$16,339				\$16,339	\$1,848	inc	inc	\$81	\$18,268	\$1,309	2@62	0%	\$871	\$20,447
Los Angeles City ERS	Assistant General Manager	\$19,458				\$19,458	\$2,017	\$43	inc	\$30	\$21,549	\$1,029	2@60	2%		\$22,578
Los Angeles County ERA	Deputy Chief Executive Officer	\$26,415			\$2,113	\$28,528	\$4,491	inc	inc	inc	\$33,019	\$2,441	2@62	2%		\$35,459
Orange County ERS	Assistant CEO, External Operations	\$25,133		\$375	\$1,759	\$27,267	\$1,957	\$90	inc	\$26	\$29,341	\$2,305	2@62	3%		\$31,646
Sacramento County ERS	Asst Retirement Administrator - Benefits	\$21,366			\$641	\$22,007	\$1,757	\$119	inc	\$2	\$23,884	\$2,115	2@62	2%	\$871	\$26,870
San Bernardino County ERA	Chief of Member Services	\$26,175			\$2,356	\$28,531	\$2,439	\$160	\$21		\$31,151	\$2,377	2@62	2%		\$33,527
San Diego County ERA	Assistant Retirement Administrator	\$20,505				\$20,505	\$2,199	inc	inc	\$69	\$22,773	\$1,454	1.39@62	2%		\$24,227
San Jose City ERS	Deputy Director & Chief Operating Officer	\$19,986				\$19,986	\$2,623	\$150	\$16		\$22,775	\$1,601	2@62	2%		\$24,376
San Mateo County ERA	No Comparable Position															
Santa Barbara County ERS	Asst Dept Leader - Exec	\$16,330	\$227			\$16,557	\$1,636	\$26			\$18,219	\$1,386	2@62	2%	\$871	\$20,477
Ventura County ERA	Chief Operations Officer	\$22,975			\$1,379	\$24,354	\$1,961	inc	inc		\$26,314	\$1,776	2@62	0%	\$871	\$28,961
	Average	\$21,140				\$21,958					\$24,404					\$26,713
	% +/-	8.0%				9.8%					7.3%					7.8%
	Median	\$20,853				\$20,853					\$23,330					\$25,623
	% +/-	9.2%				14.4%					11.3%					11.5%
	75th Percentile	\$24,809				\$26,816					\$29,400					\$32,116
	% +/-	-8.0%				-10.1%					-11.7%					-10.9%

5.1%

-3.0%

0.2%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Chief Technology Officer**

		Cash Supplements					Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Retirement Technology Officer	\$16,014				\$16,014	\$3,524	\$124		\$1	\$19,662	\$1,489	2@62	2%	\$871	\$22,022
Contra Costa County ERA	Information Technology Manager	\$17,750		\$1,243	\$235	\$19,228	\$2,665	\$203	\$24	\$21	\$22,141	\$2,213	2@62	2%	\$871	\$25,225
Fresno City ERS	No Comparable Position															
Fresno County ERA	No Comparable Position															
Los Angeles City ERS	No Comparable Position															
Los Angeles County ERA	Chief, Information Technology	\$19,780			\$1,582	\$21,362	\$2,910	inc	inc	inc	\$24,272	\$1,828	2@62	2%		\$26,100
Orange County ERS	Director of Information Technology	\$18,820		\$375	\$1,317	\$20,512	\$1,957	\$90	inc	\$26	\$22,586	\$1,726	2@62	3%		\$24,311
Sacramento County ERS	Asst Retirement Administrator - Enterprise Solutio	\$21,366			\$641	\$22,007	\$1,757	\$119	inc	\$2	\$23,884	\$2,115	2@62	2%	\$871	\$26,870
San Bernardino County ERA	Chief Information Officer	\$26,175			\$2,356	\$28,531	\$2,439	\$160	\$21		\$31,151	\$2,377	2@62	2%		\$33,527
San Diego County ERA	Retirement IT Director	\$20,145				\$20,145	\$2,199	inc	inc	\$68	\$22,412	\$1,428	1.39@62	2%		\$23,840
San Jose City ERS	Dpeartment IT Manager	\$14,749				\$14,749	\$2,623	\$150	\$16		\$17,538	\$1,181	2@62	2%		\$18,720
San Mateo County ERA	Chief Technology Officer	\$16,718		\$1,003		\$17,721	\$3,281	\$116	\$16	\$9	\$21,142	\$1,555	2@62	2%	\$871	\$23,568
Santa Barbara County ERS	No Comparable Position															
Ventura County ERA	Chief Technology Officer	\$15,288			\$917	\$16,205	\$1,961	inc	inc		\$18,166	\$1,182	2@62	0%	\$871	\$20,219
	Average	\$19,057				\$20,030					\$22,754					\$24,909
	% +/-	-24.7%				-23.6%					-25.3%					-23.2%
	Median	\$18,820				\$20,145					\$22,412					\$24,311
	% +/-	-23.1%				-24.3%					-23.4%					-20.2%
	75th Percentile	\$20,145				\$21,362					\$23,884					\$26,100
	% +/-	-31.8%				-31.8%					-31.5%					-29.1%

-1.2%

0.9%

3.1%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
General Counsel**

		Cash Supplements					Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Counsel	\$27,898				\$27,898	\$3,524	\$124		\$1	\$31,546	\$2,595	2@62	2%	\$871	\$35,012
Contra Costa County ERA	General Counsel	\$27,232		\$1,906	\$235	\$29,373	\$2,665	\$203	\$24	\$21	\$32,286	\$3,396	2@62	2%	\$871	\$36,553
Fresno City ERS	No Comparable Position															
Fresno County ERA	No Comparable Position															
Los Angeles City ERS	No Comparable Position															
Los Angeles County ERA	Chief Counsel	\$28,397			\$2,272	\$30,669	\$4,827	inc	inc	inc	\$35,496	\$2,624	2@62	2%		\$38,120
Orange County ERS	General Counsel	\$29,044		\$375	\$2,033	\$31,452	\$1,957	\$90	inc	\$26	\$33,526	\$2,663	2@62	3%		\$36,189
Sacramento County ERS	General Counsel	\$25,854			\$776	\$26,630	\$1,757	\$119	inc	\$2	\$28,507	\$2,560	2@62	2%	\$871	\$31,938
San Bernardino County ERA	Chief Counsel	\$32,051	\$1,217		\$2,885	\$36,152	\$2,439	\$160	\$21		\$38,772	\$2,910	2@62	2%		\$41,682
San Diego County ERA	Retirement General Counsel	\$21,660				\$21,660	\$2,199	inc	inc	\$73	\$23,932	\$1,536	1.39@62	2%		\$25,467
San Jose City ERS	No Comparable Position															
San Mateo County ERA	Retirement Chief Legal Counsel	\$25,014		\$1,501		\$26,515	\$3,281	\$116	\$16	\$9	\$29,936	\$2,326	2@62	2%	\$871	\$33,133
Santa Barbara County ERS	No Comparable Position															
Ventura County ERA	General Counsel	\$26,825			\$1,610	\$28,435	\$1,961	inc	inc		\$30,395	\$2,074	2@62	0%	\$871	\$33,340
	Average	\$27,144				\$28,794					\$31,750					\$34,762
	% +/-	-1.2%				-1.3%					-4.5%					-4.3%
	Median	\$27,565				\$28,636					\$31,916					\$35,600
	% +/-	-2.8%				-0.7%					-5.0%					-6.8%
	75th Percentile	\$28,559				\$30,865					\$34,019					\$36,945
	% +/-	-6.5%				-8.5%					-11.9%					-10.8%

2.1%

-4.3%

-1.8%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Retirement Administrator**

A	B	C	Cash Supplements				Insurance Benefits					Retirement Benefits				
			D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Executive Officer	\$27,584	\$673			\$28,257	\$3,524	\$124		\$1	\$31,905	\$2,565	2@62	2%	\$871	\$35,341
Contra Costa County ERA	Chief Executive Officer	\$25,000		\$1,750	\$235	\$26,985	\$2,665	\$203	\$24	\$22	\$29,899	\$3,118	2@62	2%	\$871	\$33,888
Fresno City ERS	Retirement Administrator	\$21,931	\$300			\$22,231	\$1,000	inc	inc		\$23,231	\$3,103	2@55	0%		\$26,334
Fresno County ERA	Retirement Administrator	\$17,034	\$650			\$17,684	\$1,848	inc	inc	\$81	\$19,613	\$1,364	2@62	0%	\$871	\$21,849
Los Angeles City ERS	General Manager	\$28,512	\$500			\$29,012	\$2,017	\$43	inc	\$44	\$31,116	\$1,508	2@60	2%		\$32,625
Los Angeles County ERA	Chief Executive Officer	\$37,500			\$3,000	\$40,500	\$6,375	inc	inc	inc	\$46,875	\$3,465	2@62	2%		\$50,340
Orange County ERS	Chief Executive Officer	\$29,167		\$375	\$2,333	\$31,875	\$1,957	\$90	inc	\$26	\$33,949	\$2,675	2@62	3%		\$36,624
Sacramento County ERS	Retirement Administrator	\$26,692	\$450		\$801	\$27,943	\$1,757	\$119	inc	\$2	\$29,821	\$2,643	2@62	2%	\$871	\$33,334
San Bernardino County ERA	Chief Executive Officer	\$33,916	\$1,217		\$3,052	\$38,185	\$2,439	\$160	\$21		\$40,805	\$3,080	2@62	2%		\$43,885
San Diego County ERA	Retirement Chief Executive Officer	\$30,243	\$600			\$30,843	\$2,199	inc	inc	\$102	\$33,144	\$2,144	1.39@62	2%		\$35,288
San Jose City ERS	Director & Chief Executive Officer	\$28,808	\$350			\$29,158	\$2,623	\$150	\$16		\$31,947	\$2,308	2@62	2%		\$34,254
San Mateo County ERA	Chief Executive Officer	\$26,265	\$1,112	\$1,576		\$28,953	\$3,281	\$116	\$16	\$9	\$32,374	\$2,443	2@62	2%	\$871	\$35,688
Santa Barbara County ERS	Dept/Corporate Leader - CEO	\$21,308	\$568			\$21,876	\$1,636	\$26			\$23,538	\$1,809	2@62	2%	\$871	\$26,218
Ventura County ERA	Retirement Administrator	\$27,794	\$575		\$1,668	\$30,037	\$1,961	inc	inc		\$31,997	\$2,148	2@62	0%	\$871	\$35,017
	Average	\$27,228				\$28,731					\$31,401					\$34,282
	% +/-	2.0%				4.3%					1.9%					2.1%
	Median	\$27,584				\$28,953					\$31,905					\$34,254
	% +/-	0.8%				3.6%					0.3%					2.2%
	75th Percentile	\$29,167				\$30,843					\$33,144					\$35,688
	% +/-	-4.9%				-2.7%					-3.6%					-1.9%

2.9%

-3.3%

1.9%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

**Ventura County ERA
Labor Market Summary - Median Total Compensation - Tier 2 (Classic) Retirement**

A	B	C	D	E	F
Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance	Total Comp (Cash + Ins. + Ret.)
Chief Financial Officer	6	5.3%	9.7%	5.4%	1.2%
Chief Investment Officer	8	1.5%	4.4%	0.2%	-4.2%
Chief Operations Officer	7	7.7%	10.3%	9.9%	6.6%
Chief Technology Officer	7	-16.1%	-12.1%	-16.1%	-23.6%
General Counsel	6	1.1%	4.7%	2.3%	-3.6%
Retirement Administrator	8	2.4%	4.9%	1.0%	-2.7%
Average (not including CTO)		3.6%	6.8%	3.8%	-0.5%

Ventura County ERA
Chief Financial Officer

		Cash Supplements						Insurance Benefits				Retirement Benefits					
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Fiscal Services Officer	\$15,784				\$474	\$16,258	\$3,524	\$124		\$1	\$19,905	\$1,482	2.43@65	3%	\$871	\$22,259
Contra Costa County ERA	Accounting Manager	\$14,959		\$1,047	\$235		\$16,241	\$2,665	\$203	\$24	\$21	\$19,154	\$2,540	2.42@65	3%	\$871	\$22,565
Fresno County ERA	No Comparable Position																
Sacramento County ERS	Asst Retirement Administrator - Operations	\$22,819			\$685	-\$424	\$23,079	\$1,757	\$119	inc	\$2	\$24,956	\$2,496	2.43@65	2%	\$871	\$28,324
San Bernardino County ERA	Chief Financial Officer	\$26,175			\$2,356	\$524	\$29,054	\$2,439	\$160	\$21		\$31,674	\$3,165	3.13@65	2%		\$34,839
San Diego County ERA	Assistant Retirement Administrator	\$20,505					\$20,505	\$2,199	inc	inc	\$69	\$22,773	\$3,511	2.62@62	2%		\$26,284
San Jose City ERS	No Comparable Position																
San Mateo County ERA	Assistant Executive Officer	\$20,582		\$1,235			\$21,816	\$3,281	\$116	\$16	\$9	\$25,238	\$2,698	1.725@58	2%	\$871	\$28,807
Ventura County ERA	Chief Financial Officer	\$21,693			\$1,302	-\$236	\$22,758	\$1,961	inc	inc		\$24,719	\$1,675	1.917@60	0%	\$871	\$27,265
	Average	\$20,137					\$21,159					\$23,950					\$27,180
	% +/-	7.2%					7.0%					3.1%					0.3%
	Median	\$20,543					\$21,161					\$23,865					\$27,304
	% +/-	5.3%					7.0%					3.5%					-0.1%
	75th Percentile	\$22,259					\$22,763					\$25,167					\$28,686
	% +/-	-2.6%					0.0%					-1.8%					-5.2%
							Median Gain/Loss	1.7%					-3.6%				-3.6%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Ventura County ERA
Chief Investment Officer

		Cash Supplements						Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Investment Officer	\$28,385				\$852	\$29,237	\$3,524	\$124		\$1	\$32,885	\$2,665	2.43@65	3%	\$871	\$36,421
Contra Costa County ERA	Chief Investment Officer	\$30,811		\$2,157	\$235		\$33,203	\$2,665	\$203	\$24	\$21	\$36,116	\$5,232	2.42@65	3%	\$871	\$42,219
Fresno County ERA	Retirement Investment Officer	\$12,196					\$12,196	\$1,848	inc	inc	\$81	\$14,125	\$1,226	2.43@65	0%	\$756	\$16,107
Sacramento County ERS	Asst Retirement Administrator - Investments	\$25,623			\$769	-\$477	\$25,915	\$1,757	\$119	inc	\$2	\$27,792	\$2,803	2.43@65	2%	\$871	\$31,466
San Bernardino County ERA	Chief Investment Officer	\$32,051	\$1,217		\$2,885	\$641	\$36,793	\$2,439	\$160	\$21		\$39,413	\$3,875	3.13@65	2%		\$43,288
San Diego County ERA	Retirement Chief Investment Officer	\$37,969					\$37,969	\$2,199	inc	inc	\$128	\$40,295	\$6,500	2.62@62	2%		\$46,796
San Jose City ERS	Asst Dir & Chief Investment Officer	\$31,244					\$31,244	\$2,623	\$150	\$16		\$34,033	\$6,299	2.5@55	3%		\$40,332
San Mateo County ERA	Chief Investment Officer	\$27,910		\$1,675			\$29,585	\$3,281	\$116	\$16	\$9	\$33,006	\$3,659	1.725@58	2%	\$871	\$37,536
Ventura County ERA	Chief Investment Officer	\$30,057			\$1,803	-\$328	\$31,533	\$1,961	inc	inc		\$33,494	\$2,320	1.917@60	0%	\$871	\$36,685
	Average	\$28,274					\$29,518					\$32,208					\$36,771
	% +/-	5.9%					6.4%					3.8%					-0.2%
	Median	\$29,598					\$30,414					\$33,519					\$38,934
	% +/-	1.5%					3.5%					-0.1%					-6.1%
	75th Percentile	\$31,446					\$34,100					\$36,940					\$42,486
	% +/-	-4.6%					-8.1%					-10.3%					-15.8%
						Median Gain/Loss	2.0%					-3.6%					-6.1%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Ventura County ERA
General Counsel

		Cash Supplements						Insurance Benefits					Retirement Benefits				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Counsel	\$27,898				\$837	\$28,735	\$3,524	\$124		\$1	\$32,383	\$2,620	2.43@65	3%	\$871	\$35,874
Contra Costa County ERA	General Counsel	\$27,232		\$1,906	\$235		\$29,373	\$2,665	\$203	\$24	\$21	\$32,286	\$4,624	2.42@65	3%	\$871	\$37,781
Fresno County ERA	No Comparable Position																
Sacramento County ERS	General Counsel	\$25,854			\$776	-\$481	\$26,149	\$1,757	\$119	inc	\$2	\$28,026	\$2,828	2.43@65	2%	\$871	\$31,726
San Bernardino County ERA	Chief Counsel	\$32,051	\$1,217		\$2,885	\$641	\$36,793	\$2,439	\$160	\$21		\$39,413	\$3,875	3.13@65	2%		\$43,288
San Diego County ERA	Retirement General Counsel	\$21,660					\$21,660	\$2,199	inc	inc	\$73	\$23,932	\$3,708	2.62@62	2%		\$27,640
San Jose City ERS	No Comparable Position																
San Mateo County ERA	Retirement Chief Legal Counsel	\$25,014		\$1,501			\$26,515	\$3,281	\$116	\$16	\$9	\$29,936	\$3,279	1.725@58	2%	\$871	\$34,086
Ventura County ERA	General Counsel	\$26,825			\$1,610	-\$292	\$28,142	\$1,961	inc	inc		\$30,103	\$2,071	1.917@60	0%	\$871	\$33,045
	Average	\$26,618					\$28,204					\$30,996					\$35,066
	% +/-	0.8%					-0.2%					-3.0%					-6.1%
	Median	\$26,543					\$27,625					\$31,111					\$34,980
	% +/-	1.1%					1.8%					-3.3%					-5.9%
	75th Percentile	\$27,732					\$29,214					\$32,359					\$37,304
	% +/-	-3.4%					-3.8%					-7.5%					-12.9%
						Median Gain/Loss	0.8%					-5.2%					-2.5%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Ventura County ERA
Retirement Administrator

Ventura County ERA Retirement Administrator		Cash Supplements						Insurance Benefits				Retirement Benefits					
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Survey Agency	Comparable Class	Range Max. *	Auto	Other Cash	Def. Comp.	ER to EE/EE to ER Ret.	Base + Cash	Health	Dental	Vision	Life	Base + Cash + Ins.	ER Ret.	Ret. Form.	COLA Benefit	FICA	Base + Cash + Ins. + Ret.
Alameda County ERA	Chief Executive Officer	\$27,584	\$673			\$828	\$29,084	\$3,524	\$124		\$1	\$32,732	\$2,590	2.43@65	3%	\$871	\$36,194
Contra Costa County ERA	Chief Executive Officer	\$25,000		\$1,750	\$235		\$26,985	\$2,665	\$203	\$24	\$22	\$29,899	\$4,245	2.42@65	3%	\$871	\$35,015
Fresno County ERA	Retirement Administrator	\$17,034	\$650				\$17,684	\$1,848	inc	inc	\$81	\$19,613	\$1,712	2.43@65	0%	\$871	\$22,196
Sacramento County ERS	Retirement Administrator	\$26,692	\$450		\$801	-\$496	\$27,446	\$1,757	\$119	inc	\$2	\$29,324	\$2,920	2.43@65	2%	\$871	\$33,115
San Bernardino County ERA	Chief Executive Officer	\$33,916	\$1,217		\$3,052	\$678	\$38,864	\$2,439	\$160	\$21		\$41,483	\$4,100	3.13@65	2%		\$45,584
San Diego County ERA	Retirement Chief Executive Officer	\$30,243	\$600				\$30,843	\$2,199	inc	inc	\$102	\$33,144	\$5,178	2.62@62	2%		\$38,322
San Jose City ERS	Director & Chief Executive Officer	\$28,808	\$350				\$29,158	\$2,623	\$150	\$16		\$31,947	\$5,808	2.5@55	3%		\$37,755
San Mateo County ERA	Chief Executive Officer	\$26,265	\$1,112	\$1,576			\$28,953	\$3,281	\$116	\$16	\$9	\$32,374	\$3,443	1.725@58	2%	\$871	\$36,688
Ventura County ERA	Retirement Administrator	\$27,794	\$575		\$1,668	-\$303	\$29,734	\$1,961	inc	inc		\$31,695	\$2,146	2.1@62	0%	\$871	\$34,711
	Average	\$26,943					\$28,627					\$31,315					\$35,609
	% +/-	3.1%					3.7%					1.2%					-2.6%
	Median	\$27,138					\$29,019					\$32,160					\$36,441
	% +/-	2.4%					2.4%					-1.5%					-5.0%
	75th Percentile	\$29,167					\$29,579					\$32,835					\$37,896
	% +/-	-4.9%					0.5%					-3.6%					-9.2%
							Median Gain/Loss	0.0%					-3.9%				-3.5%

* Range Max includes management incentives of 6% for VCERA and 3.35% for SCERS

Key to Headers on Benefit Data Sheets

Survey Class - The Association's survey job title

Survey Agency - The survey agencies used in the survey sorted alphabetically

Comparable Class - The job title determined to be comparable to the Association's job classification

Range Max. - The maximum (top step) monthly base salary (not including longevity or performance pay)

Auto - Auto allowance; cash paid towards an auto

Other. - Other cash benefits such as longevity pay, excess health benefits, or management incentives; monthly dollars

Def. Comp. - Deferred Compensation; employer paid deferred compensation contributions (including matching contributions); monthly dollars

ER to EE/EE to ER Ret. - Retirement contributions paid by the employer on behalf of employee minus employee contributions paid by employee toward employer rate (for classic tier, in effect December 2012); classic tier only

Base + Cash - The cumulative total of Base Salary and Cash Benefits

Health - The maximum monthly health insurance benefit paid by the employer for EE+2 (family) coverage, not including rarely used plans

Dental - The maximum monthly dental insurance benefit paid by the employer for EE+2 (family) coverage, not including rarely used plans

Vision - The maximum monthly vision benefit paid by the employer for EE+2 (if applicable), not including rarely used plans

Life - Life insurance contribution paid by the employer; monthly dollars

Base + Cash + Ins. - The cumulative total of Base Salary, Cash Benefits, and Insurance Benefits

Emp. Ret. - The monthly cost of Employer Retirement (normal cost) for classic tier (in effect December 2012); Normal cost for PEPRA tiers

Ret. Form. - The retirement formula for the classic and PEPRA tier (in effect December 2012)

COLA Benefit - The maximum percentage annual COLA benefit

FICA - The employer cost for Social Security (6.2% of salary capped at an annual salary of \$142,800)

Base + Cash + Ins. + Ret. - The cumulative total of Base Salary, Cash Benefits, Insurance Benefits, and Retirement Benefits

Leave Benefits - Monthly hours of maximum vacation accrual, holidays, sick days, and admin/mgmt leave including a total of all leave.

Statistics

Mean/%+/-: The average of the survey data; the percentage above or below the mean

Median/%+/-: This statistic represents the middle of the labor market. As such, half of the data is above the median and half is below the median.

75th Percentile/%+/-: This measurement is similar to the median except a different percentage of data is above a specific point in the ranking and the balance of data is below this point (i.e., for the 75th percentile, 25% of the data is above this point and 75% is below). The percentiles are calculated using an Excel spreadsheet function.

%+/- The percent above/below the referenced statistic with negative numbers indicating the Association is below the market statistic.

Gain/Loss - The percentage gain/loss from each subtotal to the prior subtotal.