



Agenda Item No. (3)

To: Rules, Policy & Industrial Relations Committee/Committee of the Whole
Meeting of October 27, 2023

From: Kellee J. Hopper, Deputy General Manager, Administration and Development
Joseph M. Wire, Auditor-Controller
Denis J. Mulligan, General Manager

Subject: **COMPENSATION STUDY**

Recommendation

This report is for informational purposes.

Background

The Golden Gate Bridge, Highway and Transportation District (District) conducts compensation studies of its job classifications approximately every three years to ensure that its compensation is competitive with the marketplace. The studies include both represented and non-represented job classifications.

As with prior surveys, the District used a previously established comparator market, categorized by large San Francisco Bay Area special districts, counties, and ferry operators. In addition, the District wished to explore other large ferry operators, so Washington State Ferries and Water Emergency Transit Agency (WETA) were contacted for comparators. However, those agencies did not respond to our request for information.

In considering the selection of valid agencies for compensation comparator purposes, a number of factors were taken into consideration:

1. **Organizational type and structure** – It is standard practice to use agencies of a similar size and providing similar services to that of the District be used as comparators. In order to represent the local labor market, some counties that are larger than the District and some agencies that are not transportation agencies were included in the survey market.
2. **Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services. Again, larger agencies were included as comparators, even though they serve larger populations and have larger budgets.
3. **Scope of services provided** – Organizations providing the same services are ideal for comparators and most comparator agencies recommended provide similar services to the District. The number of transportation agencies providing similar services to the District is very limited in the San Francisco Bay Area and, therefore, other large special districts were included in the survey.

4. **Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. Individuals often do not live in the communities they serve. The geographic labor market area, where the District may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the District, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the District.

All factors mentioned should be considered in selecting the group of comparator agencies. Given that, the list of the District’s comparator agencies included the following:

COMPARATOR AGENCIES
1. AC Transit
2. BART
3. County of Marin
4. County of Sonoma
5. EBMUD
6. Port of Oakland
7. SamTrans
8. SCVTA
9. SFMTA
<i>Washington State Ferries and WETA (provided insufficient data)</i>

In addition to these agencies, our attempts to obtain compensation market data from two of San Francisco’s private ferry operators, the Blue & Gold Fleet and the Red & White Fleet, were unsuccessful. Washington State Ferries and WETA were unable to provide sufficient data for inclusion in this study. Furthermore, salary data from some specialized classifications (i.e., trade) was obtained from California Master Trade Agreements.

Salary and Benefits Data

Salary data was collected for each benchmark classification at the top of the salary range. All figures are presented on an annual basis.

Attachment A is a Power Point presentation that summarizes the methodology and key findings. Attachment B includes the Total Compensation Study reports which provide information by job classification.

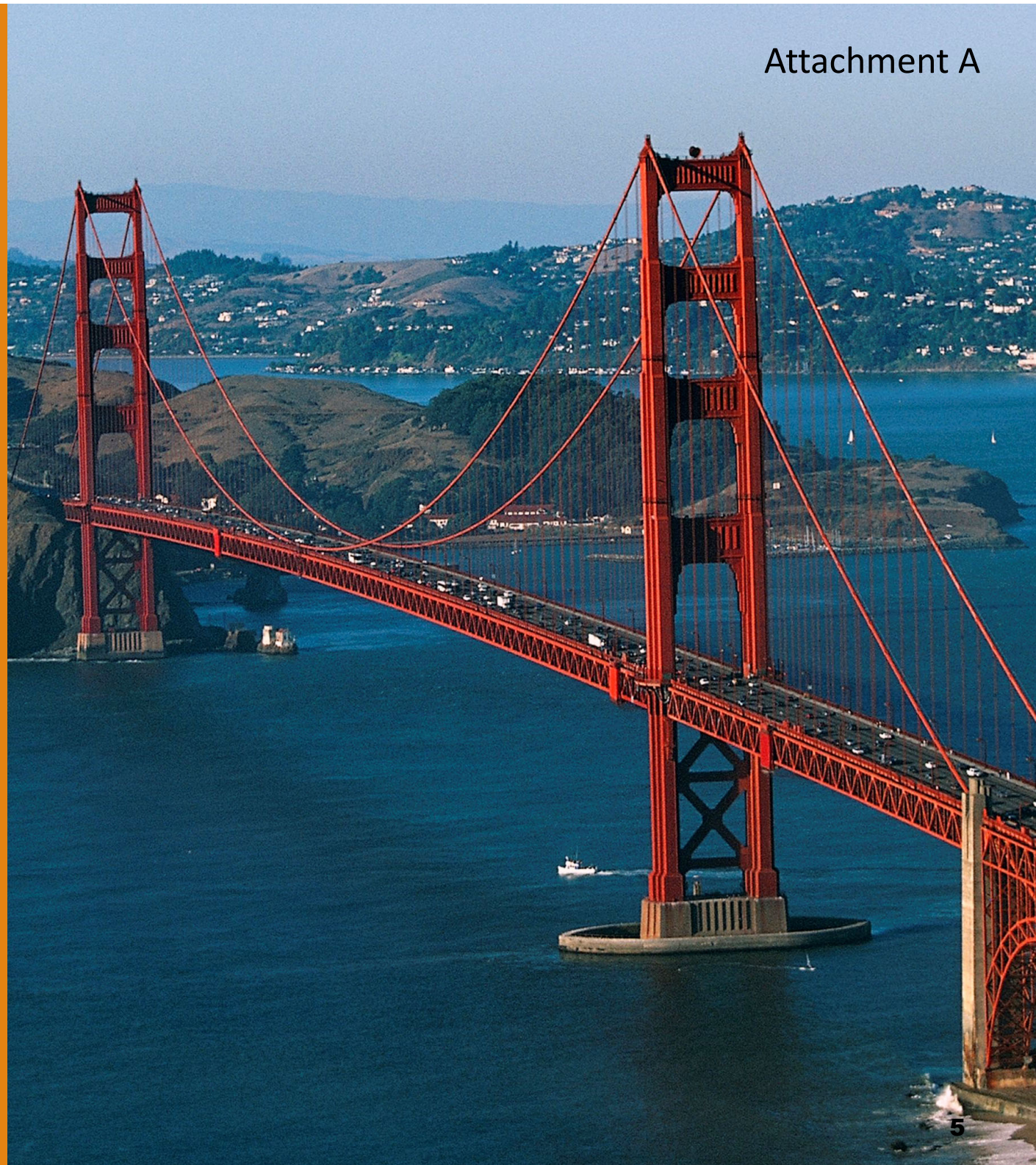
Fiscal Impact

There is no recommendation associated with this report so there is no fiscal impact.

Attachments: A: Power Point Presentation
B: Total Compensation Study Reports

SALARY STUDY FINDINGS

Rules, Policy and
Industrial
Relations
Committee
October 27, 2023



Background

Background

- Contracted with Sloan Sakai Young & Wong to conduct a compensation review of represented and non-represented positions to establish market comparisons to the current level of compensation paid to all classifications.
- The following items were provided by the District to facilitate the study:
 - Current job descriptions & materials
 - Current compensation and pay structure information for employees

Compensation Objectives

Compensation levels reflective of the market's average and median points.

Review current pay structure by classification to determine if it is reflective and competitive with the defined labor market.

For specialized positions not traditionally found in the market (or very limited matches in the industry), employ an internal alignment mechanism to ensure competitiveness.

Salary Survey

Survey Methodology

Primary Survey Participants	
AC Transit	BART
East Bay MUD	Marin County
Port of Oakland	SamTrans/Caltrain
San Francisco MTA	Santa Clara VTA
Sonoma County	Washington State Ferry & WETA (provided insufficient data)

Survey Methodology

Comparator Organization Criteria

- Most closely reflective of the District - Nature of services provided (i.e., Public Administration, Transit Agency)
- Geographic proximity (market competitiveness)
- For highly specialized or hard-to-match positions, we had to extend participant pool (e.g., Ferry positions include Washington State Ferry systems)

Survey Process

- Sloan Sakai identified potential comparator positions with District's positions at each location and reviewed data collected participants and attempted to validate missing/questionable information.
- Attempted to gather a minimum of 3 job matches in order to conduct statistical analyses or for drawing conclusions.
- For positions where sufficient matches could not be gathered, we broadened the survey universe in attempts to find qualified matches (e.g., Washington State Ferry, California Master Trade Agreements, etc.)

Market Data Summary

- Several reviews of the data were done to identify any extreme data and ensure validity and reliability of the data.
- Analysis was conducted based on **average** and **median** salary levels.

GENERAL FINDINGS

Overall, the District generally remains competitive/highly competitive with market target.

Overall Comparison/Findings

Represented Employees

- On all jobs combined, the amount that the District is above or below the market:

Comparison Category	Market Comparison
Agency Max Base vs Market Median	.68%
Agency Total Comp vs. Market Median (PEPRA)	.94%
Agency Total Comp vs. Market Median (Classic)	6.86%

Overall Comparison/Findings

Non- Represented Employees

- On all jobs combined, the amount that the District is above or below the market:

Comparison Category	Market Comparison
Agency Max Base vs Market Median	-3.73%
Agency Total Comp vs. Market Median (PEPRA)	-3.27%
Agency Total Comp vs. Market Median (Classic)	3.81%

Overall Comparison/Findings

- There are slight percentage adjustments depending on Classic versus PERS retirement formulas.
- Positions that are greater than 10% **under market** are the following:

REPRESENTED

- Bus Operator (PEPRA comparison only) ~ -14%
(based on hourly rate, not including pay formula)

NON-REPRESENTED

- Director of Budget & Electronic Review Management ~ -23%
- Chief Technology Director ~ -18%
- Electronic Review Collections Manager ~ -17%
- ADA Compliance & Program Manager & Operations Control Manager ~ -16%
- Director of Procurement ~ -13%
- Manager of Accounting ~ -11-14%
- Environmental Health & Safety Officer, Digital Comm. Program Manager, and Operations Analyst ~ -11%
- Purchasing Officer ~ -10-17%
- Assistant Clerk of the Board ~ -10%

Board Discussion & Direction for Next Steps

Golden Gate Bridge, Highway and Transportation District

Total Compensation Study – Represented Classes

July 2023

Sloan Sakai

ATTORNEYS AT LAW

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I. INTRODUCTION

The Management Strategies Group, a division of Sloan Sakai Yeung & Wong LLP (“Sloan Sakai” or “the consultants”), was selected by the Golden Gate Bridge, Highway and Transportation District (“the District”) to conduct a compensation study. This report presents the results of the study, including study steps, methods, and outcomes.

The methodologies described in this report are typical for those used throughout the public sector, employing both best industry practices and adding several special features of Sloan Sakai, including many years of expertise working for Bay Area public employers and a long-term relationship assisting the District in compensation analysis and planning. We view our role as a partner with our clients, with the common objective of ensuring equitable classification and compensation solutions.

The study included the following tasks:

- Meet with agency representative to confirm study objectives and processes.
- Confirm survey universe.
- Confirm survey classes.
- Collect and analyze salary and benefit data.
- Develop and present recommendations, including an analysis of the market study’s meaning and potential use.

II. COMPENSATION STRATEGIES AND METHODS

Compensation studies are conducted based on three essential elements, including:

- Definition of the survey universe or survey employers.
- Identification of the classes to be surveyed.
- Identification of the survey data points.

Defining the Survey Universe

One of the most important policy components of a compensation plan, and an essential element of the study, involves the identification of the labor market. Ideally, the labor market and comparator agencies include those with whom the District directly competes

against for talent. This usually involves the area in which current employees and prospective applicants live.

There are several important criteria utilized in identifying appropriate comparator agencies, including:

- Past Practice – It is important to maintain stability in the definition of the labor market. When the identified market is modified substantially for each survey, there is a high likelihood of widely varying outcomes over time. Additionally, unless conditions change dramatically between surveys, there is little rationale for extreme or substantial modification.
- Geographical Comparability – All of the most recent survey universe selections have relied on a combination of factors, such as:
 - Employers whose services and service models are similar.
 - Employers located in the same service area as the District.
 - Employers located where a substantial percentage of employees and applicants reside.
 - The notable exception to this approach has been the Washington State Ferry System, which offers service comparability, but is located outside of the District's service area.
- Negotiated Definitions – in some cases employers have negotiated the survey universe for specific bargaining units. While these must be recognized, it is possible to add more employers for added data.

District staff, after considerable analysis, confirmed the following survey universe for all surveyed job classes. The agencies are listed below:

- AC Transit
- BART
- County of Marin
- San Francisco Municipal Transportation Agency (SFMTA)
- Santa Clara Valley Transportation Authority (SCVTA)
- County of Sonoma
- SamTrans
- East Bay Municipal Utility District (EBMUD)
- Port of Oakland
- Blue & Gold Fleet
- Red & White Fleet

- Washington State Ferries

For crafts classes, prevailing wage data was also obtained from the California Department of Industrial Relations and is included in the analysis.

Survey Classifications

There are several strategies with regard to the selection of survey classes. Some employers chose to survey all or almost all of their active classifications. Some rely on a limited number of benchmark classes which are judged to be highly representative of many other classes, and which generally have counterparts in most survey organizations. And finally, some use a hybrid method wherein certain classes are surveyed as benchmarks along with additional classes for which the employer has some special interest in surveying (e.g., the employer is having recruitment issues with a given class and wants to check on its specific competitiveness).

The District compensation survey initially included the eighty-two (82) classifications listed below:

1. Accounting Specialist
2. Apprentice Bridge Painter
3. Art Supervisor
4. Associate Civil Engineer
5. Associate Engineering Inspector
6. Associate Steel Inspector
7. Automotive Painter
8. Bridge Painter
9. Bridge Patrol Officer
10. Bus Operator
11. Carpenter
12. Cement Mason
13. Chief Bridge Painter
14. Chief Electrician
15. Chief Laborer
16. Chief Mechanic Bridge
17. Chief Mechanic Body and Facility
18. Chief Mechanic Bus
19. Chief Operating Engineer

20. Chief Plumber
21. Chief Storekeeper Bus
22. Customer Relations Asst
23. Deckhand
24. Deckhand Lead
25. Deckhand Maintenance
26. Directing Engineer, Contracts
27. Dispatcher I
28. Electrician
29. Facilities Engineer
30. House Painter
31. Human Resources Coordinator
32. Ironworker
33. Laborer
34. Lane Worker
35. Lead House Painter
36. Machinist
37. Marine Storekeeper
38. Marketing Coordinator
39. Marketing Representative
40. Mate
41. Mechanic Automotive
42. Mechanic Bldg and Maint
43. Mechanic Bldg and Maint Lead
44. Mechanic Bridge Body and Fender
45. Mechanic Bus
46. Mechanic-Bus Body and Fender
47. Mechanic Bus Lead
48. Mechanic Bus Lead Body and Fender
49. Mechanic Electronic Technician
50. Mechanic Ferry
51. Mechanic Ferry Lead
52. Mechanic Heavy Duty Bridge
53. Mechanic Leader Trainer
54. Network Administrator
55. Office Coordinator
56. Operating Engineer

57. Paint Laborer
58. Pusher Ironworker
59. Roadway Services Supervisor
60. Roadway Services Technician
61. Senior Civil Engineer
62. Sr Desktop Systems Administrator
63. Senior Electrical Engineer
64. Senior Engineer
65. Senior Engineering Contracts Assistant
66. Sr Engineering Design Technician
67. Sr Engineering Document Control Assistant
68. Senior Mechanical Engineer
69. Senior Network Administrator
70. Sr Steel Inspector
71. Senior Systems Administrator
72. Servicer-Bus
73. Servicer-Bus Lead
74. Storekeeper-Bus
75. Supervisor, Ferry Operations
76. Systems Administrator - PC Support
77. Terminal Assistant
78. Trimmer
79. Vessel Master
80. Vessel Master Supv
81. Welder Mechanic
82. Working Foreman Mechanic Ferry

This list of survey classes is quite extensive and immediately presented multiple survey challenges. First, this list contains a substantial number of represented classes at the District, including a full complement for each occupational area. While the value and desirability of such an approach may be understandable, the likelihood of success with so many survey classes is, regrettably, limited. Beyond common journey level classes and a number of management classes, the majority of these positions simply do not have counterparts among any significant number of the survey agencies. This is partially a result of the uniqueness of the Bridge District's activity and organization, and also is simply due to the organization of work reflected in the class plan.

After the initial survey work was completed, the consultants reported that more than half of the survey classes did not generate useful matches in the survey organizations. The consultants recommended an alternative benchmark survey methodology, which relies on surveying classes which have the greatest likelihood of achieving matches.

Benchmarking

The benchmark survey strategy recognizes that there are many classes which an employer might wish to survey that are simply too distinct or uncommon to match successfully at multiple public agencies. Therefore, rather than surveying all or most classes, a limited number of benchmark classes are selected. The classes are generally those with common job duties, easily matched, and stable, and can be reasonably used as predictors for other related classes in the same or similar occupations that are not surveyed.

In this case, the consultants recommend the following benchmark survey classes:

1. Accounting Specialist
2. Associate Civil Engineer
3. Associate Engineering Inspector
4. Bridge Painter
5. Bus Operator
6. Carpenter
7. Chief Mechanic Body and Facility
8. Customer Relations Asst
9. Electrician
10. Human Resources Coordinator
11. Laborer
12. Machinist
13. Network Administrator
14. Operating Engineer
15. Senior Civil Engineer
16. Sr Engineering Design Technician
17. Storekeeper-Bus
18. Terminal Assistant

A description of the benchmarks and the associated classes is presented in the appendix. It should be noted that as the benchmark strategy is the result of limited success with the

larger survey approach, not all classes have yet been assigned to a benchmark. However, the general model is in place.

Identifying Comparable Classes

Perhaps the most challenging aspect of conducting compensation studies is ensuring that the classes at survey agencies which are deemed comparable are in fact good matches. While this process is relatively simple for some classes (e.g., Police Officer), it is more challenging depending on the organization of work, and the organization of the respective classification plans.

Comparability analysis relies, initially, on a review of duties with specific attention to such factors as work orientation, work complexity, education/skill requirements, type and level of decision making, interactions, and scope of supervisory and management duties. Necessarily, matching is not an exact science, although every effort is made to make rational, defensible, and repeatable decisions.

Job matches are supported by documentation received from the survey agencies and/or by email or direct conversation with analysts at those agencies. The primary document used in matching is the official job or class description. While these are a necessary baseline for the analysis, they are sometimes out of date, which can require added research. Other documents such as organizational charts, recruitment bulletins, and budget documents may also be used in the analysis.

Job matching is never made solely or largely on the basis of title matching. And, in many cases, the titles of matched positions can vary to a significant degree – what is important for matching is that positions conduct the same or similar work. Matches are generally good, but rarely exact. That said, in most cases the matches reported are considered to have a high level of reliability. In a few cases (which are noted), matches are less reliable but close enough to base comparability information upon.

Survey Data Points

Once the survey agencies have been selected and the comparable classes matched, the final task in the comparability study is to determine the most useful data to load for purposes of determining competitiveness.

Surveys used largely for public consumption and/or for recruitment purposes tend to focus on salaries. And, of course, salaries come in many different sizes, from minimum to midpoint to maximum, and can include control points and bonus pay features. For this survey, the salary data is reported at the annual maximum. This is usually the point that employees reach after three to four years of satisfactory service, and it is often the one that prospective candidates focus on first.

In addition to these forms of ‘cash’ pay, we also surveyed and reported employer costs related to pension and benefits. For pension, the survey reports the PEPRA as well as the ‘Classic’ plan payment. Almost every new employee and a large percentage of current staff receive benefits as allowed under PEPRA (the Public Employee Pension Reform Act). There is a declining number of employees whose benefits predate this 2013 law. And, while their benefits do constitute real employer cost, they have virtually no impact on recruitment, because except for lateral hires, almost no employees qualify for the pre-2013 program.

Finally, at this point in time, almost all employers offer fairly generous contributions toward health, dental, and vision benefits. The value of these benefits can vary depending on plan selection and number enrolled. For purposes of this survey, the data point metrics surveyed the most popular plan – Kaiser – at the family level. There are other benefits available, such as life and disability insurance. But, for the most part, the costs for these are much lower than the three major benefits and are thus excluded.

Survey Statistics

Surveys generate a wealth of information – this is, obviously, the primary objective of a survey. However, the raw information in and of itself offers little meaning and does not lend itself to obvious conclusions. It is simply a large volume of numbers. In order to give meaning to the voluminous data collected, consultants and employers must apply analytical or organizing tools which add meaning to the data.

In general, data analysis takes one or more statistical forms. That is, the data is organized and analyzed through a statistical lens which offers a clearer picture and meaning. At this point it is worth adding an important cautionary note. Many readers view these statistical outcomes and draw substantial and impactful conclusions. Typically, readers conclude that the analysis supports their current pay program or that the data proves that the employer’s program is above or below an ideal point. However, this “ideal point” is not an abstract or a specific industry standard. Rather, it should be directly linked to the employer’s

compensation plan, and especially the preferred market position which the employer has selected. In that regard, the data and analysis either confirm the desired market position or demonstrate a deviation. A deviation is not intended as a rigid formula for adjustment. But, rather, it is intended simply as information by which to test the employer's pay objectives, and often to aid in the decision-making process for labor organizations, elected officials, and neutrals in dispute resolution.

There are three classic statistical measures, generally known as the measures of central tendency. It is by the application of one or more of these measures that we are able to see a more accessible meaning of the data. The most common measure is known as the mean or average. This is a simple addition of all observations divided by the number of observations. While this measure is frequently the most familiar, it is fraught with risk, especially with a small number of observations. The problem is that averages are sensitive to outlier or extreme data, which can have a disproportionate impact. For example, an unusually high or low salary for a match at one agency can obscure the fact that the employer is paying essentially what most of the rest of their survey universe is paying for that position. The second measure is known as the median, or the midpoint of the distribution of observations. The midpoint is much less susceptible to outliers, which have no real impact. While there is some debate on which measure is best overall, median is most typically used in studies which involve smaller numbers of observations, such as the District's study. It has been employed in prior studies as well. The final measure, known as the mode, is not common to these studies.

Besides utilizing one or both of the measures, data may also be presented in a ranked display, wherein relative standing is shown. While this offers an interesting display, it fails to illuminate the differences between each rank. On occasion, data may also be divided into quartiles, which tend to align with the median measure.

Additional checks on data can be added, such as evaluating data against a normal distribution or bell curve. And sometimes both mean and median are reported to better evaluate such deviations. The existence of deviation from normal does not demonstrate any flaw in data collection. It simply helps recognize varying outcomes using different measures.

III. DATA SUMMARIES AND MEANING

Total Labor Market Position

The consultants have analyzed the compensation survey results in two variations, including cash compensation (salary), and total compensation, which combines salary with pension and benefit costs, for Classic and PEPR retirement costs. Each of the sorts may have a slightly different value, but what is common is that they are all labor costs to the employer. What is less clear is how each supports the core recruitment, retention, and reward objectives of the compensation plan. We can conclude that the cash column is most important with regard to entry-level recruitment, as it is the most easily accessible metric that applicants have to compare different employers. However, most applicants and even current staff are less concerned about the cost of benefits and more about the value to them.

The data has been analyzed primarily utilizing the median measure, as described in the prior section. The market median tends to be a more stable representation of trends in the market since it reduces the impact of high and low payers, which can skew data and outcomes.

The data analysis also recognizes an important survey caveat. That is, the total compensation survey is not truly total, as it does not include pay elements such as pay premiums and overtime, which can become very costly. Therefore, rather than attributing an exact meaning to the data, most consultants use a five percent (5%) rule of thumb. That is, if the employer is within the 5% +/- position, they are deemed to be at about the market. Concerns are usually more focused on the outcomes which exceed that in a positive or negative direction.

IV. COMPENSATION FINDINGS

This section of the report documents the key findings and observations resulting from the consultant's compensation survey and data analyses. The focus of the compensation analysis is to identify significant differences in the pay practices of the District as compared to the survey agencies.

Survey agency data is captured by referencing the statistical median of the survey sample in order to identify market trends. A summary of the salary survey is shown in

the following graphs for the benchmark survey job classifications, sorted in order of their market position, from those that are least competitive to those that are most competitive.

Classic Retirement Benchmark Summary

Golden Gate Class	GG Total Comp Classic	Survey Total Comp Median Classic	% Above/Below (Median)
Bus Operator	\$121,907	\$130,496	-7.00%
Chief Mechanic Body and Facility	\$193,990	\$191,400	1.30%
Carpenter	\$182,488	\$180,009	1.36%
Terminal Assistant	\$120,723	\$114,778	4.92%
Machinist	\$172,480	\$163,789	5.04%
Network Administrator	\$184,771	\$174,094	5.78%
Customer Relations Assistant	\$135,777	\$127,408	6.20%
Sr Engineering Design Technician	\$182,375	\$170,867	6.31%
Accounting Specialist	\$143,050	\$133,120	6.90%
Operating Engineer	\$177,357	\$165,278	6.81%
Human Resources Coordinator	\$149,111	\$136,426	8.51%
Senior Civil Engineer	\$269,258	\$241,274	10.39%
Storekeeper-Bus	\$140,090	\$124,896	10.85%
Laborer	\$141,330	\$123,328	12.74%
Associate Engineering Inspector	\$201,009	\$175,306	12.80%
Electrician	\$200,304	\$171,949	14.16%
Associate Civil Engineer	\$245,380	\$204,911	16.50%
Bridge Painter	\$198,190	\$163,989	17.30%
Average			7.83%
Median			6.86%

Note that salary data is as of March 2023, benefits data is for 2022, and the analysis includes prevailing wage data. Reviewing the data, we can see that:

- 1 survey benchmark is between 5% and 10% below median.
- 3 survey benchmarks are within 5% of median.
- 14 survey benchmarks are more than 5% above median.

PEPRA Retirement Benchmark Summary

Golden Gate Benchmark Class	GG Total Comp PEPRA	Survey Total Comp Median PEPRA	% Above/Below (Median)
Bus Operator	\$102,725	\$117,469	-14.40%
Chief Mechanic Body and Facility	\$160,037	\$170,824	-6.70%
Carpenter	\$150,892	\$160,672	-6.48%
Machinist	\$142,935	\$148,848	-4.14%
Operating Engineer	\$146,813	\$151,592	-3.25%
Network Administrator	\$152,708	\$156,990	-2.80%
Terminal Assistant	\$101,783	\$102,788	-0.99%
Accounting Specialist	\$119,535	\$120,235	-0.60%
Senior Civil Engineer	\$219,883	\$218,405	0.67%
Customer Relations Asst	\$113,752	\$112,438	1.20%
Laborer	\$118,168	\$116,741	1.21%
Sr Engineering Design Technician	\$150,803	\$148,440	1.57%
Human Resources Coordinator	\$124,354	\$122,376	1.59%
Associate Engineering Inspector	\$165,618	\$159,233	3.90%
Storekeeper-Bus	\$117,182	\$110,441	5.75%
Electrician	\$165,058	\$155,367	5.87%
Bridge Painter	\$163,377	\$147,745	9.57%
Associate Civil Engineer	\$200,898	\$178,655	11.10%
Average			0.17%
Median			0.94%

Note that salary data is as of March 2023, benefits data is for 2022, and the analysis includes prevailing wage data. Reviewing the data, we can see that:

- 1 survey benchmark is between 10% and 15% below median.
- 2 survey benchmarks are between 5% and 10% below median.
- 11 survey benchmarks are within 5% +/- of median.
- 4 survey benchmarks are more than 5% above median

Golden Gate Bridge, Highway and Transportation District

Total Compensation Study – Non-Represented

July 2023

Sloan Sakai

ATTORNEYS AT LAW

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I. INTRODUCTION

The Management Strategies Group, a division of Sloan Sakai Yeung & Wong LLP (“Sloan Sakai” or “the consultants”), was selected by the Golden Gate Bridge, Highway and Transportation District (“the District”) to conduct a compensation study for a number of unrepresented classifications. This report presents the results of the study, including study steps, methods, and outcomes.

The methodologies described in this report are typical for those used throughout the public sector, employing both best industry practices and adding several special features of Sloan Sakai, including many years of expertise working for Bay Area public employers and a long-term relationship assisting the District in compensation analysis and planning. We view our role as a partner with our clients, with the common objective of ensuring equitable classification and compensation solutions.

The study included the following tasks:

- Meet with agency representative to confirm study objectives and processes.
- Confirm survey universe.
- Confirm survey classes.
- Collect and analyze salary and benefit data.
- Develop and present recommendations, including an analysis of the market study’s meaning and potential use.

II. COMPENSATION STRATEGIES AND METHODS

Compensation studies are conducted based on three essential elements, including:

- Definition of the survey universe or survey employers.
- Identification of the classes to be surveyed.
- Identification of the survey data points.

Defining the Survey Universe

One of the most important policy components of a compensation plan, and an essential element of the study, involves the identification of the labor market. Ideally, the labor

market and comparator agencies include those with whom the District directly competes against for talent. This usually involves the area in which current employees and prospective applicants live.

There are several important criteria utilized in identifying appropriate comparator agencies, including:

- Past Practice – It is important to maintain stability in the definition of the labor market. When the identified market is modified substantially for each survey, there is a high likelihood of widely varying outcomes over time. Additionally, unless conditions change dramatically between surveys, there is little rationale for extreme or substantial modification.
- Geographical Comparability – All of the most recent survey universe selections have relied on a combination of factors, such as:
 - Employers whose services and service models are similar.
 - Employers located in the same service area as the District.
 - Employers located where a substantial percentage of employees and applicants reside.
 - The notable exception to this approach has been the Washington State Ferry System, which offers service comparability, but is located outside of the District's service area.
- Negotiated Definitions – in some cases employers have negotiated the survey universe for specific bargaining units. While these must be recognized, it is possible to add more employers for added data.

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- County of Sonoma
- SamTrans
- East Bay Municipal Utility District (EBMUD)
- Port of Oakland

Survey Classifications

There are several strategies with regard to the selection of survey classes. Some employers chose to survey all or almost all of their active classifications. Some rely on a limited number of benchmark classes which are judged to be highly representative of many other classes, and which generally have counterparts in most survey organizations. And finally, some use a hybrid method wherein certain classes are surveyed as benchmarks along with additional classes for which the employer has some special interest in surveying (e.g., the employer is having recruitment issues with a given class and wants to check on its specific competitiveness).

The District compensation survey included the one hundred and two (102) classifications listed below:

1. Accountant
2. Accounting Analyst
3. Accounting Specialist
4. ADA Compliance and Program Manager
5. Administrative Assistant
6. Analyst, Elect Rev Collection
7. Assistant Clerk of the Board
8. Assistant Procurement Specialist
9. Associate Planner
10. Bridge Captain
11. Bridge Lieutenant
12. Bridge Sergeant
13. Budget & Program Analyst
14. Business Information Systems Engineer
15. Buyer
16. Capital & Grant Programs Analyst
17. Chief of Roadway Services
18. Chief Technology Dir
19. Communications Electronics Technician
20. Contracts Officer
21. Database Engineer
22. DBE Program Administrator
23. Deputy District Engineer
24. Deputy GM, Administration
25. Deputy GM Bridge
26. Deputy GM, Bus Division
27. Digital Comm Program Manager

28. Directing Civil Engineer
29. Director of Accounting
30. Director of Budget and Electronic Revenue Management
31. Director of Transportation
32. Director, Capital and Grant Program
33. Director of Engineering Contracts
34. Director, Engineering and Maintenance
35. Director of Fiscal Resources
36. Director of Maintenance
37. Director, Marketing and Communications
38. Director, Planning
39. Director of Procurement
40. Director of Public Affairs
41. Director, Risk Management and Safety
42. Director of Transit Training and Safety
43. Director of Schedules and Service Development
44. Electronic Revenue Collections Manager
45. EHS Specialist
46. Engineering Document Controls Manager
47. Executive Administrator to the GM (includes Executive Assistant to the District Engineer position)
48. Finance Administrative Analyst
49. Human Resources Administrator
50. Human Resources Analyst
51. Human Resources Manager
52. Human Resources Technician
53. Leaves Analyst
54. Manager, Accounting
55. Manager of EEO & Compliance Programs
56. Marketing and Communication Specialist
57. Manager, Electronic Rev Coll
58. Manager, Prop & Real Estate Dev
59. Mgr. Of Traffic Eng & Trn Facil
60. Office Assistant
61. Office Coordinator - DS
62. Office Coordinator - Bus
63. Office Specialist - Non-Rep
64. Operations Analyst
65. Operations Control Center Manager
66. Operations Technician
67. Payroll Manager

68. Payroll/HRIS Systems Analyst
69. Payroll/Timekeeping Specialist
70. Principal Budget Prog Analyst
71. Principal Capital & Grant Program Analyst
72. Principal Planner
73. Procurement Program Analyst
74. Project Manager
75. Public Affairs Specialist
76. Purchasing Officer
77. Safety Training Coordinator
78. Schedules Analyst
79. Security Emergency Management Specialist
80. Senior Board Analyst
81. Sr Business Info Sys Engineer
82. Senior Buyer
83. Sr Capital & Grant Pro Analyst
84. Senior Info Systems Manager
85. Senior Planner
86. Senior Project Manager
87. Senior Scheduler and Operations Data Analyst
88. Senior Systems Engineer
89. Storekeeper District
90. Storekeeper Lead District
91. Superintendent, Electrical
92. Superintendent, Fac/Equipment
93. Superintendent, Fleet & Facility
94. Superintendent, Irwk & Op Eng
95. Superintendent, Paint
96. Supervisor, Comms & Electronics
97. Supervisor, Customer Relations
98. Supervising Admin Assistant
99. Systems Administrator - PC Support
100. Transit Asset Management (TAM) Project Manager
101. Trns Supervisor, Stdnt Train
102. Workers Compensation and Liability Claims Administrator

Any positions that were part of a reorganization in Calendar Years 2022 or 2023 were not included in this study as those positions were surveyed at the time of the reorganization. After the initial survey work was completed, the consultants reported that 11 of the one hundred and two (102) survey classes did not generate useful matches in the surveyed

organizations. This means that almost 90% of the initial survey classes did generate sufficient matches for reporting.

Identifying Comparable Classes

Perhaps the most challenging aspect of conducting compensation studies is ensuring that the classes at survey agencies which are deemed comparable are in fact good matches. While this process is relatively simple for some classes (e.g., Police Officer), it is more challenging depending on the organization of work, and the organization of the respective classification plans.

Comparability analysis relies, initially, on a review of duties with specific attention to such factors as work orientation, work complexity, education/skill requirements, type and level of decision making, interactions, and scope of supervisory and management duties. Necessarily, matching is not an exact science, although every effort is made to make rational, defensible, and repeatable decisions.

Job matches are supported by documentation received from the survey agencies and/or by email or direct conversation with analysts at those agencies. The primary document used in matching is the official job or class description. While these are a necessary baseline for the analysis, they are sometimes out of date, which can require added research. Other documents such as organizational charts, recruitment bulletins, and budget documents may also be used in the analysis.

Job matching is never made solely or largely on the basis of title matching. And, in many cases, the titles of matched positions can vary to a significant degree – what is important for matching is that positions conduct the same or similar work. Matches are generally good, but rarely exact. That said, in most cases the matches reported are considered to have a high level of reliability. In a few cases (which are noted), matches are less reliable but close enough to base comparability information upon.

Survey Data Points

Once the survey agencies have been selected and the comparable classes matched, the final task in the comparability study is to determine the most useful data to load for purposes of determining competitiveness.

Surveys used largely for public consumption and/or for recruitment purposes tend to focus on salaries. And, of course, salaries come in many different sizes, from minimum to midpoint to maximum, and can include control points and bonus pay features. For this survey, the salary data is reported at the annual maximum. This is usually the point that employees reach after three to four years of satisfactory service, and it is often the one that prospective candidates focus on first.

In addition to these forms of ‘cash’ pay, we also surveyed and reported employer costs related to pension and benefits. For pension, the survey reports the PEPRA as well as the ‘Classic’ plan payment. Almost every new employee and a large percentage of current staff receive benefits as allowed under PEPRA (the Public Employee Pension Reform Act). There is a declining number of employees whose benefits predate this 2013 law. And, while their benefits do constitute real employer cost, they have virtually no impact on recruitment, because except for lateral hires, almost no employees qualify for the pre-2013 program.

Finally, at this point in time, almost all employers offer fairly generous contributions toward health, dental, and vision benefits. The value of these benefits can vary depending on plan selection and number enrolled. For purposes of this survey, the data point metrics surveyed the most popular plan – Kaiser – at the family level. There are other benefits available, such as life and disability insurance. But, for the most part, the costs for these are much lower than the three major benefits and are thus excluded.

Survey Statistics

Surveys generate a wealth of information – this is, obviously, the primary objective of a survey. However, the raw information in and of itself offers little meaning and does not lend itself to obvious conclusions. It is simply a large volume of numbers. In order to give meaning to the voluminous data collected, consultants and employers must apply analytical or organizing tools which add meaning to the data.

In general, data analysis takes one or more statistical forms. That is, the data is organized and analyzed through a statistical lens which offers a clearer picture and meaning. At this point it is worth adding an important cautionary note. Many readers view these statistical outcomes and draw substantial and impactful conclusions. Typically, readers conclude that the analysis supports their current pay program or that the data proves that the employer’s

program is above or below an ideal point. However, this “ideal point” is not an abstract or a specific industry standard. Rather, it should be directly linked to the employer’s compensation plan, and especially the preferred market position which the employer has selected. In that regard, the data and analysis either confirm the desired market position or demonstrate a deviation. A deviation is not intended as a rigid formula for adjustment. But, rather, it is intended simply as information by which to test the employer’s pay objectives, and often to aid in the decision-making process for labor organizations, elected officials, and neutrals in dispute resolution.

There are three classic statistical measures, generally known as the measures of central tendency. It is by the application of one or more of these measures that we are able to see a more accessible meaning of the data. The most common measure is known as the mean or average. This is a simple addition of all observations divided by the number of observations. While this measure is frequently the most familiar, it is fraught with risk, especially with a small number of observations. The problem is that averages are sensitive to outlier or extreme data, which can have a disproportionate impact. For example, an unusually high or low salary for a match at one agency can obscure the fact that the employer is paying essentially what most of the rest of their survey universe is paying for that position. The second measure is known as the median, or the midpoint of the distribution of observations. The midpoint is much less susceptible to outliers, which have no real impact. While there is some debate on which measure is best overall, median is most typically used in studies which involve smaller numbers of observations, such as the District’s study. It has been employed in prior studies as well. The final measure, known as the mode, is not common to these studies.

Besides utilizing one or both of the measures, data may also be presented in a ranked display, wherein relative standing is shown. While this offers an interesting display, it fails to illuminate the differences between each rank. On occasion, data may also be divided into quartiles, which tend to align with the median measure.

Additional checks on data can be added, such as evaluating data against a normal distribution or bell curve. And sometimes both mean and median are reported to better evaluate such deviations. The existence of deviation from normal does not demonstrate any flaw in data collection. It simply helps recognize varying outcomes using different measures.

III. DATA SUMMARIES AND MEANING

Total Labor Market Position

The consultants have analyzed the compensation survey results in two variations, including cash compensation (salary), and total compensation, which combines salary with pension and benefit costs, for Classic and PEPR retirement costs. Each of the sorts may have a slightly different value, but what is common is that they are all labor costs to the employer. What is less clear is how each supports the core recruitment, retention, and reward objectives of the compensation plan. We can conclude that the cash column is most important with regard to entry-level recruitment, as it is the most easily accessible metric that applicants have to compare different employers. However, most applicants and even current staff are less concerned about the cost of benefits and more about the value to them.

The data has been analyzed primarily utilizing the median measure, as described in the prior section. The market median tends to be a more stable representation of trends in the market since it reduces the impact of high and low payers, which can skew data and outcomes.

The data analysis also recognizes an important survey caveat. That is, the total compensation survey is not truly total, as it does not include pay elements such as pay premiums and overtime, which can become very costly. Therefore, rather than attributing an exact meaning to the data, most consultants use a five percent (5%) rule of thumb. That is, if the employer is within the 5% +/- position, they are deemed to be at about the market. Concerns are usually more focused on the outcomes which exceed that in a positive or negative direction.

IV. COMPENSATION FINDINGS

This section of the report documents the key findings and observations resulting from the consultant's compensation survey and data analyses. The focus of the compensation analysis is to identify significant differences in the pay practices of the District as compared to the survey agencies.

Survey agency data is captured by referencing the statistical median of the survey sample in order to identify market trends. A summary of the salary survey is shown in

the following graphs for the survey job classifications, sorted in order of their market position, from those that are least competitive to those that are most competitive.

Classic Retirement Survey Summary

Golden Gate Class	GG Total Comp Classic	Survey Total Comp Median Classic	% Above/Below (Median)
Director of Budget and Electronic Revenue Management	\$280,364	\$343,679	-22.58%
Chief Technology Dir	\$288,511	\$321,437	-18.13%
Director of Procurement	\$280,364	\$316,618	-12.93%
Manager, Accounting	\$207,775	\$231,052	-11.20%
Purchasing Officer	\$221,982	\$243,945	-9.89%
Assistant Clerk of the Board	\$179,472	\$196,419	-9.44%
Operations Control Center Manager	\$207,775	\$225,818	-8.68%
Director of Engineering Contracts	\$234,922	\$252,469	-7.47%
Senior Systems Engineer	\$212,736	\$227,415	-6.90%
Senior Info Systems Manager	\$255,613	\$271,953	-6.39%
ADA Compliance and Program Manager	\$197,485	\$209,795	-6.23%
Electronic Revenue Collections Manager	\$232,328	\$245,196	-5.54%
Capital & Grant Programs Analyst	\$207,775	\$219,195	-5.50%
Director of Transit Training and Safety	\$245,888	\$257,843	-4.86%
Security Emergency Management Specialist	\$196,527	\$204,085	-3.85%
Human Resources Manager	\$245,888	\$254,699	-3.58%
Digital Comm Program Manager	\$207,775	\$214,220	-3.10%
Deputy District Engineer	\$339,310	\$349,394	-2.97%
Senior Board Analyst	\$207,775	\$213,439	-2.73%
Deputy GM, Bus Division	\$369,784	\$379,482	-2.62%
Mgr. Of Traffic Eng & Trn Fac	\$254,599	\$259,254	-1.83%
Operations Analyst	\$179,472	\$182,629	-1.76%
Deputy GM, Administration	\$369,784	\$376,088	-1.70%
Deputy GM Bridge	\$369,784	\$376,088	-1.70%
Trns Supervisor, Stdnt Train	\$204,843	\$207,463	-1.28%
Project Manager	\$234,922	\$237,734	-1.20%
Director of Public Affairs	\$254,599	\$256,780	-0.86%
Director, Capital and Grant Program	\$265,931	\$268,172	-0.84%
Director of Fiscal Resources	\$265,931	\$268,172	-0.84%
Payroll/HRIS Systems Analyst	\$207,775	\$209,210	-0.69%
Supervisor, Customer Relations	\$179,472	\$179,917	-0.25%
Human Resources Administrator	\$207,775	\$208,114	-0.16%

Golden Gate Class	GG Total Comp Classic	Survey Total Comp Median Classic	% Above/Below (Median)
Director of Schedules and Service Development	\$245,888	\$245,196	0.28%
Leaves Analyst	\$188,944	\$187,871	0.57%
Workers Compensation and Liability Claims Administrator	\$188,944	\$187,871	0.57%
Director, Risk Management and Safety	\$254,599	\$252,710	0.74%
EHS Specialist	\$188,944	\$187,301	0.87%
Director of Accounting	\$265,931	\$262,580	1.26%
DBE Program Administrator	\$207,775	\$204,599	1.53%
Sr Capital & Grant Pro Analyst	\$221,982	\$216,429	2.50%
Database Engineer	\$211,045	\$205,144	2.80%
Superintendent, Fac/Equipment	\$258,545	\$250,453	3.13%
Human Resources Analyst	\$179,472	\$173,508	3.32%
Director, Planning	\$288,511	\$278,757	3.38%
Payroll/Timekeeping Specialist	\$145,023	\$139,853	3.57%
Finance Administrative Analyst	\$179,472	\$172,640	3.81%
Superintendent, Fleet & Facility	\$234,922	\$225,818	3.88%
Marketing and Communication Specialist	\$179,472	\$172,420	3.93%
Office Coordinator - DS	\$145,023	\$139,013	4.14%
Office Coordinator - Bus	\$145,023	\$139,013	4.14%
Principal Capital & Grant Program Analyst	\$245,888	\$235,669	4.16%
Principal Planner	\$245,888	\$235,669	4.16%
Senior Planner	\$197,485	\$187,956	4.83%
Senior Project Manager	\$255,613	\$241,957	5.34%
Manager of EEO & Compliance Programs	\$245,888	\$231,618	5.80%
Office Assistant	\$132,140	\$123,959	6.19%
Storekeeper Lead District	\$161,768	\$151,618	6.27%
Director of Maintenance	\$268,750	\$251,151	6.55%
Office Specialist - Non Rep	\$139,160	\$129,836	6.70%
Director, Marketing and Communications	\$280,364	\$260,986	6.91%
Accounting Specialist	\$139,160	\$129,331	7.06%
Manager, Prop & Real Estate Dev	\$234,922	\$217,235	7.53%
Sr Business Info Sys Engineer	\$216,570	\$199,590	7.84%
Supervisor, Comms & Electronics	\$214,371	\$196,991	8.11%
Public Affairs Specialist	\$179,472	\$164,301	8.45%
Supervising Admin Assistant	\$169,351	\$154,813	8.58%
Director of Transportation	\$268,750	\$245,196	8.76%
Business Information Systems Engineer	\$207,775	\$189,351	8.87%

Golden Gate Class	GG Total Comp Classic	Survey Total Comp Median Classic	% Above/Below (Median)
Schedules Analyst	\$169,351	\$153,503	9.36%
Administrative Assistant	\$154,213	\$139,134	9.78%
Associate Planner	\$179,472	\$161,859	9.81%
Operations Technician	\$154,213	\$139,013	9.86%
Senior Buyer	\$207,775	\$186,398	10.29%
Directing Civil Engineer	\$304,129	\$271,595	10.70%
Bridge Lieutenant	\$189,507	\$167,910	11.40%
Human Resources Technician	\$154,213	\$136,350	11.58%
Contracts Officer	\$221,982	\$196,098	11.66%
Principal Budget Prog Analyst	\$232,328	\$205,144	11.70%
Buyer	\$179,472	\$158,376	11.75%
Systems Administrator - PC Support	\$170,028	\$149,715	11.95%
Superintendent, Electrical	\$258,545	\$223,865	13.41%
Accounting Analyst	\$207,775	\$179,038	13.83%
Communications Electronics Technician	\$193,257	\$164,958	14.64%
Accountant	\$188,887	\$159,758	15.42%
Budget & Program Analyst	\$207,775	\$175,721	15.43%
Assistant Procurement Specialist	\$154,213	\$129,443	16.06%
Storekeeper District	\$143,388	\$120,231	16.15%
Payroll Manager	\$221,982	\$181,136	18.40%
Executive Administrator to GM/ Executive Assistant to District Engineer	\$207,788	\$166,200	20.01%
Senior Scheduler and Operations Data Analyst	\$207,775	\$164,030	21.05%
Bridge Sergeant	\$173,411	\$136,109	21.51%
Analyst, Elect Rev Collection	\$207,775	Insufficient Data ¹	
Bridge Captain	\$268,750	Insufficient Data ²	
Chief of Roadway Services	\$190,748	Insufficient Data ³	
Director, Engineering and Maintenance	\$254,599	Insufficient Data ⁴	
Engineering Document Controls Manager	\$221,982	Insufficient Data ⁵	
Manager, Electronic Rev Coll	\$232,328	Insufficient Data ⁶	
Procurement Program Analyst	\$207,775	Insufficient Data ⁷	

¹ This position is benchmarked with the Senior Business Information Systems Engineer position.

² This position is benchmarked with the Bridge Lieutenant position.

³ This position is benchmarked with the Bridge Lieutenant position.

⁴ This position is benchmarked with the Bus Director of Maintenance position.

⁵ This position was surveyed during the recent Engineering Department reorganization.

⁶ This position is benchmarked with the Manager of Real Estate and Transit Asset Manager positions.

⁷ This position is benchmarked with the Senior Buyer position.

Golden Gate Class	GG Total Comp Classic	Survey Total Comp Median Classic	% Above/Below (Median)
Safety Training Coordinator	\$145,023	Bench with HR Tech ⁸	
Superintendent, Irwk & Op Eng	\$258,545	Insufficient Data ⁹	
Superintendent, Paint	\$258,545	Insufficient Data ¹⁰	
Transit Asset Management (TAM) Project Manager	\$234,922	Insufficient Data ¹¹	
Average			3.46%
Median			3.81%

Note that salary and benefits data is as of August 2022. Reviewing the data for one hundred and two (102) classes surveyed indicates that:

- 2 survey classes are above 15% below median.
- 2 survey classes are between 10% and 15% below median.
- 9 survey classes are between 5% and 10% below median.
- 40 survey classes are within 5% of median.
- 38 survey classes are more than 5% above median.
- 11 survey classes had insufficient data to draw conclusions or have been benchmarked.

PEPRA Retirement Survey Summary

Golden Gate Benchmark Class	GG Total Comp PEPRA	Survey Total Comp Median PEPRA	% Above/Below (Median)
Director of Budget and Electronic Revenue Management	\$228,714	\$282,432	-23.49%
Chief Technology Dir	\$235,192	\$277,826	-18.13%
Purchasing Officer	\$182,295	\$214,060	-17.43%
Electronic Revenue Collections Manager	\$190,520	\$223,182	-17.14%
ADA Compliance and Program Manager	\$162,817	\$189,308	-16.27%
Operations Control Center Manager	\$170,998	\$197,587	-15.55%
Manager, Accounting	\$170,998	\$194,888	-13.97%
Director of Procurement	\$228,714	\$257,580	-12.62%
EHS Specialist	\$156,025	\$173,227	-11.02%
Digital Comm Program Manager	\$170,998	\$189,376	-10.75%

⁸ This position is benchmarked with the Human Resources Technician.

⁹ This position is benchmarked with the Bridge Electrical Superintendent position.

¹⁰ This position is benchmarked with the Bridge Electrical Superintendent position.

¹¹ This position is benchmarked with the Information Systems Project Manager position.

Golden Gate Benchmark Class	GG Total Comp PEPR	Survey Total Comp Median PEPR	% Above/Below (Median)
Operations Analyst	\$148,494	\$164,251	-10.61%
Assistant Clerk of the Board	\$148,494	\$163,828	-10.33%
Senior Info Systems Manager	\$209,035	\$230,382	-10.21%
Senior Board Analyst	\$170,998	\$187,879	-9.87%
Director of Transit Training and Safety	\$201,302	\$220,236	-9.41%
Capital & Grant Programs Analyst	\$170,998	\$186,346	-8.98%
Senior Systems Engineer	\$174,943	\$190,174	-8.71%
Deputy GM, Bus Division	\$299,812	\$324,684	-8.30%
Director of Accounting	\$217,238	\$235,232	-8.28%
Human Resources Analyst	\$148,494	\$160,660	-8.19%
Deputy GM, Administration	\$299,812	\$324,337	-8.18%
Deputy GM Bridge	\$299,812	\$324,337	-8.18%
Database Engineer	\$173,598	\$187,158	-7.81%
Director of Public Affairs	\$208,228	\$224,436	-7.78%
Human Resources Manager	\$201,302	\$216,931	-7.76%
Security Emergency Management Specialist	\$162,055	\$173,943	-7.34%
Human Resources Administrator	\$170,998	\$183,298	-7.19%
Director, Risk Management and Safety	\$208,228	\$222,733	-6.97%
Director, Capital and Grant Program	\$217,238	\$231,632	-6.63%
Director of Fiscal Resources	\$217,238	\$231,632	-6.63%
Senior Planner	\$162,817	\$173,227	-6.39%
Marketing and Communication Specialist	\$148,494	\$157,723	-6.22%
Director of Engineering Contracts	\$192,583	\$204,527	-6.20%
Mgr. Of Traffic Eng & Trn Fac	\$208,228	\$219,799	-5.56%
Payroll/Timekeeping Specialist	\$121,104	\$127,744	-5.48%
Deputy District Engineer	\$275,582	\$290,616	-5.46%
Leaves Analyst	\$156,025	\$164,153	-5.21%
Workers Compensation and Liability Claims Administrator	\$156,025	\$164,153	-5.21%
Director of Schedules and Service Development	\$201,302	\$211,253	-4.94%
Director of Maintenance	\$219,479	\$229,652	-4.64%
Project Manager	\$192,583	\$200,710	-4.22%
DBE Program Administrator	\$170,998	\$178,130	-4.17%
Supervisor, Customer Relations	\$148,494	\$153,979	-3.69%
Finance Administrative Analyst	\$148,494	\$153,813	-3.58%
Trns Supervisor, Stdnt Train	\$168,667	\$174,296	-3.34%
Director, Planning	\$235,192	\$242,889	-3.27%
Senior Project Manager	\$209,035	\$215,718	-3.20%
Office Coordinator - DS	\$121,104	\$124,605	-2.89%

Golden Gate Benchmark Class	GG Total Comp PEPR	Survey Total Comp Median PEPR	% Above/Below (Median)
Office Coordinator - Bus	\$121,104	\$124,605	-2.89%
Sr Capital & Grant Pro Analyst	\$182,295	\$187,158	-2.67%
Superintendent, Fleet & Facility	\$192,583	\$197,587	-2.60%
Sr Business Info Sys Engineer	\$177,991	\$181,955	-2.23%
Payroll/HRIS Systems Analyst	\$170,998	\$174,296	-1.93%
Manager of EEO & Compliance Programs	\$201,302	\$205,040	-1.86%
Principal Capital & Grant Program Analyst	\$201,302	\$204,832	-1.75%
Principal Planner	\$201,302	\$204,832	-1.75%
Director of Transportation	\$219,479	\$223,182	-1.69%
Storekeeper Lead District	\$134,418	\$136,403	-1.48%
Associate Planner	\$148,494	\$149,997	-1.01%
Office Assistant	\$110,861	\$111,640	-0.70%
Office Specialist - Non Rep	\$116,442	\$116,977	-0.46%
Director, Marketing and Communications	\$228,714	\$229,652	-0.41%
Manager, Prop & Real Estate Dev	\$192,583	\$193,023	-0.23%
Senior Buyer	\$170,998	\$171,336	-0.20%
Superintendent, Fac/Equipment	\$211,366	\$211,253	0.05%
Public Affairs Specialist	\$148,494	\$146,442	1.38%
Business Information Systems Engineer	\$170,998	\$168,064	1.72%
Principal Budget Prog Analyst	\$190,520	\$187,158	1.77%
Schedules Analyst	\$140,447	\$137,924	1.80%
Accounting Specialist	\$116,442	\$114,316	1.83%
Buyer	\$148,494	\$145,019	2.34%
Supervisor, Comms & Electronics	\$176,243	\$171,792	2.53%
Supervising Admin Assistant	\$140,447	\$136,598	2.74%
Bridge Lieutenant	\$156,473	\$152,033	2.84%
Operations Technician	\$128,411	\$124,605	2.96%
Human Resources Technician	\$128,411	\$124,476	3.06%
Administrative Assistant	\$128,411	\$123,540	3.79%
Accounting Analyst	\$170,998	\$163,768	4.23%
Directing Civil Engineer	\$247,609	\$234,933	5.12%
Superintendent, Electrical	\$211,366	\$199,460	5.63%
Contracts Officer	\$182,295	\$171,697	5.81%
Assistant Procurement Specialist	\$128,411	\$120,325	6.30%
Systems Administrator - PC Support	\$140,985	\$131,680	6.60%
Budget & Program Analyst	\$170,998	\$157,723	7.76%
Payroll Manager	\$182,295	\$167,254	8.25%
Accountant	\$155,980	\$142,471	8.66%

Golden Gate Benchmark Class	GG Total Comp PEPRA	Survey Total Comp Median PEPRA	% Above/Below (Median)
Storekeeper District	\$119,804	\$108,624	9.33%
Communications Electronics Technician	\$159,455	\$144,484	9.39%
Executive Administrator to GM/ Executive Assistant to District Engineer	\$171,009	\$148,696	13.05%
Bridge Sergeant	\$143,675	\$123,731	13.88%
Senior Scheduler and Operations Data Analyst	\$170,998	\$147,223	13.90%
Analyst, Elect Rev Collection	\$170,998	Insufficient Data	
Bridge Captain	\$219,479	Insufficient Data	
Chief of Roadway Services	\$157,460	Insufficient Data	
Director, Engineering and Maintenance	\$208,228	Insufficient Data	
Engineering Document Controls Manager	\$182,295	Insufficient Data	
Manager, Electronic Rev Coll	\$190,520	Insufficient Data	
Procurement Program Analyst	\$170,998	Insufficient Data	
Safety Training Coordinator	\$121,104	Bench with HR Tech	
Superintendent, Irwk & Op Eng	\$211,366	Insufficient Data	
Superintendent, Paint	\$211,366	Insufficient Data	
Transit Asset Management (TAM) Project Manager	\$192,583	Insufficient Data	
Average			-3.13%
Median			-3.27%

Note that salary and benefits data is as of August 2022. Reviewing the data, we can see that:

- 6 survey classes are above 15% below median.
- 7 survey classes are between 10% and 15% below median.
- 25 survey classes are between 5% and 10% below median.
- 40 survey classes are within 5% of median.
- 13 survey classes are more than 5% above median.
- 11 survey classes had insufficient data to draw conclusions or have been benchmarked.