

FINAL REPORT

TOTAL COMPENSATION STUDY

FOR THE

KENSINGTON POLICE PROTECTION
AND
COMMUNITY SERVICES DISTRICT

October 2010

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October 1, 2010

Mr. Bill Wright
Board of Directors
Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, CA 94707

Dear Mr. Wright:

Koff & Associates, Inc. is pleased to present the total compensation final report for the study of the Police Officer and Police Sergeant classifications at the Kensington Police Protection and Community Services District. This report documents the total compensation study process and findings.

We would like to thank you, Chuck Toombs, Officer Eric Stegman, Detective Keith Barrow, and Chief Greg Harman for your assistance and cooperation, without which this study could not have been brought to its successful completion. We created a compensation report that will help the District bring its compensation program into an externally competitive and internally equitable status.

We will be glad to answer any questions or clarify any points as you are implementing the findings. It was a pleasure working with the District and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Georg S. Krammer
Chief Executive Officer

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FOR THE
KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

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TOTAL COMPENSATION STUDY
FOR THE
KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BACKGROUND

In June 2010, the Kensington Police Protection and Community Services District contracted with Koff & Associates, Inc. to conduct a comprehensive total compensation study for two of the District's classifications: Police Officer and Police Sergeant. All compensation findings are documented in this report.

This compensation review process was precipitated by:

- Discussions and agreement between the District's Board of Directors and Police Officer Association that a compensation study should be conducted in order to ensure that the District was appropriately benchmarked to its labor market; and
- The agreement that employees should be recognized for the level and scope of work performed and that they be paid on a fair and competitive basis that allows the District to recruit and retain a high-quality staff.

STUDY PROCESS

Benchmarking Classifications

The study included two (2) classifications to externally review: Police Officer and Police Sergeant. When we contact the comparator agencies to identify possible matches for each of the benchmarked classifications, there is an assumption that we will not be able to find comparators that are 100% equivalent to the classifications at the District. Therefore, we do not just go by job titles, which can often be misleading, but we analyze each class description before we consider it as a match. Our methodology is to analyze each class description according to various factors and we require that a position's "likeness" be at approximately 70% of the matched position to be included. Factors that we consider include:

- Education and experience requirements;
- Knowledge and skill required to perform the work;

- The scope and complexity of the work;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

These factors were used in determining appropriate external market comparisons as well as providing the basis for the findings and recommendations outlined in this report.

Benchmarking Comparator Agencies

The second, most important step in conducting a market salary study is the determination of appropriate agencies for comparison.

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

1. **Organizational type and structure** – We generally recommend that agencies of a similar size, providing similar services to that of the District be used as comparators. Typically, we start by identifying similar agencies that surround the District and are competing with it over the labor pool within the geographic vicinity.

The District is a unique agency and therefore, we included some agencies that are larger than the District but within the local geographic vicinity because other agencies that are in the immediate vicinity represent its true labor market, i.e., agencies with which the District is competing for qualified workers. For example, we included the Cities of Albany and El Cerrito.

When it comes to the more technical types of classes, the size of an organization is not as critical as these classes perform fairly similar work due to its technical nature.

2. **Similarity of population served, District staff, and operational budgets** – These elements provide guidelines in relation to resources (staff and funding) required and available for the provision of agency services. This was a critical factor for this project as we tried to identify agencies that serve similar communities to that of Kensington.
3. **Scope of services provided** – Agencies providing the same services are ideal for comparators. Again, since the District is a unique agency, we included agencies that provide larger scope of services but are within the local geographic area and provide police protection services.
4. **Labor market** – In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the

communities they serve. As mentioned above, typically, the geographic labor market area, where the District may be recruiting from or losing employees to would be taken into consideration when selecting potential comparator organizations.

5. **Compensation Philosophy** – Does the agency regularly conduct a market survey, and once completed, how is this information applied? Many agencies pay to the average or median, others may pay to a higher percentile. In addition, salary ranges may be set strictly upon market base salary values or may include the total value of salary and benefits when developing a compensation policy.

There were also extensive discussions regarding the importance of cost of living, median home price, total Officer full-time equivalency, and total budget for police services when selecting comparator agencies to be included in the study. Based on all of these elements, the District agreed on the following twelve (12) agencies to be used as comparators for the purposes of this market study:

1. Broadmoor Police Protection District
2. City of Albany
3. City of Belmont
4. City of Benicia
5. City of Brisbane
6. City of El Cerrito
7. City of Hercules
8. City of Millbrae
9. City of Piedmont
10. Town of Fairfax
11. Town of San Anselmo
12. Twin Cities Police Authority

Benchmarking Benefit Data Collection

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following information was collected for each of the benchmarked classifications:

1. **Monthly Base Salary** – The top of the salary range. This was also factored into the total compensation costs. All figures are presented on a monthly basis.
2. **Employee Retirement** – This includes several figures, 1) the amount of the employee's State retirement (PERS) contribution that is contributed by each agency, 2) the amount of the agency's Social Security contribution, and 3) any alternative retirement plan, either private or public where the employee's contribution is made by the agency on behalf of the employee.

In addition to the amount of the employer paid member contribution of PERS, we collected information on enhanced PERS benefits. With the help of contract experts at CalPERS, we

were able to determine an average value that agencies have to pay for enhanced contract benefits, including formulas such as 3% at age 55 and 3% at age 50, as well as enhanced benefits such as one-year final compensation (12 highest paid consecutive months) and employer paid member contributions converted to pay rate during the final compensation period.

3. **Insurance** – This is the maximum amount paid by the agency for employees and dependents for a cafeteria or flexible benefit plan and/or health, dental, vision, life, long-term and short-term disability, and employee assistance insurance.
4. **Leave** – Other than sick leave, which is usage-based, the number of days off for which an agency is obligated.
 - **Vacation** – The number of vacation days available to all employees after five years of employment.
 - **Holidays** – The number of holidays (including floating) available to employees on an annual basis.
 - **Administrative/Personal Leave** – Administrative leave is normally the number of days available to management to reward for extraordinary effort (in lieu of overtime). Personal leave may be available to other groups of employees to augment vacation or other time off.
5. **Deferred Compensation** – We captured deferred compensation provided to all members of a classification with or without the requirement for an employee to provide a matching or minimum contribution.
6. **Other** – This category includes any additional benefits available to all in the class.

Please note that all of the above benefit elements are negotiated benefits provided to all members of each comparator class. As such, they represent an on-going cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

In addition to the above list of benefits, the District was also interested in gathering information on the following:

- **Post Retirement Health Benefits:** the amount an agency pays for retiree health benefits.
- **Education and POST Incentive Pay:** the amount an agency pays for advanced education degrees and POST certifications.
- **Special Assignment Pay:** the amount an agency pays for special assignments, such as Field Training Officer, Range Master, Investigator, K-9 unit, etc.
- **Shift Differential Pay:** the amount an agency pays for shift differentials.
- **Bilingual Pay:** the amount an agency pays for bilingual assignments.

- Vacation Accrual Rates: the number of vacation days available to a classification based on years of service.
- Opt-Out Allowance: the amount an agency pays to employees who opt out of health insurance coverage.
- Uniform Allowance: the amount an agency pays for uniforms (new, repair, and replacement).
- Longevity: program that provide all classifications with salary increases or lump-sum bonuses after a certain amount of years of services (usually 10, 15, 20, and/or 25 years).
- Sick Leave Cash-Out Policy: the agency's policy regarding sick leave cash out.
- Budget Driven Human Resources Strategies: the past, current, and future actions of the comparators in response to budgetary constraints (i.e. layoffs, changes in benefits, increase in benefits cost sharing, furloughs, etc.).

Appendix II contains the data we collected regarding the details of the above benefits.

Data Collection

Data was collected in September 2010 through websites, planned telephone conversations with human resources, accounting, and/or finance personnel at each comparator agency, and careful review of agency documentation of classification descriptions, memoranda of understanding, organization charts, and other documents.

We believe that the salary data collection step is the most critical for maintaining the overall credibility of any study. We rely very heavily on the District's classification descriptions, as they are the foundation for our comparison. Personnel staff of the comparator agencies was interviewed by telephone, whenever possible, to understand their organizational structure and possible classification matches.

All salary survey and benefit information can be found in Appendix I. For each surveyed class, there are three information pages:

- Market Base (Top Step) Salary Summary Data
- Benefit Detail (Monthly Equivalent Values)
- Monthly Total Compensation Cost Summary Data

Our analysis includes the average and median (midpoint) comparator data for each benchmarked classification.

MARKET TOTAL COMPENSATION FINDINGS

As mentioned above, all of the salary, benefits, and total compensation data for classifications can be found in Appendix I of this report. The market base salary and total compensation findings for each class surveyed are listed below. The percentage represents the difference between the District's current base salary and total compensation for each classification and the average and median of the comparator agencies.

Base Salaries and Total Compensation

Classification	Top Monthly Salary		Total Monthly Compensation	
	% Above or Below Average	% Above or Below Median	% Above or Below Average	% Above or Below Median
Police Officer	-5.7%	-4.9%	-1.3%	-2.5%
Police Sergeant	-10.7%	-10.5%	-5.6%	-6.7%

Market *base salary* results show that both classifications are paid below the market median. The Police Officer is approximately 5% below market and the Police Sergeant is slightly more than 10% below market. Market *total compensation* results again show that both classifications are paid below the market median. The Police Officer is paid less than 3% below the market and the Police Sergeant is paid less than 7% below the market.

We consider a classification falling within 5% of the market to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of work and position requirements. However, the District can adopt a closer standard.

Overall, these differences between market base salaries and total compensation indicate that the District's benefit package, in terms of cost, is slightly greater than that of the market. Upon further review, the District offers an employee who has completed 5 years of service 3 more days of vacation per year compared to eleven (11) of the 12 comparator agencies. In addition, the District offers employees a greater number of holidays compared to ten (10) of the 12 comparator agencies. In terms of all other benefits, such as the retirement benefits offered and health insurances paid, the District is comparable to the market. The differences in vacation accrual rate and holidays offered make the District's benefits package slightly greater than that of the market.

When benefits are greater than those of the comparator agencies, thereby bringing the District's total compensation package closer to the market compared to base salaries, we recommend basing compensation decisions on total compensation, not on base salaries.

Additional Benefits

Retiree Health Benefits:

The District pays for the premiums for retiree health benefits up to the Kaiser Health Maintenance Organization (HMO) rates. There does not seem to be a clear trend in what an agency is willing to pay for retirees for these benefits. The plans range from no coverage at all (i.e., the employee pays for all health care after retirement); to paying the minimum Public Employees Medical and Hospital Care Act (PEMHCA) contribution (currently \$105); to

contributions into a Retiree Health Savings (RHS) plan, so that money is set aside for coverage after retirement; to full coverage equivalent to that of active employees, similar to the District.

Specifically, two (2) agencies offer no retiree health benefits; one (1) agency pays for the PEMHCA contribution only; one (1) agency contributes into a RHS plan; four (4) agencies do a combination of PEMHCA contribution and a contribution to a RHS plan and/or pay a specified dollar amount or percentage of the premium; and (4) agencies pay a specified dollar amount or percentage of the premium only.

Finally, it should be noted that five (5) of those agencies that offer retiree health benefits determine eligibility for benefits and/or amount contributed based on years of service.

Education and POST Incentive Pay:

The District offers a monthly incentive of 5% of base salary to be paid to qualified employees who have obtained a POST Intermediate certificate and an additional monthly incentive payment of 2.5% of base salary to qualified employees who obtain a POST Advanced certificate. The District does not offer any additional pay for educational degrees.

Ten (10) of the comparator agencies offer both education and POST incentive pays. One (1) agency offers only POST incentive pay and one (1) agency offers only educational incentive pay.

On average, the agencies offer the following incentive pay:

- POST Intermediate Certificate = 3.4% or \$150 per month
- POST Advanced Certificate = 5.1% or \$212.50 per month
- POST Supervisory Certificate = 3.8%
- 30 Units = \$70 per month
- Associate's Degree = 3.3% or \$178.33 per month
- Bachelor's Degree = 4.8% or \$246.67 per month
- Master's Degree = 4.5% or \$290 per month

One (1) agency provides incentive pay based on years of service and POST certificate and/or educational degree obtained.

Special Assignment Pay:

The District does not offer special assignment pay. Eleven (11) of the twelve agencies provide special assignment pay incentives. The most common assignment pays were (averages shown):

- Acting Sergeant = 5% or \$230 per month
- Detective = 5.7% or \$255 per month
- Field Training Officer = 5% or \$247.50 per month
- Most other special assignment pay, on average, is equal to about 5% salary.

Shift Differential Pay:

The District does not offer shift differential pay. Eight (8) agencies offer shift differential pay. The average shift differential for the night shift is 4.4% and for the swing shift is 3.5%.

Bilingual Pay:

The District does not offer bilingual pay. Five (5) agencies offer bilingual pay. The average pay is about \$115 per month.

Vacation Accrual:

The District offers 13 days the first year and an additional eight (8) hours per year until the end of the 8th year then eight (8) hours every other year thereafter to a maximum of 26 days. There does not seem to be a clear trend in the vacation accrual rates. The vacation accrual rates range from 80 hours to 288 hours and are based on years of service.

Opt-Out Allowance:

The District does not provide an allowance to those employees who decline health coverage. Eight (8) agencies offer an opt-out allowance. The average is about \$464.18 per month. Most of these agencies pay out the allowance as cash, contribution towards a deferred compensation account, flexible spending account, or a combination of all options.

Uniform Allowance:

The District provides a clothing allowance of \$800 per year and pays for the cost of repairing and/or replacing uniforms. The District also agrees to reimburse members for safety equipment up to \$250 per year each year an officer is employed under contract and the unused reimbursement may be rolled over by individual officers to the following year for the life of the contract to maximum of \$750.

Five (5) agencies provide uniforms and equipment to new employees, including repair and replacement. Ten (10) agencies provide a uniform and/or equipment allowance. The average allowance is \$818 per year.

Longevity Program:

The District provides longevity incentive equal to an annual bonus of \$100 for each year of service with the District beginning with the 10th year of service, to be paid every year. Four (4) agencies offer a longevity program. There does not seem to be a clear trend in the longevity program incentives (i.e. one starts at 2 years of service and another at 10 years).

Sick Leave Cash-Out Policy:

The District entered into a contract with PERS to provide retirement credit for unused sick leave in lieu of sick leave payout upon termination or retirement. Five (5) agencies allow employees to convert accumulated sick leave into retirement credit, similar to the District. Five (5) agencies provide cash-out benefit for accumulated sick leave upon retirement and/or termination. One (1) agency provides a combination sick leave conversion into retirement credit and cash-out benefit.

Budget-Driven Human Resources Strategies:

In response to the current economic times, many agencies are implementing cost-cutting measures, such as furloughs, layoffs, hiring freezes, increases in employee cost sharing for benefits, and cuts in retirement benefits, among other strategies. Two (2) agencies have suspended or given up cost-of-living increases and one (1) agency took a salary reduction. One (1) agency may be increasing employee and retiree cost sharing for benefits. Three (3) agencies are currently in negotiations. Three (3) agencies are not planning on implementing any changes and three (3) agencies are unsure at this time.

INTERNAL SALARY RELATIONSHIPS

Internal equity between certain levels of classification is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration needs to be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

While analyzing internal relationships, the same factors should be considered that we used in comparing the District's current classifications to the labor market during the market survey. Those factors are listed on page 1 and 2 of this report.

In addition, when considering an appropriate salary range level, there are certain standard human resources practices that are normally applied, as follows:

- A salary within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of work and position requirements. However, the District can adopt a closer standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - ❖ The differential between the entry-level and journey-level class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - ❖ A lead or advanced journey-level (III or Senior-level) position is generally placed 10% to 15% above the lower experienced level; and

- ❖ A full supervisory position is normally placed at least 10% to 20% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

It is important to consider the organizational “worth” of a classification. Although compensation considerations should generally be market driven, internal equity should also be weighed very carefully and the most appropriate decisions should be made based on both market results and organizational worth.

For example, the market data results showed a differential between the Police Officer and Police Sergeant of 20.1%. Historically, the difference in top step between these two classifications was 15%. Typically, we see that the differential between the two classifications doesn’t exceed 20%.

The District may want to make certain internal equity adjustments as it implements a compensation strategy. We wish to emphasize that this report and our findings are meant to be a tool for the District to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff. However, financial realities and the District’s expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data represents a market survey that will give the District an instrument to make future compensation decisions.

It has been a pleasure working with the Kensington Police Protection and Community Services District on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully Submitted,

Koff & Associates, Inc.

Georg S. Krammer
Chief Executive Officer

Appendix I

Market Base Salary, Benefit, and Total Compensation Findings

Appendix II

Additional Benefits Information

Appendix I
Kensington Police Protection and Community Services District
Top Monthly Salary Data
September 2010

POLICE OFFICER												
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase						
1	City of Belmont ^a	Police Officer ¹	\$7,768	7/1/2010	Unknown	Unknown						
2	City of Millbrae	Police Officer	\$7,265	1/1/2009	Unknown	Unknown						
3	City of Hercules ^b	Police Officer ²	\$7,192	7/1/2010	Unknown	Unknown						
4	City of Brisbane	Police Officer	\$7,103	1/5/2009	Unknown	Unknown						
5	City of Piedmont ^c	Police Officer ¹	\$7,093	1/1/2009	Unknown	Unknown						
6	Broadmoor Police Protection District	Police Officer	\$6,802	7/1/2010	Unknown	Unknown						
7	City of El Cerrito	Police Officer ²	\$6,720	7/1/2010	1/1/2011	3.5%						
8	City of Albany	Police Officer	\$6,653	11/3/2008	Unknown	Unknown						
9	City of Benicia ^d	Police Officer ³	\$6,602	7/1/2009	Unknown	Unknown						
10	Kensington Police Protection & Community Services District	Police Officer	\$6,448	7/1/2009								
11	Town of San Anselmo	Police Officer ²	\$6,342	7/1/2009	Unknown	Unknown						
12	Town of Fairfax	Police Officer	\$6,186	7/1/2010	Unknown	Unknown						
13	Twin Cities Police Authority	Police Officer ⁴	\$6,048	7/1/2007	Unknown	Unknown						
			\$6,814									
			-5.7%									
			\$6,761									
			-4.9%									

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

a City of Belmont includes 5% shift differential in published salaries. Figure shown does not include 5% shift differential.
b City of Hercules includes \$19.50 per month contribution for long-term disability insurance in published salaries. Figure shown does not include contribution; contribution included in Benefits and Total Compensation spreadsheets.
c City of Piedmont includes 5% PERS contribution in published salaries (7/1/94). Figure shown does not include 5% contribution; contribution included in Benefits and Total Compensation spreadsheets.
d City of Benicia includes 9% PERS contribution in published salaries (12/1/94). Figure shown does not include 9% contribution; contribution included in Benefits and Total Compensation spreadsheets.

1- Requires equivalent to completion of the 12th grade supplemented by college-level coursework.
2- Classification description does not state level of POST certificate required.
3- Successful completion of POST Basic Academy is highly desirable.
4- POST Basic certificate is preferred, not required.

Appendix I
Kensington Police Protection and Community Services District
Top Monthly Salary Data
September 2010

POLICE SERGEANT		Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Belmont ^a		Police Sergeant ^{1,2}	\$9,603	7/1/2010	Unknown	Unknown	
2	City of Millbrae		Police Sergeant	\$9,132	1/1/2009	Unknown	Unknown	
3	City of Brisbane ^b		Police Sergeant ^{1,2}	\$8,557	1/5/2009	Unknown	Unknown	
4	City of Hercules ^b		Police Sergeant ³	\$8,506	7/1/2010	Unknown	Unknown	
5	City of Piedmont ^c		Police Sergeant ^{1,2}	\$8,430	1/1/2009	Unknown	Unknown	
6	City of El Cerrito		Police Sergeant ³	\$8,411	7/1/2010	1/1/2011	3.5%	
7	City of Benicia ^d		Police Sergeant ⁴	\$7,921	7/1/2009	Unknown	Unknown	
8	City of Albany		Police Sergeant ^{1,2}	\$7,852	11/3/2008	Unknown	Unknown	
9	Broadmoor Police Protection District		Police Sergeant ¹	\$7,627	7/1/2010	Unknown	Unknown	
10	Town of San Anselmo		Police Sergeant ¹	\$7,624	7/1/2009	Unknown	Unknown	
11	Town of Fairfax		Police Sergeant ^{1,2}	\$7,447	7/1/2010	Unknown	Unknown	
12	Kensington Police Protection & Community Services District		Police Sergeant	\$7,392	7/1/2009	Unknown	Unknown	
13	Twin Cities Police Authority		Police Sergeant ^{1,5}	\$7,114	7/1/2007	Unknown	Unknown	
				Average of Comparators	\$8,185			
				% KPCCSD Above/Below	-10.7%			
				Median of Comparators	\$8,166			
				% KPCCSD Above/Below	-10.5%			

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

^a City of Belmont includes 5% shift differential in published salaries. Figure shown does not include 5% shift differential.

^b City of Hercules includes \$19.50 per month contribution for long-term disability insurance in published salaries. Figure shown does not include contribution; contribution included in Benefits and Total Compensation spreadsheets.

^c City of Piedmont includes 5% PERS contribution in published salaries (7/1/94). Figure shown does not include 5% contribution; contribution included in Benefits and Total Compensation spreadsheets.

^d City of Benicia includes 9% PERS contribution in published salaries (12/1/94). Figure shown does not include 9% contribution; contribution included in Benefits and Total Compensation spreadsheets.

1- Requires POST Intermediate certificate.

2- Requires possession of an AA/AS degree, 60+ units from an accredited college, 2 years of college, or equivalent.

3- Classification description does not state level of POST certificate required.

4- Requires equivalent to qualifying for an AA degree (60 units) or POST Intermediate certificate.

5- Requires any combination of education and experience equivalent to BA + 30 graduate units and 3 years of experience, BA and 4 years of experience, or 90 units and 5 years of experience.

Appendix I
Kensington Police Protection and Community Services District
Top Monthly Salary Data
September 2010

POLICE SERGEANT												
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase						
1	City of Belmont ^a	Police Sergeant ^{1,2}	\$9,603	7/1/2010	Unknown	Unknown						
2	City of Millbrae	Police Sergeant	\$9,132	1/1/2009	Unknown	Unknown						
3	City of Brisbane ^b	Police Sergeant ^{1,2}	\$8,557	1/5/2009	Unknown	Unknown						
4	City of Hercules ^b	Police Sergeant ³	\$8,506	7/1/2010	Unknown	Unknown						
5	City of Piedmont ^c	Police Sergeant ^{1,2}	\$8,430	1/1/2009	Unknown	Unknown						
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11	Town of Fairfax	Police Sergeant ^{1,2}	\$7,447	7/1/2010	Unknown	Unknown						
12	Kensington Police Protection & Community Services District	Police Sergeant	\$7,392	7/1/2009	Unknown	Unknown						
13	Twin Cities Police Authority	Police Sergeant ^{1,5}	\$7,114	7/1/2007	Unknown	Unknown						
			Average of Comparators									
			\$8,185									
			-10.7%									
			\$8,166									
			-10.5%									

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

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^b City of Hercules includes \$19.50 per month contribution for long-term disability insurance in published salaries. Figure shown does not include contribution; contribution included in Benefits and Total Compensation spreadsheets.

^c City of Piedmont includes 5% PERS contribution in published salaries (7/1/94). Figure shown does not include 5% contribution; contribution included in Benefits and Total Compensation spreadsheets.

^d City of Benicia includes 9% PERS contribution in published salaries (12/1/94). Figure shown does not include 9% contribution; contribution included in Benefits and Total Compensation spreadsheets.

1- Requires POST Intermediate certificate.

2- Requires possession of an AA/AS degree, 60+ units from an accredited college, 2 years of college, or equivalent.

3- Classification description does not state level of POST certificate required.

4- Requires equivalent to qualifying for an AA degree (60 units) or POST Intermediate certificate.

5- Requires any combination of education and experience equivalent to BA + 30 graduate units and 3 years of experience, BA and 4 years of experience, or 90 units and 5 years of experience.

**Appendix I
Kensington Police Protection and Community Services District
Benefits Detail
September 2010**

POLICE OFFICER		Kensington Police Protection and Community Services District	Broadmoor Police Protection District	City of Albany	City of Belmont	City of Benicia	City of Brisbane	City of El Cerrito	City of Hercules	City of Millbrae	City of Piedmont	Town of Fairfax	Town of San Anselmo	Twin Cities Police Authority
Agency	Class Title	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer	Police Officer
	Top Monthly Salary	\$6,448	\$6,802	\$6,653	\$7,768	\$6,602	\$7,103	\$6,720	\$7,192	\$7,265	\$7,093	\$6,186	\$6,342	\$6,048
	Employee Retirement PERS Formula ^{1,2}	3%@50	3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@50	3%@55
	PERS	\$580	\$612	\$599	\$388	\$648	\$639	\$605	\$649	\$498	\$372	\$557	\$571	\$544
	Enhanced PERS Formula ³	\$880	\$928	\$456	\$1,060	\$982	\$487	\$917	\$984	\$498	\$1,017	\$844	\$866	\$414
	12 Month Highest Salary ⁴	\$77	\$82	\$90	\$93	\$86	\$85	\$81	\$87	\$87	\$89	\$76	\$76	\$73
	EPMC ⁵			\$54			\$58	\$54	\$58				\$393	
	Social Security													
	Other													
	Insurance		\$1,546							\$1,536				
	Cafeteria													
	Health	\$1,385		\$1,385	\$1,322	\$1,576	\$1,501	\$1,454	\$1,385		\$1,385	\$1,385	\$1,563	\$1,390
	Dental	\$203		\$124	\$208	\$158	\$95	\$164	\$165		\$183	\$160		\$160
	Vision	\$25				\$23	\$38	\$38	\$22		\$38			
	EAP			\$7	\$2	\$9	\$3	\$5	\$4	\$7	\$4	\$3		
	Life	\$17		\$6	\$14	\$8	\$22	\$14	\$8	\$24	\$46	\$21	\$3	\$6
	LTD	\$85			\$20		\$20	\$38	\$20					\$20
	STD/SDI													
	Other													
	Leave													
	Vacation	\$446		\$461	\$478	\$415	\$410	\$388	\$416	\$419	\$430	\$357	\$366	\$349
	Holidays	\$347		\$416	\$388	\$360	\$437	\$362	\$361	\$363	\$344	\$327	\$317	\$302
	Administrative					\$28								
	Deferred Compensation													
	Other													
	Benefit Cost	\$4,045	\$3,898	\$3,587	\$3,973	\$4,292	\$3,795	\$4,082	\$4,159	\$2,935	\$3,904	\$3,654	\$4,155	\$3,318
	Total Monthly Comp.	\$10,493	\$10,700	\$10,240	\$11,740	\$10,894	\$10,897	\$10,802	\$11,352	\$10,200	\$10,987	\$9,840	\$10,497	\$9,366

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

- 1- Town of Fairfax: EE hired effective July 1, 2009 and after, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 2- Town of San Anselmo: Effective July 1, 2006, EE hired on or after February 1, 2007, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 3- Baseline formula is 2%@55. Safety EE are eligible for the following enhanced PERS formulas: 3%@55 or 3%@50. For each enhanced PERS formula there is an additional cost to the ER. Based on information provided to PERS the enhanced benefit for the enhanced formulas is 3%@55 = 6.85% of salary and 3%@50 = 13.65% of salary.
- 4- Baseline benefit is final compensation based on 36 highest months salary. Enhanced benefit is final compensation based on 12 months highest salary (SHY). Based on information provided from PERS, the enhanced benefit of SHY is equal to 1.2% of salary.
- 5- EPMC is an enhancement in which the ER reports the value of the employer paid member contribution (EPMC) to PERS as special compensation under Section 20636(c)(4).

Appendix I
Kensington Police Protection and Community Services District
Benefits Detail
September 2010

POLICE SERGEANT		Agency																											
		Kensington Police Protection and Community Services District		Broadmoor Police Protection District		City of Albany		City of Belmont		City of Benicia		City of Brisbane		City of El Cerrito		City of Hercules		City of Millbrae		City of Piedmont		Town of Fairfax		Town of San Anselmo		Twin Cities Police Authority			
Class Title		Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	
Top Monthly Salary		\$7,392	\$7,852	\$9,603	\$7,921	\$8,557	\$8,411	\$8,506	\$9,132	\$8,430	\$7,447	\$7,624	\$7,114																
Employee Retirement PERS Formula ^{1,2}		3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@50	3%@55	3%@50	3%@50	3%@50	3%@50	3%@50	3%@55	3%@50	3%@50	3%@50	3%@50	3%@50	3%@50	3%@50	3%@55	3%@55	
PERS		\$665	\$707	\$480	\$777	\$770	\$757	\$767	\$770	\$443	\$670	\$686	\$640																
Enhanced PERS Formula ³		\$1,009	\$538	\$1,311	\$1,179	\$586	\$1,148	\$1,164	\$626	\$1,208	\$1,017	\$1,041	\$487																
12 Month Highest Salary ⁴		\$89	\$94	\$115	\$104	\$103	\$101	\$102	\$110	\$106	\$91	\$91	\$85																
EPMC ⁵		\$64	\$64			\$69	\$68	\$69				\$473																	
Social Security																													
Other																													
Insurance																													
Cafeteria																													
Health																													
Dental		\$1,385	\$1,385	\$1,322	\$1,576	\$1,501	\$1,454	\$1,385	\$1,536	\$1,385	\$1,385	\$1,563	\$1,390																
Vision		\$203	\$124	\$208	\$158	\$95	\$164	\$165	\$38	\$183	\$160	\$160	\$160																
Life		\$25	\$7	\$2	\$23	\$3	\$5	\$22	\$38	\$38	\$3	\$3	\$3																
EAP		\$17	\$6	\$18	\$8	\$3	\$18	\$8	\$7	\$51	\$3	\$3	\$6																
LTD		\$85	\$6	\$20	\$8	\$20	\$47	\$20	\$31	\$21	\$21	\$20	\$20																
STD/SDI																													
Other																													
Leave																													
Vacation		\$512	\$544	\$591	\$498	\$494	\$485	\$492	\$527	\$511	\$430	\$440	\$411																
Holidays		\$398	\$491	\$480	\$432	\$527	\$453	\$426	\$457	\$409	\$394	\$381	\$356																
Administrative					\$33																								
Deferred Compensation																													
Other																													
Benefit Cost		\$4,387	\$3,959	\$4,545	\$4,796	\$4,228	\$4,701	\$4,625	\$3,292	\$4,334	\$4,079	\$4,678	\$3,625																
Total Monthly Comp.		\$11,779	\$11,811	\$14,148	\$12,717	\$12,785	\$13,112	\$13,131	\$12,424	\$12,764	\$11,526	\$12,302	\$10,739																

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

- 1- Town of Fairfax: EE hired effective July 1, 2009 and after, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 2- Town of San Anselmo: Effective July 1, 2006, EE hired on or after February 1, 2007, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 3- Baseline formula is 2%@55. Safety EE are eligible for the following enhanced PERS formulas: 3%@55 or 3%@50. For each enhanced PERS formula there is an additional cost to the ER. Based on information provided to PERS the enhanced benefit for the enhanced formulas is 3%@55 = 6.65% of salary and 3%@50 = 13.65% of salary.
- 4- Baseline benefit is final compensation based on 36 highest months salary. Enhanced benefit is final compensation based on 12 months highest salary (SHY). Based on information provided from PERS, the enhanced benefit of SHY is equal to 1.2% of salary.
- 5- EPMC is an enhancement in which the ER reports the value of the employer paid member contribution (EPMC) to PERS as special compensation under Section 20636(c)(4).

Appendix I
Kensington Police Protection and Community Services District
Benefits Detail
September 2010

POLICE SERGEANT		Kensington Police Protection and Community Services District										Twin Cities Police Authority		
Agency		Broadmoor Police Protection District	City of Albany	City of Belmont	City of Benicia	City of Brisbane	City of EI Cerrito	City of Hercules	City of Millbrae	City of Piedmont	Town of Fairfax	Town of San Anselmo		
Class Title	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant	Police Sergeant
Top Monthly Salary	\$7,392	\$7,627	\$7,852	\$9,603	\$7,921	\$8,557	\$8,411	\$6,506	\$9,132	\$8,430	\$7,447	\$7,624	\$7,114	
Employee Retirement PERS Formula ^{1,2}	3%@50	3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@55	3%@50	3%@50	3%@50	3%@55	
PERS	\$665	\$686	\$707	\$480	\$777	\$770	\$757	\$767	\$443	\$443	\$670	\$686	\$640	
Enhanced PERS Formula ³	\$1,009	\$1,041	\$538	\$1,311	\$1,179	\$586	\$1,148	\$1,164	\$626	\$1,208	\$1,017	\$1,041	\$487	
12 Month Highest Salary ⁴	\$89	\$92	\$94	\$115	\$104	\$103	\$101	\$102	\$110	\$106	\$91	\$91	\$85	
EPMC ⁵		\$64				\$69	\$68	\$69				\$473		
Social Security														
Other														
Insurance		\$1,546							\$1,536			\$1,563		
Cafeteria			\$1,385	\$1,322	\$1,576	\$1,501	\$1,454	\$1,385		\$1,385	\$1,385		\$1,380	
Health			\$124	\$208	\$158	\$95	\$164	\$165		\$163	\$160		\$160	
Dental					\$23	\$38	\$22	\$22		\$38				
Vision			\$7	\$2	\$9	\$3	\$5	\$4	\$7		\$3	\$3	\$6	
EAP			\$6	\$18	\$8	\$22	\$18	\$8	\$31	\$51	\$21		\$20	
Life				\$20		\$20	\$47	\$20						
LTD														
STD/SDI														
Other														
Leave		\$466	\$544	\$591	\$498	\$494	\$485	\$492	\$527	\$511	\$430	\$440	\$411	
Vacation	\$512	\$352	\$491	\$480	\$432	\$527	\$453	\$426	\$457	\$409	\$394	\$381	\$356	
Holidays	\$398				\$33									
Administrative														
Deferred Compensation														
Other														
Benefit Cost	\$4,387	\$4,183	\$3,959	\$4,545	\$4,796	\$4,228	\$4,701	\$4,625	\$3,292	\$4,334	\$4,079	\$4,678	\$3,625	
Total Monthly Comp.	\$11,779	\$11,810	\$11,811	\$14,148	\$12,717	\$12,785	\$13,112	\$13,131	\$12,424	\$12,764	\$11,526	\$12,302	\$10,739	

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

- 1- Town of Fairfax: EE hired effective July 1, 2009 and after, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 2- Town of San Anselmo: Effective July 1, 2006, EE hired on or after February 1, 2007, PERS formula is 3%@55; enhanced PERS benefit shown is for 3%@50 formula since benefits are based on EE who has completed 5 years of service.
- 3- Baseline formula is 2%@55. Safety EE are eligible for the following enhanced PERS formulas: 3%@55 or 3%@50. For each enhanced PERS formula there is an additional cost to the ER. Based on information provided to PERS the enhanced benefit for the enhanced formulas is 3%@55 = 6.85% of salary and 3%@50 = 13.65% of salary.
- 4- Baseline benefit is final compensation based on 36 highest months salary. Enhanced benefit is final compensation based on 12 months highest salary (SHY). Based on information provided from PERS, the enhanced benefit of SHY is equal to 1.2% of salary.
- 5- EP-MC is an enhancement in which the ER reports the value of the employer paid member contribution (EP-MC) to PERS as special compensation under Section 20636(c)(4).

Appendix I
Kensington Police Protection and Community Services District
Total Monthly Compensation Data
September 2010

POLICE OFFICER		Rank	Comparator Agency	Class Title	Total Monthly Comp	Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Belmont		Police Officer		\$11,740	7/1/2010	Unknown	Unknown
2	City of Hercules		Police Officer		\$11,352	7/1/2010	Unknown	Unknown
3	City of Piedmont		Police Officer		\$10,997	1/1/2009	Unknown	Unknown
4	City of Brisbane		Police Officer		\$10,897	1/5/2009	Unknown	Unknown
5	City of Benicia		Police Officer		\$10,894	7/1/2009	Unknown	Unknown
6	City of El Cerrito		Police Officer		\$10,802	7/1/2010	1/1/2011	3.5%
7	Broadmoor Police Protection District		Police Officer		\$10,700	7/1/2010	Unknown	Unknown
8	Town of San Anselmo		Police Officer		\$10,497	7/1/2009	Unknown	Unknown
9	Kensington Police Protection & Community Services District		Police Officer		\$10,493	7/1/2009		
10	City of Albany		Police Officer		\$10,240	11/3/2008	Unknown	Unknown
11	City of Millbrae		Police Officer		\$10,200	1/1/2009	Unknown	Unknown
12	Town of Fairfax		Police Officer		\$9,840	7/1/2010	Unknown	Unknown
13	Twin Cities Police Authority		Police Officer		\$9,366	7/1/2007	Unknown	Unknown
Average of Comparators % KPPCSD Above/Below					\$10,627			
								-1.3%
Median of Comparators % KPPCSD Above/Below					\$10,751			
								-2.5%

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

Appendix I
Kensington Police Protection and Community Services District
Total Monthly Compensation Data
September 2010

POLICE SERGEANT		Rank	Comparator Agency	Class Title	Total Monthly Comp	Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Belmont		Police Sergeant		\$14,148	7/1/2010	Unknown	Unknown
2	City of Hercules		Police Sergeant		\$13,131	7/1/2010	Unknown	Unknown
3	City of El Cerrito		Police Sergeant		\$13,112	7/1/2010	1/1/2011	3.5%
4	City of Brisbane		Police Sergeant		\$12,785	1/5/2009	Unknown	Unknown
5	City of Piedmont		Police Sergeant		\$12,764	1/1/2009	Unknown	Unknown
6	City of Benicia		Police Sergeant		\$12,717	7/1/2009	Unknown	Unknown
7	City of Millbrae		Police Sergeant		\$12,424	1/1/2009	Unknown	Unknown
8	Town of San Anselmo		Police Sergeant		\$12,302	7/1/2009	Unknown	Unknown
9	City of Albany		Police Sergeant		\$11,811	11/3/2008	Unknown	Unknown
10	Broadmoor Police Protection District		Police Sergeant		\$11,810	7/1/2010	Unknown	Unknown
11	Kensington Police Protection & Community Services District		Police Sergeant		\$11,779	7/1/2009	Unknown	Unknown
12	Town of Fairfax		Police Sergeant		\$11,526	7/1/2010	Unknown	Unknown
13	Twin Cities Police Authority		Police Sergeant		\$10,739	7/1/2007	Unknown	Unknown
Average of Comparators					\$12,439			
% KPPCSD Above/Below								-5.6%
Median of Comparators					\$12,570			
% KPPCSD Above/Below								-6.7%

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

Appendix I
Kensington Police Protection and Community Services District
Total Monthly Compensation Data
September 2010

POLICE SERGEANT												
Rank	Comparator Agency	Class Title	Total Monthly Comp	Effective Date	Next Salary Increase	Next Percentage Increase						
1	City of Belmont	Police Sergeant	\$14,148	7/1/2010	Unknown	Unknown						
2	City of Hercules	Police Sergeant	\$13,131	7/1/2010	Unknown	Unknown						
3	City of El Cerrito	Police Sergeant	\$13,112	7/1/2010	1/1/2011	3.5%						
4	City of Brisbane	Police Sergeant	\$12,785	1/5/2009	Unknown	Unknown						
5	City of Piedmont	Police Sergeant	\$12,764	1/1/2009	Unknown	Unknown						
6	City of Benicia	Police Sergeant	\$12,717	7/1/2009	Unknown	Unknown						
7	City of Milbrae	Police Sergeant	\$12,424	1/1/2009	Unknown	Unknown						
8	Town of San Anselmo	Police Sergeant	\$12,302	7/1/2009	Unknown	Unknown						
9	City of Albany	Police Sergeant	\$11,811	11/3/2008	Unknown	Unknown						
10	Broadmoor Police Protection District	Police Sergeant	\$11,810	7/1/2010	Unknown	Unknown						
11	Kensington Police Protection & Community Services District	Police Sergeant	\$11,779	7/1/2009	Unknown	Unknown						
12	Town of Fairfax	Police Sergeant	\$11,526	7/1/2010	Unknown	Unknown						
13	Twin Cities Police Authority	Police Sergeant	\$10,739	7/1/2007	Unknown	Unknown						
			\$12,439									
			-5.6%									
			\$12,570									
			-6.7%									

NOTE: All calculations exclude Kensington Police Protection and Community Services District

N/C - Non Comparator

Appendix II
Kensington Police Protection and Community Services District
Additional Benefits
September 2010

Agency	Retiree Health Benefits
<p>Kensington Police Protection and Community Services District Broadmoor Police Protection District City of Albany</p>	<p>District pays for premiums at the Kaiser HMO. Retired EE is responsible for payment of monthly premiums and all associated costs of coverage. EE who retire with the City may participate in PERS health plan at own expense. City shall contribute current amount required by PERS per month on behalf of each eligible retired EE and EE pays for rest of health premium (City currently pays approximately \$100 per month). EE who retires with PERS regulations after 5 years of continuous employment with City shall be entitled to amount of City's contribution to provide hospital & medical care benefits for individual EE or retiree under CalPERS PEMHCA plan each month for his/her hospital & medical care premiums. Current cost is \$105 per month. EE who retires with PERS regulations after 15 years of continuous employment with City shall be entitled to monthly reimbursement of hospital & medical care premiums up to max of amount paid by City for single EE coverage under Kaiser Health Care plan. City also offers industrial disability retirement benefit.</p>
<p>City of Benicia City of Brisbane</p>	<p>City contributes 2% of EE basic salary into Vantage Care (retiree health savings plan). City shall contribute \$105 per month for medical insurance premiums for retired EE (PEMHCA). Supplemental Stipend: In recognition of long-term service, EE who retire from City after 7/1/02, has 15+ years of service with City, retires from service, and effective date of retirement is within 120 days of separation from City, stipend will be paid equal to single party premium rate charged to City by Kaiser. EE will no longer be eligible for such stipend should EE elect to be covered by another medical plan other than that provided at time of retirement. EE who waives his/her participation, such as medical plan coverage, and such waiver shall be irrevocable. The stipend is currently equal to \$427.56 per month. Retirees, survivors of retirees, and survivors of deceased EE, if permitted by carrier, will be permitted to maintain current level of health plan benefits available to EE at no cost to City.</p>
<p>City of El Cerrito City of Hercules</p>	<p>City contributes PEMHCA on behalf of retirees; currently \$105 per month. City will provide optional monetary allowance of \$264.22 per month with annual 2% adjustment on January 1 of each year to EE who retire as regulated by PERS. EE must retire with at least 10 years consecutive service immediately prior to retirement and be 50 years of age when separating from City (service retirement) or EE retires with disability and has at least 20 years of service (disability retirement). In addition, EE must have minimum amount of sick leave (if EE has sick leave amount below what is required for years of service, they will only be eligible for % paid equivalent to amount of sick leave they have). Starts at 10 yrs with 480 hrs sick leave = 50% of optional \$ available and increases 48 hrs sick leave and 5% per year until 20 yrs with 960 hrs and 100% (at 25 yrs no minimum sick leave required). At age 65, retiree is required to enroll in Medicare and optional \$ will drop to amount equivalent to Kaiser Supplemental to Medicare rate through PERS.</p>
<p>City of Millbrae</p>	<p>City shall contribute Public Employees Medical and Hospital Care Act (PEMHCA) retiree medical contribution (currently \$105 per month). Effective 7/1/08, City will contribute 1% of the officers' and sergeants' individual base salary towards a Retiree Health Saving Account (RHS).</p>

Appendix II
Kensington Police Protection and Community Services District
Additional Benefits
September 2010

Agency	Retiree Health Benefits
City of Piedmont	Amount paid on behalf of retirees and/or their eligible survivors shall increase annually at rate of 5% as required by PERS regulations so that it reaches amount paid for active EE and their dependents at end of 20 years from date of implementation. City shall pay entire cost of lowest cost medical insurance coverage for EE hired prior to 10/1/84 who retires on a service pension prior to age 65 provided that payment by City for such coverage shall cease upon EE attaining age 65 or becoming eligible for Medicare coverage, provided further that payment by City for medical coverage of retired EE shall not be extended to dependents. Currently the City pays up to 65% for EE only, 53.27% for EE+1, and 46.75% for Family based on Kaiser premiums. EE only = \$532.56 per month. EE+1 = \$1,065.12 per month. Family = \$1,384.66 per month.
Town of Fairfax	Town will pay the following amounts based on PERS Kaiser EE only rate: 10 years of service = 25%; 15 years of service = 50%; 20 years of service = 75%; 25 years of service = 100%.
Town of San Anselmo	Town shall contribute \$225 per month toward retiree's selected PERS health plan premium.
Twin Cities Police Authority	For EE hired before 7/1/07 and completed 10+ years of service, Authority will pay cost of Kaiser medical coverage for EE only (currently \$534.53 per month). For EE hired before 7/1/07 and completed 15+ years of service, Authority will pay cost of Kaiser medical coverage for EE + spouse (currently \$1,069.06 per month). EE hired after 7/1/07 and completed 10 years of service, Authority will pay cost of Kaiser medical coverage for EE only (currently \$534.53 per month).

Appendix II
Kensington Police Protection and Community Services District
Additional Benefits
September 2010

Agency	Education and POST Incentive Pay
<p>Kensington Police Protection and Community Services District</p> <p>Broadmoor Police Protection District</p>	<p>A monthly incentive of 5% of base salary shall be paid to qualified EE who have obtained a POST Intermediate certificate. An additional monthly incentive payment of 2.5% of base salary shall be paid to qualified EE who obtain a POST Advanced certificate.</p> <p>POST Intermediate certificate = 5% of base salary. POST Advanced certificate = 7.5% of base salary.</p>
<p>City of Albany</p>	<p>Police Officer: AA/AS or Intermediate POST = 1%, BA/BS or Advanced POST = 2%, MA/MS = 3%. <u>Police Sergeant</u>: BA/BS or Advanced or Supervisory POST = 2%, MA/MS = 3%.</p>
<p>City of Belmont</p>	<p><u>Police Officer</u>: POST Intermediate = 5%; POST Advanced = 10%. <u>Police Sergeant</u>: POST Advanced = 5%. Educational Incentive Program: Program has been discussed but no implemented.</p>

Appendix II
Kensington Police Protection and Community Services District
Additional Benefits
September 2010

Agency	Education and POST Incentive Pay
City of Benicia	<p>As of 6/30/89, 2.5% added to base salary for 30 units in police science; 7.5% for POST Intermediate or AA degree; and 10% for POST Advanced or BA/BS degree. Hired after 7/1/89, \$70 per month for 30 units of police science; 3.5% for POST Intermediate or AA; and 5% for POST Advanced or BA/BS degree.</p>
City of Brisbane	<p>EE hired prior to 4/1/01 are eligible to participate in Plan A or Plan B; EE who elect Plan A, then subsequently meet requirement of Plan B, are eligible to move to Plan B; EE hired after 4/1/01 are eligible for Plan B only. Plan A: Additional 3.5% of base salary is granted to EE holding POST Intermediate certificate; another 2.5% of base salary is granted to EE holding POST Advanced certificate; maximum aggregate incentive pay under Plan A is 6% of base salary. Plan B: Additional 5% of base salary is granted to EE holding an AA degree; another 5% of base salary is granted to EE holding BA/BS degree; maximum aggregate incentive pay granted under plan B is 10% of base salary.</p>
City of El Cerrito	<p>Officer: EE eligible prior to 7/1/05 shall receive \$210 per month if complete 50 hours or 3 units of approved study/training during prior fiscal year, accumulate 60 semester units or equivalent in quarter units of approved training, or attain AA/AS degree, or obtain POST Intermediate certificate; shall receive \$290 per month if obtain POST Advanced certificate and AA/AS degree, obtain approved BA/BS degree and POST Intermediate certificate, or POST Intermediate certificate and complete 50 hours or 3 semester units during prior fiscal year as part of EE's continuing progress toward BA/BS degree (EE already accumulated 60 semester units or equivalent in quarter units toward degree). After 7/1/05: AA/AS degree or completed 60 semester units (and 6 units every 24 months) = \$210 per month; BA/BS/MA/MS = \$290 per month. Sergeant: Effective 7/1/05, AA/AS degree or completed 60 semester units (and 6 units every 24 months) = \$210 per month; BA/BS/MA/MS = \$290 per month.</p>

Appendix II
Kensington Police Protection and Community Services District
Additional Benefits
September 2010

Special Assignment Pay	Shift Differential Pay	Bilingual Pay
<p><u>Acting Pay or Out-of-Class Pay:</u> 5% acting pay after working 5 consecutive work days or after having worked 15 accumulative days in a fiscal year; if assigned to "acting supervisor" for a minimum of 1 shift, EE shall receive \$10 per shift. <u>Field Training Officer:</u> 5% while performing FTO duties with trainee. <u>Acting Supervisor and FTO:</u> additional 5% to base salary for entire month assigned. <u>Canine:</u> Paid 20 minutes per day overtime.</p>	<p>Night shift (6 pm to 6 am) will receive 2% shift differential.</p>	<p>None</p>
<p><u>Out-of-Class Pay:</u> Rate of pay equal to the first step of the higher classification or next step in EE's classification, which is not less than 5% more than EE's current regular rate pay. <u>Field Training Officer:</u> Police Officer shall receive \$15 per shift when assigned as FTO. <u>Special Assignment:</u> Chief may assign to special assignment (participation is voluntary) and EE will receive 5% above base salary for duration of assignment. <u>Canine Maintenance:</u> K-9 Officers shall receive compensation equivalent to 8 hours of pay at overtime rate for care and grooming of K-9 partner during off-duty time. <u>Detective:</u> Officers assigned to Detective duties shall receive an additional 10% of base salary when so assigned (EE assigned to Detective duties are not eligible to receive holiday pay in lieu of holiday observance).</p>	<p>Effective 7/1/92, EE assigned to work 168-hour schedule in a 28 day cycle shall accrue 1.846 hours compensatory time off each pay period; maximum not to exceed 160 hours. Effective 7/1/02, EE shall no longer receive 1.846 hours of compensatory time off each pay period for assignment to FLSA 7(k) exemption work period.</p>	<p>None</p>
<p><u>Detective:</u> 5% differential. <u>Administrative Sergeant, Detective Sergeant, and Traffic Sergeant:</u> 5% differential. <u>Motorcycle:</u> 5% differential (except Traffic Sergeant). <u>School Resource Officer:</u> 5% differential. <u>Out-of-Class Pay:</u> 5% additional pay when working temporarily in a higher classification.</p>	<p>Night Shift = 2% to be eliminated January 2011.</p>	<p>City shall pay \$100 per month to full-time EE in positions designated by City as bilingual and who have passed a proficiency test agreed upon by City and ECPEA.</p>

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Agency	Education and POST Incentive Pay
City of Hercules	<p>POST Intermediate certificate = \$100 per month; AA degree = \$125 per month; POST Advanced certificate = \$150 per month; BA/BS degree = \$175 per month.</p>
City of Millbrae	<p>EE hired after 1/1/90 and prior to 7/1/05: 2 years service + 45 semester units = 2.5%; 3 years service + 60 semester units = 5%; four years service, AA degree, and POST Intermediate certificate = 7.5%; 5 years service and BA/BS degree OR 5 years service, AA degree plus 30 upper division semester units, and POST Intermediate certificate, OR 5 years service, AA degree, and POST Advanced certificate = 10%. EE hired prior to 7/1/98 and not availing themselves to the above programs: POST Intermediate certificate = 2.5% and Advanced certificate = 5%. EE hired prior to 7/1/05 and not availing themselves to the above programs: AA degree from first day of hire with City = 2.5% and BA/BS from first day of hire with City = 5%.</p>
City of Piedmont	<p>POST Intermediate certificate or AA/AS degree = 5%. POST Advanced certificate or BA/BS degree = 7%. Effective 1/1/08, Sergeant with POST Supervisory certificate = 2%. Additional pay shall not be cumulative.</p>
Town of Fairfax	<p>AA degree or POST Intermediate certificate = 2.5% salary step increase. BA/BS degree or POST Advanced certificate = 5% salary step increase. POST Supervisory certificate = 7.5% salary step increase.</p>

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Special Assignment Pay	Shift Differential Pay	Bilingual Pay
<p><u>Field Training Officer</u>: Additional 5% of salary for actual time spent as a FTO (applies to Sergeant as well). <u>Assigned Positions</u>: EE designated to work regular assigned position other than patrol receive an additional 5% of base salary. <u>Officer in Charge</u>: 5% above existing salary. <u>Corporal</u>: Additional 5% of base salary (assumes OIC and FTO duties). <u>Acting Commander</u>: 5% above existing salary. <u>Acting Chief of Police</u>: 10% above existing salary. <u>Canine</u>: Additional 5% of salary.</p> <p><u>Field Training Officer</u>: 5% above Officer's base salary. <u>Detective/Juvenile Detective/School Resource Officer</u>: 6% above base salary plus any education incentive pay %. <u>Traffic Officer</u>: 5% above base pay. <u>Canine</u>: 5% above base salary. <u>Other Special Assignments</u>: 5% over base salary and if assigned to two special assignments, 2.5% above first specialty assignment pay.</p>	<p>3% of base salary for swing and/or relief shift, 5% of base salary for graveyard shift.</p>	<p>None</p>
<p><u>Canine</u>: 5% pay differential above Officer's top salary step inclusive of POST incentives. <u>Field Training Officer</u>: 5% of monthly salary. <u>Acting Pay</u>: Police Officers assigned to duties of Watch Commander shall receive compensation time for hours worked in that position based on the following scale: 0-4 hours = 1 hour comp time, 4-8 hours = 2 hours comp time, 8-12 hours = 3 hours comp time. <u>Detective or Juvenile Officer</u>: 5% of monthly salary. <u>Traffic Officer</u>: 5% of monthly salary.</p> <p><u>Field Training Officer</u>: 5% differential pay. <u>Appointed Positions</u>: EE appointed to Administrative Sergeant, Corporal, or Detective/Juvenile Officer shall receive 5% salary incentive step increase to base rate of pay for duration of appointment (EE assigned to these positions are not eligible for other specialty pay). <u>Out-of-Class Pay</u>: EE who works minimum of 32 hours within a pay period in higher classification shall receive additional 7.5% of base pay for time worked in higher class.</p>	<p>Effective 1/1/09, Sworn staff assigned to night shift (defined as 7 pm to 7 am) shall receive additional compensation in amount of 4% of base rate pay (salary + education pay) for all hours worked between 7 pm and 7 am.</p> <p>5% differential for night shift (7 pm to 7 am).</p>	<p>None</p>

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Agency	Education and POST Incentive Pay
Town of San Anselmo	AA degree, 60 semester units or more, or POST Intermediate certificate = \$200 per month. BA/BS degree or POST Advanced certificate = \$275 per month.
Twin Cities Police Authority	Amounts of compensation provided are not cumulative, but escalate as a higher level of education/certification is achieved. POST Intermediate certificate = 2% of salary per month. AA degree = 3% of salary per month. POST Advanced certificate = 4% of salary per month. BA/BS degree = 5% of salary per month. MA/MS = 6% of salary per month.

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Special Assignment Pay	Shift Differential Pay	Bilingual Pay
<p><u>Field Training Officer:</u> 5% of base salary for hour spent training. <u>Traffic/Detective:</u> 5% for duration of assignment.</p>	<p>EE assigned to work shift in which majority of hours worked occur after 5:00 pm shall receive additional compensation of 2.5% of base salary. EE assigned to work shift in which majority of hours worked occur after 11:00 pm shall receive additional 5% of base salary.</p>	<p>2.5% of base salary; EE needs to successfully pass City of San Rafael Spanish Language Conversational Fluency Examination and provide appropriate documentation.</p>
<p><u>Out-of-Class Pay:</u> Police Officer assigned to serve as Sergeant for 2+ hours shall be granted additional compensation of \$1.25 for each hour worked; Sergeant assigned to serve as Captain for 2 weeks or less shall be granted additional compensation equal to 5% for duration of assignment (if assignment is more than 2 weeks, compensation shall be set at first step of Captain's salary range). <u>Field Training Officer:</u> \$15 per shift. <u>Juvenile Detective:</u> \$290 per month if performing duties 50% or more of the time. <u>Detective:</u> \$290 per month if performing duties 50% or more of the time. <u>SRT Team:</u> \$175 per month. <u>Motorcycle Pay:</u> \$15 per day. <u>Training & Support Sergeant:</u> \$340 per month if performing duties 50% or more of the time.</p>	<p>EE working in patrol who are regularly assigned to work nights and work for 4+ shifts during a pay period, shall be eligible for 5% shift differential for each hour worked. EE working in positions other than patrol that are regularly assigned to work the graveyard or swing shift for 5+ shifts during a pay period will be eligible for 5% differential for each hour worked.</p>	<p>EE assigned to perform as bilingual communicators on a regular and recurring basis shall receive \$175 each month they are assigned; EE may be required to pass a bilingual proficiency test. EE who are fluent in another language and are assigned to or are required in performance of duties to use bilingual skills, the Authority shall pay EE \$10 per day on the day such bilingual skills are utilized with prior approval of EE's supervisor (does not apply to bilingual communicators outlined above).</p>

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Agency	Vacation Accrual Rates
Kensington Police Protection and Community Services District	First year = 13 days; 8 additional hours per year until the end of the 8th year, then 8 hours every other year thereafter to a maximum of 26 days.
Broadmoor Police Protection District	1-4 years = 6.6 hours per month; 5 years = 10 hours per month; 6 years = 10.6 hours per month; 7 years = 11.3 hours per month; 8 years = 12 hours per month; 9 years = 12.6 hours per month; 10+ years = 13.3 hours per month.
City of Albany	First year = 4.01 hrs per pay period (no vacation entitlement); 2-4 yrs = 4.01 hrs per pay period; 5-9 yrs = 5.54 hrs per pay period; 10-14 yrs = 6.16 hrs per pay period; 15-19 yrs = 6.78 hrs per pay period; 20+ yrs = 7.38 hrs per pay period.
City of Belmont	1-4 yrs = 80 hours; 5 yrs = 120 hours; 6 yrs = 128 hours; 7 yrs = 136 hours; 8 yrs = 144 hours; 9 yrs = 152 hours; 10+ yrs = 160 hours.
City of Benicia	0-3 years = 2 weeks; 4-9 years = 3 weeks; 10-19 years = 4 weeks; 20+ years = 5 weeks.
City of Brisbane	40 hour/week shift: First 4 years = 80 hours; after 4 years = 120 hours; after 9 years = 160 hours. 12-hour shift: First 4 years = 84 hours; after 4 years = 126 hours; after 9 years = 168 hours.
City of El Cerrito	1 yr = 88 hrs; 2-3 yrs = 96 hrs; 4 yrs = 104 hrs; 5 yrs = 112 hrs; 6-7 yrs = 120 hrs; 8-9 yrs = 128 hrs; 10-11 yrs = 136 hrs; 12-13 yrs = 144 hrs; 14-15 yrs = 152 hrs; 16-17 = 160 hrs; 18-19 yrs = 168 hrs; 20 yrs = 176 hrs and additional 8 hrs per year up to 288 hrs.
City of Hercules	0-4 yrs = 96 hours; 5-9 yrs = 120 hours; 10-15 yrs = 144 hours; 16-19 yrs = 160 hours; 20+ yrs = 176 hours.
City of Millbrae	1-5 years = 96 hours; 6-10 years = 120 hours; 11-15 years = 144 hours; 16 years = 152 hours; and 17+ years = 160 hours.
City of Piedmont	0-4 yrs = 88 hours; 5-8 yrs = 120 hours; 9-11 yrs = 136 hours; 12-14 yrs = 152 hours; 15-18 yrs = 176 hours; 19+ yrs = 200 hours.
Town of Fairfax	1-48 months = 88 hours; 49-120 months = 120 hours; 121-179 months = 160 hours; 180+ months = 200 hours.
Town of San Anselmo	1-2 years = 88 hours; 3-6 years = 120 hours; 7-11 years = 144 hours; 12-14 years = 160 hours; 15+ years = 200 hours.
Twin Cities Police Authority	1-5 years = 3.08 hours biweekly; 6-9 years = 4.62 hours biweekly; 10-14 years = 6.16 hours biweekly; 15+ years = 7.69 hours biweekly.

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Agency	Opt-Out Allowance	Uniform Allowance
Kensington Police Protection and Community Services District	None	District shall provide a clothing allowance of \$800 per year. District pays for cost of repairing and/or replacing uniforms. District agrees to reimburse members for safety equipment up to \$250 per year each year officer is employed under contract; unused reimbursement may be rolled over by individual officers to the following year for the life of the contract to maximum of \$750.
Broadmoor Police Protection District	None	District provides all uniform and equipment needed, including repair and replacement. Uniform: \$825 annual allowance. Safety Equipment: If hired before 6/1/05, safety equipment consisting of handgun, handcuffs, leather goods, baton, ranglear, helmet, safety shoes, flashlight, and accessories, City provides safety equipment allowance of \$200 (City pays up to \$200 per year for received repairs or replacement of such equipment); if hired after 6/1/05, City provides safety equipment consisting of handgun, handcuffs, leather goods, baton, ranglear, helmet, safety shoes, flashlight, and accessories (EE may receive reimbursement for received purchases of other related equipment up to \$200 per year and up to \$100 for repairs/replacement, which can be carried over each year to max of \$850). Bulletproof Vests: EE will be reimbursed for
City of Albany	EE who opt to waive medical insurance shall have a City contribution of EE only benefit allowance plan rate and City's PERS rate contributed into the deferred compensation plan; currently = \$532.56 per month.	replaced. purchase of replacement vest up to \$750. purchase every 5 yrs.
City of Belmont	EE shall receive no more than 50% cash of the City's waived premium amount and remaining 50% shall be deposited in the EE's deferred compensation account.	City shall supply safety equipment. City provides uniform allowance of \$900 per year.

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Longevity Program	Sick Leave Cash-Out Policy
<p>District agrees to provide longevity incentive equal to an annual bonus of \$100 for each year of service with the District beginning with the 10th year of service, to be paid every year.</p> <p>None</p>	<p>District entered into a contract with PERS to provide retirement credit for unused sick leave in lieu of sick leave payout upon termination or retirement.</p> <p>Accumulated sick leave may be converted to service credit under PERS.</p>
<p>None</p>	<p>Upon retirement from regular City service, EE will be paid for 1/4 of the accumulated sick leave on the books at time of such retirement at regular salary on said retirement date. Local safety members shall have remaining sick leave reported to PERS for retirement service credit of unused sick leave in accordance with government code section 20862.8.</p>
<p>None</p>	<p>City shall compensate EE for accumulated sick leave at rate of 25% of days accumulated for EE with at least 6 but less than 20 years of service with City and at rate of 35% of days accumulated for EE with 20+ years of service with City. Maximum payment up to 120 accumulated days at % specified. Upon retirement or death, City shall compensate EE for accumulated sick leave at rate of 25% of days accumulated for EE with at least 5 years but less than 10 years of service with City and at rate of 50% for EE with 10+ years of service with City. Maximum payment of 120 accumulated days at % specified. Such compensation at retirement shall be in lieu of conversion of unused sick leave to PERS service credit at retirement. EE has option to convert accumulated sick leave to PERS service credit at retirement.</p>

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Agency	Opt-Out Allowance	Uniform Allowance
City of Benicia	<p>EE with dual coverage may decline medical insurance and receive reimbursement at the Kaiser Health Plan individual rate; currently \$592.37 per month.</p> <p>City shall contribute a sum equal to the EE only contribution for the least expensive plan offered by PERS Health (Aetna North or Kaiser); current amount = \$474.93 per month.</p>	<p>\$75 per month.</p> <p>City shall provide uniforms and safety equipment.</p>
City of El Cerrito	<p>If EE chooses no medical plan option, City will contribute amount equivalent to lowest medical plan (Kaiser) single premium to Flexible Benefit Plan and EE may receive this amount in cash or EE may reallocate it toward the purchase of other benefits in the Plan, or combination of both. Current allowance equal to \$525.02 per month.</p>	<p>\$1,000 per year.</p>
City of Hercules	<p>Medical redirect equal to 50% at Kaiser rate that they would have selected (EE only, EE+1, or Family coverage); EE may receive as cash, deferred compensation plan, purchase of supplemental life insurance, or combination.</p>	<p>Uniforms/equipment issued upon hire; EE receives \$900 per year as payment for maintenance and replacement of uniforms.</p>

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Longevity Program	Sick Leave Cash-Out Policy
None	City will reimburse EE after 1 year of service, 25% of annually accrued, but unused, sick leave in November of each year (sick leave incentive plan). City will convert 25% of accrued sick leave upon retirement (service or disability) to cash, provided he/she has at least 12 years of service, up to a maximum equivalent to one month's salary for incumbent's position in effect at time of retirement.
None	EE separating from City service shall not be entitled to any payment of unused, accrued leave.
7 to 15 years = 3%; 15 through 19 years = 5%; 20+ years = 7%.	City contracted with PERS to provide Service Credit for Unused Sick Leave Option. Sworn EE whose effective retirement date is within 4 months of separation of employment with City, shall be credited upon retirement with 0.004 year of service credit for each unused day of sick leave. City must report those days of unused sick leave that were accrued during normal course of employment. Upon death of represented EE, value of the accrued sick leave, calculated at the EE's hourly rate, shall be paid to EE's estate or designated beneficiary; limited to 2,080 hours.
10 years = 3% of salary; 15 years = additional 2% of salary; 20 years = additional 1.5% of salary; 25 years = additional 1.5% of salary. Paid in 26 bi-weekly installments.	City does not pay EE for unused sick leave upon termination for any reason. EE who retires may convert unused sick leave balance to service credit.

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Agency	Opt-Out Allowance	Uniform Allowance
City of Millbrae	\$200 per month cash in lieu of medical and dental benefits; \$32 per month contribution to Flexible Spending Account in lieu of vision insurance.	City will pay an annual uniform maintenance allowance of \$925 effective 7/1/07.
City of Piedmont	None	\$1,500 per year.
Town of Fairfax	Unknown.	\$700 per year.
Town of San Anselmo	Cash payment not to exceed \$200 per month.	\$700 per year for uniform allowance. \$200 per year for maintenance and replacement of safety equipment. \$1,000 one-time out fitting payment (new hire for purchase of mandatory safety equipment). \$1,560 one-time traffic officer outfitting payment.
Twin Cities Police Authority	None	New EE shall be provided uniforms and Authority shall replace work or damaged uniforms. EE assigned to Detective shall receive \$450 allowance per year.

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Longevity Program	Sick Leave Cash-Out Policy
	Upon termination of service with City by reason of retirement, EE having unused accumulated sick leave shall be paid compensation equivalent to: 25% of daily wage rate for hours greater than 400 but less than 800, 50% of daily wage rate for 800 hours or greater but less than 1,200 hours, 75% of daily wage rate for 1,200 hours or greater but less than 1,600 hours, and 100% of daily wage rate for 1,600 hours.
None	Effective 4/1/97, City added Credit for Unused Sick Leave to PERS contract; sick leave credit of 0.004 year of service credit for each unused day of sick leave.
5-9 years = \$150 per month; 10-15 years = \$200 per month; 16+ years = \$250 per month.	Up to 50% of accumulated sick leave shall be paid back to EE upon retirement or voluntary separation from Town (does not apply to EE who are terminated or resign in lieu of termination). This benefit applies to any EE with combined 15 years of service with Town or any other police agency. Sick leave cap will be 1,280 hours.
2+ years service = 1% above base salary, increasing 0.5% each year up to 5% above base salary at 10+ years service.	EE using less amount of sick leave than he/she has accrued in a year may elect to transfer 25% into vacation accrual or elect to have cash equivalent deposited into deferred compensation program. EE may utilize 100% of unused sick leave to extend term of service upon retirement, or to provide that such EE may be given cash value of 50% of accumulated sick leave upon retirement.
None	None except unused sick leave credit for PERS retirement (additional service credit at rate of 0.004 years for each day of sick leave).

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Agency	Budget-Driven Human Resources Strategies
Broadmoor Police Protection District	None
City of Albany	Currently in negotiations.
City of Belmont	All bargaining units agreed to concessions; POA gave up 2.5% of COLA increase scheduled for 7/1/10 (received only 1% increase). No other changes have been discussed at this time.
City of Benicia	Currently in negotiations.
City of Brisbane	Unsure at this time.
City of El Cerrito	None
City of Hercules	HPOA members took a 3.7% salary reduction effective 7/1/10. Golden handshake program. Hiring freeze.
City of Millbrae	
City of Piedmont	Increase scheduled for January 1, 2010 (6%) suspended. City will look into increasing EE cost sharing for active and retiree health insurances when contracts expire.
Town of Fairfax	Unknown.
Town of San Anselmo	None
Twin Cities Police Authority	Currently in negotiations.