



## Kensington Police Protection & Community Services District

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Item #4

Date: October 14, 2021  
To: KPPCSD Board of Directors  
From: Rick Benson, Interim General Manager  
Subject: Manager Compensation

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### **Recommendation:**

Revise the compensation for the General Manager to include a benefit stipend to be used at the Manager's discretion.

### **Rationale for Recommendation:**

Without question, securing the services of a qualified individual to fill the top leadership role is critical to the stability and effectiveness of any organization. The District has had difficulty recruiting and retaining qualified individuals for the manager position. Therefore, an enhancement to the compensation is recommended.

### **Background:**

For the KPPCSD, finding the right person to fill the role of General Manager has been an ongoing challenge. After more than one interim manager occupied the position, the District utilized the services of a professional recruiting agency successfully obtaining the services of the prior General Manager who left after less than a year. Her decision to leave was based, in part, on the compensation offered by the district. Kensington KPPCSD is competing with numerous cities, other districts and counties when seeking to hire a professional manager. Unfortunately, the pool of qualified individuals is rather limited.

### **Discussion and Analysis:**

The current salary for the position is \$105 per hour and it is designated to be part-time, defined as no more than 30 hours per week. Assuming the director works 30 hours every week this computes to an annual compensation of approximately \$158,000 or a full-time equivalent of \$211,000. There are no benefits associated with the position.

Attached you will find the results of a salary survey conducted by CPS HR Consulting. They found that salaries for the major in similar districts in this region range from \$155,000 to over \$300,000 annually. In addition, nearly all of the comparable districts include a benefit package, significantly increasing the overall compensation cost.

Simply looking at a dollar to dollar comparison for managers' compensation has a number of pitfalls. Every district is unique and has varying resources, needs, qualifications and responsibilities. For instance, often the manager of a district providing water or operating a liquid waste facility is required to have special

certifications. Some districts only provide a single service, while others may mirror the services provided by a city. The services provided by the KPPCSD are a rather unusual grouping so the needs of this district are unique.

As the position is currently classified as part-time, this has some positive aspects in attracting candidates. There are individuals looking for a position which gives them additional flexibility and time to pursue other endeavors. This would include people who have an active recreational life, numerous family commitments or are nearing the end of their career and simply want to slow down a bit. Based on experience, during a "normal" environment 24 to 29 hours per week is reasonable.

The greatest stumbling block to finding and retaining a quality individual is the complete lack of benefits. Most individuals require and look to their employer to provide reasonable medical benefits. Without those benefits many potential candidates will simply not apply.

Given the part-time nature of the job the basic compensation is probably adequate. The district will most likely not attract someone with a great deal of experience looking to make this their ultimate career destination. However, the position could be very attractive to someone with a middle level administrative background in a city or county who is looking for a steppingstone which will allow them to hone their skills while making a positive contribution. These individuals will, most likely, require medical benefits. This position could also attract a well-seasoned individual who is not quite ready to fully retire. Oftentimes, they or their spouse have medical insurance and don't need the redundancy.

The decision before your Board is to approve a compensation package which will facilitate finding a candidate who will best serve the needs of the district. You have several options. You may choose to keep the compensation packages as is: \$105 per hour, part-time without benefits. This could lead to a revolving door. Your Board could consider trying to match the salaries of other districts as presented on the attachment. This would present a significant challenge to the budget and may, ultimately, reduce your ability to provide other services. In an attempt to strike the right balance, it is recommended that your Board consider adding a cafeteria style benefit to the current compensation plan. While there is no magic number, the amount recommended is \$1,383.28 per month. At the discretion of the employee this amount could be applied to a medical plan, a contribution to a qualified 457 retirement account or paid in cash. This would give the employee considerable flexibility in choosing the benefit which best meets his or her needs. The dollar amount selected is not arbitrary. It correlates to the district's contribution to health benefits for district police officers in the Employee +1 category.

**Summary:**

The recommendation is as follows: continue to designate the general manager position as part-time, maintain the current compensation rate of \$105 per hour and add an additional stipend of \$1,383.28 per month.

**Fiscal Impact:**

The impact is approximately \$16,600 annually an increase of \$5,100 from the current budget.

Attachment: Special District Manager Salary Compensation

**Attachment****Special District Manager Salary Comparisons**

<b>District</b>	<b>Title</b>	<b># of Employees</b>	<b>Payroll</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>
<b>Contra Costa County</b>						
East Contra Costa Irrigation District	General Manager	26	\$1,829,011	\$194,819	\$22,763	\$217,582
Discovery Bay CSD	General Manager	32	\$1,384,491	\$179,346	\$603	\$179,949
<b>KPPCSD</b>	<b>Interim General Manager</b>	<b>22</b>	<b>\$1,368,799</b>	<b>\$158,000*</b>		<b>\$158,000*</b>
Stege Sanitary District	District Manager	15	\$1,217,538	\$237,064	\$63,669	\$300,733
Byron-Bethany Irrigation District	General Manager	22	\$1,188,574	\$305,467	\$52,317	\$357,784
Western Contra Costa Transit Authority	General Manager	16	\$1,077,172	\$226,726	\$23,287	\$250,013
Central Contra Costa Solid Waste Authority	Executive Director	19	\$949,907	\$252,792	\$52,390	\$305,182
Rodeo Sanitary District	District Manager	14	\$853,458	\$221,111	\$61,057	\$282,168
<b>Alameda County</b>						
Alameda County Mosquito Abatement District	General Manager	35	\$1,806,428	\$155,480	\$47,194	\$202,674
Livermore-Amador Valley Transit Authority	Executive Director	30	\$1,640,644	\$275,886	\$61,996	\$337,882
California Joint Powers Risk Management Authority	General Manager	27	\$685,320	\$193,030	\$46,946	\$239,976
<b>Marin County</b>						
Transportation Authority of Marin	Executive Director	29	\$1,998,754	\$245,100	\$67,289	\$312,389
Sausalito-Marín City Sanitary	General Manager	16	\$1,828,497	\$327,713	\$90,070	\$417,783
Marin County Transit District	General Manager	27	\$1,793,182	\$232,365	\$58,262	\$290,627
Belvedere-Tiburon Library Agency	Director	41	\$1,430,136	\$187,412	\$37,895	\$225,307
Tamalpais Community Services District	General Manager	30	\$1,366,667	\$192,313	\$118,469	\$310,782
Sanitary District No. 5	District Manager	15	\$1,318,668	\$243,539	\$80,659	\$324,198
Stinson Beach County Water District	General Manager	15	\$864,710	\$196,177	\$55,254	\$251,431

*Compiled by CPS HR Consulting 09/21*