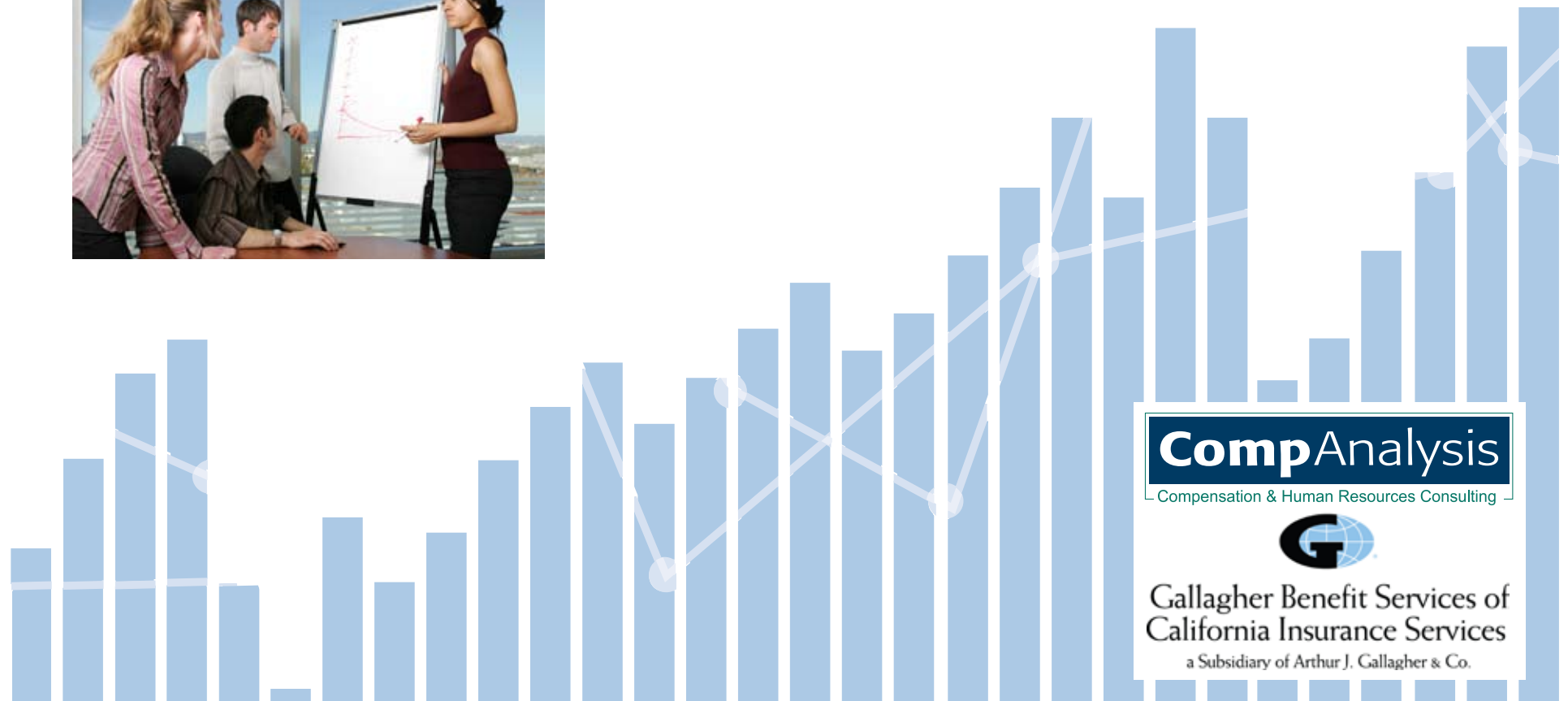


Gallagher

# California Total Compensation Survey

2011 Report (pre-publication example)



Dear Colleague:

Thank you for purchasing the CompAnalysis 2010 Greater San Francisco Bay Area Compensation Survey report. If you are one of the 168 employers who submitted pay and benefits data, we are especially grateful to you for spending the time and making the effort to make the survey so useful this year. Collectively, the participating organizations represent 66,615 employees within the nine greater San Francisco Bay Area counties and the Central Coast counties of Santa Cruz and Monterey.

Many of our clients continue to ask us about the impact the slow economic recovery is having on pay practices and, potentially, what 2011 will look like. First of all, the 2010 survey data indicate that employers are all responding differently to the evolving economic situation. Some are still very negatively impacted and are being very cautious about increasing salaries or wages. Many of these are also not planning to add staff until the recovery is more apparent. Other employers, as in 2009, who did not feel the pinch so severely, have continued to make regular pay adjustments and selectively add staff.

Pay data for most of the individual jobs indicate base salary increases in the 2.0 - 3.0% range ... not too different from recent years. So, even though the recovery is not yet robust, the labor market values of jobs are slowly increasing. The implications of this are that employers need to stay informed of labor market realities. You should be aware that adjusting salaries and wages after a freeze or pay cut may require some catching up if you are to remain competitive. Also, just as a reminder — this is not about increases in the cost of living; rather, it's about labor market inflation.

Keep in mind, too, that this current economy presents an opportunity to examine your salary administration practices. If you're in an organization that has routinely granted cost-of-living and/or general increases, we'd suggest that you reconsider this practice. Instead, why not look at where employees are currently paid relative to the current market values of their jobs and determine, based on objective data, whether they're overpaid, underpaid or paid just right? Then, even if you have very limited funds, you can apply them to make meaningful adjustments where they are most needed to assure competitiveness and legal compliance.

The original goal of our survey is to meet the unique, specialized needs of San Francisco Bay Area and Central Coast employers for location-specific pay data on generic jobs commonly found across a broad range of organizations. It is not, at this time, intended to meet industry-specific data needs, although CompAnalysis does offer custom survey services to capture data on jobs that are unique to particular industry sectors. We recommend that the CompAnalysis survey data be used in addition to other, industry-specific data.

Thanks again to our participants for taking the time to submit their data. Please let us know how we can improve the survey to better meet your needs. Next year, we do plan to expand the survey geographically and also add industry-specific jobs. We look forward to working with you again next year.



Shari Dunn  
Managing Principal  
CompAnalysis, Inc.

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## Introduction

The 2010 Greater San Francisco Bay Area Compensation Survey will become one of your most valued data sources for jobs located in the area. It will greatly enhance your ability to set your pay levels in a way that will support the cost-effective attraction and retention of your valuable employees.

Please review Section 1 of this report to give yourself an overview of the survey scope. This section also defines the terms and methodologies associated with the data analysis.

Section 2 displays the actual pay data by position. Please note that data are reported only when a minimum of three different employers submit information in that category. Therefore, data may not be shown for all locations, sizes and/or industry categories for any particular job.

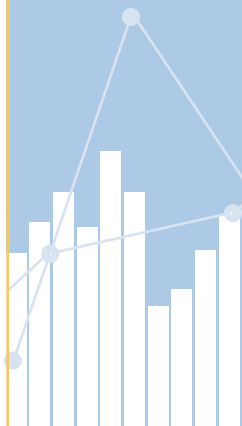
## About CompAnalysis

CompAnalysis has been providing compensation management consulting services to San Francisco Bay Area employers since 1980. During this time, we have helped more than 800 organizations develop pay plans. Our primary emphasis has been the design of cash compensation plans, through job evaluation and classification, structure development, administrative practices and communication strategies.

In addition, we have worked with clients to develop effective means of measuring and linking performance results to both base and variable pay. Our extensive experience in working with compensation survey data to develop competitive wage and salary structures for our clients has given us a valuable, unique perspective on what constitutes useful information for this purpose.

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## About the Participants

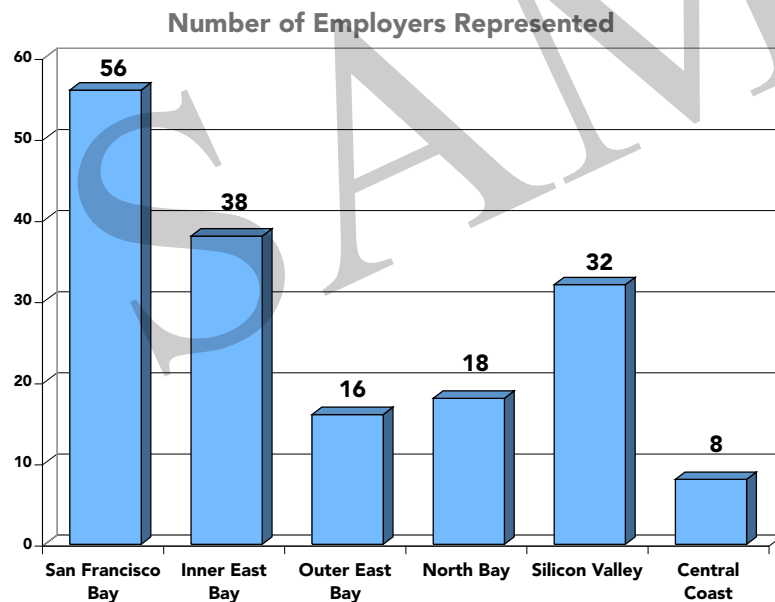
This year's survey features data from 168 organizations operating in the Greater San Francisco Bay Area.

Effective date of survey data: July 1, 2010

Summary of the survey profile:

- Total # of participating organizations = 168
- Geographic areas represented = 6 (see page 18 for area definitions)
- Jobs surveyed = 104
- Jobs for which there were insufficient data to report = 6 (Treasury Manager, Compensation Manager, Advertising Manager, Technical Writer, Social Media Manager, Social Media Coordinator)

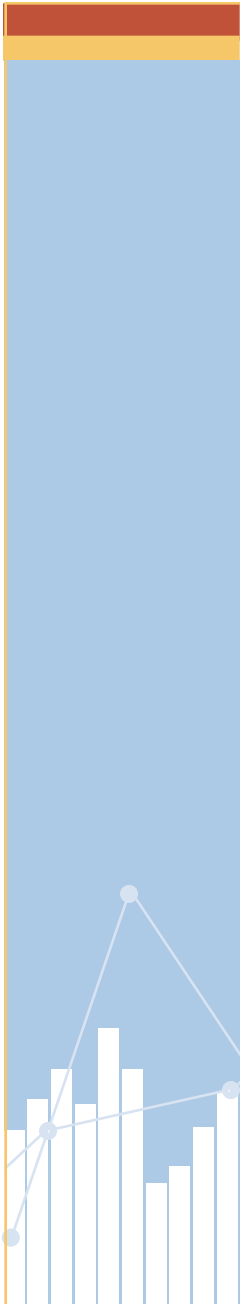
Total # of FTEs in the Greater San Francisco Bay Area represented = 66,615



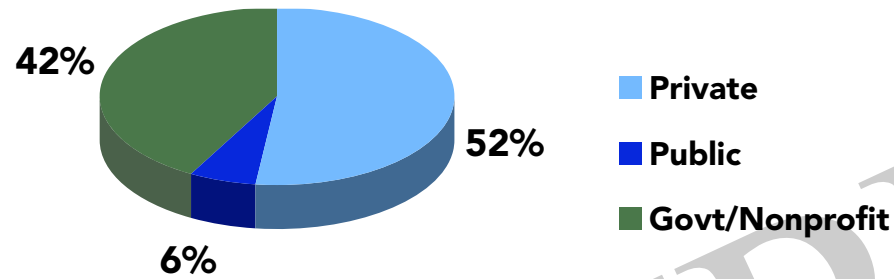
## Industry Characterization

Number of Respondents by Industry

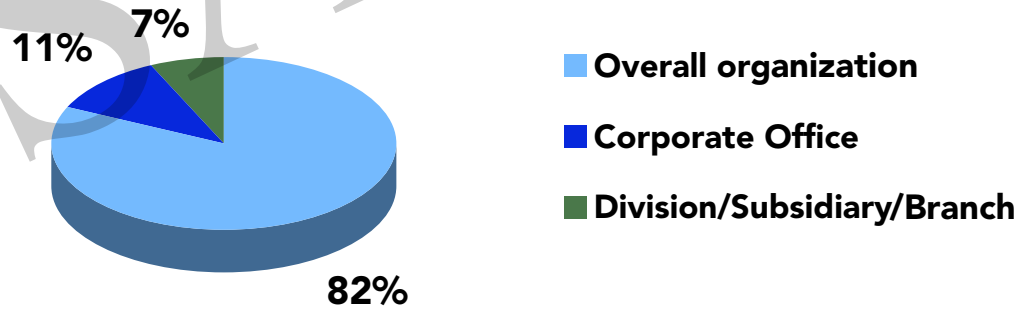




### Ownership

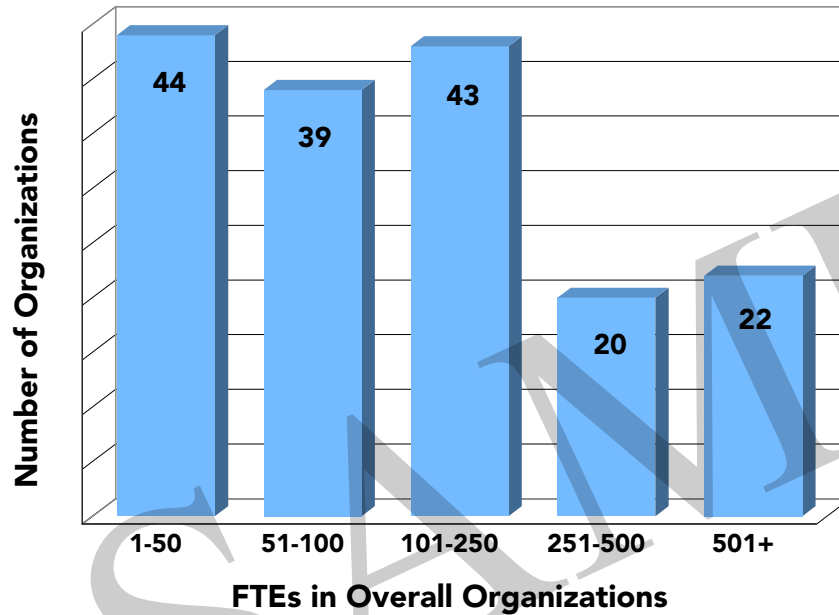


### Organizational Level



## Participant Workforce Size

**Size of Reporting Organizations**  
(by number of FTEs)



## Participant Financial Size

**Manufacturing, Trade, Service Corporations:**  
Median gross sales/revenues: \$30,000,000

**Government, Educational Institutions,  
Social Service/Arts/Cultural Organizations:**  
Median annual budget: \$13,000,000

## Workforce Increases and Reductions

The following chart illustrates respondents' 2010 workforce practices, which reflect improving economic conditions for some employers. The proportion of employers increasing their workforce has grown significantly since 2009. One third of survey participants increased their workforce during the first half of 2010. More additions in the second half of 2010 may indicate that conditions are continuing to improve.

|   | Data reported in 2010: |  | Data reported in 2009: |  |
|---|------------------------|--|------------------------|--|
|   | Yes (%)                | If yes, by what % of total workforce? (median) | Yes (%)                | If yes, by what % of total workforce? (median) |
| Increased workforce in first half of calendar year?       | 34%                    | 8%   | 25%                    | 7%   |
| Plan to increase workforce in last half of calendar year? | 46%                    | 9%   | 25%                    | 6%   |
| Reduced workforce in first half of calendar year?         | 17%                    | 9%   | 33%                    | 13%  |
| Plan to reduce workforce in last half of calendar year?   | 8%                     | 8%   | 13%                    | 7%   |

## Turnover

In order to address concerns among human resources professionals regarding employee turnover, the 2010 survey asked detailed questions about both voluntary and involuntary turnover at various responsibility levels. The responses were weighted based on organization size before compilation of these data. The results indicate that turnover is highest among non-exempt employees and lowest among executive management. The numbers shown below are percentages of workforce.

|                       | Data reported in 2010: |             | Data reported in 2009: |             |
|-----------------------|------------------------|-------------|------------------------|-------------|
|                       | Voluntary              | Involuntary | Voluntary              | Involuntary |
| Executive management  | 1%                     | <1%         | 2%                     | 2%          |
| Middle management     | 3%                     | 2%          | 5%                     | 4%          |
| Professional / exempt | 4%                     | 2%          | 7%                     | 3%          |
| Non-exempt            | 6%                     | 4%          | 9%                     | 6%          |

## Union Jobs and Unionizing Activity

Eight percent (8%) of participating employers have one or more unionized jobs, which are generally non-exempt positions. The number of bargaining units among these organizations ranges from one to ten. Unionizing activity during the past twelve months was reported at just 1% of survey participants.

## Employee Benefits

### Paid Time Off Benefits

Fifty-nine percent (59%) of responding employers have paid time off policies with separate vacation and sick time, while 41% combine vacation and sick time into a "PTO" program.

The average annual number of paid days off are reported below:

|  | Organizations with separate vacation and sick days | Organizations with "PTO" program |
|--|--|----------------------------------|
| Vacation or PTO days based on length of service: |  |                                  |
| 1st year   | 11.3   | 16.1                             |
| 2nd  | 12.0   | 16.7                             |
| 5th  | 16.3   | 20.7                             |
| 10th   | 19.4   | 24.6                             |
| 15th   | 21.0   | 25.1                             |
| 20th   | 21.6   | 25.4                             |
| 21st+  | 21.9   | 25.4                             |
| <b>Sick Days</b>                                 | 9.0  | n.a.                             |
| <b>Personal Days/Floating Holidays</b>           | 1.1  | n.a.                             |
| <b>Observed Holidays</b>                         | 10.1   | 10.0                             |

## Scope and Methodology

### Geographic Areas

Data reported are on primary employee location defined by metro area zip codes.

#### Cities Included

|                              |  |
|------------------------------|--|
| <b>A: San Francisco Area</b> | Belmont, Brisbane, Burlingame, Daly City, Foster City, Half Moon Bay, Millbrae, Montara, Moss Beach, Pacifica, San Bruno, San Carlos, San Francisco, San Mateo, South San Francisco  |
| <b>B: Inner East Bay</b>     | Alameda, Albany, Berkeley, Canyon, Castro Valley, Crockett, El Cerrito, El Sobrante, Emeryville, Hayward, Hercules, Newark, Oakland, Piedmont, Pinole, Port Costa, Richmond, Rodeo, San Leandro, San Lorenzo, San Pablo, Union City  |
| <b>C: Outer East Bay</b>     | Alamo, Antioch, Bethel Island, Brentwood, Byron, Clayton, Concord, Danville, Diablo, Dublin, Knightsen, Lafayette, Livermore, Martinez, Moraga, Oakley, Orinda, Pittsburg, Pleasant Hill, Pleasanton, San Ramon, Sunol, Walnut Creek   |
| <b>D: North Bay</b>          | American Canyon, Angwin, Annapolis, Belvedere, Benicia, Birds Landing, Bodega, Boyes Hot Springs, Calistoga, Camp Meeker, Cazadero, Cloverdale, Corte Madera, Cotati, Deer Park, Dillon Beach, Dixon, Duncans Mills, El Verano, Eldridge, Elmira, Fairfax, Fairfield, Forest Knolls, Forestville, Fulton, Geyserville, Glen Ellen, Graton, Greenbrae, Guerneville, Healdsburg, Inverness, Jenner, Kentfield, Kenwood, Lagunitas, Larkspur, Marshall, Mill Valley, Monte Rio, Napa, Nicasio, Novato, Oakville, Occidental, Olema, Penngrove, Petaluma, Point Reyes Station, Pope Valley, Rio Nido, Rio Vista, Rohnert Park, Ross, Rutherford, Saint Helena, San Anselmo, San Geronimo, San Quentin, San Rafael, Santa Rosa, Sausalito, Sebastopol, Sonoma, Stewarts Point, Stinson Beach, Suisun City, The Sea Ranch, Tiburon, Tomales, Travis Air Force Base, Vacaville, Vallejo, Valley Ford, Villa Grande, Vineburg, Windsor, Woodacre, Yountville |
| <b>E: Silicon Valley</b>     | Alviso, Atherton, Campbell, Coyote, Cupertino, Fremont, Gilroy, Holy City, Los Altos, Los Gatos, Menlo Park, Milpitas, Morgan Hill, Mount Hamilton, Mountain View, New Almaden, Palo Alto, Portola Valley, Redwood City, Redwood Estates, San Jose, San Martin, Santa Clara, Saratoga, Stanford, Sunnyvale   |
| <b>F: Central Coast</b>      | Aptos, Aromas, Ben Lomond, Big Sur, Boulder Creek, Bradley, Brookdale, Capitola, Carmel, Carmel-by-the-Sea, Carmel Valley, Castroville, Chualar, Davenport, Felton, Freedom, Gonzales, Greenfield, Hollister, Jolon, King City, Lockwood, Los Gatos, Marina, Monterey, Moss Landing, Mount Herman, Pacific Grove, Pebble Beach, Salinas, San Ardo, San Lucas, Santa Cruz, Scotts Valley, Seaside, Soledad, Soquel, Spreckels, Watsonville  |

## Survey Terminology

- **Number of Organizations:** The number of different employers reporting employees in this position.
- **Number of Full-Time Equivalents:** (FTEs) in this job, i.e., four employees working 1/4 time = 1 employee in job.
- **Base Salary:** Annual full-time salary paid for the position:

|                  |   |
|------------------|---|
| Average:         | Weighted to reflect the number of employees reported by each organization       |
| 25th percentile: | The data point below which 25 percent of the sample falls                       |
| 50th percentile: | The data point below which 50 percent of the sample falls, also known as median |
| 75th percentile: | The data point below which 75 percent of the sample falls                       |

- **Variable Cash Compensation:** Average annual cash amount actually paid for each of the following:

Performance-based bonuses, including target bonus percent of base salary  
Commissions  
Holiday bonuses/gifts  
Profit sharing payouts

The number of FTE employees whose pay is reflected in each type of variable pay above is also reported.

- **Total Cash Compensation:** Base salary + total of variable cash compensation:

|                  |   |
|------------------|---|
| Average:         | Weighted to reflect the number of employees reported by each organization       |
| 25th percentile: | The data point below which 25 percent of the sample falls                       |
| 50th percentile: | The data point below which 50 percent of the sample falls, also known as median |
| 75th percentile: | The data point below which 75 percent of the sample falls                       |

## Survey Methods

- A secure website was made available to participants to enter data in May of 2010. Participants entered data directly on the website.
- All data were subject to review, and clarification was requested from participants via telephone or e-mail for all data that appeared questionable.
- Data were only reported in instances where three or more organizations reported data for three or more FTEs. Rows or categories of data may be missing in cases where that criterion was not met.
- An alphabetical list of participating organizations can be found at the back of the report.

## Surveyed Jobs and Job Codes

### Summary Data

page 21

#### Executive Group

|     |                             |    |
|-----|-----------------------------|----|
| 101 | Top Executive               | 28 |
| 102 | Top Financial               | 30 |
| 103 | Top Marketing               | 32 |
| 104 | Top Operations              | 34 |
| 105 | Top Human Resources         | 36 |
| 106 | Top Information Technology  | 38 |
| 107 | Top Legal (General Counsel) | 40 |
| 108 | Top Sales                   | 42 |
| 109 | Top Sales & Marketing       | 44 |
| 110 | Top Strategy/Planning       | 46 |
| 111 | Top Engineering             | 48 |

#### Legal Group

|     |                       |    |
|-----|-----------------------|----|
| 151 | Attorney              | 49 |
| 152 | Legal Assistant       | 51 |
| 153 | Compliance Officer    | 52 |
| 154 | Compliance Specialist | 53 |

#### Financial Group

|     |  |    |
|-----|--|----|
| 200 | Finance Director                       | 54 |
| 201 | Controller                             | 56 |
| 202 | General Accounting Manager             | 58 |
| 204 | General Accounting Supervisor          | 60 |
| 205 | Payroll Administrator                  | 62 |
| 206 | Collections Specialist                 | 64 |
| 207 | Accountant (Senior level)              | 65 |
| 208 | Accountant (Intermediate level)        | 67 |
| 209 | Accountant (Entry level)               | 69 |
| 210 | Financial Analyst (Senior level)       | 71 |
| 211 | Financial Analyst (Intermediate level) | 73 |
| 212 | Financial Analyst (Entry level)        | 75 |
| 213 | Accounting Clerk (Senior level)        | 76 |
| 214 | Accounting Clerk (Intermediate level)  | 78 |
| 215 | Accounting Clerk (Entry level)         | 80 |

#### Human Resources Group

|     |                                   |    |
|-----|-----------------------------------|----|
| 300 | Human Resources Director          | 82 |
| 301 | HR Manager                        | 84 |
| 302 | HR Generalist                     | 86 |
| 303 | HR Assistant                      | 88 |
| 304 | Training & Development Specialist | 90 |
| 305 | Compensation & Benefits Manager   | 91 |
| 306 | Benefits Manager                  | 92 |
| 308 | Compensation Analyst              | 93 |
| 309 | Recruiter (Internal)              | 94 |
| 310 | HRIS Specialist                   | 95 |

#### Information Technology Group

|     |  |     |
|-----|--|-----|
| 400 | IT Director                              | 96  |
| 401 | IT Manager                               | 98  |
| 402 | Systems Analyst                          | 100 |
| 403 | Software Engineer                        | 102 |
| 404 | Programmer                               | 104 |
| 405 | Systems Administrator                    | 106 |
| 406 | Database Administrator                   | 108 |
| 407 | Network Engineer                         | 110 |
| 408 | LAN/WAN Administrator                    | 112 |
| 409 | Technical Support Specialist (Help Desk) | 114 |
| 410 | Data Entry Operator                      | 116 |
| 411 | Web Site Developer                       | 117 |
| 412 | Webmaster/Administrator                  | 118 |

#### Marketing Group

|     |                                  |     |
|-----|----------------------------------|-----|
| 500 | Marketing Director               | 120 |
| 501 | Marketing Manager                | 122 |
| 502 | Brand or Product Manager         | 124 |
| 504 | Marketing Communications Manager | 126 |
| 505 | Marketing Specialist             | 128 |
| 506 | Marketing Assistant              | 130 |
| 507 | Graphic Designer                 | 132 |
| 509 | Web Site Content Specialist      | 134 |

#### Sales and Customer Service Group

|     |  |     |
|-----|--|-----|
| 600 | Sales Director                         | 136 |
| 601 | Sales Manager                          | 138 |
| 602 | Account Executive                      | 140 |
| 603 | Senior Inside Sales Representative     | 142 |
| 604 | Senior Outside Sales Representative    | 143 |
| 605 | Inside Sales Representative            | 144 |
| 606 | Outside Sales Representative           | 146 |
| 607 | Sales Engineer                         | 148 |
| 608 | Customer Service Supervisor            | 149 |
| 609 | Senior Customer Service Representative | 151 |
| 610 | Customer Service Representative        | 153 |
| 611 | Sales Assistant                        | 155 |

#### Operations Group

|     |                                  |     |
|-----|----------------------------------|-----|
| 700 | Operations Director              | 156 |
| 701 | Operations Manager               | 158 |
| 702 | Quality Assurance Manager        | 160 |
| 703 | Quality Assurance Technician     | 161 |
| 704 | Inventory Control Manager        | 162 |
| 705 | Inventory Control Analyst        | 163 |
| 706 | Purchasing Manager               | 164 |
| 707 | Buyer                            | 166 |
| 708 | Purchasing Clerk                 | 168 |
| 709 | Shipping and Receiving Assistant | 169 |
| 710 | Material Handler/Warehouseperson | 171 |
| 711 | Facilities Manager               | 173 |
| 712 | Maintenance Supervisor           | 175 |
| 713 | Maintenance Technician           | 177 |
| 714 | Janitor/Custodian                | 179 |
| 715 | Security Officer/Guard           | 181 |
| 716 | Driver/Delivery Person           | 182 |
| 717 | Groundskeeper                    | 183 |

#### General Clerical Group

|     |                          |     |
|-----|--------------------------|-----|
| 800 | Office Manager           | 184 |
| 801 | Executive Assistant      | 186 |
| 802 | Administrative Assistant | 188 |
| 803 | General Clerk            | 190 |
| 804 | Receptionist             | 192 |
| 805 | File Clerk               | 194 |
| 806 | Mail Clerk               | 195 |

**FINANCIAL GROUP**

**208 Accountant (Intermediate level)**

Fully qualified Accountant under more limited supervision. Handles moderately complex accounting issues in contributing to maintenance of general ledger and preparation of routine financial statements & management reports. Typically requires BS in Accounting & 3-4 years of relevant experience.

|  |            | Base Salary |                 |           |           | Performance-Based Bonus |        |             | Commissions |        | Holiday Bonus/Gift |        | Profit Sharing |        | Total Cash Compensation |              |           |           |           |
|--|------------|-------------|-----------------|-----------|-----------|-------------------------|--------|-------------|-------------|--------|--------------------|--------|----------------|--------|-------------------------|--------------|-----------|-----------|-----------|
|  | # of Orgs. | # FTEs      | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL               | # FTEs | Avg \$ Paid | Target %    | # FTEs | Avg \$ Paid        | # FTEs | Avg \$ Paid    | # FTEs | Avg \$ Paid             | Avg Total \$ | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>ALL RESPONDENTS</b>   | 71         | 129         | \$57,098        | \$52,449  | \$57,100  | \$62,400                | 44     | \$2,689     | 7%          |        |                    | 13     | \$974          | 9      | \$3,811                 | \$58,419     | \$52,998  | \$58,240  | \$65,000  |
| <b>By Total FTE Employees</b>  |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| Up to 50   | 10         | 10          | 59,109          | 52,000    | 59,540    | 65,000                  |        |             |             |        |                    |        |                |        |                         | 59,497       | 52,375    | 60,480    | 65,094    |
| 51 - 100   | 18         | 24          | 57,224          | 50,000    | 57,135    | 61,856                  | 8      | 4,198       | 7%          |        |                    |        |                |        |                         | 58,873       | 51,350    | 58,479    | 63,050    |
| 101 - 250  | 23         | 39          | 56,175          | 52,449    | 55,494    | 66,300                  | 9      | 4,409       | 6%          |        |                    |        |                |        |                         | 57,360       | 53,000    | 57,100    | 68,100    |
| 251 - 500  | 11         | 20          | 55,200          | 50,000    | 55,090    | 61,500                  |        |             |             |        |                    |        |                |        |                         | 55,427       | 50,000    | 55,090    | 62,184    |
| More than 500  | 9          | 36          | 58,510          | 53,068    | 57,492    | 65,834                  | 22     | 1,781       | 7%          |        |                    |        |                |        |                         | 60,625       | 55,289    | 60,000    | 66,817    |
| <b>By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)</b>                       |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| Up to \$10M  | 9          | 12          | 56,637          | 49,946    | 57,200    | 64,688                  | 5      | 2,811       |             |        |                    |        |                |        |                         | 58,230       | 50,196    | 57,788    | 65,000    |
| \$10M - \$50M  | 18         | 24          | 57,900          | 53,000    | 55,762    | 61,038                  | 6      | 3,130       | 5%          |        |                    | 5      | 220            |        |                         | 58,941       | 53,000    | 57,670    | 61,038    |
| \$50M - \$250M   | 12         | 37          | 57,767          | 52,773    | 57,959    | 68,267                  | 22     | 1,844       | 10%         |        |                    |        |                |        |                         | 58,912       | 52,773    | 59,255    | 71,307    |
| More than \$250M   | 8          | 18          | 61,843          | 55,108    | 63,338    | 66,575                  | 10     | 4,440       | 7%          |        |                    |        |                |        |                         | 66,363       | 60,326    | 66,817    | 69,540    |
| <b>By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)</b> |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| Up to \$5M   | 7          | 10          | 55,724          | 53,000    | 54,500    | 60,008                  |        |             |             |        |                    |        |                |        |                         | 55,774       | 53,000    | 54,500    | 60,008    |
| \$5M - \$20M   | 9          | 19          | 50,885          | 47,600    | 50,000    | 57,892                  |        |             |             |        |                    |        |                |        |                         | 50,885       | 47,600    | 50,000    | 57,892    |
| More than \$20M  | 6          | 6           | 61,034          | 52,485    | 61,936    | 69,265                  |        |             |             |        |                    |        |                |        |                         | 61,063       | 52,485    | 62,023    | 69,265    |

**FINANCIAL GROUP**

**208 Accountant (Intermediate level)**

Fully qualified Accountant under more limited supervision. Handles moderately complex accounting issues in contributing to maintenance of general ledger and preparation of routine financial statements & management reports. Typically requires BS in Accounting & 3-4 years of relevant experience.

|  |            | Base Salary |                 |           |           | Performance-Based Bonus |        |             | Commissions |        | Holiday Bonus/Gift |        | Profit Sharing |        | Total Cash Compensation |              |           |           |           |
|--|------------|-------------|-----------------|-----------|-----------|-------------------------|--------|-------------|-------------|--------|--------------------|--------|----------------|--------|-------------------------|--------------|-----------|-----------|-----------|
|  | # of Orgs. | # FTEs      | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL               | # FTEs | Avg \$ Paid | Target %    | # FTEs | Avg \$ Paid        | # FTEs | Avg \$ Paid    | # FTEs | Avg \$ Paid             | Avg Total \$ | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>By Zip Code Location:</b>                     |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| San Francisco Area                               | 24         | 43          | 53,738          | 47,968    | 51,500    | 61,610                  | 7      | 2,985       | 7%          |        |                    | 5      | 1,598          |        |                         | 54,548       | 47,968    | 51,900    | 62,349    |
| Inner East Bay                                   | 12         | 33          | 58,770          | 56,123    | 61,842    | 65,000                  | 20     | 1,945       | 10%         |        |                    |        |                |        |                         | 59,949       | 56,903    | 61,842    | 65,000    |
| Outer East Bay                                   | 7          | 10          | 61,477          | 52,998    | 60,100    | 66,667                  |        |             |             |        |                    |        |                |        |                         | 62,228       | 52,998    | 60,100    | 68,100    |
| North Bay  | 9          | 16          | 58,818          | 53,000    | 57,100    | 63,154                  |        |             |             |        |                    |        |                |        |                         | 61,173       | 53,000    | 57,100    | 64,677    |
| Silicon Valley                                   | 15         | 22          | 57,938          | 54,500    | 58,718    | 61,675                  | 10     | 4,073       |             |        |                    |        |                |        |                         | 60,277       | 54,500    | 58,718    | 68,000    |
| Central Coast                                    | 4          | 5           | 57,000          | 53,154    | 56,739    | 63,750                  |        |             |             |        |                    |        |                |        |                         | 57,000       | 53,154    | 56,739    | 63,750    |
| <b>By Industry:</b>                              |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| Consumer Goods, Wholesale & Retail Trade         | 3          | 4           | 54,246          | 53,477    | 54,000    | 55,015                  |        |             |             |        |                    |        |                |        |                         | 55,748       | 53,477    | 57,100    | 58,020    |
| Manufacturing                                    | 7          | 11          | 63,813          | 58,425    | 65,000    | 68,000                  |        |             |             |        |                    |        |                |        |                         | 67,130       | 60,221    | 65,000    | 75,340    |
| Technology                                       | 7          | 8           | 59,193          | 52,000    | 60,000    | 61,675                  | 4      | 6,357       | 9%          |        |                    |        |                |        |                         | 62,371       | 52,000    | 60,000    | 69,675    |
| Financial Svcs, Banking, Insurance & Real Estate | 15         | 30          | 59,576          | 55,090    | 60,800    | 65,000                  | 13     | 3,058       | 4%          |        |                    | 5      | 576            |        |                         | 61,319       | 57,100    | 62,206    | 68,000    |
| Health Care & Health Services                    | 9          | 29          | 57,449          | 52,999    | 55,494    | 62,188                  |        |             |             |        |                    |        |                |        |                         | 58,149       | 52,999    | 55,494    | 62,688    |
| Business, Professional, Leisure Services         | 8          | 12          | 52,469          | 47,598    | 51,500    | 56,845                  |        |             |             |        |                    |        |                |        |                         | 54,903       | 48,118    | 51,750    | 59,635    |
| Government, Educational Institutions             | 8          | 9           | 56,991          | 50,762    | 56,236    | 64,350                  |        |             |             |        |                    |        |                |        |                         | 57,010       | 50,762    | 56,323    | 64,350    |
| Social Service/Arts/Cultural Organizations       | 14         | 26          | 52,974          | 47,900    | 53,440    | 60,552                  |        |             |             |        |                    |        |                |        |                         | 52,994       | 47,900    | 53,440    | 60,552    |

**HUMAN RESOURCES GROUP**

**301 HR Manager**

Under general direction of Top HR or comparable level executive, develops, implements policies & procedures encompassing several or all of following programs: compensation, benefits, recruiting, training, safety, employee & labor relations, EEO & Affirmative Action. Typically requires BA & 7-10 years of increasingly responsible generalist experience.

|                        |            |        | Base Salary     |           |           |           | Performance-Based Bonus |             |          | Commissions |             | Holiday Bonus/Gift |             | Profit Sharing |             | Total Cash Compensation |           |           |           |
|------------------------|------------|--------|-----------------|-----------|-----------|-----------|-------------------------|-------------|----------|-------------|-------------|--------------------|-------------|----------------|-------------|-------------------------|-----------|-----------|-----------|
|                        | # of Orgs. | # FTEs | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL | # FTEs                  | Avg \$ Paid | Target % | # FTEs      | Avg \$ Paid | # FTEs             | Avg \$ Paid | # FTEs         | Avg \$ Paid | Avg Total \$            | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>ALL RESPONDENTS</b> | 72         | 88     | \$81,934        | \$71,051  | \$81,785  | \$90,002  | 20                      | \$10,693    | 15%      |             |             | 9                  | \$1,580     | 6              | \$4,927     | \$84,862                | \$72,056  | \$82,249  | \$94,839  |

**By Total FTE Employees**

|               |    |    |        |        |        |        |   |       |     |  |  |  |  |  |  |        |        |        |        |
|---------------|----|----|--------|--------|--------|--------|---|-------|-----|--|--|--|--|--|--|--------|--------|--------|--------|
| Up to 50      | 5  | 5  | 69,458 | 64,550 | 65,000 | 76,596 |   |       |     |  |  |  |  |  |  | 72,447 | 64,550 | 77,428 | 77,854 |
| 51 - 100      | 16 | 16 | 82,728 | 70,518 | 83,994 | 95,000 | 3 | 7,951 | 7%  |  |  |  |  |  |  | 84,238 | 70,518 | 84,493 | 95,000 |
| 101 - 250     | 25 | 27 | 79,800 | 68,599 | 81,570 | 87,891 | 6 | 8,359 | 12% |  |  |  |  |  |  | 82,190 | 71,521 | 81,570 | 92,300 |
| 251 - 500     | 15 | 16 | 83,446 | 75,000 | 83,199 | 92,650 | 5 | 8,705 |     |  |  |  |  |  |  | 86,522 | 75,000 | 86,000 | 96,051 |
| More than 500 | 11 | 24 | 85,398 | 72,000 | 78,648 | 96,388 |   |       |     |  |  |  |  |  |  | 89,764 | 73,457 | 78,648 | 96,388 |

**By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)**

|                  |    |    |        |        |        |        |   |        |     |  |  |   |       |  |  |        |        |        |         |
|------------------|----|----|--------|--------|--------|--------|---|--------|-----|--|--|---|-------|--|--|--------|--------|--------|---------|
| Up to \$10M      | 6  | 8  | 85,108 | 68,750 | 87,891 | 93,238 | 5 | 4,032  |     |  |  |   |       |  |  | 89,614 | 75,625 | 90,467 | 96,068  |
| \$10M - \$50M    | 24 | 25 | 81,218 | 71,261 | 82,000 | 86,000 | 6 | 6,348  | 8%  |  |  | 5 | 1,960 |  |  | 83,213 | 72,652 | 83,417 | 87,935  |
| \$50M - \$250M   | 8  | 10 | 81,103 | 72,174 | 81,511 | 93,416 |   |        |     |  |  |   |       |  |  | 82,559 | 72,174 | 84,011 | 95,773  |
| More than \$250M | 10 | 21 | 88,553 | 76,986 | 90,001 | 99,789 | 7 | 18,721 | 13% |  |  |   |       |  |  | 95,430 | 77,350 | 93,194 | 115,165 |

**By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)**

|                 |    |    |        |        |        |        |  |  |  |  |  |  |  |  |  |        |        |        |        |
|-----------------|----|----|--------|--------|--------|--------|--|--|--|--|--|--|--|--|--|--------|--------|--------|--------|
| Up to \$5M      | 6  | 6  | 65,470 | 61,000 | 64,319 | 72,571 |  |  |  |  |  |  |  |  |  | 65,470 | 61,000 | 64,319 | 72,571 |
| \$5M - \$20M    | 10 | 10 | 77,420 | 65,656 | 80,288 | 83,916 |  |  |  |  |  |  |  |  |  | 77,420 | 65,656 | 80,288 | 83,916 |
| More than \$20M | 6  | 6  | 81,705 | 72,750 | 83,593 | 90,534 |  |  |  |  |  |  |  |  |  | 83,418 | 72,750 | 83,731 | 93,034 |

## HUMAN RESOURCES GROUP

### 301 HR Manager

Under general direction of Top HR or comparable level executive, develops, implements policies & procedures encompassing several or all of following programs: compensation, benefits, recruiting, training, safety, employee & labor relations, EEO & Affirmative Action. Typically requires BA & 7-10 years of increasingly responsible generalist experience.

|  |            | Base Salary |                 |           |           |           | Performance-Based Bonus |             |          | Commissions |             | Holiday Bonus/Gift |             | Profit Sharing |             | Total Cash Compensation |           |           |           |
|--|------------|-------------|-----------------|-----------|-----------|-----------|-------------------------|-------------|----------|-------------|-------------|--------------------|-------------|----------------|-------------|-------------------------|-----------|-----------|-----------|
|  | # of Orgs. | # FTEs      | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL | # FTEs                  | Avg \$ Paid | Target % | # FTEs      | Avg \$ Paid | # FTEs             | Avg \$ Paid | # FTEs         | Avg \$ Paid | Avg Total \$            | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>By Zip Code Location:</b>                     |            |             |                 |           |           |           |                         |             |          |             |             |                    |             |                |             |                         |           |           |           |
| San Francisco Area                               | 28         | 32          | 79,379          | 65,302    | 78,114    | 91,511    | 7                       | 12,999      | 15%      |             |             |                    |             |                |             | 82,315                  | 67,156    | 78,114    | 93,427    |
| Inner East Bay                                   | 12         | 18          | 81,415          | 73,700    | 83,249    | 89,946    | 4                       | 7,817       | 14%      |             |             |                    |             |                |             | 83,451                  | 73,700    | 83,249    | 96,041    |
| Outer East Bay                                   | 5          | 7           | 95,200          | 75,500    | 93,600    | 105,967   | 6                       | 8,189       | 22%      |             |             |                    |             |                |             | 103,862                 | 81,750    | 102,833   | 113,617   |
| North Bay  | 8          | 9           | 76,481          | 64,750    | 72,995    | 84,689    |                         |             |          |             |             |                    |             |                |             | 78,280                  | 70,248    | 74,229    | 87,201    |
| Silicon Valley                                   | 15         | 16          | 83,751          | 74,131    | 84,336    | 96,179    |                         |             |          |             |             | 4                  | 2,144       |                |             | 86,764                  | 74,131    | 84,336    | 101,000   |
| Central Coast                                    | 4          | 6           | 84,981          | 73,472    | 84,944    | 89,000    |                         |             |          |             |             |                    |             |                |             | 85,315                  | 74,972    | 84,944    | 89,000    |
| <b>By Industry:</b>                              |            |             |                 |           |           |           |                         |             |          |             |             |                    |             |                |             |                         |           |           |           |
| Consumer Goods, Wholesale & Retail Trade         | 3          | 4           | 84,043          | 62,500    | 70,000    | 85,918    |                         |             |          |             |             |                    |             |                |             | 100,052                 | 65,612    | 72,000    | 101,649   |
| Manufacturing                                    | 11         | 14          | 87,558          | 85,000    | 90,000    | 93,600    | 3                       | 15,173      | 13%      |             |             |                    |             |                |             | 91,765                  | 86,000    | 90,000    | 101,000   |
| Technology                                       | 7          | 8           | 76,887          | 65,000    | 82,000    | 84,986    |                         |             |          |             |             |                    |             |                |             | 80,479                  | 69,000    | 82,000    | 87,740    |
| Financial Svcs, Banking, Insurance & Real Estate | 11         | 14          | 90,970          | 74,984    | 92,650    | 104,933   | 7                       | 7,424       |          |             |             | 3                  | 1,248       |                |             | 94,950                  | 75,000    | 94,934    | 105,300   |
| Health Care & Health Services                    | 6          | 9           | 83,598          | 76,263    | 85,793    | 91,381    |                         |             |          |             |             |                    |             |                |             | 85,706                  | 76,263    | 85,793    | 96,952    |
| Business, Professional, Leisure Services         | 12         | 17          | 79,408          | 71,250    | 80,000    | 85,125    |                         |             |          |             |             |                    |             |                |             | 80,644                  | 76,000    | 80,000    | 87,500    |
| Government, Educational Institutions             | 8          | 8           | 77,533          | 66,531    | 79,100    | 88,506    |                         |             |          |             |             |                    |             |                |             | 77,567                  | 66,531    | 79,237    | 88,506    |
| Social Service/Arts/Cultural Organizations       | 14         | 14          | 74,070          | 64,429    | 75,129    | 82,174    |                         |             |          |             |             |                    |             |                |             | 74,785                  | 64,429    | 75,129    | 82,174    |

**GENERAL CLERICAL GROUP**

**801 Executive Assistant**

Fully qualified level. Under very limited supervision, provides executive staff with wide variety of administrative support. Prepares various reports and presentations. May advise contacts inside and outside the organization on the executive views on current issues or policies facing organization. May serve as the representative for executives at meetings. Manages calendar, meetings, correspondence and budget. Typically requires 3-5 years of experience.

|  |            | Base Salary |                 |           |           |           | Performance-Based Bonus |             |          | Commissions |             | Holiday Bonus/Gift |             | Profit Sharing |             | Total Cash Compensation |           |           |           |
|--|------------|-------------|-----------------|-----------|-----------|-----------|-------------------------|-------------|----------|-------------|-------------|--------------------|-------------|----------------|-------------|-------------------------|-----------|-----------|-----------|
|  | # of Orgs. | # FTEs      | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL | # FTEs                  | Avg \$ Paid | Target % | # FTEs      | Avg \$ Paid | # FTEs             | Avg \$ Paid | # FTEs         | Avg \$ Paid | Avg Total \$            | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>ALL RESPONDENTS</b>   | 87         | 222         | \$65,100        | \$55,000  | \$62,000  | \$70,967  | 90                      | \$3,536     | 9%       |             |             | 14                 | \$1,180     | 15             | \$3,121     | \$66,819                | \$55,000  | \$62,998  | \$73,441  |
| <b>By Total FTE Employees</b>  |            |             |                 |           |           |           |                         |             |          |             |             |                    |             |                |             |                         |           |           |           |
| Up to 50   | 19         | 23          | 59,642          | 53,000    | 57,000    | 65,000    |                         |             |          |             |             |                    |             |                |             | 60,806                  | 53,000    | 57,000    | 67,850    |
| 51 - 100   | 13         | 22          | 63,248          | 53,690    | 62,200    | 73,894    | 10                      | 4,360       | 8%       |             |             |                    |             |                |             | 65,298                  | 53,690    | 62,200    | 75,533    |
| 101 - 250  | 28         | 71          | 66,165          | 54,749    | 62,499    | 72,929    | 13                      | 5,491       | 11%      |             |             | 3                  | 133         | 9              | 1,897       | 67,416                  | 56,389    | 63,466    | 72,929    |
| 251 - 500  | 15         | 26          | 63,888          | 56,500    | 63,911    | 70,700    | 5                       | 4,391       |          |             |             |                    |             |                |             | 64,912                  | 56,500    | 65,000    | 73,441    |
| More than 500  | 12         | 80          | 66,629          | 56,392    | 66,142    | 76,092    | 60                      | 2,950       | 7%       |             |             |                    |             |                |             | 69,057                  | 56,392    | 70,983    | 83,664    |
| <b>By Size: Total Annual Gross Sales/Revenues (Manufacturing, Trade, Service, Technology Corporations)</b>                       |            |             |                 |           |           |           |                         |             |          |             |             |                    |             |                |             |                         |           |           |           |
| Up to \$10M  | 11         | 21          | 63,036          | 55,000    | 60,200    | 73,801    | 15                      | 2,450       | 10%      |             |             |                    |             | 10             | 2,688       | 66,567                  | 60,000    | 67,850    | 75,236    |
| \$10M - \$50M  | 16         | 34          | 69,211          | 53,966    | 57,746    | 70,016    |                         |             |          |             |             |                    |             |                |             | 69,435                  | 54,428    | 58,050    | 71,781    |
| \$50M - \$250M   | 15         | 79          | 66,758          | 59,450    | 65,000    | 74,965    | 49                      | 2,597       | 11%      |             |             |                    |             |                |             | 68,418                  | 59,450    | 65,920    | 74,965    |
| More than \$250M   | 13         | 38          | 67,441          | 60,825    | 66,000    | 78,615    | 23                      | 6,198       | 7%       |             |             |                    |             | 4              | 4,056       | 71,731                  | 62,968    | 74,000    | 95,026    |
| <b>By Size: Total Annual Operating Budget (Government, Educational Institutions, Social Service/Arts/Cultural Organizations)</b> |            |             |                 |           |           |           |                         |             |          |             |             |                    |             |                |             |                         |           |           |           |
| Up to \$5M   | 7          | 8           | 59,448          | 50,082    | 56,500    | 65,000    |                         |             |          |             |             |                    |             |                |             | 59,448                  | 50,082    | 56,500    | 65,000    |
| \$5M - \$20M   | 12         | 23          | 55,215          | 50,138    | 55,510    | 68,175    |                         |             |          |             |             |                    |             |                |             | 55,215                  | 50,138    | 55,510    | 68,175    |
| More than \$20M  | 9          | 15          | 63,245          | 54,540    | 60,180    | 69,971    |                         |             |          |             |             |                    |             |                |             | 63,619                  | 54,540    | 60,200    | 70,146    |

**GENERAL CLERICAL GROUP**

**801 Executive Assistant**

Fully qualified level. Under very limited supervision, provides executive staff with wide variety of administrative support. Prepares various reports and presentations. May advise contacts inside and outside the organization on the executive views on current issues or policies facing organization. May serve as the representative for executives at meetings. Manages calendar, meetings, correspondence and budget. Typically requires 3-5 years of experience.

|                              |            | Base Salary |                 |           |           | Performance-Based Bonus |        |             | Commissions |        | Holiday Bonus/Gift |        | Profit Sharing |        | Total Cash Compensation |              |           |           |           |
|------------------------------|------------|-------------|-----------------|-----------|-----------|-------------------------|--------|-------------|-------------|--------|--------------------|--------|----------------|--------|-------------------------|--------------|-----------|-----------|-----------|
|                              | # of Orgs. | # FTEs      | Avg Base Salary | 25th PCTL | 50th PCTL | 75th PCTL               | # FTEs | Avg \$ Paid | Target %    | # FTEs | Avg \$ Paid        | # FTEs | Avg \$ Paid    | # FTEs | Avg \$ Paid             | Avg Total \$ | 25th PCTL | 50th PCTL | 75th PCTL |
| <b>By Zip Code Location:</b> |            |             |                 |           |           |                         |        |             |             |        |                    |        |                |        |                         |              |           |           |           |
| San Francisco Area           | 30         | 71          | 65,554          | 54,622    | 64,959    | 71,747                  | 10     | 7,466       | 12%         |        |                    |        |                |        |                         | 66,690       | 54,957    | 64,959    | 75,033    |
| Inner East Bay               | 22         | 81          | 66,565          | 54,060    | 61,100    | 74,476                  | 59     | 2,506       | 12%         |        |                    |        |                |        |                         | 68,551       | 54,060    | 61,200    | 75,997    |
| Outer East Bay               | 8          | 26          | 61,830          | 51,739    | 55,403    | 64,691                  |        |             |             |        |                    |        |                |        |                         | 63,498       | 51,814    | 55,403    | 66,823    |
| North Bay                    | 10         | 13          | 64,203          | 56,042    | 59,100    | 64,757                  |        |             |             |        |                    |        |                |        |                         | 66,652       | 56,042    | 61,104    | 69,498    |
| Silicon Valley               | 13         | 21          | 66,347          | 58,463    | 63,911    | 71,938                  | 7      | 5,634       | 5%          |        |                    | 7      | 1,514          | 5      | 2,972                   | 69,437       | 60,233    | 70,000    | 73,786    |
| Central Coast                | 4          | 10          | 57,062          | 55,298    | 56,841    | 57,985                  |        |             |             |        |                    |        |                |        |                         | 57,062       | 55,298    | 56,841    | 57,985    |

|  |    |    |        |        |        |        |    |       |     |  |  |  |  |  |  |        |        |        |        |
|--|----|----|--------|--------|--------|--------|----|-------|-----|--|--|--|--|--|--|--------|--------|--------|--------|
| <b>By Industry:</b>                              |    |    |        |        |        |        |    |       |     |  |  |  |  |  |  |        |        |        |        |
| Consumer Goods, Wholesale & Retail Trade         | 5  | 10 | 59,529 | 51,250 | 58,150 | 66,010 |    |       |     |  |  |  |  |  |  | 62,545 | 53,300 | 58,150 | 73,504 |
| Manufacturing                                    | 9  | 14 | 70,291 | 56,000 | 63,911 | 79,200 | 8  | 7,474 | 12% |  |  |  |  |  |  | 75,604 | 56,000 | 74,665 | 84,484 |
| Technology                                       | 6  | 9  | 65,640 | 57,913 | 65,500 | 77,392 |    |       |     |  |  |  |  |  |  | 67,914 | 57,913 | 69,500 | 78,507 |
| Financial Svcs, Banking, Insurance & Real Estate | 16 | 47 | 69,126 | 55,000 | 61,095 | 72,854 | 19 | 4,186 | 6%  |  |  |  |  |  |  | 70,987 | 55,212 | 64,988 | 73,539 |
| Health Care & Health Services                    | 14 | 74 | 64,226 | 54,488 | 57,746 | 66,640 |    |       |     |  |  |  |  |  |  | 65,830 | 55,343 | 58,511 | 67,080 |
| Business, Professional, Leisure Services         | 9  | 22 | 72,107 | 65,767 | 73,801 | 76,067 | 6  | 4,972 | 13% |  |  |  |  |  |  | 74,140 | 67,788 | 74,965 | 82,915 |
| Government, Educational Institutions             | 13 | 23 | 60,065 | 52,041 | 60,180 | 69,165 |    |       |     |  |  |  |  |  |  | 60,125 | 52,041 | 60,180 | 69,340 |
| Social Service/Arts/Cultural Organizations       | 15 | 23 | 57,075 | 50,550 | 56,000 | 65,000 |    |       |     |  |  |  |  |  |  | 57,258 | 50,550 | 56,500 | 65,000 |

## APPENDIX: Survey Participants

4C's of Alameda County  
 AC Transit  
 AchieveKids  
 Aechelon Technology  
 AgraQuest, Inc.  
 Alameda County Community Food Bank  
 Alameda County Congestion Management Agency  
 Alameda County Medical Center  
 American Academy of Ophthalmology  
 Amy's Kitchen, Inc.  
 Asian Americans for Community Involvement  
 Asian Art Museum Foundation  
 Basic Chemical Solutions, L.L.C.  
 Bay Valley Medical Group  
 Bear River Associates, Inc.  
 Become, Inc.  
 Berry & Berry, A Professional Law Corporation  
 Big8Software, Inc.  
 Buck Institute for Age Research  
 California Bank of Commerce  
 California Communications Access Foundation  
 California State Parks Foundation  
 Center for Health Design  
 Child Care Links  
 Child Family Health International  
 Chinatown Community Development Center  
 Christian Church Homes  
 Clif Bar & Co.  
 Columbia Foundation  
 Columbus Foods  
 Community Child Care Council of Santa Clara  
 Consumer Credit Counseling Service  
 Consumer Financial Service Corporation  
 Corporation of Fine Arts Museums of San Francisco  
 Cupertino Electric, Inc.  
 Cypress Security  
 Dairy Council of California  
 Developmental Studies Center  
 DOCOMO Communications Laboratories USA  
 Document Technologies  
 Dole Fresh Vegetables  
 Donsuemor, Inc.  
 DSM PTG  
 EAH, Inc.  
 Earthjustice  
 East Bay SPCA  
 Easter Seals Bay Area  
 EdSource  
 ElsaL Inc.  
 Energy Foundation  
 Entrepreneurial Ventures, Inc.  
 EORM  
 Episcopal Community Services  
 Episcopal Senior Communities  
 ETR Associates  
 FinanceStaff  
 First Resort  
 f'Real Foods, LLC  
 Fremont Group  
 Gardeners' Guild Inc.  
 GarrettCom, Inc.  
 Gensler Architecture & Design  
 Geometrics  
 GeoVera Holdings, Inc.  
 Girls Incorporated of Alameda County  
 Glide Foundation  
 Golden Gate National Parks Conservancy  
 Golden Rain Foundation  
 Graniterock  
 GreenLeaf  
 Grosvenor Americas Limited  
 Guide Dogs for the Blind  
 Hanuman Medical LLC  
 Holy Family Day Home  
 HopeLab Foundation  
 Hospice of Santa Cruz County  
 HR Ideas, Inc  
 HS USA, Inc.  
 Hunter Technology Corporation  
 IHSS Public Authority of San Francisco  
 Infolane, Inc.  
 Innovative Interfaces, Inc.  
 Institute On Aging  
 Kaiser Permanente Northern California  
 Key Curriculum Press  
 Koret Foundation  
 LCC, Inc.  
 Macro Plastics, Inc.  
 MacRostie Winery  
 Madison Park Financial Corporation  
 Marich Confectionery  
 Marin Community Clinics  
 Masons of California  
 MedAmerica, Inc.  
 Membrane Technology and Research, Inc.  
 Merryvale Vineyards  
 Mid-Peninsula Housing Coalition  
 Milestone Technologies, Inc.  
 MobiTV Inc.  
 Moor+South/PIER Management Co.  
 New Leaf Community Markets  
 New Resource Bank  
 Oakland Metropolitan Chamber of Commerce  
 Pajaro Dunes North Association  
 Paradigm Management Services  
 Paradise Valley Estates  
 Paula LeDuc, Inc.  
 Peet's Coffee & Tea  
 Peninsula Open Space Trust  
 Pivot Learning Partners  
 Planned Parenthood Shasta Diablo  
 R. Torre & Company  
 Regulus Group  
 Reneson Hotels, Inc.  
 Ronald McDonald House at Stanford  
 Room to Read  
 Saint Mary's College of California  
 Salutary SportsClubs, Inc  
 San Francisco AIDS Foundation  
 San Francisco Ballet Association  
 San Francisco Conservatory of Music  
 San Francisco Convention & Visitors Bureau  
 San Mateo Credit Union  
 Sartorius Stedim SUS  
 Save the Redwoods League  
 Seifel Consulting Inc.  
 Soma Beverage Company LLC  
 Specialty's Cafe & Bakery  
 Spectra Laboratories  
 Springsoft  
 Stanford Federal Credit Union  
 STOP AIDS Project  
 Straits Management, LLC  
 Strategic Business Insights  
 Summit Bank  
 Super Micro Computer, Inc.  
 Sutter Home Winery Inc.  
 Takeda San Francisco, Inc.  
 Tegsco LLC d.ba. Auto Return  
 Tenderloin Neighborhood Development Corporation  
 The Focal Point LLC  
 The Gymboree Corporation  
 The Harker School  
 The PMI Group, Inc.  
 The Vita Companies  
 Tides  
 TransFair USA  
 UFCW & Employers Trust LLC  
 Valin Corporation  
 Weiss Associates  
 West Marine, Inc.  
 Whistlestop  
 Workers' Compensation Insurance Rating Board  
 Xerox International Partners

\*14 organizations chose to remain anonymous