
The DSP Competitive Wage Study

An Introduction

Direct Support Professional (DSP) Positions: Direct Care Staff for
Independent Living, Personal Assistance, Respite Care, Supported Employment, and Supported Living

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Prepared for



www.supportedliving.com



www.calrespite.org

Quality Developmental Disability Services Require Competitive Wages for DSPs

An independent study comparing California's DSP (Direct Support Professional) workforce pay to 300,000 competing job offers explains why service providers can't recruit and retain quality DSPs

DSPs are currently underpaid by an average of 30%

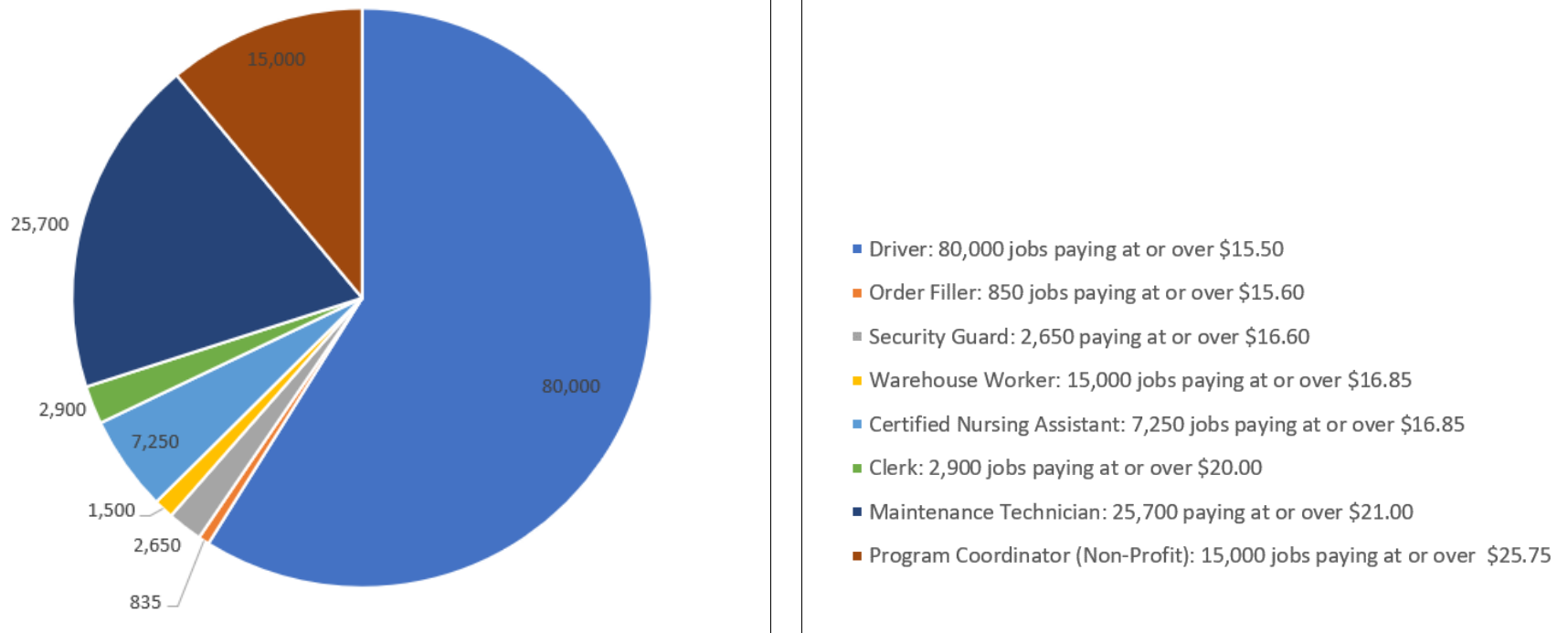
[Click Here for an Interactive Competitive Wage Map](#)

[Click Here for a video explaining competitive wages](#)

150,000 Open CA Jobs Paying at or over \$15.50 per hour

New data from workforce compensation experts at Gallagher Inc. shows there are 150,000 open jobs, similar to DSP jobs, paying over \$15.50—some paying over \$25. DSP staff jobs pay an average of \$13.00 per hour, according to the Burns & Associates Vendor Survey (a weighted average). Service Providers can't compete with these wages. (October 2018 Data)

Number of Open Jobs by Competing Occupation ¹



¹ *The DSP Staff Competitive Wage Matrix*, page 11. The calculation is the result of taking all the occupations ranking higher than the median wage \$15.50, then taking the number of positions open and dividing by two. The result is the estimated number of open positions paying at or over the median. Example calculation:

Openings for Driver above \$15.50 = 157,393 ÷ 2 » ~ 80,000 openings

Policy Implications: Five Rules for Setting Rates

Use a job-duty approach to restructure service codes

Gallagher’s job-duty analysis reveals that State service codes have little relation to the actual service performed and rate paid for those services. Synchronize the service provided with the required job duties, assign it one code, and use competitive wages to figure out the vendors’ rate.

Set vendor rates by county

DSP competitive wages vary by county, and the State can save money by paying lower rates where the competitive wage is lower.

Use hourly rates

Change Supported Living Services rates to an hourly service unit structure to clarify DSP Staff, Schedulers, and Supervisor wage costs.

Pay mileage for all Home and Community-Based Services

Cars are needed to access homes and community-based services, unlike most competing occupations.² Mileage compensates for the car requirement, especially with multiple individuals served in different homes on the same shift. Mileage reimbursement is essential to maintain community access and comply with new HCBS regulations.

Adjust the competitive wage for complex needs

The competitive wage is calculated for generic Individual services. Gallagher excluded complex behavioral and medical needs in order to calculate a standard base wage for each occupation. While Gallagher recognizes that additional remuneration is required to address the increase in job difficulty when these needs are present, it is beyond the scope of their study.³ Any additional wages will also trigger rate markups over the generic competitive rate.

² *The DSP Staff Competitive Wage Matrix*, page 2. This factor was excluded in calculating the competitive wage matrix due to the lack of any systematic documentation of the issue. Gallagher acknowledges several job attractiveness features that could not be quantified and used for the calculations. Job attractiveness factors should be studied in the future because they are an important factor in job seekers’ decisions, and DSP jobs have difficulty requirements that lower their job attractiveness factor—a fact that indicates the competitive wage is the floor for recruitment and retention.

³ *The DSP Staff Competitive Wage Matrix*, page 2. Different levels of client difficulty will require different levels of service. These levels of service will require different levels of training and must be rewarded by higher wages. CSLN and CRA will address client difficulty, training, and higher compensation in subsequent policy proposals.

How Gallagher Created the Competitive Wage Matrix

Gallagher Inc. (www.gjg.com), world-wide workforce compensation experts, used their Decision Band™ method to calculate competitive DSP wages for five services, county by county, throughout the State.⁴

Defining ‘competitive wage’

The competitive wage is the median rate at which a job-seeker needs to be paid so that they can be successfully recruited and retained for a reasonable length of time. The wage must be as high as the job offers of similar occupations, or workers will leave for those jobs. We maintain that the competitive wage is the amount that should be allotted by the State to service providers for each DSP labor hour in a service unit. The competitive wage is the total allotment—the vendor may choose to start a worker out at a lower rate and then raise the wage over time to retain staff.

Gallagher identified competing occupations for DSP staff

Gallagher used their Decision Band™ method to identify jobs of similar or lesser difficulty that DSP staff can perform. These similar occupations were then studied to find the number of open jobs advertised around the State. Only occupations having large numbers of open jobs were selected for the final comparison.

Gallagher then compared the DSP job to competing occupations

After identifying the competing occupations, the median wage for these job types was calculated using multiple employer wage surveys. Gallagher charts the competing occupations by their Decision Band™ ranking and their median wage.

The job comparison is used to calculate the DSP competitive wage

Gallagher matches the DSP job with other jobs that are of the same difficulty and calculates the DSP wage by matching it with the wages of similar jobs, using a regression analysis. This regression takes into consideration differences in job pay and levels of complexity.

The Competitive Wage Matrix is created by using county labor data

Gallagher then used the Economic Research Institute’s (ERI) geographic assessor tool to determine the general labor rate differences for each county. The DSP competitive wage is then calculated by county by modifying the competitive wage based on each county’s labor rate difference. The result is an [interactive map](#) for competitive wages.⁵

⁴ *The DSP Staff Competitive Wage Matrix*, page 3. Also see *The Decision Band Methodology*, <http://cms.allegancounty.org/sites/Group/Compensation/Shared%20Documents/DBM%20Methodology.pdf>; see pg. 6 for a map, and pgs. 7-10 for rate lists by county.

⁵ The next step is to use the Competitive Wage Matrix to calculate a Competitive Rate Matrix. Armanino LLP (www.armaninollp.com), the largest independent accounting firm in California, is performing the rate calculations.

A Market Rate Analysis of Direct Support Professional Staff Compensation

January 2019

The DSP Staff Competitive Wage Matrix

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Introduction & Project Overview

Arthur J. Gallagher & Co., a publicly held company trading under the symbol AJG since 1984, is one of the world's largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, Gallagher has operations in 33 countries. Gallagher's Human Resources and Compensation Consulting practice, who conducted this study, employs over 200 consultants located throughout the U.S.

Research Assignment

The California Supported Living Network and the California Respite Association partnered with Gallagher to research competitive wages for Direct Support Professionals (DSPs). There are three types of DSPs: Staff, Schedulers, and Supervisors. The primary DSP position is the Staff position, which works directly with the client in the community. Schedulers and supervisors, who support clients and DSP Staff through training, coaching, coordination, and other support services, are outside of the scope of this review. The following are the five service codes, along with their represented positions, that are included in this report:

- Independent Living: Independent Living Specialist
- Personal Assistance: Personal Assistant
- Respite Care: Respite Worker
- Supported Employment: Supported Employment Specialist
- Supported Living: Supported Living Specialist

A comparative wage index for all of the evaluated positions was developed to reflect the variability of labor markets across the state of California.

This study differs from traditional wage studies in that compensation levels were determined by evaluating the pay levels for which direct support services compete for talent. To accomplish this, Gallagher identified peer positions that are substantially similar (at the same or lower level) to the evaluated positions using the following study criteria:

- Competing labor market positions that require similar levels of skill, training and decision making and for which there is a relatively high market demand (i.e., there are a significant number of job openings)
- Occupations into to which a direct support position could reasonably transfer

Job Attractiveness Considerations

In addition to relative pay for a given job opportunity (higher levels of pay are more attractive), interviews with DSP staff providers resulted in the identification of the following job attributes specific to DSP staff which makes offering competitive wages an even more critical factor in recruitment.

These were generally referred to by interviewees as job attractiveness factors and include, but are not limited to:

1. Potential personal liability associated with caring for a person with developmental disabilities in a one-on-one situation where there is no supervisor and often no one else observing the work
2. Limited career advancement opportunities
3. Lack of ability to socialize with co-workers and others (work is primarily one-on-one)
4. Difficulty in traveling to a client's home or workplace, usually requiring a car
5. Challenges associated with clients that have moderate to severe behavioral issues
6. Complex behavioral and medical issues

While job attractiveness factors influence job attraction and employee retention, Gallagher's study focused only on market wage levels and did not take these or other job attractiveness factors into consideration. The rates for these positions were derived from published survey data, which do not quantify these criteria. Hence, the data presented represent a competitive floor for determining staff pay and have not been adjusted to reflect consideration for clients with high levels of medical or behavioral complexity, where higher levels of pay may be appropriate.

Project Steps

1. Peer Positions (Identification): Gallagher identified peer positions substantially similar to the direct support positions included in this study. To ensure maximum relevancy, focus was placed on positions with relatively high market demand.
2. Peer Positions (Verification): Peer positions were determined to be in high demand by analyzing openings found on ZipRecruiter, a one-click application platform used heavily to recruit hourly workers.
3. Decision Band™ Method (DBM) Evaluation: Each peer position was then reviewed and validated for similarities through the application of Gallagher's proprietary Decision Band™ Method (DBM) which assesses each job's level of decision making and difficulty relative to the evaluated positions.
4. Market Pricing: Once these peer positions were validated for similarity, compensation data were collected from multiple, legitimate survey sources. Gallagher considers legitimate survey sources to be those where data are submitted by employers and not self-reported by employees.
5. Data Analysis: Data representing the 50th percentile of the market for the state of California were analyzed for each peer position under review.
6. Regression Analysis: A regression of compensation against DBM output was then used to develop a market job value for each direct support position.
7. Wage Index: A comparative wage index by county was developed.
8. Wage Rates: County specific wage rates were established for each position.

Peer Positions

From this initial query, the following positions were confirmed using Gallagher's proprietary DBM methodology as substantially similar market competitive positions:

Occupation
Accounting Clerk
CNA
Driver
Groundskeeper
Hotel Attendant
Janitor
Laundry Operator
Maid
Mail Clerk
Maintenance Technician
Order Filler
Program Coordinator (Non-Profit)
Retail Sales Clerk
Security Guard
Vocational Training Instructor
Warehouse Worker

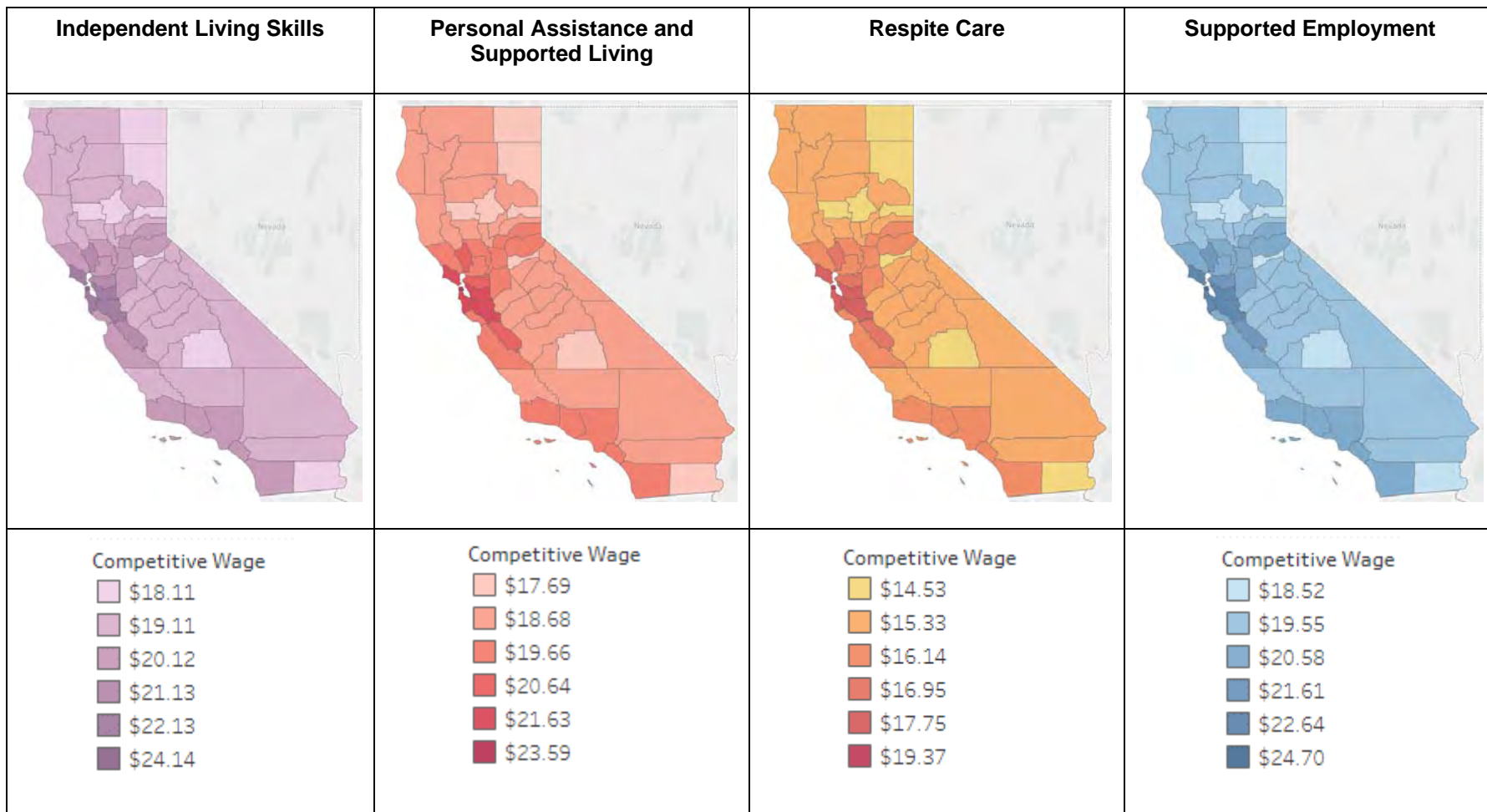
Summary Findings: Direct Support Positions California Competitive Wage Matrix

Gallagher then developed a county-by-county wage index to reflect the variability of labor markets across California.

Gallagher assessed differences in wages across all 58 counties. When differences in county specific labor rates are taken into consideration, wages can be categorized into 7 major groupings as follows:

Geographic Schedule/Wage Group	Percentage Relative to CA State Average	Direct Support Positions				
		Independent Living (\$/hr.)	Personal Assistance (\$/hr.)	Respite Care (\$/hr.)	Supported Employment (\$/hr.)	Supported Living (\$/hr.)
A	90%	18.11	17.69	14.53	18.52	17.69
B	95%	19.11	18.68	15.33	19.55	18.68
C	100%	20.12	19.66	16.14	20.58	19.66
D	105%	21.13	20.64	16.95	21.61	20.64
E	110%	22.13	21.63	17.75	22.64	21.63
F	115%	23.14	22.61	18.56	23.67	22.61
G	120%	24.14	23.59	19.37	24.70	23.59

Summary Findings: Direct Support Positions California Competitive Wage Map



Market Results by County

County	Wage Group	Direct Support Positions				
		Independent Living (\$/hr.)	Personal Assistance (\$/hr.)	Respite Care (\$/hr.)	Supported Living (\$/hr.)	Supported Employment (\$/hr.)
Alameda	E	22.13	21.63	17.75	21.63	22.64
Alpine**	B	19.11	18.68	15.33	18.68	19.55
Amador**	A	18.11	17.69	14.53	17.69	18.52
Butte	A	18.11	17.69	14.53	17.69	18.52
Calaveras	B	19.11	18.68	15.33	18.68	19.55
Colusa	B	19.11	18.68	15.33	18.68	19.55
Contra Costa	D	21.13	20.64	16.95	20.64	21.61
Del Norte	B	19.11	18.68	15.33	18.68	19.55
El Dorado	C	20.12	19.66	16.14	19.66	20.58
Fresno	B	19.11	18.68	15.33	18.68	19.55
Glenn**	A	18.11	17.69	14.53	17.69	18.52
Humboldt	B	19.11	18.68	15.33	18.68	19.55
Imperial	A	18.11	17.69	14.53	17.69	18.52
Inyo	B	19.11	18.68	15.33	18.68	19.55
Kern	B	19.11	18.68	15.33	18.68	19.55
Kings	B	19.11	18.68	15.33	18.68	19.55

**See page 10

Market Results by County

County	Wage Group	Direct Support Positions				
		Independent Living (\$/hr.)	Personal Assistance (\$/hr.)	Respite Care (\$/hr.)	Supported Living (\$/hr.)	Supported Employment (\$/hr.)
Lake	B	19.11	18.68	15.33	18.68	19.55
Lassen*	A	18.11	17.69	14.53	17.69	18.52
Los Angeles	C	20.12	19.66	16.14	19.66	20.58
Madera	B	19.11	18.68	15.33	18.68	19.55
Marin	E	22.13	21.63	17.75	21.63	22.64
Mariposa	B	19.11	18.68	15.33	18.68	19.55
Mendocino	B	19.11	18.68	15.33	18.68	19.55
Merced	B	19.11	18.68	15.33	18.68	19.55
Modoc	A	18.11	17.69	14.53	17.69	18.52
Mono**	B	19.11	18.68	15.33	18.68	19.55
Monterey	C	20.12	19.66	16.14	19.66	20.58
Napa	D	21.13	20.64	16.95	20.64	21.61
Nevada	B	19.11	18.68	15.33	18.68	19.55
Orange	C	20.12	19.66	16.14	19.66	20.58
Placer	C	20.12	19.66	16.14	19.66	20.58
Plumas	B	19.11	18.68	15.33	18.68	19.55

*See page 10

**See page 10

Market Results by County

County	Wage Group	Direct Support Positions				
		Independent Living (\$/hr.)	Personal Assistance (\$/hr.)	Respite Care (\$/hr.)	Supported Living (\$/hr.)	Supported Employment (\$/hr.)
Riverside	B	19.11	18.68	15.33	18.68	19.55
Sacramento	C	20.12	19.66	16.14	19.66	20.58
San Benito	D	21.13	20.64	16.95	20.64	21.61
San Bernardino	B	19.11	18.68	15.33	18.68	19.55
San Diego	C	20.12	19.66	16.14	19.66	20.58
San Francisco	G	24.14	23.59	19.37	23.59	24.70
San Luis Obispo	B	19.11	18.68	15.33	18.68	19.55
San Joaquin	C	20.12	19.66	16.14	19.66	20.58
San Mateo	E	22.13	21.63	17.75	21.63	22.64
Santa Barbara	C	20.12	19.66	16.14	19.66	20.58
Santa Clara	E	22.13	21.63	17.75	21.63	22.64
Santa Cruz	C	20.12	19.66	16.14	19.66	20.58
Shasta	B	19.11	18.68	15.33	18.68	19.55
Sierra*	A	18.11	17.69	14.53	17.69	18.52
Siskiyou	B	19.11	18.68	15.33	18.68	19.55
Solano	C	20.12	19.66	16.14	19.66	20.58

*See page 10

Market Results by County

County	Wage Group	Direct Support Positions				
		Independent Living (\$/hr.)	Personal Assistance (\$/hr.)	Respite Care (\$/hr.)	Supported Living (\$/hr.)	Supported Employment (\$/hr.)
Sonoma	C	20.12	19.66	16.14	19.66	20.58
Stanislaus	B	19.11	18.68	15.33	18.68	19.55
Sutter	B	19.11	18.68	15.33	18.68	19.55
Tehama	B	19.11	18.68	15.33	18.68	19.55
Trinity	B	19.11	18.68	15.33	18.68	19.55
Tulare	A	18.11	17.69	14.53	17.69	18.52
Tuolumne	B	19.11	18.68	15.33	18.68	19.55
Ventura	C	20.12	19.66	16.14	19.66	20.58
Yolo	C	20.12	19.66	16.14	19.66	20.58
Yuba	B	19.11	18.68	15.33	18.68	19.55

* For smaller counties where county level data were not available, data from the largest city/town within the county was applied.

**For counties where neither county nor city level data were available, the lowest rate from adjacent counties was applied.

Summary Results: Market and Job Availability Data

Job Title	Published Survey Data 50th Percentile Reported Average (\$/hr.)	Number of Positions Open*
Accounting Clerk	19.98	5,819
CNA	16.84	14,544
Driver	15.50	157,393
Groundskeeper	14.88	3,351
Hotel Attendant	13.43	1,536
Janitor	14.49	3,266
Laundry Operator	12.52	4,653
Maid	13.96	341
Mail Clerk	15.29	6,276
Maintenance Technician	21.10	51,394
Order Filler	15.61	1,670
Program Coordinator (Non-Profit)	25.77	30,293
Retail Sales Clerk	13.07	26,657
Security Guard	16.61	5,313
Vocational Training Instructor	27.16	500
Warehouse Worker	16.83	30,245

Summary Data		Total
Average	17.06	343,251
Median (50 th percentile)	15.56	

* ZipRecruiter, January 2019: statewide search of California.

APPENDIX

Decision Band™ Method (DBM)

The Decision Band™ Method (DBM) is a highly effective method of objectively evaluating jobs. A sound theoretical framework serves as the basis of the method and provides a consistent and valid approach to comparing and contrasting jobs that is reliable and justifiable.

Initially developed over thirty years ago by Professor Emeritus Thomas T. Paterson, and further refined by Gallagher's compensation consultants, DBM has been tested in organizations throughout the world as a means of identifying rational distinctions in pay for all jobs. DBM has been used successfully in both public and private sector organizations.

Banding is the first step in evaluating a job using DBM. This classification process reflects the level of responsibility of the job within the organization. Each decision making task is banded according to the kind of decisions required.

The following is a representative list of public sector organizations with whom Gallagher has worked to implement DBM as a basis for equitably determining pay:

California Judicial Council,
Administrative Office of the
Courts
City and County of San Francisco
City of Anaheim
City of Beverly Hills
City of Carlsbad
City of Encinitas
City of Fresno
City of Healdsburg
City of La Quinta
City of Newport Beach
City of Oxnard
City of Rancho Mirage

City of Sacramento
City of San Jacinto
City of San Jose
City of San Ramon
City of Santa Ana
City of Santa Cruz
Coachella Valley Water District
Contra Costa County
County Supervisors Association of CA
CSAC Excess Insurance Authority
Dublin San Ramon Water District
Kern County, CA
Los Angeles Unified School District
Marin County

Monterey County
Orange County, CA
Padre Dam Municipal Water District
Port of San Diego
San Diego County Regional Airport
Authority
Solano County
Southern California Schools Risk
Management
Sunline Transit – Thousand Palms, CA
Ventura County
Ventura County Schools Self-Funding
Authority
Vista Irrigation District

Labor Market Analysis

Gallagher compiled data using multiple compensation surveys.

In order to ensure that the labor market data were relevant, the following matching criteria were applied:

- Location: California
- Sectors: General industry; all organizations
- Job Match Level: Entry to intermediate

County geographic labor market differentials were established using data provided by the Economic Research Institute’s geographic assessor. The differentials were based on a specific county’s geographic differential relative to the state of California. Gallagher applied differentials relating to compensation levels between \$24,000 - \$50,000 annually. Based on the output, we rounded it to nearest five point increment and assigned it to one our wage groups (A-G).

Below is an example of the wage rate calculation for San Francisco County:

Comparison Cities vs. California - State Average	\$24,000	\$25,000	\$30,000	\$33,000	\$35,000	\$40,000	\$45,000	\$50,000	Average	Rounded to Nearest Integer	Rounded to Nearest 5 point Increment	Wage Group
Example: San Francisco County	129.8	125.1	117.1	116.1	115.6	114.5	114.3	114.2	118.34	118.00	120.00	G

The geographic differential represents the percent difference relative to state average at 100%. The geographic differential data is effective as of October 1, 2018.

As a reference, minimum wage requirements for each county are also provided on the pages that follow.

Minimum Wage Requirements by City

The following table details data sourced from the Economic Resources Institute regarding minimum wage requirements set by counties and cities within the state of California. Please note this table includes current and future minimum wage information. Any city not listed may be assumed to enforce the state of California's minimum wage as of 1/1/19.

Level	Name	State	Wage (\$/hr.)	Effective Date	Notes
City	Anaheim	California	15.00	1/1/2019	City minimum wage rate for companies with more than 25 employees who receive city subsidiaries
City	Anaheim	California	16.00	1/1/2020	City minimum wage rate for companies with more than 25 employees who receive city subsidiaries
City	Anaheim	California	17.00	1/1/2021	City minimum wage rate for companies with more than 25 employees who receive city subsidiaries
City	Anaheim	California	18.00	1/1/2022	City minimum wage rate for companies with more than 25 employees who receive city subsidiaries
City	Belmont	California	13.50	1/1/2019	City minimum wage rate.
City	Belmont	California	15.00	1/1/2020	City minimum wage rate.
City	Belmont	California	15.90	1/1/2021	City minimum wage rate.
City	Berkeley	California	15.00	10/1/2018	City minimum wage rate.
State	Statewide	California	12.00	1/1/2019	Applicable to employers with 26 employees or more.
State	Statewide	California	11.00	1/1/2019	Applicable to employers with 25 employees or less.
State	Statewide	California	13.00	1/1/2020	Applicable to employers with 26 employees or more.
State	Statewide	California	12.00	1/1/2020	Applicable to employers with 25 employees or less.
State	Statewide	California	14.00	1/1/2021	Applicable to employers with 26 employees or more.
State	Statewide	California	13.00	1/1/2021	Applicable to employers with 25 employees or less.
State	Statewide	California	15.00	1/1/2022	Applicable to employers with 26 employees or more.
State	Statewide	California	14.00	1/1/2022	Applicable to employers with 25 employees or less.
State	Statewide	California	15.00	1/1/2023	Applicable to employers with 25 employees or less.

Minimum Wage Requirements by City

Level	Name	State	Wage	Effective Date	Notes
City	Cupertino	California	15.00	1/1/2019	City minimum wage rate.
City	El Cerrito	California	15.00	1/1/2019	City minimum wage rate.
City	Emeryville	California	15.69	7/1/2018	Rate applicable to employers of 56 or more employees.
City	Emeryville	California	15.00	7/1/2018	Rate applicable to employers of 55 or fewer employees.
City	Emeryville	California	16.00	7/1/2019	Estimated - rate adjusted annually for inflation.
City	Emeryville	California	16.42	7/1/2020	Estimated - rate adjusted annually for inflation.
City	Long Beach	California	14.64	7/1/2018	Hotel employee minimum wage rate.
City	Los Altos	California	15.00	1/1/2019	City minimum wage rate.
City	Los Angeles	California	15.66	7/1/2017	Hotel employee minimum wage.
County	Los Angeles	California	12.00	7/1/2018	Rate applicable to employers of 25 or fewer employees.
County	Los Angeles	California	13.25	7/1/2018	Rate applicable to employers of 26 or more employees.
City	Los Angeles	California	12.00	7/1/2018	Rate applicable to employers of 25 or fewer employees.
City	Los Angeles	California	13.25	7/1/2018	Rate applicable to employers of 26 or more employees.
County	Los Angeles	California	13.25	7/1/2019	Rate applicable to employers of 25 or fewer employees.
County	Los Angeles	California	14.25	7/1/2019	Rate applicable to employers of 26 or more employees.
City	Los Angeles	California	13.25	7/1/2019	Rate applicable to employers of 25 or fewer employees.
City	Los Angeles	California	14.25	7/1/2019	Rate applicable to employers of 26 or more employees.
County	Los Angeles	California	14.25	7/1/2020	Rate applicable to employers of 25 or fewer employees.
County	Los Angeles	California	15.00	7/1/2020	Rate applicable to employers of 26 or more employees.
City	Los Angeles	California	14.25	7/1/2020	Rate applicable to employers of 25 or fewer employees.
City	Los Angeles	California	15.00	7/1/2020	Rate applicable to employers of 26 or more employees.
County	Los Angeles	California	15.00	7/1/2021	Rate applicable to employers of 25 or fewer employees.
City	Los Angeles	California	15.00	7/1/2021	Rate applicable to employers of 25 or fewer employees.

Minimum Wage Requirements by City

Level	Name	State	Wage	Effective Date	Notes
City	Malibu	California	12.00	7/1/2018	Rate applicable to employers of 25 or fewer employees.
City	Malibu	California	13.25	7/1/2018	Rate applicable to employers of 26 or more employees.
City	Malibu	California	13.25	7/1/2019	Rate applicable to employers of 25 or fewer employees.
City	Malibu	California	14.25	7/1/2019	Rate applicable to employers of 26 or more employees.
City	Malibu	California	14.25	7/1/2020	Rate applicable to employers of 25 or fewer employees.
City	Malibu	California	15.00	7/1/2020	Rate applicable to employers of 26 or more employees.
City	Malibu	California	15.00	7/1/2021	Rate applicable to employers of 25 or fewer employees.
City	Milpitas	California	13.50	7/1/2018	City minimum wage rate.
City	Milpitas	California	15.00	7/1/2019	City minimum wage rate.
City	Mountain View	California	15.65	1/1/2019	City minimum wage rate.
City	Oakland	California	13.80	1/1/2019	City minimum wage rate.
City	Palo Alto	California	15.00	1/1/2019	City minimum wage rate.
City	Pasadena	California	13.25	7/1/2018	Applicable to employers with 26 employees or more.
City	Pasadena	California	12.00	7/1/2018	Applicable to employers with 25 employees or less.
City	Redwood City	California	13.50	1/1/2019	City minimum wage rate.
City	Redwood City	California	15.00	1/1/2020	City minimum wage rate.
City	Richmond	California	15.00	1/1/2019	City minimum wage rate. If company pays for medical coverage \$1.50 can count towards the minimum wage.
City	San Diego	California	12.00	1/1/2019	City minimum wage rate.
City	San Francisco	California	15.00	7/1/2018	City minimum wage rate.

Minimum Wage Requirements by City

Level	Name	State	Wage	Effective Date	Notes
City	San Jose	California	15.00	1/1/2019	City minimum wage rate.
City	San Leandro	California	13.00	7/1/2018	City minimum wage rate.
City	San Leandro	California	14.00	7/1/2019	City minimum wage rate.
City	San Leandro	California	15.00	7/1/2020	City minimum wage rate.
City	San Mateo	California	15.00	1/1/2019	City minimum wage rate.
City	San Mateo	California	13.50	1/1/2019	Rate applicable to employers who are non-profit corporations that are tax-exempt per Section 501(c)(3) of the tax code.
City	Santa Clara	California	15.00	1/1/2019	City minimum wage rate.
City	Santa Monica	California	13.25	7/1/2018	Rate applicable to employers of 26 or more employees.
City	Santa Monica	California	12.00	7/1/2018	Rate applicable to employers of 25 or fewer employees.
City	Santa Monica	California	16.10	7/1/2018	Hotel employee minimum wage.
City	Santa Monica	California	14.25	7/1/2019	Rate applicable to employers of 26 or more employees.
City	Santa Monica	California	13.25	7/1/2019	Rate applicable to employers of 25 or fewer employees.
City	Santa Monica	California	15.00	7/1/2020	Rate applicable to employers of 26 or more employees.
City	Santa Monica	California	14.25	7/1/2020	Rate applicable to employers of 25 or fewer employees.
City	Santa Monica	California	15.00	7/1/2021	Rate applicable to employers of 25 or fewer employees.
City	Sunnyvale	California	15.65	1/1/2019	City minimum wage rate.

Direct Support Positions Overview and Criteria

Criteria	Independent Living Specialist	Personal Assistant	Respite Worker	Supported Living Specialist	Supported Employment Specialist
Position Overview	<p>Provides direct training support to individuals whose goal is to be able to move out on own, or become more independent in their current setting.</p> <p>Independent living training support includes: community integration, education, self-advocacy, self-care, and some pre-vocational skills (filling out applications or paperwork). Generally can't be provided on the job site (vs. Supported Employment Specialist who provides on-the-job training and support)</p> <p>ILS plan is developed by specialist (who provides input) and his/her manager (who develops plan). Scope is highly defined. Once plan is developed by manager, ILS executes the plan with the client.</p> <p>Focus is on specific task mastery and interpersonal skill development.</p>	<p>Attends to the activities of daily living for adults or children living with disabilities, including housecleaning, laundry, help with shopping, meal preparation, feeding and personal care, (bathing, toileting, Menstrual care) assistance with medication self-administration, transferring, ambulation.</p>	<p>Attends to the personal needs of children and/or adults with disabilities while providing quality in-home care.</p>	<p>Attends to the activities of daily living for adults living on their own with disabilities, including housecleaning, laundry, help with shopping, meal preparation, feeding and personal care, (bathing, toileting, Menstrual care) assistance with medication self-administration, transferring, ambulation.</p>	<p>Provides on-the-job training and supervision (as needed) for individuals with developmental disabilities in the areas of vocational training, and supported employment.</p> <p>Scope is broader than ILS works with employer, client's manager and client vs. ILS has a specific list of activities. So higher level of coordination and knowledge.</p> <p>ILS is more defined. Specialist with his/her supervisor to create a goal plan vs. SES will create the plan independently.</p>
Summary of Essential Duties	<p>Teaches independent living skills based on Personalized Service Plans; identifies changes in assigned individual's health and safety; administers medication and attends medical appointments; provides intervention during crisis situations; collaborates with staff/supervisors; prepares reports and advocates on behalf of assigned individuals.</p> <p>Can work on skills including advocacy, appropriate behavior, budgeting and money management, communication, computer training, cultural events, health and safety preparation, job skills, mobility, outdoor experiences, personal care training, recreation, social skills, travel training, and other designated skills.</p>	<p>The personal assistant provides support in the home and in the community. This may include sleepover, household management, light housekeeping, shopping, and recreational activities, accompany with and/ or arranging transportation, assistance with communication and other duties as outlined in their person centered plan. Completes required documentation.</p> <p>PA work is very similar to respite in type of assistance. However, care is typically planned (vs. episodic) and for specific assistance (vs. respite care which is designed to provide general care-giver relief). For example, on-going bathing.</p>	<p>Provides physical care assistance; insures proper use of adaptive equipment; provides supervision and ensures safety of clients; initiates activities and provides care for other children in the home; provides feedback to parents and maintains records.</p>	<p>The Supported Living Specialist may or may not live with the client and provides support in the home and in the community. This may include sleepover, household management, light housekeeping, shopping, and recreational activities, accompany with and/ or arranging transportation, assistance with communication and other duties as outlined in their person centered plan.</p> <p>The supported living specialist is expected to be responsive to the client's instructions and requests regarding duties and conduct at all times. Completes required documentation.</p>	<p>Conducts Situational Assessments and task analysis, and subsequent reporting; Uses information gained to help the individual identify possible job interests, locate potential employers, and apply, and supports interviews leading to employment outcomes, which may include identifying job lead resources and regularly tracking job openings.</p> <p>Assists with researching and developing jobs and meaningful work-related activities; oversees participants during work time and work community participation.</p> <p>Provides support and training in a variety of work-related activities including resume development, interviewing practice, job application completion, and other job preparation skills, such as navigating employment resources, organization, time management, understanding of assignments, and employer expectations.</p> <p>Facilitates integration through internships, employment, or volunteer opportunities, and negotiates work-related issues with employers, such as schedule, site modifications, etc.</p> <p>Provides instruction, support, and on-the-job training in a variety of activities, including advocacy, appropriate behavior, budgeting and money management, communication, computer training, cultural events, health and safety preparation, job skills, mobility, outdoor experiences, personal care training, recreation, social skills, travel training, volunteer jobs, and other designated skills, so long as they pertain to employment situations.</p>

Direct Support Positions Overview and Criteria

Criteria	Independent Living Specialist	Personal Assistant	Respite Worker	Supported Living Specialist	Supported Employment Specialist
Transport of Clients	<ul style="list-style-type: none"> May assist client with learning how to obtain transport as part of the ILS plan. 	<ul style="list-style-type: none"> May attend events out of home but not allowed to transport client out of home unless pre-approved. May arrange for transport and accompany client. 	<ul style="list-style-type: none"> May attend events out of home but not allowed to transport client out of home unless pre-approved. 	<ul style="list-style-type: none"> May attend events out of home but not allowed to transport client out of home unless pre-approved. May arrange for transport and accompany client. 	<ul style="list-style-type: none"> Assists client with obtaining transport, learning to use public transportation and other methods to get to work. Does not perform transport.
Client Residence	<ul style="list-style-type: none"> Not living on own as well as living on their own. Goal is to be able to move out on own, or become more independent in their current setting. 	<ul style="list-style-type: none"> Not living on own or living on own. Child or adult client. (Law written so service is only for adult clients but this service is provided to children sometimes) 	<ul style="list-style-type: none"> Not living on own. Child or adult client. 	<ul style="list-style-type: none"> Already living on own. Adult Client Only. 	<ul style="list-style-type: none"> May be living on own or in another setting.
Required Qualifications	<ul style="list-style-type: none"> LIVESCAN background/Fingerprint check CPR certification First Aid certification PROACT & Person-Centered Active Supports certifications Pass drug screening Ability to wear Personal Protective Equipment (PPE) 	<ul style="list-style-type: none"> LIVESCAN background/Fingerprint check CPR certification First Aid certification PROACT & Person-Centered Active Supports certifications Pass drug screening Ability to wear Personal Protective Equipment (PPE) 	<ul style="list-style-type: none"> LIVESCAN background/Fingerprint check CPR certification First Aid certification Driver's License with clean driving record (if driving is part of client's service plan) 	<ul style="list-style-type: none"> LIVESCAN background/Fingerprint check CPR certification First Aid certification PROACT & Person-Centered Active Supports certifications Pass drug screening Ability to wear Personal Protective Equipment (PPE) 	<ul style="list-style-type: none"> LIVESCAN background/Fingerprint check CPR certification First Aid certification PROACT & Person-Centered Active Supports certifications Pass drug screening Ability to wear Personal Protective Equipment (PPE)
Education & Experience	<ul style="list-style-type: none"> High School diploma or general education degree (GED) Experience with the Developmentally Disabled or an understanding of the developmental disability system preferred 	<ul style="list-style-type: none"> High School diploma or general education degree (GED) Experience with the Developmentally Disabled or an understanding of the developmental disability system preferred 	<ul style="list-style-type: none"> High School diploma or general education degree (GED) Three months to a year of related experience and/or training background/Fingerprint check 	<ul style="list-style-type: none"> High School diploma or general education degree (GED) Experience with the Developmentally Disabled or an understanding of the developmental disability system preferred 	<ul style="list-style-type: none"> High school diploma or equivalent. One or more years' experience in human service or educational organizations, at least a portion of which has been with programs for persons with developmental disabilities.
Performing Tasks on Behalf of Client Vs. Teaching Client	<ul style="list-style-type: none"> Teaching client to perform tasks of daily living and associated interpersonal/communication skills. 	<ul style="list-style-type: none"> Performing tasks 	<ul style="list-style-type: none"> Performing tasks 	<ul style="list-style-type: none"> Performing tasks 	<ul style="list-style-type: none"> Teaching client to perform tasks of daily living and associated interpersonal/communication skills.
Required Skills	<ul style="list-style-type: none"> Medication administration skills preferred Computer literacy and basic math skills Good written and verbal communication skills ASL/Sign Language skills if application to assignment Ability to interact with and lead activities 	<ul style="list-style-type: none"> Medication administration skills preferred Computer literacy and basic math skills Good written and verbal communication skills ASL/Sign Language skills if application to assignment Ability to interact with and lead activities 	<ul style="list-style-type: none"> Medication administration skills preferred Computer literacy and basic math skills Good written and verbal communication skills ASL/Sign Language skills if application to assignment Ability to interact with and lead activities 	<ul style="list-style-type: none"> Medication administration skills preferred Computer literacy and basic math skills Good written and verbal communication skills ASL/Sign Language skills if application to assignment Ability to interact with and lead activities 	<ul style="list-style-type: none"> Computer literacy Ability to assess client's abilities, match with appropriate jobs and teach them to perform the job