

P.O. Box 280
692 Marshall, Suite A
San Andreas, CA 95249
(209) 754-2094 Fax: (209) 754-2096
info@calacog.org
www.calacog.org



CALAVERAS COUNCIL
of GOVERNMENTS

MEMORANDUM

TO: Council Members
FROM: Executive Director
DATE: March 28, 2006
SUBJECT: Compensation Survey Summary

RECOMMENDATION

It is recommended that the CCOG:

- 1. Reclassify the CCOG Administrative Assistant to CCOG Business Administrator, using the same salary structure and job description as detailed in “Public Works Business Administrator”.**
- 2. Discuss and adopt its own salary structure. It is not bound to maintain the County’s current structure. A more extensive 12-step salary structure with 2 ½% increments for staff should be considered.**
- 3. Establish a clear policy for rewarding good performance on the part of the Executive Director should also be written into the CCOG’s policy manual.**

BACKGROUND

At the March 8th CCOG meeting, staff presented a table summarizing salary data from comparable agencies as requested by the CCOG at the February 8th meeting. This report will attempt to provide some background and explanatory information to assist the CCOG in making decisions regarding compensation for staff and the Executive Director.

Administrative Assistant: The CCOG Administrative Assistant is currently at the top step in her classification based on the County’s compensation structure. In our survey amongst five similar-sized agencies, the current salary for the Administrative Assistant in Calaveras COG is approximately \$3,800 below the top of the range for the five comparable agencies. It should be noted that at some agencies, the Administrative Assistant also had a full-time clerical assistant to back up on certain clerical duties. Currently, CCOG employs a part-time clerical assistant one day a week, or in special cases where additional help is needed. It was difficult to find other counties with the exact same job description as is currently engaged in by the CCOG

Administrative Assistant. In any case, an increase in compensation for this position is justified. One approach could be to adopt the county's newly-created classification of Public Works Business Administrator. This class starts on 'A' step at 4% above the CCOG Administrative Assistant's 'E' step. The CCOG's Administrative Assistant fulfills all of the duties in the Public Works Business Administrator description, plus additional duties, including preparation of CCOG meetings minutes, writing board resolutions and minute orders, tracking federal and state transportation funding, and performing a variety of other duties central to the CCOG.

Transportation Planner: Some agencies have more than one level of Transportation Planner, although some had no Planner positions at all. The CCOG Transportation Planner is generally filled with a person with a Masters Degree in Transportation Planning or related field. Because of this requirement, a Senior Planner position was used as a comparable position in other counties. Based on the survey among the five comparable counties, the average salary range was almost \$9,800 higher than that of CCOG. This suggests that the range compensation should be extended at Calaveras COG for this position, or a Senior Transportation Planner class be created.

Executive Director: Of the five surveyed counties, only one county, Nevada, reported a lower salary for the Executive Director than Calaveras. The average among all five counties was approximately \$19,800 higher than that of CCOG. At two counties, Amador and Madera, the Executive Director salary was over \$97,000 per year, or approximately \$9,000 more than is currently paid by CCOG. *If CCOG wishes to remain competitive and attract qualified candidates for this position an adjustment in salary is needed.*

In past years, County representatives on the CCOG have compared the Executive Director's salary to that of the County Public Works Director and claimed that the CCOG position should not exceed that of the Public Works Director. This argument might hold true if qualified candidates for the Executive Director's position were coming from a pool of Public Works Directors. However, based on the data collected and experience over the past eight years, this policy is difficult to support. If the Public Works Director is under-paid, that is a separate issue that should be dealt with by the County. CCOG's Executive Director performs very different duties and is responsible for very different programs than that of a Public Works Director.

A related problem has been no consistent policy for awarding merit raises to the Executive Director. Lacking any step salary scale, the CCOG should acknowledge the extensive demands of this position and provide some framework wherein merit increases can be reasonable expected by the person in that position. In the past, these decisions seemed to have no pattern, were quite often politically motivated and have no connection to available funding or to performance in a given year of that employee. In order to retain a capable Director, the Council needs to address this issue.

Salary Structure: One aspect of the County salary structure that is currently adopted by the CCOG should be examined. The County's policy of automatically awarding a 5% increase for the first five years of tenure by an employee and then "topping out" until that employee provided 10 years of service and receiving another "longevity" raise of 2 ½% needs to be examined. A system which could provide more flexibility and allow supervisors to reward positive and productive performance should be considered. For example: salary steps of 2 ½% over 12

gradients would give a supervisor some flexibility to award good performance. An employee performing adequately, but not above average might receive a 2 ½% increase, whereas an employee performing exceptionally well could be awarded a 5% or even a 7 ½% increase. Having more steps available means the system would not be as vulnerable to “topping out” and thus running out of incentive capacity for any given classification. It would also reduce the number of times a supervisor would request reclassification as an employee’s skill sets and performance are expanded over time.