



June 12, 2020

**TO:** CADA Board of Directors

**SUBJECT:** June 19, 2020, Board Meeting  
AGENDA ITEM  
FY 2020 – 2021 SALARY RANGE LIMIT SCHEDULE

**CONTACT:** Jill Azevedo, Human Resources Manager

**RECOMMENDED ACTION:**

Adopt resolution establishing the FY 2020-2021 Salary Limit Schedule.

**BACKGROUND**

CADA personnel policies delegate authority for individual employee salary adjustments to the Executive Director. Adoption of salary range limits, however, requires Board action. At the June Board meeting each year adjustments are generally made, if warranted, for implementation in the next fiscal year.

**POLICY ISSUES**

To attract and retain qualified staff it is important periodically to conduct compensation studies in order for CADA to remain in relative consistency with its benchmark agencies.<sup>1</sup> In keeping with CADA's practice to conduct a salary structure review every five years, in 2016 CADA contracted with an outside consultant, Public Sector Personnel Consultants (PSPC), to prepare a comprehensive salary review. Based on the results of the 2016 salary review survey, the ranges that were found not to be competitive were adjusted to the average prevailing rates, which is defined as +/-5% of the survey jobs' averages matching the Authority's benchmark classes.

As a non-civil service at-will employer, CADA does not follow a five-step salary range system or the award of across-the-board cost-of-living increases. Instead, it awards individual salary increases based on an annual assessment of an employee's performance and the budget parameters established by the Board and Executive Director. The salary structure that the Board sets provides the limits within which these adjustments may be made by the Executive Director.

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<sup>1</sup> CADA's benchmark agencies are the State of California, County of Sacramento, City of Sacramento, Sacramento Housing and Redevelopment Agency, and private sector jobs identified by CADA's independent outside consultant.

This year, staff recommends that ranges be maintained at their present levels to reflect the current economic market, particularly the effects of the COVID-19 pandemic, and benchmark comparables. The ranges are included in **Exhibit 1** of the draft Board resolution. Generally, CADA's salary structure lags slightly behind our benchmark agencies, though CADA has numerous other advantages as an employer (attractive benefits, great pride in our agency accomplishments, etc.) that in most years allows CADA to experience a low turnover rate and high job satisfaction rate.

### **STRATEGIC PLAN**

This action is consistent with the key CADA value articulated in the Strategic Plan of operating in a fiscally responsible manner. Adopting the recommended salary ranges is fiscally responsible because the new ranges are competitive within the market and working within them will help CADA to attract and maintain qualified staff.

### **FISCAL IMPACT**

Because the salary range schedule does not set actual employee salaries, adoption of the proposed schedule does not have a direct fiscal impact. For CADA employees, actual salaries are determined by individual performance evaluations within budget parameters established by the Board and the Executive Director. Prior to any salary increases being implemented, the Executive Director assesses the impact of a proposed increase on the overall salaries budget<sup>2</sup>.

### **ENVIRONMENTAL REVIEW**

Not applicable. This is an administrative action and is not a project subject to the guidelines of the California Environmental Quality Act (CEQA).

### **CONTRACT AWARD CONSIDERATIONS**

Not applicable. This action is not subject to CADA Contract Policy.

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<sup>2</sup> Please note that there is one CADA Resident Services Representative whose salary is above the top of the range due to the higher market value of their apartment, the value of which is included in the salary range for that position.