



October 23, 2023

**TO:** CADA Board of Directors

**SUBJECT:** **October 27, 2023, Board Meeting**  
**AGENDA ITEM 6**  
**2024 SALARY RANGE LIMIT SCHEDULE**

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

**RECOMMENDED ACTION:**

Staff recommends that the Board adopt resolution (Attachment 3) establishing the 2024 Salary Range Limits.

**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 the Board generally makes adjustments, if warranted, for implementation in the next fiscal year. CADA conducts formal salary range limit reviews at least every five years. The current salary range was evaluated and approved by the Board in June 2021 and has been carried over annually since. The proposed range will update the existing salary ranges.

**POLICY ISSUES**

To attract and retain qualified staff it is important to periodically 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, CADA last contracted with an outside consultant, Public Sector Personnel Consultants (PSPC), to prepare a comprehensive salary review in 2021.

While CADA is not due to conduct another salary survey until 2026, given the recent rise in interest rates, inflation, competition in the job market, and the fact that all comparator agencies have recently increased their salary ranges, staff undertook a salary survey of comparator agencies to assess whether CADA's current salary ranges are still competitive.

By looking at the midpoint of comparator agencies, staff found that 15% of CADA's ranges that were surveyed are competitive with the benchmark job classes and 85% of these ranges were not competitive and are recommended to be updated. See **Attachment 1 – External Prevailing Rates Comparison**. Note: While CADA's ranges are below comparator agencies, it should be noted that all CADA staff are being paid within the existing and proposed salary ranges and no one is being paid below the bottom of the current or suggested ranges. Based on these survey results,

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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 the Cities of Folsom, Roseville, Stockton, and West Sacramento, as well as private sector jobs identified by CADA's independent outside consultant.

staff prepared a table entitled "**Attachment 2 – Proposed 2024 Salary Ranges**" in which ranges that were found not to be competitive are adjusted to the average of prevailing rates, which is defined as +/-5% of the survey jobs' averages matching the Authority's benchmark classes.

The 2024 Salary Range Limit Schedule, which is attached to the resolution proposed for adoption, is consistent with Attachment 2.

### **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 increase being implemented, the Executive Director assesses the impact of a proposed increase on the overall salaries budget.

### **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.

Attachments:

Attachment 1 – External Prevailing Rates Comparison

Attachment 2 – Proposed Capitol Area Development Authority Salary Range Limits (effective 1/1/2024)

Attachment 3 – Resolution

**Attachment 1**

**EXTERNAL PREVAILING RATES COMPARISON**

**Comparing Base Pay Range Midpoint to Market Midpoint**

October 2023

CADA Job Title	CADA Midpoint	Market Midpoint	Variance	
			\$	%
Executive Director	\$174,204	\$196,559	-\$22,355	-11.37%
Deputy Executive Director	\$151,338	\$157,152	-\$5,814	-3.70%
Controller/Finance Director	\$122,466	\$130,805	-\$8,339	-6.38%
Development Service Director	\$122,466	\$128,327	-\$5,861	-4.57%
Planning / Asset Mgmt. Svcs. Director	\$122,466	\$142,774	-\$20,308	-14.22%
Development Manager	\$94,068	\$99,866	-\$5,798	-5.81%
Human Resources/Risk Manager	\$94,068	\$95,983	-\$1,915	-2.00%
Facilities Maintenance Manager	\$83,244	\$89,223	-\$5,979	-6.70%
Accounting Manager	\$80,670	\$85,463	-\$4,793	-5.61%
Construction Manager	\$83,244	\$83,785	-\$541	-0.65%
Property Manager	\$80,670	\$80,876	-\$206	-0.25%
Leasing Services Manager	\$66,810	\$72,337	-\$5,527	-7.64%
Manager - Contracts & Office	\$73,272	\$76,958	-\$3,686	-4.79%
Marketing & Creative Services Manager	\$73,272	\$69,774	\$3,498	5.01%
Renovation & Rehabilitation Specialist	\$67,596	\$66,901	\$695	1.04%
Journeyman - Electrician	\$61,974	\$68,388	-\$6,414	-9.38%
Journeyman - Plumbing/Carpentry	\$61,974	\$67,909	-\$5,935	-8.74%
Journeyman - Carpenter	\$61,974	\$62,517	-\$543	-0.87%
Prep Coordinator	\$47,742	\$47,101	\$641	1.36%
Maintenance Specialist	\$47,742	\$50,781	-\$3,039	-5.98%
Executive Administrative Assistant	\$44,844	\$61,517	-\$16,673	-27.10%
Leasing Agent	\$44,844	\$52,339	-\$7,495	-14.32%
Accounting Specialist	\$44,844	\$48,018	-\$3,174	-6.61%
Maintenance Office Coordinator	\$44,844	\$44,088	\$756	1.72%
Administrative Assistant	\$40,656	\$43,546	-\$2,890	-6.64%
Resident Services Representative	\$36,960	\$44,878	-\$7,918	-17.64%

**Attachment 2**

**CAPITOL AREA DEVELOPMENT AUTHORITY  
SALARY RANGE LIMITS, EFFECTIVE January 1, 2024**

<b>Executive</b>	
Executive Director	\$12,892 - \$19,336
Deputy Executive Director	\$10,494 - \$15,738
<b>Directors</b>	
Controller/Finance Director	\$8,653 - \$12,983
Development Services Director	\$8,653 - \$12,983
<b>Managers/Administrators</b>	
Development Manager	\$6,648 - \$9,970
Human Resources Manager	\$6,648 - \$9,970
Facilities Maintenance Manager	\$5,939 - \$8,907
Resident Services Manager	\$5,939 - \$8,907
Human Resources Administrator	\$5,700 - \$8,551
Accounting Manager	\$5,700 - \$8,551
Construction Manager	\$5,550 - \$8,324
Property Manager	\$5,378 - \$8,067
Leasing Services Manager	\$5,132 - \$6,894
Office & Contracts Manager	\$5,130 - \$7,692
Marketing and Creative Services Manager	\$4,886 - \$7,326
<b>Maintenance</b>	
Renovation & Rehabilitation Specialist	\$4,333 - \$6,933
Journey Level Trade	\$4,505 - \$6,754
Vacancy Prep Coordinator	\$4,133 - \$6,196
Maintenance Specialist	\$3,373 - \$5,062
<b>Administrative Services</b>	
Executive Assistant to Board	\$3,680 - \$5,696
Leasing Agent	\$3,407 - \$5,113
Accounting Specialist	\$3,198 - \$4,799
Office Coordinator	\$2,989 - \$4,485
Administrative Assistant	\$2,900 - \$4,351
<b>Resident Services</b>	
Resident Services Specialist	\$2,687 - \$4,324

**Attachment 3**

**RESOLUTION NO. 23 - 47**

Adopted by the Capitol Area Development Authority

October 27, 2023

**RESOLUTION APPROVING THE 2024  
SALARY RANGE LIMIT SCHEDULE**

**WHEREAS**, the Authority's policy is that salary range limits are established by the Board of Directors;

**WHEREAS**, the Authority's practice is for staff to prepare and recommend a salary range limit schedule for the upcoming year at the June meeting of the Board; and

**WHEREAS**, the data staff requires to prepare the salary limit schedule was not yet available for discussion with the Board in June.

**NOW, THEREFORE, BE IT RESOLVED**, by the Capitol Area Development Authority that:

1. The document entitled, "Capitol Area Development Authority Salary Range Limits, Effective January 1, 2024," attached hereto, is adopted as the CADA salary range limit schedule, effective January 1, 2024.
2. The Executive Director is authorized to make individual salary adjustments for staff, provided these adjustments do not exceed the adopted salary limits.

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Ann Bailey, Chair

ATTEST:

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Tara Gandara  
Secretary to the Board of Directors

Attachment: Capitol Area Development Authority Salary Range Limits, effective January 1, 2024

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