



January 9, 2026

TO: Capitol Area Development Authority (CADA) Board of Directors

**SUBJECT: January 9, 2026 Board Meeting
AGENDA ITEM 5
SALARY SURVEY INFORMATION**

CONTACT PERSON: Jill Azevedo, Operations Director

RECOMMENDATION:

Informational only. For review and comment.

BACKGROUND

In order to attract and retain qualified staff, it is important for CADA to periodically conduct compensation studies in order for CADA to remain in relative consistency with its benchmark agencies. CADA's practice has been to conduct a salary structure review every five years. CADA has contracted with an outside consultant, Public Sector Personnel Consultants (PSPC) for the past three surveys, to prepare this comprehensive salary review. PSPC has satisfactorily prepared the last three reports and are familiar with CADA's organizational structure and job descriptions, and it is staff's intention to contract with them again for the 2026 salary survey.

A copy of the most-recent 2021 PSPC salary survey report, excluding the appendices, is included as Attachment 1 for your review.

In preparation for this year's salary survey, this item is being brought for a review and discussion on methodology and comparative agencies so that this foundation can be properly established prior to the completion of the report. Attachment 1 provides background on past methodology that is planned to be the basis for this year's report.

CADA STRATEGIC PLAN

The proposed action addresses the following 2024-2029 CADA Strategic Plan goals:

- Being an Employer of Choice – Establishing competitive salary ranges and benefits allows the agency to attract and retain qualified staff that have relevant and related public sector experience.

Attachment:

1. 2021 PSPC Salary Survey Report

Attachment 1

RESULTS OF THE 2021 COMPENSATION SURVEY

And Proposed FY 2021/2022 Plan for the
Capitol Area Development Authority

MARCH 2021



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1. EXECUTIVE SUMMARY

It is with pleasure that we present this report describing the results of the 2021 compensation survey and recommended FY 2021/2022 Salary Plan for the Capitol Area Development Authority (“the Authority” or “CADA”).

A. SUMMARY OF FINDINGS

1. The Authority’s base pay ranges are competitive (within 5% of the prevailing rates) for 28% of the salary survey benchmark job classes in comparison to the designated public and private competitor employers (Table 1, page 4).
2. The Authority’s base pay ranges are not competitive (-5% or more below the prevailing rates) for 72% of its salary survey benchmark job classes in comparison to the designated public and private competitor employers (Table 1, page 4).
3. The extent of variance from the estimated prevailing rates ranges from – 25.48% for the salary range assigned to the classification of Leasing Agent to + 10.25% for the salary range assigned to the classification of Renovation & Rehabilitation Specialist (Table 1, page 4). Actual salaries for incumbents in these positions may vary from the Authority’s current calculated Midpoints and the prevailing rates.
4. Proposed pay range adjustments, established at the average of the market rates can be found on Table 2, page 5.
5. The Authority is offering / providing a competitive level of employee benefits in most all areas surveyed. The Authority provides competitive insurance premium allowance for employee plus family coverage, and pays market-average portion of employee retirement contribution. See Appendix II for additional details.

B. SUMMARY OF RECOMMENDATIONS

1. Enact a prevailing rate-related salary policy for the Authority (page 5).
2. Establish the Authority’s base salary range competitiveness policy at the average of the estimated prevailing rates (page 5).

2. EXTERNAL COMPETITIVENESS COMPARISONS

The following paragraphs and tables compare the Authority's current salary ranges (calculated salary range Midpoint) to those for similar occupations at the public and private employers with whom the Authority competes to obtain and retain high quality staff.

A. SOURCES OF EXTERNAL DATA

Pay Plans of Individual Employers:

In order to maintain the statistical reliability of the external prevailing rate database, we obtained the complete salary plans from the following jurisdictions and extracted data on their job classes matching the Authority's salary survey benchmarks.

Folsom, City of	Sacramento Area Council of Governments
Roseville, City of	State of California (BU 1 only)
Sacramento County	Stockton, City of
Sacramento Housing & Redevelopment Agency	West Sacramento, City of
Sacramento, City of	

Private Employers in the Sacramento Area:

We extracted data on occupational job classes similar to those employed by the Authority in the private sector from the Economic Research Institute's Salary Assessor for the Sacramento area.

B. SALARY RANGE MIDPOINT COMPARISON

We utilized the standard "structure-to-structure" method to compare the Authority's salary ranges to the prevailing rates. The salary ranges and the prevailing rates are represented by their Midpoints, which are the amounts employers pay for sustained competent job performance.

The Midpoint is the most objective, occupation-specific and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize Minimum or Maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers. When individual salary plans were comprised of steps, the beginning and ending step was added and divided by two (2) to calculate a true midpoint.

C. BENCHMARK OCCUPATIONS

The following Authority job classes had a sufficient number of salary survey “matches” to be utilized for pay structure comparison and salary plan development / planning.

Accounting Manager	Facilities Maintenance Manager	Manager - Contracts & Office
Accounting Specialist	Human Resources/Risk Manager	Marketing & Creative Services Manager
Administrative Assistant	Journeyman - Carpenter	Planning / Asset Management Svcs Director
Construction Manager	Journeyman - Electrician	Prep Coordinator
Controller/Finance Director	Journeyman - Plumbing/Carpentry	Property Manager
Deputy Executive Director	Leasing Agent	Renovation & Rehabilitation Specialist
Development Manager	Leasing Services Manager	Resident Services Representative
Development Service Director	Maintenance Office Coordinator	
Executive Director	Maintenance Specialist	

D. EXTERNAL PREVAILING RATE COMPARISON

Table 1 following this page summarizes the comparison of the Authority’s current salary structure midpoints for all benchmark job classes, to the prevailing rates of the comparator employers from the salary survey sources.

NOTE: Relationship of +/- 5% to the prevailing rates is considered comparable to the prevailing rates.

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>
Below	18	72%	- 13.60%
Comparable	6	24%	- 2.73%
Above	1	4%	+ 10.25%

The Authority is a competitive employer (within 5% of the prevailing rates) for 28% of the benchmark job classes, and is not a competitive employer (-5% or more below the prevailing rates) for 72% of the benchmark job classes.

E. EMPLOYEE BENEFITS COMPARISONS

Appendix II displays the benefits data provided by the comparators for comparison to the Authority’s benefits practices. CADA is offering / providing a competitive level of employee benefits in most all areas surveyed. CADA provides a competitive premium allowance for employee plus family coverage, and pays a portion of employee retirement contribution that matches market practices/averages.

Table 1 - EXTERNAL PREVAILING RATES COMPARISON

Comparing Base Pay Range Midpoint to Market Midpoint

CADA Job Title	CADA Midpoint	Market Midpoint	Variance	
			\$	%
Leasing Agent	\$37,044	\$49,712	-\$12,668	-25.48%
Planning / Asset Management Svcs Director	\$108,378	\$132,599	-\$24,221	-18.27%
Resident Services Representative	\$33,600	\$40,770	-\$7,170	-17.59%
Leasing Services Manager	\$58,092	\$69,317	-\$11,225	-16.19%
Human Resources/Risk Manager	\$77,004	\$90,371	-\$13,367	-14.79%
Deputy Executive Director	\$131,598	\$154,421	-\$22,823	-14.78%
Controller/Finance Director	\$108,378	\$125,102	-\$16,724	-13.37%
Administrative Assistant	\$35,976	\$41,522	-\$5,546	-13.36%
Development Service Director	\$108,378	\$124,645	-\$16,267	-13.05%
Development Manager	\$83,244	\$95,588	-\$12,344	-12.91%
Journeyman - Electrician	\$56,340	\$64,328	-\$7,988	-12.42%
Accounting Specialist	\$40,038	\$45,548	-\$5,510	-12.10%
Journeyman - Plumbing/Carpentry	\$56,340	\$63,877	-\$7,537	-11.80%
Maintenance Office Coordinator	\$37,044	\$41,968	-\$4,924	-11.73%
Executive Director	\$156,942	\$176,739	-\$19,797	-11.20%
Accounting Manager	\$73,338	\$82,159	-\$8,821	-10.74%
Construction Manager	\$77,004	\$83,476	-\$6,472	-7.75%
Manager - Contracts & Office	\$68,478	\$73,845	-\$5,367	-7.27%
Journeyman - Carpenter	\$56,340	\$59,186	-\$2,846	-4.81%
Maintenance Specialist	\$45,906	\$47,879	-\$1,973	-4.12%
Prep Coordinator	\$43,716	\$45,113	-\$1,397	-3.10%
Property Manager	\$73,338	\$75,147	-\$1,809	-2.41%
Facilities Maintenance Manager	\$83,244	\$84,177	-\$933	-1.11%
Marketing & Creative Services Manager	\$68,478	\$69,072	-\$594	-0.86%
Renovation & Rehabilitation Specialist	\$67,596	\$61,314	\$6,282	10.25%

3. RECOMMENDED FY 2021/2022 BASE SALARY PLAN

The following narratives and tables describe the recommended FY 2021/2022 salary plan for the Authority and its estimated fiscal impact.

A. RECOMMENDED FLEXIBLE SALARY COMPETITIVENESS POLICY

Salary *policy* is the Authority's expression of *where* it will place its salary levels in relation to the prevailing rates, expressed as a *percentage* of the external prevailing rates.

Permanent Prevailing Rate Salary Policy

We recommend that the Authority adopt a permanent policy to place its salary competitiveness policy at the average of the prevailing rates. "*At the prevailing rates*" is defined as +/- 5% of the survey jobs' averages matching the Authority's benchmark job classes. An illustrative prevailing rate resolution wording is:

"It is the policy of the Authority to place its salary range assignments at or near the prevailing rates paid for similar occupations by the public and private employers with whom we compete for high quality staff, if financially able, based on the non-weighted average rates of the designated comparator employers."

This flexible policy will permit the Authority to consider significant factors relating to internal occupational group relationships, supply and demand in the marketplace for specific occupations, and financial constraints.

B. ASSIGNMENT OF JOB CLASSES TO SALARY RANGES

Table 2, on the following page, displays the recommended FY 2021/2022 salary ranges for each of the Authority job classes in descending order. Surveyed job classes were placed as close to the prevailing rates for comparable job classes as was practical without damaging internal equity.

Table 2 - PROPOSED FY 2021/2022 SALARY RANGES

Executive	PSPC Draft Range
Executive Director	\$11,614 - \$17,420
Deputy Executive Director	\$10,090 - \$15,133
Directors	
Controller/Finance Director	\$8,163 - \$12,248
Development Services Director	\$8,163 - \$12,248
Planning/Asset Management Services Director	\$8,163 - \$12,248
Managers/Administrators	
Development Manager	\$6,272 - \$9,406
Facilities Maintenance Manager	\$5,550 - \$8,324
Construction Manager	\$5,550 - \$8,324
Human Resources Manager	\$6,272 - \$9,406
Property Manager	\$5,378 - \$8,067
Human Resources Administrator	\$5,378 - \$8,067
Accounting Manager	\$5,378 - \$8,067
Resident Services Manager	\$5,378 - \$8,067
Office Manager	\$4,886 - \$7,326
Marketing and Creative Services Manager	\$4,886 - \$7,326
Accounting Supervisor	\$4,752 - \$6,383
Leasing Services Manager	\$4,752 - \$6,383
Construction Administrator	\$4,752 - \$6,383
Communications Administrator	\$3,945 - \$5,915
Maintenance	
Renovation & Rehabilitation Specialist	\$4,333 - \$6,933
Journey Level Trade	\$4,133 - \$6,196
Maintenance Specialist	\$3,182 - \$4,775
Administrative Services	
Accounting Specialist	\$2,989 - \$4,485
Leasing Agent	\$2,989 - \$4,485
Office Coordinator	\$2,989 - \$4,485
Executive Assistant to Board	\$2,989 - \$4,485
Administrative Assistant	\$2,710 - \$4,066
Resident Services	
Resident Services Specialist	\$2,464 - \$3,696

4. INITIAL IMPLEMENTATION OF FY 2021/2022 SALARY PLAN

The initial implementation of the Authority's updated salary plan for FY 2021/2022 will be controlled by financial resources, and therefore balanced between the desire to pay all journey-level employees at the prevailing rates for their occupations and available funds. The following optional approaches are provided for the Authority to select, or modify, the one best suited to its compensation philosophy, historical practices, and available funds.

A. SALARIES BELOW MINIMUM

We recommend that the salary of the any employee whose current amount is less than the Minimum of the salary range for their position's job class be increased to that Minimum amount on the effective date of the updated salary plan.

B. ALTERNATIVE APPROACHES TO IN-RANGE ADJUSTMENTS

In-range adjustments could be made after the plan's effective date (and after all salaries have been adjusted up to Minimum) on each employee's individual salary anniversary date, according to one of the following approaches and funding level options.

Approach A - Longevity/Percentage Increase

This approach provides in-range increases based on years of Authority service.

<u>Years of Service</u>	<u>-----Variable Funding Level-----</u>		
	<u>Option 1 Increase</u>	<u>Option 2 Increase</u>	<u>Option 3 Increase</u>
Less than 1 year	2.0%	1.5%	1.0%
1 - 5 years	2.5%	2.0%	1.5%
6 - 10 years	3.0%	2.5%	2.0%
11 - 15 years	3.5%	3.0%	2.5%
16 - 20 years	4.0%	3.5%	3.0%
Over 20 years	4.5%	4.0%	3.5%

Approach B - Longevity/Compa-Ratio

This approach places individuals at specific positions within the salary range based on their years of Authority service, and does not decrease their current salary amount if it exceeds the designated compa-ratio (relationship of salary to Midpoint).

-----Variable Funding Level-----

<u>Years of Service</u>	<u>Compa- Ratio</u>	<u>Compa- Ratio</u>	<u>Compa- Ratio</u>
Less than 1 year	85%	83%	80%
1 - 5 years	90%	88%	85%
6 - 10 years	95%	93%	90%
11 - 15 years	100%	98%	95%
16 - 20 years	105%	103%	100%
Over 20 years	110%	107%	105%