

South Bay Cities Council of Governments

March 14, 2022

TO: SBCCOG Steering Committee

FROM: Jacki Bacharach, Executive Director

SUBJECT: Revise Employee Salary Schedule & Updated Job Descriptions

Adherence to Strategic Plan

Goal D: *Organizational Stability*. Be a high performing organization with a clear path to long-term financial health, staffing continuity and sustained board commitment.

OVERVIEW

- Proposal to revise employee salary schedule to comply with changes in State Law and update job descriptions to meet current and future program needs
- Proposed revisions do not:
 - increase current staff costs
 - allow or require automatic promotions or salary increases
 - increase the number of staff

BACKGROUND

In 2010, the South Bay Cities Council of Governments (SBCCOG) evolved from a primarily contract staffed organization to one with primarily employees. At that time, brief job descriptions were developed and approved by the Board. In 2014, under the guidance of a consultant, the SBCCOG Board approved more comprehensive job descriptions and some revised compensation levels. Job descriptions and compensation remained the same until 2020, when the SBCCOG approved the addition of the intern position and increased the starting compensation for two positions due to State of California law *Senate Bill 3*¹.

Senate Bill 3 enacted a change to the California minimum wage to be implemented with increases over several years from January 1, 2017, through December 31, 2023. The salary minimum for salaried workers is tied to the California minimum wage requiring exempt employees to earn a minimum salary equivalent to twice the state minimum wage. As of January 1, 2022, the exempt employee minimum annual salary is \$54,080 – double the state minimum wage of \$14.00/hour (\$28.00/hour x 40 hours/week x 52 weeks = \$54,080). Effective January 1, 2023, annual exempt employee salary will be \$62,400 – double the minimum wage of \$15.00/hour (\$30.00/hour x 40 hours/week x 52 weeks = \$62,400).

As a result of this requirement, the SBCCOG currently has several compensation ranges that no longer meet State law minimums and several more will be out of compliance beginning January 1,

¹ [Bill Text - SB-3 Minimum wage: in-home supportive services: paid sick days. \(ca.gov\)](#)

2023. Note that all SBCCOG staff are currently compensated at the level required by State law. The issue is that the approved position ranges are out of compliance with the existing State law.

ANALYSIS

As the SBCCOG staff prepared recommendations for implementing State required revisions, a comprehensive review of all positions and compensation levels was conducted. Staff set goals to guide this process, compared compensation to like and similar organizations, and evaluated positions required to meet current and future program needs.

Goals: Positions and compensation should:

- Be structured to meet organizational mission, vision, and guiding principles
- Provide maximum flexibility to implement programs
- Attract talented skilled individuals
- Foster positive corporate culture to motivate employees to work at their peak performance and maintain high morale
- Retain workforce
- Remain competitive with like organizations
- Meet State minimum wage requirements

Analyses, processes, and considerations for this review included:

- Review of local city and like government agencies such as council of governments (COG) – compensation and position responsibilities and skill; consideration for benefits (med. & retirement)
- Use of state law as the baseline for entry level positions
- Evaluation of current and potential organizational structure based on existing and potential future programs
- Comparison of existing positions and staff level as well as current compensation

There were several issues identified in the review process. The most significant include:

- Several SBCCOG positions were significantly impacted by SB 3 - the most severely was the entry Level Environmental Analyst I - effectively eliminating the ability to use the position
- Revisions to entry level positions have a cascading effect on all SBCCOG positions
- Cities are in the process of evaluating and negotiating positions and related salary schedules making it difficult to compare
- Program needs have significantly changed over the last 10 years requiring adjusted titles and the creation of new positions
- Other COGs have different structures and program needs such as San Gabriel Valley COG's construction authority

PROPOSED POSITIONS

As a result of the position analysis, SBCCOG staff is recommending several revisions listed below:

- Renaming the Environmental Services Analyst (ESA) I to Project Coordinator which would be clearer to the public
- Combining the ESA II, ESA III, and Project Manager positions

- Adding the following positions:
 - Project Assistant non-exempt (hourly) for part-time community outreach tasks
 - Program Manager and Sr. Program Manager to recognize that staff are managing and implementing multiple projects and to allow for continued growth in the organization
 - Executive Director since there is currently no approved job specifications for this position

Summary of Proposed Revisions		
Current Positions	Revision	Recommend Position
Accountant	NO CHANGE	Accountant
Administrative Assistant (hrly)	NO CHANGE	Administrative Assistant
Administrative Officer	NO CHANGE	Administrative Officer
Deputy Executive Director	NO CHANGE	Deputy Executive Director
Environmental Services Analyst I	NAME CHANGE	Project Coordinator
Environmental Services Analyst II	COMBINED WITH PROJECT MANAGER	Project Manager
Environmental Services Analyst III	COMBINED WITH PROJECT MANAGER	Project Manager
Intern	NO CHANGE	Intern
Project Manager	COMBINED WITH ESA II & III	Project Manager
Sr. Project Manager	NO CHANGE	Sr. Project Manager
	NEW	Project Assistant (hrly)
	NEW	Program Manager
	NEW	Sr. Program Manager
	NEW	Executive Director

These revisions are necessary to better reflect the current operations as well as job responsibilities and functions. In addition, adding positions provides flexibility to implement programs and opportunities for professional growth along with increased employee retention. If the SBCCOG Steering Committee approves of this proposal, job specifications for the new positions will be drafted for review and approval by SBCCOG Board of Directors. Below is a complete list of the proposed positions:

- | | |
|-----------------------------------|----------------------------|
| • Accountant | • Program Manager |
| • Administrative Assistant (hrly) | • Project Assistant (hrly) |
| • Administrative Officer | • Project Coordinator |
| • Deputy Executive Director | • Project Manager |
| • Executive Director | • Sr. Program Manager |
| • Intern | • Sr. Project Manager |

PROPOSED SALARY SCHEDULE

Based on the above proposed positions, SBCCOG Staff is recommending revisions to all salary levels with the exception of Intern. State law minimum salary for exempt employees was used as the baseline for these recommendations. Levels were modified to account for higher salaries for starting positions. Review of comparable organizations were also taken into consideration as well as current staffing and related positions. New positions were added to the proposed salary schedule.

If approved, some current employees will have new job titles such as Project Coordinator and Project Assistant. Revising the salary schedule is not an approval of salary increases. Salary expenditures will be presented for approval with the FY 2022-23 Budget recommendations in May and June 2022.

It is important to note that salary schedule revisions will potentially increase the SBCCOG billable rate for future contracts and grants – these budgets are often estimated on the salary range.

Staff proposed salary schedule below:

Positions	Current Annual Range	Proposed
Accountant	\$54,080-\$81,000	\$62,400-\$85,102
Administrative Assistant (hrly)	\$30,000-\$47,000 (\$15-\$23.50hr)	\$30,000-\$70,000 (\$15-\$35hr)
Administrative Officer	\$81,001-\$111,000	\$95,000-\$130,000
Deputy Executive Director	\$80,000-\$120,000	\$120,000-\$164,102
Executive Director	N/A	\$175,000-\$210,000
Intern (hrly)	\$30,000-\$50,000 (\$15-\$25hr)	\$30,000-\$50,000 (\$15-\$25hr)
Project Assistant (hrly)	N/A	\$30,000-\$50,000 (\$15-\$25hr)
Project Coordinator	N/A	\$62,400-\$72,400
Project Manager	\$57,000-\$78,000	\$72,400-\$82,400
Sr. Project Manager	\$78,001-\$99,000	\$82,400-\$92,400
Program Manager	N/A	\$102,400-\$112,400
Sr. Program Manager	N/A	\$112,400-\$122,400

FUTURE EVALUATION

SBCCOG is recommending ongoing review of positions and related salary schedule every 3-5 years.

RECOMMENDATION

Provide direction for final approval to Steering Committee & Board in April to incorporate into the 2022-2023 Budget and to use approved salaries for new contracts.)