



**To:** Commissioners, First 5 Ventura County

**From:** Jennifer Johnson, Director of Operations (On behalf of the Administration/Finance Committee)

**Date:** February 20, 2014

**Re:** Recommendation to approve adjustment to Commission salary schedules

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### **Background**

In September 2006, the Commission formalized salary procedures and salary schedules in accordance with new legislative requirements. Consistent with existing practice, the salary procedures affirmed that starting compensation for employees must be within the salary range established for that position. New employees are offered a starting salary commensurate with their experience and education. The maximum starting compensation can be no greater than 90% of the upper range for the position, unless specifically approved by the Commission.

The salary procedures provide for merit pay raises. Each year, a merit pool is established as part of the budgetary process. When merits are to be implemented for a particular year, employees are eligible for merit raises based on prior year performance as part of a comprehensive performance review. There are no built in Cost of Living Adjustments or step increases.

Salary ranges are reviewed periodically. The Commission's current salary ranges were established in May 2012. Since then, Commissioners have requested that the Administration/Finance Committee review salary ranges. At the January 2014 meeting, the Committee reviewed salary range data that was collected from First 5 commissions of similar size and geography and from community agencies in Ventura County. Compensation data was also referenced from published surveys. The ranges for the Commission's current classifications were compared to the median ranges for all surveyed (see Attachment 2). Based on the findings, certain positions were pulled out of their current range classification into their own category, as the data suggested a different range was warranted.

The proposed ranges (see Attachment 1) are based on a review of the salary data using the median as a starting point for both the beginning of the range and the top of the range. Some adjustments were made for rounding and to take into account comparable classifications from other sources that had distinct ranges for "entry" and "senior" levels, whereas the Commission combines all levels into a single range. Budget realities were also a consideration in the proposed ranges.

The Committee also researched salary range practices for Executive Directors to determine whether or not a range should be established. Currently, compensation for the Executive Director is set by the Commission annually and is not part of the salary schedule. Ranges appear to be generally established for non-executive staff positions whereby the Executive Director (or similar position) has been delegated authority to hire staffing under the authorized

ranges. Little data was found to indicate setting a range is standard practice for the position that reports directly to a board. Of the range data that was found for top officials, it largely represented county agencies or universities who have larger structures. It was not always clear whether those positions directly reported to the board. The First 5 Association recently conducted a salary survey of First 5 Executive Directors. Actual salary data was collected as well as range data. Only 12 out of 51 (24%) Commissions surveyed reported a range.

Most policies established the process for setting annual compensation for the Executive Director. As part of setting compensation annually, best practices (and the Commission's current process) are to review current market salaries (and/or ranges) thereby providing the most current data for decision making. Therefore, the Committee recommends that the Commission continue its current practice to set compensation for the Executive Director annually and to not establish a range.

### **Recommendation**

The recommended action is to adopt the adjusted salary ranges, as attached.



| <u>Classification Salary Ranges:</u>  | First 5 Ventura County<br>Current<br>Annual Range | Survey Data<br>Median*<br>Annual Range | First 5 Ventura County<br>Proposed<br>Annual Range |
|---|---|--|--|
| <u>Director of Operations (e.g., Associate Director, Deputy Director)</u>   | \$60,000 - \$95,000                               | \$88,884 - \$136,478                   | \$75,000 - \$125,000                               |
| <u>Director:</u><br><del>Director of Operations</del><br>Director of Program/Evaluation<br>Director of Communications, Education & Development            | \$60,000 - \$95,000                               | \$76,134 - \$114,205                   | \$70,000 - \$110,000                               |
| <u>Manager:</u><br>Program Manager<br>Resource Development Manager  | \$45,000 - \$75,000                               | \$59,250 - \$76,858                    | \$50,000 - \$80,000                                |
| <u>Fiscal Administrator</u>   | \$35,000 - \$60,000                               | \$50,000 - \$64,750                    | \$40,000 - \$70,000                                |
| <u>Coordinator/Administrator:</u><br>Executive Assistant<br><del>Fiscal Administrator</del><br>Contracts Administrator<br>Community Education Coordinator | \$35,000 - \$60,000                               | \$43,495 - \$59,863                    | \$40,000 - \$62,500                                |
| <u>Administrative Assistant</u>   | \$30,000 - \$52,000                               | \$34,195 - \$45,427                    | \$30,000 - \$45,000                                |
| <i>* overall median from salary survey data</i>   | Current   |  | Proposed   |
| <u>Temporary Staff Salary Ranges:</u>   | <u>Temporary Staff Hourly<br/>Ranges **</u>       |  | <u>Temporary Staff Hourly<br/>Ranges **</u>        |
| Manager   | \$24.88 - \$41.47                                 |  | \$27.64 - \$44.23                                  |
| <u>Fiscal Administrator</u>   | \$19.35 - \$33.17                                 |  | \$22.12 - \$38.70                                  |
| Coordinator/Administrator   | \$19.35 - \$33.17                                 |  | \$22.12 - \$34.56                                  |
| Administrative Assistant  | \$16.59 - \$28.75                                 |  | \$16.59 - \$24.88                                  |

\*\* Note: Temporary Staff Salary Ranges are 15% higher than comparable regular staff positions and do not include medical benefits, retirement, sick leave, holidays or paid vacation.

Summary of Data for Salary Updates  
January 2014

|  |  | Comparable Positions**                        |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
|--|--|---|---------------------|-----------|-------------------|---|---------------------|-----------|-----------|---|---------------------|-----------|-----------|-------------|---------------------|-----------|-----------|----|
|  |  | F5 Commissions<br>(Geography - 6 Commissions) |                     |           |                   | F5 Commissions<br>(Size - 10 Commissions) |                     |           |           | Community Agencies<br>in Ventura County |                     |           |           | All Sources |                     |           |           |    |
|  |  | Span  |                     | Median    | Average<br>(Mean) | N   | Span                |           | Median    | Average<br>(Mean)                       | N                   | Span      |           | Median      | Average<br>(Mean)   | N         |           |    |
|  |  | Current<br>Range*                             |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
|  |  | Begin Range                                   |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
|  |  | Top of Range                                  |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
| <u>Executive Director</u>  |  | n/a   | \$91,520-\$103,966  | \$92,436  | \$95,974          | 6   | \$91,395-\$118,889  | \$103,502 | \$104,126 | 10                                      | \$110,000-\$163,040 | \$140,407 | \$138,614 | 5           | \$91,395-\$163,040  | \$105,800 | \$111,220 | 21 |
|  |  | n/a   | \$116,000-\$250,000 | \$173,325 | \$176,713         | 6   | \$116,919-\$200,000 | \$133,441 | \$142,198 | 10                                      | \$120,000-\$214,240 | \$181,403 | \$176,890 | 5           | \$116,000-\$250,000 | \$152,628 | \$160,319 | 21 |
| <u>Director of Operations</u> (e.g.,<br>Asst. Director, Deputy Director) |  | \$60,000                                      | \$63,252-\$100,000  | \$76,904  | \$79,800          | 6   | \$85,233-\$97,510   | \$96,590  | \$93,111  | 3                                       | \$70,000-\$124,289  | \$104,000 | \$99,478  | 7           | \$63,252-\$124,289  | \$88,884  | \$90,905  | 16 |
|  |  | \$95,000                                      | \$97,718-\$160,388  | \$139,864 | \$136,638         | 6   | \$98,800-\$130,681  | \$107,490 | \$112,324 | 3                                       | \$80,000-\$155,365  | \$136,564 | \$129,920 | 7           | \$80,000-\$160,388  | \$136,478 | \$129,140 | 16 |
| <u>Directors:</u>  |  | \$60,000                                      | \$63,252-\$100,000  | \$74,880  | \$77,934          | 5   | \$60,000-\$97,510   | \$80,301  | \$78,897  | 7                                       | \$70,000-\$124,289  | \$82,894  | \$91,254  | 6           | \$63,252-\$124,289  | \$76,134  | \$82,749  | 18 |
| Program/Evaluation   |  | \$95,000                                      | \$119,529-\$160,388 | \$140,000 | \$141,049         | 5   | \$98,800-\$130,681  | \$100,374 | \$100,228 | 7                                       | \$80,000-\$155,365  | \$126,251 | \$122,405 | 6           | \$80,000-\$160,388  | \$114,205 | \$118,959 | 18 |
| Communications, Educ. & Dev.   |  |   |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
| <u>Manager:</u>  |  | \$45,000                                      | \$46,238-\$60,112   | \$54,246  | \$54,217          | 6   | \$40,000-\$85,879   | \$64,489  | \$61,817  | 17                                      | \$45,000-\$55,000   | \$52,276  | \$51,138  | 4           | \$40,000-\$85,879   | \$59,250  | \$58,392  | 27 |
| Program Manager  |  | \$75,000                                      | \$67,117-\$85,000   | \$73,070  | \$73,938          | 6   | \$60,000-\$96,530   | \$81,848  | \$80,121  | 17                                      | \$60,000-\$80,000   | \$68,186  | \$69,186  | 4           | \$60,000-\$96,530   | \$76,858  | \$77,000  | 27 |
| Resource Development Manager   |  |   |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
| <u>Fiscal Administrator</u>  |  | \$35,000                                      | \$32,594-\$60,000   | \$50,679  | \$48,855          | 10  | \$35,000-\$63,475   | \$53,581  | \$51,334  | 10                                      | \$35,360-\$58,178   | \$46,538  | \$45,913  | 10          | \$32,594-\$63,475   | \$50,000  | \$48,701  | 30 |
|  |  | \$60,000                                      | \$57,356-\$85,000   | \$66,927  | \$69,995          | 10  | \$55,000-\$97,185   | \$65,135  | \$68,245  | 10                                      | \$48,000-\$75,587   | \$61,543  | \$61,597  | 10          | \$48,000-\$97,185   | \$64,750  | \$66,612  | 30 |
| <u>Coordinator/Administrator:</u>  |  | \$35,000                                      | \$39,749-\$70,000   | \$42,558  | \$48,186          | 6   | \$36,421-\$71,162   | \$43,183  | \$46,824  | 10                                      | \$33,051-\$57,000   | \$47,500  | \$46,034  | 8           | \$33,051-\$71,162   | \$43,495  | \$46,901  | 24 |
| Executive Assistant  |  | \$60,000                                      | \$50,440-\$75,000   | \$60,696  | \$69,391          | 6   | \$44,262-\$86,502   | \$59,002  | \$61,231  | 10                                      | \$50,000-\$75,000   | \$60,571  | \$60,016  | 8           | \$44,262-\$86,502   | \$59,863  | \$62,866  | 24 |
| Contracts Administrator  |  |   |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
| Community Educ. Coord.   |  |   |                     |           |                   |   |                     |           |           |   |                     |           |           |             |                     |           |           |    |
| <u>Assistant</u>   |  | \$30,000                                      | \$26,749-\$39,912   | \$34,195  | \$33,538          | 7   | \$25,000-\$37,492   | \$36,421  | \$34,129  | 7                                       | \$22,000-\$44,013   | \$33,051  | \$33,733  | 7           | \$22,000-\$44,013   | \$34,195  | \$33,800  | 24 |
| Administrative or Program  |  | \$52,000                                      | \$34,028-\$52,663   | \$46,280  | \$43,939          | 7   | \$40,000-\$49,080   | \$44,262  | \$44,237  | 7                                       | \$25,000-\$55,349   | \$52,104  | \$45,235  | 7           | \$25,000-\$55,349   | \$45,427  | \$44,470  | 24 |

N=number of positions

\* Last updated May 2012

**\*\* Sources:**

- First 5 Commissions with similar Prop 10 allocation and/or geography
- Published salary surveys: 1) the Center for Non-Profit Management - So. Cal (2013) and 2) the Council on Foundations (2/2012; all foundations - west region)
- Local community organizations, such as, the Ventura County Community Foundation, the United Way, the Camarillo Health Care District and other special districts

**CONSUMER PRICE INDEX (CPI) INFORMATION**

(% Annual Change since 2010)

|   |       |
|---|-------|
| Nationwide                              | 5.30% |
| Los Angeles-Riverside-Orange County, CA | 4.70% |