

ADMINISTRATIVE/ PERSONNEL COMMITTEE VOTING MEMBERS WILL RECEIVE A UNIQUE PANELIST LINK BY EMAIL. PLEASE USE THIS LINK TO PARTICIPATE IN THIS MEETING.



ADMINISTRATIVE/ PERSONNEL COMMITTEE AGENDA

**TUESDAY, NOVEMBER 22, 2022
12:00 p.m.**

Pursuant to Assembly Bill 361 and the findings made by CVAG, this meeting will only be conducted via video/teleconferencing.

INSTRUCTIONS FOR PUBLIC PARTICIPATION

Members of the public may use the following link:

<https://us02web.zoom.us/j/85119183954?pwd=U1dnVWJ1ZEZ6dkZKMnc1aFY0OU1hQT09>

Password: 419943

One Tap Mobile: +16694449171,,85119183954#

Dial In: +1 669 900 9128

Webinar ID: 851 1918 3954

Password: 419943

IF YOU ARE UNABLE TO CONNECT VIA DIAL IN OPTION, PLEASE CALL 760-346-1127.

Public comment is encouraged to be emailed to the Administrative/Personnel Committee prior to the meeting at cvag@cvag.org by 5:00 p.m. on the day prior to the committee meeting. Comments intended to be read aloud should be no more than 300 characters.

**THIS MEETING IS HANDICAPPED ACCESSIBLE.
ACTION MAY RESULT ON ANY ITEMS ON THIS AGENDA**

1. **CALL TO ORDER** – Chair Steven Hernandez, City of Coachella

2. **ROLL CALL** –

A. **Member Roster**

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3. **PUBLIC COMMENTS ON AGENDA ITEMS**

This is the time and place for members of the public to address the Administrative/Personnel Committee on agenda items. At the discretion of the Chair, comments may be taken at the time items are presented. Please limit comments to three (3) minutes.

4. **CHAIR / EXECUTIVE DIRECTOR ANNOUNCEMENTS**

5. **CONSENT CALENDAR**

A. **Approval of the April 21, 2022 Administrative/Personnel Committee Minutes**

P5

6. **DISCUSSION**

A. **Implementation of Classification and Total Compensation Study – Claude T. Kilgore**

P9

Recommendation:

1. Receive and file the results of the Classification and Total Compensation Study and, pursuant to CVAG Resolution 2022-005, adopt an updated Fiscal Year 2022/23 salary schedule and allocated positions and authorize the Executive Director to take the necessary steps to phase-in the changes, including making minor updates to achieve consistency in CVAG's Personnel Rules & Benefits Manual; and
2. Provide feedback on additional changes outlined by staff, including updated benefit offerings for staff and a revised performance management system, for inclusion in CVAG's Fiscal Year 2023/24 budget

7. **PUBLIC COMMENTS ON NON-AGENDA ITEMS**

This is the time and place for members of the public to address the Administrative/Personnel Committee on items of general interest within the purview of this committee. Please limit comments to two (2) minutes.

8. **ANNOUNCEMENTS**

Upcoming Meetings:

The next meeting of the **Executive Committee** will be held on Monday, December 5, 2022, at 4:30 p.m. via Zoom webinar.

9. **CLOSED SESSION**

CONFERENCE WITH REAL PROPERTY NEGOTIATOR

Property: 73-710 Fred Waring Dr, Suite 200, and 74199 Highway 111, Suites W100 and E102, 73733 Fred Waring Drive, and 43100 Cook Street, City of Palm Desert;

CVAG Negotiator: Tom Kirk, Executive Director

Negotiating Parties: City of Palm Desert, Ocean Properties Development Corp., Shah Management and Baxley Properties

Under Negotiation: Price and Terms of Payment

10. **ADJOURN**

ADMINISTRATIVE/PERSONNEL COMMITTEE ROSTER



Jurisdiction	Seat on Committee	Members
City of Coachella	CVAG Chair	Steven Hernandez Mayor
City of Desert Hot Springs	CVAG Vice Chair	Scott Matas Mayor
Agua Caliente Band of Cahuilla Indians	Chair Appointee	Reid Milanovich Tribal Chair
City of Palm Springs	CVAG Past Chair	Lisa Middleton Mayor
City of La Quinta	CVCC Chair	Linda Evans Mayor
Vacant	Chair Appointee	Vacant

ITEM 5A**ADMINISTRATIVE/ PERSONNEL COMMITTEE
MINUTES OF MEETING****April 21, 2022****1. CALL TO ORDER**

The April 21, 2022 Administrative/Personnel Committee meeting was called to order at 11:01 a.m. by Chair Christy Holstege, City of Palm Springs, via Zoom videoconference, which was pursuant to AB 361 and the guidelines for virtual meetings.

2. ROLL CALL**MEMBERS PRESENT**

Councilmember Christy Holstege, Chair
Mayor Steven Hernandez, Vice Chair
Mayor Scott Matas, Chair Appointee
Councilmember Glenn Miller, Past Chair
Mayor Linda Evans, CVCC Chair

AGENCY

City of Palm Springs
City of Coachella (*arrived during Item 6B*)
City of Desert Hot Springs
City of Indio
City of La Quinta

STAFF PRESENT

Tom Kirk
Erica Felci
Claude T. Kilgore
Jennifer Nelson
Joanna Stueckle

OTHERS PRESENT

Alyssa Thompson

AGENCY

Koff & Associates

3. PUBLIC COMMENTS

None.

4. CHAIR / EXECUTIVE DIRECTOR ANNOUNCEMENTS

None.

5. CONSENT CALENDAR

**IT WAS MOVED BY COUNCILMEMBER MILLER AND SECONDED BY MAYOR EVANS
TO APPROVE THE CONSENT CALENDAR.**

**A. APPROVAL OF THE JANUARY 21, 2022 ADMINISTRATIVE/PERSONNEL COMMITTEE
MEETING MINUTES**

- B. AUTHORIZE THE EXECUTIVE DIRECTOR TO EXTEND THE FEDERAL AND STATE LOBBYING EFFORTS BY EXECUTING ONE-YEAR CONTRACTS WITH THE FERGUSON GROUP FOR AN ANNUAL NOT-TO-EXCEED \$100,000 AND WITH THE POLITICO GROUP FOR AN ANNUAL NOT-TO-EXCEED \$50,000, WITH AN OPTION TO EXTEND AND ADDITIONAL ONE-YEAR TERM AT THE EXECUTIVE DIRECTOR'S DISCRETION
- C. APPOINT THE CVAG VICE CHAIR AS THE PRIMARY DELEGATE TO THE CALIFORNIA JOINT POWERS INSURANCE AUTHORITY'S BOARD OF DIRECTORS, WITH THE CVAG DIRECTOR OF FINANCE/ADMINISTRATION SERVING AS THE ALTERNATE, FOR THE CURRENT AND FUTURE YEARS

THE MOTION CARRIED WITH 4 AYES AND 1 MEMBER ABSENT

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	ABSENT
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

6. DISCUSSION

A. CVAG Officer Rotation for FY 2022/2023 – Jennifer Nelson

Jennifer Nelson presented the staff report.

IT WAS MOVED BY COUNCILMEMBER MILLER AND SECONDED BY MAYOR MATAS TO NOMINATE THE REPRESENTATIVE FROM THE CITY OF COACHELLA TO SERVE AS FY 2022/2023 CHAIR AND THE REPRESENTATIVE FROM THE CITY OF DESERT HOT SPRINGS TO SERVE AT FY 2022/2023 VICE CHAIR

THE MOTION CARRIED WITH 4 AYES AND 1 MEMBER ABSENT

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	ABSENT
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

B. Update on Classification and Total Compensation Study – Claude T. Kilgore

Claude Kilgore gave a staff report and sought feedback on the next steps of the Koff & Associates study. A brief member discussion ensued.

IT WAS MOVED BY MAYOR HERNANDEZ AND SECONDED BY MAYOR EVANS TO AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE A CONTRACT WITH KOFF & ASSOCIATES TO PERFORM A PERFORMANCE MANAGEMENT REVIEW ANALYSIS AT A NOT-TO-EXCEED COST OF \$27,540

THE MOTION CARRIED WITH 5 AYES

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

C. FY 2022/2023 Budgetary Items – Claude T. Kilgore

Claude Kilgore provided a presentation on changes to the FY2022/2023 budget. A robust discussion ensued with staff addressing questions on various budget items. As requested by Mayor Hernandez, staff indicated they would be providing additional information on the total costs of the proposed staff COLA increase.

Three separate motions were taken on this item to provide direction on the budget.

IT WAS MOVED BY MAYOR HERNANDEZ AND SECONDED BY COUNCILMEMBER MILLER TO 1.) INCLUDE IN THE FY BUDGET CVAG'S CALPERS UAL FOR FISCAL YEAR 2022/23 AT \$200,394, INCLUDING THE FULL MINIMUM UAL PAYMENT OF \$111,188 AND AN ADDITIONAL DISCRETIONARY PAYMENT OF \$88,812 TO BRING THE TOTAL UAL CONTRIBUTION FOR CLASSIC EMPLOYEES TO \$200,000; AND INCLUDING A PAYMENT OF \$394 TO COVER THE MINIMUM UAL PAYMENT FOR PEPRAS EMPLOYEES; AND 2.) RECEIVE AND FILE THE ACTION TO BE TAKEN BY THE FINANCE DIRECTOR TO MODIFY TO MODIFY THE FY 19/20 \$1,016,741 PAYMENT AND DISTRIBUTE THE COSTS ACROSS PROGRAMS IN ORDER TO REDUCE THE IMPACT ON THE GENERAL FUND, CONTINGENT ON APPROVAL BY THE FINANCE COMMITTEE

THE MOTION CARRIED WITH 5 AYES

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

IT WAS MOVED BY COUNCILMEMBER MILLER AND SECONDED BY MAYOR HERNANDEZ TO INCLUDE IN THE FY BUDGET AN 8.6% COLA INCREASE IN MEMBERSHIP DUES

THE MOTION CARRIED WITH 5 AYES

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

IT WAS MOVED BY MAYOR HERNANDEZ AND SECONDED BY MAYOR EVANS TO INCLUDE IN THE FY BUDGET A 3.5% COLA FOR STAFF SALARIES

THE MOTION CARRIED WITH 5 AYES

COUNCILMEMBER HOLSTEGE	AYE
MAYOR HERNANDEZ	AYE
MAYOR MATAS	AYE
COUNCILMEMBER MILLER	AYE
MAYOR EVANS	AYE

7. INFORMATION ITEMS

A. CalPERS Unfunded Accrued Liability

This item was placed in the agenda for members' information.

8. PUBLIC COMMENTS

None.

9. ANOUNCEMENTS

The next meeting of the **Executive Committee** will be held on Monday, April 25, 2022 via Zoom webinar, with members noting the start time at 4:30 p.m.

There being no further business, Chair Holstege adjourned the meeting at 11:50 a.m. to Closed Session.

Closed Session was called to order at 11:51 p.m. and no reportable action was taken.

Chair Holstege left the meeting at 12:05 p.m. due to connection issues and Vice Chair Hernandez adjourned the meeting at 12:10 p.m.

Respectfully submitted,

Jennifer Nelson
Executive Assistant/Clerk

ITEM 6A

**Coachella Valley Association of Governments
Administrative/Personnel Committee
November 22, 2022**



STAFF REPORT

Subject: Implementation of Classification and Total Compensation Study

Contact: Claude T. Kilgore, Director of Finance/Administration (ckilgore@cvag.org)

Recommendation:

- 1. Receive and file the results of the Classification and Total Compensation Study and, pursuant to CVAG Resolution 2022-005, adopt an updated Fiscal Year 2022/23 salary schedule and allocated positions and authorize the Executive Director to take the necessary steps to phase-in the changes, including making minor updates to achieve consistency in CVAG's Personnel Rules & Benefits Manual; and**
- 2. Provide feedback on additional changes outlined by staff, including updated benefit offerings for staff and a revised performance management system, for inclusion in CVAG's Fiscal Year 2023/24 budget**

Background: CVAG staff has been providing regular updates to the Administrative/Personnel Committee on CVAG's staffing needs now and in the long-term. In September 2021, staff provided a report that sought feedback to pursue a consultant to conduct a classification and compensation analysis. Such an external study has not been conducted for CVAG in its nearly 50 years of existence. Additionally, CVAG, like many other public agencies, has been confronted with the fallout of the Great Resignation of 2021 and the changes that it created in the workforce marketplace including the continued difficulty of finding and retaining employees.

In December 2021, based on the recommendation from the Administrative/Personnel Committee, the Executive Committee authorized the Executive Director to negotiate and execute an agreement with Koff & Associates to conduct a Classification and Total Compensation Study (the Study) as part of a joint effort with Western Riverside Council of Governments (WRCOG), and authorize the Administrative/Personnel Committee to direct the related next steps. The study did not include CVAG's Executive Director, as he is hired by contract. In June 2022, the CVAG General Assembly, at the recommendation of the Executive Committee, adopted Resolution 2022-005, which adopted the current fiscal year budget provided a cost-of-living adjustment to salaries and empowered the Administrative/Personnel Committee to modify the personnel classification system and salary schedule based on the study's outcome, so long as the total personnel expenses remain within the agency's overall budget for salaries.

What's presented to the Administrative/Personnel Committee today is the final report and recommended next steps to implement the study's recommendations. It is the culmination of nearly a year of analysis, which started in earnest in January 2022 with a kick-off meeting and virtual orientations with all CVAG and WRCOG staff to outline the study, staff's involvement and

next steps. The staff-level surveys took an average of four-to-six hours to complete for each staff member and CVAG staff had a 100% completion rate by Koff's due date.

Over the following months, Koff worked with supervisors and the Executive Director to gather additional information. Koff used the information to shape classification categories. For those classifications with levels, distinctions between levels are defined based on scope of responsibility, complexity of work, supervision received and exercised, authority for making decisions and taking action, type and level of required knowledge, skills, abilities, education, training, and experience. Koff & Associates spent the summer of 2022 finalizing the classification categories. CVAG staff had an opportunity to review drafts of their own, recommended classifications to ensure that the position duties and responsibilities matched their current working patterns and was appropriately classed.

In April 2022, the Administrative/ Personnel Committee provided feedback on the study's progress and input on the agencies that would be used for comparisons. Koff & Associates started working on the compensation component of the study once the classification categories were recommended. This included analyzing relevant market data to arrive at finalized classification categories within a market-based salary range structure. Koff also conducted an analysis of CVAG's top monthly salary and total compensation (salary plus fringe benefits) for benchmark classifications to comparable agencies. From there, Koff identified a subset of agencies to include in the total compensation study, based on comparing various factors (such as full-time equivalent employees, budget, geographic location, cost of living, and services provided). They then used an absolute value calculation for each factor to identify roughly 12 agencies most like CVAG based on these factors. Data was collected where applicable for these agencies and compiled into data spreadsheets and, finally, Market Compensation Findings and Recommendations.

Study Results

CVAG staff will provide a detailed debrief of the study, and specific recommendations, at the November meeting of the Administrative/ Personnel Committee. Overall, the results of the study indicated that 90 percent of CVAG's classifications were below the market median for base salary and 70 percent were below the market for total compensation. This equates to roughly 16 percent below market value on base salary dollars and 9 percent below market on total compensation dollars.

The study also looked at additional benefits elements, such as vacation leave policies, employer deferred compensation contributions and annual cost of living increases. In relation to vacation leave accrual, CVAG again is below the market. Koff found that CVAG is slightly below market in terms of days off for paid holidays. The study also noted that, when it comes to direct or matching employer deferred compensation contributions, some local comparator agencies contribute up to 10% of an employee's salary while CVAG currently offers no direct or matching contribution for deferred compensation to any employees other than the Executive Director.

Next Steps

After a review of the study's recommendations, CVAG management has identified a number of opportunities that will ensure CVAG can retain and recruit top talent by remaining competitive, yet take a conservative approach by not being at the top of the market. These changes, which staff will go over in detail at the meeting, will move CVAG from a step-based structure to an open-range based structure with an established minimum, control point, and maximum. Such a system will ensure CVAG staff are not just rewarded for their longevity – which often results from the

existing step system – but are rather compensated based on their quality of work. Additional changes will be proposed as it relates to CVAG staff's benefits package. These changes can be implemented in phases in order to be prudent about CVAG's overall budget.

CVAG staff is recommending a series of steps to implement these changes in phases. The first is to update this fiscal year's salary schedule and allocated positions and authorize the Executive Director to take the necessary steps to implement the changes. Staff will also be seeking feedback on changes that will be reflected in next year's budget. One of those incorporates a new performance evaluation system. Based on the Administrative/ Personnel Committee's direction, Koff has been reviewing the existing system under a contract authorized in April 2022. CVAG has used the same evaluation criteria and system for decades and much of it is now outdated. Once the study is completed, it will achieve a link between annual reviews and the open range pay structure. It also would align all staff performance reviews to an annual cycle ahead of the next year's budgetary process. This will not only create efficiencies for administrative personnel, it will also remove the annual step-based increases and incentivize employees to achieve higher productivity.

Finally, in order to achieve consistency, the recommended next steps include authorizing the Executive Director to make modifications to the CVAG Personnel Rules & Benefits Manual. The existing manual, which was last updated in December 2020, includes a number of references to salary steps, receiving increases based on years of services and the current classification structure. These references would be replaced with references to the new classifications and ranges and performance evaluation system as well as updated benefit offerings.

Fiscal Analysis: In June 2022, the CVAG General Assembly, at the recommendation of the Executive Committee, adopted Resolution 2022-005, which adopted the current fiscal year budget provided a cost-of-living adjustment to salaries and empowered the Administrative/ Personnel Committee to modify the personnel classification system and salary schedule based on the study's outcome, so long as the total personnel expenses remain within the agency's overall budget for salaries. Anticipating the results of the Koff study, the CVAG budget incorporated a roughly 5 percent total salary increase.

The proposed changes are well within the total personnel budget that was approved with CVAG's Fiscal Year 2022/23 Budget. CVAG staff is also recommending changes be implemented in phases in order to limit the budgetary impacts.

Attachments:

1. Classification Study Final Report
2. Total Compensation Study Final Report



Koff & Associates
A Gallagher Company

November 2022

Classification Study Final Report

Coachella Valley Association of Governments

KOFF & ASSOCIATES

GEORG KRAMMER

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Koff & Associates
A Gallagher Company

November 11, 2022

Tom Kirk
Executive Director
Coachella Valley Association of Governments
73710 Fred Waring Dr #200
Palm Desert, CA 92260

Dear Mr. Kirk:

Koff & Associates is pleased to present the final classification and compensation report for the study of all positions at Coachella Valley Association of Governments (CVAG). Volume I documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for all CVAG employees, and new and revised class specifications. Volume II, to be sent under separate cover, documents the market compensation survey, findings, and recommendations.

This first volume incorporates a summary of the study's multi-step process, which included results of written Position Description Questionnaires, interviews with employees and management, and employee review and comments in the form of draft class descriptions, and class allocation recommendations.

We would like to thank you, Claude Kilgore, and Joanna Stueckle for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with you and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Georg Krammer
Managing Director



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Appendix I: Position Allocation Recommendations



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APPENDICES

Appendix I: Recommended Position Allocations	
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EXECUTIVE SUMMARY

Background

In January 2022, the Coachella Valley Association of Governments (CVAG) contracted with Koff & Associates (K&A) to conduct a classification and total compensation study for all of CVAG's classifications. All classification and compensation findings, recommendations, and options for implementation are in Volumes I and II of this report.

This classification and compensation review process was precipitated by:

- The concern of the Executive Committee and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows CVAG to recruit and retain a high-quality staff;
- To ensure that class descriptions reflect current programs, responsibilities, and technology;
- The desire to have a compensation plan that can meet the needs of CVAG; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across CVAG.

The goal studies is to assist CVAG in developing a competitive pay and benefit structure, which is based upon market data to ensure that the plan is fiscally responsible, and that meets the needs of CVAG with regards to recruitment and retention of qualified staff.

CLASSIFICATION STUDY GOALS

The goals and objectives of the classification portion of the study were to:

- Obtain detailed information regarding each position through a variety of techniques, including written Position Description Questionnaires (PDQs) and interviews with employees and management;
- Prepare an updated classification plan, including recommended class descriptions and position allocations that recognizes the scope and level of the various classes and positions, and is perceived equitable by management and employees alike;
- Provide class descriptions and other documentation that includes information required for compliance with the Americans with Disabilities Act (ADA) and appropriate qualifications, including knowledge, skills, and other requirements that are job-related and meet other legal guidelines; and
- Provide sufficient documentation to allow CVAG to maintain the classification system on a regular basis.



CLASSIFICATION STUDY PROCESS

The classification study procedures were as follows:

- An initial meeting was held with management to clarify study scope, objectives, processes, and deliverables.
- Orientation meetings were held to which all employees were invited, to meet consultant staff involved with the project, clarify study objectives and procedures, answer questions, and distribute the PDQs.
- After the PDQs were completed by employees and reviewed by management and consultant staff, interviews were conducted with employees and management.
- Following the analysis of the position information gathered, draft classification concepts, classification specifications, and position allocations were developed for management and employee review.
- After resolution of issues, appropriate modifications were made to the draft classification specifications and position allocations and this final report was prepared.

CLASSIFICATION CONCEPTS

Positions vs. Classifications

“Position” and “Classification” are two terms that are often used interchangeably but have very different meanings. As used in this report:

- A position is an assigned group of duties and responsibilities performed by one person. A position can be full-time, part-time, regular, temporary, filled, and/or vacant. Often the word “job” is used in place of the word “position.”
- A classification or class may contain only one position or may consist of a number of positions. When you have several positions assigned to one class, it means that the same title is appropriate for each position; that the scope, level, duties, and responsibilities of each position assigned to the class are sufficiently similar (but not identical), that the same core knowledge, skills, abilities, and other requirements are appropriate for all positions, and that the same salary range is equitable for all positions in the class.

The description of a position often appears as a working desk manual, going into detail regarding work process steps, while a class specification emphasizes the general scope and level of responsibilities, plus the knowledge, skills, abilities, and other requirements for successful performance.

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are thus evaluated and classified on the basis of such factors as knowledge, skills, and abilities required to perform the work, the complexity of the work, the



authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), and the impact of the position on the organization and working conditions.

The Relationship Between Classification and Compensation

Classification and the description of the work and the requirements to perform the work are separate and distinct from determining the worth of that work in the labor market and to the organization. While recommending the appropriate compensation for the work of a class depends upon an understanding of what that work is and what it requires, compensation levels are often influenced by two factors:

- The external labor market; and
- Internal relationships within the organization.

Compensation findings and recommendations for CVAG are covered in Volume II of this report.

The Purpose of Having a Classification Plan

A class plan provides an appropriate basis for making a variety of human resources decisions such as the:

- Development of job-related recruitment and selection procedures;
- Clear and objective appraisal of employee performance;
- Development of training plans and succession planning;
- Design of an equitable and competitive salary structure;
- Organizational development and the management of change; and
- Provision of an equitable basis for discipline and other employee actions.

In addition to providing this basis for various human resources management and process decisions, a class plan can also effectively support systems of administrative and fiscal control. Grouping of positions into an orderly class system supports planning, budget analysis and preparation, and various other administrative functions.

Within a plan, classes can either be broad (containing a number of positions) or narrow (emphasizing individual job characteristics). Broad classifications are indicated when:

- Employees can be hired with a broad spectrum of knowledge, skill, and/or academic preparation and can readily learn the details of CVAG, the program(s) and/or department, and the position on-the-job; or
- There is a need for flexibility of the assignment within a program, department, or an organization due to changing services/community needs, technologies, and/or workload.

Individualized classes are indicated when:

- There is an immediate need to recruit for specialty knowledge and skills;
- There is a minimum of time or capability for on-the-job training; or



- There is an organizational need to provide for specific job recognition and to highlight the differences between jobs.

Most plans are a combination of these types of classes and we have chosen the middle ground in this study as being most practicable in CVAG's changing environment and service delivery expectations. This approach resulted in recommendations to retitle classifications to more accurately reflect current responsibilities or use more contemporary titles (e.g. Executive Assistant/Clerk to Clerk), or to reclassify certain individuals into existing or entirely new classifications that more accurately reflect current responsibilities (e.g. Program Assistant I to Program Specialist II). Detailed allocation recommendations are found in Appendix I of the report.

Classification Specifications

In developing the new and revised class specifications for all positions, the basic concepts outlined in the previous pages were utilized. The recommended class specifications were submitted separately from this report.

As mentioned earlier, the class specifications are based upon the information from the written PDQs completed by each employee, the individual job audit interviews (if required), and from information provided by employees and managers during the review processes. The specifications provide:

- A written summary documenting the work performed by the positions in the class;
- Distinctions between the classes; and
- Documentation of requirements and qualifications to assist in the recruitment and selection process.

Just as there is a difference between a position and a class, there is also a difference between a position description and a class specification. A position description, often known as a "desk manual", generally lists each duty an employee performs and may also have information about how to perform that duty. A class specification normally reflects several positions and is a summary document that does not list each duty performed by every employee. The class specification is written to be broader, more general and informational, is intended to indicate the general scope and level of responsibility and requirements of the class, and not to detail specific position responsibilities.

The sections of each class specification are as follows:

Title: This should be brief and descriptive of the class and consistent with other titles in the class plan and the occupational area.

- The title of a class is normally used for organization, class, and compensation purposes within CVAG. Often working titles are used within a program and/or department to differentiate individual positions within the class. All positions in the class have a similar level of scope and responsibility; however, the working titles may give assurance to a member of the public that they are dealing with the appropriate individual. Working titles



should be authorized by management and Human Resources to ensure consistency within CVAG and across departmental and programmatic lines.

Definition: This provides a capsule description of the class and should give an indication of the type of supervision received, the scope and level of the work performed, and any unique responsibilities. The phrase “performs related duties as assigned” is not meant to unfairly expand the scope of the work performed, but to acknowledge that jobs change and that not all duties are included in the class specification.

Supervision Received and Exercised: This section specifies which class or classes provide supervision to the class being described and the type and level of work direction or supervision provided to the class. The section also specifies what type and level of work direction or supervision the class provides to other classes. This assists the reader in defining where the class “fits” in the organization.

Class Characteristics: This can be considered the “editorial” section of the specification, slightly expanding the Definition, clarifying the most important aspects of the class, and distinguishing this class from the next higher-level in a class series or from a similar class in a different occupational series.

Examples of Typical Job Functions: This section provides a list of the major and typical duties, intended to define the scope and level of the class and to support the Qualifications, including Knowledge and Skills. This list is meant to be illustrative only. It should be emphasized that the specification is a summary document, and that duties change depending upon program requirements, technology, and/or organizational needs.

Qualifications: This section of the specification has several sections:

- A listing of the job-related knowledge and skills required to successfully perform the work. They must be related to the duties and responsibilities of the work and capable of being validated under the Equal Employment Opportunity Commission’s Uniform Guidelines on Selection Procedures. Knowledge (intellectual comprehension) and Abilities (acquired proficiency) should be sufficiently detailed to provide the basis for selection of qualified employees.
- A listing of educational and experience requirements that outline minimum and alternative ways of gaining the knowledge and abilities required for entrance into the selection process. These elements are used as the basic screening technique for job applicants.
- Licenses and/or certifications identify those specifically required in order to perform the work. These certifications are often required by an agency higher than CVAG (i.e., the State), and can therefore be appropriately included as requirements.

Physical Demands: This section identifies the basic physical abilities required for performance of the work. These are not presented in great detail (although they are more specifically covered for documentation purposes in the PDQs) but are designed to indicate the type of pre-



employment physical examination (lifting requirements and other unusual characteristics are included, such as “finger dexterity needed to access, enter, and retrieve data using a computer keyboard”) and to provide an initial basis for determining reasonable accommodation for ADA purposes.

Working Conditions: These can describe certain outside influences and circumstances under which a job is performed; they give employees or job applicants an idea of certain risks involved in the job and what type of protective gear may be necessary to perform the job. Examples are loud noise levels, cold and/or hot temperatures, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, and other job conditions.

Fair Labor Standards Act

One of the major components of the position analysis and class review is the determination of each position’s appropriate Fair Labor Standards Act (FLSA) status, i.e., exempt vs. non-exempt from the FLSA overtime rules and regulations.

There are three levels for the determination of the appropriate FLSA status that are utilized and on which recommendations are based. Below are the steps used for the determination of Exempt FLSA status.

Salary Basis Test: The incumbents in a classification are paid at least \$684 per week (\$35,568 per year), not subject to reduction due to variations in quantity/quality of work performed.

Exemption Applicability: The incumbents in a class perform any of the following types of jobs:

- **Executive:** Employee whose primary duty is to manage the business or a recognized department/entity and who customarily directs the work of two or more employees. This also includes individuals who hire, fire, or make recommendations that carry particular weight regarding employment status. Examples: executive, director, owner, manager.
- **Administrative:** Employee whose primary activities are performing office work or non-manual work on matters of significance relating to the management or business operations of the firm or its customers and which require the exercise of discretion and independent judgment. Examples: coordinator, administrator, analyst, accountant.
- **Professional:** Employee who primarily performs work requiring advanced knowledge/education and which includes consistent exercise of discretion and independent judgment. The advanced knowledge must be in a field of science or learning acquired in a prolonged course of specialized intellectual instruction. Examples: attorney, physician, statistician, architect, biologist, pharmacist, engineer, teacher.
- **Computer professional:** Employee who primarily performs work as a computer systems analyst, programmer, software engineer or similarly skilled work in the computer field performing a) application of systems analysis techniques and procedures, including consulting with users to determine hardware, software, or system functional specifications; b) design, development, documentation, analysis, creation, testing, or



modification of computer systems or programs, including prototypes, based on and related to user or system design specification; or c) design, documentation, testing, creation or modification of computer programs based on and related to user or system design specifications; or a combination of the duties described above, the performance of which requires the same level of skills. Examples: system analyst, database analyst, network architect, software engineer, programmer.

Job Analysis: A thorough job analysis of the job duties must be performed to determine exempt status. An exempt position must pass both the salary basis and duties tests. The job analysis should include:

- Review of the minimum qualifications established for the job;
- Review of class specifications, questionnaires, and related documentation;
- Confirmation of duty accuracy with management; and
- Review and analysis of workflow, organizational relationships, policies, and other available organizational data.

Non-exempt positions work within detailed and well-defined sets of rules and regulations, policies, procedures, and practices that must be followed when making decisions. Although the knowledge base required to perform the work may be significant, the framework within which positions work is fairly restrictive and finite. (Please note that FLSA does not allow for the consideration of workload and scheduling when it comes to exemption status).

Finally, often times a position performs both non-exempt and exempt duties, so time spent on each type of duties is analyzed. If a classification performs mostly non-exempt duties (i.e. more than 50% of his or her time), then the classification would be considered non-exempt.

CLASSIFICATION FINDINGS AND RECOMMENDATIONS

Classification Structure and Allocation Factors

The class plan provides CVAG with a systematic class structure based on the interrelationship between duties performed, the nature and level of responsibilities, and other work-related requirements of the jobs.

A class plan is not a stable, unchanging entity. Class plans may be updated and revised by conducting class studies that are organizational wide (review of the all class and positions) or position specific. The methodology used for both types of studies is the same, as outlined above.

When identifying appropriate placement of new and/or realigned positions within the class structure, there are general allocation factors to consider. By analyzing these factors, CVAG will be able to change and grow the organization while maintaining the class plan.



1. Type and Level of Knowledge and Skill Required

This factor defines the level of job knowledge and skill, including those attained by formal education, technical training, on-the job experience, and required certification or professional registration. The varying levels are as follows:

A. The entry-level into any occupational field

This entry-level knowledge may be attained by obtaining a high school diploma, completing specific technical coursework, or obtaining a four-year or advanced college or university degree. Little to no experience is required.

B. The experienced or journey-level (fully competent-level) in any occupational field

This knowledge and skill level recognizes a class that is expected to perform the day-to-day functions of the work independently within established guidelines (written or oral) with supervisory assistance available. This level of knowledge is sufficient to provide on-the-job instruction to a fellow employee or an assistant when functioning in a lead capacity. Certifications may be required for demonstrating possession of the required knowledge and skills.

C. The advanced level in any occupational field

This knowledge and skill level is applied in situations where an employee is required to perform or deal with virtually any job situation that may be encountered. Guidelines may be limited and creative problem solving may be involved. Supervisory knowledge and skills are considered in a separate factor and should not influence any assessment of this factor.

2. Supervisory/Management Responsibility

This factor defines the staff and/or program management responsibility, including short and long-range planning, budget development and administration, resource allocation, policy and procedure development, and supervision and direction of staff.

A. No ongoing direction of staff

The employee is responsible for the performance of their own work and may provide side-by-side instruction to a co-worker.

B. Lead direction of staff

The employee plans, assigns, directs, and reviews the work of staff performing similar work to that performed by the employee on a day-to-day basis. Training in work procedures is normally involved.

C. Program management

The employee is typically responsible for a program, defined as a planned coordinated group of activities and procedures created for a specific function related to ongoing CVAG operations, initiatives, and services as well as management and/or CVAG priorities and



directives. A program encompasses multiple projects with CVAG-wide and community impact. Employees are responsible for designing, planning, implementing, evaluating, and modifying the program, including short- and long-term planning activities, budget preparation and implementation, performing extensive, in-depth and specialized administrative, financial, and compliance research and analysis, supporting and analyzing programmatic practices and procedures, and developing and implementing recommendations for operational, policy, and procedural improvements for the assigned program(s).

Employees serve as a specialist, liaison, and advocate for assigned program(s) requiring the use of initiative and resourcefulness, considerable independent judgment, and regular contact with senior management at CVAG, other public agencies, legislators, private and community organizations, regulatory and governmental agencies, and the public. This level normally reports to a department head or director.

The employee performs the supervisory duties listed above under lead direction of staff, and, in addition, makes effective recommendations related to and/or carries out selection, performance evaluation, and disciplinary procedures.

D. Director

The employee is considered a department head, supervising through subordinate levels of supervision. In addition to the responsibilities outlined above, responsibilities include overseeing, leading, and participating in all activities of assigned department, including short- and long-term planning as well as development and administration of departmental policies, procedures, and services. This level requires knowledge of public policy, CVAG functions and activities, including the role of the Executive Committee, and the ability to develop, oversee, and implement interdisciplinary projects and programs. Responsibilities include coordinating the activities of the department with those of other departments and outside agencies and managing and overseeing the complex and varied functions of the department. Directors are accountable for accomplishing departmental planning and operational goals and objectives and serve as an advisor and contributor to executive management and Executive Committee on policies, procedures, and major CVAG programs and initiatives; and normally reports to the Executive Director.

E. Executive Management

The employee has total administrative responsibility for CVAG and reports to the Executive Committee.

3. Supervision Received

A. Direct Supervision

Direct supervision is usually received by entry-level employees and trainees, i.e., employees who are new to the organization and/or position they are filling. Initially under close supervision, incumbents learn to apply concepts and work procedures and methods in assigned area of responsibility to resolve problems of moderate scope and complexity.



Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. As experience is gained, assignments become more varied and are performed with greater independence.

B. General Supervision

General supervision is usually received by the experienced and journey-level employees, i.e., employees who have been in a position for a period of time and have had the opportunity to be trained and learn most, if not all, duties and responsibilities of the assigned class. Incumbents are cross-trained to perform the full range of technical work in all of the areas of assignment.

At the experienced-level, positions exercise some independent discretion and judgment in selecting and applying work procedures and methods. Assignments and objectives are set for the employee and established work methods are followed. Incumbents have some flexibility in the selection of steps and timing of work processes.

Journey-level positions receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of assigned projects and programs. Assignments are given with general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to deliver work products. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements, and the methodology used in arriving at the end results are not reviewed in detail.

C. Direction

Direction is usually received by advanced journey-level non-professional and journey-level professional employees. This level of supervision is exercised over positions working on tasks that are varied and complex, requiring the use of considerable discretion and independent judgment in performing assigned work or ensuring the efficient and effective functioning of an assigned program or operational area. Work assignments are typically given as broad, conceptual ideas and directives and employees are accountable for overall results and responsible for developing guidelines, action plans, and methods to produce deliverables on time and within budget.

D. General Direction

General direction is usually received by advanced journey-level professional and program management employees. The supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop deadlines, projects and work to be done. The employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise, coordinating the work with others as necessary, and interpreting policy.



In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress and potential controversial matters.

For program management employees, results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives and impact of the overall program. Recommendations for new projects and alterations of policies and program goals usually are elevated to the supervisor for consideration as availability of funds and resources, agency priorities, regulations, and/or community needs change. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work or effectiveness in meeting requirements or expected results.

E. Administrative and Policy Direction

Administrative direction is usually received by senior management; policy direction is received by executive management classes. The employees are accountable for accomplishing CVAG-wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. The employees are responsible for the efficient and economical performance of the organization's operations.

4. Problem Solving

This factor involves analyzing, evaluating, reasoning, and creative thinking requirements. In a work environment, not only the breadth and variety of problems are considered, but also guidelines, such as supervision, policies, procedures, laws, regulations, and standards available to the employee are considered.

A. Structured problem solving

Employees learn to apply concepts and work procedures and methods in assigned area of responsibility and to resolve problems and issues that are specific, less complex, and/or repetitive. Exceptions or changes in procedures are explained in detail as they arise.

B. Independent, guided problem solving

Work situations require making independent decisions among a variety of alternatives; however, policies, procedures, standards, and regulations and/or supervisors are available to guide the employee towards problem resolution.

C. Application of discriminating choices

Work situations require independent judgment and decision-making authority when identifying, evaluating, adapting, and applying appropriate concepts, guidelines, references, laws, regulations, policies, and procedures to resolve diverse and complex problems and issues.



D. Creative, evaluative, or critical thinking

The work involves a high-level of problem-solving requiring analysis of unique issues or increasingly complex problems without precedent and/or structure and formulating, presenting, and implementing strategies and recommendations for resolution.

5. Authority for Making Decisions and Taking Action

This factor describes the degree to which employees have the freedom to take action within their job. The variety and frequency of action and decisions, the availability of policies, procedures, laws, and supervisory guidance, and the consequence or impact of such decisions are considered within this factor.

A. Direct, limited work responsibility

The employee is responsible for the successful performance of their own work with little latitude for discretion or decision-making. Work is usually supervised while in progress and fits an established structure or pattern. Direct supervision is readily available.

B. Decision-making within guidelines

The employee is responsible for the successful performance of their own work, but able to prioritize and determine methods of work performance within general guidelines. Supervision is available, although the employee is expected to perform assigned work independently on a day-to-day basis. Emergency or unusual situations may occur but are handled within procedures and rules. Impact of decisions is normally limited to the work unit, project, or program to which assigned.

C. Independent action with focus on work achieved

The employee receives assignments in terms of long-term objectives, rather than day-to-day or weekly timeframes. Broad policies and procedures are provided, but the employee has latitude for choosing techniques and deploying staff and resources. Impact of decisions may have significant program or CVAG-wide service delivery and/or budgetary impact.

D. Decisions made within general policy or elected official guidance

The employee is subject only to the policy guidance of elected officials and/or broad regulatory or legal constraints. The ultimate authority for achieving the goals and objectives of the agency are with this employee.

6. Interaction with Others

This factor includes the nature and purpose of contacts with others, from simple exchanges of factual information to the negotiation of difficult issues. It also considers with whom the contacts are made, from co-workers and the public to elected or appointed public officials.



A. Exchange of factual information

The employee is expected to use ordinary business courtesy to exchange factual information with co-workers and the public. Strained situations may occasionally occur, but the responsibilities are normally not confrontational.

B. Interpretation and explanation of policies and procedures

The employee is required to interpret policies and procedures, apply and explain them, and influence the public or others to abide by them. Problems may need to be defined and clarified and individuals contacted may be upset or unreasonable. Contacts may also be made with individuals at all levels throughout CVAG.

C. Influencing individuals or groups

The employee is required to interpret laws, policies, and procedures to individuals who may be confrontational or to deal with members of professional, business, community, or other groups or regulatory agencies as a representative of CVAG.

D. Negotiation with organizations from a position of authority

The employee often deals with the Executive Committee, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of CVAG, provide policy direction, and/or negotiate solutions to difficult problems.

7. Working Conditions/Physical Demands

This factor includes specific physical, situational, and other factors that influence the employee's working situation.

A. Normal office or similar setting

The work is performed in a normal office or similar setting during regular office hours (occasional overtime may be required but compensated for). Responsibilities include meeting standard deadlines, using office and related equipment, lifting materials weighing up to 25 pounds, and communicating with others in a generally non-stressful manner.

B. Varied working conditions with some physical or emotional demands

The work is normally performed indoors, but may have some exposure to noise, heat, weather, or other uncomfortable conditions. Stand-by, call back, or regular overtime may be required. The employee may have to meet frequent deadlines, work extended hours, and maintain attention to detail at a computer or other machinery, deal with difficult people, or regularly perform moderate physical activity.

C. Difficult working conditions and/or physical demands

The work has distinct and regular difficult demands. Shift work (24-7 or rotating) may be required; there may be exposure to hazardous materials or conditions; the employee may



be subject to regular emergency callback and extended shifts; and/or the work may require extraordinary physical demands.

Based on the above factors, in the maintenance of the class plan when an employee is assigned an additional duty or responsibility and requests a change in class, it is reasonable to ask:

- What additional knowledge and skills are required to perform the duty?
- How does one gain this additional knowledge and skills – through extended training, through a short-term seminar, through on-the-job experience?
- Does this duty or responsibility require new or additional supervisory responsibilities?
- Is there a greater variety of or are there more complex problems that need to be solved as a result of the new duty?
- Does the employee have to make a greater variety of or more difficult decisions as a result of this new duty?
- Are the impacts of decisions greater because of this new duty (effects on staff, budget, programs, CVAG-wide activities, and/or relations with other agencies)?
- Are guidelines, policies, and/or procedures provided to the employee for the performance of this new duty?
- Is the employee interacting with internal and external stakeholders more frequently or for a different purpose as a result of this new assignment?
- Have the working or physical conditions of the job changed as a result of this new assignment?

The analysis of the factors outlined above, as well as the answers to these questions, were used to determine recommended classifications for all CVAG employees. The factors above will also help to guide the placement of specific positions to the class plan and/or revision of entire class plan in the future.

Classification Allocation Recommendations

All class specifications were updated in order to ensure that the format is consistent, and that the duties and responsibilities are current and properly reflect the required knowledge, abilities, and skills.

When evaluating the allocation of positions, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or amount of work performed. Positions are evaluated and classified on the basis of such factors as knowledge and skill required to perform the work, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and working conditions.

Furthermore, it is necessary to: (i) identify the duties that the incumbents are currently being required to perform; (ii) determine if those duties are captured in the current class specification;



and (iii) identify the percentage of duties being performed, if any, which are outside of the current class.

Title Change

One change in the class plan, as noted above, was the title change for 17 classifications.

Table 1. Title Change Recommendations

Current Classification Title	Proposed Classification Title
Accounting Manager	Program Manager
Administrative Services Assistant	Program Assistant
Assistant Executive Director	Director
Director of Conservation	Director
Director of Desert Community Energy (DCE)	Director
Director of Energy and Sustainability	Director
Director of Finance/Administration	Director
Director of Transportation	Director
Executive Assistant/Clerk	Clerk
Management Analyst	Management Analyst I
Management Analyst	Management Analyst II
Management Analyst	Office Manager
Office Assistant	Program Assistant
Program Manager – DCE / I-REN	Program Manager
Regional Planner	Program Manager
Senior Programs Manager	Program Manager
Transportation Engineer	Program Manager

Title changes are recommended to more clearly reflect the level and scope being performed, to consolidate work into broader categories, as well as establish consistency with the labor market and industry standards. Any compensation recommendations (detailed in Volume II) are not dependent upon a new title, but upon the market value as defined by job scope, level and responsibilities, and the qualifications required for successful job performance. All recommended position allocations are presented in Appendix I.



Reclassification

Reclassification recommendations are made for positions that are working out of class due to level and scope of work and/or job functions that have been added to or removed from those positions over time.

The study resulted in 10 positions recommended to be reclassified, as noted in the table below. These recommendations are based on the individual positions interviewed. Not every incumbent in the current classification is recommended for a reclassification.

Table 2. Reclassification Recommendations

Current Classification Title	Proposed Classification Title
Accounting Assistant	Program Specialist II
Program Assistant I	Program Specialist II
Program Assistant II	Program Specialist II
Program Assistant III	Program Specialist III
Senior Program Assistant	Program Specialist II

New Classifications

The study resulted in three new classifications to accommodate changes in organizational structure and responsibilities and for succession planning and professional growth purposes.

Table 3. New Classifications

Classification Title
Chief Operating Officer
Deputy Executive Director
Intern

CONCLUSION

The revised class specifications serve as a general description of the work performed and provide a framework of the expectations of each position for the employee. Requests for the addition of new positions and classes and/or reclassification of an existing position should follow established CVAG policies and procedures. Any decisions related to the addition of new positions and classes, reclassification of an existing position, and promotion of an existing position will depend on the needs and resources of CVAG and the availability of work, as well as the ability of existing positions to meet the qualifications of and perform the duties of the higher-level class.



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Finally, as mentioned previously, a class plan is not a static, unchanging entity. The class plan should be reviewed on a regular, on-going basis and may be amended or revised as required.

It has been a pleasure working with Coachella Valley Association of Governments on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink, reading "Georg S. Krammer".

Georg Krammer
Managing Director



Appendix I

Position Allocation Recommendations

Appendix I
Coachella Valley Association of Governments
Position Allocation Recommendations
April 2022

Department	Current Title	Recommended Title	Working Title	Action
Administration	Accountant	Accountant	Accountant	No change
Administration	Accounting Assistant	Program Specialist II	Accounting Assistant	Reclassification
Administration	Accounting Manager	Program Manager	Accounting Manager	Title Change
Administration	Office Assistant	Program Assistant	Office Assistant/Receptionist	Title Change
Administration	Administrative Services Assistant	Program Assistant	Administrative Assistant	Title Change
Administration	Assistant Executive Director	Director	Director of Community Resources	Title Change
Administration	Director of Finance/Administration	Director	Director of Finance and Administration	Title Change
Administration	Executive Assistant/Clerk	Clerk	Clerk	Title Change
Administration	Management Analyst	Office Manager	Office Manager	Title Change
Administration	Management Analyst - Contracts Administration	Management Analyst II	Contracts Analyst II	Title Change
Administration	New	Intern	Intern	New Classification
Administration	New	Deputy Executive Director	Deputy Executive Director	New Classification
Administration	New	Chief Operating Officer	Chief Operating Officer	New Classification
Administration	Program Assistant II	Program Specialist II	Program Specialist II - Branding & Visual Communication	Reclassification
CV Housing First	Management Analyst	Management Analyst I	Management Analyst I - CVHF	Title Change
CV Housing First	Program Assistant I	Program Specialist II	Program Specialist II - CVHF	Reclassification
CV Housing First	Program Assistant I	Program Specialist II	Program Specialist II - CVHF	Reclassification
CV Housing First	Program Assistant I	Program Specialist II	Program Specialist II - CVHF	Reclassification
CV Housing First	Program Assistant I	Program Specialist II	Program Specialist II - CVHF	Reclassification
CV Housing First	Program Assistant I	Program Specialist II	Program Specialist II - CVHF	Reclassification
CV Housing First	Program Assistant II	Program Specialist III	Program Specialist III - CVHF	Reclassification
Desert Community Energy	DCE / I-REN Program Manager	Program Manager	Program Manager - DCE / I-REN	Title Change
Desert Community Energy	Director, Desert Community Energy	Director	Director of Desert Community Energy	Title Change
Energy Sustainability	Director, Energy and Sustainability	Director	Director of Energy and Sustainability	Title Change
Energy Sustainability	DCE / I-REN Program Manager	Program Manager	Program Manager - Energy and Sustainability	Title Change
Energy Sustainability	Program Assistant I	Program Specialist II	Program Specialist II - Energy and Sustainability	Reclassification
Energy Sustainability	Management Analyst	Management Analyst I	Management Analyst I - Energy and Sustainability	Title Change
Energy Sustainability	Management Analyst	Management Analyst I	Management Analyst I - Energy and Sustainability	Title Change
Conservation	Director of Conservation	Director	Director of Land and Habitat Conservation	Title Change
Conservation	Management Analyst	Management Analyst I	Management Analyst I - Conservation	Title Change
Conservation	Program Assistant I	Program Specialist I	Program Specialist I - Conservation	Reclassification

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Position Allocation Recommendations
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Department	Current Title	Recommended Title	Working Title	Action
Conservation/Transportation	Regional Planner	Program Manager	Program Manager - Conservation	Title Change
Conservation/Transportation	Management Analyst	Management Analyst II	Management Analyst II - GIS/Data	Title Change
Transportation	Director of Transportation	Director	Director of Transportation	Title Change
Transportation	Management Analyst	Management Analyst I	Management Analyst I - Transportation	Title Change
Transportation	Management Analyst	Management Analyst I/II	Management Analyst I/II - CV Sync	No change
Transportation	Senior Program Assistant	Program Specialist II	Program Specialist II - Transportation	Reclassification
Transportation	Senior Programs Manager	Program Manager	Program Manager - External Affairs	Title Change
Transportation	Transportation Engineer	Program Manager	Transportation Engineer	Title Change
Transportation	Transportation Engineer	Program Manager	Transportation Engineer	Title Change

No Change

Title Change

Reclassification



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A Gallagher Company

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Total Compensation Study Final Report

Coachella Valley Association of Governments

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EXECUTIVE SUMMARY

Background

In July 2022, Koff & Associates (“K&A”) conducted a comprehensive Total Compensation Study for Coachella Valley Association of Governments (“CVAG”). All compensation findings and recommendations are presented in this report.

The goals of the compensation study are to assist CVAG in developing a competitive pay and benefit plan, which is based upon market data, and to ensure that the plan is fiscally responsible and meets the needs of CVAG with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the total compensation (salary and benefits) survey findings. The results of the total compensation study showed (for detailed information, see Appendices I and II):

- CVAG’s *base salaries*, overall, in comparison to the market median are *14.0% below the market*.
- CVAG’s *total compensation*, overall, in comparison to the market median is *8.3% below the market*.
- CVAG has many options regarding what type of compensation plan they want to implement. This decision will be based on CVAG’s pay philosophy is (for example, the market percentile to align salary ranges), whether CVAG is going to consider alternative compensation and benefits programs, and how great the competition is with other agencies over recruitment and retention of a highly qualified workforce.
- K&A considers a classification falling within 5% of the market median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 14 classifications. As part of the classification study, the recommendation was to create broad classifications such as Director, Program Manager, and Management Analyst I and II; rather than program-specific classifications. For the purposes of the total compensation study, the recommendation was to survey these broad classifications based on program and/or functional area specific assignment. Thus, the total compensation study included 21 benchmark positions/classifications.

Benchmark positions/classifications are those positions/classifications that are compared to the market, and these positions/classifications are used as a means of anchoring CVAG’s overall compensation plan to the market. Other classifications not surveyed are included in the



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compensation plan and aligned to the benchmark positions/classifications using internal equity principles.

Benchmark positions/classifications are selected to reflect the spectrum of levels in the classification structure. For example, typically the journey-level, program manager, and/or director of a job family and/or classification series are selected as benchmark classifications. In addition, classifications that are most likely to be found in other similar agencies are recommended to be benchmark classifications in order to provide a sufficient valid sample of market data for analysis. K&A recommends selecting about 67% of all classifications as benchmark positions/classifications.

The benchmark classifications are listed in Table 1.

Table 1. Benchmark Classification

Classification Title
1. Accountant
2. Clerk
3. Deputy Executive Director
4. Director - Community Resources
5. Director - Energy and Sustainability
6. Director - Finance and Administration
7. Director - Land and Habitat Conservation
8. Director - Transportation
9. Management Analyst II - Community Resources
10. Management Analyst II - Contracts Administration
11. Management Analyst II - Energy and Sustainability
12. Management Analyst II - GIS/Data
13. Management Analyst II - Transportation
14. Office Manager
15. Program Assistant
16. Program Manager - Accounting/Finance
17. Program Manager - Land and Habitat Conservation
18. Program Manager - Energy and Sustainability



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Classification Title
19. Program Manager - External Affairs
20. Program Manager - Transportation Engineer
21. Program Specialist II

Comparator Agencies

Another important step in conducting a market total compensation study is the determination of appropriate agencies for comparison. The list of potential comparator agencies was developed by including agencies providing similar services to CVAG and agencies within the local geographic area where CVAG is located. The potential list of comparator agencies was evaluated based on the following factors to identify those agencies most similar to CVAG:

1. **Organizational type and structure:** K&A generally recommends that agencies of a similar size and structure providing similar services to that of CVAG be used as comparators.

Note: Because technical job classifications perform similar work across agencies, organizational size is not critical. The difference in size of an organization becomes more important when comparing management classes. Factors such as management of a large staff, consequence of error, the political nature of the job and its visibility all increase with organizational size. When it is difficult to find agencies that are similar in size, a good balance of smaller and larger agencies is used instead.

2. **Staff, operational budgets, and scope of services and population:** Staff and operational budget size determine the amount of resources available for the agencies to provide services, and population size accounts for the ratio of resources to constituents served. Organizations providing the same services are ideal for comparison; therefore, most comparator agencies included provide similar services to CVAG. Specifically, K&A focused on whether agencies provided the following:

- Community Choice Aggregator (Desert Community Energy)
- Energy Sustainability
- Habitat Conservation
- Homelessness Rehousing Program
- Recycling
- Transportation

3. **Geographic location and labor market:** Today's labor market reality is that many agencies are in competition for the same pool of qualified employees because large portions of the workforce do not live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past.



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Therefore, the geographic labor market area where CVAG may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations.

Using a forced ranking analysis, each potential comparator was compared and ranked based on the overall similarity to CVAG using the factors described above. Typically, the recommended agencies are those agencies that are identified as being the most similar to the client based on the forced ranking analysis. However, for CVAG, a recommendation was made to deviate slightly from the results of the analysis. Specifically, the results recommended the inclusion of cities of Coachella and Indian Wells in the total compensation study; and based on discussion with CVAG management, as well as taking into consideration the comparability of services provided, the recommendation was to replace the cities with agencies that provide similar services, specifically Riverside County Transportation Commission and San Diego Association of Governments.

The twelve agencies CVAG agreed to include in the study are listed in Table 2.

Table 2. Comparator Agencies

Agency
1. City of Murrieta
2. City of Palm Desert
3. City of Palm Springs
4. City of Riverside
5. City of Temecula
6. Riverside County Transportation Commission
7. San Bernardino County Transportation Authority
8. San Diego Association of Governments
9. San Gabriel Valley Council of Governments
10. Southern California Association of Governments
11. Ventura County Transportation Commission
12. Western Riverside Council of Governments

Salary and Benefits Data

The last element requiring discussion prior to beginning a market total compensation survey is the specific benefit data to be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report).



1. Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

A cost of labor differential was applied to reported base salaries for two comparator agencies to adjust for differences in labor costs due to geography. Specifically, the cost of labor adjustments applied were as follows:

- San Gabriel Valley Association of Governments: Reported salaries adjusted down by 5.3%
- Southern California Association of Governments: Reported salaries adjusted down by 6.5%

Reported salaries for all other agencies were not adjusted as the difference in cost of labor was less than 5%.

2. Employee Retirement

The retirement reflects the benefits offered to employees in the agency's "classic plan" (i.e., employees hired before January 1, 2013, or employees hired on or after January 1, 2013 with reciprocity with CalPERS):

- **PEPRA Formula:** The service retirement formula for each agency's plan implemented on/after January 1, 2013 (effective date of the Public Employees Pension Reform Act). For agencies not in CalPERS who offer retirement systems established under the County Employees Retirement Law of 1937 ("37 Act") or offer other retirement systems, retirement formulas were converted to the equivalent CalPERS formula for purposes of comparison.
- **Deferred Compensation:** Employer contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported
- **Other:** Any other retirement contributions made by the employer.

3. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Other Insurance



4. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been converted into direct monthly cost (i.e., leaves are reported as a monthly \$ value).

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave days available to management staff in recognition of their requirement to work additional hours beyond their normal work schedule. This leave category may also include personal leave which may be available to augment vacation or other time off.

5. Allowances

These categories include the provision of an allowance; and reimbursements are not included.

- **Auto Allowance:** This category includes either the provision of an auto allowance or the provision of an auto for personal use only. If a vehicle is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450. Mileage reimbursement is not included.
- **Technology:** This category includes the provision of an allowance for the purchase of computers, cell phones, and related technologies.

6. Other

This category includes any additional other benefits not captured above available to all in the class.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Additional Pay and Benefits Data

In addition to the salary and benefits data described above, information was also collected on the following additional pay and benefit elements (see Appendix IV for details):

1. Cost of Living Adjustments
2. Longevity
3. Performance Management



4. Retiree Medical Benefits
5. Sick Leave
6. Vacation Cash Out Policy
7. Working Conditions

Data Collection

Data was collected during the months of July and August 2022, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on CVAG's classification specifications developed in the classification study as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at CVAG. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification's "likeness" be at approximately 70% of the matched classification.



When an appropriate match is not identified for one classification, K&A often uses “hybrids” which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at CVAG is performed by two or more classifications at a comparator agency. A “hybrid” representing a span in scope means that the comparator agency has one class that is “bigger” in scope and responsibility and one class that is “smaller,” where CVAG’s class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Top Monthly Base Salary
- Benefit Detail
- Total Compensation

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The % above or below that CVAG is compared to the average and median is also reported.

The mean is the sum of the comparator agencies’ salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four comparator agencies with matching classifications to the benchmark position/classification. The reason for requiring a minimum of four matches is so that no one agency has undue influence on the calculations. Sufficient data was collected from the comparator agencies for 20 of the 21 benchmark positions/classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary and total compensation (base salary plus benefits [retirement, insurance, leaves, and allowances]) findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median and total compensation market median is listed. The table is sorted by adjusted base salary market results in descending order from the most positive percentile (above market) to the most negative (below market).



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Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly Adjusted Salary % Above or Below	Total Monthly Compensation % Above or Below
Office Manager	7	4.1%	1.4%
Director - Finance and Administration	11	1.5%	1.2%
Director - Energy and Sustainability	4	-0.2%	2.5%
Director - Land and Habitat Conservation	4	-0.2%	1.4%
Management Analyst II - GIS/Data	9	-5.6%	-4.0%
Management Analyst II - Contracts Administration	9	-7.0%	-2.2%
Management Analyst II - Energy and Sustainability	7	-7.0%	0.7%
Management Analyst II - Transportation	8	-7.1%	0.4%
Management Analyst II - Community Resources	8	-8.2%	-2.9%
Director - Transportation	7	-9.2%	-4.7%
Program Specialist II	4	-10.0%	-4.9%
Program Manager - External Affairs	10	-21.0%	-13.5%
Clerk	9	-21.0%	-15.8%
Program Assistant	12	-21.2%	-11.5%
Deputy Executive Director	5	-24.4%	-17.6%
Program Manager - Energy and Sustainability	7	-26.7%	-12.2%
Accountant	12	-27.4%	-19.1%
Program Manager - Accounting/Finance	12	-29.6%	-18.6%
Program Manager - Land and Habitat Conservation	5	-30.1%	-21.0%
Program Manager - Transportation Engineer	10	-30.1%	-23.2%
Director – Community Resources	3	ISD	ISD



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Base Salary

Base salary market results show that 18 classifications are paid below the market median, and 2 classifications are paid above the market median.

# of Classifications	<5%	5-10%	10-20%	20-30%	30%+	Total
Below the Market Median	2	6	1	7	2	18
Above the Market Median	2	0	0	0	0	2

Total Compensation

Total compensation market results show that 14 classifications are paid below the market median, and 6 classifications are paid above the market median.

# of Classifications	<5%	5-10%	10-15%	15-20%	20%+	Total
Below the Market Median	5	0	3	4	2	14
Above the Market Median	6	0	0	0	0	6

There is one benchmark position/classification, the Director – Community Resources, where an insufficient number of comparator agencies (i.e., less than four) had a comparable classification.

Generally, a classification falling within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, CVAG can adopt a different standard.

Overall, the differences between market base salaries and total compensation indicate that CVAG's benefits package puts CVAG in a more competitive market position. Further analysis indicates that, on average, classifications are 14.0% below the market median for base salaries, while that figure changes to 8.3% below the market median for total compensation, which is a 5.7% difference (i.e., CVAG "gains" a 5.7% competitive advantage when taking benefits into consideration).

Benefits

The market benefits data reveals the major contributing factor that gives CVAG a more competitive advantage (as compared to base salaries only) is the employer contribution toward health insurances.

Market data indicates that the average monthly employer contribution toward health insurance premiums for is \$1,832 excluding CVAG; and the average monthly employer contribution for agencies within CVAG's immediate geographic area (specifically cities of Palm Desert and Palm Springs) is \$2,331. CVAG's current contribution of \$2,369 is 29.4% above the market average of all agencies, and 1.6% above the market average of the local jurisdictions.



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While CVAG's employer contribution to health insurances is a higher dollar amount compared to the market, CVAG is not as competitive in other benefit areas, such as vacation accrual and deferred compensation.

Vacation/Paid Time Off: In terms of vacation accrual for an employee starting their sixth year of service, employees at CVAG accrue 120 hours per year. The market average for this length of tenure, is 134 hours per year when excluding those agencies that offer paid time off (combined vacation, sick, and/or personal leaves); and the market average is 157 hours per year for all agencies. As compared to the agencies in the immediate geographic area, the market average is 188 hours per year.

CVAG is interested in potentially changing vacation and management leave for those eligible for both types of leave to a paid time off leave model which would combine vacation and management leave. CVAG's current accrual rates for each type of leave are as follows:

- Vacation: 0-3 years = 80 hours; 4-10 years = 120 hours; 11+ years = 160 hours
- Paid Management Leave: All exempt (Fair Labor Standards Act designation) employees accrue 80 hours per year.

The following table shows the paid time off/vacation and management leave accruals offered by the agencies in the immediate geographic area.

Table 4. Leaves Benefit Comparison – Immediate Geographic Area

Leaves	City of Palm Desert	City of Palm Springs
Vacation	Management ¹ : Starts at 160 hours and increases by 8 hours per year of service until 20+ years = 320 hours. Group B: Starts at 120 hours and increases by 8 hours per year of service until 20+ years = 280 hours	N/A
Paid Time Off	N/A	<ul style="list-style-type: none">• 0-5 years = 192 hours• 6-10 years = 216 hours• 11+ years = 248.04 hours
Management Leave	0 hours	0 hours

¹ Management includes Department Heads; and Group B includes managers, supervisors, and professional classifications.



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The following table shows the vacation/paid time off leave accruals offered by agencies (not within the immediate geographic area) that do not offer management leave.

Table 5. Leaves Benefit Comparison – Labor Market

Leaves	RCTC	SANDAG	SCAG
Vacation or Paid Time Off (hours per year)	<ul style="list-style-type: none">• 1-5 years = 192• 6-10 years = 232• 11+ years = 272	<ul style="list-style-type: none">• 0-3 years = 144• 3-10 years = 184• 10+ years = 224	<ul style="list-style-type: none">• 0-3 years = 80• 4-10 years = 120• 11-16 years = 140• 17+ years = 160

The average accrual rate for vacation (and not paid time off) for the agencies that do not offer management leave (excludes City of Palm Springs and SCAG who offer paid time off) is:

- 0-3 years = 176 hours per year
- 4-10 years = 210 hours per year
- 11+ years = 248 hours per year

Deferred Compensation: CVAG does not provide a direct or matching contribution to deferred compensation. In looking at the market, five of the comparator agencies provide a direct or matching contribution:

- City of Murrieta: The City will make a matching contribution up to a specific dollar amount by employee group:
 - Confidential = \$1,600 per year (to 457 plan)
 - Department Heads = \$3,000 per year (401(a) plan)
 - Management = \$2,600 per year (to 457 plan)
 - Murrieta General Employees Association = \$1,200 per year (457 plan)
 - Murrieta Supervisors Association = \$1,800 per year (457 plan)
- City of Palm Desert: Employees hired after January 1, 2015 are eligible to participate in a 401(a) plan for tax deferred savings; and the City will make a matching contribution of up to 2% of salary.
- City of Riverside: For Confidential, Executive, Para-professional, Professional, Senior Management, and Supervisory employee groups, the City makes a contribution of \$75 per month (requiring an employee contribution of \$25 per month).
- Riverside CTC: Agency contributes 7.5% of salary to a 401(a); and employees are fully vested after 5 years of service.
- San Bernardino CTA: For senior management and administrative/professional employees, the agency contributes \$3 to match each \$1 contribution made by employees up to a



maximum combined total of 10% of the employee's salary. For support employees, the agency contributes \$1 to match each \$1 contribution made by employees up to a maximum combined total of 10% of the employee's salary

RECOMMENDATIONS

Pay Philosophy

CVAG has many options regarding what type of compensation plan it wants to implement. This decision will be based on what CVAG's pay philosophy is, at which level CVAG desires to pay its employees compared to the market, whether they are going to consider additional alternative compensation and/or benefits options, and how great the competition is with other agencies over recruitment of a highly qualified workforce.

Proposed Salary Structure

Currently, CVAG has a salary structure with ranges with six steps in each range. In each range, steps 1 through 5 are set 5% apart and step 6 is set 2.5% above step 5. In concurrence to the completion of the total compensation study, CVAG is evaluating and revising their performance management system to recognize employees for their contributions toward achieving program, department, and/or agency goals, objectives, and mission. The components of the program will include competitive base pay and benefits, salary increases based on level of performance, and/or special incentives for above and beyond achievements. CVAG, like most public agencies, has limited funds and wants to use those funds in the best possible manner.

K&A recommends that CVAG change their salary structure from a step-based structure to an open range structure with an established minimum, control point, and maximum. The proposed salary structure consists of 37 ranges set 5% apart; and each range has a minimum and maximum set 40% apart with the market salary set at 25% above the minimum.

The control point is the competitive market point in the range (i.e., based on an external market study) and is the point of reference for placement of classifications into the proposed salary structure. Appendix III contains the proposed salary structure.

It is important to note that due to the formula that connects each range to the next (with 5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 5% differentials between ranges, four ranges should represent a 20% differential. However, because the compounding effect of 5%, on top of 5%, on top of 5%, and so on, the differential between Range 1 and Range 5 is not exactly 20%, but it is slightly greater.

Proposed Salary Range Placements

Appendix III also includes the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base salary market results. The following calculation was used:



1. Multiplied CVAG's current top monthly salary by the percentage difference between CVAG's top monthly salary and the top monthly market median to calculate the Market Placement Salary for each benchmark classification.
2. The benchmark classification was then placed in the proposed salary range with a Market Salary closest to the Market Placement Salary.

K&A also modified the current internal alignment in certain instances where it seemed warranted based on market-supported groupings and/or compaction issues.

Internal Salary Relationships

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications and used internal equity principles to make the salary recommendations for five classifications that were not benchmarked and one classification that resulted in insufficient market data. For these classifications, internal alignments with other classifications were considered, either in the same class series or classifications that have similar scope of work, level of responsibility, minimum qualifications, and other whole position factors. Internal equity within a class series is important, as well as equity across the organization based on needs of the organization. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for CVAG management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

The following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal alignment between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

In the future, CVAG may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal



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relationships, the same factors analyzed when comparing CVAG's classifications to the labor market (i.e., whole position factors) are used when making internal salary alignment recommendations.

Options for Implementation

While CVAG may be interested in bringing all salaries to the market median, in some cases this goal may not be reached with a single adjustment. In this case, one option is to move employees into the salary range that is recommended for their classification based on this market study and to the step within the new range that is closest to their current compensation. If employees' current salaries are significantly below market so that their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

Another option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost-of-living increase). If a class falls within 5% of the market median, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% (or in some cases, more than 30%) below the market median, a higher percentage change may be initially warranted to reduce the disparity.

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for CVAG to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and CVAG's expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give CVAG an instrument to make future compensation decisions.

It has been a pleasure working with the Coachella Valley Association of Governments on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink, reading "Georg S. Krammer".

Georg Krammer
Managing Director



Appendix I

Results Summary

Appendix I
Coachella Valley Association of Governments
Results Summary
September 2022

Classification	# of Matches	Adjusted Top Monthly Salary Data					Total Monthly Compensation				
		CVAG	Market Average	% above or below	Market Median	% above or below	CVAG	Market Average	% above or below	Market Median	% above or below
Accountant	12	\$ 6,027	\$ 8,058	-33.7%	\$ 7,680	-27.4%	\$ 9,288	\$ 11,104	-19.5%	\$ 11,061	-19.1%
Clerk	9	\$ 7,967	\$ 9,554	-19.9%	\$ 9,643	-21.0%	\$ 11,516	\$ 12,893	-12.0%	\$ 13,339	-15.8%
Deputy Executive Director	5	\$ 16,578	\$ 21,745	-31.2%	\$ 20,623	-24.4%	\$ 21,448	\$ 26,933	-25.6%	\$ 25,218	-17.6%
Director - Community Resources	3	\$ 13,390	ISD	ISD	ISD	ISD	\$ 17,786	ISD	ISD	ISD	ISD
Director - Energy and Sustainability	4	\$ 15,750	\$ 15,700	0.3%	\$ 15,776	-0.2%	\$ 20,496	\$ 19,644	4.2%	\$ 19,988	2.5%
Director - Finance and Administration	11	\$ 15,750	\$ 15,894	-0.9%	\$ 15,512	1.5%	\$ 20,496	\$ 20,246	1.2%	\$ 20,251	1.2%
Director - Land and Habitat Conservation	4	\$ 15,750	\$ 16,734	-6.2%	\$ 15,780	-0.2%	\$ 20,496	\$ 21,059	-2.7%	\$ 20,211	1.4%
Director - Transportation	7	\$ 15,750	\$ 17,844	-13.3%	\$ 17,203	-9.2%	\$ 20,496	\$ 22,453	-9.5%	\$ 21,455	-4.7%
Management Analyst II - Community Resources	8	\$ 7,967	\$ 8,692	-9.1%	\$ 8,624	-8.2%	\$ 11,516	\$ 11,841	-2.8%	\$ 11,846	-2.9%
Management Analyst II - Contracts Administration	9	\$ 7,967	\$ 8,806	-10.5%	\$ 8,523	-7.0%	\$ 11,516	\$ 11,920	-3.5%	\$ 11,765	-2.2%
Management Analyst II - Energy and Sustainability	7	\$ 7,967	\$ 8,433	-5.8%	\$ 8,523	-7.0%	\$ 11,516	\$ 11,364	1.3%	\$ 11,437	0.7%
Management Analyst II - GIS/Data	9	\$ 7,967	\$ 8,914	-11.9%	\$ 8,409	-5.6%	\$ 11,516	\$ 12,122	-5.3%	\$ 11,973	-4.0%
Management Analyst II - Transportation	8	\$ 7,967	\$ 8,540	-7.2%	\$ 8,536	-7.1%	\$ 11,516	\$ 11,517	-0.0%	\$ 11,466	0.4%
Office Manager	7	\$ 7,967	\$ 7,653	3.9%	\$ 7,637	4.1%	\$ 11,209	\$ 10,600	5.4%	\$ 11,057	1.4%
Program Assistant	12	\$ 4,957	\$ 6,102	-23.1%	\$ 6,006	-21.2%	\$ 7,870	\$ 8,820	-12.1%	\$ 8,995	-14.3%
Program Manager - Accounting/Finance	12	\$ 9,373	\$ 12,168	-29.8%	\$ 12,144	-29.6%	\$ 13,175	\$ 15,935	-20.9%	\$ 15,622	-18.6%
Program Manager - Land and Habitat Conservation	5	\$ 9,373	\$ 12,372	-32.0%	\$ 12,190	-30.1%	\$ 13,175	\$ 15,988	-21.4%	\$ 15,941	-21.0%
Program Manager - Energy and Sustainability	7	\$ 9,373	\$ 12,089	-29.0%	\$ 11,872	-26.7%	\$ 13,175	\$ 15,536	-17.9%	\$ 14,778	-12.2%
Program Manager - External Affairs	10	\$ 10,190	\$ 12,405	-21.7%	\$ 12,333	-21.0%	\$ 14,113	\$ 16,172	-14.6%	\$ 16,015	-13.5%
Program Manager - Transportation Engineer	10	\$ 10,190	\$ 13,440	-31.9%	\$ 13,254	-30.1%	\$ 14,113	\$ 17,400	-23.3%	\$ 17,385	-23.2%
Program Specialist II	4	\$ 6,027	\$ 6,617	-9.8%	\$ 6,626	-10.0%	\$ 9,056	\$ 9,471	-4.6%	\$ 9,503	-4.9%
		AVERAGE:		-16.1%	AVERAGE:		-14.0%	AVERAGE:		-9.2%	AVERAGE: -8.3%

ISD = Insufficient number of matches to calculate market average and median.



Appendix II

Market Compensation Findings

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Accountant						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Accountant	\$ 9,536	7/14/2022	7/1/2023	unknown
2	City of Palm Desert	Accountant	\$ 9,466	7/1/2022	unknown	unknown
3	City of Temecula	Accountant II	\$ 9,178	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments	Associate Accountant	\$ 8,663	6/20/2022	7/1/2023	unknown
5	City of Palm Springs	Accountant	\$ 8,555	7/1/2022	unknown	unknown
6	Ventura County Transportation Commission	Senior Accountant/Analyst	\$ 7,836	7/1/2022	unknown	unknown
7	Western Riverside Council of Governments	Accountant	\$ 7,523	7/1/2022	unknown	unknown
8	San Bernardino County Transportation Authority	Accountant	\$ 7,506	7/1/2022	7/1/2023	unknown
9	City of Murrieta	Accountant	\$ 7,308	8/14/2022	unknown	unknown
10	City of Riverside	Accountant II	\$ 7,187	7/1/2022	7/1/2023	3.00%
11	San Gabriel Valley Council of Governments	Accountant	\$ 7,007	7/1/2022	7/1/2023	unknown
12	Southern California Association of Governments	Accountant II	\$ 6,936	7/1/2021	unknown	unknown
13	Coachella Valley Association of Governments	Accountant	\$ 6,027	7/1/2022		

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,058
% Coachella Valley Association of Governments Above/Below		-33.7%
Median of Comparators		\$ 7,680
% Coachella Valley Association of Governments Above/Below		-27.4%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Accountant	Accountant	Accountant	Accountant	Accountant II	Accountant II	Accountant	Accountant	Associate Accountant	Accountant	Accountant II	Senior Accountant/ Analyst	Accountant
	Top Step	\$ 6,027	\$ 7,308	\$ 8,534	\$ 9,466	\$ 7,187	\$ 9,178	\$ 9,536	\$ 7,506	\$ 8,663	\$ 7,007	\$ 6,936	\$ 7,836	\$ 7,523
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62
	Deferred Compensation		\$ 100	\$ 171		\$ 75		\$ 715	\$ 563					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 226
Leaves	Vacation ¹	\$ 348	\$ 675	\$ 656	\$ 983	\$ 498	\$ 958	\$ 550	\$ 433	\$ 766	\$ 539	\$ 400	\$ 483	\$ 434
	Holidays	\$ 313	\$ 395	\$ 394	\$ 592	\$ 332	\$ 424	\$ 440	\$ 375	\$ 433	\$ 323	\$ 387	\$ 362	\$ 376
	Admin Leave	\$ 232	\$ 281			\$ 111	\$ 177							
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,262	\$ 3,244	\$ 3,758	\$ 3,740	\$ 2,695	\$ 3,358	\$ 3,435	\$ 2,653	\$ 3,308	\$ 2,307	\$ 1,857	\$ 3,734	\$ 2,624

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Accountant						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Accountant	\$ 13,206	7/1/2022	unknown	unknown
2	Riverside County Transportation Commission	Accountant	\$ 12,971	7/14/2022	7/1/2023	unknown
3	City of Temecula	Accountant II	\$ 12,536	7/1/2022	7/1/2023	unknown
4	City of Palm Springs	Accountant	\$ 12,143	7/1/2022	unknown	unknown
5	San Diego Association of Governments	Associate Accountant	\$ 11,971	6/20/2022	7/1/2023	unknown
6	Ventura County Transportation Commission	Senior Accountant/Analyst	\$ 11,570	7/1/2022	unknown	unknown
7	City of Murrieta	Accountant	\$ 10,552	8/14/2022	unknown	unknown
8	San Bernardino County Transportation Authority	Accountant	\$ 10,159	7/1/2022	7/1/2023	unknown
9	Western Riverside Council of Governments	Accountant	\$ 10,147	7/1/2022	unknown	unknown
10	City of Riverside	Accountant II	\$ 9,882	7/1/2022	7/1/2023	3.00%
11	San Gabriel Valley Council of Governments	Accountant	\$ 9,315	7/1/2022	7/1/2023	unknown
12	Coachella Valley Association of Governments	Accountant	\$ 9,288	7/1/2022		
13	Southern California Association of Governments	Accountant II	\$ 8,794	7/1/2021	unknown	unknown

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,104
% Coachella Valley Association of Governments Above/Below		-19.5%
Median of Comparators		\$ 11,061
% Coachella Valley Association of Governments Above/Below		-19.1%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Clerk						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Assistant City Clerk	\$ 12,431	7/1/2022	7/1/2023	3.00%
2	Ventura County Transportation Commission	Clerk of the Commission/Executive Assistant	\$ 10,709	7/1/2022	unknown	unknown
3	San Bernardino County Transportation Authority ¹	[Clerk of the Board/Administrative Supervisor / Deputy Clerk of the Board]	\$ 10,106	7/1/2022	7/1/2023	unknown
4	City of Palm Desert	Deputy City Clerk	\$ 9,702	7/1/2022	unknown	unknown
5	City of Temecula	Deputy City Clerk	\$ 9,643	7/1/2022	7/1/2023	unknown
6	Riverside County Transportation Commission	Deputy Clerk of the Board	\$ 9,076	7/14/2022	7/1/2023	unknown
7	San Diego Association of Governments	Deputy Clerk of the Board	\$ 8,663	6/20/2022	7/1/2023	unknown
8	Southern California Association of Governments	Deputy Clerk of the Board	\$ 8,309	7/1/2021	unknown	unknown
9	Coachella Valley Association of Governments	Clerk	\$ 7,967	7/1/2022		
10	City of Murrieta	Deputy City Clerk	\$ 7,350	8/14/2022	unknown	unknown
11	City of Palm Springs	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 9,554
% Coachella Valley Association of Governments Above/Below		-19.9%
Median of Comparators		\$ 9,643
% Coachella Valley Association of Governments Above/Below		-21.0%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Clerk	Deputy City Clerk	Deputy City Clerk	N/C	Assistant City Clerk	Deputy City Clerk	Deputy Clerk of the Board	[Clerk of the Board/ Admin Supv / Deputy Clerk of the Board]	Deputy Clerk of the Board	N/C	Deputy Clerk of the Board	Clerk of the Commission/ Executive Assistant	N/C
	Top Step	\$ 7,967	\$ 7,350	\$ 9,702		\$ 12,431	\$ 9,643	\$ 9,076	\$ 10,106	\$ 8,663		\$ 8,309	\$ 10,709	
Retirement	PEPRA	2% @62	2% @62	2% @62		2% @62	2% @62	2% @62	2% @62	2% @62		2% @62	2% @62	
	Deferred Compensation		\$ 133	\$ 194		\$ 75		\$ 681	\$ 758					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75			\$ 1,800		\$ 1,269					
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances													
Leaves	Vacation ¹	\$ 460	\$ 678	\$ 746		\$ 861	\$ 1,080	\$ 524	\$ 583	\$ 766		\$ 479	\$ 660	
	Holidays	\$ 414	\$ 398	\$ 448		\$ 574	\$ 445	\$ 419	\$ 505	\$ 433		\$ 463	\$ 494	
	Admin Leave	\$ 306				\$ 191	\$ 371		\$ 194				\$ 206	
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,549	\$ 3,002	\$ 3,925	\$ 0	\$ 3,381	\$ 3,696	\$ 3,353	\$ 3,323	\$ 3,308	\$ 0	\$ 2,013	\$ 4,250	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Clerk						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Assistant City Clerk	\$ 15,812	7/1/2022	7/1/2023	3.00%
2	Ventura County Transportation Commission	Clerk of the Commission/Executive Assistant	\$ 14,884	7/1/2022	unknown	unknown
3	City of Palm Desert	Deputy City Clerk	\$ 13,587	7/1/2022	unknown	unknown
4	San Bernardino County Transportation Authority ¹	[Clerk of the Board/Administrative Supervisor / Deputy Clerk of the Board]	\$ 13,429	7/1/2022	7/1/2023	unknown
5	City of Temecula	Deputy City Clerk	\$ 13,339	7/1/2022	7/1/2023	unknown
6	Riverside County Transportation Commission	Deputy Clerk of the Board	\$ 12,429	7/14/2022	7/1/2023	unknown
7	San Diego Association of Governments	Deputy Clerk of the Board	\$ 11,926	6/20/2022	7/1/2023	unknown
8	Coachella Valley Association of Governments	Clerk	\$ 11,516	7/1/2022		
9	City of Murrieta	Deputy City Clerk	\$ 10,352	8/14/2022	unknown	unknown
10	Southern California Association of Governments	Deputy Clerk of the Board	\$ 10,282	7/1/2021	unknown	unknown
11	City of Palm Springs	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 12,893
% Coachella Valley Association of Governments Above/Below		-12.0%
Median of Comparators		\$ 13,339
% Coachella Valley Association of Governments Above/Below		-15.8%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Deputy Executive Director						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Deputy Executive Director	\$ 25,604	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Deputy CEO, Business Operations / Deputy CEO, Planning, Programs, and Projects]	\$ 25,342	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Division Director	\$ 20,623	7/1/2021	unknown	unknown
4	San Bernardino County Transportation Authority	Deputy Executive Director	\$ 19,915	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Deputy Executive Director	\$ 17,242	7/1/2022	unknown	unknown
6	Coachella Valley Association of Governments	Deputy Executive Director	\$ 16,578	7/1/2022		
7	City of Murrieta	N/C				
8	City of Palm Desert	N/C				
9	City of Palm Springs	N/C				
10	City of Riverside	N/C				
11	City of Temecula	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 21,745
% Coachella Valley Association of Governments Above/Below		-31.2%
Median of Comparators		\$ 20,623
% Coachella Valley Association of Governments Above/Below		-24.4%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Deputy Executive Director	N/C	N/C	N/C	N/C	N/C	Deputy Executive Director	Deputy Executive Director	[Deputy CEO, Business Ops / Planning, Programs, & Projects]	N/C	Division Director	N/C	Deputy Executive Director
	Top Step	\$ 16,578						\$ 25,604	\$ 19,915	\$ 25,342		\$ 20,623		\$ 17,242
Retirement	PEPRA	2%@62						2%@62	2%@62	2%@62		2%@62		2%@62
	Deferred Compensation							\$ 1,920	\$ 1,494	\$ 634		\$ 292		
	Other Retirement													
Insurances	Cafeteria	\$ 2,245							\$ 1,269					
	Health							\$ 1,500		\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104						\$ 199		\$ 168		\$ 183		\$ 121
	Vision	\$ 20						\$ 31	\$ 13	\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 517
Leaves	Vacation ¹	\$ 956						\$ 1,477	\$ 1,149	\$ 2,242		\$ 1,190		\$ 995
	Holidays	\$ 861						\$ 1,182	\$ 996	\$ 1,267		\$ 1,150		\$ 862
	Admin Leave	\$ 638							\$ 383					\$ 496
	Technology	\$ 45								\$ 110		\$ 40		
	Auto													
Benefit Package Total		\$ 4,869	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 6,309	\$ 5,303	\$ 6,316	\$ 0	\$ 3,702	\$ 0	\$ 4,458

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Deputy Executive Director						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Deputy Executive Director	\$ 31,913	7/14/2022	7/1/2023	unknown
2	San Diego Association of Governments ¹	[Deputy CEO, Business Operations / Deputy CEO, Planning, Programs, and Projects]	\$ 31,548	6/20/2022	7/1/2023	unknown
3	San Bernardino County Transportation Authority	Deputy Executive Director	\$ 25,218	7/1/2022	7/1/2023	unknown
4	Southern California Association of Governments	Division Director	\$ 24,285	7/1/2021	unknown	unknown
5	Western Riverside Council of Governments	Deputy Executive Director	\$ 21,700	7/1/2022	unknown	unknown
6	Coachella Valley Association of Governments	Deputy Executive Director	\$ 21,448	7/1/2022		
7	City of Murrieta	N/C				
8	City of Palm Desert	N/C				
9	City of Palm Springs	N/C				
10	City of Riverside	N/C				
11	City of Temecula	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 26,933
% Coachella Valley Association of Governments Above/Below		-25.6%
Median of Comparators		\$ 25,218
% Coachella Valley Association of Governments Above/Below		-17.6%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Director - Community Resources									
Rank	Comparator Agency	Classification Title	Cost of Labor Adjustment	Adjusted Top Monthly Salary	Benefits	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Diego Association of Governments ²	[Director I / Regional Planning Program Manager]	100.0%	\$ 14,672	\$ 4,461	\$ 19,133	6/20/2022	7/1/2023	unknown
2	Southern California Association of Governments	Department Manager	93.5%	\$ 14,359	\$ 2,951	\$ 17,310	7/1/2021	unknown	unknown
3	Coachella Valley Association of Governments	Director - Community Resources	100.0%	\$ 13,390	\$ 4,397	\$ 17,786	7/1/2022		
4	City of Riverside ¹	[Principal Project Manager / Housing Authority Manager]	100.0%	\$ 13,440	\$ 3,513	\$ 16,953	7/1/2022	7/1/2023	3.00%
5	City of Murrieta	N/C							
6	City of Palm Desert	N/C							
7	City of Palm Springs	N/C							
8	City of Temecula	N/C							
9	Riverside County Transportation Commission	N/C							
10	San Bernardino County Transportation Authority	N/C							
11	San Gabriel Valley Council of Governments	N/C							
12	Ventura County Transportation Commission	N/C							
13	Western Riverside Council of Governments	N/C							

Summary Results				Adjusted Top Monthly Salary	Total Monthly Comp
Average of Comparators				ISD	ISD
% Coachella Valley Association of Governments Above/Below				ISD	ISD
Median of Comparators				ISD	ISD
% Coachella Valley Association of Governments Above/Below				ISD	ISD
Number of Matches				3	3

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Director - Community Resources	N/C	N/C	N/C	[Principal Project Mgr / Housing Authority Mgr]	N/C	N/C	N/C	[Director I / Regional Planning Program Mgr]	N/C	Department Manager	N/C	N/C
	Top Step	\$ 13,390				\$ 13,440				\$ 14,672		\$ 14,359		
Retirement	PEPRA	2%@62				2%@62				2%@62		2%@62		
	Deferred Compensation					\$ 75				\$ 367		\$ 292		
	Other Retirement													
Insurances	Cafeteria	\$ 2,245												
	Health					\$ 1,540				\$ 1,876		\$ 800		
	Dental	\$ 104				\$ 45				\$ 168		\$ 183		
	Vision	\$ 20								\$ 19		\$ 47		
	Other Insurances													
Leaves	Vacation ¹	\$ 772				\$ 930				\$ 1,298		\$ 828		
	Holidays	\$ 695				\$ 620				\$ 734		\$ 801		
	Admin Leave	\$ 515				\$ 207								
	Technology	\$ 45				\$ 95				\$ 110		\$ 40		
	Auto													
Benefit Package Total		\$ 4,397	\$ 0	\$ 0	\$ 0	\$ 3,513	\$ 0	\$ 0	\$ 0	\$ 4,571	\$ 0	\$ 2,991	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Community Resources						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Diego Association of Governments ²	[Director I / Regional Planning Program Manager]	\$ 19,133	6/20/2022	7/1/2023	unknown
2	Southern California Association of Governments	Department Manager	\$ 17,310	7/1/2021	unknown	unknown
3	Coachella Valley Association of Governments	Director - Community Resources	\$ 17,786	7/1/2022		
4	City of Riverside ¹	[Principal Project Manager / Housing Authority Manager]	\$ 16,953	7/1/2022	7/1/2023	3.00%
5	City of Murrieta	N/C				
6	City of Palm Desert	N/C				
7	City of Palm Springs	N/C				
8	City of Temecula	N/C				
9	Riverside County Transportation Commission	N/C				
10	San Bernardino County Transportation Authority	N/C				
11	San Gabriel Valley Council of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		ISD
% Coachella Valley Association of Governments Above/Below		ISD
Median of Comparators		ISD
% Coachella Valley Association of Governments Above/Below		ISD
Number of Matches		3

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Director - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Western Riverside Council of Governments	Director - Energy and Environmental Programs	\$ 16,889	7/1/2022	unknown	unknown
2	City of Riverside	Utilities Power Resources Manager	\$ 16,881	7/1/2022	7/1/2023	3.00%
3	Coachella Valley Association of Governments	Director - Energy and Sustainability	\$ 15,750	7/1/2022		
4	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 14,672	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 14,359	7/1/2021	unknown	unknown
6	City of Murrieta	N/C				
7	City of Palm Desert	N/C				
8	City of Palm Springs	N/C				
9	City of Temecula	N/C				
10	Riverside County Transportation Commission	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 15,700
% Coachella Valley Association of Governments Above/Below		0.3%
Median of Comparators		\$ 15,776
% Coachella Valley Association of Governments Above/Below		-0.2%
Number of Matches		4

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Director - Energy and Sustainability	N/C	N/C	N/C	Utilities Power Resources Manager	N/C	N/C	N/C	[Director I / Regional Planning Program Mgr]	N/C	Department Manager	N/C	Director - Energy and Environmental Programs
	Top Step	\$ 15,750				\$ 16,881				\$ 14,672		\$ 14,359		\$ 16,889
Retirement	PEPRA	2%@62				2%@62				2%@62		2%@62		2%@62
	Deferred Compensation					\$ 75				\$ 367		\$ 292		
	Other Retirement													
Insurances	Cafeteria	\$ 2,245												
	Health					\$ 1,540				\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104				\$ 45				\$ 168		\$ 183		\$ 121
	Vision	\$ 20								\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 507
Leaves	Vacation ¹	\$ 909				\$ 1,169				\$ 1,298		\$ 828		\$ 974
	Holidays	\$ 818				\$ 779				\$ 734		\$ 801		\$ 844
	Admin Leave	\$ 606				\$ 260								\$ 486
	Technology	\$ 45				\$ 95				\$ 110		\$ 40		
	Auto													
Benefit Package Total		\$ 4,746	\$ 0	\$ 0	\$ 0	\$ 3,963	\$ 0	\$ 0	\$ 0	\$ 4,571	\$ 0	\$ 2,991	\$ 0	\$ 4,400

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Western Riverside Council of Governments	Director - Energy and Environmental Programs	\$ 21,289	7/1/2022	unknown	unknown
2	City of Riverside	Utilities Power Resources Manager	\$ 20,844	7/1/2022	7/1/2023	3.00%
3	Coachella Valley Association of Governments	Director - Energy and Sustainability	\$ 20,496	7/1/2022		
4	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 19,133	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 17,310	7/1/2021	unknown	unknown
6	City of Murrieta	N/C				
7	City of Palm Desert	N/C				
8	City of Palm Springs	N/C				
9	City of Temecula	N/C				
10	Riverside County Transportation Commission	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 19,644
% Coachella Valley Association of Governments Above/Below		4.2%
Median of Comparators		\$ 19,988
% Coachella Valley Association of Governments Above/Below		2.5%
Number of Matches		4

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Director - Finance and Administration						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Chief Financial Officer	\$ 21,015	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments	Director of Finance	\$ 17,817	7/1/2022	7/1/2023	unknown
3	San Bernardino County Transportation Authority ¹	[Chief Financial Officer / Director of Management Services]	\$ 17,203	7/1/2022	7/1/2023	unknown
4	Western Riverside Council of Governments	Director - Finance	\$ 16,889	7/1/2022	unknown	unknown
5	Coachella Valley Association of Governments	Director - Finance and Administration	\$ 15,750	7/1/2022		
6	San Diego Association of Governments ²	[Director I / Finance Manager]	\$ 15,633	6/20/2022	7/1/2023	unknown
7	City of Palm Desert	Deputy Director of Finance	\$ 15,512	7/1/2022	unknown	unknown
8	Ventura County Transportation Commission	Finance Director	\$ 15,112	7/1/2022	unknown	unknown
9	Southern California Association of Governments	Department Manager	\$ 14,359	7/1/2021	unknown	unknown
10	City of Temecula	Assistant Director of Finance	\$ 14,316	7/1/2022	7/1/2023	unknown
11	City of Riverside	Accounting Manager/Controller	\$ 13,628	7/1/2022	7/1/2023	3.00%
12	City of Palm Springs	Assistant Director of Finance	\$ 13,347	7/1/2022	unknown	unknown
13	City of Murrieta	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 15,894
% Coachella Valley Association of Governments Above/Below		-0.9%
Median of Comparators		\$ 15,512
% Coachella Valley Association of Governments Above/Below		1.5%
Number of Matches		11

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Director - Finance and Administration	N/C	Deputy Director of Finance	Assistant Finance Director	Accounting Manager/ Controller	Assistant Finance Director	Chief Financial Officer	[Chief Financial Officer / Director of Management Services]	[Director I / Finance Manager]	Director of Finance	Department Manager	Finance Director	Director - Finance
	Top Step	\$ 15,750		\$ 15,512	\$ 13,347	\$ 13,628	\$ 14,316	\$ 21,015	\$ 17,203	\$ 15,633	\$ 17,817	\$ 14,359	\$ 15,112	\$ 16,889
Retirement	PEPRA	2% @62		2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62
	Deferred Compensation			\$ 310		\$ 75		\$ 1,576	\$ 1,290	\$ 391		\$ 292		
	Other Retirement													
Insurances	Cafeteria	\$ 2,245		\$ 75	\$ 2,165		\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104		\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20		\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 507
Leaves	Vacation ¹	\$ 909		\$ 1,193	\$ 1,386	\$ 943	\$ 1,604	\$ 1,212	\$ 993	\$ 1,383	\$ 1,371	\$ 828	\$ 931	\$ 974
	Holidays	\$ 818		\$ 716	\$ 834	\$ 629	\$ 661	\$ 970	\$ 860	\$ 782	\$ 822	\$ 801	\$ 698	\$ 844
	Admin Leave	\$ 606				\$ 210	\$ 551		\$ 331				\$ 291	\$ 486
	Technology	\$ 45		\$ 40		\$ 95				\$ 110		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 4,746	\$ 0	\$ 4,757	\$ 4,385	\$ 3,538	\$ 4,615	\$ 5,488	\$ 4,756	\$ 4,729	\$ 3,638	\$ 2,991	\$ 4,809	\$ 4,400

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Finance and Administration						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Chief Financial Officer	\$ 26,503	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority ¹	[Chief Financial Officer / Director of Management Services]	\$ 21,959	7/1/2022	7/1/2023	unknown
3	San Gabriel Valley Council of Governments	Director of Finance	\$ 21,455	7/1/2022	7/1/2023	unknown
4	Western Riverside Council of Governments	Director - Finance	\$ 21,289	7/1/2022	unknown	unknown
5	Coachella Valley Association of Governments	Director - Finance and Administration	\$ 20,496	7/1/2022		
6	City of Palm Desert	Deputy Director of Finance	\$ 20,269	7/1/2022	unknown	unknown
7	San Diego Association of Governments ²	[Director I / Finance Manager]	\$ 20,251	6/20/2022	7/1/2023	unknown
8	Ventura County Transportation Commission	Finance Director	\$ 19,846	7/1/2022	unknown	unknown
9	City of Temecula	Assistant Director of Finance	\$ 18,931	7/1/2022	7/1/2023	unknown
10	City of Palm Springs	Assistant Director of Finance	\$ 17,732	7/1/2022	unknown	unknown
11	Southern California Association of Governments	Department Manager	\$ 17,310	7/1/2021	unknown	unknown
12	City of Riverside	Accounting Manager/Controller	\$ 17,166	7/1/2022	7/1/2023	3.00%
13	City of Murrieta	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 20,246
% Coachella Valley Association of Governments Above/Below		1.2%
Median of Comparators		\$ 20,251
% Coachella Valley Association of Governments Above/Below		1.2%
Number of Matches		11

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Director - Land and Habitat Conservation						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Regional Conservation Director	\$ 21,015	7/14/2022	7/1/2023	unknown
2	Western Riverside Council of Governments	Director - Riverside County Habitat Conservation Agency	\$ 16,889	7/1/2022	unknown	unknown
3	Coachella Valley Association of Governments	Director - Land and Habitat Conservation	\$ 15,750	7/1/2022		
4	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 14,672	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 14,359	7/1/2021	unknown	unknown
6	City of Murrieta	N/C				
7	City of Palm Desert	N/C				
8	City of Palm Springs	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 16,734
% Coachella Valley Association of Governments Above/Below		-6.2%
Median of Comparators		\$ 15,780
% Coachella Valley Association of Governments Above/Below		-0.2%
Number of Matches		4

N/C - Non Comparator
ISD - Insufficient data to do analysis
1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Director - Land and Habitat Conservation	N/C	N/C	N/C	N/C	N/C	Regional Conservation Director	N/C	[Director I / Regional Planning Program Mgr]	N/C	Department Manager	N/C	Director - Riverside County HCA
	Top Step	\$ 15,750						\$ 21,015		\$ 14,672		\$ 14,359		\$ 16,889
Retirement	PEPRA	2%@62						2%@62		2%@62		2%@62		2%@62
	Deferred Compensation							\$ 1,576		\$ 367		\$ 292		
	Other Retirement													
Insurances	Cafeteria	\$ 2,245												
	Health							\$ 1,500		\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104						\$ 199		\$ 168		\$ 183		\$ 121
	Vision	\$ 20						\$ 31		\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 507
Leaves	Vacation ¹	\$ 909						\$ 1,212		\$ 1,298		\$ 828		\$ 974
	Holidays	\$ 818						\$ 970		\$ 734		\$ 801		\$ 844
	Admin Leave	\$ 606												\$ 486
	Technology	\$ 45								\$ 110		\$ 40		
	Auto													
Benefit Package Total		\$ 4,746	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,488	\$ 0	\$ 4,571	\$ 0	\$ 2,991	\$ 0	\$ 4,400

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Land and Habitat Conservation						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Regional Conservation Director	\$ 26,503	7/14/2022	7/1/2023	unknown
2	Western Riverside Council of Governments	Director - Riverside County Habitat Conservation Agency	\$ 21,289	7/1/2022	unknown	unknown
3	Coachella Valley Association of Governments	Director - Land and Habitat Conservation	\$ 20,496	7/1/2022		
4	San Diego Association of Governments ¹	[Director I / Regional Planning Program Manager]	\$ 19,133	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Department Manager	\$ 17,310	7/1/2021	unknown	unknown
6	City of Murrieta	N/C				
7	City of Palm Desert	N/C				
8	City of Palm Springs	N/C				
9	City of Riverside	N/C				
10	City of Temecula	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 21,059
% Coachella Valley Association of Governments Above/Below		-2.7%
Median of Comparators		\$ 20,211
% Coachella Valley Association of Governments Above/Below		1.4%
Number of Matches		4

N/C - Non Comparator
ISD - Insufficient data to do analysis
1 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Director - Transportation						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Planning and Programming Director / Project Delivery Director]	\$ 23,196	7/14/2022	7/1/2023	unknown
2	City of Riverside	Deputy Public Works Director/City Engineer	\$ 17,933	7/1/2022	7/1/2023	3.00%
3	San Gabriel Valley Council of Governments ²	[Director of Capital Projects / Director of Regional Planning]	\$ 17,817	7/1/2022	7/1/2023	unknown
4	San Bernardino County Transportation Authority ²	[Director of Planning / Director of Project Delivery / Director of Fund Administration]	\$ 17,203	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Transportation and Planning	\$ 16,889	7/1/2022	unknown	unknown
6	San Diego Association of Governments ³	[Director I / Principal Engineer]	\$ 16,356	6/20/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Director - Transportation	\$ 15,750	7/1/2022		
8	City of Palm Desert	Deputy Public Works Director/City Engineer	\$ 15,512	7/1/2022	unknown	unknown
9	City of Murrieta	N/C				
10	City of Palm Springs	N/C				
11	City of Temecula	N/C				
12	Southern California Association of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 17,844
% Coachella Valley Association of Governments Above/Below		-13.3%
Median of Comparators		\$ 17,203
% Coachella Valley Association of Governments Above/Below		-9.2%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

3 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Director - Transportation	N/C	Deputy Public Works Director	N/C	Deputy Public Works Director/City Engineer	N/C	[Plan and Programming / Project Delivery Dir]	[Dir of Planning / Project Delivery / Fund Admin]	[Director I / Principal Engineer]	[Director of Capital Projects / Director of Regional Planning]	N/C	N/C	Director - Transportation and Planning
	Top Step	\$ 15,750		\$ 13,347		\$ 17,933		\$ 23,196	\$ 17,203	\$ 16,356	\$ 17,817			\$ 16,889
Retirement	PEPRA	2% @62		2% @62		2% @62		2% @62	2% @62	2% @62	2% @62			2% @62
	Deferred Compensation					\$ 75		\$ 1,740	\$ 1,290	\$ 409				
	Other Retirement													
Insurances	Cafeteria	\$ 2,245		\$ 2,165					\$ 1,269		\$ 1,445			
	Health					\$ 1,540		\$ 1,500		\$ 1,876				\$ 1,440
	Dental	\$ 104				\$ 45		\$ 199		\$ 168				\$ 121
	Vision	\$ 20						\$ 31	\$ 13	\$ 19				\$ 28
	Other Insurances													\$ 507
Leaves	Vacation ¹	\$ 909		\$ 1,386		\$ 1,242		\$ 1,338	\$ 993	\$ 1,447	\$ 1,371			\$ 974
	Holidays	\$ 818		\$ 834		\$ 828		\$ 1,071	\$ 860	\$ 818	\$ 822			\$ 844
	Admin Leave	\$ 606				\$ 276			\$ 331					\$ 486
	Technology	\$ 45				\$ 95				\$ 110				
	Auto													
Benefit Package Total		\$ 4,746	\$ 0	\$ 4,385	\$ 0	\$ 4,100	\$ 0	\$ 5,878	\$ 4,756	\$ 4,847	\$ 3,638	\$ 0	\$ 0	\$ 4,400

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Director - Transportation						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Planning and Programming Director / Project Delivery Director]	\$ 29,074	7/14/2022	7/1/2023	unknown
2	City of Riverside	Deputy Public Works Director/City Engineer	\$ 22,033	7/1/2022	7/1/2023	3.00%
3	San Bernardino County Transportation Authority ²	[Director of Planning / Director of Project Delivery / Director of Fund Administration]	\$ 21,959	7/1/2022	7/1/2023	unknown
4	San Gabriel Valley Council of Governments ²	[Director of Capital Projects / Director of Regional Planning]	\$ 21,455	7/1/2022	7/1/2023	unknown
5	Western Riverside Council of Governments	Director - Transportation and Planning	\$ 21,289	7/1/2022	unknown	unknown
6	San Diego Association of Governments ³	[Director I / Principal Engineer]	\$ 21,092	6/20/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Director - Transportation	\$ 20,496	7/1/2022		
8	City of Palm Desert	Deputy Public Works Director/City Engineer	\$ 20,269	7/1/2022	unknown	unknown
9	City of Murrieta	N/C				
10	City of Palm Springs	N/C				
11	City of Temecula	N/C				
12	Southern California Association of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 22,453
% Coachella Valley Association of Governments Above/Below		-9.5%
Median of Comparators		\$ 21,455
% Coachella Valley Association of Governments Above/Below		-4.7%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

3 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Management Analyst II - Community Resources						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Management Analyst	\$ 9,235	7/1/2022	unknown	unknown
2	City of Palm Springs	Community Development Administrator	\$ 8,992	7/1/2022	unknown	unknown
3	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 8,897	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments	Associate Regional Planner	\$ 8,663	6/20/2022	7/1/2023	unknown
5	City of Riverside ¹	[Project Coordinator / Outreach Supervisor]	\$ 8,584	7/1/2022	7/1/2023	3.00%
6	City of Temecula	Management Analyst	\$ 8,523	7/1/2022	7/1/2023	unknown
7	Southern California Association of Governments	Associate Regional Planner	\$ 8,410	7/1/2021	unknown	unknown
8	City of Murrieta	Management Analyst	\$ 8,234	8/14/2022	unknown	unknown
9	Coachella Valley Association of Governments	Management Analyst II - Community Resources	\$ 7,967	7/1/2022		
10	Riverside County Transportation Commission	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,692
% Coachella Valley Association of Governments Above/Below		-9.1%
Median of Comparators		\$ 8,624
% Coachella Valley Association of Governments Above/Below		-8.2%
Number of Matches		8

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - City of Riverside: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Management Analyst II - Community Resources	Management Analyst	Management Analyst	Community Development Administrator	[Project Coordinator / Outreach Supervisor]	Management Analyst	N/C	N/C	Associate Regional Planner	Senior Management Analyst	Associate Regional Planner	N/C	N/C
	Top Step	\$ 7,967	\$ 8,234	\$ 9,235	\$ 8,992	\$ 8,584	\$ 8,523			\$ 8,663	\$ 8,897	\$ 8,410		
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62			2%@62	2%@62	2%@62		
	Deferred Compensation		\$ 217	\$ 185		\$ 75								
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800				\$ 1,445			
	Health			\$ 2,245		\$ 1,540				\$ 1,876		\$ 800		
	Dental	\$ 104	\$ 102	\$ 146		\$ 45				\$ 168		\$ 183		
	Vision	\$ 20	\$ 40	\$ 32						\$ 19		\$ 47		
	Other Insurances													
Leaves	Vacation ¹	\$ 460	\$ 760	\$ 710	\$ 934	\$ 594	\$ 955			\$ 766	\$ 684	\$ 485		
	Holidays	\$ 414	\$ 445	\$ 426	\$ 562	\$ 396	\$ 393			\$ 433	\$ 411	\$ 469		
	Admin Leave	\$ 306	\$ 317			\$ 132	\$ 328							
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40		
	Auto													
Benefit Package Total		\$ 3,549	\$ 3,532	\$ 3,859	\$ 3,661	\$ 2,878	\$ 3,476	\$ 0	\$ 0	\$ 3,308	\$ 2,540	\$ 2,024	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Management Analyst II - Community Resources						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Management Analyst	\$ 13,094	7/1/2022	unknown	unknown
2	City of Palm Springs	Community Development Administrator	\$ 12,653	7/1/2022	unknown	unknown
3	City of Temecula	Management Analyst	\$ 11,999	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments	Associate Regional Planner	\$ 11,926	6/20/2022	7/1/2023	unknown
5	City of Murrieta	Management Analyst	\$ 11,765	8/14/2022	unknown	unknown
6	Coachella Valley Association of Governments	Management Analyst II - Community Resources	\$ 11,516	7/1/2022		
7	City of Riverside ¹	[Project Coordinator / Outreach Supervisor]	\$ 11,462	7/1/2022	7/1/2023	3.00%
8	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,437	7/1/2022	7/1/2023	unknown
9	Southern California Association of Governments	Associate Regional Planner	\$ 10,394	7/1/2021	unknown	unknown
10	Riverside County Transportation Commission	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,841
% Coachella Valley Association of Governments Above/Below		-2.8%
Median of Comparators		\$ 11,846
% Coachella Valley Association of Governments Above/Below		-2.9%
Number of Matches		8

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - City of Riverside: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Management Analyst II - Contracts Administration						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Gabriel Valley Council of Governments	Senior Contracts Administrator	\$ 10,282	7/1/2022	7/1/2023	unknown
2	Riverside County Transportation Commission	Procurement Analyst	\$ 9,536	7/14/2022	7/1/2023	unknown
3	City of Palm Desert	Management Analyst	\$ 9,235	7/1/2022	unknown	unknown
4	City of Riverside	Senior Administrative Analyst	\$ 8,760	7/1/2022	7/1/2023	3.00%
5	City of Temecula	Management Analyst	\$ 8,523	7/1/2022	7/1/2023	unknown
6	San Bernardino County Transportation Authority	Procurement Analyst	\$ 8,275	7/1/2022	7/1/2023	unknown
7	San Diego Association of Governments	Associate Contracts and Procurement Analyst	\$ 8,251	6/20/2022	7/1/2023	unknown
8	City of Murrieta	Management Analyst	\$ 8,234	8/14/2022	unknown	unknown
9	Southern California Association of Governments	Contracts Administrator II	\$ 8,155	7/1/2021	unknown	unknown
10	Coachella Valley Association of Governments	Management Analyst II - Contracts Administration	\$ 7,967	7/1/2022		
11	City of Palm Springs	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,806
% Coachella Valley Association of Governments Above/Below		-10.5%
Median of Comparators		\$ 8,523
% Coachella Valley Association of Governments Above/Below		-7.0%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Management Analyst II - Contracts	Management Analyst	Management Analyst	N/C	Senior Administrative Analyst	Management Analyst	Procurement Analyst	Procurement Analyst	Associate Contracts and Procurement Analyst	Senior Contracts Administrator	Contracts Administrator II	N/C	N/C
	Top Step	\$ 7,967	\$ 8,234	\$ 9,235		\$ 8,760	\$ 8,523	\$ 9,536	\$ 8,275	\$ 8,251	\$ 10,282	\$ 8,155		
Retirement	PEPRA	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62		
	Deferred Compensation		\$ 217	\$ 185		\$ 75		\$ 715	\$ 621					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75			\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800		
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183		
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47		
	Other Insurances													
Leaves	Vacation ¹	\$ 460	\$ 760	\$ 710		\$ 606	\$ 955	\$ 550	\$ 477	\$ 730	\$ 791	\$ 470		
	Holidays	\$ 414	\$ 445	\$ 426		\$ 404	\$ 393	\$ 440	\$ 414	\$ 413	\$ 475	\$ 455		
	Admin Leave	\$ 306	\$ 317			\$ 135	\$ 328		\$ 159					
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40		
	Auto													
Benefit Package Total		\$ 3,549	\$ 3,532	\$ 3,859	\$ 0	\$ 2,901	\$ 3,476	\$ 3,435	\$ 2,953	\$ 3,251	\$ 2,710	\$ 1,995	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Management Analyst II - Contracts Administration						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Management Analyst	\$ 13,094	7/1/2022	unknown	unknown
2	San Gabriel Valley Council of Governments	Senior Contracts Administrator	\$ 12,992	7/1/2022	7/1/2023	unknown
3	Riverside County Transportation Commission	Procurement Analyst	\$ 12,971	7/14/2022	7/1/2023	unknown
4	City of Temecula	Management Analyst	\$ 11,999	7/1/2022	7/1/2023	unknown
5	City of Murrieta	Management Analyst	\$ 11,765	8/14/2022	unknown	unknown
6	City of Riverside	Senior Administrative Analyst	\$ 11,661	7/1/2022	7/1/2023	3.00%
7	Coachella Valley Association of Governments	Management Analyst II - Contracts Administration	\$ 11,516	7/1/2022		
8	San Diego Association of Governments	Associate Contracts and Procurement Analyst	\$ 11,457	6/20/2022	7/1/2023	unknown
9	San Bernardino County Transportation Authority	Procurement Analyst	\$ 11,228	7/1/2022	7/1/2023	unknown
10	Southern California Association of Governments	Contracts Administrator II	\$ 10,111	7/1/2021	unknown	unknown
11	City of Palm Springs	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,920
% Coachella Valley Association of Governments Above/Below		-3.5%
Median of Comparators		\$ 11,765
% Coachella Valley Association of Governments Above/Below		-2.2%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Management Analyst II - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Management Analyst	\$ 9,235	7/1/2022	unknown	unknown
2	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 8,897	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Regional Planner	\$ 8,663	6/20/2022	7/1/2023	unknown
4	City of Temecula	Management Analyst	\$ 8,523	7/1/2022	7/1/2023	unknown
5	Southern California Association of Governments	Associate Regional Planner	\$ 8,410	7/1/2021	unknown	unknown
6	Coachella Valley Association of Governments	Management Analyst II - Energy and Sustainability	\$ 7,967	7/1/2022		
7	City of Riverside	Utilities Analyst	\$ 7,779	7/1/2022	7/1/2023	3.00%
8	Western Riverside Council of Governments	Analyst II - Energy and Environment	\$ 7,523	7/1/2022	unknown	unknown
9	City of Murrieta	N/C				
10	City of Palm Springs	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,433
% Coachella Valley Association of Governments Above/Below		-5.8%
Median of Comparators		\$ 8,523
% Coachella Valley Association of Governments Above/Below		-7.0%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Management Analyst II - Energy and Sustainability	N/C	Management Analyst	N/C	Utilities Analyst	Management Analyst	N/C	N/C	Associate Regional Planner	Senior Management Analyst	Associate Regional Planner	N/C	Analyst II - Energy and Environment
	Top Step	\$ 7,967		\$ 9,235		\$ 7,779	\$ 8,523			\$ 8,663	\$ 8,897	\$ 8,410		\$ 7,523
Retirement	PEPRA	2%@62		2%@62		2%@62	2%@62			2%@62	2%@62	2%@62		2%@62
	Deferred Compensation			\$ 185		\$ 75								
	Other Retirement													
Insurances	Cafeteria	\$ 2,245		\$ 75			\$ 1,800				\$ 1,445			
	Health			\$ 2,245		\$ 1,540				\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104		\$ 146		\$ 45				\$ 168		\$ 183		\$ 121
	Vision	\$ 20		\$ 32						\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 226
Leaves	Vacation ¹	\$ 460		\$ 710		\$ 539	\$ 955			\$ 766	\$ 684	\$ 485		\$ 434
	Holidays	\$ 414		\$ 426		\$ 359	\$ 393			\$ 433	\$ 411	\$ 469		\$ 376
	Admin Leave	\$ 306				\$ 120	\$ 328							
	Technology			\$ 40		\$ 95				\$ 45		\$ 40		
	Auto													
Benefit Package Total		\$ 3,549	\$ 0	\$ 3,859	\$ 0	\$ 2,773	\$ 3,476	\$ 0	\$ 0	\$ 3,308	\$ 2,540	\$ 2,024	\$ 0	\$ 2,624

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Management Analyst II - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Management Analyst	\$ 13,094	7/1/2022	unknown	unknown
2	City of Temecula	Management Analyst	\$ 11,999	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Regional Planner	\$ 11,926	6/20/2022	7/1/2023	unknown
4	Coachella Valley Association of Governments	Management Analyst II - Energy and Sustainability	\$ 11,516	7/1/2022		
5	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,437	7/1/2022	7/1/2023	unknown
6	City of Riverside	Utilities Analyst	\$ 10,552	7/1/2022	7/1/2023	3.00%
7	Southern California Association of Governments	Associate Regional Planner	\$ 10,394	7/1/2021	unknown	unknown
8	Western Riverside Council of Governments	Analyst II - Energy and Environment	\$ 10,147	7/1/2022	unknown	unknown
9	City of Murrieta	N/C				
10	City of Palm Springs	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,364
% Coachella Valley Association of Governments Above/Below		1.3%
Median of Comparators		\$ 11,437
% Coachella Valley Association of Governments Above/Below		0.7%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Management Analyst II - GIS/Data						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Senior GIS Administrator	\$ 10,449	7/1/2022	unknown	unknown
2	City of Riverside	Senior Geographic Information Systems (GIS) Analyst	\$ 9,566	7/1/2022	7/1/2023	3.00%
3	San Diego Association of Governments	Associate GIS Analyst	\$ 9,551	6/20/2022	7/1/2023	unknown
4	Riverside County Transportation Commission	Management Analyst - GIS	\$ 9,536	7/14/2022	7/1/2023	unknown
5	City of Palm Springs	GIS Analyst	\$ 8,409	7/1/2022	unknown	unknown
6	Southern California Association of Governments	GIS Analyst	\$ 8,332	7/1/2021	unknown	unknown
7	San Bernardino County Transportation Authority	GIS Analyst	\$ 8,275	7/1/2022	7/1/2023	unknown
8	City of Murrieta	Geographic Information Systems Analyst	\$ 8,193	8/14/2022	unknown	unknown
9	Coachella Valley Association of Governments	Management Analyst II - GIS/Data	\$ 7,967	7/1/2022		
10	City of Temecula	Senior Information Technology Specialist	\$ 7,914	7/1/2022	7/1/2023	unknown
11	San Gabriel Valley Council of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,914
% Coachella Valley Association of Governments Above/Below		-11.9%
Median of Comparators		\$ 8,409
% Coachella Valley Association of Governments Above/Below		-5.6%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Management Analyst II - GIS/Data	Geographic Information Systems Analyst	Senior GIS Administrator	GIS Analyst	Senior Geographic Information Systems (GIS) Analyst	Senior Information Technology Specialist	Management Analyst - GIS	GIS Analyst	Associate GIS Analyst	N/C	GIS Analyst	N/C	N/C
	Top Step	\$ 7,967	\$ 8,193	\$ 10,449	\$ 8,409	\$ 9,566	\$ 7,914	\$ 9,536	\$ 8,275	\$ 9,551		\$ 8,332		
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62		2%@62		
	Deferred Compensation		\$ 150	\$ 209		\$ 75		\$ 715	\$ 621					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800		\$ 1,269					
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800		
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183		
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47		
	Other Insurances													
Leaves	Vacation ¹	\$ 460	\$ 756	\$ 804	\$ 873	\$ 662	\$ 826	\$ 550	\$ 477	\$ 845		\$ 481		
	Holidays	\$ 414	\$ 443	\$ 482	\$ 526	\$ 442	\$ 365	\$ 440	\$ 414	\$ 478		\$ 465		
	Admin Leave	\$ 306	\$ 236			\$ 147	\$ 152		\$ 159					
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40		
	Auto													
Benefit Package Total		\$ 3,549	\$ 3,379	\$ 4,032	\$ 3,564	\$ 3,006	\$ 3,143	\$ 3,435	\$ 2,953	\$ 3,431	\$ 0	\$ 2,016	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Management Analyst II - GIS/Data						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Senior GIS Administrator	\$ 14,481	7/1/2022	unknown	unknown
2	Riverside County Transportation Commission	Management Analyst - GIS	\$ 12,971	7/14/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate GIS Analyst	\$ 12,937	6/20/2022	7/1/2023	unknown
4	City of Riverside	Senior Geographic Information Systems (GIS) Analyst	\$ 12,572	7/1/2022	7/1/2023	3.00%
5	City of Palm Springs	GIS Analyst	\$ 11,973	7/1/2022	unknown	unknown
6	City of Murrieta	Geographic Information Systems Analyst	\$ 11,571	8/14/2022	unknown	unknown
7	Coachella Valley Association of Governments	Management Analyst II - GIS/Data	\$ 11,516	7/1/2022		
8	San Bernardino County Transportation Authority	GIS Analyst	\$ 11,228	7/1/2022	7/1/2023	unknown
9	City of Temecula	Senior Information Technology Specialist	\$ 11,058	7/1/2022	7/1/2023	unknown
10	Southern California Association of Governments	GIS Analyst	\$ 10,307	7/1/2021	unknown	unknown
11	San Gabriel Valley Council of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 12,122
% Coachella Valley Association of Governments Above/Below		-5.3%
Median of Comparators		\$ 11,973
% Coachella Valley Association of Governments Above/Below		-4.0%
Number of Matches		9

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Management Analyst II - Transportation						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Management Analyst - Programming / Right of Way / Multimodal Services]	\$ 9,536	7/14/2022	7/1/2023	unknown
2	City of Temecula	Associate Planner II	\$ 9,178	7/1/2022	7/1/2023	unknown
3	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 8,897	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments	Associate Regional Planner	\$ 8,663	6/20/2022	7/1/2023	unknown
5	Southern California Association of Governments	Associate Regional Planner	\$ 8,410	7/1/2021	unknown	unknown
6	San Bernardino County Transportation Authority	Management Analyst II	\$ 8,275	7/1/2022	7/1/2023	unknown
7	Coachella Valley Association of Governments	Management Analyst II - Transportation	\$ 7,967	7/1/2022		
8	Ventura County Transportation Commission	Program Analyst	\$ 7,836	7/1/2022	unknown	unknown
9	Western Riverside Council of Governments	Analyst II - Transportation and Planning	\$ 7,523	7/1/2022	unknown	unknown
10	City of Palm Desert	N/C				
11	City of Murrieta	N/C				
12	City of Palm Springs	N/C				
13	City of Riverside	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 8,540
% Coachella Valley Association of Governments Above/Below		-7.2%
Median of Comparators		\$ 8,536
% Coachella Valley Association of Governments Above/Below		-7.1%
Number of Matches		8

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Management Analyst II - Transportation	N/C	N/C	N/C	N/C	Associate Planner II	[Management Analyst - Programming / Right of Way / Multimodal Services]	Management Analyst II	Associate Regional Planner	Senior Management Analyst	Associate Regional Planner	Program Analyst	Analyst II - Transportation and Planning
	Top Step	\$ 7,967					\$ 9,178	\$ 9,536	\$ 8,275	\$ 8,663	\$ 8,897	\$ 8,410	\$ 7,836	\$ 7,523
Retirement	PEPRA	2%@62					2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62
	Deferred Compensation						\$ 715	\$ 621						
	Other Retirement													
Insurances	Cafeteria	\$ 2,245					\$ 1,800		\$ 1,269		\$ 1,445			
	Health						\$ 1,500			\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104					\$ 199			\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20					\$ 31	\$ 13	\$ 19			\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 226
Leaves	Vacation ¹	\$ 460					\$ 958	\$ 550	\$ 477	\$ 766	\$ 684	\$ 485	\$ 483	\$ 434
	Holidays	\$ 414					\$ 424	\$ 440	\$ 414	\$ 433	\$ 411	\$ 469	\$ 362	\$ 376
	Admin Leave	\$ 306					\$ 177		\$ 159					
	Technology									\$ 45		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,549	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,358	\$ 3,435	\$ 2,953	\$ 3,308	\$ 2,540	\$ 2,024	\$ 3,734	\$ 2,624

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Management Analyst II - Transportation						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Management Analyst - Programming / Right of Way / Multimodal Services]	\$ 12,971	7/14/2022	7/1/2023	unknown
2	City of Temecula	Associate Planner II	\$ 12,536	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Associate Regional Planner	\$ 11,926	6/20/2022	7/1/2023	unknown
4	Coachella Valley Association of Governments	Management Analyst II - Transportation	\$ 11,516	7/1/2022		
5	Ventura County Transportation Commission	Program Analyst	\$ 11,495	7/1/2022	unknown	unknown
6	San Gabriel Valley Council of Governments	Senior Management Analyst	\$ 11,437	7/1/2022	7/1/2023	unknown
7	San Bernardino County Transportation Authority	Management Analyst II	\$ 11,228	7/1/2022	7/1/2023	unknown
8	Southern California Association of Governments	Associate Regional Planner	\$ 10,394	7/1/2021	unknown	unknown
9	Western Riverside Council of Governments	Analyst II - Transportation and Planning	\$ 10,147	7/1/2022	unknown	unknown
10	City of Palm Desert	N/C				
11	City of Murrieta	N/C				
12	City of Palm Springs	N/C				
13	City of Riverside	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 11,517
% Coachella Valley Association of Governments Above/Below		-0.0%
Median of Comparators		\$ 11,466
% Coachella Valley Association of Governments Above/Below		0.4%
Number of Matches		8

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Office Manager						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Southern California Association of Governments	Executive Assistant	\$ 9,005	6/20/2022	7/1/2023	unknown
2	San Diego Association of Governments	Business Services Supervisor	\$ 8,663	6/20/2022	7/1/2023	unknown
3	Coachella Valley Association of Governments	Office Manager	\$ 7,967	7/1/2022		
4	City of Palm Desert	Executive Assistant	\$ 7,963	7/1/2022	unknown	unknown
5	City of Palm Springs	Executive Services Administrator	\$ 7,637	7/1/2022	unknown	unknown
6	City of Murrieta	Executive Assistant	\$ 6,926	8/14/2022	unknown	unknown
7	City of Temecula	Executive Assistant	\$ 6,824	7/1/2022	7/1/2023	unknown
8	City of Riverside	Executive Assistant	\$ 6,552	7/1/2022	7/1/2023	3.00%
9	Riverside County Transportation Commission	N/C				
10	San Bernardino County Transportation Authority	N/C				
11	San Gabriel Valley Council of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 7,653
% Coachella Valley Association of Governments Above/Below		3.9%
Median of Comparators		\$ 7,637
% Coachella Valley Association of Governments Above/Below		4.1%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Office Manager	Executive Assistant	Executive Assistant	Executive Services Admin	Executive Assistant	Executive Assistant	N/C	N/C	Business Services Supervisor	N/C	Executive Assistant	N/C	N/C
	Top Step	\$ 7,967	\$ 6,926	\$ 7,963	\$ 7,637	\$ 6,552	\$ 6,824			\$ 8,663		\$ 9,005		
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62			2%@62		2%@62		
	Deferred Compensation		\$ 133	\$ 159		\$ 75								
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800							
	Health			\$ 2,245		\$ 1,540				\$ 1,876		\$ 800		
	Dental	\$ 104	\$ 102	\$ 146		\$ 45				\$ 168		\$ 183		
	Vision	\$ 20	\$ 40	\$ 32						\$ 19		\$ 47		
	Other Insurances													
Leaves	Vacation ¹	\$ 460	\$ 639	\$ 459	\$ 793	\$ 403	\$ 712			\$ 766		\$ 520		
	Holidays	\$ 414	\$ 375	\$ 368	\$ 477	\$ 302	\$ 315			\$ 433		\$ 502		
	Admin Leave						\$ 131							
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40		
	Auto													
Benefit Package Total		\$ 3,243	\$ 2,940	\$ 3,523	\$ 3,435	\$ 2,461	\$ 2,958	\$ 0	\$ 0	\$ 3,308	\$ 0	\$ 2,092	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Office Manager						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	San Diego Association of Governments	Business Services Supervisor	\$ 11,926	6/20/2022	7/1/2023	unknown
2	City of Palm Desert	Executive Assistant	\$ 11,486	7/1/2022	unknown	unknown
3	Coachella Valley Association of Governments	Office Manager	\$ 11,209	7/1/2022		
4	City of Palm Springs	Executive Services Administrator	\$ 11,072	7/1/2022	unknown	unknown
5	Southern California Association of Governments	Executive Assistant	\$ 11,057	6/20/2022	7/1/2023	unknown
6	City of Murrieta	Executive Assistant	\$ 9,867	8/14/2022	unknown	unknown
7	City of Temecula	Executive Assistant	\$ 9,782	7/1/2022	7/1/2023	unknown
8	City of Riverside	Executive Assistant	\$ 9,013	7/1/2022	7/1/2023	3.00%
9	Riverside County Transportation Commission	N/C				
10	San Bernardino County Transportation Authority	N/C				
11	San Gabriel Valley Council of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 10,600
% Coachella Valley Association of Governments Above/Below		5.4%
Median of Comparators		\$ 11,057
% Coachella Valley Association of Governments Above/Below		1.4%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Assistant						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Administrative Assistant / Records Technician]	\$ 7,449	7/14/2022	7/1/2023	unknown
2	City of Palm Springs	Administrative Assistant	\$ 7,377	7/1/2022	unknown	unknown
3	City of Palm Desert	Administrative Assistant II	\$ 7,214	7/1/2022	unknown	unknown
4	City of Temecula	Senior Administrative Assistant	\$ 6,497	7/1/2022	7/1/2023	unknown
5	San Bernardino County Transportation Authority ¹	Administrative Assistant, Senior	\$ 6,484	7/1/2022	7/1/2023	unknown
6	City of Murrieta ¹	Administrative Assistant	\$ 6,372	8/14/2022	unknown	unknown
7	San Gabriel Valley Council of Governments	Administrative Assistant	\$ 5,640	7/1/2022	7/1/2023	unknown
8	Ventura County Transportation Commission	Administrative Assistant	\$ 5,620	7/1/2022	unknown	unknown
9	Southern California Association of Governments	Administrative Assistant	\$ 5,486	7/1/2021	unknown	unknown
10	City of Riverside ¹	[Senior Administrative Assistant / City Clerk Specialist]	\$ 5,269	7/1/2022	7/1/2023	3.00%
11	Coachella Valley Association of Governments	Program Assistant	\$ 4,957	7/1/2022		
12	San Diego Association of Governments	Office Specialist II	\$ 4,932	6/20/2022	7/1/2023	unknown
13	Western Riverside Council of Governments	Program Specialist II - Administration	\$ 4,886	7/1/2022	unknown	unknown

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 6,102
% Coachella Valley Association of Governments Above/Below		-23.1%
Median of Comparators		\$ 6,006
% Coachella Valley Association of Governments Above/Below		-21.2%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher salary of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Assistant	Administrative Assistant	Office Specialist II	Administrative Assistant	[Sr Admin Assistant / City Clerk Specialist]	Senior Administrative Assistant	[Admin Assistant / Records Tech]	Administrative Assistant, Senior	Office Specialist II	Administrative Assistant	Administrative Assistant	Administrative Assistant	Program Specialist II - Administration
	Top Step	\$ 4,957	\$ 6,372	\$ 7,214	\$ 7,377	\$ 5,269	\$ 6,497	\$ 7,449	\$ 6,484	\$ 4,932	\$ 5,640	\$ 5,486	\$ 5,620	\$ 4,886
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62
	Deferred Compensation		\$ 100	\$ 144		\$ 75		\$ 559	\$ 486					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 147
Leaves	Vacation ¹	\$ 286	\$ 539	\$ 416	\$ 766	\$ 324	\$ 678	\$ 430	\$ 374	\$ 436	\$ 434	\$ 316	\$ 346	\$ 282
	Holidays	\$ 257	\$ 345	\$ 333	\$ 461	\$ 243	\$ 300	\$ 344	\$ 324	\$ 247	\$ 260	\$ 306	\$ 259	\$ 244
	Admin Leave						\$ 125							
	Technology		\$ 40	\$ 40		\$ 95				\$ 45		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 2,913	\$ 2,777	\$ 3,431	\$ 3,392	\$ 2,323	\$ 2,903	\$ 3,062	\$ 2,466	\$ 2,791	\$ 2,139	\$ 1,693	\$ 3,495	\$ 2,261

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Assistant						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Springs	Administrative Assistant	\$ 10,769	7/1/2022	unknown	unknown
2	City of Palm Desert	Administrative Assistant II	\$ 10,645	7/1/2022	unknown	unknown
3	Riverside County Transportation Commission ¹	[Administrative Assistant / Records Technician]	\$ 10,511	7/14/2022	7/1/2023	unknown
4	City of Temecula	Senior Administrative Assistant	\$ 9,399	7/1/2022	7/1/2023	unknown
5	City of Murrieta ¹	Administrative Assistant	\$ 9,148	8/14/2022	unknown	unknown
6	Ventura County Transportation Commission	Administrative Assistant	\$ 9,040	7/1/2022	unknown	unknown
7	San Bernardino County Transportation Authority ¹	Administrative Assistant, Senior	\$ 8,950	7/1/2022	7/1/2023	unknown
8	Coachella Valley Association of Governments	Program Assistant	\$ 7,870	7/1/2022		
9	San Gabriel Valley Council of Governments	Administrative Assistant	\$ 7,780	7/1/2022	7/1/2023	unknown
10	San Diego Association of Governments	Office Specialist II	\$ 7,723	6/20/2022	7/1/2023	unknown
11	City of Riverside ¹	[Senior Administrative Assistant / City Clerk Specialist]	\$ 7,592	7/1/2022	7/1/2023	3.00%
12	Western Riverside Council of Governments	Program Specialist II - Administration	\$ 7,148	7/1/2022	unknown	unknown
13	Southern California Association of Governments	Administrative Assistant	\$ 7,139	7/1/2021	unknown	unknown

Summary Results		Total Monthly Comp
Average of Comparators		\$ 8,820
% Coachella Valley Association of Governments Above/Below		-12.1%
Median of Comparators		\$ 8,995
% Coachella Valley Association of Governments Above/Below		-14.3%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher salary of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Manager - Accounting/Finance						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Financial Administration Manager	\$ 14,873	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Fiscal Resources	\$ 14,153	7/1/2022	7/1/2023	unknown
3	City of Temecula	Fiscal Services Manager	\$ 12,969	7/1/2022	7/1/2023	unknown
4	San Diego Association of Governments ²	[Senior Accountant / Finance Manager]	\$ 12,321	6/20/2022	7/1/2023	unknown
5	City of Murrieta	Finance Manager	\$ 12,276	8/14/2022	unknown	unknown
6	Southern California Association of Governments	Program Manager II	\$ 12,170	7/1/2021	unknown	unknown
7	City of Palm Desert ¹	[Accounting Manager / Finance Manager]	\$ 12,118	7/1/2022	unknown	unknown
8	San Gabriel Valley Council of Governments	Accounting Manager	\$ 11,872	7/1/2022	7/1/2023	unknown
9	City of Riverside	Assistant Controller	\$ 11,849	7/1/2022	7/1/2023	3.00%
10	Ventura County Transportation Commission	Program Manager - Accounting	\$ 10,709	7/1/2022	unknown	unknown
11	City of Palm Springs	Accounting Manager	\$ 10,425	7/1/2022	unknown	unknown
12	Western Riverside Council of Governments	Program Manager - Accounting	\$ 10,286	7/1/2022	unknown	unknown
13	Coachella Valley Association of Governments	Program Manager - Accounting/Finance	\$ 9,373	7/1/2022		

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 12,168
% Coachella Valley Association of Governments Above/Below		-29.8%
Median of Comparators		\$ 12,144
% Coachella Valley Association of Governments Above/Below		-29.6%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Manager - Accounting	Finance Manager	[Accounting Manager / Finance Manager]	Accounting Manager	Assistant Controller	Fiscal Services Manager	Financial Administration Manager	Chief of Fiscal Resources	[Senior Accountant / Finance Manager]	Accounting Manager	Program Manager II	Program Manager - Accounting	Program Manager - Accounting
	Top Step	\$ 9,373	\$ 12,276	\$ 12,118	\$ 10,425	\$ 11,849	\$ 12,969	\$ 14,873	\$ 14,153	\$ 12,321	\$ 11,872	\$ 12,170	\$ 10,709	\$ 10,286
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	2%@62
	Deferred Compensation		\$ 217	\$ 242		\$ 75		\$ 1,115	\$ 1,061					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165		\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 309
Leaves	Vacation ¹	\$ 541	\$ 1,133	\$ 932	\$ 1,083	\$ 820	\$ 1,453	\$ 858	\$ 817	\$ 1,090	\$ 913	\$ 702	\$ 660	\$ 593
	Holidays	\$ 487	\$ 664	\$ 559	\$ 652	\$ 547	\$ 599	\$ 686	\$ 708	\$ 616	\$ 548	\$ 679	\$ 494	\$ 514
	Admin Leave	\$ 360	\$ 472			\$ 182	\$ 499		\$ 272				\$ 206	\$ 296
	Technology	\$ 45	\$ 40	\$ 40		\$ 95				\$ 90		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,802	\$ 4,279	\$ 4,271	\$ 3,899	\$ 3,305	\$ 4,350	\$ 4,390	\$ 4,140	\$ 3,859	\$ 2,906	\$ 2,451	\$ 4,250	\$ 3,300

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Manager - Accounting/Finance						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Financial Administration Manager	\$ 19,263	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Fiscal Resources	\$ 18,293	7/1/2022	7/1/2023	unknown
3	City of Temecula	Fiscal Services Manager	\$ 17,319	7/1/2022	7/1/2023	unknown
4	City of Murrieta	Finance Manager	\$ 16,555	8/14/2022	unknown	unknown
5	City of Palm Desert ¹	[Accounting Manager / Finance Manager]	\$ 16,389	7/1/2022	unknown	unknown
6	San Diego Association of Governments ²	[Senior Accountant / Finance Manager]	\$ 16,090	6/20/2022	7/1/2023	unknown
7	City of Riverside	Assistant Controller	\$ 15,154	7/1/2022	7/1/2023	3.00%
8	Ventura County Transportation Commission	Program Manager - Accounting	\$ 14,884	7/1/2022	unknown	unknown
9	San Gabriel Valley Council of Governments	Accounting Manager	\$ 14,778	7/1/2022	7/1/2023	unknown
10	Southern California Association of Governments	Program Manager II	\$ 14,581	7/1/2021	unknown	unknown
11	City of Palm Springs	Accounting Manager	\$ 14,324	7/1/2022	unknown	unknown
12	Western Riverside Council of Governments	Program Manager - Accounting	\$ 13,586	7/1/2022	unknown	unknown
13	Coachella Valley Association of Governments	Program Manager - Accounting/Finance	\$ 13,175	7/1/2022		

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,935
% Coachella Valley Association of Governments Above/Below		-20.9%
Median of Comparators		\$ 15,622
% Coachella Valley Association of Governments Above/Below		-18.6%
Number of Matches		12

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - City of Palm Desert: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - San Diego Association of Governments: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Manager - Land and Habitat Conservation						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Reserve Management/Monitoring Manager	\$ 14,873	7/14/2022	7/1/2023	unknown
2	City of Temecula	Principal Planner	\$ 12,343	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Regional Planning Program Manager	\$ 12,190	6/20/2022	7/1/2023	unknown
4	Southern California Association of Governments	Program Manager II	\$ 12,170	7/1/2021	unknown	unknown
5	Western Riverside Council of Governments	Program Manager - Natural Resources	\$ 10,286	7/1/2022	unknown	unknown
6	Coachella Valley Association of Governments	Program Manager - Land and Habitat Conservation	\$ 9,373	7/1/2022		
7	City of Murrieta	N/C				
8	City of Palm Desert	N/C				
9	City of Palm Springs	N/C				
10	City of Riverside	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 12,372
% Coachella Valley Association of Governments Above/Below		-32.0%
Median of Comparators		\$ 12,190
% Coachella Valley Association of Governments Above/Below		-30.1%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Manager - Land and Habitat Conservation	N/C	N/C	N/C	N/C	Principal Planner	Reserve Management/ Monitoring Manager	N/C	Regional Planning Program Manager	N/C	Program Manager II	N/C	Program Manager - Natural Resources
	Top Step	\$ 9,373					\$ 12,343	\$ 14,873		\$ 12,190		\$ 12,170		\$ 10,286
Retirement	PEPRA	2%@62					2%@62	2%@62		2%@62		2%@62		2%@62
	Deferred Compensation							\$ 1,115						
	Other Retirement													
Insurances	Cafeteria	\$ 2,245					\$ 1,800							
	Health							\$ 1,500		\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104						\$ 199		\$ 168		\$ 183		\$ 121
	Vision	\$ 20						\$ 31		\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 309
Leaves	Vacation ¹	\$ 541					\$ 1,383	\$ 858		\$ 1,078		\$ 702		\$ 593
	Holidays	\$ 487					\$ 570	\$ 686		\$ 610		\$ 679		\$ 514
	Admin Leave	\$ 360					\$ 475							\$ 296
	Technology	\$ 45								\$ 90		\$ 40		
	Auto													
Benefit Package Total		\$ 3,802	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,227	\$ 4,390	\$ 0	\$ 3,841	\$ 0	\$ 2,451	\$ 0	\$ 3,300

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Manager - Land and Habitat Conservation						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission	Reserve Management/Monitoring Manager	\$ 19,263	7/14/2022	7/1/2023	unknown
2	City of Temecula	Principal Planner	\$ 16,570	7/1/2022	7/1/2023	unknown
3	San Diego Association of Governments	Regional Planning Program Manager	\$ 15,941	6/20/2022	7/1/2023	unknown
4	Southern California Association of Governments	Program Manager II	\$ 14,581	7/1/2021	unknown	unknown
5	Western Riverside Council of Governments	Program Manager - Natural Resources	\$ 13,586	7/1/2022	unknown	unknown
6	Coachella Valley Association of Governments	Program Manager - Land and Habitat Conservation	\$ 13,175	7/1/2022		
7	City of Murrieta	N/C				
8	City of Palm Desert	N/C				
9	City of Palm Springs	N/C				
10	City of Riverside	N/C				
11	San Bernardino County Transportation Authority	N/C				
12	San Gabriel Valley Council of Governments	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,988
% Coachella Valley Association of Governments Above/Below		-21.4%
Median of Comparators		\$ 15,941
% Coachella Valley Association of Governments Above/Below		-21.0%
Number of Matches		5

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Manager - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Utilities Power Resources Manager	\$ 16,881	7/1/2022	7/1/2023	3.00%
2	San Diego Association of Governments	Regional Planning Program Manager	\$ 12,190	6/20/2022	7/1/2023	unknown
3	Southern California Association of Governments	Program Manager II	\$ 12,170	7/1/2021	unknown	unknown
4	San Gabriel Valley Council of Governments	Sustainability Manager	\$ 11,872	7/1/2022	7/1/2023	unknown
5	City of Palm Springs	Office of Sustainability Director	\$ 11,343	7/1/2022	unknown	unknown
6	Western Riverside Council of Governments	Program Manager - Energy and Environment	\$ 10,286	7/1/2022	unknown	unknown
7	City of Temecula	Principal Mangement Analyst	\$ 9,883	7/1/2022	7/1/2023	unknown
8	Coachella Valley Association of Governments	Program Manager - Energy and Sustainability	\$ 9,373	7/1/2022		
9	City of Murrieta	N/C				
10	City of Palm Desert	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 12,089
% Coachella Valley Association of Governments Above/Below		-29.0%
Median of Comparators		\$ 11,872
% Coachella Valley Association of Governments Above/Below		-26.7%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Manager - Energy and Sustainability	N/C	N/C	Office of Sustainability Director	Utilities Power Resources Manager	Principal Mangement Analyst	N/C	N/C	Regional Planning Program Manager	Sustainability Manager	Program Manager II	N/C	Program Manager - Energy and Environment
	Top Step	\$ 9,373			\$ 11,343	\$ 16,881	\$ 9,883			\$ 12,190	\$ 11,872	\$ 12,170		\$ 10,286
Retirement	PEPRA	2%@62			2%@62	2%@62	2%@62			2%@62	2%@62	2%@62		2%@62
	Deferred Compensation					\$ 75								
	Other Retirement													
Insurances	Cafeteria	\$ 2,245			\$ 2,165		\$ 1,800				\$ 1,445			
	Health					\$ 1,540				\$ 1,876		\$ 800		\$ 1,440
	Dental	\$ 104				\$ 45				\$ 168		\$ 183		\$ 121
	Vision	\$ 20								\$ 19		\$ 47		\$ 28
	Other Insurances													\$ 309
Leaves	Vacation ¹	\$ 541			\$ 1,178	\$ 1,169	\$ 1,107			\$ 1,078	\$ 913	\$ 702		\$ 593
	Holidays	\$ 487			\$ 709	\$ 779	\$ 456			\$ 610	\$ 548	\$ 679		\$ 514
	Admin Leave	\$ 360				\$ 260	\$ 380							\$ 296
	Technology	\$ 45				\$ 95				\$ 90		\$ 40		
	Auto													
Benefit Package Total		\$ 3,802	\$ 0	\$ 0	\$ 4,052	\$ 3,963	\$ 3,743	\$ 0	\$ 0	\$ 3,841	\$ 2,906	\$ 2,451	\$ 0	\$ 3,300

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Manager - Energy and Sustainability						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Riverside	Utilities Power Resources Manager	\$ 20,844	7/1/2022	7/1/2023	3.00%
2	San Diego Association of Governments	Regional Planning Program Manager	\$ 15,941	6/20/2022	7/1/2023	unknown
3	City of Palm Springs	Office of Sustainability Director	\$ 15,395	7/1/2022	unknown	unknown
4	San Gabriel Valley Council of Governments	Sustainability Manager	\$ 14,778	7/1/2022	7/1/2023	unknown
5	Southern California Association of Governments	Program Manager II	\$ 14,581	7/1/2021	unknown	unknown
6	City of Temecula	Principal Mangement Analyst	\$ 13,627	7/1/2022	7/1/2023	unknown
7	Western Riverside Council of Governments	Program Manager - Energy and Environment	\$ 13,586	7/1/2022	unknown	unknown
8	Coachella Valley Association of Governments	Program Manager - Energy and Sustainability	\$ 13,175	7/1/2022		
9	City of Murrieta	N/C				
10	City of Palm Desert	N/C				
11	Riverside County Transportation Commission	N/C				
12	San Bernardino County Transportation Authority	N/C				
13	Ventura County Transportation Commission	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 15,536
% Coachella Valley Association of Governments Above/Below		-17.9%
Median of Comparators		\$ 14,778
% Coachella Valley Association of Governments Above/Below		-12.2%
Number of Matches		7

N/C - Non Comparator

ISD - Insufficient data to do analysis

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Manager - External Affairs						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ²	[Public Affairs Manager / Legislative Affairs Manager]	\$ 14,156	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Legislative and Public Affairs	\$ 14,153	7/1/2022	7/1/2023	unknown
3	City of Palm Desert	Public Affairs Manager	\$ 13,049	7/1/2022	unknown	unknown
4	City of Riverside	Public Information Officer	\$ 12,675	7/1/2022	7/1/2023	3.00%
5	City of Murrieta	Senior Program Manager	\$ 12,475	8/14/2022	unknown	unknown
6	San Diego Association of Governments ³	[Communications Manager / Manager of Government Relations]	\$ 12,190	6/20/2022	7/1/2023	unknown
7	Southern California Association of Governments	Program Manager II	\$ 12,170	7/1/2021	unknown	unknown
8	San Gabriel Valley Council of Governments	Outreach Manager	\$ 11,872	7/1/2022	7/1/2023	unknown
9	Ventura County Transportation Commission	Program Manager - Government and Community Relations	\$ 10,709	7/1/2022	unknown	unknown
10	City of Palm Springs ¹	Director of Communications	\$ 10,602	7/1/2022	unknown	unknown
11	Coachella Valley Association of Governments	Program Manager - External Affairs	\$ 10,190	7/1/2022		
12	City of Temecula	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 12,405
% Coachella Valley Association of Governments Above/Below		-21.7%
Median of Comparators		\$ 12,333
% Coachella Valley Association of Governments Above/Below		-21.0%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Manager - External Affairs	Senior Program Manager	Public Affairs Manager	Director of Comm	Public Information Officer	N/C	[Public Affairs Manager / Legislative Affairs Manager]	Chief of Legislative and Public Affairs	[Comm Manager / Manager of Government Relations]	Outreach Manager	Program Manager II	Program Manager - Government and Community Relations	N/C
	Top Step	\$ 10,190	\$ 12,475	\$ 13,049	\$ 10,602	\$ 12,675		\$ 14,156	\$ 14,153	\$ 12,190	\$ 11,872	\$ 12,170	\$ 10,709	
Retirement	PEPRA	2%@62	2%@62	2%@62	2%@62	2%@62		2%@62	2%@62	2%@62	2%@62	2%@62	2%@62	
	Deferred Compensation		\$ 217	\$ 261		\$ 75		\$ 1,062	\$ 1,061					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75	\$ 2,165				\$ 1,269		\$ 1,445			
	Health			\$ 2,245		\$ 1,540		\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	
	Dental	\$ 104	\$ 102	\$ 146		\$ 45		\$ 199		\$ 168		\$ 183	\$ 144	
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	
	Other Insurances													
Leaves	Vacation ¹	\$ 588	\$ 1,152	\$ 1,004	\$ 1,101	\$ 878		\$ 817	\$ 817	\$ 1,078	\$ 913	\$ 702	\$ 660	
	Holidays	\$ 529	\$ 675	\$ 602	\$ 663	\$ 585		\$ 653	\$ 708	\$ 610	\$ 548	\$ 679	\$ 494	
	Admin Leave	\$ 392	\$ 480			\$ 195			\$ 272				\$ 206	
	Technology	\$ 45	\$ 40	\$ 40		\$ 95				\$ 90		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,923	\$ 4,316	\$ 4,404	\$ 3,929	\$ 3,413	\$ 0	\$ 4,262	\$ 4,140	\$ 3,841	\$ 2,906	\$ 2,451	\$ 4,250	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Manager - External Affairs						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ²	[Public Affairs Manager / Legislative Affairs Manager]	\$ 18,418	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority	Chief of Legislative and Public Affairs	\$ 18,293	7/1/2022	7/1/2023	unknown
3	City of Palm Desert	Public Affairs Manager	\$ 17,413	7/1/2022	unknown	unknown
4	City of Murrieta	Senior Program Manager	\$ 16,791	8/14/2022	unknown	unknown
5	City of Riverside	Public Information Officer	\$ 16,088	7/1/2022	7/1/2023	3.00%
6	San Diego Association of Governments ³	[Communications Manager / Manager of Government Relations]	\$ 15,941	6/20/2022	7/1/2023	unknown
7	Ventura County Transportation Commission	Program Manager - Government and Community Relations	\$ 14,884	7/1/2022	unknown	unknown
8	San Gabriel Valley Council of Governments	Outreach Manager	\$ 14,778	7/1/2022	7/1/2023	unknown
9	Southern California Association of Governments	Program Manager II	\$ 14,581	7/1/2021	unknown	unknown
10	City of Palm Springs ¹	Director of Communications	\$ 14,531	7/1/2022	unknown	unknown
11	Coachella Valley Association of Governments	Program Manager - External Affairs	\$ 14,113	7/1/2022		
12	City of Temecula	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 16,172
% Coachella Valley Association of Governments Above/Below		-14.6%
Median of Comparators		\$ 16,015
% Coachella Valley Association of Governments Above/Below		-13.5%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Manager - Transportation Engineer						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Capital Project Manager / Right of Way Manager / Planning and Programming Manager]	\$ 16,417	7/14/2022	7/1/2023	unknown
2	San Gabriel Valley Council of Governments ¹	[Transportation Manager / Regional Planning Manager / Senior Project Manager]	\$ 16,211	7/1/2022	7/1/2023	unknown
3	San Bernardino County Transportation Authority ¹	[Project Delivery Manager / Deputy Director of Planning]	\$ 15,604	7/1/2022	7/1/2023	unknown
4	City of Temecula	Principal Civil Engineer	\$ 14,673	7/1/2022	7/1/2023	unknown
5	San Diego Association of Governments ²	[Principal Engineer / Regional Planning Program Manager]	\$ 13,874	6/20/2022	7/1/2023	unknown
6	City of Murrieta	Traffic Engineer	\$ 12,633	8/14/2022	unknown	unknown
7	Southern California Association of Governments	Program Manager II	\$ 12,170	7/1/2021	unknown	unknown
8	City of Palm Desert	Transportation Manager	\$ 11,823	7/1/2022	unknown	unknown
9	Ventura County Transportation Commission ³	[Program Manager - Transportation Planning / Program Manager - Programming]	\$ 10,709	7/1/2022	unknown	unknown
10	Western Riverside Council of Governments	Program Manager - Transportation and Planning	\$ 10,286	7/1/2022	unknown	unknown
11	Coachella Valley Association of Governments	Program Manager - Transportation Engineer	\$ 10,190	7/1/2022		
12	City of Palm Springs	N/C				
13	City of Riverside	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 13,440
% Coachella Valley Association of Governments Above/Below		-31.9%
Median of Comparators		\$ 13,254
% Coachella Valley Association of Governments Above/Below		-30.1%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

3 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Manager - Transportation Engineer	Traffic Engineer	Transportation Manager	N/C	N/C	Principal Civil Engineer	[Capital Project Mgr / Right of Way Mgr / Planning and Program Mgr]	[Project Delivery Mgr / Deputy Dir of Planning]	[Principal Engineer / Regional Plan Program Mgr]	[Transportation Mgr / Regional Planning Mgr / Senior Project Mgr]	Program Manager II	[Program Mgr - Transportation Planning / Programming]	Program Manager - Transportation and Planning
	Top Step	\$ 10,190	\$ 12,633	\$ 11,823			\$ 14,673	\$ 16,417	\$ 15,604	\$ 13,874	\$ 16,211	\$ 12,170	\$ 10,709	\$ 10,286
Retirement	PEPRA	2% @62	2% @62	2% @62			2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62	2% @62
	Deferred Compensation		\$ 150	\$ 236				\$ 1,231	\$ 1,170					
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75			\$ 1,800		\$ 1,269		\$ 1,445			
	Health			\$ 2,245				\$ 1,500		\$ 1,876		\$ 800	\$ 2,619	\$ 1,440
	Dental	\$ 104	\$ 102	\$ 146				\$ 199		\$ 168		\$ 183	\$ 144	\$ 121
	Vision	\$ 20	\$ 40	\$ 32				\$ 31	\$ 13	\$ 19		\$ 47	\$ 52	\$ 28
	Other Insurances													\$ 309
Leaves	Vacation ¹	\$ 588	\$ 1,166	\$ 909			\$ 1,644	\$ 947	\$ 900	\$ 1,227	\$ 1,247	\$ 702	\$ 660	\$ 593
	Holidays	\$ 529	\$ 683	\$ 546			\$ 677	\$ 758	\$ 780	\$ 694	\$ 748	\$ 679	\$ 494	\$ 514
	Admin Leave	\$ 392	\$ 486				\$ 564		\$ 300				\$ 206	\$ 296
	Technology	\$ 45	\$ 40	\$ 40						\$ 90		\$ 40	\$ 75	
	Auto													
Benefit Package Total		\$ 3,923	\$ 4,278	\$ 4,229	\$ 0	\$ 0	\$ 4,685	\$ 4,666	\$ 4,433	\$ 4,074	\$ 3,440	\$ 2,451	\$ 4,250	\$ 3,300

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Manager - Transportation Engineer						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Riverside County Transportation Commission ¹	[Capital Project Manager / Right of Way Manager / Planning and Programming Manager]	\$ 21,083	7/14/2022	7/1/2023	unknown
2	San Bernardino County Transportation Authority ¹	[Project Delivery Manager / Deputy Director of Planning]	\$ 20,037	7/1/2022	7/1/2023	unknown
3	San Gabriel Valley Council of Governments ¹	[Transportation Manager / Regional Planning Manager / Senior Project Manager]	\$ 19,651	7/1/2022	7/1/2023	unknown
4	City of Temecula	Principal Civil Engineer	\$ 19,358	7/1/2022	7/1/2023	unknown
5	San Diego Association of Governments ²	[Principal Engineer / Regional Planning Program Manager]	\$ 17,858	6/20/2022	7/1/2023	unknown
6	City of Murrieta	Traffic Engineer	\$ 16,911	8/14/2022	unknown	unknown
7	City of Palm Desert	Transportation Manager	\$ 16,052	7/1/2022	unknown	unknown
8	Ventura County Transportation Commission ³	[Program Manager - Transportation Planning / Program Manager - Programming]	\$ 14,884	7/1/2022	unknown	unknown
9	Southern California Association of Governments	Program Manager II	\$ 14,581	7/1/2021	unknown	unknown
10	Coachella Valley Association of Governments	Program Manager - Transportation Engineer	\$ 14,113	7/1/2022		
11	Western Riverside Council of Governments	Program Manager - Transportation and Planning	\$ 13,586	7/1/2022	unknown	unknown
12	City of Palm Springs	N/C				
13	City of Riverside	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 17,400
% Coachella Valley Association of Governments Above/Below		-23.3%
Median of Comparators		\$ 17,385
% Coachella Valley Association of Governments Above/Below		-23.2%
Number of Matches		10

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

2 - Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

3 - Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Top Monthly Salary
September 2022

Program Specialist II						
Rank	Comparator Agency	Classification Title	Adjusted Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Administrative Assistant II	\$ 7,214	7/1/2022	unknown	3.00%
2	City of Temecula ¹	[Engineering Technician II / Planning Technician]	\$ 7,171	7/1/2022	7/1/2023	unknown
3	City of Murrieta	Development Services Technician	\$ 6,082	8/14/2022	unknown	unknown
4	Coachella Valley Association of Governments	Program Specialist II	\$ 6,027	7/1/2022		
5	City of Riverside ¹	[Planning Technician / Senior Engineering Aide / Lead Outreach Worker]	\$ 6,002	7/1/2022	7/1/2023	3.00%
6	City of Palm Springs	N/C				
7	Riverside County Transportation Commission	N/C				
8	San Bernardino County Transportation Authority	N/C				
9	San Diego Association of Governments	N/C				
10	San Gabriel Valley Council of Governments	N/C				
11	Southern California Association of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Adjusted Top Monthly Salary
Average of Comparators		\$ 6,617
% Coachella Valley Association of Governments Above/Below		-9.8%
Median of Comparators		\$ 6,626
% Coachella Valley Association of Governments Above/Below		-10.0%
Number of Matches		4

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - City of Riverside: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Benefit Detail
September 2022

Agency		Coachella Valley Association of Governments	City of Murrieta	City of Palm Desert	City of Palm Springs	City of Riverside	City of Temecula	Riverside County Transportation Commission	San Bernardino County Transportation Authority	San Diego Association of Governments	San Gabriel Valley Council of Governments	Southern California Association of Governments	Ventura County Transportation Commission	Western Riverside Council of Governments
Benchmark/ Comparator Agency Match		Program Specialist II	Development Services Technician	Administrative Assistant II	N/C	[Planning Tech / Sr Eng Aide / Lead Outreach Worker]	[Engineering Technncian II / Planning Technician]	N/C	N/C	N/C	N/C	N/C	N/C	N/C
	Top Step	\$ 6,027	\$ 6,082	\$ 7,214		\$ 6,002	\$ 7,171							
Retirement	PEPRA	2%@62	2%@62	2%@62		2%@62	2%@62							
	Deferred Compensation		\$ 100	\$ 144										
	Other Retirement													
Insurances	Cafeteria	\$ 2,245	\$ 1,611	\$ 75			\$ 1,800							
	Health			\$ 2,245		\$ 1,469								
	Dental	\$ 104	\$ 102	\$ 146		\$ 45								
	Vision	\$ 20	\$ 40	\$ 32										
	Other Insurances													
Leaves	Vacation ¹	\$ 348	\$ 515	\$ 416		\$ 346	\$ 748							
	Holidays	\$ 313	\$ 329	\$ 333		\$ 277	\$ 331							
	Admin Leave						\$ 138							
	Technology		\$ 40	\$ 40		\$ 95								
	Auto													
Benefit Package Total		\$ 3,030	\$ 2,736	\$ 3,431	\$ 0	\$ 2,233	\$ 3,017	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

1- The following agencies offer paid time off (combined vacation, sick, and/or personal leave):
City of Murrieta
City of Temecula
City of Palm Springs
San Diego Association of Governments

Appendix II
Coachella Valley Association of Governments
Market Compensation Data - Sorted by Total Monthly Compensation
September 2022

Program Specialist II						
Rank	Comparator Agency	Classification Title	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Palm Desert	Administrative Assistant II	\$ 10,645	7/1/2022	unknown	3.00%
2	City of Temecula ¹	[Engineering Technician II / Planning Technician]	\$ 10,188	7/1/2022	7/1/2023	unknown
3	Coachella Valley Association of Governments	Program Specialist II	\$ 9,056	7/1/2022		
4	City of Murrieta	Development Services Technician	\$ 8,819	8/14/2022	unknown	unknown
5	City of Riverside ¹	[Planning Technician / Senior Engineering Aide / Lead Outreach Worker]	\$ 8,235	7/1/2022	7/1/2023	3.00%
6	City of Palm Springs	N/C				
7	Riverside County Transportation Commission	N/C				
8	San Bernardino County Transportation Authority	N/C				
9	San Diego Association of Governments	N/C				
10	San Gabriel Valley Council of Governments	N/C				
11	Southern California Association of Governments	N/C				
12	Ventura County Transportation Commission	N/C				
13	Western Riverside Council of Governments	N/C				

Summary Results		Total Monthly Comp
Average of Comparators		\$ 9,471
% Coachella Valley Association of Governments Above/Below		-4.6%
Median of Comparators		\$ 9,503
% Coachella Valley Association of Governments Above/Below		-4.9%
Number of Matches		4

N/C - Non Comparator

ISD - Insufficient data to do analysis

1 - City of Riverside: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches



Appendix III

Proposed Salary Structure and Salary Range Recommendations

Appendix III
Coachella Valley Association of Governments
Salary Structure
September 2022

Salary Range	Annual				Monthly				Biweekly			
	Minimum	Control Point	Market	Maximum	Minimum	Control Point	Market	Maximum	Minimum	Control Point	Market	Maximum
1	39,150	44,044	48,938	56,278	3,263	3,670	4,078	4,690	1,505.77	1,694.00	1,882.22	2,164.55
2	41,108	46,246	51,385	59,092	3,426	3,854	4,282	4,924	1,581.06	1,778.69	1,976.33	2,272.78
3	43,163	48,558	53,954	62,047	3,597	4,047	4,496	5,171	1,660.12	1,867.63	2,075.14	2,386.42
4	45,321	50,986	56,651	65,149	3,777	4,249	4,721	5,429	1,743.12	1,961.01	2,178.90	2,505.74
5	47,587	53,536	59,484	68,407	3,966	4,461	4,957	5,701	1,830.28	2,059.06	2,287.85	2,631.02
6	49,967	56,212	62,458	71,827	4,164	4,684	5,205	5,986	1,921.79	2,162.01	2,402.24	2,762.57
7	52,465	59,023	65,581	75,418	4,372	4,919	5,465	6,285	2,017.88	2,270.12	2,522.35	2,900.70
8	55,088	61,974	68,860	79,189	4,591	5,165	5,738	6,599	2,118.77	2,383.62	2,648.47	3,045.74
9	57,843	65,073	72,303	83,149	4,820	5,423	6,025	6,929	2,224.71	2,502.80	2,780.89	3,198.02
10	60,735	68,326	75,918	87,306	5,061	5,694	6,327	7,276	2,335.95	2,627.94	2,919.94	3,357.93
11	63,771	71,743	79,714	91,671	5,314	5,979	6,643	7,639	2,452.75	2,759.34	3,065.93	3,525.82
12	66,960	75,330	83,700	96,255	5,580	6,277	6,975	8,021	2,575.38	2,897.31	3,219.23	3,702.11
13	70,308	79,096	87,885	101,068	5,859	6,591	7,324	8,422	2,704.15	3,042.17	3,380.19	3,887.22
14	73,823	83,051	92,279	106,121	6,152	6,921	7,690	8,843	2,839.36	3,194.28	3,549.20	4,081.58
15	77,515	87,204	96,893	111,427	6,460	7,267	8,074	9,286	2,981.33	3,353.99	3,726.66	4,285.66
16	81,390	91,564	101,738	116,999	6,783	7,630	8,478	9,750	3,130.39	3,521.69	3,912.99	4,499.94
17	85,460	96,142	106,825	122,848	7,122	8,012	8,902	10,237	3,286.91	3,697.78	4,108.64	4,724.94
18	89,733	100,949	112,166	128,991	7,478	8,412	9,347	10,749	3,451.26	3,882.67	4,314.08	4,961.19
19	94,219	105,997	117,774	135,440	7,852	8,833	9,815	11,287	3,623.82	4,076.80	4,529.78	5,209.25
20	98,930	111,297	123,663	142,212	8,244	9,275	10,305	11,851	3,805.01	4,280.64	4,756.27	5,469.71
21	103,877	116,862	129,846	149,323	8,656	9,738	10,821	12,444	3,995.26	4,494.67	4,994.08	5,743.19
22	109,071	122,705	136,338	156,789	9,089	10,225	11,362	13,066	4,195.03	4,719.41	5,243.79	6,030.35
23	114,524	128,840	143,155	164,629	9,544	10,737	11,930	13,719	4,404.78	4,955.38	5,505.97	6,331.87
24	120,250	135,282	150,313	172,860	10,021	11,273	12,526	14,405	4,625.02	5,203.15	5,781.27	6,648.46
25	126,263	142,046	157,829	181,503	10,522	11,837	13,152	15,125	4,856.27	5,463.30	6,070.34	6,980.89
26	132,576	149,148	165,720	190,578	11,048	12,429	13,810	15,882	5,099.08	5,736.47	6,373.85	7,329.93
27	139,205	156,606	174,006	200,107	11,600	13,050	14,501	16,676	5,354.04	6,023.29	6,692.55	7,696.43
28	146,165	164,436	182,707	210,112	12,180	13,703	15,226	17,509	5,621.74	6,324.46	7,027.17	8,081.25
29	153,473	172,658	191,842	220,618	12,789	14,388	15,987	18,385	5,902.83	6,640.68	7,378.53	8,485.31
30	161,147	181,291	201,434	231,649	13,429	15,108	16,786	19,304	6,197.97	6,972.71	7,747.46	8,909.58
31	169,205	190,355	211,506	243,231	14,100	15,863	17,625	20,269	6,507.87	7,321.35	8,134.83	9,355.06
32	177,665	199,873	222,081	255,393	14,805	16,656	18,507	21,283	6,833.26	7,687.42	8,541.57	9,822.81
33	186,548	209,866	233,185	268,163	15,546	17,489	19,432	22,347	7,174.92	8,071.79	8,968.65	10,313.95
34	195,875	220,360	244,844	281,571	16,323	18,363	20,404	23,464	7,533.67	8,475.38	9,417.08	10,829.65
35	205,669	231,378	257,086	295,649	17,139	19,281	21,424	24,637	7,910.35	8,899.15	9,887.94	11,371.13
36	215,953	242,947	269,941	310,432	17,996	20,246	22,495	25,869	8,305.87	9,344.10	10,382.34	11,939.69
37	226,750	255,094	283,438	325,953	18,896	21,258	23,620	27,163	8,721.16	9,811.31	10,901.45	12,536.67

Appendix III
Coachella Valley Association of Governments
Proposed Salary Range Recommendations
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Class Title	Current Maximum Monthly Salary	Market Placement	Proposed Salary Range	Proposed Market Monthly Salary	Percent Difference	Proposed Maximum Monthly Salary	Rationale
Deputy Executive Director	\$16,578	\$21,126	35	\$17,139	3.38%	\$19,281	Market and range placement.
Chief Operating Officer	New	N/A	33	\$15,546	N/A	\$17,489	Internal alignment: 10% below Deputy Executive Director.
Director - Community Resources	\$13,390	ISD	30	\$13,429	0.29%	\$15,108	Internal alignment: anchor to Directors
Director - Energy and Sustainability	\$15,750	\$15,776	30	\$13,429	-14.73%	\$15,108	Market and range placement.
Director - Finance and Administration	\$15,750	\$15,512	30	\$13,429	-14.73%	\$15,108	Market and range placement.
Director - Land and Habitat Conservation	\$15,750	\$15,780	30	\$13,429	-14.73%	\$15,108	Market and range placement.
Director - Transportation	\$15,750	\$17,203	30	\$13,429	-14.73%	\$15,108	Market and range placement.
Program Manager - Accounting/Finance	\$9,373	\$12,144	24	\$10,021	6.92%	\$11,273	Market and range placement.
Program Manager - Land and Habitat Conservation	\$9,373	\$12,190	24	\$10,021	6.92%	\$11,273	Market and range placement.
Program Manager - Energy and Sustainability	\$9,373	\$11,872	24	\$10,021	6.92%	\$11,273	Market and range placement.
Program Manager - External Affairs	\$10,190	\$12,333	24	\$10,021	-1.66%	\$11,273	Market and range placement.
Program Manager - Transportation Engineer	\$10,190	\$13,254	24	\$10,021	-1.66%	\$11,273	Market and range placement.
Clerk	\$7,967	\$9,643	19	\$7,852	-1.45%	\$8,833	Market and range placement.
Management Analyst II - Community Resources	\$7,967	\$8,624	16	\$6,783	-14.87%	\$7,630	Market and range placement.
Management Analyst II - Contracts Administration	\$7,967	\$8,523	16	\$6,783	-14.87%	\$7,630	Market and range placement.
Management Analyst II - Energy and Sustainability	\$7,967	\$8,523	16	\$6,783	-14.87%	\$7,630	Market and range placement.
Management Analyst II - GIS/Data	\$7,967	\$8,409	16	\$6,783	-14.87%	\$7,630	Market and range placement.
Management Analyst II - Transportation	\$7,967	\$8,536	16	\$6,783	-14.87%	\$7,630	Market and range placement.
Accountant	\$6,027	\$7,680	14	\$6,152	2.08%	\$6,921	Market and range placement.
Management Analyst I	New	N/A	14	\$6,152	N/A	\$6,921	Internal alignment: 10% below Management Analyst II.
Office Manager	\$7,967	\$7,637	14	\$6,152	-22.78%	\$6,921	Market and range placement.
Program Specialist III	New	N/A	13	\$5,859	N/A	\$6,591	Internal alignment: 10% above Program Specialist II.
Program Specialist II	\$6,027	\$6,626	11	\$5,314	-11.82%	\$5,979	Market and range placement.
Program Specialist I	New	N/A	9	\$4,820	N/A	\$5,423	Internal alignment: 10% below Program Specialist II.
Program Assistant	\$4,957	\$6,006	7	\$4,372	-11.80%	\$4,919	Market and range placement: 10% below Program Specialist I.



Appendix IV

Additional Benefits

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Guidelines for Determining Cost of Living Adjustments	
City of Murietta	None
City of Palm Desert	Meet and confer triggered by a greater than 2% change in CPI or in any year that the cumulative change from July 2017 to March of the current year is greater than 4.5%
City of Palm Springs	None
City of Riverside	None
City of Temecula	Past practice: Cost of Living Adjustment equivalent to the lower of either the percentage change of the CPI for Urban and Clerical Workers for Riverside-San Bernardino-Ontario, CA or 3%.
Riverside County Transportation Commission	
San Bernardino County Transportation Authority	Looks to CPI for guidance.
San Diego Association of Governments	None
San Gabriel Valley Council of Governments	None
South Bay Cities Council of Governments	None
Southern California Association of Governments	None
Ventura County Transportation Commission	No parameters for COLAs; COLAs are approved by the Commission.

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Longevity Incentives
City of Murietta
None
City of Palm Desert
None
City of Palm Springs
None
City of Riverside
None
City of Temecula
Lump sum payment: <ul style="list-style-type: none"> • 10 years = \$350 • 15 years = \$500 • 20 years = \$750 • 25 years = \$1,000
Riverside County Transportation Commission
None
San Bernardino County Transportation Authority
None
San Diego Association of Governments
None
San Gabriel Valley Council of Governments
None
South Bay Cities Council of Governments
None
Southern California Association of Governments
None
Ventura County Transportation Commission
None

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Performance Management Practices	
City of Murietta	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Step
City of Palm Desert	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Step
City of Palm Springs	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Step
Additional Info	Tailored 360 evals for Dept Heads
City of Riverside	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Not provided
Step or Performance Based	Step
City of Temecula	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, merit increases at .5, 1, or 1.5 step intervals
Additional Info	All regular employees will be eligible for \$500 in Special Merit Pay on their service anniversary date if they have a rating of “commendable or outstanding” on three (3) out of their last five (5) annual evaluations
Riverside County Transportation Commission	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	
Step or Performance Based	Performance, merit increases
Additional Info	
San Bernardino County Transportation Authority	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, the amount awarded for salary increases will be awarded by Senior management proportionate to the merit pool approved in the budget
Additional Info	Annual merit increase is available if approved in the budget by the Board of Directors
San Diego Association of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Standardized form
Step or Performance Based	Performance
Additional Info	EEs who meet or exceed goals will receive an annual merit increase to base pay or a lump sum payment
San Gabriel Valley Council of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	NeoGov
Step or Performance Based	Performance, percentage of increase corresponds to eval ratings
Additional Info	Merit pool is included in the annual budget
South Bay Cities Council of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	Self evaluation with supervisor feedback
Step or Performance Based	Performance, amount determined by Deputy Exec Dir (no formal process/practice in place)
Additional Info	Potential increases are included in the budget
Southern California Association of Governments	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	SABA form
Step or Performance Based	Performance, 0-10%
Additional Info	Budgeted at 6% to account for merit increases
Ventura County Transportation Commission	
Performance Review and Salary Adjustment Cycle	Annually
Evaluation Tool	In house tool
Step or Performance Based	Performance, up to 5%
Additional Info	The maximum salary increase is budgeted annually

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Contributions to Retiree Medical Costs	
City of Murietta	
	PEMHCA minimum* for EEs hired 01/01/08 or later; must meet CalPERS eligibility requirements
City of Palm Desert	
	EEs hired 01/01/15 or later are automatically enrolled in the City's Retiree Health Savings Plan and subject to a mandatory contribution of 1% of base salary. The City will contribute a matching 1% of base salary to the plan. City contributions are subject to a five-year vesting schedule.
City of Palm Springs	
	<p>Tier I – Level 1</p> <p>Retirees Who Were First Employed Before December 7, 2005 And Who Have At Least 25 Years of Continuous Service With the City: These individuals will receive a dollar amount through the HRA which will equal the City's contribution for medical insurance up to two-party coverage</p> <p>Tier I – Level 2</p> <p>Retirees Who Were First Employed Before December 7, 2005 And Who Have At Least 20 Years Of Continuous Service With the City: These individuals will receive a dollar amount through the HRA which will equal seventyfive percent (75%) of the City's contribution for medical insurance up to two-party coverage</p> <p>Tier I – Level 3</p> <p>Retirees Who Were First Employed Before September 7, 2005 But Who Have Less than 20 Years Of Continuous Service With the City: These individuals will not receive any additional contribution through the HRA. They will receive the PEMHCA minimum* amount towards their chosen retiree medical benefit.</p> <p>Tier II</p> <p>Employees First Hired on December 7, 2005 Or Later: In addition to being provided the PEMHCA minimum* for retiree medical insurance once retiring, these individuals, while employed, will receive one-hundred dollars (\$100.00) per month (placed into a retiree health savings (RHS) account by the City)</p>
City of Riverside	
	None
City of Temecula	
	\$1200 monthly for EEs hired on or before 06/30/05 with 12 years of service and retired on or after 07/01/03
Riverside County Transportation Commission	
	The Commission provides post-employment health benefits for eligible retirees and their dependents at retirement. For employees hired on or after January 1, 2007, retirees must have a minimum of 10 years of PERS service and no less than five years of Commission service in order to receive post-employment health benefits in accordance with PERS as per Government Code Section 22893. For employees hired prior to January 1, 2007, retirees are not required to meet the eligibility criteria and may receive post-employment health benefits at the monthly health benefit rate paid for active employees. The Commission's contributions toward premiums for retiree health insurance are coordinated with Medicare and other benefits provided by federal and state law,

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San Bernardino County Transportation Authority
After 10 years with SBCERA, SBCTA will contribute .5% of employee's bi-weekly salary to the Retirement Medical Trust
San Diego Association of Governments
\$250 monthly; must meet CalPERS eligibility requirements
San Gabriel Valley Council of Governments
\$22.35 monthly; must meet CalPERS eligibility requirements
South Bay Cities Council of Governments
None
Southern California Association of Governments
\$550 monthly; must meet CalPERS eligibility requirements
Ventura County Transportation Commission
PEMHCA minimum*; must meet CalPERS eligibility requirements

*PEMHCA minimum for 2022 is \$149 monthly

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Sick Leave Policies	
City of Murietta	
Annual Award	None - PTO policy
City of Palm Desert	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion
City of Palm Springs	
Annual Award	None - PTO policy
City of Riverside	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	None
City of Temecula	
Annual Award	None - PTO policy
Riverside County Transportation Commission	
Annual Award	96 hours
Cash Out Policy	Employees with continuous five years of service have the option of being paid for sick leave accumulated in excess of 240 hours at a rate of 50% (i.e., one hour's pay for every two hours in excess of 240). Any sick leave in excess of 240 hours is accrued at fiscal year-end, and a liability is reported in the government-wide and proprietary fund financial statements.
Retirement Conversion Policy	Reported to CalPERS for conversion
San Bernardino County Transportation Authority	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Upon separation (other than death) EEs are required to contribute the cash values of their unused sick leave balance to the Retirement Medical Trust
Other	Banked sick leave hours exceeding 500 can convert to vacation leave at ½ the value
San Diego Association of Governments	
Annual Award	None - PTO policy
San Gabriel Valley Council of Governments	
Annual Award	80 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion
South Bay Cities Council of Governments	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	None
Southern California Association of Governments	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion
Ventura County Transportation Commission	
Annual Award	96 hours
Cash Out Policy	None
Retirement Conversion Policy	Reported to CalPERS for conversion

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Vacation Cash Out Policies
City of Murietta
Annual cash out of up to 40 hours with 160 banked and 80 hours used
City of Palm Desert
Annual cash out of up to 80 hours with 120 banked or 40 hours with 80 banked
City of Palm Springs
Up to max annual accrual annually
City of Riverside
<i>SEIU only:</i> Vacation in excess of the max accrual unable to be scheduled may be cashed out with approval
City of Temecula
Up to 120 hours annually
Riverside County Transportation Commission
San Bernardino County Transportation Authority
Minimum 40 hours cash out of vacation accrued in current calendar year
San Diego Association of Governments
Up to 80 hours of PTO may be paid out to employees annually who meet the following criteria: (a) an equal or greater amount of hours has been used in the preceding 12 months; and (b) a minimum PTO balance of 160 hours must remain after the payout
San Gabriel Valley Council of Governments
EEs can cash out vacation hours anytime through an approval process; the accrual balance can be no less than 80 hours after cash out
South Bay Cities Council of Governments
None
Southern California Association of Governments
EEs can cash out up to 40 hours per FY if they have 80 hours balance after cash out; must have taken at least 40 hours of vacation in the calendar year
Ventura County Transportation Commission
Any unused vacation leave accrued within a particular calendar year above the 320-hour accrual limit shall be paid out to the EE in the last pay period of such year

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Recent Working Condition Changes	
City of Murietta	
	Currently working on new cubicles with sit and stand desk for employees at City Hall; remote/hybrid work for certain departments
City of Palm Desert	
	9/8/80 schedule
City of Palm Springs	
	Telework available, more flexibility in schedules, emphasis in employee engagement
City of Riverside	
	Telecommuting added March 2020
City of Temecula	
	Telework; ergonomic evaluation available in office workspace, changes may include standing desks, new chairs, footrest, keyboard/mouse, etc.
Riverside County Transportation Commission	
	Remote/hybrid work schedule
San Bernardino County Transportation Authority	
	Remote/hybrid work schedule, laptops for computers
San Diego Association of Governments	
	Telework, alternative schedules 9/80 4/10, and up to \$500 towards purchase of a home computer
San Gabriel Valley Council of Governments	
	None to report
South Bay Cities Council of Governments	
	Implemented Clockify for easily tracking hours/grant billing, a teleworking policy, a scheduling system for office hoteling, new computers/laptops, easily sharing files/collaborating via SharePoint
Southern California Association of Governments	
	Flexible hybrid work model
Ventura County Transportation Commission	
	More hybrid schedules were added, but most of those schedules were established during COVID; VCTC moved into new office space during COVID, so no modifications or renovations since that move