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# **BOARD OF DIRECTORS AGENDA**

**Friday, April 13, 2012  
10 a.m. to 12 noon  
SANDAG Board Room  
401 B Street, 7th Floor  
San Diego**

## **AGENDA HIGHLIGHTS**

- **SANDAG'S "PAY FOR PERFORMANCE" PROGRAM**

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Welcome to SANDAG. Members of the public may speak to the Board of Directors on any item at the time the Board is considering the item. Please complete a Speaker's Slip, which is located in the rear of the room, and then present the slip to the Clerk of the Board seated at the front table. Members of the public may address the Board on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Public speakers are limited to three minutes or less per person. The Board of Directors may take action on any item appearing on the agenda.

This agenda and related staff reports can be accessed at [www.sandag.org](http://www.sandag.org) under Meetings. Public comments regarding the agenda can be forwarded to SANDAG via the e-mail comment form available on the Web site. E-mail comments should be received no later than 12 noon, two working days prior to the Board of Directors meeting. **Any handouts, presentations, or other materials from the public intended for distribution at the Board of Directors meeting should be received by the Clerk of the Board no later than 12 noon, two working days prior to the meeting.**

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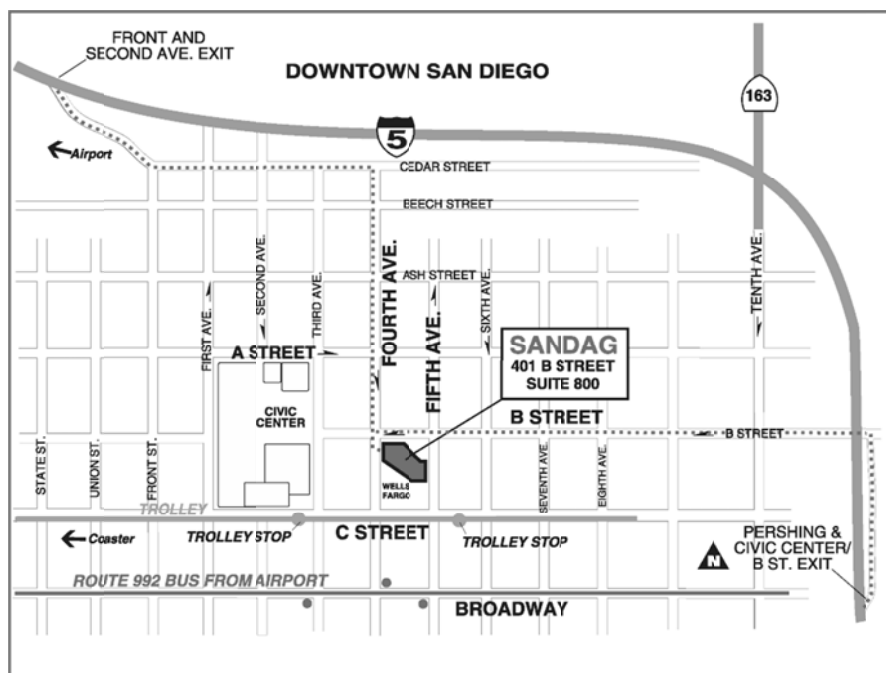
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# BOARD OF DIRECTORS

Friday, April 13, 2012

ITEM #	RECOMMENDATION
1. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS	
<p>Public comments under this agenda item will be limited to five public speakers. Members of the public shall have the opportunity to address the Board on any issue within the jurisdiction of SANDAG that is not on this agenda. Other public comments will be heard during the items under the heading "Reports." Anyone desiring to speak shall reserve time by completing a "Request to Speak" form and giving it to the Clerk of the Board prior to speaking. Public speakers should notify the Clerk of the Board if they have a handout for distribution to Board members. Public speakers are limited to three minutes or less per person. Board members also may provide information and announcements under this agenda item.</p>	
<b>REPORTS (2)</b>	
+2. SANDAG'S "PAY FOR PERFORMANCE" PROGRAM (Laura Coté and Melissa Coffelt)	DISCUSSION
<p>Staff will provide an overview of the agency's merit-based "pay for performance" program.</p>	
3. CONTINUED PUBLIC COMMENTS	
<p>If the five speaker limit for public comments was exceeded at the beginning of this agenda, other public comments will be taken at this time. Subjects of previous agenda items may not again be addressed under public comment.</p>	
4. UPCOMING MEETINGS	INFORMATION
<p>The next Board Business meeting is scheduled for Friday, April 27, 2012, at 9 a.m.</p>	
5. ADJOURNMENT	

+ next to an agenda item indicates an attachment



**BOARD OF DIRECTORS  
APRIL 13, 2012**

**AGENDA ITEM NO. 12-04-2  
ACTION REQUESTED - DISCUSSION**

**SANDAG'S "PAY FOR PERFORMANCE"  
PROGRAM**

File Number 8000100

*See revised report in handouts*



**BOARD OF DIRECTORS  
APRIL 13, 2012**

**AGENDA ITEM NO. 12-04-2  
ACTION REQUESTED - DISCUSSION**

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**SANDAG'S "PAY FOR PERFORMANCE"  
PROGRAM**

File Number 8000100

**Introduction**

As part of the review of the draft FY 2013 Annual Program Budget, SANDAG Board members have asked for additional information about the agency's pay for performance program. In response, an overview of the agency's compensation program with an emphasis on the factors that drive an annual budget recommendation – the agency's pay for performance strategy, alignment of salary structures internally and to the external market and, rewarding employees for performance - will be presented in detail.

**Overview of SANDAG's "Pay for Performance" Program**

SANDAG's compensation program includes a merit-based "pay for performance" approach that refers to the agency's practice of using formal evaluations of individual performance as a significant factor in determining the amount of salary increase and/or bonus given to each eligible employee, if any. This strategy is used by other regional agencies such as the Southern California Association of Governments (SCAG) and North County Transit District (NCTD) and in most private sector organizations of all sizes such as Google, Qualcomm, and WD-40. SANDAG's Regular employees are eligible to participate in the pay for performance program while the agency's contingent workforce, known as "Limited Term" and "TIPS" (Temporary, Intern, Part-time, Seasonal) employees, do not participate as their employment is considered temporary in nature.

A key measure that assesses the effectiveness of SANDAG's pay for performance program is whether agency goals are successfully met or exceeded by employees. In support of this principle, the agency's performance management program emphasizes the importance of individual performance goals being aligned to the Board of Directors' overall goals, and defines performance expectations that are relevant and reasonable.

Another critical measure that is assessed for program success is whether compensation is fairly distributed based on factors such as level of performance, experience, and value of the position in the external market and within the organization. SANDAG systematically reviews employee salaries to determine where in the salary range an individual's base pay should reasonably be expected to fall, assuming at least satisfactory performance. The agency also conducts periodic market studies to understand how positions and salary ranges compare against the private and public sectors.

## *Performance Evaluation Cycle*

The foundation of SANDAG's pay for performance program is the annual performance evaluation cycle which is conducted in June/July each year. This timing has been chosen so that employees and managers are able to review performance and the accomplishment of goals as the fiscal year draws to a close, as well as identify goals and objectives for the upcoming year. The agency's Strategic Priorities, as defined by the Board of Directors, as well as projects identified in the Overall Work Program (OWP) and the Capital Improvement Program (CIP), are tightly woven into the development of individual employee goal plans and ensure that employees understand what is required of them each year. This goal-setting phase is accomplished through a sophisticated process that is formally communicated to all employees and monitored by managers and executives. SANDAG uses a Web-based application called SuccessFactors for goal setting and performance evaluations. This tool, also used by other public and private entities such as the Department of Labor, Veterans Affairs, General Dynamics, and Petco, supports the agency in "cascading" the Board's five Strategic Goals and six Areas of Emphasis from the executive level, to managers, and then throughout the organization. As a result, each employee is able to understand the link between the projects, tasks, and assignments they work on and how this work contributes to the agency's overall success. Managers and employees review goals on a regular basis to keep them up-to-date.

In addition to developing project and task related goals each year, employees and managers also identify competency development and professional training goals. SANDAG's competencies are defined as descriptions or definitions of the various attributes, behaviors, areas of knowledge, skills, and abilities that lead to superior job performance and professional growth. The agency incorporates competencies into the goal development process and then evaluates them as a mechanism to review not only the project-related results an employee achieves but the manner in which these results are achieved. See Attachment 1 for SANDAG's Competency Model, Competency Definitions and Rating Scales.

The annual performance evaluation cycle begins in June with employees completing a self-evaluation of both goal accomplishments and competency effectiveness. Managers subsequently review and rate employee performance and provide formal feedback. Performance ratings for each employee are then tabulated, and the manager, in collaboration with their Department Director, recommends a reward (when a merit budget is available) to senior executives for approval. In order to ensure fairness, both actual and perceived, SANDAG has established internal checks and balances such as senior executive review and approval of all recommended merit increases to ensure that managers are, in fact, using appropriate judgment and discretion in developing reward recommendations. Further, guidelines and training are provided to all managers to equip them to exercise that judgment responsibly as trust between managers and employees is critical to program success. Attachment 2 outlines the training provided to managers and employees during last year's evaluation cycle to support their roles within the performance evaluation phase. Attachment 3 is an outline of the FY 2011 Performance Evaluation Schedule.

As a result of annual performance evaluations when funding is available, exceptional performers receive the greatest rewards to acknowledge their superior contributions and to motivate them to continue their high performance. Average performers on the other hand receive smaller rewards which are intended to encourage them to work harder to achieve larger raises in the future. Finally, poor performers do not receive a reward which serves to persuade these individuals to work with their manager on developing and executing an improvement plan.

As part of the decision by senior executives to award annual salary raises and/or bonuses, employee salaries are reviewed for internal equity and consistency across the agency. The review assesses each individual's level of experience and performance compared to where their base pay falls within the salary range. When appropriate, an employee may receive additional base salary over and above a merit increase if their current salary is deemed inequitably low when compared to other similarly situated employees. Consequently, if an employee's base salary is significantly higher than appropriate, increases to base salary may be limited. In order to maintain the integrity of the pay for performance program, one option previously used by SANDAG in this instance is to offer a cash bonus instead of a base salary increase to reward exceptional performance.

## **Compensation Program Annual Review and Maintenance**

In preparing a recommendation for the FY 2013 salary budget, SANDAG conducted a review of its compensation program and pay for performance practices. The review focused on several areas - the internal equity and consistency of employee salaries, the alignment of the agency's salary range structure to the market, the alignment of current employee salaries to market salary ranges, and options for rewarding employees for performance. This review revealed several structural issues and concerns.

### *1. Internal Pay Inconsistencies*

When employee salaries are aligned properly to existing salary ranges, appropriate pay differences exist between managers and the employees they supervise, employees in different grades, and employees in the same pay grade with different levels of responsibility, qualifications, and performance. SANDAG's review of current employee salaries to assess whether individual pay inconsistencies exist followed a systematic methodology that was based on the agency's established classifications (minimum job requirements) and years of relevant experience in the current role, and assumed a level of at least satisfactory performance. These factors determine where in the salary range an individual's base pay should reasonably be expected to fall.

The foundation of SANDAG's compensation program relies on merit-based adjustments to move employees through their salary range versus scheduled increases within a salary band based on tenure. In previous years when a merit budget has been available, SANDAG's senior executives have used a portion of the merit pool to make individual salary adjustments that maintain the internal integrity and fairness of employee compensation. Due to the absence of a merit budget the last three years, SANDAG has been unable to maintain its compensation and pay for performance programs and an unintended consequence of this action is that a significant number of employees are experiencing pay inconsistencies. Specific examples include:

- Inequities among long-standing employees compared to the pay of newly hired staff. Twenty-four percent of new employees who joined SANDAG in FY 2011 were hired near the top of their salary range. This has increased to 36 percent of new employees in FY 2012 to date. Since new employees start at the *market rate* for their position, not necessarily at the bottom of the salary range, SANDAG is experiencing salary inequities between newly hired employees and those whose salaries have been frozen for three years.

- Several examples of salary compression were uncovered. This situation exists when employees at different position levels within a job family are earning almost the exact same pay. For example, SANDAG has managers who are earning only slightly more (less than 5%) than their direct reports. In addition it was noted that there are Associate level staff who currently receive a larger base salary than some Senior level staff.

## 2. *Difficulty Attracting and Retaining Employees*

SANDAG has recently experienced challenges with attracting and retaining employees as noted by the following examples:

- A number of failed recruitments have occurred in the past year due to the agency's inability to offer an attractive salary because of internal equity concerns or because the agency did not receive applications from appropriately qualified candidates. Examples include recent recruitments for a Finance Manager, Contracts and Procurement Analyst, and several Programmer Analysts.
- An upward trend in employee turnover has been noted this year. Eight employees left SANDAG in FY 2011, and so far in FY 2012 (9 months) 16 employees have left the agency. Of particular note are the number of more senior employees who decided to leave (e.g. Department Director of Finance, Senior Programmer Analyst, Senior Information Systems Analyst, Marketing Manager, Senior Planner, Senior Systems Engineer, and Associate General Counsel).

In response to the issues and concerns noted above, the agency conducted a compensation study in February 2012 to help determine whether SANDAG's salary structure was in alignment with the relevant labor market. A representative number of positions were benchmarked against 29 public agencies (member agencies and local and regional organizations with functions similar to SANDAG).

See Attachment 4 for a list of these 29 agencies; [see Attachment 5 SANDAG Compensation Study Draft Report February 2012](#). The study also compared positions to published survey data from both the private and public sectors.

The results of the study provided further insight into the overall compensation program review by highlighting the following:

- A majority of the current position salary ranges, which have been in place since July 2007, continue to be competitive in today's labor market.
- When comparing the representative positions used in the study to those at the other 29 public sector agencies, SANDAG's ranges are, on average, five percent (5%) lower. Since the last compensation study conducted in 2007, SANDAG's representative position salaries have decreased by ten percent (10%) compared to other public sector agencies. In other words, in 2007, SANDAG's representative position salaries were on average five percent (5%) above the public sector market and have since trended downward by ten percent (10%) through today.



- A total of 99 employees are found to be candidates for either a reclassification of pay range and/or a salary adjustment because their current salary is below the expected pay rate for their position and experience level. This illustrates the extent of inconsistencies that exist after three years of frozen salaries. In order to balance the structural inconsistencies of pay across the agency, it is estimated that up to \$240,000 would be needed, representing approximately 1.2 percent of the projected salaries in the draft FY 2013 Budget.

### *Rewarding Employees for Performance*

SANDAG's "pay for performance" program relies on the ability to reward employees for outstanding performance. Determining the merit/bonus budget each year is generally based on staying competitive within the external market, and maintaining internal salary consistencies among employees, all within the context of overall budget capacity. Depending upon budget availability, merit increases and/or bonuses are the most common rewards given at the agency.

### **Conclusion**

While the merit system has worked for SANDAG in the past, the fact that the system hasn't been funded for the past three years has created significant inconsistencies among employee salaries and suggests that an equity adjustment would be in order to correct this situation. Ultimately, this adjustment would "reset" the pay for performance program and provide an equitable platform for future compensation decisions. In order to continue to achieve the goals of a merit based system, consideration should be given to some level of funding for a merit/bonus pool. For reference purposes, every 1 percent of a merit/bonus pool amounts to approximately \$250,000.

GARY L. GALLEGOS  
Executive Director

Attachments: 1. SANDAG's Competency Model and Competency Definitions  
2. Training Schedule for Managers and Employees  
3. Performance Evaluation Schedule  
4. List of 29 Agencies in Compensation Study  
5. [SANDAG Compensation Study Draft Report February 2012](#)

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# FY 2012 performance evaluations

## Competency Model and Definitions

### Executives

**Driving Organizational Agility**

**Managing Vision and Purpose**

**Strategic Planning**

### Managers and Project Managers

**Building Effective Teams**

**Courage**

**Decision Making**

(includes Problem Solving and Dealing with Ambiguity)

**Effectiveness with Executives/Board**

(includes concepts from Political Savvy)

**Managing and Developing Direct Reports and Others\***

(includes Motivating Others, Directing Others, Delegation)

**Planning**

### All Staff

**Communication**

(includes Listening, Presentation Skills)

**Customer/Stakeholder Focus**

(includes concepts from Patience)

**Drive for Results**

(includes Time Management, Priority Setting, Resilience)

**Innovation**

**Learning Agility**

(includes Technical/Functional Skills)

**Team Orientation**

(includes Approachability, Interpersonal Savvy)

*\* Only for Managers and Project Managers who directly supervise one or more SANDAG employees.*



## **All Staff**

### **Communication**

Clearly and effectively communicates with individuals and groups, inside and outside the organization, both orally (formal and informal presentations) and in writing; practices attentive and active listening; is responsive to the various styles and needs of the individuals/groups with which he/she is communicating; and can get messages across that have the desired effect.

### **Customer/Stakeholder Focus**

Is dedicated to meeting the expectations and requirements of internal and external customers/stakeholders; is tolerant with people and processes; gets first-hand information and uses it for improvements in products and services; is sensitive to how people and organizations function and acts with this in mind; and establishes and maintains effective relationships with customers/stakeholders and gains their trust and respect.

### **Drive for Results**

Can be counted on to exceed goals successfully; is action oriented and pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks; is constantly and consistently a top performer; and steadfastly pushes self and others for results.

### **Innovation**

Comes up with new and unique ideas; challenges the status quo; supports change; tries and/or encourages new ways of doing things; and solves problems creatively.

### **Learning Agility**

Continues to develop functional and technical knowledge and skills to do the job at a high level of accomplishment; knows personal strengths and weaknesses and is committed to and actively works to continuously improve him/herself; learns quickly when facing new problems; gains insights from mistakes and is open to feedback; is a relentless and versatile learner; and enjoys the challenge of unfamiliar tasks.

### **Team Orientation**

Works cooperatively with other team members, both inside and outside the agency, and contributes to group solutions through constructive feedback, ideas, and suggestions; is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; builds rapport well and is a good listener; and displays a high level of effort and commitment toward supporting the team.

## **Managers and Project Managers**

### **Building Effective Teams**

Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; and creates a feeling of belonging in the team.

### **Courage**

Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive feedback to others; lets people know where they stand; faces up to problems quickly and directly; is not afraid to take action when necessary; isn't upset when things are up in the air; and can comfortably handle risk and uncertainty.

### **Decision Making**

Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgment; uses rigorous logic and methods to solve difficult problems; probes all fruitful sources for answers; tries to understand people and data before making judgments and acting; can see hidden problems; is sought out by others for advice and solutions; and is able to make timely decisions, sometimes with incomplete information and under tight deadlines and pressure.

### **Effectiveness with Executives/Board**

Works comfortably with Executives/Board members and can determine the best way to partner with them by talking their language and responding to their needs; anticipates where the land mines are and plans his/her approach accordingly; presents information effectively, including controversial topics, without undue tension and nervousness; can change tactics mid-stream when something isn't working; crafts recommendations and approaches likely to be seen as appropriate and positive; can maneuver through complex political situations effectively; and views politics as a necessary part of organizational life and works to adjust to that reality.

### **Managing and Developing Direct Reports and Others**

Applies clear and consistent performance standards; distributes the workload appropriately; clearly and comfortably delegates both routine and important tasks and decisions; can motivate many kinds of direct reports and team/project members; provides challenging and stretching assignments; pushes people to accept developmental assignments; holds frequent development discussions and provides guidance and assistance to improve performance where needed; and is aware of each person's professional goals and assists them with constructing compelling development plans.

### **Planning**

Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; is sensitive to political realities; anticipates and adjusts for problems and roadblocks; is sensitive to due process and proper pacing; measures performance against goals; and evaluates results.

## **Executive**

### **Driving Organizational Agility**

Knowledgeable about how the organization works; knows how to get things done, both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the culture of the organization; and effectively uses performance measures and data to identify opportunities for change.

### **Managing Vision and Purpose**

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; looks toward the broadest possible view of an issue/challenge; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; and can inspire and motivate entire sections, departments, or the organization as a whole.

### **Strategic Planning**

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can think globally; can discuss multiple aspects and impacts of issues and project them into the future; can articulately paint credible pictures and visions of possibilities and likelihoods; balances short- and long-term goals; and keeps own and team's work aligned with overall goals.

# FY 2012 performance evaluations

## Competency Rating Scale and Definitions

### Competencies

- 8 EXCEPTIONAL**  
Performance demonstrates sustained use of this competency at an exceptional level.
- 7 EXCELLENT**  
Performance consistently demonstrates an excellent level of use of this competency.
- 6 HIGHLY EFFECTIVE**  
Performance consistently demonstrates effective use of this competency and at times, may exceed the level of proficiency.
- 5 PROFICIENT**  
Performance demonstrates sufficient use of this competency.
- 4 DEVELOPING**  
Performance demonstrates growth in the use of this competency.
- 3 NEEDS IMPROVEMENT**  
Performance partially demonstrates use of this competency.
- 2 BELOW EXPECTATIONS**  
Performance does not sufficiently demonstrate use of this competency.
- 1 UNACCEPTABLE**  
Performance consistently fails to demonstrate use of this competency.

## 8 EXCEPTIONAL

**Performance demonstrates a sustained use of this competency at an exceptional level.**

- Work is consistently performed in a manner that exemplifies this competency; the employee represents one of the very best examples of this competency and is seldom matched by others.
- Professional development is a top priority; the employee shows an eagerness to make sacrifices for development opportunities and proactively seeks out tough assignments that will stretch their comfort zone.
- Career development plans are thoroughly crafted and lay out specific steps to address each development goal; the employee works on development areas with maturity and balance.
- Feedback on performance is proactively sought from a broad range of managers, co-workers, and customers; the employee learns from the feedback received and is so self aware they also can readily learn from mistakes without direct feedback.

## 7 EXCELLENT

**Performance consistently demonstrates an excellent level of use of this competency.**

- Work consistently includes a high level of application of this competency; the employee almost always exceeds the competency criteria required for successful performance and is widely known for their effectiveness.
- Professional development is a high priority; the employee demonstrates flexibility in pursuing development opportunities and is willing to take on tough assignments to get the skills and experience needed for the future.
- A career development plan is in place and contains specific milestones; the employee frequently follows through on development activities.
- Feedback from managers, co-workers, and customers is requested; the employee learns well from coaching, takes action on improvement suggestions, and requires little to no direction to continue development activities.

## 6 HIGHLY EFFECTIVE

**Performance consistently demonstrates effective use of this competency and at times, may exceed the level of proficiency.**

- The completion of projects and tasks illustrates a highly effective use of this competency; the employee may exceed the competency criteria required for successful performance.
- Professional development is important; the employee is motivated to develop skills and experience and enthusiastically participates when given new opportunities.
- A career development plan exists and it contains clear actions and performance milestones; the employee uses the plan to help guide their performance improvement activities.
- Feedback about self development is welcomed and suggestions for improvement are incorporated into the plan; the employee is aware of development needs and takes steps to leverage strengths and overcome weaknesses.

## 5 PROFICIENT

**Performance demonstrates sufficient use of this competency.**

- Work assignments are completed with an acceptable use of this competency; the employee may reach further levels of success by continuing to improve in this area.
- Professional development is somewhat important; the employee is aware that some developmental needs exist and is eager to learn new skills when guided toward opportunities.
- A development plan has been created that contains personal improvement goals; the employee may require assistance from their supervisor/manager to identify developmental activities but once incorporated into the plan, the employee follows through.
- Feedback on performance is well received and most suggestions for improvement are acted on; the employee relies on regular guidance from their supervisor/manager for the ongoing development of this competency.

## 4 DEVELOPING

### **Performance demonstrates growth in the use of this competency.**

- The completion of work assignments demonstrate growth in the use of this competency; because of a new position or new assignment, the employee is primarily in a development mode with regards to this competency and is making progress toward proficiency.
- Professional development activities have been identified; the employee is aware that development needs to occur and demonstrates effort and/or willingness to improve.
- Strategies for improving this competency have been identified and these ideas have been incorporated into an action plan; the supervisor/manager helps identify developmental activities.
- Feedback is well received and is incorporated into learning and development opportunities; the employee takes advantage of ongoing guidance from their supervisor/manager for the development of this competency.

## 3 NEEDS IMPROVEMENT

### **Performance partially demonstrates use of this competency.**

- Some areas of work demonstrate an acceptable use of this competency however, this is not consistent; the employee is primarily has not shown an acceptable level of effort with regards to improving this competency.
- Development activities are planned by the supervisor/manager with input from the employee; the employee is aware that development needs to occur and demonstrates some willingness to improve.
- A general development plan has been formed however further discussion may be needed to create an action plan; the employee requires assistance from their supervisor/manager to identify and initiate developmental activities.
- Comments and suggestions on areas for performance improvement are only sometimes well received; the employee is dependent on ongoing guidance from their supervisor/manager for the development of this competency.

## 2 BELOW EXPECTATIONS

### **Performance does not sufficiently demonstrate use of this competency.**

- In most work assignments, this competency is not demonstrated; the employee's need for development is recognized.
- Personal and professional development is not a priority and there is limited commitment to improving in this competency; the employee could create better long-term opportunities by identifying development needs and setting up a performance improvement plan.
- The manager/supervisor has taken the lead on creating a development plan for the employee however there is limited enthusiasm from the employee for following through on developmental activities.
- Feedback on performance is often avoided or ignored; the employee requires significant input from their supervisor/manager to achieve any measure of improvement.

## 1 UNACCEPTABLE

### **Performance consistently fails to demonstrate use of this competency.**

- Almost all work assignments are performed with a very poor use or demonstration of this competency; the employee's need for development is clearly apparent.
- Personal and professional improvement or development is avoided; the employee fails to recognize deficiencies or participate in activities that would improve performance.
- The manager/supervisor has created a performance improvement plan for the employee however there is no commitment or effort on the part of the employee to participate.
- Feedback on performance is ignored; the employee requires significant direction from their supervisor/manager to achieve any even minimal standards.



# FY 2012 performance evaluations

## Performance Goals Rating Scale and Definitions

### Goals

- 4 EXCEEDS EXPECTATIONS**  
Performance consistently exceeds expectations in all primary areas of responsibility.
- 3 MEETS EXPECTATIONS**  
Performance meets expectations in all primary areas of responsibility.
- 2 NEEDS IMPROVEMENT**  
Performance does not consistently meet expectations in all primary areas of responsibility.
- 1 UNACCEPTABLE**  
Performance fails to meet minimum position requirements.

## 4 EXCEEDS EXPECTATIONS

### **Performance consistently exceeds expectations in all primary areas of responsibility.**

- Overall quality of work is consistently excellent and is completed on schedule with a high degree of accuracy and independence; the employee demonstrates the skills and ability to complete major agency goals and projects.
- Significant contributions to agency goals, processes, and procedures are made on a regular basis; the employee can apply a superb level of skill and knowledge.
- Performance goes above and beyond work expectations and is characterized by high levels of accomplishment; the employee consistently demonstrates a drive for achievement and rarely makes or repeats errors in judgment.
- Work is consistently completed in a manner that models excellent performance.

## 3 MEETS EXPECTATIONS

### **Performance meets expectations in primary areas of responsibility.**

- Completed work meets expectations in all or almost all areas and requires minimal oversight or supervision for routine tasks and projects; the employee is capable and knowledgeable in most aspects of their work and can be relied on to achieve results in a timely and efficient manner.
- Contributions to the overall success of the department, section, or team are made through the consistent performance of core job duties; the employee demonstrates initiative and work products are generally good.
- Performance is at the level expected and is characterized by meeting goals and objectives; the employee demonstrates skills and behaviors that result in the effective performance of current position requirements.
- Work is usually completed in a manner that represents acceptable levels of performance.

## 2 NEEDS IMPROVEMENT

### **Performance does not consistently meet expectations in all primary areas of responsibility.**

- Work results are not consistent and assigned duties are not satisfactorily completed; the employee possesses many of the fundamental skills required for the position and may demonstrate success at times; significant guidance, direction, and monitoring is required to achieve consistent results for core responsibilities.
- Contributions to the overall success of the department, section, or team are minimal and the lack of performance may in fact be detrimental; the employee may demonstrate initiative for some duties but not for all assignments.
- Performance is often below the level expected relative to the employee's knowledge and experience; the employee has demonstrated limited ability to perform the requirements of the position but does not do so on a routine basis.
- Work habits could be improved to increase efficiency, technical competence, and professionalism.

## 1 UNACCEPTABLE

### **Performance consistently fails to meet minimum position requirements.**

- Work results are consistently poor even with excessive direction, follow-up, or intervention by the supervisor; the employee does not demonstrate the knowledge or ability to perform the fundamental duties of the position and is unwilling or unable to make efforts to improve.
- Poor performance is having a negative impact on the team, department, and agency overall; the employee's contributions are generally minimal if they occur at all.
- Performance is well below the level expected; the employee fails to use the skills necessary for success or demonstrate any effort toward improvement.
- Work habits must be substantially improved through a corrective performance plan in order to meet minimum job requirements.

# FY 2011 performance evaluations

## Training

While the agency offers a number of training opportunities throughout the year, the sessions listed below have been scheduled specifically to support the performance evaluation process.

- **SuccessFactors 101** ..... **April 19**  
*For employees new to SuccessFactors this class will cover the basics of Goal Plans and Performance Evaluations using this agency wide tool.*
- **SuccessFactors Refresher Class** ..... **May 25, June 6, June 20**  
*Several brief review/refresher sessions will be offered to assist employees with establishing Goal Plans and completing Performance Evaluations in SuccessFactors.*
- **Performance Excellence Workshops**  
*As a follow-up to the sequence of Performance Excellence workshops offered in 2010, the agency has again partnered with Holly Green from The Human Factor to offer workshops and coaching sessions in support of the performance evaluation program. Sessions are listed below; additional information and invitations will be sent to all employees.*

### For Managers:

**Achieving Performance Excellence - Practice and Preparation**..... **June 1**  
*Participants will refresh on basic principles & practices for conducting effective performance evaluations (with an emphasis on the conversational aspects of the process), outline conversations to occur with direct reports, practice components of the performance evaluation conversations, and provide insight, feedback and guidance to one another on dealing with common tough issues.*

**One-on-One Coaching Sessions** ..... **June 2**  
*Participants will schedule a 15 minute 1:1 coaching session to discuss and receive feedback re: challenges and opportunities in performance evaluations.*

### For Employees:

**Achieving Performance Excellence – Preparing, Participating and Developing Further ...** **June 15**  
*Participants will refresh on their role in performance excellence, review and discuss what to expect, how to prepare and how to focus development efforts following the evaluation (What skills have you learned/developed? What activities did you participate in/what actions did you take to get here? What is the benefit to you, your work, your team, the organization?), and review typical communication games played during evaluations and learn how to become ‘observing participants’ to increase the effectiveness of the evaluation conversation.*



# FY 2011 performance evaluations

## Schedule

With almost 200 employees all completing their performance evaluations this June/July, an extraordinary level of coordination, communication, and personal accountability is required. Key dates for phases of the evaluation process are described below. Please note that Managers and/or Department Directors may request different due dates than those below in order to meet project or workload demands.

- **Review FY 2011 Goal Plan** ..... **April 1 – April 30**  
*We recommended that you review your existing FY 2011 Goal Plan in SuccessFactors during April. Check that any new goals you have been assigned are included, or that any goals that are no longer relevant have been deleted. This is a preparation step that will save you time when it comes time to completing your evaluation.*
- **Performance Evaluation Form available in SuccessFactors** ..... **Monday, May 2**  
*Your FY 2011 Performance Evaluation Forms will be available for you to start working on beginning Monday, May 2.*
- **Complete FY 2011 Performance Evaluation** ..... **June 1 – June 30**  
*Complete the self-assessment portion of your performance evaluation in SuccessFactors. This includes rating yourself on the competencies designated for your position, your FY 2011 performance goals, as well as your competency development and professional training goals.*
- **Develop FY 2012 Goal Plan** ..... **Thursday, June 30**  
*In conjunction with completing your evaluation, your FY 2012 Goal Plan should be developed. Remember that your goals should be aligned to those of your manager; you also are expected to include Competency Development and Professional Training goals on your plan.*
- **Performance Evaluation submitted to Supervisor** ..... **Thursday, June 30**  
*For the most part, performance evaluations will be submitted to supervisors by June 30. That said, supervisors may request that evaluations be submitted prior to this date to accommodate workload demands, vacation schedules, etc. You are encouraged to confirm the due date for your evaluation directly with your supervisor.*
- **Supervisors complete Performance Evaluations** ..... **Friday, July 29**  
*During the month of July your supervisor will complete their portion of your performance evaluation and meet with you to review their comments and feedback. Your evaluation should be signed by you and your manager, and routed to your Department Director, by the end of the month.*
- **Final Review and Approval by Chief Deputy and Executive Director** ..... **Wednesday, November 30**  
*Renée Wasmund and Gary Gallegos will complete their portion of employee performance evaluations on an ongoing basis through November 30. As evaluations are completed, they will be processed by Human Resources staff and distributed to employees and managers.*



## FY 2012 Custom Survey Participants

<b>Organization</b>	<b>Returned Data</b>
City of Carlsbad	YES
City of Chula Vista	YES
City of Coronado	YES
City of Del Mar	YES
City of Escondido	YES
City of La Mesa	YES
City of Lemon Grove	YES
City of National City	YES
City of Oceanside	YES
City of Poway	YES
City of San Diego	YES
City of San Marcos	YES
City of Santee	YES
City of Solana Beach	YES
County of San Diego*	YES
Denver Regional Council of Governments	YES
Los Angeles County Metropolitan Transportation Authority (Metro)	YES
Maricopa Associations of Governments	YES
Metropolitan Transit System (MTS)	YES
Metropolitan Transportation Commission (MTC)	YES
North County Transit District (NCTD)	YES
Orange County Transportation Authority (OCTA)	YES
Pima Association of Governments	YES
Puget Sound Regional Council	YES
Riverside County Transportation Commission (RCTC)	YES
Sacramento Area Council of Governments (SACOG)	YES
San Diego County Regional Airport Authority	YES
San Diego County Water Authority	YES
Southern California Association of Governments (SCAG)	YES
Association of Bay Area of Governments (ABAG)	NO
California Department of Transportation (Caltrans)	NO
City of El Cajon	NO
City of Encinitas	NO
City of Imperial Beach	NO
City of Vista	NO
Port of San Diego	NO
Portland Oregon Metro	NO

\*Provided salary range data only.

**SANDAG**  
**Compensation Study**

**Draft Report**

**February 2012**

Prepared by:  
The Epler Company  
San Diego, CA 92101

**SANDAG**  
**TOTAL REWARDS PHILOSOPHY CUSTOM MARKET**  
**February 2012**

**Organization**

Association of Bay Area of Governments (ABAG)  
 California Department of Transportation (Caltrans)  
 City of Carlsbad  
 City of Chula Vista  
 City of Coronado  
 City of Del Mar  
 City of El Cajon  
 City of Encinitas  
 City of Escondido  
 City of Imperial Beach  
 City of La Mesa  
 City of Lemon Grove  
 City of National City  
 City of Oceanside  
 City of Poway  
 City of San Diego  
 City of San Marcos  
 City of Santee  
 City of Solana Beach  
 City of Vista  
 County of San Diego  
 Denver Regional Council of Governments  
 Los Angeles County Metropolitan Transportation Authority (Metro)  
 Maricopa Associations of Governments  
 Metropolitan Transit System (MTS)  
 Metropolitan Transportation Commission (MTC)  
 North County Transit District (NCTD)  
 Orange County Transportation Authority (OCTA)  
 Pima Association of Governments  
 Port of San Diego  
 Portland Oregon Metro  
 Puget Sound Regional Council  
 Riverside County Transportation Commission (RCTC)  
 Sacramento Area Council of Governments (SACOG)  
 San Diego County Regional Airport Authority  
 San Diego County Water Authority  
 Southern California Association of Governments (SCAG)

**SANDAG**  
**Summary of Market Analysis**  
**February 2012**

Current Class No.	Job Title	Data Aged to Date: 03/01/12		Data trended at:		2.0%	
		# of Ees in Position	SANDAG Average Salary	All Surveys Average	Custom Survey Average	SANDAG Avg/ All Surveys % Diff	SANDAG Avg/ Custom Only % Diff
<b>ADMINISTRATION &amp; BUSINESS SERVICES</b>							
16	Associate Administrative Analyst	1	58,261	69,797	n/a	-20%	n/a
16	Administrative Office Supervisor	0	-	59,674	60,192	n/a	n/a
12	Administrative Analyst I	1	49,754	59,949	n/a	-20%	n/a
9	Administrative Office Specialist III	8	50,918	48,979	49,340	4%	3%
9	Document Control Specialist III	0	-	46,681	n/a	n/a	n/a
7	Office Services Specialist III	1	50,003	42,602	43,303	15%	13%
15	Executive Assistant/Clerk of the Board	2	71,261	68,356	n/a	4%	n/a
5	Receptionist II	1	37,003	34,000	n/a	8%	n/a
5	Administrative Office Specialist I	1	40,000	37,523	n/a	6%	n/a
5	Office Services Specialist II	3	42,245	34,459	n/a	18%	n/a
<b>COMMUNICATIONS</b>							
30	Director of Communications	1	107,266	115,138	141,493	-7%	-32%
21	Creative Services Manager	1	85,010	80,459	n/a	5%	n/a
21	Communications/Marketing Manager	0	-	91,211	105,040	n/a	n/a
21	Senior Public Information Officer	3	88,247	71,943	75,164	18%	15%
16	Associate Public Information Officer	0	-	60,862	62,928	n/a	n/a
12	Public Information Officer I	0	-	49,498	50,045	n/a	n/a
<b>CONTRACTS and PROCUREMENT</b>							
24	Manager of Contracts and Procurement	1	114,608	104,502	123,968	9%	-8%
19	Senior Contracts and Procurement Analyst	2	82,750	77,682	82,190	6%	1%
16	Associate Contracts and Procurement Analyst	5	73,107	63,934	66,354	13%	9%
12	Contracts and Procurement Analyst I	0	-	52,905	52,487	n/a	n/a
<b>ENGINEERING &amp; CONSTRUCTION</b>							
26	Principal Systems Engineer	0	-	110,269	n/a	n/a	n/a
26	Principal Engineer	5	121,231	116,449	122,173	4%	-1%
23	Senior Systems Engineer	0	-	100,389	n/a	n/a	n/a
23	Senior Engineer	12	102,199	96,183	107,328	6%	-5%
20	Associate Systems Engineer	0	-	79,659	n/a	n/a	n/a
20	Associate Engineer	1	87,610	74,575	83,113	15%	5%
15	Assistant Engineer I	0	-	60,274	n/a	n/a	n/a
15	Assistant Systems Engineer I	0	-	66,313	n/a	n/a	n/a
<b>EXECUTIVE OFFICE</b>							
35	Chief Deputy Executive Director	1	189,010	205,974	178,932	-9%	5%



**SANDAG**  
**Summary of Market Analysis**  
**February 2012**

Current Class No.	Job Title	Data Aged to Date: 03/01/12		Data trended at:		2.0%	
		# of Ees in Position	SANDAG Average Salary	All Surveys Average	Custom Survey Average	SANDAG Avg/ All Surveys % Diff	SANDAG Avg/ Custom Only % Diff
<b>FINANCE</b>							
33	Department Director, Director of Finance	1	135,013	165,434	153,729	-23%	-14%
26	Finance Manager	1	114,000	101,127	110,304	11%	3%
22	Budget Program Manager	1	99,611	93,197	n/a	6%	n/a
19	Senior Accountant	2	79,487	71,640	n/a	10%	n/a
16	Associate Accountant	2	62,816	60,153	n/a	4%	n/a
16	Associate Financial Analyst	2	64,511	67,186	69,134	-4%	-7%
14	Accountant II	1	53,019	55,906	n/a	-5%	n/a
9	Accounting Specialist III	1	52,416	41,929	n/a	20%	n/a
7	Accounting Specialist II	3	39,305	37,053	n/a	6%	n/a
<b>PROJECT CONTROL</b>							
22	Project Control Manager	2	89,232	92,358	103,723	-4%	-16%
<b>GRAPHIC DESIGN</b>							
12	Associate Graphic Designer	2	56,836	54,809	n/a	4%	n/a
10	Graphic Designer II	1	42,328	45,175	n/a	-7%	n/a
<b>HUMAN RESOURCES</b>							
24	Manager of Human Resources	1	85,010	91,745	n/a	-8%	n/a
19	Senior Human Resources Analyst	1	75,000	66,476	n/a	11%	n/a
16	Associate Human Resources Analyst	1	65,000	59,279	n/a	9%	n/a
12	Human Resources Analyst I	1	54,725	52,345	n/a	4%	n/a
<b>INFORMATION SYSTEMS</b>							
25	Information Systems Manager	1	94,661	106,598	108,012	-13%	-14%
22	Senior Information Systems Analyst	2	78,478	84,194	89,417	-7%	-14%
17	Associate Information Systems Analyst	4	71,380	70,400	80,243	1%	-12%
14	Information Systems Specialist III	1	63,814	58,826	78,573	8%	-23%
12	Information Systems Analyst	0	-	62,149	68,214	n/a	n/a
12	Information Systems Specialist II	2	56,451	51,466	64,056	9%	-13%
<b>LAND USE &amp; TRANSPORTATION PLANNING</b>							
9	Department Coordinator	0	-	42,863	n/a	n/a	n/a
<b>LEGAL</b>							
35	General Counsel	1	165,000	199,190	219,000	-21%	-33%
29	Deputy General Counsel	1	146,254	141,394	161,512	3%	-10%
26	Senior General Counsel	0	-	105,230	131,100	n/a	n/a
<b>LEGISLATIVE AFFAIRS</b>							
22	Senior Grants Coordinator	1	85,010	75,538	n/a	11%	n/a
22	Senior Legislative Analyst	1	80,766	81,000	n/a	0%	n/a
16	Associate Legislative Analyst	1	63,565	67,088	n/a	-6%	n/a
12	Legislative Analyst I	0	-	55,761	n/a	n/a	n/a

**SANDAG**  
**Summary of Market Analysis**  
**February 2012**

Current Class No.	Job Title	Data Aged to Date: 03/01/12		Data trended at:		2.0%	
		# of Ees in Position	SANDAG Average Salary	All Surveys Average	Custom Survey Average	SANDAG Avg/ All Surveys % Diff	SANDAG Avg/ Custom Only % Diff
<b>MARKETING</b>							
19	Senior Marketing Analyst	0	-	66,358	n/a	n/a	n/a
16	Associate Marketing Analyst	1	65,520	57,227	n/a	13%	n/a
12	Marketing Analyst I	0	-	49,389	n/a	n/a	n/a
5	Customer Service Representative II	1	34,778	35,616	n/a	-2%	n/a
<b>PLANNING</b>							
25	Principal Regional Planner	6	117,069	94,520	101,698	19%	13%
22	Senior Regional Planner	19	87,944	77,380	86,649	12%	1%
16	Associate Regional Planner	13	63,914	64,881	72,780	-2%	-14%
12	Regional Planner I	4	42,016	52,675	55,765	-25%	-33%
<b>RESEARCH</b>							
25	Principal Research Analyst	2	101,764	104,852	118,632	-3%	-17%
22	Senior Research Analyst	7	81,958	81,356	87,330	1%	-7%
16	Associate Research Analyst	6	68,300	68,845	74,633	-1%	-9%
12	Research Analyst I	4	42,666	52,099	59,062	-22%	-38%
<b>SMALL BUSINESS DEVELOPMENT</b>							
24	Manager of Small Business Development	0	-	96,689	95,813	n/a	n/a
<b>SOFTWARE DEVELOPMENT</b>							
22	Senior Programmer Analyst	2	93,469	88,191	n/a	6%	n/a
17	Associate Programmer Analyst	2	73,278	73,167	n/a	0%	n/a
12	Programmer Analyst I	0	-	62,266	n/a	n/a	n/a
<b>TECHNOLOGY PROGRAMS</b>							
25	Principal Technology Program Manager	2	116,594	105,537	103,770	9%	11%
22	Senior Technology Program Analyst	2	92,009	82,670	83,324	10%	9%
16	Project Coordinator	2	68,318	60,975	n/a	11%	n/a
<b>TRANSNET PROJECT OFFICE</b>							
23	Senior Project Scheduler	1	108,014	92,468	n/a	14%	n/a
11	Project Scheduler	1	55,016	57,010	n/a	-4%	n/a
<b>TRANSPORTATION MODELING</b>							
22	Senior Transportation Modeler	3	87,305	94,584	94,584	-8%	-8%
16	Associate Transportation Modeler	4	64,282	70,421	70,421	-10%	-10%
12	Transportation Modeler I	0	-	49,537	49,537	n/a	n/a

Included in Custom Survey

**Survey 1**

2011 San Diego Salary & Benefits Survey. Data effective April 1, 2011, aged to March 1, 2012.

San Diego general industry, 95 organizations (public, private, non-profit). Used all organization breakout unless otherwise noted.

**Survey 2**

2012 Economic Research Institute

National database, used San Diego data, all general industries breakout. Current database, used planning date of March 1, 2012.

**SANDAG  
Summary of Market Analysis  
February 2012**

Data Aged to Date: 03/01/12

Data trended at: 2.0%

Current Class No.	Job Title	# of Ees in Position	SANDAG Average Salary	All Surveys Average	Custom Survey Average	SANDAG Avg/ All Surveys % Diff	SANDAG Avg/ Custom Only % Diff
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**Survey 3**

2012 Economic Research Institute

National database, used San Diego data, government (public) breakout. Current database, used planning date of March 1, 2012.

**Survey 4**

2012 Custom Salary Survey Sponsored by SANDAG

The following 29 organizations participated in the custom salary survey:

- City of Carlsbad
- City of Chula Vista
- City of Coronado
- City of Del Mar
- City of Escondido
- City of La Mesa
- City of Lemon Grove
- City of National City
- City of Oceanside
- City of Poway
- City of San Diego
- City of San Marcos
- City of Santee
- City of Solana Beach
- County of San Diego\*
- Denver Regional Council of Governments
- Los Angeles County Metropolitan Trans Authority (Metro)
- Maricopa Associations of Governments
- Metropolitan Transit System (MTS)
- Metropolitan Transportation Commission
- North County Transit District (NCTD)
- Orange County Transportation Authority (OCTA)
- Pima Associaton of Governments
- Puget Sound Regional Council
- Riverside County Transportation Commission (RCTC)
- Sacramento Area Council of Governments (SACOG)
- San Diego County Regional Airport Authority
- San Diego County Water Authority
- Southern California Association of Governments (SCAG)

\* Provided salary range data only.

**SANDAG**  
**Positions More Than 10% Below Market or 10% Above Market (Survey Average)**  
**February 2012**

<b>Current Class No.</b>	<b>Job Title</b>	<b># of Ees in Position</b>	<b>SANDAG Average Salary</b>	<b>Surveys Average</b>	<b>SANDAG Avg/ Surveys Avg % Diff</b>
<b><i>Positions More Than 10% Below Market</i></b>					
12	Research Analyst I	4	42,666	59,062	-38%
35	General Counsel	1	165,000	219,000	-33%
12	Regional Planner I	4	42,016	55,765	-33%
30	Director of Communications	1	107,266	141,493	-32%
14	Information Systems Specialist III	1	63,814	78,573	-23%
12	Administrative Analyst I	1	49,754	59,949	-20%
16	Associate Administrative Analyst	1	58,261	69,797	-20%
25	Principal Research Analyst	2	101,764	118,632	-17%
22	Project Control Manager	2	89,232	103,723	-16%
25	Information Systems Manager	1	94,661	108,012	-14%
22	Senior Information Systems Analyst	2	78,478	89,417	-14%
16	Associate Regional Planner	13	63,914	72,780	-14%
33	Department Director, Director of Finance	1	135,013	153,729	-14%
12	Information Systems Specialist II	2	56,451	64,056	-13%
17	Associate Information Systems Analyst	4	71,380	80,243	-12%
<b><i>Positions More Than 10% Above Market</i></b>					
9	Accounting Specialist III	1	52,416	41,929	20%
5	Office Services Specialist II	3	42,245	34,459	18%
21	Senior Public Information Officer	3	88,247	75,164	15%
23	Senior Project Scheduler	1	108,014	92,468	14%
7	Office Services Specialist III	1	50,003	43,303	13%
25	Principal Regional Planner	6	117,069	101,698	13%
16	Associate Marketing Analyst	1	65,520	57,227	13%
19	Senior Human Resources Analyst	1	75,000	66,476	11%
22	Senior Grants Coordinator	1	85,010	75,538	11%
25	Principal Technology Program Manager	2	116,594	103,770	11%
16	Project Coordinator	2	68,318	60,975	11%

Job titles highlighted in green included in Custom Survey. Survey average represents custom survey average.  
 Job titles that are not highlighted include the All Surveys average; these positions were not included in the custom survey.

SAN DIEGO ASSOCIATION OF GOVERNMENTS  
**FY 2012 POSITION CLASSIFICATION/SALARY RANGE TABLE**

CLASS NO.	CLASS SALARY RANGES	ANNUAL SALARY RANGES			MONTHLY SALARY RANGES		
		MIN	MID	MAX	MIN	MID	MAX
A	CLASS SALARY RANGES..... Intern Assistant	21,108	32,112	43,116	1,759	2,676	3,593
3	CLASS SALARY RANGES..... Customer Service Representative I Office Services Specialist I Receptionist I	28,866	37,526	46,186	2,406	3,127	3,849
5	CLASS SALARY RANGES..... Accounting Specialist I Administrative Office Specialist I Customer Service Representative II Office Services Specialist II Receptionist II	29,446	38,280	47,114	2,454	3,190	3,926
6	CLASS SALARY RANGES..... Graphic Design Specialist	30,330	39,429	48,528	2,527	3,286	4,044
7	CLASS SALARY RANGES..... Accounting Specialist II Administrative Office Specialist II Customer Service Representative III Office Services Specialist III Receptionist III	31,240	40,612	49,984	2,603	3,384	4,165
8	CLASS SALARY RANGES..... Graphic Designer I	32,802	42,642	52,483	2,733	3,554	4,374
9	CLASS SALARY RANGES..... Accounting Specialist III Administrative Office Specialist III	34,442	44,774	55,107	2,870	3,731	4,592
10	CLASS SALARY RANGES..... Contracts and Procurement Specialist Graphic Designer II Human Resources Specialist Information Systems Specialist I Marketing Specialist Public Information Specialist	36,164	47,013	57,862	3,014	3,918	4,822
11	CLASS SALARY RANGES..... Engineering Technician Planning Technician Research Technician	37,972	49,364	60,755	3,164	4,114	5,063
12	CLASS SALARY RANGES..... Accountant I Administrative Analyst I Associate Graphic Designer Contracts and Procurement Analyst I Financial Analyst I Human Resources Analyst I Information Systems Analyst I Information Systems Specialist II Internal Management Auditor I Legislative Analyst I Marketing Analyst I Programmer Analyst I Public Information Officer I Regional Economist I Regional Planner I Research Analyst I Senior Administrative Office Specialist Technology Analyst I Transportation Modeler I	39,871	51,832	63,793	3,323	4,319	5,316
14	CLASS SALARY RANGES..... Accountant II Administrative Analyst II Contracts and Procurement Analyst II Financial Analyst II Human Resources Analyst II Information Systems Analyst II Information Systems Specialist III Internal Management Auditor II Legislative Analyst II Marketing Analyst II Programmer Analyst II Public Information Officer II Regional Economist II Regional Planner II Research Analyst II Technology Analyst II Transportation Modeler II	43,958	57,145	70,332	3,663	4,762	5,861
15	CLASS SALARY RANGES..... Assistant Engineer I Executive Assistant/Clerk of the Board	46,155	60,002	73,849	3,846	5,000	6,154

SAN DIEGO ASSOCIATION OF GOVERNMENTS  
**FY 2012 POSITION CLASSIFICATION/SALARY RANGE TABLE**

CLASS NO.	CLASS SALARY RANGES	ANNUAL SALARY RANGES			MONTHLY SALARY RANGES		
		MIN	MID	MAX	MIN	MID	MAX
16	CLASS SALARY RANGES..... Administrative Office Supervisor Associate Accountant Associate Administrative Analyst Associate Contracts and Procurement Analyst Associate Financial Analyst Associate Human Resources Analyst Associate Internal Management Auditor Associate Legislative Analyst Associate Marketing Analyst Associate Public Information Officer Associate Regional Economist Associate Regional Planner Associate Research Analyst Associate Transportation Modeler Project Coordinator	48,463	63,002	77,541	4,039	5,250	6,462
17	CLASS SALARY RANGES..... Assistant Engineer II Associate Information Systems Analyst Associate Programmer Analyst Associate Technology Analyst Pass Sales Manager	50,886	66,152	81,418	4,241	5,513	6,785
19	CLASS SALARY RANGES..... Senior Accountant Senior Administrative Analyst Senior Contracts and Procurement Analyst Senior Financial Analyst Senior Human Resources Analyst Senior Marketing Analyst	56,117	72,952	89,787	4,676	6,079	7,482
20	CLASS SALARY RANGES..... Associate Engineer	58,923	76,600	94,277	4,910	6,383	7,856
21	CLASS SALARY RANGES..... Communications Manager Creative Services Manager Senior Public Information Officer	61,869	80,430	98,991	5,156	6,702	8,249
22	CLASS SALARY RANGES..... Borders Program Manager Budget Program Manager Business Services Manager Financial Programming Manager Marketing Manager Project Control Manager Senior Information Systems Analyst Senior Internal Management Auditor Senior Legislative Analyst Senior Programmer Analyst Senior Regional Economist Senior Regional Planner Senior Research Analyst Senior Technology Analyst Senior Transportation Modeler	64,963	84,451	103,940	5,414	7,038	8,662
23	CLASS SALARY RANGES..... Associate General Counsel Senior Engineer Senior Engineer / Contracts Manager	68,211	88,674	109,137	5,684	7,389	9,095
24	CLASS SALARY RANGES..... Manager of Contracts and Procurement Manager of Human Resources	71,621	93,108	114,594	5,968	7,759	9,550
25	CLASS SALARY RANGES..... Information Systems Manager Principal Technology Program Manager Principal Regional Economist Principal Regional Planner Principal Research Analyst Principal Transportation Modeler Project Development Program Manager	75,202	97,763	120,324	6,267	8,147	10,027
26	CLASS SALARY RANGES..... Finance Manager Manager of Financial Programming and Project Control Principal Engineer Principal Internal Management Auditor	78,962	102,651	126,340	6,580	8,554	10,528
29	CLASS SALARY RANGES..... Deputy General Counsel	91,409	118,832	146,254	7,617	9,903	12,188
30	CLASS SALARY RANGES..... Chief Economist Director: Communications, Criminal Justice, Engineering, Public Safety, Rail Goods Movement Policy Manager	95,979	124,773	153,567	7,998	10,398	12,797
33	CLASS SALARY RANGES..... Department Director TransNet and Legislative Affairs Program Director	111,108	144,441	177,773	9,259	12,037	14,814
35	CLASS SALARY RANGES..... Chief Deputy Executive Director General Counsel	122,497	159,246	195,995	10,208	13,270	16,333
N/A	EXECUTIVE DIRECTOR.....						(Set by Board of Directors)

**SANDAG**  
**Summary of Salary Structure Analysis**  
**February 2012**

Current Class No.	Job Title	# of Ees in Position	SANDAG Average Salary	Current Class No.	Current Midpoint	Custom Median/MidPoint	SANDAG Avg Custom Avg % Diff	Curr Mdpt/Custom Avg Comparatio	All Surveys Average	SANDAG Avg/All Survey Avg % Diff	SANDAG Avg/Current Mdpt Comparatio	Current Mdpt/All Survey Avg Comparatio	Consider Class No	Comments Based on Current Midpoints
1	Vacant	-	-	1	36,787				n/a	n/a	n/a	n/a		
2	Vacant	-	-	2	37,155				n/a	n/a	n/a	n/a		
3	Not included in study	n/a	-	3	37,526				n/a	n/a	n/a	n/a		
4	Vacant	-	-	4	37,901				n/a	n/a	n/a	n/a		
5	Administrative Office Specialist I	1	40,000	5	38,280				37,523	6%	1.04	1.02		
5	Customer Service Representative II	1	34,778	5	38,280				35,616	-2%	0.91	1.07		
5	Office Services Specialist II	3	42,245	5	38,280				34,459	18%	1.10	1.11		
5	Receptionist II	1	37,003	5	38,280				34,000	8%	0.97	1.13		
6	Not included in study	n/a	-	6	39,429				n/a	n/a	n/a	n/a		
7	Accounting Specialist II	3	39,305	7	40,612				37,053	6%	0.97	1.10		
7	Office Services Specialist III	1	50,003	7	40,612	43,303	13%	0.94	42,602	15%	1.23	0.95		Based on survey data alone, Class 7 is OK.
8	Not included in study	n/a	-	8	42,642				n/a	n/a	n/a	n/a		
9	Accounting Specialist III	1	52,416	9	44,774				41,929	20%	1.17	1.07		
9	Administrative Office Specialist III	8	50,918	9	44,774	45,360	11%	0.99	48,979	4%	1.14	0.91		Based on average midpoint, Class 9 is OK.
9	Department Coordinator	0	-	9	44,774				42,863	n/a	n/a	1.04		
9	Document Control Specialist III	0	-	9	44,774				46,681	n/a	n/a	0.96		
10	Graphic Designer II	1	42,328	10	47,013				45,175	-7%	0.90	1.04		
11	Project Scheduler	1	55,016	11	49,364				57,010	-4%	1.11	0.87	14	Based on survey data alone, Class 14 is appropriate.
12	Administrative Analyst I	1	49,754	12	51,832				59,949	-20%	0.96	0.86	14	Based on survey data alone, Class 14 is appropriate.
12	Associate Graphic Designer	2	56,836	12	51,832				54,809	4%	1.10	0.95		
12	Contracts and Procurement Analyst I	0	-	12	51,832	52,487	n/a	0.99	52,905	n/a	n/a	0.98		Based on survey data alone, Class 12 is OK.
12	Human Resources Analyst I	1	54,725	12	51,832				52,345	4%	1.06	0.99		
12	Information Systems Analyst I	0	-	12	51,832	68,214	n/a	0.76	62,149	n/a	n/a	0.83	15	Based on all survey average, Class 15 is appropriate.
12	Information Systems Specialist II	2	56,451	12	51,832	64,056	-13%	0.81	51,466	9%	1.09	1.01		Based on all survey average, Class 12 is OK.
12	Legislative Analyst I	0	-	12	51,832				55,761	n/a	n/a	0.93		
12	Marketing Analyst I	0	-	12	51,832				49,389	n/a	n/a	1.05		
12	Programmer Analyst I	0	-	12	51,832				62,266	n/a	n/a	0.83	15	Based on all survey average, Class 15 is appropriate.
12	Public Information Officer I	0	-	12	51,832	50,045	n/a	1.04	49,498	n/a	n/a	1.05		
12	Regional Planner I	4	42,016	12	51,832	56,998	-36%	0.91	52,675	-25%	0.81	0.98	14	Based on average midpoint, Class 14 is appropriate.
12	Research Analyst I	4	42,666	12	51,832	59,062	-38%	0.88	52,099	-22%	0.82	0.99	14	Based on survey data alone, Class 14 is appropriate
12	Transportation Modeler I	0	-	12	51,832	59,672	n/a	0.87	49,537	n/a	n/a	1.05	14	Based on average midpoint, Class 14 is appropriate.
13	Vacant	-	-	13	54,424				n/a	n/a	n/a	n/a		

**SANDAG**  
**Summary of Salary Structure Analysis**  
**February 2012**

Current Class No.	Job Title	# of Ees in Position	SANDAG Average Salary	Current Class No.	Current Midpoint	Custom Median/MidPoint	SANDAG Avg Custom Avg % Diff	Curr Mdpt/Custom Avg Comparatio	All Surveys Average	SANDAG Avg/All Survey Avg % Diff	SANDAG Avg/Current Mdpt Comparatio	Current Mdpt/All Survey Avg Comparatio	Consider Class No	Comments Based on Current Midpoints
14	Accountant II	1	53,019	14	57,145				55,906	-5%	0.93	1.02		
14	Information Systems Specialist III	1	63,814	14	57,145	73,068	-15%	0.78	58,826	8%	1.12	0.97		Based on all survey average, Class 14 is OK.
15	Assistant Engineer I	0	-	15	60,002				60,274	n/a	n/a	1.00		
15	Assistant Systems Engineer I	0	-	15	60,002				66,313	n/a	n/a	0.90		
15	Executive Assistant/Clerk of the Board	2	71,261	15	60,002				68,356	4%	1.19	0.88	17	Based on survey data alone, Class 17 is appropriate.
16	Administrative Office Supervisor	0	-	16	63,002	60,192	n/a	1.05	59,674	n/a	n/a	1.06		
16	Associate Accountant	2	62,816	16	63,002				60,153	4%	1.00	1.05		
16	Associate Administrative Analyst	1	58,261	16	63,002				69,797	-20%	0.92	0.90		
16	Assoc Contracts & Procurement Analyst	5	73,107	16	63,002	66,354	9%	0.95	63,934	13%	1.16	0.99		Based on survey average, Class 16 is OK.
16	Associate Financial Analyst	2	64,511	16	63,002	63,970	1%	0.98	67,186	-4%	1.02	0.94		Based on average midpoint, Class 16 is OK.
16	Associate Human Resources Analyst	1	65,000	16	63,002				59,279	9%	1.03	1.06		
16	Associate Legislative Analyst	1	63,565	16	63,002				67,088	-6%	1.01	0.94		
16	Associate Marketing Analyst	1	65,520	16	63,002				57,227	13%	1.04	1.10		
16	Associate Public Information Officer	0	-	16	63,002	62,928	n/a	1.00	60,862	n/a	n/a	1.04		Based on survey average, Class 16 is OK.
16	Associate Regional Planner	13	63,914	16	63,002	68,435	-7%	0.92	64,881	-2%	1.01	0.97	18	Based on average midpoint, Class 18 is appropriate.
16	Associate Research Analyst	6	68,300	16	63,002	70,516	-3%	0.89	68,845	-1%	1.08	0.92	18	Based on average midpoint, Class 18 is appropriate.
16	Associate Transportation Modeler	4	64,282	16	63,002	70,421	-10%	0.89	70,421	-10%	1.02	0.89	18	Based on survey data alone, Class 18 is appropriate.
16	Project Coordinator	2	68,318	16	63,002				60,975	11%	1.08	1.03		
17	Associate Information Systems Analyst	4	71,380	17	66,152	72,191	-1%	0.92	70,400	1%	1.08	0.94	18 or 19	Based on average midpoint, Class 18 or 19 is appropriate.
17	Associate Programmer Analyst	2	73,278	17	66,152				73,167	0%	1.11	0.90	18 or 19	Based on all survey average, Class 18 or 19 is appropriate.
18	Vacant	-	-	18	69,460				n/a	n/a	n/a	n/a		
19	Senior Accountant	2	79,487	19	72,952				71,640	10%	1.09	1.02		
19	Senior Contracts and Procurement Analyst	2	82,750	19	72,952	82,190	1%	0.89	77,682	6%	1.13	0.94		Based on all survey average, Class 19 is OK.
19	Senior Human Resources Analyst	1	75,000	19	72,952				66,476	11%	1.03	1.10		
19	Senior Marketing Analyst	0	-	19	72,952				66,358	n/a	n/a	1.10		
20	Associate Engineer	1	87,610	20	76,600	78,183	11%	0.98	74,575	15%	1.14	1.03		Based on average midpoint, Class 20 is OK.
20	Associate Systems Engineer	0	-	20	76,600				79,659	n/a	n/a	0.96		
21	Communications/Marketing Manager	0	-	21	80,430	105,040	n/a	0.77	91,211	n/a	n/a	0.88	23	Based on the all survey average, Class 23 is appropriate.
21	Creative Services Manager	1	85,010	21	80,430				80,459	5%	1.06	1.00		
21	Senior Public Information Officer	3	88,247	21	80,430	75,164	15%	1.07	71,943	18%	1.10	1.12		Based on survey data alone, Class 21 is OK.
22	Budget Program Manager	1	99,611	22	84,451				93,197	6%	1.18	0.91		
22	Project Control Manager	2	89,232	22	84,451	91,466	-3%	0.92	92,358	-4%	1.06	0.91		Based on average midpoint, Class 22 is OK.
22	Senior Grants Coordinator	1	85,010	22	84,451				75,538	11%	1.01	1.12		
22	Senior Information Systems Analyst	2	78,478	22	84,451	89,417	-14%	0.94	84,194	-7%	0.93	1.00		Based on survey data alone, Class 22 is OK.
22	Senior Legislative Analyst	1	80,766	22	84,451				81,000	0%	0.96	1.04		



**SANDAG**  
**Summary of Salary Structure Analysis**  
**February 2012**

Current Class No.	Job Title	# of Ees in Position	SANDAG Average Salary	Current Class No.	Current Midpoint	Custom Median/MidPoint	SANDAG Avg Custom Avg % Diff	Curr Mdpt/Custom Avg Comparatio	All Surveys Average	SANDAG Avg/All Survey Avg % Diff	SANDAG Avg/Current Mdpt Comparatio	Current Mdpt/All Survey Avg Comparatio	Consider Class No	Comments Based on Current Midpoints
22	Senior Programmer Analyst	2	93,469	22	84,451				88,191	6%	1.11	0.96		
22	Senior Regional Planner	19	87,944	22	84,451	79,612	9%	1.06	77,380	12%	1.04	1.09		Based on average midpoint, Class 22 is OK.
22	Senior Research Analyst	7	81,958	22	84,451	82,973	-1%	1.02	81,356	1%	0.97	1.04		Based on average midpoint, Class 22 is OK.
22	Senior Technology Program Analyst	2	92,009	22	84,451	83,324	9%	1.01	82,670	10%	1.09	1.02		Based on survey data alone, Class 22 is OK.
22	Senior Transportation Modeler	3	87,305	22	84,451	88,569	-1%	0.95	94,584	-8%	1.03	0.89		Based on average midpoint, Class 22 is OK.
23	Senior Engineer	12	102,199	23	88,674	96,574	6%	0.92	96,183	6%	1.15	0.92		Based on average midpoint, Class 23 is OK.
23	Senior Project Scheduler	1	108,014	23	88,674				92,468	14%	1.22	0.96		
23	Senior Systems Engineer	0	-	23	88,674				100,389	n/a	n/a	0.88		Based on survey data alone, Class 23 is OK.
24	Manager of Contracts and Procurement	1	114,608	24	93,108	115,382	-1%	0.81	104,502	9%	1.23	0.89	28	Based on average midpoint, Class 28 is appropriate.
24	Manager of Human Resources	1	85,010	24	93,108				91,745	-8%	0.91	1.01		
24	Manager of Small Business Development	0	-	24	93,108	87,851	n/a	1.06	96,689	n/a	n/a	0.96		Based on all survey average, Class 24 is OK.
25	Information Systems Manager	1	94,661	25	97,763	98,184	-4%	1.00	106,598	-13%	0.97	0.92		Based on average midpoint, Class 25 is OK.
25	Principal Regional Planner	6	117,069	25	97,763	101,698	13%	0.96	94,520	19%	1.20	1.03		Based on survey data alone, Class 25 is OK.
25	Principal Research Analyst	2	101,764	25	97,763	118,632	-17%	0.82	104,852	-3%	1.04	0.93		Based on all survey average, Class 25 is OK.
25	Principal Technology Program Manager	2	116,594	25	97,763	94,265	19%	1.04	105,537	9%	1.19	0.93		Based on average midpoint, Class 25 is OK.
26	Finance Manager	1	114,000	26	102,651	100,708	12%	1.02	101,127	11%	1.11	1.02		Based on average midpoint, Class 26 is OK.
26	Principal Engineer	5	121,231	26	102,651	111,443	8%	0.92	116,449	4%	1.18	0.88		Based on average midpoint, Class 26 is OK.
26	Principal Systems Engineer	0	-	26	102,651				110,269	n/a	n/a	0.93		Based on survey data alone, Class 26 is OK.
26	Senior General Counsel	0	-	26	102,651	115,644	n/a	0.89	105,230	n/a	n/a	0.98	28	Based on average midpoint, Class 28 is appropriate.
27	Vacant	-	-	27	107,784				n/a	n/a	n/a	n/a		
28	Vacant	-	-	28	113,173				n/a	n/a	n/a	n/a		
29	Deputy General Counsel	1	146,254	29	118,832	152,916	-5%	0.78	141,394	3%	1.23	0.84	34	Based on average midpoint, Class 34 is appropriate.
30	Director of Communications	1	107,266	30	124,773	131,364	-22%	0.95	115,138	-7%	0.86	1.08		Based on average midpoint, Class 30 is OK.
31	Vacant	-	-	31	131,012				n/a	n/a	n/a	n/a		
32	Vacant	-	1	32	137,562				n/a	n/a	n/a	n/a		
33	Department Director, Director of Finance	1	135,013	33	144,441	138,873	-3%	1.04	165,434	-23%	0.93	0.87		Based on average midpoint, Class 33 is OK.
34	Vacant	-	-	34	151,663				n/a	n/a	n/a	n/a		
35	Chief Deputy Executive Director	1	189,010	35	159,246	178,932	5%	0.89	205,974	-9%	1.19	0.77		Consider a higher range or do not include in a salary range
35	General Counsel	1	165,000	35	159,246	219,000	-33%	0.73	199,190	-21%	1.04	0.80		Consider a higher range or do not include in a salary range

Included in Custom Salary Survey

Custom Median/Midpoint column - this column represents the median of salaries reported or the midpoint average of the ranges reported in the custom survey.

**SANDAG**  
**Minimums and Maximums Comparison - SANDAG vs Custom Survey**  
**February 2012**

Current Class No.	Job Title	SANDAG		Custom Survey		# of Orgs Reporting
		Mininum	Maximum	Average Mininum	Average Maximum	
7	Office Services Specialist III	31,240	49,984	36,922	50,152	19 orgs rep
9	Administrative Office Specialist III	34,442	55,107	39,426	51,110	17 orgs rep
12	Contracts and Procurement Analyst I	39,871	63,793	50,074	67,126	10 orgs rep
12	Information Systems Analyst	39,871	63,793	53,268	74,405	11 orgs rep
12	Information Systems Specialist II	39,871	63,793	54,360	68,550	8 orgs rep
12	Public Information Officer I	39,871	63,793	46,139	64,151	6 orgs rep
12	Regional Planner I	39,871	63,793	49,416	65,562	15 orgs rep
12	Research Analyst I	39,871	63,793	50,062	69,790	4 orgs rep
12	Transportation Modeler I	39,871	63,793	47,181	68,956	4 orgs rep
14	Information Systems Specialist III	43,958	70,332	64,820	84,404	10 orgs rep
16	Administrative Office Supervisor	48,463	77,541	52,810	75,871	10 orgs rep
16	Associate Contracts and Procurement Analyst	48,463	77,541	53,356	80,184	13 orgs rep
16	Associate Financial Analyst	48,463	77,541	56,206	75,573	11 orgs rep
16	Associate Public Information Officer	48,463	77,541	48,611	72,917	9 orgs rep
16	Associate Regional Planner	48,463	77,541	60,288	79,160	22 orgs rep
16	Associate Research Analyst	48,463	77,541	61,464	81,458	6 orgs rep
16	Associate Transportation Modeler	48,463	77,541	56,220	81,654	6 orgs rep
17	Associate Information Systems Analyst	50,886	81,418	62,640	84,473	16 orgs rep
19	Senior Contracts and Procurement Analyst	56,117	89,787	60,811	93,182	10 orgs rep
20	Associate Engineer	58,923	94,277	70,915	89,561	16 orgs rep
21	Communications/Marketing Manager	61,869	98,991	80,862	115,358	9 orgs rep
21	Senior Public Information Officer	61,869	98,991	59,524	89,791	8 orgs rep

**SANDAG**  
**Minimums and Maximums Comparison - SANDAG vs Custom Survey**  
**February 2012**

Current Class No.	Job Title	SANDAG		Custom Survey		# of Orgs Reporting
		Mininum	Maximum	Average Mininum	Average Maximum	
22	Project Control Manager	64,963	103,940	74,780	108,149	7 orgs rep
22	Senior Information Systems Analyst	64,963	103,940	71,698	98,762	13 orgs rep
22	Senior Regional Planner	64,963	103,940	69,624	93,005	24 orgs rep
22	Senior Research Analyst	64,963	103,940	70,903	94,877	8 orgs rep
22	Senior Technology Program Analyst	64,963	103,940	65,052	97,562	4 orgs rep
22	Senior Transportation Modeler	64,963	103,940	71,910	104,508	8 orgs rep
23	Senior Engineer	68,211	109,137	83,532	116,688	13 orgs rep
24	Manager of Contracts and Procurement	71,621	114,594	94,516	129,826	9 orgs rep
24	Manager of Small Business Development	71,621	114,594	72,992	104,589	4 orgs rep
25	Information Systems Manager	75,202	120,324	82,644	117,207	21 orgs rep
25	Principal Regional Planner	75,202	120,324	84,690	114,252	21 orgs rep
25	Principal Research Analyst	75,202	120,324	92,012	129,926	3 orgs rep
25	Principal Technology Program Manager	75,202	120,324	75,412	113,119	5 orgs rep
26	Finance Manager	78,962	126,340	87,299	118,557	24 orgs rep
26	Principal Engineer	78,962	126,340	94,779	129,356	14 orgs rep
26	Senior General Counsel	78,962	126,340	99,720	134,112	7 orgs rep
29	Deputy General Counsel	91,409	146,254	130,140	175,692	8 orgs rep
30	Director of Communications	95,979	153,567	102,985	154,515	10 orgs rep
33	Department Director, Director of Finance	111,108	177,773	115,644	162,087	22 orgs rep
35	Chief Deputy Executive Director	122,497	195,995	141,324	199,380	21 orgs rep
35	General Counsel	122,497	195,995	n/a	n/a	11 orgs rep

Included in Custom

**SANDAG**  
**Minimums and Maximums Comparison - SANDAG vs Custom Survey**  
**February 2012**

Current Class No.	Job Title	SANDAG		Custom Survey		# of Orgs Reporting
		Minimum	Maximum	Average Minimum	Average Maximum	

**2012 Custom Salary Survey Sponsored by SANDAG**

The following 29 organizations participated in the custom salary survey:

- City of Carlsbad
- City of Chula Vista
- City of Coronado
- City of Del Mar
- City of Escondido
- City of La Mesa
- City of Lemon Grove
- City of National City
- City of Oceanside
- City of Poway
- City of San Diego
- City of San Marcos
- City of Santee
- City of Solana Beach
- County of San Diego\*
- Denver Regional Council of Governments
- Los Angeles County Metropolitan Trans Authority (Metro)
- Maricopa Associations of Governments
- Metropolitan Transit System (MTS)
- Metropolitan Transportation Commission (MTC)
- North County Transit District (NCTD)
- Orange County Transportation Authority (OCTA)
- Pima Associaton of Governments
- Puget Sound Regional Council
- Riverside County Transportation Commission (RCTC)
- Sacramento Area Council of Governments (SACOG)
- San Diego County Regional Airport Authority
- San Diego County Water Authority
- Southern California Association of Governments (SCAG)

\* Provided salary range data only.



### **SANDAG "Pay for Performance" Program**



### **SANDAG Board of Directors Strategic Goals**

- Regional Vision
- Mobility
- Quality of Life
- Organizational Effectiveness
- Innovation



## Areas of Emphasis

- Modeling and Research
- Planning and Forecasts
- Sustainable Development Strategies
- Smart Mobility Programs and Services
- Intermodal Planning and Implementation
- Internal and External Coordination



## Pay for Performance

- Compensation strategy where individual performance plays a significant role in the amount of merit increases and/or bonuses given



## Measuring Success

- SANDAG goals are met or exceeded
- Employee and agency goals are aligned
- Merit is given based on performance
- Compensation is fairly distributed



5

## Performance Evaluation Cycle

- June Board adopts fiscal year budget
- June/July Employee goal plans established
- July Evaluations completed/merits recommended
- Ongoing Goal plan monitoring



6

## Feedback and Merit Distribution

Employees and Managers provide feedback and discuss performance

- Outstanding performers = greatest merit
- Average performers = smaller merit
- Poor performers = no merit



7

## Program Review and Maintenance

- Internal consistencies of employee salaries
- Alignment of salary structure to labor market





## Program Review and Maintenance:

### *Internal Salary Consistency Review*

- Issues noted with internal salaries:
  - Inconsistency with long-standing employees and newly hired staff
  - Salary compression

## Program Review and Maintenance:

### *Alignment of Salary Structure to Labor Market*

- Issues noted in attracting and retaining staff:
  - Failed recruitments
  - Higher employee turnover

## Program Review and Maintenance: *Alignment of Salary Structure to Labor Market*

- 99 employees to consider for modifications due to structural inconsistencies

### **No immediate budget impact**

- 45 reclassify salary range with no salary adjustments

### **Immediate budget impact**

- 16 reclassify salary range with salary adjustments
- 38 no reclassification of salary range with salary adjustments



## Program Review and Maintenance: *Alignment of Salary Structure to Labor Market*

- Salary adjustments (for resetting the program) are estimated at \$240k or 1.2 percent of the projected salaries in the draft FY 2013 Budget
- Employees would receive adjustments between 2% and 7%

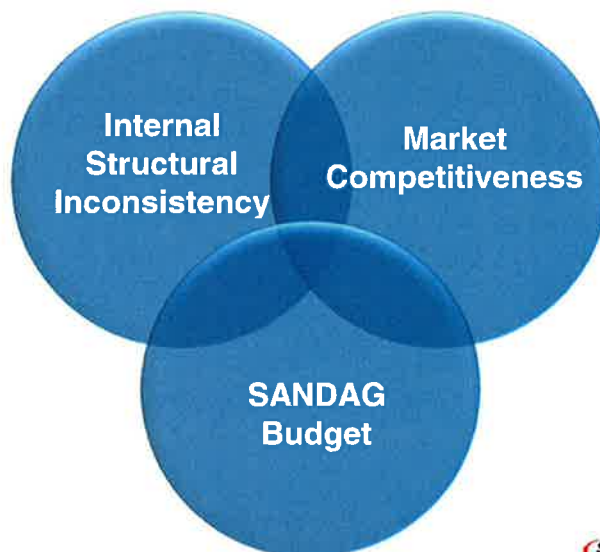


## Paying for Performance

- SANDAG "pay for performance" program relies on the ability to pay employees for exceptional performance
- Depending upon budget availability, merit increases and/or bonuses are the types of merit given at the agency



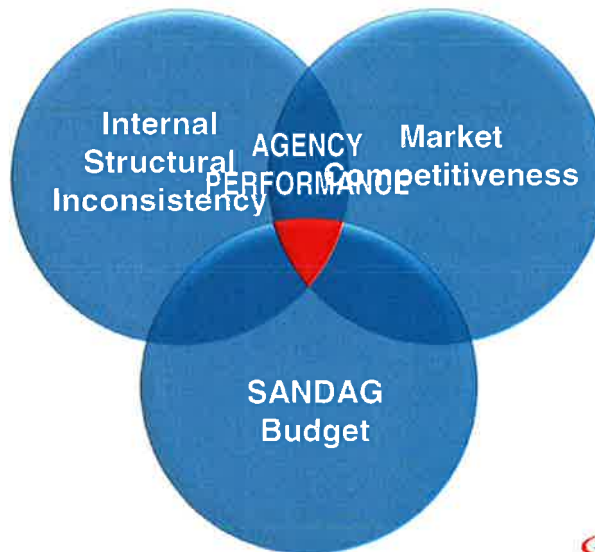
## Managing SANDAG Compensation System



## Managing SANDAG Compensation System



## Managing SANDAG Compensation System



## What we've done . . .

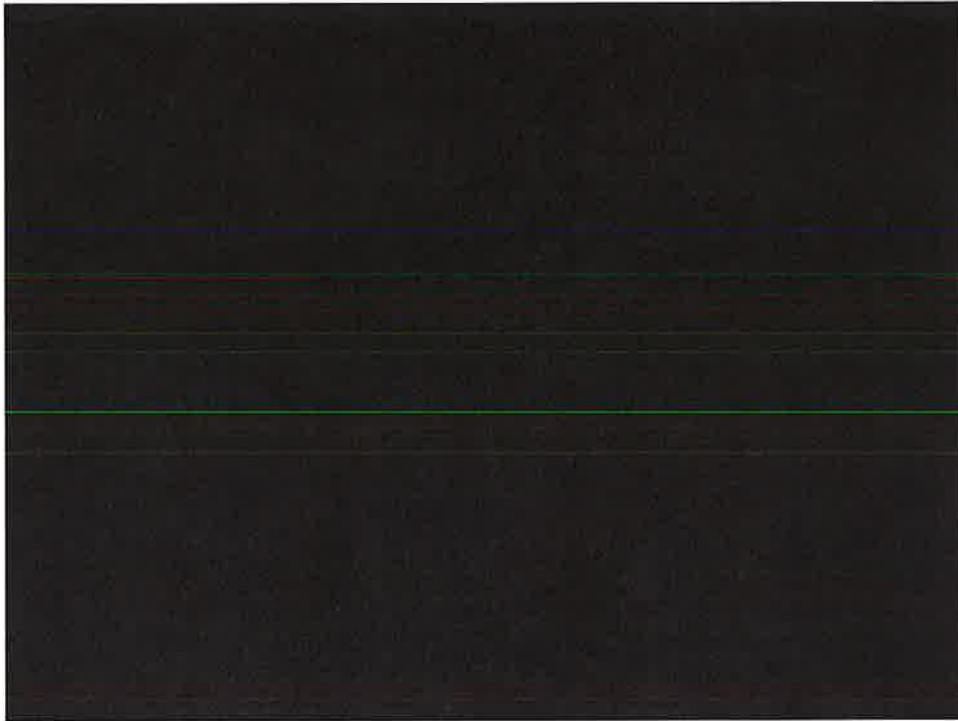
- Corridor improvements
- Green Line Trolley
- Smart Growth incentives
- Environ. mitigation
- Bike plan
- Beach replenishment
- Compass Card
- Fwy. Service Patrol



## What we have to do . . .

- Corridor improvements
- Mid-Coast Trolley
- Downtown BRT terminal
- Wetlands mitigation





### Budget vs. Staffing

Fiscal Year	Overall Budget (Millions)	Merit Pool (% of Salary Budget)	Regular Employees	CPI Adjustment
FY 12-13	\$1,374	?	206	
FY 11-12	\$1,171	0%	199	
FY 10-11	\$993	0%	197	
FY 09-10	\$1,136	0%	195	
FY 08-09	\$996	4%	186	
FY 07-08	\$890	3%	186	2%
FY 06-07	\$656	4%	177	2%
FY 05-06	\$403	4%	173	2%

