



Cortland County Legislature

Special Meeting

Legislative Chambers
Cortland, NY 13045
<http://www.cortland-co.org>

~ Minutes ~

Thursday, February 17, 2022

6:00 PM

Board Room

Salute to the Flag

Roll Call

Attendee Name	Organization	Title	Status	Arrived
Douglas Bentley	Cortland County, NY	Legislator	Present	
Beau Harbin	Cortland County, NY	Minority Leader	Present	
Cathy Bischoff	Cortland County, NY	Legislator	Present	
Ronald J. Van Dee	Cortland County, NY	Legislator	Excused	
Susan Wilson	Cortland County, NY	Legislator	Excused	
Richard Stock	Cortland County, NY	Legislator	Excused	
Ann Homer	Cortland County, NY	Legislator	Present	
Kevin Fitch	Cortland County, NY	Chair of the Legislature	Present	
Linda Jones	Cortland County, NY	Legislator	Present	
Kelly L. Fairchild-Preston	Cortland County, NY	Legislator	Present	
Christopher Newell	Cortland County, NY	Legislator	Present	
Joseph Nauseef	Cortland County, NY	Legislator	Present	
Eugene Waldbauer	Cortland County, NY	Legislator	Present	
Sandra Price	Cortland County, NY	Legislator	Present	
George Wagner	Cortland County, NY	Majority Leader	Present	
Paul Heider	Cortland County, NY	Legislator	Excused	
Mitchel Eccleston	Cortland County, NY	Legislator	Present	
Savannah Hempstead	Cortland County, NY	Clerk of the Legislature	Present	
Rob Corpora	Cortland County, NY	County Administrator	Present	
Laurie Leonard	Cortland County, NY	Personnel Officer	Present	
Steven DePerrior		Burke Group	Remote	

Presentation

1. Burke Group Compensation Analysis Summary

RESULT:	COMPLETED
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Adjourn



Cortland County
New York

3.1.a

Overview of Compensation Analysis of Cortland County Positions (Management, Management Confidential and Union)

FEBRUARY 2022



BURKE GROUP

Attachment: 2022-02-04 - Burke Group Presentation to Cortland County Legislature -

Overview

- Background and Objectives – Both Groups
- Survey Sources, Peer Group and Assumptions – Both Groups
- Common Compensation Objectives – Both Groups
- Current Trends in Compensation

Market Analysis – Management & Management Confidential

- Benefits Overview
- Recommendations for Discussion

Market Analysis - Union

- Benefits Overview
- Recommendations for Discussion
- Appendix:
 - New York State Minimum Wage
 - NYS Administrative Exemption

Background and Objectives

Cortland County contracted with Burke Group, an independent compensation consultant, to conduct a compensation analysis of county positions, including department heads, management confidential and CSEA union positions. The main objectives of the analysis were as follows:

- Conduct a compensation analysis for county positions;
- Review and propose changes to Cortland County compensation structures based on market and peer county data;
- Review and discuss cost to adjust based on analysis and proposed structures.
- Provide an overview of current benefits as compared to market; and
- Develop final reports that include the following:
 - Individual position analysis to market and peer data (where available);
 - Proposed structure options based on market and peer data;
 - Summary overview of benefits;
 - Trends and current market conditions;
 - Final recommendations.

Survey Sources, Peer Group & Assumptions

Survey Sources	Peer Group (Department Heads)	Assumptions
▪ New York State Association of Counties (NYSAC) ▪ Economic Research Institute (ERI) - Salary Assessor ▪ Greater Rochester Chamber of Commerce - Wage & Salary Surveys ▪ New York State DOL ▪ U.S. Bureau of Labor Statistics	▪ Columbia County ▪ Chenango County ▪ Genesee County ▪ Livingston County ▪ Madison County ▪ Tioga County ▪ Tompkins County	▪ County Government ▪ Population Approximately 47,58 ▪ 2021 Budget - \$137.4M ▪ Geographical Area New York Sta / Finger Lakes Region/ Cortland County

Common Compensation Objectives

External Competitiveness

- To align internal salaries with the competitive marketplace
- Define competitive pay for jobs of comparable value or grade

Internal Equity

- To understand the relative value of jobs to one another
- Ensure consistency in application

The hierarchy of jobs in the organization relative to:

- Responsibilities
- Skills required
- Impact of position
- Reporting relationship

A basis for communicating with employees that has:

- An equitable and market-driven compensation system
- A process for salary increases and promotions, managed on a fair and consistent basis

Current Trends in Compensation

- Supply and demand issues in clinical, health care and social service positions (caseworker) are driving salaries up.
- Many employees have left the labor market (COVID, retiree, health concerns).
- Difficult to attract and keep employees below \$15.
- Employers in private sector offering higher wages and sign on bonuses.
- Employees are looking more at the starting pay than the long-term value of benefits.
- Working remote – large effect on IT.
- Specifically, Bureau of Labor Statistics (BLS) measures of labor participation show signs of limited available labor in the market.
- We have all seen rates of inflation higher than the Fed's target of 2%. Higher cost-of-living levels are correlated with compensation growth, but in normal economic conditions the cost of labor tends to lag cost of living. It should be noted, there are conditions where higher prices will directly push wages higher. This is called a wage-price spiral.
- ERI is expecting higher compensation growth as we progress into 2022.



Cortland County
New York

Management & Management Confidential Positions

Cortland County

Current Management & Management Confidential Structures – Effective January 2022

A market analysis for this group was last done in 2005.

Highlights of the Current Management Structure:

- 7.5% increase between each grade (11 Grades)
- 6 Steps in each grade
- 4% increase between each step (2% per year – Step increments are every 2 Years)

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	2 Year	4 Year	6 Year	8 Year	10 Year
Hire Rate	Anniversary	Anniversary	Anniversary	Anniversary	Anniversary

Highlights of the Current Management Confidential Structure:

- 4% increase between each grades 1 thru 4 & 8.2% between Grades 4 & 5 (5 Grades)
- 6 Steps in each grade
- 4% increase between each step (2% per year – Step increments are every 2 Years)

Cortland County

Current Management & Management Confidential Structures – *Effective January 2022*

Grade	1 Hire Rate	2 2 Year	3 4 Year	4 6 Year	5 8 Year	6 10 Year
1	\$88,977	\$92,537	\$96,238	\$100,087	\$104,089	\$108,254
2	\$82,768	\$86,081	\$89,523	\$92,797	\$96,827	\$100,701
3	\$76,995	\$80,074	\$83,277	\$86,609	\$90,073	\$93,675
4	\$71,623	\$74,487	\$77,468	\$80,566	\$83,789	\$87,139
5	\$66,626	\$69,291	\$72,062	\$74,944	\$77,943	\$81,060
6	\$61,977	\$64,456	\$67,035	\$69,716	\$72,505	\$75,405
7	\$57,653	\$59,961	\$62,357	\$64,853	\$67,446	\$70,144
8	\$53,630	\$55,777	\$58,010	\$60,328	\$62,741	\$65,251
9	\$49,890	\$51,885	\$53,961	\$56,118	\$58,363	\$60,698
10	\$46,409	\$48,265	\$50,197	\$52,202	\$54,293	\$56,464
11	\$43,171	\$44,897	\$46,694	\$48,561	\$50,504	\$52,523

Management Confidential

5	\$22.7399	\$23.6497	\$24.5957	\$25.5794	\$26.6025	\$27.6668
4	\$21.0202	\$21.8609	\$22.7354	\$23.6449	\$24.5906	\$25.5743
3	\$20.2116	\$21.0202	\$21.8609	\$22.7354	\$23.6449	\$24.5906
2	\$19.4344	\$20.2116	\$21.0202	\$21.8609	\$22.7354	\$23.6449
1	\$18.6869	\$19.4344	\$20.2116	\$21.0202	\$21.8609	\$22.7354

Market Analysis

Management & Management Confidential

- In our analysis we utilized market and peer data for this group. If both market and peer data was available, we used the average of the two data points for our comparison.
- We compared the market data to Step 4 of County's current structure (2022). Step 4 was used as it represents 6 years of employment with Cortland.

Market Analysis Summary

By Department

Chart Shown is the Average per Department of the Comparison of Cortland County MC Structure Step 4 (6 Years) to the Market & Peer Average Rate for each position

Cortland Department	Cortland to Market & Peer Average
Aging	95.3%
Assigned Counsel	91.7%
Audit	96.2%
Budget & Finance	89.2%
Buildings & Grounds	79.3%
Coroner	NA
County Administrator	74.0%
County Attorney	89.7%
County Clerk	84.8%
Clerk of the Legislature	93.2%
County Treasurer	NA
District Attorney	90.5%
Elections	116.7%
Emergency Reponse	90.1%
Employment & Training	90.1%
Health Department	90.3%
Highway Department	94.3%
Information Technology	89.7%
Mental Health	85.9%
Personnel	95.5%
Planning	87.7%
Probation	88.5%
Public Defender	86.9%
Real Property	88.8%
Sheriff	82.1%
Social Services	86.5%
Veterans Services	86.5%
Weights & Measurers	77.3%
	89.3%

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Attachment: 2022-02-04 - Burke Group Presentation to Cortland County Legislature -

Market Analysis

Management & Management Confidential Option 1 - Proposed Compensation Structures

Based on peer group and market data, we have developed a proposed compensation structure for Management Confidential Group:

Salary & Hourly Structures

- Range Spread of 40% (20% Below Midpoint / 20% Above Midpoint); and
- An incremental increase in Grade Midpoints of 7.5% (consistent with current Management structure).

In order to reflect incumbents experience and years in position we have divided each grade into four (4) quartiles. Each quartile represents an individual's years of experience and/or years in position.

Market Analysis

Management & Management Confidential Option I - Proposed Compensation Structure - Management

Grade	1st Qtl		2nd Qtl		3rd Qtl		4th Qtl	
	Minimum	25th %ile	Midpoint	75th %ile	Maximum			
1	\$103,719	\$116,684	\$129,649	\$142,613	\$155,578			
2	\$96,483	\$108,543	\$120,603	\$132,664	\$144,724			
3	\$89,751	\$100,970	\$112,189	\$123,408	\$134,627			
4	\$83,490	\$93,926	\$104,362	\$114,798	\$125,234			
5	\$77,665	\$87,373	\$97,081	\$106,789	\$116,497			
6	\$72,246	\$81,277	\$90,308	\$99,339	\$108,369			
7	\$67,206	\$75,607	\$84,007	\$92,408	\$100,809			
8	\$62,517	\$70,332	\$78,146	\$85,961	\$93,776			
9	\$58,155	\$65,425	\$72,694	\$79,964	\$87,233			
10	\$54,098	\$60,860	\$67,623	\$74,385	\$81,147			
11	\$50,324	\$56,614	\$62,905	\$69,195	\$75,486			
12	\$46,813	\$52,664	\$58,516	\$64,368	\$70,219			

Market Analysis

Management & Management Confidential

Option I - Proposed Compensation Structure – Mgmt Confidential

Grade	1st Qtl		2nd Qtl		3rd Qtl		4th Qtl	
	Minimum	25th %ile	Midpoint	75th %ile	Maximum			
8H	\$26.53	\$29.84	\$33.16	\$36.48	\$39.79			
7H	\$24.68	\$27.77	\$30.85	\$33.94	\$37.02			
6H	\$22.96	\$25.83	\$28.70	\$31.57	\$34.44			
5H	\$21.36	\$24.03	\$26.70	\$29.37	\$32.04			
4H	\$19.87	\$22.36	\$24.84	\$27.32	\$29.81			
3H	\$18.49	\$20.80	\$23.11	\$25.42	\$27.73			
2H	\$17.20	\$19.35	\$21.50	\$23.65	\$25.80			
1H	\$16.00	\$18.00	\$20.00	\$22.00	\$24.00			

Market Analysis

Management & Management Confidential Option I - Proposed Compensation Structure Guidelines

Minimum / 1 st Quartile	2 nd Quartile
The Minimum of the 1st Quartile represents the minimum starting rate based on Cortland's minimum qualifications for the position. Generally, this represents a range of starting pay for an entry level employee with the minimum qualifications and 0 - 2 years with Cortland.	Generally, this represents a range of pay for an employee who typically has 3 - 6 years of service with Cortland and/or combination of service and experience in a comparable position (in or outside Cortland). The individual in this quartile should be fully capable of all accountabilities for the position.
3 rd Quartile	4 th Quartile
Generally, this represents a range of pay for an employee who typically has 7 – 10 years of service with Cortland and/or combination of service and experience in a comparable position (in or outside Cortland). The individual in this quartile should be fully capable of all accountabilities for the position and continues to meet and/or exceeds expectations of the position.	Generally, this is reserved for employees who typically performs at a consistently outstanding level and employees with greater than 11 years experience in a comparable position (in or outside Cortland).

Market Analysis

Management & Management Confidential Option 2 - Proposed Compensation Structures

Based on peer group and market data, we have developed a proposed compensation structure for Management Confidential Group:

Use the same grades as developed in Option 1 – Using the County Step Structure

- An incremental increase of 7.5% between grades (consistent with current Management structure);
- Step 1 (Hire Rate) – Represents 10% below Midpoint/Market;
- There is a 4% increase between each step (2% per year); and
- Stop at Step 6 (10 Years)

Market Analysis

Management & Management Confidential Option 3 - Proposed Compensation Structures

Based on peer group and market data, we have developed a proposed compensation structure for Management Confidential Group:

Use the same grades as developed in Option 1 – Using the County Step Structure

- An incremental increase of 7.5% between grades (consistent with current Management structure);
- Step 1 (Hire Rate) – Represents 20% below Midpoint/Market;
- There is a 4% increase between each step (2% per year); and
- Stop at Step 6 (10 Years)

Market Analysis

Management & Management Confidential Option 4 - Proposed Compensation Structures

Based on peer group and market data, we have the developed a proposed compensation structures for Management Confidential Group:

Use the same grades as developed in Option 1 – Using the County Step Structure

- An incremental increase of 7.5% between grades(consistent with current Management structure);
- Step 1 (Hire Rate) – Represents 10% below Midpoint/Market;
- There is a 4% increase between each step (2% per year); and
- Increase the steps to Step 7 (12 Years)

Market Analysis

Management & Management Confidential Option 5 - Proposed Compensation Structures

Based on peer group and market data, we have developed a proposed compensation structures for Management Confidential Group:

Use the same grades as developed in Option 1 – Using the County Step Structure

- An incremental increase of 7.5% between grades (consistent with current Management structure);
- Step 1 (Hire Rate) – Represents 10% below Midpoint/Market;
- Change the increase between steps from 4% to 3% (1.5% per year); and
- Stop at Step 6 (10 Years)

Benefits – Overview

Management & Management Confidential

Cortland County Benefit	Cortland County in Relation to Market
Longevity	Above Market
Health	Above Market
Prescriptions	At Market
Dental	At Market
Vision	At Market
Health Insurance Upon Retirement	Above Market
Retirement	Above Market
Tuition Reimbursement	Above Market
Holidays	Above Market
Annual Leave	At Market
Accrued Vacation Pay to Pay Health Insurance	Above Market
Sick Leave	Above Market
Personal Leave	At Market

Recommendations for Discussion

- Individually review positions that are considerably below market and consider moving those positions to the next higher grade(s) unless the County is putting a lower value on that position compared to market.
- Review proposed options and determine the best option for the County moving forward.



Cortland County
New York

CSEA, Local 1000 AFSCME, AFL-CIO Union Positions

CSEA, Local 1000 AFSCME, AFL-CIO

Current Salary Step Structure

Current contract - January 1, 2019 thru December 31, 2023

- 29 Grades – Various increases between grades (approximately 2% up to 6%)
- 7 Steps in each grade
- 4% increase between each step (2% per year – Step increments are every 2 Years)
- Highway Department currently has separate structure

Cortland County

Current Union Grades &
Salary Step Schedule -
Effective 2022

Grade	CSEA Budgeting Salary Step Schedule - 2022							3.1.a
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
2	\$13.90	\$14.45	\$15.03	\$15.63	\$16.26	\$16.91	\$17.50	
3	\$14.72	\$15.31	\$15.93	\$16.56	\$17.23	\$17.91	\$18.54	
4	\$15.01	\$15.61	\$16.23	\$16.88	\$17.55	\$18.26	\$18.90	
5	\$15.87	\$16.50	\$17.16	\$17.85	\$18.56	\$19.30	\$19.98	
6	\$16.33	\$16.98	\$17.66	\$18.37	\$19.10	\$19.86	\$20.56	
7	\$16.81	\$17.49	\$18.19	\$18.91	\$19.67	\$20.46	\$21.18	
8	\$17.32	\$18.01	\$18.73	\$19.48	\$20.26	\$21.07	\$21.81	
9	\$17.85	\$18.57	\$19.31	\$20.08	\$20.89	\$21.72	\$22.49	
10	\$18.42	\$19.16	\$19.92	\$20.72	\$21.55	\$22.41	\$23.20	
11	\$19.01	\$19.77	\$20.56	\$21.38	\$22.24	\$23.13	\$23.94	
12	\$19.62	\$20.41	\$21.23	\$22.07	\$22.96	\$23.88	\$24.72	
13	\$20.27	\$21.08	\$21.93	\$22.80	\$23.72	\$24.67	\$25.53	
14	\$20.96	\$21.80	\$22.67	\$23.57	\$24.52	\$25.50	\$26.39	
15	\$21.68	\$22.54	\$23.45	\$24.38	\$25.36	\$26.37	\$27.30	
16	\$22.43	\$23.32	\$24.26	\$25.23	\$26.24	\$27.28	\$28.24	
17	\$23.22	\$24.14	\$25.11	\$26.11	\$27.16	\$28.25	\$29.24	
18	\$24.05	\$25.01	\$26.01	\$27.05	\$28.13	\$29.26	\$30.28	
19	\$24.92	\$25.91	\$26.95	\$28.03	\$29.15	\$30.31	\$31.38	
20	\$25.83	\$26.86	\$27.94	\$29.05	\$30.21	\$31.42	\$32.53	
21	\$26.79	\$27.86	\$28.98	\$30.13	\$31.34	\$32.59	\$33.74	
22	\$27.80	\$28.91	\$30.07	\$31.27	\$32.52	\$33.82	\$35.01	
23	\$28.86	\$30.01	\$31.21	\$32.46	\$33.76	\$35.11	\$36.34	
24	\$29.97	\$31.17	\$32.41	\$33.71	\$35.06	\$36.46	\$37.74	
25	\$31.14	\$32.38	\$33.68	\$35.02	\$36.42	\$37.88	\$39.21	
26	\$32.36	\$33.65	\$35.00	\$36.40	\$37.86	\$39.37	\$40.76	
27	\$33.65	\$34.99	\$36.39	\$37.85	\$39.36	\$40.94	\$42.38	
28	\$35.00	\$36.40	\$37.85	\$39.37	\$40.94	\$42.58	\$44.08	
29	\$36.18	\$37.63	\$39.14	\$40.70	\$42.33	\$44.00		

Cortland County

Current Union Grades &
Salary Step Schedule -
Effective 2022

Highway Group

Grade	CSEA Budgeting Salary Step Schedule - 2022						
	Highway Department						
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
5	\$15.26	\$15.87	\$16.50	\$17.16	\$17.85	\$18.56	\$19.29
14	\$20.15	\$20.96	\$21.80	\$22.67	\$23.57	\$24.52	\$25.38
16	\$21.56	\$22.43	\$23.32	\$24.26	\$25.23	\$26.24	\$27.16
17	\$22.32	\$23.22	\$24.14	\$25.11	\$26.11	\$27.16	\$28.17
18	\$23.12	\$24.05	\$25.01	\$26.01	\$27.05	\$28.13	\$29.17
21	\$25.76	\$26.79	\$27.86	\$28.98	\$30.13	\$31.34	\$32.44
24	\$28.81	\$29.97	\$31.17	\$32.41	\$33.71	\$35.06	\$36.29
26	\$31.12	\$32.36	\$33.65	\$35.00	\$36.40	\$37.86	\$39.18

Market Analysis Summary

By Grade

Chart Shown is the Average per Union Grade of the Comparison of Cortland County CSEA Structure Step 4 (6 Years) to the Market Average Rate for each position

Cortland Grade	Cortland 2022 Schedule to Market Average Wage by Grade	Cortland 2022 Schedule to Market Average Wage by Grade - <i>Highway</i>
2	94.1%	
3	98.9%	
4	96.8%	
5	97.6%	101.2%
6	96.5%	
7	100.3%	
8	97.0%	
9	95.5%	
10	92.4%	
11	92.3%	
12	92.2%	
13	93.0%	
14	87.8%	99.9%
15	100.3%	
16	95.5%	102.2%
17	99.7%	NA
18	96.9%	105.6%
19	98.8%	
20	99.7%	
21	96.5%	99.0%
22	103.4%	
23	119.6%	
24	110.2%	
25	106.5%	
26	103.0%	105.3%
27	96.6%	
28	100.0%	
29	116.1%	
	99.2%	

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Attachment: 2022-02-04 - Burke Group Presentation to Cortland County Legislature -

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Market Analysis

Union

Option 1 - Proposed Compensation Structure

Based on peer group and market data, we have the proposed changes to the current compensation structure for the CSEA Group:

- Eliminate Grade 2 and move current positions to Grade 3
- Adjust 2022 Structure by 5% and in 2023 adjust structure by 3%
- Individually review positions that are considerably below market and consider moving those positions to the next higher grade(s) unless the County is putting a lower value on that position compared to market.

Benefits Overview

Union

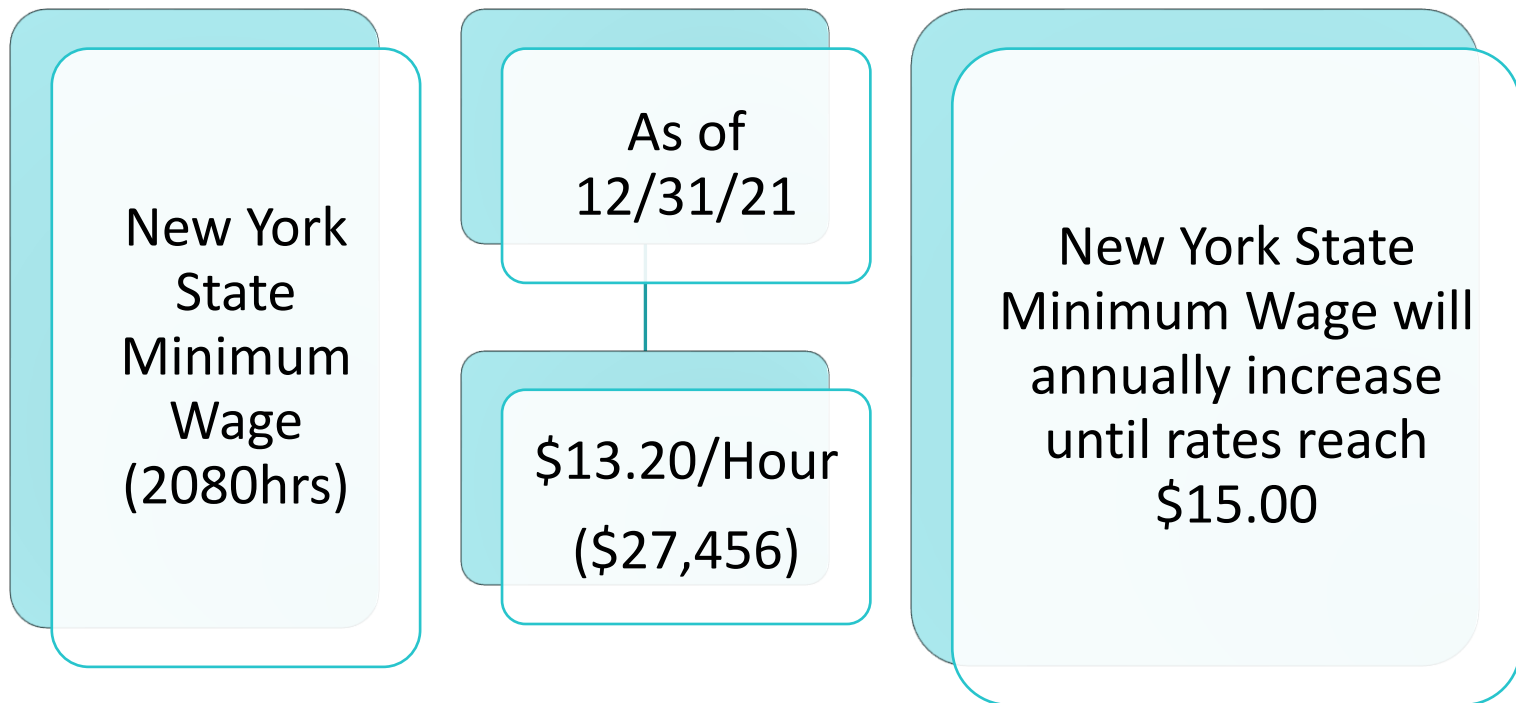
Cortland County Benefit	Cortland County in Relation to Market
Longevity	Above Market
Health	Above Market
Prescriptions	At Market
Dental & Vision	At Market
Health Insurance Upon Retirement	Above Market
Retirement	Above Market
Tuition Reimbursement	Above Market
Holidays	Above Market
Annual Leave	At Market
Sick Leave	Above Market
Personal Leave	At Market

Recommendations for Discussion

- Based on market data, Cortland County should consider eliminating Grade 2 and moving those positions to Grade 3.
- Consider adjusting the overall structure by 5% in 2022 and 3% in 2023.
- Individually review positions that are considerably below market and consider moving those positions to the next higher grade(s) unless the County is putting a lower value on that position compared to market.
- Although this analysis would indicate that caseworkers and social workers are at market, the current market conditions are such that you will be required to pay a higher level for these positions in order to attract candidates.

Appendix

NYS Minimum Wage



Appendix

NYS Administrative Employee Exemption

New York State
Overtime Salary
Threshold Increases

As of 12/31/21

\$990.00/Week
(\$51,480)