



The County of El Dorado Human Resources Department

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To: The Honorable Board of Supervisors
From: Pamela Knorr, Director of Human Resources
Date: November 18, 2013
RE: Staff Report- Review of Elected Officials Compensation

On November 5, 2013 the Board of Supervisors considered changes to the compensation of Elected Department Heads and directed staff to return with proposed changes to their compensation structure. In accordance with Personnel Policy #6 (Attachment 2B), an internal and external review of comparable data was conducted by the Human Resources Department and is included in this report. The tables within this report identify actions the Board of Supervisors may consider to determine the future compensation for Elected Department Head positions.

External Comparable Salaries

At the Board of Supervisors meeting of November 5, 2013, the Chief Administrative Officer provided data from our external comparable counties (Attachment 2C). In addition, the following information was compiled as comparison data:

- 1) The base salary of the Assessor, Auditor and the Treasurer/Tax Collector are the same in Nevada, Placer, Sacramento and Yuba.
- 2) In *all* of the comparable counties, the base pay for the District Attorney is the highest, and on an average makes roughly \$1,000 per month more than the Sheriff.
- 3) In *all* cases of the comparable counties, the base pay for the Sheriff is the second highest within the elected officials.
- 4) When comparing the salary structure for the elected officials' compensation from highest to lowest, El Dorado County deviates from the norm as shown below.

Comparable County Highest to Lowest Paid Office	Comparable County Pay Variance between Offices (Base Monthly Average)	El Dorado County Highest to Lowest Paid Office
District Attorney		Sheriff
Sheriff	\$968	Auditor
Auditor	\$1,987	District Attorney
Treasurer/Tax Collector	\$184	Treasurer/Tax Collector
Assessor	\$134	Assessor
Recorder/Clerk	\$694	Surveyor
Surveyor	\$1,391	Recorder/Clerk

- 5) In examining external comparable salaries, the most distinguishing component was the application of longevity pay. The longevity structure of El Dorado County and comparable counties is as follows:

County	10 Years	15 Years	20 Years	25 Years	30 Years
Amador					
El Dorado	5%	10%	13%	15%	16%
Nevada					
Placer*	5%				
Sacramento					
Sutter	5%	7.5%	10%		
Yolo					
Yuba	5%	10%			

**5% longevity is implemented in Placer County after 7 years of service*

Internal Comparable Salaries

On November 5, 2013 the Board of Supervisors approved cost of living and equity adjustments totaling 15% over the term of a 3 year contract for Local 1 employees. The same salary increases were approved for unrepresented management. Unrepresented management employees include appointed department heads and assistant department heads. This factor has a significant impact on internal comparisons when assessing comparable salaries. At the conclusion of the implementation of the cost of living and equity adjustments, appointed department heads in El Dorado County will be in the top range of comparable counties assuming the comparable counties do not make adjustments to their existing pay structure.

The overarching issue is that the County has not developed a compensation plan which dictates a compensation strategy for the purpose of setting all salaries. If the County were to adopt a comprehensive compensation strategy, there would be less ambiguity and improved ability to support an equitable compensation structure. In addition to base salary, other special pay categories which extend to unrepresented management and elected officials include Certified Public Accountant (CPA) Differential, Peace Officer Standards Training (POST) Differential (in lieu of longevity), education incentive and 4.6% salary adjustment in lieu of management leave pay.

Both internal and external drivers must be considered to avoid salary compression. Salary compression is defined as pay differences between classifications which are too small to be considered equitable. Salary compression may occur within the County between the executive positions and subordinate positions. Additionally, salary compression may occur among Elected Department Heads and Appointed Department Heads.

In order to prevent compression, the Board of Supervisors should consider the following data:

- 1) The highest paid Appointed Department Head earns \$15,667 per month, without longevity compensation. Of note, there has historically been high turnover in the Appointed Department Head position. As such, half of the Appointed Department Heads are newly appointed.
- 2) The classification of Public Defender may earn a maximum of \$15,553 per month, without longevity. This classification is of note as it relates to the District Attorney classification.

- 3) The classification of Chief Assistant Auditor may earn a maximum of \$13,542 per month, without longevity. This classification is of note when considering the correlation of salaries among the Auditor, Assessor, and Treasurer/Tax Collector classifications with external comparable counties. (See 1 & 2 above, under External Comparable Salaries).

Additional Compensation for additional duties

The County has historically provided additional compensation for department heads, including elected officials, who assume additional assignments and/or responsibilities. The complexity in doing so is that additional pay:

- 1) Skews the compensation level and creates a misconception that the elected official is adequately and/or over compensated.
- 2) Creates challenges to adjust the pay if the additional duties are reassigned during the term of office of the elected department head.
- 3) Creates a potential for a gap in service delivery for the constituent. Certain elected department heads receive additional compensation for duties they have assumed. If a new individual were to be elected, the duties currently assigned to the incumbent may not be within his or her core competency.

Options

The Board of Supervisors may consider the following options for setting the compensation of Elected Department Heads:

- #1. Maintain existing salary levels; requires adoption of the attached resolution and amendment of Personnel Policy #6, but in accordance with the Board of Supervisor prior denial of Resolution 169-2013 on November 5, 2013 ; or
- #2. Maintain the existing amount of compensation; reset the salary ranges to reflect special pays and longevity within the base salary; requires amendment of Personnel Policy #6, amendment to the Salary Benefits Resolution and adoption of a resolution; or
- #3. Set the compensation for each elected department head based on the compensation of *external comparable* counties at the Median Compensation (median is the amount which divides the salaries into two equal groups, i.e. the half-way point); requires amendment of Personnel Policy #6, amendment to the Salary Benefits Resolution and adoption of a resolution; or
- #4. Set the compensation for each elected department head based on the compensation of *external comparable* counties at the Average Compensation (average is obtained by dividing the total aggregate by the number of agencies surveyed, excluding El Dorado County); requires amendment of Personnel Policy #6, amendment to the Salary Benefits Resolution and adoption of a resolution; or
- #5. Eliminate the CPA differential and longevity pay for Elected Department Heads; requires amendment of Personnel Policy #6, amendment to the Salary Benefits Resolution and adoption of the a resolution; or

#6. Set the compensation for each elected department head to move toward adoption of an overall compensation plan based on:

- i. Internal comparable appointed department heads compensation, and
- ii. Salary compression of assistant department heads, and
- iii. Compensation structure of external comparable counties.

Requires amendment of Personnel Policy #6, amendment to the Salary Benefits Resolution and adoption of a resolution; or

#7. Identify an alternative approach for setting compensation for Elected Department Heads and direct staff to compile and return with those results.

In all options identified above, it is recommended that the compensation structure for Elected Department Heads does not affect the salary of those currently holding the elected office through their current terms, and that all changes take effect when an individual is elected or re-elected to a new term of office beginning January 2015.

Option 1

Maintain Existing Pay Structure

Position	Current Base	Longevity 30 years @ 16%	Current Monthly with Max Longevity & Max Special Pay	Current Annual with Max Longevity & Max Special Pay	New Base	New Monthly with Max Longevity & Max Special Pay	New Annual with Max Longevity & Max Special Pay
Assessor	10,648.00	12,351.68	13,341.49	160,097.88			
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.40			
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92			
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88			
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92			
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24			
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16			

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Maintain existing salary levels; special pays and longevity are not included in the base salary.

Option 2

Maintain Existing Salary Structure and Include all Special Pays and Longevity in Base Salary

Position	Current Base	Longevity 30 years @ 16%	Current Monthly Max Longevity with Max Special Pay	Current Annual Max Longevity with Max Special Pay	New Base/Max	New Annual Maximum
Assessor	10,648.00	12,351.68	13,341.49	160,097.88	13,341.49	160,907.88
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.40	17,674.95	212,099.40
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92	16,571.16	198,853.92
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88	12,135.49	145,625.88
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92	20,352.41	244,228.92
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24	12,806.02	153,672.24
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16	15,243.43	182,921.16

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Maintain the existing amount of compensation.

Set the base salary to include all special pays and longevity.

Option 3

Set the pay for each elected classification based on the *median* of *external comparable* counties

Position	Current Base	Longevity 30 years @ 16%	Current Monthly with Max Longevity & Max Special Pay	Current Annual with Max Longevity & Max Special Pay	New Base	New Monthly with Max Longevity & Max Special Pay	New Annual with Max Longevity & Max Special Pay
Assessor	10,648.00	12,351.68	13,341.49	160,097.88	10,359.04	11,159.04	133,908.46
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.40	10,359.04	11,226.08	134,712.96
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92	13,427.36	14,227.36	170,728.34
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88	9,671.33	10,648.68	127,784.16
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92	12,709.46	13,509.46	162,113.46
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24	8,738.77	9,538.77	114,465.22
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16	10,359.04	11,159.04	133,908.46

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Set the compensation for each elected department head based on the compensation of *external comparable* counties at the *median* compensation.

Median is the amount which divides the salaries into two equal groups, i.e. the half-way point.

Longevity and special pays are applied based on existing formulas and policies.

Option 4

Set the pay for each elected classification based on the *average* of *external comparable* counties

Position	Current Base	Longevity 30 years @ 16%	Current Monthly with Max Longevity & Max Special Pay	Current Annual with Max Longevity & Max Special Pay	New Base	New Monthly with Max Longevity & Max Special Pay	New Annual with Max Longevity & Max Special Pay
Assessor	10,648.00	12,351.68	13,341.49	160,097.88	10,839.27	11,694.90	140,338.81
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.38	11,157.28	12,085.40	145,024.83
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92	14,113.23	15,106.09	181,273.03
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88	10,144.85	10,992.20	131,906.41
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92	13,144.82	14,542.97	174,515.60
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24	8,753.91	9,499.92	113,999.02
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16	10,973.17	11,822.65	141,871.75

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Set the compensation for each elected department head based on the compensation of *external comparable* counties at the *average* compensation.

Average is obtained by dividing the total aggregate by the number of agencies surveyed, excluding El Dorado County.

Longevity and special pays will still apply based on existing formulas and policies.

Option 5

Eliminate longevity pay and CPA differential

Position	Current Base	Longevity 30 years @ 16%	Current Monthly with Max Longevity & Max Special Pay	Current Annual with Max Longevity & Max Special Pay	New Base (No Change)	New Monthly Max with Max Special Pay	New Annual Max with Max Special Pay
Assessor	10,648.00	12,351.68	13,341.49	160,097.88	10,648.00	11,637.81	139,653.72
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.40	13,150.80	14,255.74	171,068.88
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92	13,326.00	17,526.00	210,312.00
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88	9,648.00	11,074.21	132,890.52
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92	16,413.00	17,726.33	212,715.96
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24	10,204.00	11,173.38	134,080.56
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16	11,289.00	12,308.29	147,699.48

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Eliminate the CPA differential and longevity pay for Elected Department Heads; other special pays remain in effect.

Option 6

Set pay based on Internal and External Salary Comparisons
Reflected as a lump sum to align with the structure of other comparable counties

Position	Current Base	Longevity 30 years @ 16%	Current Monthly with Max Longevity & Max Special Pay	Current Annual with Max Longevity & Max Special Pay	New Base/Max	New Annual Max
Assessor	10,648.00	12,351.68	13,341.49	160,097.88	14,945.65	179,347.80
Auditor-Controller	13,150.80	15,254.93	17,674.95	212,099.40	14,945.65	179,347.80
District Attorney	13,326.00	15,458.16	16,571.16	198,853.92	17,526.00	210,312.00
Recorder/Clerk	9,648.00	11,191.68	12,135.49	145,625.88	12,627.00	151,523.00
Sheriff	16,413.00	19,039.08	20,352.41	244,228.92	17,008.00	204,093.00
Surveyor	10,204.00	11,836.64	12,806.02	153,672.24	12,627.00	151,523.00
Treasurer/Tax Collector	11,289.00	13,095.24	15,243.43	182,921.16	14,945.65	179,347.80

Note: Salaries shown above are approximate and are subject to minor adjustment per mathematical calculations to determine hourly rates.

Set the compensation for each elected department head to move toward adoption of an overall compensation plan based on:

- i. Internal comparable appointed department heads compensation, and
- ii. Salary compression of assistant department heads, and
- iii. Compensation structure of external comparable counties.

Set the salary ranges to reflect special pays and longevity within the base salary.