



R24-031

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS ADOPTING AN UPDATED AND AMENDED
POLICY REGARDING THE COMPENSATION
OF AT-WILL AND ELECTED MANAGEMENT-LEVEL OFFICERS
AND EMPLOYEES TO SUPERSEDE AND REPLACE THE POLICY
ENACTED BY RESOLUTION R21-44 IN 2021**

WHEREAS, by Resolution R21-44, adopted by the Board of Supervisors on June 15, 2021, the Board adopted and implemented a Policy Regarding the Compensation of At-Will and Elected Management-Level Officers and Employees (hereafter the 2021 Management Compensation Policy); and

WHEREAS, since that time, the Board has determined that revisions and updates are required, and the Board now wishes to make said revisions and updates through adoption of the attached Policy Regarding the Compensation of At-Will and Elected Management-Level Officers and Employees which shall supersede the 2021 Management Compensation Policy;

NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF MONO RESOLVES that:

SECTION ONE: The *Mono County Policy Regarding the Compensation of At-Will and Elected Management-Level Officers and Employees* ("Management Compensation Policy") attached hereto as an exhibit and incorporated by this reference is hereby approved and adopted and shall supersede and replace, in its entirety, the 2021 Management Compensation Policy adopted by the Board of Supervisors through Resolution R21-44.

SECTION TWO: The County Administrative Officer, in conjunction with the Finance Director and department heads shall administer the Management Compensation Policy to effectuate the stated goal, inter alia, of providing a fair, consistent, long-term approach to compensating the County's at-will management-level officers and employees.

PASSED, APPROVED and ADOPTED this 2nd day of April 2024, by the following vote, to wit:

AYES: Supervisors Duggan, Gardner, Kreitz, Peters, and Salcido.

NOES: None.

ABSENT: None.

ABSTAIN: None.

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John Peters
John Peters (Apr 4, 2024 13:19 PDT)

John Peters, Chair
Mono County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:

[Signature]
Clerk of the Board

[Signature]
County Counsel

**MONO COUNTY POLICY REGARDING
COMPENSATION OF AT-WILL AND ELECTED MANAGEMENT-LEVEL
OFFICERS AND EMPLOYEES**

Adopted April 2, 2024

I. INTRODUCTION

The purpose of this policy is to provide a fair, consistent, long-term approach to compensating the County's at-will, and where applicable elected, management-level officers and employees and to remain competitive in the marketplace in order to attract and retain high quality employees. Under this policy, covered positions will be compensated at a level equal to at least the average of the surveyed salaries taking into consideration internal equity, of the surveyed jurisdictions when they reach Step C in the Salary Matrix. Annual cost of living adjustments (COLA) will be made to salaries and a salary survey of benchmark positions will occur every five years to maintain the average salary/internal equity market position objective. In the event that conduct of the survey is delayed for any reason, it shall be commenced as soon as reasonably practicable. Under this policy appointed (non-elected) employees, upon reaching Step E on the matrix, may also earn temporary, additional "performance pay" as an incentive for rendering high levels of exemplary service to the County in accordance with pre-established standards and goals.

II. DEFINITIONS

For the purposes of this policy, the following definitions shall apply:

- A. Anniversary Date. The Anniversary Date is the date Step increases are implemented for eligible employees. For at-will positions which are not vacant as of April 2, 2024, the Anniversary Date shall be March 31, 2024. For positions which are vacant, subsequently created, or which subsequently become vacant after April 2, 2024, the Anniversary Date is the start date of employment in the position by the employee filling the position.
- B. Base Salary. Base Salary means minimum salary. Base Salary does not include the value of any non-monetary benefits nor any additional amounts paid or reimbursed by the County as part of an individual's compensation package, such as insurance premiums, cell-phone allowance, membership dues, or travel and educational expenses.
- C. Benchmark Positions. Where the Board of Supervisors determines that a salary survey conducted under this policy shall include only certain specified positions, those positions are Benchmark Positions, and the salary for all other Covered Positions shall be determined as a percentage of Market Salary for the appropriate Benchmark Position.
- D. Control-Point Salary. The average of the raw (unadjusted) salary data obtained from surveying positions at comparable jurisdictions. Control-Point Salaries may be adjusted as needed to ensure internal equity to arrive at "Market Salary" for a position.
- E. Covered Position. At-will and elected management-level positions of Mono County that are covered by this policy. See also Section III.

- F. Department Head. Department Heads include the following appointed and elected officials: Assessor, Director of Behavioral Health, County Administrative Officer, Clerk-Recorder/Registrar of Voters, County Counsel, Director of Community Development, District Attorney, Director of Economic Development, Director of Finance, Director of Information Technology, Chief of Emergency Medical Services, Chief Probation Officer, Director of Health and Human Services, Sheriff, Director of Public Works, and any other department head position which may be created by the County while this policy is in effect.
- G. Elected Official. Elected Official means members of the Board of Supervisors, the District Attorney, Assessor and Sheriff.
- H. Market Salary. Market Salary means the Control-Point Salary for a position which has been adjusted, if needed, to obtain internal equity among positions at Mono County and, for non-Benchmark Positions, multiplied by the specified percentage (or ratio) of the appropriate Benchmark Position. Market Salary is reflected as Step C of each Range on the Salary Matrix.
- I. Salary Matrix. Salary Matrix is the chart or graph showing Base Salaries (with Ranges shown as vertical rows and Steps as horizontal columns) for at-will management level positions adopted by resolution of the Board of Supervisors. In the event of a conflict between an adopted Salary Matrix and this policy, the Salary Matrix shall govern.
- J. Y-Rated. When a salary survey conducted pursuant to this policy indicates that the salary for a Covered Position is at or above the salary identified as Step E for the position, the salary shall not be subject to cost-of-living adjustment or step increase (i.e., the salary shall be “Y-Rated”), but shall be eligible to pursue performance pay in accordance with Section VI of this Policy. The salary for a Y-Rated position shall remain unchanged until a subsequent salary survey increases Step E of the salary range to a level that is greater than the existing salary. Upon such occurrence the position shall no longer be Y-Rated and the position’s salary shall thereafter be adjusted in accordance with this policy.

III. COVERED POSITIONS

- A. This policy shall apply to the following County positions (Covered Positions), except as otherwise provided in the policy:
- i. Appointed and elected department head positions; and
 - ii. At-will management-level, deputy, and assistant department head positions; and
 - iii. All other at-will positions where so indicated in the terms and conditions of employment for the position.
- B. On a case-by-case basis as determined by the Board of Supervisors this policy shall not apply to any position, the duties or work of which generally demand fewer than 40 hours of personal time per week; to any independent contractor; nor to any person who serves the County pursuant to a

contract with another public agency. The Board of Supervisors may, in its discretion, extend or otherwise apply any of the principles of this policy to positions other than those described above.

IV. SALARY SURVEY

- A. Survey Jurisdictions. Every five years, or as close thereto as reasonably practicable, the County shall survey the salaries of Covered Positions (or of Benchmark Positions, in the discretion of the Board of Supervisors) in those jurisdictions identified in the most recently-completed salary survey for the Mono County Public Employees (MCPE) bargaining unit. The Board may, in its sole discretion, substitute other California jurisdictions or add to or delete from the list of comparable jurisdictions, as appropriate, to sustain optimized and relevant comparisons for future surveys.
- B. Survey Methodology and Assumptions. Positions in surveyed jurisdictions with similar or identical titles to Covered Positions (or Benchmark Positions if used) in Mono County shall be conclusively presumed to be fair and reasonable comparisons to Mono County positions, regardless of any actual differences in duties, responsibilities, skill level, level of effort or other factor. The average salary obtained from such survey salaries and, for Benchmark-only surveys the assigned ratio between positions, shall be determined. Other positions may be included or excluded in future surveys for comparison in the discretion of the CAO based on best human resources practices at the time of the survey, and as new information or clarity emerges regarding position duties, titles, or responsibilities.
- C. Adjustment for PERS Contributions. The practices of comparable jurisdictions related to employee/er PERS contributions shall be considered in order to most fairly and equitably compare the Base Salaries in those jurisdictions to Base Salaries in Mono.
- D. Determination of Market Salary. The average salary of surveyed positions among the survey jurisdictions will be calculated and then adjusted to take into account internal equity considerations, where needed, to determine Market Salary. Where only Benchmark Positions are surveyed, the Market Salary for each Benchmark Position shall then be used to determine Market Salary for each non-Benchmarked Position.
- E. Benchmark Positions. Prior to each salary survey, a recommendation shall be made by the CAO regarding whether all Covered Positions should be surveyed or only Benchmark Positions. If the CAO recommends that only Benchmark Positions be surveyed, he or she shall provide the Board with a list of such positions and specify how the salaries for all remaining Covered Positions shall be determined based on the surveyed Benchmark Positions. The Board of Supervisors shall be the ultimate decision maker with respect to whether the survey will include all Covered Positions or only Benchmark Positions and, if only Benchmark Positions, the appropriate relationship between a Benchmark Position and other positions.
- F. Establishing Steps within Salary Ranges. There shall be a five-step salary range for each non-elected at-will position (i.e., Steps A, B, C, D, and E), with five percent (5%) between each step. (The middle Step C shall be equal to the Market Salary.) There are no steps for elected positions,

and instead a single salary shall be set for such positions and reflected in the Salary Matrix or by separate resolution.

- G. Salary Range Structure. Base Salaries for Covered (non-elected) Positions will be managed using a Salary Matrix adopted by the Board of Supervisors and administered by the county. The Salary Matrix shall include position titles and Base Salary for each salary range and for each step in the five-step series.
- H. Position Placement in Salary Matrix. Covered (non-elected) Positions shall be assigned to the Salary Matrix based on: 1) Control-point data from the most-recent salary survey for Covered Positions or Benchmark Positions, as applicable; 2) for non-Benchmark Positions, if any, the assigned percentage of the applicable Benchmark Position; and/or 3) appropriate internal salary alignments that take into account salary compaction and relative job value using relevant compensable factors.
- I. Salaries for Elected Officials. Salaries for elected Department Head positions (Assessor, District Attorney and Sheriff) shall be set at a single Market Salary and shall be adjusted to reflect cost of living under this policy and based on salary surveys and corresponding adjustments to the Salary Matrix. Salaries for members of the Board of Supervisors are set forth in Mono County Code section 2.04.030 and are not governed by this policy.

V. ONGOING IMPLEMENTATION

- A. Adjustments to the Salary Matrix following a Salary Survey. Following a salary survey, or at such other time as may be determined by the Board in its sole discretion, the County shall adjust the Salary Matrix to reflect changes in Base Salary resulting from the survey or other market factors. Positions which are determined to be below Market Salary will be adjusted in accordance with the salary survey, taking into account affordability to the county and Board priorities.
- B. Movement Between Steps (applicable only to Non-Elected Employees). Movement from one step to the next in the Salary Matrix is dependent on the employee exceeding standards for their position as identified in their annual evaluation. Performance will be reviewed by the employee's supervisor prior to the employee's Anniversary Date each year. Upon achieving a score that exceeds standards, an employee's Base Salary will move to the next step effective as of the Anniversary Date, and so on, until the employee reaches Step E. It is the employee's responsibility to maintain performance that exceeds standards. Failure to do so will result in the employee not advancing upward in the Salary Matrix for their position.

VI. PERFORMANCE GOALS AND PAY – applicable only to Non-Elected Employees

- A. Amount. For appointed (i.e., non-elected) at-will management-level employees who have reached Step E of the range for their position or whose positions are Y-Rated and whose performance exceeds standards for their position as identified in their annual evaluation, the County may temporarily pay up to five percent (5%) of the employee's Base Salary, in addition to the Step E compensation, as an incentive for the employee to achieve established performance goals. Elected

officials (Board of Supervisors, District Attorney, Assessor and Sheriff) are not eligible to receive performance pay.

- B. Establishment of Performance Goals. Performance goals shall be specific, measurable, achievable, relevant, timely and relate to the objectives articulated in the County's strategic plan. In determining goals, as set forth below, a numerical value expressed as a percentage of the employee's pay from one percent (1%) to five percent (5%) shall be assigned to the successful completion of all agreed-upon goals, depending upon the degree of difficulty. The maximum potential value of an employee's goals shall be determined at the beginning of the performance period in the form of an executed agreement between the employee and their supervisor and Department Head (if different):
- a. *For the County Counsel and CAO* – The Board may establish performance goals for the CAO and the County Counsel when the incumbents in those positions have achieved Step E, respectively. The Board shall consult with the CAO and County Counsel regarding appropriate goals and such goals, if established, should be in place no later than the employee's Anniversary Date for the year in question.
 - b. *For Department Heads* – The CAO may establish performance goals for all non-elected Department Heads who are then at Step E, except the CAO and County Counsel. The CAO shall consult with the affected Department Head regarding appropriate goals and, in the CAO's discretion, obtain input from the Board of Supervisors. In the case of the Chief Probation Officer, the CAO may additionally consult with the Superior Court Judge. Such goals, if established, should be in place no later than the employee's Anniversary Date for the year in question.
 - c. *For At-Will Employees Reporting to the County Counsel or an Elected Department Head* – The County Counsel and elected Department Heads shall establish performance goals for at-will employees within their respective departments who are then at Step E. Goals shall be developed in consultation with the employee and, if established, should be in place no later than the employee's Anniversary Date for the year in question.
 - d. *For At-Will Employees Reporting to a Department Head* – The relevant Department Head and, except in the case of the County Counsel, the CAO shall establish performance goals for at-will employees reporting to that respective Department Head who are then at Step E. The Department Head and CAO, if applicable, shall obtain input from the employee regarding goals and such goals, if established, should be in place no later than the employee's Anniversary Date for the year in question.
- C. Performance Period. The performance period shall be one year, although a shorter period may be provided as necessary due to changing Anniversary Dates and/or transition, commencing on the date the goals are established and terminating at the employee's next Anniversary Date. Performance goals must be completed, and the employee must have exceeded standards, as reflected in his or her annual evaluation, during the performance period in order to qualify for performance pay.

- D. Employees with Active Performance Goal Agreements as of April 2, 2024. Employees at Step E and subject to an “Agreement Regarding Performance Goals” as of April 2, 2024, will continue to be subject to that Performance Agreement, and shall remain eligible to receive performance pay pursuant thereto, effective July 1, 2024, at the salary in effect when the Performance Agreement was entered into. Thereafter, these employees shall be transitioned to a performance period aligned with their Anniversary Date, as set forth in paragraph C, which may require a performance period that is less than or greater than 12 months.
- E. Evaluation of Achievement. Whether performance goals have been achieved, and to what degree they have been achieved, shall be determined in the sole discretion of the employee’s Supervisor, and, if different, the CAO at the end of the performance period. Achievement of goals for the CAO and County Counsel shall be determined by the Board. Supervisors shall continue to determine whether the employee has exceeded standards during the performance period through the annual evaluation process.
- a. Amount of Performance Pay. Except as provided below, the amount of performance pay achieved between one half of one percent (0.5%) and five percent (5%) of the employee’s Base Salary, shall be determined based on an assessment of the following factors:
 - i. the level of achievement;
 - ii. the weight assigned to the goal(s); and
 - iii. the maximum amount allowed for achievement of the specified goals.
 - b. Person Responsible for Determining. The above determination shall be made by the CAO in the case of Department Heads and by the Board of Supervisors in the case of the County Counsel and CAO. In the case of at-will employees not reporting to the CAO, the Department Head shall make a recommendation to the CAO, who shall have ultimate authority to approve, modify or deny.
 - c. Method and Duration. Performance pay shall be paid in a single lump sum at or near the end of July of the year following the performance period. Performance pay must be earned and granted in future years (if ever) in accordance with this policy.

Example:

When a Covered Employee achieves Step E, they become eligible for performance pay. At or around the Anniversary Date where Step E is reached, and having exceeded standards the prior year, the employee and CAO (or CAO and Department Head, or the Board, as applicable) determine and agree on the following year’s performance goals, in addition to regular duties, for the upcoming year to start on the Employee’s upcoming Anniversary Date. During that twelve-month period, the employee works to maintain performance that exceeds standards and to achieve the agreed upon performance goals. Employee performance is reviewed in the spring, during the budget process, to determine if performance exceeds standards and performance goals were achieved, and to what degree.

- F. No Limitation. Nothing shall limit or dictate the number of times during an employee’s tenure performance pay may be earned. The County hopes and expects that all eligible employees will strive to earn performance pay every year.

VII. COST OF LIVING ADJUSTMENT

There will be annual cost-of-living adjustments (COLA) for Covered Positions which shall take effect the first full pay period in January each year, commencing January of 2025. The adjustments shall be based on the Consumer Price Index (CPI) for the Riverside Area, but not to exceed two percent (2%) in any year. Notwithstanding the foregoing, the Board of Supervisors may, in its sole discretion, forego implementation of this section or implement a smaller COLA in any year in which it has determined that financial considerations or Board priorities so require.