



R21-44

**A RESOLUTION OF THE MONO COUNTY
BOARD OF SUPERVISORS ADOPTING AND
IMPLEMENTING A POLICY REGARDING COMPENSATION
OF AT-WILL AND ELECTED MANAGEMENT-LEVEL OFFICERS
AND EMPLOYEES AND SUPERSEDING AND REPLACING
PRIOR POLICIES**

WHEREAS, upon conclusion of labor negotiations with the County’s five employee bargaining units in May of 2020, the Board of Supervisors directed the County Administrative Officer (CAO) to have prepared a salary and compensation analysis of the County’s at-will and elected management-level positions and to use that information to develop an updated compensation policy for at-will management level employees and elected officials; and

WHEREAS, the salary and compensation analysis was prepared by the firm of Ralph Anderson & Associates in 2020 and early 2021 (the “**2021 Salary Survey**”); and

WHEREAS, thereafter, an updated policy regarding the compensation of at-will and elected management-level officers and employees was drafted, incorporating the methodology and findings of the 2021 Salary Survey and incorporating policy goals established by the Board of Supervisors and CAO related to employee evaluation, performance goals and advancement (the “**Management Compensation Policy**”); and

WHEREAS, the Board now wishes to adopt the updated policy and implement it as to all at-will and elected management-level officers and employees in the County in accordance with the timelines set forth therein or as soon as reasonably practicable;

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

SECTION ONE: The *Mono County Policy Regarding 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 Management Level Officers and At-Will Employees Compensation Policy most recently amended by Board of Supervisors Resolution R10-74.

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.

1 **PASSED, APPROVED** and **ADOPTED** this 15th day of June, 2021, by the following
2 vote, to wit:

3 **AYES:** Supervisors Corless, Duggan, Gardner, Kreitz, and Peters.

4 **NOES:** None.

5 **ABSENT:** None.

6 **ABSTAIN:** None.
7
8
9

10 
Jennifer Kreitz (Jun 17, 2021 07:55 PDT)

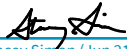
11 Jennifer Kreitz, Chair
12 Mono County Board of Supervisors

13 **ATTEST:**

13 **APPROVED AS TO FORM:**

14 
15 Queenie Barnard (Jun 16, 2021 13:24 PDT)

16 Clerk of the Board

14 
15 Stacey Simon (Jun 21, 2021 11:15 PDT)

16 County Counsel

**MONO COUNTY POLICY REGARDING
COMPENSATION OF AT-WILL AND ELECTED MANAGEMENT-LEVEL
OFFICERS AND EMPLOYEES
Adopted June 15, 2021**

I. INTRODUCTION

The purpose of this policy is to provide a fair, consistent, long-term approach to compensating the County's at-will 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 65th percentile salary, taking into consideration internal equity, of the surveyed counties when they reach Step E in the Salary Matrix. A salary survey of these positions will occur every three years in January (the first was conducted in January 2021, the next will occur in January 2024 and so on) to maintain the 65th percentile/internal equity market position objective and to account for any increases in the cost-of-living during the years between surveys. In the event that conduct of the triennial 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. (NOTE: Performance-based pay is not available to elected officials.)

II. DEFINITIONS

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

- A. Covered Position. At-will management-level positions, including elected positions, of Mono County that are covered by this policy. See Section III.
- 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 automobile allowance, cell-phone allowance, membership dues, or travel and educational expenses.
- C. Control-point Salary. The raw (unadjusted) salary data obtained from surveying positions at comparable counties. Control-point salaries may be adjusted as needed to ensure internal equity to arrive at "Market Salary" for a position.
- D. Department Head. Department Heads include the following appointed and elected officials: Director of Animal Services, 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 Public Health, Sheriff, Director of Public Works, Director of Social Services and any other department head position which may be created by the County while this policy is in effect.

- E. Elected Official. Elected Official means members of the Board of Supervisors, the District Attorney, Assessor and Sheriff.
- F. Market Salary. Market salary means the salary, by position, determined by calculating the 65th percentile of salary among the surveyed counties and adjusting that amount if needed to obtain internal equity among positions at Mono County.
- G. Salary Matrix. Salary Matrix is a chart or graph showing Base Salaries (range which are vertical rows and steps which are the horizontal columns) for at-will management level positions adopted by resolution of the Board of Supervisors.

III. COVERED POSITIONS

- A. When this policy is fully implemented, it will 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; and
 - iv. The position of member of the Board of Supervisors, except that any changes to the salaries paid to members of the Board of Supervisors must be adopted by ordinance and are not effective unless and until such ordinance is adopted and takes effect.
- 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 Counties. Every three years in January, commencing in January of 2024, the County shall survey the salaries of covered positions in the following fourteen counties: Inyo, Amador, Calaveras, Nevada, Tuolumne, Yuba, Sutter, Mariposa, Colusa, Madera, San Benito, Tehama, Trinity, and Siskiyou (see Exhibit A: Survey Agencies – 14 Optimized). In the event that the triennial salary survey is not completed in January in any given year, it shall be completed as soon as reasonably practicable thereafter. The Board may, in its sole discretion, substitute other counties for any of those listed above or add to or delete from this list, as appropriate, to sustain optimized and relevant comparisons for future surveys.
- B. Survey Methodology and Assumptions. Positions in surveyed counties with similar or identical titles to covered positions 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. These survey salaries are referred to in this policy as “control-point salaries”. Other positions may be included 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 counties related to employee/er PERS contributions shall be considered in order to most fairly and equitably compare the Base Salaries in those counties to Base Salaries in Mono.
- D. Determination of 65th Percentile and Market Salary. The 65th percentile salary of position comparables among the survey agencies will be calculated by using the “Percentile” function in a spreadsheet such as Microsoft Excel. (See e.g., 2021 Mono County At-Will Salary Survey Report) and then adjusted to take into account internal equity considerations, where needed, to determine Market Salary.
- E. Establishing Steps within 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 top Step E shall be equal to the Market Salary.) There are no steps for elected positions.
- F. Salary Range Structure. Base Salaries for at-will 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. Step E shall be equivalent to Market Salary for each position.
- G. Position Placement in Salary Matrix. Covered Positions shall be assigned to the Salary Matrix based on: 1) survey data for market benchmark jobs; and/or 2) appropriate internal salary alignments that considers salary compaction and relative job value using relevant compensable factors.
- H. Initial Salaries. In order to integrate employees into the Salary Matrix, current salaries for non-elected at-will management level positions shall be adjusted, by resolution of the Board of Supervisors, to align with the Step (A, B, C, D or E) which is nearest to, but not less than, the current salary for the position.
- I. Salaries for Elected Officials. Salaries for elected Department Head positions (Assessor, District Attorney and Sheriff) shall be set by resolution at Market Salary (Step E) and shall not be subject to adjustment except for triennially based on a salary survey and corresponding adjustment to the Salary Matrix. Any adjustments to the salary for the position of member of the Board of Supervisors or the position of Board Chair to bring those salaries to the Market Salary shall be adopted, if at all, by ordinance.

V. ONGOING IMPLEMENTATION

- A. Adjustments to the Matrix following a Salary Survey. On or about July 1st following a triennial January salary survey, the County shall adjust the Salary Matrix to reflect changes in Base Salary

resulting from the survey. Positions which the survey results indicate are 2.5% or more below market will be adjusted to the nearest higher range. Positions which the survey results indicate are less than 2.5% below market shall not be adjusted. If the range for a position changes as a result of a salary survey and Salary Matrix adjustment, incumbent employees shall be placed at the step in the new range that is closest to, but no less than, their current salary.

Examples:

If a salary survey determines that a position is two percent (2%) below the market, then the position will remain at the current range. If a salary survey determines that a position is four percent (4%) below market, then the position will be adjusted to the next higher range. If a salary survey determines that a position is six percent (6%) below the market, then the position will be adjusted to the next higher range (which would be a five percent (5%) increase). If a salary survey determines that a position is eight percent (8%) below market, then the position will be adjusted to the range that is two ranges higher. These examples assume a five percent (5%) differential between ranges.

Any changes to the salaries of members of the Board of Supervisors shall be implemented by Ordinance.

B. Movement Between Steps. 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 in the spring during the annual budget process. Upon achieving a score that exceeds standards, an employee's Base Salary will move to the next step effective July 1st 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.

C. 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 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 the CAO (or Board in the case of the County Counsel and CAO). Goals shall be set as follows:

- 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 July 1st.
 - 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 July 1st.
 - 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 July 1st.
 - d. ***For At-Will Employees Reporting to a Department Head*** – The relevant Department Head and the CAO shall establish performance goals for at-will employees reporting to that respective Department Head who are then at Step E. The CAO and the Department Head shall obtain input from the employee regarding goals and such goals, if established, should be in place no later than July 1st.
- C. **Performance Period.** The performance period shall be one year, commencing on the date the goals are established (i.e., July 1st) and terminating on June 30th of the following year. 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. **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 CAO (or the Board of Supervisors for the CAO or County Counsel) at the end of the performance period. 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. As the budget process begins, having achieved Step E and exceeded standards the prior year, the employee and CAO (or CAO and Department Head) determine and agree on the following year's performance goals, in addition to regular duties, for the upcoming year to start July 1st. 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.

- E. 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.

VI. COST OF LIVING ADJUSTMENT

There will be no cost-of-living adjustments for Covered Positions under this policy during the years between salary surveys or during salary survey years, and this policy supersedes and replaces any COLAs for at-will or elected employees and officials set forth in Resolution R20-57. The County's commitment to provide regular salary surveys and its use of the 65th percentile market position measure (adjusted to ensure internal equity) provide a basis for maintaining the Salary Matrix and achieving the goals of fair compensation, retention and recruitment.

VII. IMPLEMENTATION

This policy includes three distinct components, which will be implemented on a staggered timeline. Those components are: (1) determine Market Salary equal to the 65th percentile salary of the surveyed counties for each position adjusted for internal equity and establish the range and step for each position; (2) move the current Base Salary for covered employees to the next full step as shown on the Salary Matrix, and (3) implement the potential to earn performance pay based on achievement of specified goals. At the earliest, the County intends to implement these policy elements as follows:

- “ Increase covered employees' current monthly salaries to the step in the Salary Matrix that is closest to their current salary, effective July 1, 2021.
- “ Increase elected officials' (excluding the Board of Supervisors) current monthly salaries to E step on the Salary Matrix (Market Salary), effective July 1, 2021.
- “ Move compensation for covered employees and elected officials (excluding members of the Board of Supervisors and elected Department Heads) who have been evaluated by their

supervisor and found to exceed standards to the next full step in the matrix effective July 1, 2022, and each July 1 thereafter until Step E is reached.

- “ Establish performance goals for covered employees (excluding elected officials) at Step E, effective July 1, 2022.
- “ Allow for the discretionary grant of performance pay for covered employees (excluding elected officials), effective July 1, 2023.

Exhibit A: List of Survey Agencies – 14 Optimized

Exhibit A - Optimized 2021 Survey Agencies

Survey Agency	Total 2019 Pop	Unincorp 2019 Pop	Square Miles	Driving Distance	Total EEs (2018)	2019 Assessed Value	Total 2019 Revenues	Total 2019 Expenditures	ERI COL	ERI Wage	Median Household Income (2017)	Unemp. Rate (2018)	County Seat
Mono	13,616	5,612	3,103	0	363	\$6.1 Bil	\$65.8 Mil	\$66.2 Mil	100.0	100.0	60,318	3.8%	Bridgeport
Inyo	18,593	14,694	10,097	132	511	\$4.6 Bil	\$84.9 Mil	\$78.1 Mil	100.0	100.0	53,528	3.9%	Independence
Amador	38,294	21,774	601	153	494	\$5.3 Bil	\$91.9 Mil	\$82.4 Mil	N/A	N/A	60,588	4.0%	Jackson
Calaveras	45,117	41,277	1,036	168	760	\$7.3 Bil	\$105.9 Mil	\$138.2 Mil	96.8	102.3	58,536	4.0%	San Andreas
Nevada	98,904	66,579	992	171	1,003	\$19.5 Bil	\$198.4 Mil	\$192.6 Mil	112.8	100.9	64,901	3.5%	Nevada City
Tuolumne	54,590	49,713	2,293	196	891	\$7.5 Bil	\$176.2 Mil	\$183.3 Mil	102.3	101.4	58,776	4.6%	Sonora
Yuba	77,916	61,586	639	208	997	\$6.0 Bil	\$223.3 Mil	\$194.8 Mil	90.5	100.9	53,822	6.4%	Marysville
Sutter	97,490	21,114	607	232	1,153	\$9.9 Bil	\$236.0 Mil	\$234.8 Mil	102.0	100.1	54,102	7.5%	Yuba City
Mariposa	18,068	18,068	1,461	247	637	\$2.4 Bil	\$82.9 Mil	\$86.9 Mil	106.4	100.9	52,387	5.3%	Mariposa
Colusa	22,117	10,335	1,156	255	453	\$4.1 Bil	\$66.2 Mil	\$62.8 Mil	97.9	97.8	53,595	12.9%	Colusa
Madera	159,536	74,375	2,147	294	1,692	\$14.9 Bil	\$305.6 Mil	\$298.2 Mil	95.5	100.3	50,783	7.0%	Madera
San Benito	62,296	20,066	1,397	304	607	\$8.6 Bil	\$106.1 Mil	\$106.1 Mil	119.0	116.2	77,200	5.1%	Hollister
Tehama	64,387	42,136	2,976	320	976	\$5.8 Bil	\$141.1 Mil	\$143.4 Mil	99.5	98.2	41,819	5.7%	Red Bluff
Trinity	13,688	13,688	3,223	353	368	\$1.7 Bil	\$60.1 Mil	\$58.0 Mil	97.8	99.5	40,676	5.7%	Weaverville
Siskiyou	44,584	24,530	6,318	366	794	\$5.0 Bil	\$112.6 Mil	\$113.5 Mil	96.5	100.1	44,013	6.7%	Yreka

Data Sources:

Population - CA Dept of Finance; 2018
 Distance - Google Maps
 County Demographics - CSAC

Revenues/Expenditures - CA State Controller; 2019
 Cost of Living/Wage Index - Economic Research Institute; December 2019