



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE
COUNTY OF PLACER

TO: Honorable Board of Supervisors
FROM: Thomas M. Miller, County Executive Officer
By Therese Leonard, Principal Management Analyst
DATE: September 13, 2011
SUBJECT: Employee Compensation Report Update (Information Item)

Information

Placer County's employee compensation report update.

Background

Placer County's population was one of California's fastest growing in the early years of the last decade and, as a result of this accelerated growth, there was a corresponding increased demand for county services. In response, the County expanded its workforce in key land development, public safety and health and human service delivery areas. With low unemployment rates, the demand for skilled workers outpaced the supply available so competition for these few, skilled recruits were high. Government and private sector employers actively marketed for the limited numbers of professionals available and, for agencies to attract new recruits as well as retain their current workforce, enhanced employee compensation packages evolved.

More recently the County's population growth has slowed, land development service demand has declined, and property values have dropped. In response to this significant economic downturn the Board implemented a hiring freeze in 2007 which, coupled with attrition, resulted in over 340 fewer employees today than in 2007. On April 5th your Board directed staff to review Placer County's employee compensation package when compared with other agencies.

On August 9, 2011 the Board of Supervisors received a report from the County Executive Office which illustrated how Placer County's employees' compensation compared with regional agency employees and other California counties employees. In keeping with Board comments during that meeting, this report provides an update to that presentation as it includes more detailed private industry employee compensation data (Exhibit I).

Recap of the Regional and County Survey Results

As of June 2011, Placer County had 2,227 active employees, with 86% represented by two employee groups: The Placer Public Employees Organization (PPEO) represented 1,711 active employees in the General and Professional Units and the Placer County Deputy Sheriff's Association represented approximately 212 employees. The remaining 304 county employees were unrepresented and included elected, management, confidential, contract and unclassified. Each "group" had compensation packages that were previously negotiated and or approved by

the Board of Supervisors. These survey results provided a high level "snapshot" of Placer County employee compensation when compared with other agencies.

Regional Survey

The 6 agencies in the Regional Survey were chosen because of their proximity to Placer County, with a further distinction related to agency size. These factors made these agencies "reasonable competition" for regional recruitment. The Regional Survey agency demographics were:

<u>Agency</u>	<u># Active Employees</u>	<u>Population</u>	<u>Employee Ratio Per 1,000 Population</u>
Nevada County	788	99,111	7.95
City of Roseville	979	120,593	8.11
City of Folsom	450	72,439	6.21
El Dorado County	1,736	182,498	9.51
Placer County	2,239	352,380	6.35
City of Sacramento	3,693	469,566	7.87
Sacramento County	11,047	1,428,355	7.73

County Survey

Counties provide similar services to constituents, so professional skills employed by one county would most likely be desired by another. About 21% of Placer County's current workforce has previous CalPERS service experience that was obtained from a different public sector employer. The County Survey agency demographics were:

<u>County</u>	<u># Active Employees</u>	<u>Population</u>	<u>Employee Ratio Per 1,000 Population</u>
El Dorado	1,736	182,498	9.51
San Luis Obispo	2,344	270,966	8.65
Santa Cruz	2,167	265,430	8.16
Placer County	2,239	352,380	6.35
Solano	2,364	414,509	5.70
Sonoma	4,402	487,125	9.04
Contra Costa	7,742	1,056,064	7.33
Sacramento	11,047	1,428,355	7.73

Survey tables included active employees at 6/1/11 and DOF 1/1/11 population figures. In summary, the more streamlined and efficient the agency operations the smaller the employee ratio figure will be for every 1,000 population, since less staff were required to provide the same or similar service. Notably, Placer County had the second lowest county employee to population ratio at 6.35; which was consistent with previous Board direction to utilize resources effectively with a focus on critical service delivery.

For survey results to be measurable comparisons, identical wage and benefit categories were used consistently throughout the data collection process. Staff surveyed the same benefit

categories, such as retirement, health and other benefits, in both the Regional and County Surveys. Since a limited number of benefits were included in the 2009 State Controller and Salary.com data sets, and benefits were excluded from the EDD data, it was difficult to make accurate comparisons between Placer and private sector data sources. Survey classes were selected for occupations that were most likely to be found in both the public and private sectors. In spite of this focus, some classes had to be omitted from survey results when there were 2 or less comparable agencies with these classes. Staff content that the greater the number of agency classes compared with Placer County classes, the more accurate the survey results.

2009 State Controller Report

Early in 2010 the California State Controller gathered 2009 employee compensation data from every government agency in the state. This data set was extremely large as it included every active employee in each public agency. Data collected in The State Controller Report included the agency's annual salary maximum, and the individual's total 2009 wages (Box 5 / W-2) which included cash outs, special compensation paid, and employer paid benefits for employee pension contributions, deferred compensation, and health, dental and vision premium payments.

Private Industry Data Sources

Private industry employee compensation was the most difficult data to obtain and *impossible* to validate. The companies that staff contacted requested that their data remain confidential and not be used in a Board presentation and, as a result, staff defaulted to internet source data collection: Salary.com and the EDD web page. Salary.com had the most up-to-date information (2011 data) and these data searches could focus on state, industry, job title, and be further delineated by the size of the agencies workforce. However, the largest employer in the Salary.com data set had a workforce of 350-500 employees; not comparable to the size of Placer County's workforce.

On August 9th the Board requested that an expanded version of private sector results be reported to the Board. As seen in Exhibit I, data has been further delineated by the percent of the actual Placer County workforce and the wages those employees earn as compared with the private sector (Salary.com). The table outlines this information at the 10%, 25%, 50%, 75% and 90% levels.

In addition to the private sector data in Exhibit I, all other survey *formulas* were updated in Exhibits II through V.

Attachments:

- Exhibit I -- Placer County and Salary.com / Salary
- Exhibit II -- Placer County, The City of Roseville and Sacramento County / Maximum Salary
- Exhibit III -- Regional Survey / Maximum Salary
- Exhibit IV -- Regional Survey / Maximum Salary and Benefits
- Exhibit V -- County Survey / Maximum Salary and Benefits

Salary.com vs. Placer County Job Class Comparison

Exhibit: I

		\$ Point Where % of Employees = or < Amount					
		10%	25%	50%	75%	90%	
Salary.com	Janitor, Senior	\$ 20,914	\$ 24,096	\$ 27,591	\$ 31,944	\$ 35,907	19 Employees # Employees at or Below % Average Salary \$40,758
Placer	Custodian II	\$ 38,105	\$ 40,011	\$ 40,011	\$ 42,012	\$ 42,012	
Average Years of Service = 10.63		2	5	10	14	17	
Range = 4 to 21 Years							
Salary.com	Accounting Clerk II	\$ 31,525	\$ 35,078	\$ 38,981	\$ 43,361	\$ 47,348	37 Employees # Employees at or Below % Average Salary \$45,585
Placer	Account Clerk, Journey	\$ 45,146	\$ 45,146	\$ 45,146	\$ 47,403	\$ 47,403	
Average Years of Service = 7.35		4	9	19	28	33	
Range = 4 to 21 Years							
Salary.com	Secretary II	\$ 31,906	\$ 35,752	\$ 39,977	\$ 44,922	\$ 49,425	62 Employees # Employees at or Below % Average Salary \$40,163
Placer	Administrative Clerk, Journey	\$ 38,105	\$ 40,011	\$ 40,011	\$ 42,012	\$ 42,012	
Average Years of Service = 8.63		6	16	31	47	56	
Range = 2 to 22 Years							
Salary.com	Appraiser Commercial	\$ 68,824	\$ 78,976	\$ 90,126	\$ 101,261	\$ 111,398	10 Employees # Employees at or Below % Average Salary \$73,056
Salary.com	Appraiser Residential	\$ 38,415	\$ 49,961	\$ 62,642	\$ 77,774	\$ 91,551	
Placer	Appraiser, Associate	\$ 68,432	\$ 68,432	\$ 71,855	\$ 75,448	\$ 75,448	
Average Years of Service = 4.62		1	3	5	8	9	
Range = 2 Months to 11 Years							

Notes:

Placer County implements 5 Wage Steps that are separated by 5% increments. Employee can move from Step A to Step E within 3.6 years.

Placer County data reflects actual employee wages as of 7/29/11

Updated: 8/19/11

350

EXHIBIT II

Position Maximum Salary Results

-- Placer County, Sacramento County, the City of Roseville, & Salary.Com

2011 Maximum Salary							
Group	Placer County	Sacramento County	Placer (Under) / Over	City of Roseville	Placer (Under) / Over	Salary.Com 2011	Placer (Under) / Over
Department Head							
County Counsel	\$ 210,540	\$ 215,796	-2%	\$ 250,164	-19%	\$ 235,980	-12%
County Executive	\$ 249,324	\$ 258,204	-4%	\$ 251,436	-1%	\$ 734,749	-195%
Director of DPW	\$ 165,780	\$ 158,988	4%	\$ 175,284	-6%	N/A	N/A
Personnel Director	\$ 142,812	\$ 158,988	-11%	\$ 147,264	-3%	\$ 210,888	-48%
DSA Unit							
Deputy Sheriff II	\$ 70,227	\$ 73,038	-4%	\$ 76,324	-9%	\$ 71,424	-2%
Management							
Client Serv. Prog. Manager	\$ 107,100	\$ 118,440	-11%	N/A	N/A	\$ 95,988	10%
Engineering Manager	\$ 126,816	\$ 127,704	-1%	\$ 149,868	-18%	\$ 154,200	-22%
IT Manager	\$ 120,708	\$ 109,188	10%	\$ 119,664	1%	\$ 151,800	-26%
Managing Acct. Auditor	\$ 114,672	\$ 111,084	3%	\$ 114,588	0%	\$ 155,556	-36%
PPEO General Unit							
Account Clerk, Journey	\$ 45,144	\$ 41,280	9%	\$ 49,584	-10%	\$ 47,352	-5%
Admin. Clerk Journey	\$ 40,008	\$ 35,868	10%	\$ 47,232	-18%	\$ 49,428	-24%
Associate Appraiser	\$ 79,224	\$ 73,440	7%	N/A	N/A	\$ 111,396	-41%
Buyer II	\$ 63,528	\$ 64,332	-1%	\$ 64,692	-2%	\$ 71,040	-12%
Client Services Prog. Spec.II	\$ 51,060	\$ 48,276	5%	N/A	N/A	\$ 58,764	-15%
Collection Agent II	\$ 49,776	\$ 47,484	5%	\$ 52,068	-5%	\$ 48,552	2%
Correctional Officer II	\$ 59,208	N/A	N/A	\$ 64,668	-9%	\$ 59,268	0%
Custodian	\$ 40,008	\$ 38,568	4%	\$ 47,568	-19%	\$ 39,240	2%
Equip. Mechanic Mstr	\$ 65,172	\$ 65,652	-1%	\$ 72,588	-11%	\$ 66,240	-2%
Maintenance Worker	\$ 51,060	\$ 46,392	9%	\$ 53,220	-4%	\$ 53,724	-5%
Planner, Associate	\$ 79,224	\$ 69,552	12%	\$ 84,564	-7%	\$ 92,448	-17%
PPEO Professional Unit							
Accountant-Auditor II	\$ 68,436	\$ 64,332	6%	N/A	N/A	\$ 66,515	3%
Civil Engineer, Associate	\$ 98,556	\$ 101,832	-3%	\$ 93,444	5%	\$ 85,404	13%
Deputy DA IV	\$ 129,036	\$ 125,256	3%	N/A	N/A	\$ 192,834	-49%
IT Analyst II	\$ 89,388	\$ 83,160	7%	\$ 83,832	6%	\$ 87,600	2%
Registered Nurse	\$ 71,856	\$ 84,048	-17%	N/A	N/A	\$ 71,856	0%

Note: N/A indicate "No Comparable Class".

Regional "Maximum Salary" Survey Results

-- El Dorado, Nevada & Sacramento Counties and the Cities of Roseville,
Sacramento & Folsom

		Maximum Salary			
Group	2009 State Controller	2011 Regional Survey	Salary.Com 2011	EDD 2006-09	
1 Board of Supervisors					
Average \$ (Under) / Over	\$ (43,845)	\$ (41,553)	N/A	N/A	
Average % -Under / Over	-146%	-139%			
2 Elected Officials					
Average \$ (Under) / Over	\$ 23,780	\$ 16,883	N/A	N/A	
Average % -Under / Over	13%	10%			
3 Department Head					
Average \$ (Under) / Over	\$ 10,083	\$ 6,861	\$ (192,980)	\$ 8,424	
Average % -Under / Over	5%	3%	-85%	6%	
4 Management					
Average \$ (Under) / Over	\$ 5,478	\$ 5,643	\$ (22,062)	\$ (27,816)	
Average % -Under / Over	6%	5%	-18%	-24%	
5 DSA Unit					
Average \$ (Under) / Over	\$ (5,163)	\$ (1,924)	\$ (1,197)	\$ (8,337)	
Average % -Under / Over	-8%	-3%	-2%	-12%	
	Note: Base salary only / no incentive pays.		Includes incentive pays.		
6 PPEO General Unit					
Average \$ (Under) / Over	\$ 4,923	\$ 3,728	\$ (6,731)	\$ (13,364)	
Average % -Under / Over	8%	6%	-10%	-23%	
7 PPEO Professional Unit					
Average \$ (Under) / Over	\$ 3,718	\$ 1,788	\$ 472	\$ (9,900)	
Average % -Under / Over	4%	2%	-1%	-12%	

POSITIONS USED IN SURVEY:

- 1 **Board of Supervisors:** 5 elected
- 2 **Elected Officials:** Assessor, District Attorney & Sheriff.
- 3 **Department Heads:** Counsel, County Executive Officer, Personnel Director, & Director of DPW
- 4 **Management:** Client Services Program Manager, Engineering Manager, IT Manager, & Managing Accountant Auditor
- 5 **DSA:** Deputy Sheriff II
- 6 **PPEO General Unit:** Account Clerk, Jrny; Administrative Clerk, Jrny; Associate Appraiser; Buyer II; Client Services Program Specialist II; Collection Agent II; Correctional Officer II; Custodian II; Master Equipment Mechanic; & Maintenance Worker.
- 7 **PPEO Professional Unit:** Accountant-Auditor II, Associate Civil Engineer, & IT Analyst II.

Updated: August 9, 2011 / Data as of 7/1/11

352

Regional Salary and Benefit Results
 -- El Dorado, Nevada & Sacramento Counties
 Cities of Roseville, Sacramento & Folsom

Group	Maximum Salary	
	2009 State Controller	2011 Regional Survey
1 Board of Supervisors		
Average \$ (Under) / Over	\$ (43,845)	\$ (41,553)
Average % -Under / Over	-146%	-139%
2 Elected Officials		
Average \$ (Under) / Over	\$ 23,780	\$ 16,883
Average % -Under / Over	13%	10%
3 Department Head		
Average \$ (Under) / Over	\$ 10,083	\$ 6,861
Average % -Under / Over	5%	3%
4 Management		
Average \$ (Under) / Over	\$ 5,478	\$ 5,643
Average % -Under / Over	6%	5%
5 DSA Unit		
Average \$ (Under) / Over	\$ (5,163)	\$ (1,924)
Average % -Under / Over	-8%	-3%
Note: Base salary only / no incentive pays.		
6 PPEO General Unit		
Average \$ (Under) / Over	\$ 4,923	\$ 3,728
Average % -Under / Over	8%	6%
7 PPEO Professional Unit		
Average \$ (Under) / Over	\$ 3,718	\$ 1,788
Average % -Under / Over	4%	2%

Wages & Benefits	
Actual Wages, Pension, Deferred Comp., Health, Dental & Vision	Max. Salary, Pension, FICA, Longevity, 401K, Health, Dental & Vision
2009 State Controller	2011 Regional Survey
\$ (53,604)	\$ (42,096)
-172%	-130%
\$ 67,400	\$ 26,537
26%	12%
\$ 4,106	\$ 15,096
2%	5%
\$ 8,869	\$ 11,105
6%	7%
\$ 17,311	\$ 3,698
14%	3%
Includes incentive pays.	
\$ 7,180	\$ 5,528
10%	6%
\$ 7,521	\$ 4,764
6%	4%

POSITIONS USED IN SURVEY:

- 1 **Board of Supervisors:** 5 elected
- 2 **Elected Officials:** Assessor, District Attorney & Sheriff.
- 3 **Department Heads:** County Counsel, County Executive Officer, Personnel Director, & DPW Director
- 4 **Management:** Client Services Program Manager, Engineering Manager, IT Manager, & Managing Accountant Auditor
- 5 **DSA:** Deputy Sheriff II
- 6 **PPEO General Unit:** Account Clerk, Jrny; Administrative Clerk, Jrny; Associate Appraiser; Buyer II; Client Services Program Specialist II; Collection Agent II; Correctional Officer II; Custodian II; Master Equipment Mechanic; Maintenance Worker & Associate Planner.
- 7 **PPEO Professional Unit:** Accountant-Auditor II, Associate Civil Engineer, & IT Analyst II.

Updated: August 9, 2011 / Data as of 7/1/11

353

**7 Counties Surveyed--
Employee Compensation Survey Results**

Group	Maximum Salary	
	2009 State Controller	7 County Survey 2011
1 Board of Supervisors		
Average \$ (Under) / Over	\$ (69,821)	\$ (69,328)
Average % -Under / Over	-233%	-231%
2 Elected Officials		
Average \$ (Under) / Over	\$ 8,311	\$ 7,530
Average % -Under / Over	5%	5%
3 Department Head		
Average \$ (Under) / Over	\$ (1,949)	\$ (2,105)
Average % -Under / Over	-3%	-3%
4 Management		
Average \$ (Under) / Over	\$ 4,357	\$ 3,752
Average % -Under / Over	4%	3%
5 DSA Unit		
Average \$ (Under) / Over	\$ (15,178)	\$ (12,353)
Average % -Under / Over	-23%	-18%
Note: Base salary only / no incentive pays.		
6 PPEO General Unit		
Average \$ (Under) / Over	\$ 1,207	\$ 1,029
Average % -Under / Over	2%	1%
7 PPEO Professional Unit		
Average \$ (Under) / Over	\$ (8,125)	\$ (2,038)
Average % -Under / Over	-3%	-3%

Wages & Benefits	
Actual Wages, Pension, Deferred Comp., Health, Dental & Vision	Maximum Salary, Pension, FICA, Longevity, Deferred Comp., Health, Dental & Vision
2009 State Controller	7 County Survey 2011
\$ (95,632)	\$ (89,391)
-307%	-277%
\$ 26,379	\$ 13,532
11%	6%
\$ (2,270)	\$ 6,952
-1%	1%
\$ 11,750	\$ 12,021
8%	8%
\$ 490	\$ 1,031
0%	1%
Includes incentive pays.	
\$ 3,664	\$ 2,906
5%	3%
\$ 4,409	\$ 1,826
3%	1%

COUNTIES USED IN "BENCHMARK" SURVEY:

El Dorado County	San Luis Obispo	Sonoma
Sacramento County	Santa Cruz	
Contra Costa	Solano	

POSITIONS USED IN SURVEY:

- 1 Board of Supervisors:** 5 elected
- 2 Elected Officials:** Assessor, Auditor-Controller, Treasurer, Clerk Recorder, DA & Sheriff.
- 3 Department Heads:** Counsel, County Executive Officer, & Personnel Director
- 4 Management:** Client Services Program Manager, Engineering Manager, IT Manager, & Managing Accountant Auditor.
- 5 DSA Unit:** Deputy Sheriff II
- 6 PPEO General Unit:** Account Clerk, Jrny; Administrative Clerk, Jrny; Associate Appraiser; Buyer II; Client Services Program Specialist II; Collection Agent II; Correctional Officer II; Custodian II; Master Equipment Mechanic; Maintenance Worker; & Client Services Practitioner II.
- 7 PPEO Professional Unit:** Accountant-Auditor II, Associate Civil Engineer, IT Analyst II, Deputy District Attorney IV & Registered Nurse.

Updated: August 9, 2011 / Data as of 7/1/11

354