AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

May 7, 2015
3:00 P.M.
651 Pine Street, Room 101, Martinez

Agenda

Rick Wise, East Bay Leadership Council, *Chair*
Margaret Eychner, Contra Costa Taxpayers' Association, *Vice Chair*
Michael Moore, Member, Contra Costa County Civil Grand Jury, *Secretary*
Margaret Hanlon-Gradie, Central Labor Council of Contra Costa County, AFL-CIO
Stuart McCullough, Contra Costa Human Services Alliance

Facilitator: Stephen L. Weir, Contra Costa County Administrator's Office

Agenda Items:	Items may be taken out of order based on the business of the day and preference of the Committee

1. Call to Order and Introductions

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

3. RECEIVE and APPROVE the Record of Action for the April 23, 2015 Ad Hoc Committee on BOS Compensation meeting.

4. RECEIVE compilation of research data requested by the Committee on April 23 and provide direction to staff on next steps.

5. The next meeting is currently scheduled for May 12, 2015.

6. Adjourn

The Ad Hoc Committee on Board of Supervisors Compensation will provide reasonable accommodations for persons with disabilities planning to attend the Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Ad Hoc Committee on Board of Supervisors Compensation less than 96 hours prior to that meeting are available for public inspection at 651 Pine Street, 10th floor, during normal business hours.

Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact:

Julie DiMaggio Enea, Committee Staff
Phone (925) 335-1077, Fax (925) 646-1353
julie.enea@cao.cccounty.us

Contra Costa County Board of Supervisors

Subcommittee Report

AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

Meeting Date:	05/07/2015
Subject:	RECORD OF ACTION FOR THE APRIL 23, 2015 AD HOC COMMITTEE MEETING
Submitted For:	Stephen L. Weir, Facilitator
Department:	County Administrator
Referral No.:	
Referral Name:	
Presenter:	Steve Weir
Contact:	Julie DiMaggio Enea 925.335.1077

Referral History:

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

Referral Update:

Attached is the Record of Action for the April 23, 2015 meeting. The Record of Action was prepared by staff, and edited and approved by Committee Secretary Michael Moore.

Recommendation(s)/Next Step(s):

RECEIVE and APPROVE the Record of Action for the April 23, 2015 Ad Hoc Committee on BOS Compensation meeting.

Attachments

Record of Actions for April 23, 2015 Meeting

D R A F T

Agenda

AD HOC COMMITTEE ON
BOARD OF SUPERVISORS COMPENSATION

April 23, 2015
2:30 P.M.
651 Pine Street, Room 101, Martinez

Margaret Hanlon-Gradie, Central Labor Council of Contra Costa County, AFL-CIO
Michael Moore, Member, Contra Costa County Civil Grand Jury
Stuart McCullough, Contra Costa Human Services Alliance
Margaret Eychner, Contra Costa Taxpayers' Association
Rick Wise, East Bay Leadership Council

Facilitator: Stephen L. Weir, Contra Costa County Administrator's Office

Present:	Margaret Eychner, Vice Chair
	Margaret Hanlon-Gradie
	Michael Moore, Secretary
	Rick Wise, Chair
	Stuart McCullough
Staff Present:	Stephen L. Weir, Facilitator
	Julie DiMaggio Enea, CAO Staff

1. Call to Order and Introductions

Chairman Wise called the meeting to order at 3:00 p.m. and noted that all Committee members were present.

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

No members of the public asked to speak under Public Comment.

3.

The Committee voted unanimously to approve the Record of Action for the April 16, 2015 meeting.

AYE: Margaret Hanlon-Gradie, Stuart McCullough, Chair Rick Wise, Secretary
Michael Moore, Vice Chair Margaret Eychner

Passed

4. RECEIVE compilation of research data requested by the Committee on April 16 and provide direction to staff on next steps.

It was noted that a large amount of materials were presented under Item Four. Members did not have time to digest all that was included. It was also noted that there will be two weeks between this meeting and the next meeting, thus giving members more time to review the materials.

Michael Moore asked staff if we had any guidance based upon the materials presented. Steve Weir stated that most of the materials presented were in response to the Committee's requests from the previous two meetings for data that would support a peer-to-peer comparison, and that staff was operating under the Committee's prior direction to refine comparisons of the components of compensation for Contra Costa, Alameda, and San Mateo Counties, and find additional examples of salary commissions in other jurisdictions. The goal of the data compilation would be to gain the Committee's consensus on a framework on which to base any salary and methodology recommendations. Staff is looking for direction from the Committee on what additional information, if any, would promote the development of this framework.

Steve noted that while, by-and-large, salaries of boards of supervisors of California counties are tied to superior court judges' salaries, the Committee found consensus last week that the Supervisors' salaries should not be tied to something that's not related to the job. The Committee members confirmed that they did not want to tie salaries to an arbitrary position such as a superior court judge. However, Michael Moore commented that if a simple index is preferred by the Committee, a position that more closely relates to the scope of a Supervisor's duties, such as a State legislative chair, might be a more relevant yardstick than a superior court judge.

Steve reviewed the principles that gained consensus at the Committee's last meeting. For the commission models that were presented in the staff report, Steve noted that some used weighted formulas to set salaries based upon stated comparables, and some additionally used a CPI escalator to adjust the salary annually between the commission reviews, which generally occurred in 3-5-year cycles.

Michael asked staff to highlight any new information or innovative ideas that surfaced during the process to gather and compile information for the packet. Steve clarified that the Board's June 1, 2015 salary increase is a 7% increase from the level currently authorized by ordinance and a 9.75% increase from the reduced level that resulted from the Board members voluntarily waiving 2.75% of salary to match reductions taken by County employees. CAO staff referenced the 10-year salary and health benefit summary attached to the staff report, providing an illustration of these changes, and clarified some of the information in that summary. Steve also highlighted the idea that the candidates know what the salary is when they decide to run for office.

Margaret Eychner clarified that the 7% increase taken by the Board effective June 1 was based on the sum of two employee salary adjustments, not COLAs (Cost Of

Living Adjustments), and that the County had not granted COLAs for many years -- possibly since 2009/10 -- which she thought may have accumulated to about 18% had they been granted annually since 2009/10.

Margaret Eychner suggested that there might be merit in viewing members of the Board as non-employees and that paying a fixed salary (no benefits) was worth consideration. It was noted that in so doing, a potential conflict of interest is removed in that the Board is not voting to give itself benefits that are bargained for by other groups of employees. Steve pointed out that there was no model available for such a salary comparison. Margaret Eychner pointed out that this was not necessarily her position but that, from a taxpayer's perspective, it merited consideration. Michael agreed and commented that, conversely, there may also be some benefit in the Board members participating directly in the benefits plans available to employees. In response to a suggestion that salary be indexed to a performance benchmark, Margaret Hanlon-Gradie commented that that salary should be commensurate with the job duties/responsibilities rather than a Supervisor's job performance, and that the election process exists to address job performance. She added that a flat salary with no benefits package might be less attractive to potential candidates, and that the Board's salary level should be set in the context of the market placement of County employee salaries. She invited Committee members to attend the First 5 Ensuring Opportunities Summit.

Committee members discussed some of the lower-paid jobs in the County and in community-based organizations that deliver County services. CAO staff suggested that County economic statistics such as household income percentiles might be more reliable than salaries for individual jobs.

Margaret Eychner also suggested that there might be a potential formula (one that perhaps was used in the past) whereby the nine Bay Area counties were factored in to set an average for setting Contra Costa's Board salaries. One formula would remove Contra Costa from the analysis and then take the average of the two highest and two lowest salaries (Santa Clara/Alameda and (Napa/ Solano, respectively). Based upon a quick calculation, using base salary data from Attachment Four of the April 9th meeting, that would yield a base salary for Contra Costa of approximately $119,350. While not particularly scientific, such a formula would have the advantage of being simple and objective.

Michael restated his guiding principles for our consideration as being: (1) Set the salary level high enough so as not to be an obstacle to attracting good candidates; (2) Set up a system to de-politicize the salary setting process; and (3) Design a system that embodies the leadership principle of sharing the pain during tough times (something along the lines of the San Francisco Commission, where Board salaries were reduced when other employees faced cuts). Nonetheless, he said he did not believe that compensation was the primary motivation for a public official.

Michael requested staff to continue pursuing an answer from CCCERA about whether or not a cash payment in lieu of any or all of the annual $12,000 deferred compensation benefit would be pension compensable, and also verify if the other counties we are comparing against have a similar pensionable benefit.

Steve summarized that the Committee has made a good start on a peer to peer comparison with Alameda and San Mateo counties and that following last week's meeting, that is the direction staff has taken regarding data and analysis. Acknowledging the ideas expressed today, Steve asked if the Committee wanted to pursue any other direction.

It was noted that Board of Supervisor's positions were that of public service and that salary is not the only guiding factor for candidates. It was suggested that the cost of running for office be considered, but no suggestion as to how this could be accomplished. There was also a discussion about retaining Board Members, but no consensus was reached on this suggestion.

Rick Wise noted that the commission approach to setting salaries, based upon the several examples provided, including that of Multnomah County, Oregon, seemed like a good way to set salaries. He added that, if it was determined that the Board's salary should be increased, he thought it should be phased in over time rather than increased all at once. Margaret Eychner noted San Francisco's method of offsetting any mid-cycle CPI adjustment with any employee compensation reductions, which prevented the Board's salaries from rising irrespective of the economy and fiscal health of the county. Rick and Michael concurred with that idea.

Steve Weir mentioned that such commissions could reduce salaries (State of California as an example) and that there were examples of annual adjustments, biennial adjustments or even a five-year cycle (San Francisco). In addition, many commissions had automatic CPI adjustments factored into their calculations. Stuart and Margaret Hanlon-Gradie pointed out that no such mechanism existed for either County employees or County contractors. Staff was asked to seek other examples of the Commission-type approach to setting salaries.

The Committee asked staff to continue to refine the salary chart (Attachment H, April 23rd agenda) comparing total compensation for Alameda, Contra Costa, and San Mateo Counties. Because the Category of "Pension Contribution" was deemed not a true measure of benefit, the Committee directed staff to exclude that data from the analysis. The Category of Retiree Health Benefit is the most difficult to quantify. CAO staff stated that she would continue to work on that element to make it a comparable figure in total compensation and would also look for geographic pay differentials for the Bay Area.

5. The next meeting is currently scheduled for May 7, 2015.

To accommodate vacation schedules, the Committee voted to cancel the May 14 meeting was canceled and schedule a special meeting for Tuesday, May 12, 2015 at 3:00 p.m.

AYE: Margaret Hanlon-Gradie, Stuart McCullough, Chair Rick Wise, Secretary Michael Moore, Vice Chair Margaret Eychner

Passed

6. Adjourn

Chairman Wise adjourned the meeting at 4:45 p.m.

For Additional Information Contact:

Julie DiMaggio Enea, Committee Staff
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julie.enea@cao.cccounty.us

Contra Costa County Board of Supervisors

Subcommittee Report

AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

Meeting Date:	05/07/2015
Subject:	STAFF RESEARCH ON ITEMS REQUESTED BY THE COMMITTEE ON APRIL 16
Submitted For:	Stephen L. Weir, Facilitator
Department:	County Administrator
Referral No.:	
Referral Name:	
Presenter:	Steve Weir
Contact:	Julie DiMaggio Enea 925.335.1077

Referral History:

At the April 23 meeting, the Committee was provided a compilation of information on county health benefit trends, County auto allowance and mileage reimbursement, and supplemental pays; historical data on adjustments to the Board's salary in addition to general salary and health benefit changes for selected labor groups; information about what compensation elements are pensionable; and information on San Francisco Civil Service Commission salary-setting procedures and other examples where such a salary setting commission operates.
The Committee established the following points of consensus through its prior meetings:

- The job of County Supervisor should be compensated as a full time job
- The salary should not be tied to a judge or any position not related or comparable to a County Supervisor
- The salary should not be tied to another County job classification
- An independent commission should review the Board's salary at regular intervals
- The Board's salary should be based on the duties and responsibilities of the position rather than on performance of the official (performance to be decided by the electorate)
- While salary is not the guiding factor for Supervisorial candidates, it should not be so low as to be a barrier to public service and should be high enough to attract good candidates
- The methodology for future salary setting should embody the leadership principle of sharing the pain during tough times
- The methodology for future salary setting should attempt to de-politicize the determination of Board compensation

The Committee asked staff to continue to refine the salary chart (Attachment H, April 23rd meeting packet) comparing total compensation for Alameda, Contra Costa, and San Mateo Counties. Because the Category of "Pension Contribution" was deemed not a true measure of benefit, the Committee directed staff to exclude that data from the analysis and study the Retiree

Health Benefits to see if it could be made a valid element for comparison in total compensation. Staff committed to work on the areas identified by the Committee and also attempt to refine Pension Contribution and look for geographic pay differential data for the Bay Area.

Referral Update:

In order to develop a salary recommendation and salary setting methodology, the following points require further consideration:

- What counties should be used for comparison and on what basis? Are Alameda and San Mateo sufficient for the current analysis and an ongoing methodology?
- If counties outside of the Bay Area are to be used, should their compensation be corrected for cost of living (geographic pay differential) differences?
- On what factors should the compensation comparison be based: salary, salary plus cash benefits, or an estimate of total compensation (which may involve subjective assumptions)?
- At what percent of median/percentile should the BOS salary be placed?
- How frequently should a commission review the Board's salary?
- Should an automatic escalator be applied in the intervening years? If yes, what kind of escalator, e.g., CPI, rank & file adjustment, a combination of the two? Should a mid-term review ever result in a salary reduction?
- Should any of the current cash benefits be eliminated and/or rolled into the base salary?
- Whatever the final outcome of the analysis, should the next adjustment be phased in over time or applied all at once? If phased in, on what schedule?

To assist the committee in its consideration of the above decision points, attached please find the following information:

A. Final report on Setting Compensation of Members of the Santa Barbara County Board of Supervisors
B. Comparison of Key Characteristics of Staff-Selected Counties
C. Comparison Bar Charts of Key Characteristics: County Population, Unincorporated County Population, Budget
D. 2007 Contra Costa County Board of Supervisors Salary Adjusted for CPI
E. 2015 Contra Costa County Board of Supervisors Salary Comparison with Staff-Selected Counties
F. Sample "Relocation Essentials" Cost of Living Analysis: Contra Costa Compared to San Mateo
G. Updated Tri-County Total Compensation Comparison: Alameda, Contra Costa, and San Mateo

Recommendation(s)/Next Step(s):

RECEIVE compilation of research data requested by the Committee on April 23 and provide direction to staff on next steps.

Fiscal Impact (if any):

None. This is an informational item only.

Attachments

Attachment A_Final report on Setting Compensation of Members of the Santa Barbara County Board of Supervisors

Attachment B_Comparison of Key Characteristics of Staff-Selected Counties

Attachment C_Comparison Bar Charts of Key Characteristics: County Population, Unincorporated County Population, Budget

Attachment D_2007 Contra Costa County Board of Supervisors Salary Adjusted for CPI

Attachment E_2015 Contra Costa County Board of Supervisors Salary Comparison with Staff-Selected Counties

Attachment F_Sample "Relocation Essentials" Cost of Living Analysis: Contra Costa Compared to San Mateo

Attachment G_Updated Tri-County Total Compensation Comparison: Alameda, Contra Costa, and San Mateo

ATTACHMENT "A"

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ORDINANCE NO. 4905

AN ORDINANCE REPEALING ORDINANCE NO. 4627 AND ENACTING A NEW ORDINANCE SETTING COMPENSATION OF MEMBERS OF THE SANTA BARBARA COUNTY BOARD OF SUPERVISORS

WHEREAS, Ordinance No. 4627 adopted October 24, 2006 sets the compensation and benefits of the members of the Board of Supervisors; and

WHEREAS, the Board of Supervisors desires to adjust certain benefits to align with those received by elected department heads; and

WHEREAS, the Board of Supervisors is authorized by the California Constitution Article XI § 1(b) to set compensation of its members, subject to referendum:

THAT THE BOARD OF SUPERVISORS OF THE COUNTY OF SANTA BARBARA ORDAINS AS FOLLOWS:

SECTION 1.

The biweekly compensation for the overtime exempt position of Supervisor, Elective of the Santa Barbara County Board of Supervisors, Class #7260 (Supervisor), is $3,238.47 biweekly. Supervisors shall also receive the following benefits at the same levels as Elected Department Heads: benefit allowance of $278.24 biweekly; County contribution to health insurance of up to $303.47 twice monthly; County contribution to dental insurance, of $13.03 twice monthly; auto allowance, of $225.00 biweekly; County paid term life insurance in the amount of $50,000; County paid long-term Disability Insurance; Retiree Medical Benefits, restricted to those who were County employees before June 25, 2015 and eliminated for those hired on or after that date; and membership in the Santa Barbara County Employees' Retirement System in the applicable Plan based on date of hire.

The biweekly compensation for the Chair of the Board of Supervisors is $3,303.24 biweekly, being compensation for Supervisor plus approximately $1,684.02 additional annual compensation in light of the additional duties of the Chair of the Board.

SECTION 2.

Ordinance No. 4627 is repealed in its entirety and superseded by this Ordinance.

SECTION 3.

Pursuant to Government Code § 25123.5, this ordinance shall take effect and be in force sixty (60) days from the date of its passage; and before the expiration of fifteen (15) days after its passage it, or a summary of it, shall be published once, with the names of the members of the Board of Supervisors voting for and against the same in the Santa Barbara News Press, a newspaper of general circulation published in the County of Santa Barbara.

BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name:	CEO
Department No.:	062
For Agenda Of:	March 10, 2014
Placement:	Departmental
Estimated Time:	30 minutes
Continued Item:	Select_Continued
If Yes, date from:	
Vote Required:	Majority

TO: Board of Supervisors

FROM: Select_From Mona Miyasato, County Executive Officer, 568-3404
Contact Info: Jeri Muth, Human Resources Director, 568-2816

SUBJECT: **Report from Ad Hoc Committee Formed to Review Board of Supervisors' Salary**

County Counsel Concurrence
As to form: Select_Concurrence

Other Concurrence: Select_Other
As to form: Select_Concurrence

Auditor-Controller Concurrence
As to form: Select_Concurrence

Recommended Actions:

That the Board of Supervisors:

1. Receive a report from the Ad Hoc Committee formed to review Board of Supervisors' salary and provide direction to staff related to the setting of Board member salaries; and

2. Determine that these actions are exempt from California Environmental Quality Act (CEQA) review as they are not a project pursuant to CEQA Guidelines section 15378 (b) (2).

Summary Text:

The Board is asked to receive a report presented on behalf of the Ad Hoc Committee formed to review Board salaries and consider whether to direct staff to return with an Ordinance to effect a salary increase, the amount of that increase, any incremental increases, and methodologies for future increases for Board member salaries to ensure fair and equitable salaries into the future. Any Ordinance changing Supervisorial salaries becomes effective 60 days after its adoption.

Background:

On November 4, 2014, staff brought forward recommended changes to the salary and benefits for elected department directors, moving their salaries closer to market and equalizing benefits with appointed department directors. Staff also sought direction on Board member compensation, noting that the Santa Barbara County Supervisors' salaries were 30% less than Supervisors of comparable counties and had not been increased since 2006. At the November 4, 2014 meeting, your Board directed the County Executive Officer (CEO) to form a special citizen's committee for the purpose reviewing Board member salaries. The CEO invited individuals from Chambers of Commerce, the non-profit sector, corporate leaders, and the Taxpayer's Association to participate in reviewing salaries as well as identifying mechanisms for maintaining fair compensation into the future for members of the Board of Supervisors.

At the invitation of the CEO, the following individuals volunteered to serve on the Board Salary Ad Hoc Committee:

Chair – Jack Boysen, Chief Financial Officer, Good Samaritan and Santa Maria City Council Member

Vice-Chair – Ken Oplinger, President and CEO, Santa Barbara Chamber of Commerce

Member – Chris Ames, Immediate Past Chair, Lompoc Valley Chamber of Commerce

Member – Joe Armendariz, Executive Director, Santa Barbara County Taxpayers Association

Member – Janet Garufis, President and CEO, Montecito Bank and Trust

Member – Debbie Horne, Human Resources Director, CMC Rescue

The Committee was a Brown Act body and all meetings were publicly noticed. The Committee met on December 16, 2014, and January 15 and 27, 2015 to review and discuss Board of Supervisors salaries. The Committee met a final time on February 23, 2015 to review the Board Letter and provide input for the final document.

During the review of Board member salaries, the Committee considered factors such as:

1. A 25-year history of Santa Barbara County Board member compensation, as well as the rationale for any changes that occurred (Attachment A);

2. The population, percentage of unincorporated area, size (square miles), and cost of living factors for a number of counties (Attachment B). This review resulted in the Committee identifying seven "peer" counties for use in comparisons: Marin, Monterey, San Luis Obispo, Santa Cruz, Sonoma, Stanislaus, and Tulare;

3. The average salaries of County of Santa Barbara managers and executives:

    - Average Manager (non-executive) - $98,074
    - Average Executive - (appointed department heads and assistant department heads) $147,780
    - Average Assistant Department Head - $128,360
    - Average Department Head - $167,200

4. Because a number of counties base Board members' salaries on a percentage of the salary of a superior court judge, the Committee also requested salary data for judges in the State of California:

Assignment	Annual Salary
Presiding Judge (15 or more judges)	$191,994
Presiding Judge (2 to 14 judges)	$188,302
Judge	$184,610

5. The typical day-to-day duties of a Board member:

    - Establish public policy
    - Pass and repeal laws (ordinances)
    - Adopt the annual County budget and ensure that the recommended and adopted budget of the County and its dependent districts are balanced
    - Set parameters for union negotiations and approve contracts with unions
    - Oversee County departments through the CEO
    - Direct and control litigation
    - Attend Board of Supervisor meetings
    - Serve on various boards, commissions, or special districts
    - Make appointments to boards, committees, and commissions
    - Create officers, boards, and commissions as needed, appointing the members and fixing the terms of office

- Receive, investigate, and respond to citizen concerns
- Awarding all contracts except those that are within the authority delegated to the County Purchasing Agent
- Conduct public hearings on land-use and other matters
- Appoint most County department heads, except elected officials
- Approve salary and benefits for all County officials and employees
- Approve and allocate positions/approve reductions in workforce
- Declare state of emergency

6. Stipends received by Board members for serving on boards, commissions, and committees:

Board/Commission/ Committee	Stipend Amount	Mileage
SBCAG	$100 (no more than $400 a month)	No
LAFCO	$150 per meeting (typically 1 meeting a month)	No
APCD	None	No
CENCAL	$100 per meeting (6 meetings a year)	Available if not using County car
C3H	None	No
Retirement	$100 per meeting	Available but not currently used

7. Peer county Board member salaries, rationale used in setting salaries, and a comparison of Santa Barbara Board member salaries to the 25th, 37.5th, 50th, and 75th percentiles, as well as to the average salary of peer counties (Attachment C). The updated salary comparison showed Santa Barbara County Supervisors' base salaries to be 29.2% below the 50th percentile (or median) of Board member salaries in peer counties, and 19.5% below the 50th percentile when annual base salary was combined with additional compensation; and

8. The impact on Board member salaries had they received a cost-of-living increase from 2007 through 2014, the years during which their salaries remained unchanged (Attachment D). Had Board members' salaries been adjusted using the CPI over those years, salaries would be 19.4% higher today.

Committee Findings:

As reflected on the Minutes of the January 27, 2014 Committee meeting (Attachment E), the findings of the Committee are as follows:

1. Five of the six members agreed that the seven peer counties identified by the Committee were the appropriate comparisons for the County of Santa Barbara, both for the purpose of their review as well as future salary reviews.

2. Four of the members agreed that the target for Santa Barbara County Board of Supervisors' salaries should be the 50th percentile of peer counties; one member felt that the 37.5th percentile (midway between 25th and 50th percentile) was more appropriate; and one member suggested that salaries should remain unchanged and any future increases should be related to the cost-of-living and require the elimination of a car allowance that went into effect February 2, 2015. The 50th percentile of peer counties is currently $108,775 and the 37.5th percentile is $94,980.

3. For future adjustments, the majority felt that Board of Supervisor salary surveys should be conducted every three years with any adjustments to be based on salary survey data.

4. As to timing and method of implementing an increase, there was no consensus except that the Committee recommended the Board be provided with some examples of incremental increases to achieve a target of the 50th percentile as well as a target of the 37.5 percentile of the 2014 salary survey results in a reasonable amount of time.

Examples of Potential Incremental Increases:

The following two charts illustrate the number of incremental increases that would be required to move Board member salaries to a target of the 50th and 37.5th percentile of the 2014 salary data, respectively.

The first chart illustrates that increasing Board members' annual base salary from $84,200 to the approximate 50th percentile could potentially entail four increases of 6.5%, which would bring salaries to $108,320. When considering base salary plus additional elements of compensation, bringing salaries to the 50th percentile target, could potentially entail four increases of 5.6%, which would bring compensation to $125,385.

	Current Board Member Salary	**50th Percentile of Market**	**Incremental Increase Methodology**

Annual Base Salary	84,200	108,775	4 increases of 6.5% to get to the approximate 2014 target ($108,320)
Annual Salary w/ Additional Compensation	104,880	125,353	4 increases of 5.6% to get to the approximate 2014 target ($125,385)

This second chart demonstrates a similar incremental salary increase approach based on reaching a target of the 37.5th percentile of 2014 peer salary data. In this example, four increases of 3% would result in an annual base salary of $94,768, the approximate 37.5th percentile. It would only take three increases of 2.5% to bring salaries plus additional compensation received to the 37.5th percentile, approximately $111,354.

	Current Board Member Salary	**37.5th Percentile of Market**	**Incremental Increase Methodology**
Annual Base Salary	84,200	94,980	4 increases of 3% to get to the approximate 2014 target ($94,768)
Annual Salary w/ Additional Compensation	104,880	111,263	3 increases of 2.5% to get to the approximate 2014 target ($111,354)

In any of the scenarios displayed on the charts above, it should be noted that increases are intended to move salaries toward the 2014 market target and, if increases occurred annually over three or four years, it is highly likely that peer county Board member salaries will also increase, and Santa Barbara County Supervisors salaries would lag behind 2018 or 2019 37.5th or 50th percentiles.

The additional suggestion to eliminate the car allowance and increase salaries based on the cost-of-living, would likely result in a net decrease in compensation as the 2014 CPI was 2.1% and the car allowance represents approximately 7.1% in compensation.

Potential Board Actions:

Should the Board wish to address salaries, the following factors should be considered:

1. The target for future salaries (e.g., the 25th, 50th, 37.5th, 75th percentile of peer counties, or something else, such as matching the annual CPI.) The Committee majority recommends the 50th percentile.

2. The timing for any initial increase and any additional increases. There was no recommendation on timing, but examples demonstrate potential timing.

3. If directing incremental increases, determine the number of incremental increases and the amount of each. There was no recommendation on timing, but examples demonstrate potential timing.

4. The recommended mechanism for salary adjustments in the future. The Committee majority recommends evaluating every three years after conducting a new salary survey of peer counties.

5. Any additional direction to staff.

Attachments:

Attachment A – 25-Year Salary History of Board of Supervisors
Attachment B – Comparison – Peer Counties (population, unincorporated area, cost-of-living)
Attachment C – Updated Board Salary Survey
Attachment D – Projected Board Salaries Using CPI Since Last Pay Adjustment
Attachment E – Meeting Minutes January 27,2015

cc:

Ad Hoc Committee Members
Bob Geis, Auditor-Controller
Michael Ghizzoni, County Counsel

Comparison - Peer Counties
January 2015

County	Population	Unincorporated Population	Unincorporated Percentage	AREA (sq miles)	Supervisor Annual Salary	3 BD RENT	COL INDEX (Rent)	COL ADJUSTMENT[1]	COMPARABLE SALARIES AFTER COL ADJUSTMENT	% Difference to SB COUNTY
Marin	255,887	132,643	51.84%	558	97,739	4,173	**88**	-4.79%	93,060	10.52%
Monterey	424,713	100,000	23.55%	3,324	123,739	4,696	**99**	7.35%	132,839	57.77%
Placer	365,107	110,152	30.17%	1,507	30,000	1,699	**36**	17.11%	35,134	-58.27%
San Luis Obispo	271,794	118,118	43.46%	3,326	86,115	2,118	**45**	8.04%	88,607	5.23%
Santa Cruz	271,501	135,936	50.07%	440	111,720	2,832	**60**	-3.98%	107,275	27.40%
Solano	423,265	18,790	4.44%	872	96,084	1,694	**36**	6.85%	102,667	21.93%
Sonoma	492,337	152,918	31.06%	1,598	135,975	2,437	**51**	4.73%	142,413	69.14%
Stanislaus	527,326	111,227	21.09%	1,521	74,776	1,164	**25**	18.18%	88,372	4.95%
Tulare	456,347	142,872	31.31%	4,844	90,381	1,275	**27**	20.73%	109,121	29.60%
Ventura	840,320	100,087	11.91%	1,864	126,904	2,664	**56**	3.77%	131,685	56.40%
Santa Barbara	**432,238**	**134,890**	**31.21%**	**2,745**	**84,200**	**4,733**	**100**			

[1] NOTE: COL ADJUSTMENT is based on Cost of Living factors from www.relocationessentials.com and reflect the % increase/decrease in wages needed to support a comparable standard of living in Santa Barbara County.

Updated Board Salary Survey
January 2015

County	Population	Annual Base Salary	Annual Salary w/ Additional Compensation*	Methods for Addressing Salaries
Marin	255,887	108,775	130,031	60% of Superior Court Judge
Monterey	424,713	122,028	153,360	50% of Superior Court Judge
San Luis Obispo	271,794	86,115	104,265	Compared to comparable counties
Santa Cruz	271,501	113,948	125,353	Usually aligned with unrepresented management increases; 2% increase September 2014; additional 8% planned over 2015-2016
Sonoma	492,337	138,451	162,151	75% of Superior Court Judge
Stanislaus	527,326	74,776	95,208	
Tulare	456,347	90,381	106,566	
Average		104,925	125,276	
25th Percentile		88,248	105,415	
37.5th Percentile		94,980	111,263	
50th Percentile		108,775	125,353	
75th Percentile		117,988	141,695	
Santa Barbara	**432,238**	**84,200**	**104,880**	
% from Average		24.6%	19.4%	
% from 25th Percentile		4.8%	0.5%	
% from 37.5th Percentile		12.8%	6.1%	
% from 50th Percentile		29.2%	19.5%	
% from 75th Percentile		40.1%	35.1%	

* Additional compensation includes a variety of elements such as: cash allowances, auto allowances, professional development, benefit cafeteria allowances, contribution to a 457 plan, expense allowances, etc. Compensation elements vary among the counties.

Projected Board Salaries Using CPI Since Last Pay Adjustment
January 2015

Year	CPI*	Member Salary	Chair Salary	Adjusted Member Salary	Adjusted Chair Salary
2006		$84,200	$85,884		
2007	2.7%			$86,473	$88,203
2008	5.0%			$90,797	$92,613
2009	-1.4%			-	-
2010	1.1%			$91,796	$93,632
2011	3.6%			$95,100	$97,003
2012	1.7%			$96,717	$98,652
2013	1.8%			$98,458	$100,428
2014	2.1%			$100,526	$102,537

* Based on All Urban Consumers - U.S. City Average, June indices

County of Santa Barbara
Board of Supervisors Compensation
Ad Hoc Committee

Minutes for the Meeting of
January 27, 2015; 2 p.m.

Committee Members Present:
Jack Boysen, Chair
Ken Oplinger, Vice-Chair
Chris Ames
Joe Armendariz
Janet Garufis
Deb Horne

Staff Present:
Mona Miyasato
Bob Geis
Jeri Muth

1. **Call to Order** – Chair Boysen called the meeting to order at 2 p.m.

2. **Approval of Minutes** – M/S/C minutes from the meeting of January 15, 2015.

3. **Public Comment** – none; Stewart Johnston from Supervisor Adam's office introduced himself.

4. **Receive and discuss requested data** – The Committee reviewed and discussed additional and updated data requested at the January 15 meeting related to the Board of Supervisors 25-year salary history and comparisons with peer counties, including comparisons to the 25th, 50th, and 75th pay percentiles among those counties. Prior to the meeting, the Chair requested the 2014 Statements of Economic Interests - Form 700 filings for each Board Supervisor, which was provided, reviewed and discussed by Committee Members.

   Public Comment - none

5. **Staff Report and Discussion** – Human Resources Director, Jeri Muth, provided the Committee with additional data and potential options for addressing Board of Supervisors salaries. The additional data included: 1) projected Board of Supervisor salaries from 2007 through 2014 had the CPI (cost-of-living) been applied; and 2) data showing other elements of compensation received by Board members in peer counties. Member Horne provided a proposal for increasing Board Member salaries over a four-year period (6.5% per year). During the discussion, staff was directed to update the peer county salary survey to include additional compensation in a separate column and include a comparison of data to the 37.5% percentile (in addition to the 25th, 50th, and 75th percentiles) for base salary as well as base salary plus other compensation. Committee members discussed the following:

   a) ***Is there consensus that the revised "peer county" salary data is the appropriate comparison for Santa Barbara County Board of Supervisors.***

      Yes: Ames, Boysen, Garufis, Horne, Oplinger
      No: Armendariz

   b) **What percentile is the target: 25th, 50th, 75th, or something else?**

      50th: Ames, Garufis, Horne, Oplinger
      37.5%: Boysen
      None: Armendariz

   c) ***What percentage is recommended for 2015?***

      No consensus was reached. The Committee discussed whether any increase was appropriate for 2015 in light of upcoming benefit improvements. There was some discussion regarding increases being effective in 2016. There was consensus that the Committee should not recommend a specific increase or increases and that it should be the decision of the Board.

   d) ***How many incremental increases should be established to reach target?***

      The Committee recommended that the Board be provided with options related to incremental increases and select an option or make a different decision.

e) ***After reaching the target, what mechanism should be used into the future?***

The Committee discussed salary surveys every three years and addressing salaries accordingly. One suggestion was to base any future salary increases on the COLA (CPI) and to link any such increase to the elimination of the car allowance that goes into effect February 2, 2015.

At the conclusion of the discussion, the Committee directed staff to prepare a Board Letter that reflected:

- 5 – 1 agreed that peer County data is the appropriate salary comparison for County of Santa Barbara Board Members;
- Committee disagreed on the target for Board salaries; however, four agreed that the 50th percentile was an appropriate target consistent with best business practices;
- Examples for incremental increases to both the 37.5% and 50th percentiles of the 2014 market data; and
- Recommending salary survey every three years using the same peer counties identified by the Committee: Marin, Monterey, San Luis Obispo, Santa Cruz, Sonoma, Stanislaus, and Tulare. The Committee also requested that the Board Letter discuss how and why these counties were identified as peer counties.

The Committee agreed that the Chair and Vice Chair would work with County staff in the drafting of the Board Letter and that the Committee would meet again on February 23, 2015 at 2:30 p.m. to review the draft and provide comments for finalizing the report and filing for a March Board meeting.

Public Comment - none

6. **Adjourn** – Chair Boysen adjourned the meeting at approximately 4 p.m.

Next Meeting:

Monday February 23, 2015; 2:30 p.m.
County of Santa Barbara Administration Building
105 E. Anapamu Street, 4th Floor Board Conference Room

March 10, 2015

BOARD OF SUPERVISORS' COMPENSATION

BACKGROUND

- November 4, 2014 – Board directed CEO to form a special citizen's committee to review Board member salaries
- Data at that time showed Board salaries 30% lower than the average of comparison counties and no increases from 2007 through 2014
- Subsequently, CEO invited individuals from Chambers of Commerce, non-profit, private sector, and Taxpayer's Association to participate

BACKGROUND

Committee Members:

- Jack Boysen, Good Samaritan (Chair)
- Ken Oplinger, Santa Barbara Chamber (Vice-Chair)
- Chris Ames, Lompoc Valley Chamber
- Joe Armendariz, Taxpayers Association
- Janet Garufis, Montecito Bank and Trust
- Debbie Horne, CMC Rescue

COMMITTEE REVIEW

- During three public meetings, Committee reviewed information related to Board salaries, duties, staffing, demographics, and methodologies used to set salaries
- Committee identified seven "peer counties" – Marin, Monterey, San Luis Obispo, Santa Cruz, Sonoma, Stanislaus, and Tulare
- Reviewed both base salaries as well as "salaries + additional compensation" to peer counties
- Compared Santa Barbara salaries to peer counties based on: average salaries and 25th, 37.5th, 50th, and 75th percentiles

PEER COUNTY SALARY COMPARISON

County	Annual Base Salary	Annual Salary w/ Additional Compensation
Marin	108,775	130,031
Monterey	122,028	153,360
San Luis Obispo	86,115	104,265
Santa Cruz	113,948	125,353
Sonoma	138,451	162,151
Stanislaus	74,776	95,208
Tulare	90,381	106,566
Average	104,925	125,276
25th Percentile	88,248	105,415
37.5th Percentile	94,980	111,263
50th Percentile	108,775	125,353
75th Percentile	117,988	141,695
Santa Barbara	**84,200**	**104,880**
% from Average	24.6%	19.4%
% from 25th Percentile	4.8%	0.5%
% from 37.5th Percentile	12.8%	6.1%
% from 50th Percentile	29.2%	19.5%
% from 75th Percentile	40.1%	35.1%

COMMITTEE FINDINGS

- Majority agreement on peer counties identified
- Majority agreement that SB Board member salaries should be targeted to the 50th percentile of peer counties
- Majority agreement that peer counties should be surveyed every three years and any adjustments linked to those findings
- Majority agreement that the amount and timing of increases is a Board decision – with examples for reaching the 50th and 37.5th percentiles in a reasonable amount of time

EX: SALARY MOVEMENT TO 50TH PERCENTILE

	Current Board Member Salary	50th Percentile of Market	Incremental Increase Methodology
Annual Base Salary	84,200	108,775	4 increases of 6.5% to get to the approximate 2014 target ($108,320)
Annual Salary w/ Additional Compensation	104,880	125,353	4 increases of 5.6% to base salary to get to the approximate 2014 target ($125,385)

EX: SALARY MOVEMENT TO 37.5TH PERCENTILE

	Current Board Member Salary	37.5th Percentile of Market	Incremental Increase Methodology
Annual Base Salary	84,200	94,980	4 increases of 3% to get to the approximate 2014 target ($94,768)
Annual Salary w/ Additional Compensation	104,880	111,263	3 increases of 2.5% to base salary to get to the approximate 2014 target ($111,354)

BOARD DIRECTION

- Target for future salary increases (Committee majority recommends the 50th percentile)
- Timing for initial and future increase (no recommendation from Committee)
- If incremental increases, determine the number of increases and the amount of each (no recommendation from Committee)
- Mechanism for future salary adjustments (Committee majority recommends evaluating every three years against peer county data)
- Additional direction for staff

CORRECTED

COMPARISON DATA
Fiscal Year 2014-2015

Filters*				Agency[1]	Annual Salary	Annual Salary COL Adjusted[5]	% Variance From CCC	County Population[6]	Pop Rank	UI Population[6]	UI %	# of Cities	FTEs Funded/ Adopted[3]	FY 2014/15 General Fund	FY 2014/15 Total Governmental Funds	FY 2014/15 Total All Funds	Fund Rank
			BA	Santa Clara County	147,684	134,993	29.4%	1,889,638	1	87,182	4.6%	15	16,216	$ 2,973,221,915	$ 3,840,012,040	$ 5,892,779,051	2
B	UI	P	BA	Alameda County	147,684	143,031	37.1%	1,594,569	2	146,787	9.2%	14	9,518	$ 2,312,146,120	$ 2,786,115,563	$ 3,296,908,180	4
B		P		Sacramento	101,532	113,984	9.3%	1,470,912	3	573,313	39.0%	7	11,726	$ 2,201,593,739	$ 2,625,328,802	$ 3,722,736,822	3
B	UI	P	BA	Contra Costa County	104,307	104,307	0.0%	1,102,871	4	168,323	15.3%	19	8,921	$ 1,435,174,537	$ 1,938,177,513	$ 3,171,226,845	5
	UI	P		Fresno	110,766	126,625	21.4%	972,297	5	170,459	17.5%	14	7,120		1,395,216,330	$ 2,045,821,381	8
B		P		Kern**	105,107	127,758	22.5%	874,264	6	309,050	35.3%	11	9,142	$ 787,447,450	$ 1,934,781,396	$ 2,649,205,958	6
	UI	P		Ventura	129,227	134,434	28.9%	848,073	8	97,497	11.5%	11	7,624	$ 946,653,621	$ 946,653,621	$ 1,881,456,411	9
		P	BA	San Francisco City/County	110,858	83,450	-20.0%	845,602	7	N/A	N/A	1	28,435	$ 4,270,953,200	$ 8,581,831,912	$ 8,581,831,912	1
B		P	BA	San Mateo County	126,144	110,416	5.9%	753,123	9	64,615	8.6%	20	5,458	$ 1,494,908,690	$ 1,826,306,636	$ 2,209,518,947	7
	UI		BA	Sonoma County	138,459	145,380	39.4%	496,253	10	152,918	30.8%	9	4,074	$ 419,507,162	$ 889,930,234	$ 1,457,085,749	10
			BA	Solano County	97,843	104,810	0.5%	429,552	11	18,790	4.4%	7	2,816	$ 218,445,708	$ 870,217,528	$ 922,572,425	11
			BA	Marin County	108,784	103,838	-0.4%	258,972	12	68,488	26.4%	11	2,131	$ 408,200,968	$ 569,311,594	$ 605,147,181	13
			BA	Napa County	84,198	85,013	-18.5%	140,362	13	26,899	19.2%	5	1,411	$ 209,451,517	$ 505,434,230	$ 624,414,293	12

*B-Budget, UI-Unincorporated Population, P=County Population, BA-Bay Area County

**Budget data is 2013/14

[1] Surveyed counties represent the other 8 ABAG counties

[2] Data from U.S. Census Bureau 2013 estimates

[3] May be FTE, number of positions (part and full time), number of authorized positions, or number of funded positions.

[4] public hospital

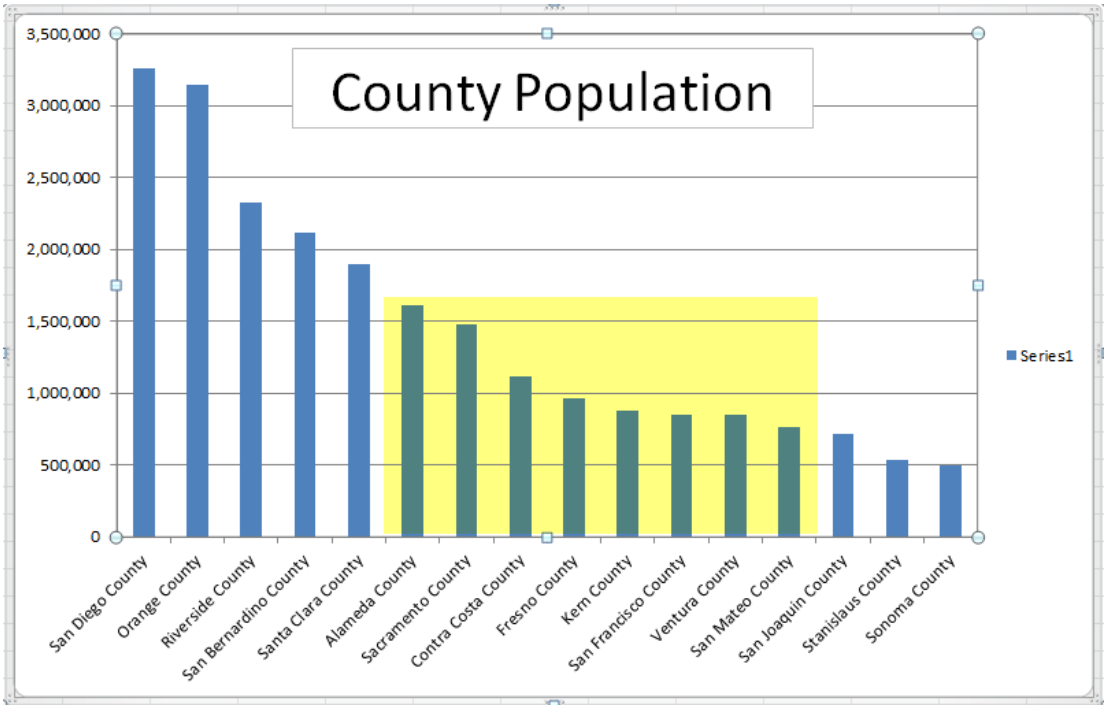
[5] COL Adjustment/Factor is based on Cost of Living factors from www.relocationessentials.com and reflect the increase/decrease in wages needed to support a comparable standard of living in Contra Costa County.

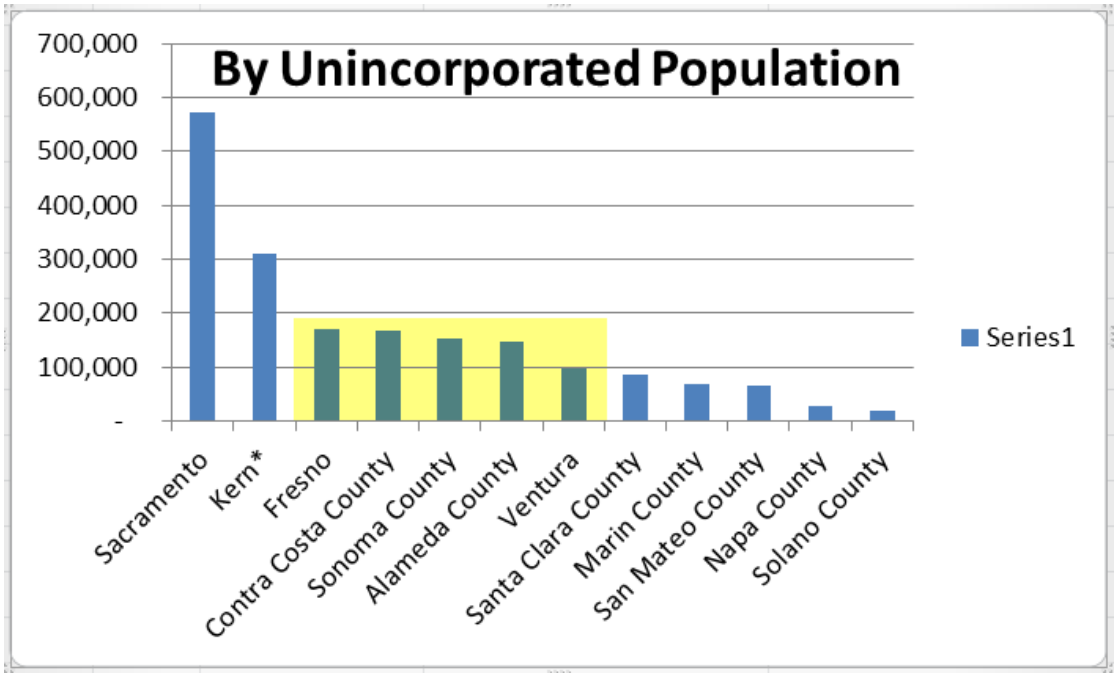
[6] CA Dept of Finance for 1/1/15

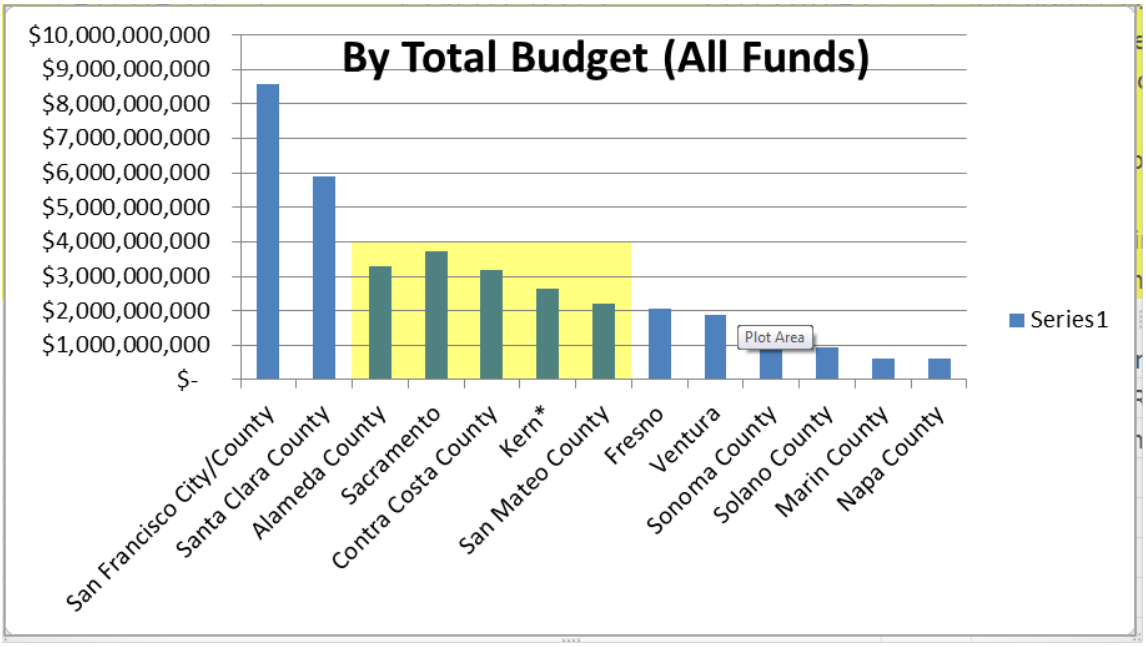
Staff Selection of Comparison Counties

Staff considered County population, County Unincorporated Area population, and Total Budget (all funds) to determine which California counties are most comparable to Contra Costa County for the purpose of Board of Supervisors salary determination.

Staff selected those counties in which at least two factors are closely related to Contra Costa County. For example, Fresno County is comparable in both County Population and UI Population, Kern County is comparable in both County Population and Budget, Sonoma County is comparable in that is a Bay Area county with a comparable Unincorporated Population.






By Total Budget (All Funds)
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San Francisco City/County
Santa Clara County
Alameda County
Sacramento
Contra Costa County
Kern*
San Mateo County
Fresno
Ventura
Sonoma County
Solano County
Marin County
Napa County
Plot Area
Series1

Projected Board Salary Using CPI
Since Feb 2007 Pay Adjustment

Month	Year	SF CMSA	CPI-U	BOS Member Salary	Adj Member Salary
Feb	2007	213.688		$ 95,572	
Feb	2008	219.612	2.77%		$ 98,222
Feb	2009	222.166	1.16%		$ 99,364
Feb	2010	226.145	1.79%		$ 101,143
Feb	2011	229.981	1.70%		$ 102,859
Feb	2012	236.88	3.00%		$ 105,945
Feb	2013	242.677	2.45%		$ 108,537
Feb	2014	248.615	2.45%		$ 111,193
2014/15 Est		**255.093**	**2.61%**		**$ 114,090**
			19.38%		**$ 15,869**

ATTACHMENT "E"

Board of Supervisor Salary Comparison
Staff-Selected Comparison Counties

Agency	Annual Salary	CCC Salary Equivalency COL Adj[2]	Annual Salary COL Adjusted[1]
Sonoma County	138,459	99,341	145,380
Alameda County	147,684	107,700	143,031
Ventura County	129,227	100,267	134,434
Kern County	105,107	85,814	127,758
Fresno County	110,766	91,243	126,625
Sacramento County	101,532	92,912	113,984
San Mateo County	126,144	119,165	110,416
San Francisco City/County	110,858	138,565	83,450
Average	121,222		123,135
25th Percentile	109,351		113,092
37.5th Percentile	110,824		121,885
50th Percentile	118,501		127,192
75th Percentile	131,535		136,583
Contra Costa County 104,307			
% from Average	-16.2%		-18.1%
% from 25th Percentile	-4.8%		-8.4%
% from 37.5th Percentile	-6.2%		-16.9%
% from 50th Percentile	-13.6%		-21.9%
% from 75th Percentile	-26.1%		-30.9%

[1]Annual Salary COL Adjusted is based on Cost of Living factors from www.relocationessentials.com and reflect the wages needed to support a comparable standard of living in Contra Costa County.

[2]CCC Salary Equivalency COL Adj is based on Cost of Living factors from www.relocationessentials.com and reflect the wages that would be required in that county to maintain the same lifestyle as in CCC at the $104,307 salary level.

http://relocationessentials.com/aff/www/tools/salary/col.aspx

COST OF LIVING | SCHOOLS | COMMUNITY COMPARISON | SALARY ANALYZER | CRIME | COMMUNITY EXPLORER | MOVE PLANNER | CALCULATORS | MOVE NETWORK

Cost Of Living

‹ PREVIOUS START OVER

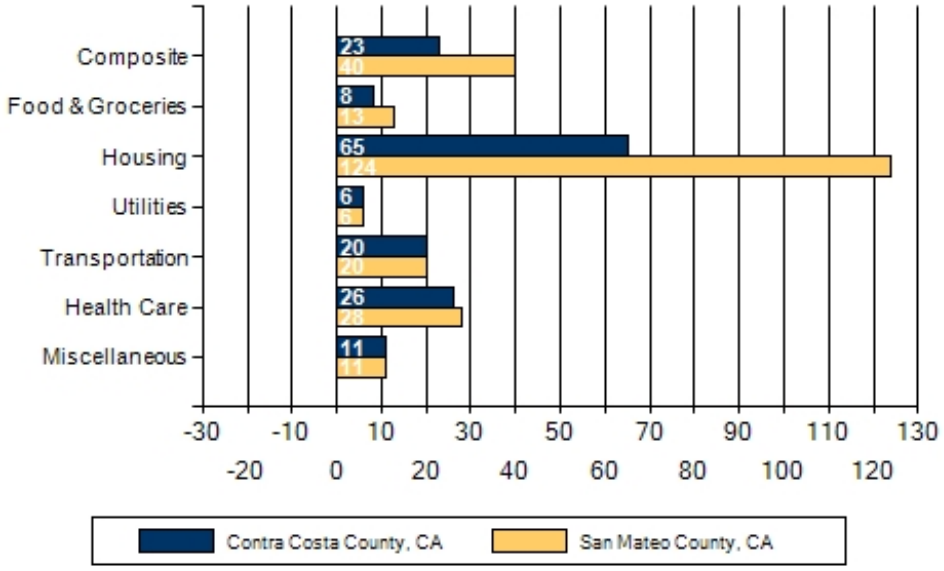
Cost of living differs between:
Contra Costa County, CA and San Mateo County, CA

	Salary:	Adjusted For Cost of Living:
Location One: Contra Costa County, CA	$104,307	$104,307
Location Two: San Mateo County, CA		$119,165
Change in disposable income:		($14,858)

In essence, if you moved to San Mateo County, CA and received the same salary you currently earn in Contra Costa County, CA, it would cost you an extra $14,858 to maintain the same basic lifestyle.

Please scroll down to view additional graphs.

Graph Description



STILL IN PROGRESS...

	Alameda	Contra Costa	San Mateo	Sacramento	Fresno	Kern	Ventura	Sonoma	San Francisco
Adjusted Total Compensation	**$185,186**	**$140,205**	**$137,101**	**$113,984**	**$126,730**	**$127,758**	**$134,434**	**$145,380**	**$83,450**
COL Adjustment Factor	**-3.15%**	**0.00%**	**-12.47%**	**12.26%**	**14.32%**	**21.55%**	**4.03%**	**5.00%**	**-24.72%**
Total Est Compensation	191,210	140,205	156,631	101,532	110,858	105,107	129,227	138,459	110,858
Annual Salary	147,680	104,307	129,912	101,532	110,858	105,107	129,227	138,459	110,858
Employer Pension Contribution % of Normal Cost for Basic + COLA	9.41%	14.99%	10.30%						
Pension Contribution $ Based on Normal Cost Only	13,897	15,636	13,381						
Annual Pension Based on 8 years service (2 terms of office)	17,627	16,689	20,245						
Pension & Vesting	Tier 2A is 1.492% @ 55; Tier 4 is 1.3% @ 55; County pays employer share only	Tier 1 & 3 Enhanced is 2% @ 55	< 8/7/11 = 1.948% @ 55	1.947%@55					
Health/Dental	90% of premium	50-60% of premium	75-85% of premium						$300-$700 biweekly flex spending
Other insurance	-	1,164	-						$50,000 life insuranc
Pension enhancement	$ 18,338	$ 12,600	$ -						
Auto allowance	$ 8,296	$ 7,200	$ 13,338						0
Other	$ 3,000	$ 463	$ -						
Retiree Health	County provides none. However, ACERA provides partial benefits with 10 years svc credit. 3,321-6264	8,553	SamCERA: Sick leave does not get added to retirement base. Instead, banked sick leave can be "spent" on retiree health premiums. 8 hours buys $700.						Yes, active employees pay 2%, 5-20 years to vest.

Contra Costa County Board of Supervisors

Subcommittee Report

AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

Meeting Date: 05/07/2015

Subject: REMAINING MEETING SCHEDULE

Submitted For: Stephen L. Weir, Facilitator

Department: County Administrator

Referral No.:

Referral Name:

Presenter: Steve Weir **Contact:** Julie DiMaggio Enea 925.335.1077

Referral History:

The Committee has held three prior meetings: April 9, 16, and 23, and has meetings scheduled for May 7 and a special meeting on May 12.

Referral Update:

We need to ascertain the Committee members' availability to meet on the following additional dates:

- May 21
- May 28
- June 4
- June 11
- June 18
- June 25

Recommendation(s)/Next Step(s):

CONSIDER determining remaining meeting schedule.

Attachments

No file(s) attached.
