



# Agenda

## AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

RECORD OF ACTION FOR  
May 12, 2015

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

Present: Chair Rick Wise  
Vice Chair Margaret Eychner  
Secretary Michael Moore  
Stuart McCullough

Absent: Margaret Hanlon-Gradie

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 3:07 p.m.*

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. RECEIVE and APPROVE the Record of Action for the May 7, 2015 Ad Hoc Committee on BOS Compensation meeting.

*Michael Moore disagreed that the committee had reached consensus on including the calculated value of the post-employment pension benefit for each county in the total compensation analysis. The Committee reviewed the portions of the minutes that referenced the pension element and concluded that the language as presented was broad enough to leave the Committee discretion to decide this point once all the data had been gathered.*

*The minutes were approved as presented.*

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

Other: Margaret Hanlon-Gradie (ABSENT)

Passed

4. RECEIVE compilation of research data requested by the Committee on May 7 and provide direction to staff on next steps.

*The Committee reviewed the Peer County Comparison Chart on page 41 of the packet. Michael Moore explained why he thought the estimated value of the pension benefit assuming 8 years of service and age 55 should not be included in the total compensation analysis and why the estimated County contribution to pension based on employer "normal" contribution should be included. He stated that the analysis should be based on total annual compensation only, and other benefits beyond annual compensation should be considered on a qualitative basis.*

*Staff clarified that the employer pension contribution for active employees is one aspect of the value of the pension benefit but that the quality of the post-employment pension benefit varies widely from county to county. Staff noted that some counties have chosen to keep salaries low and put more compensation in the employee benefits package and vice versa, so in order to see the complete compensation package, the pension benefit would need to be an element in the analysis. Staff commented that her analysis used the same assumptions (two elective terms of office = 8 years at age 55) for all nine counties in the analysis. The only variables in the staff analysis of pension benefit are the age 55 factor and base salary.*

*Stuart McCullough referenced the May 11 Capitol Alert article (on page 52 of the packet), reporting that a California Citizens Compensation Commission approved a 3% pay raise for the Governor and legislators after acknowledging that the officials were still 19.6% below pre-recession pay. He thought it was a good idea to put the decision solely in the discretion of the Commission. Steve Weir added that while Santa Barbara County prepared a very methodical analysis of their Board's compensation, the Board ultimately granted itself a CPI adjustment instead of the 9% supported by a majority of the Commission.*

*The discussion moved to the potential for the Committee to recommend, and the willingness of the Board to adopt, legislation that would make the recommendations of future BOS Compensation Committees binding on the Board, in order to remove the Board's discretion over setting their own salaries. Staff advised that the Board could adopt such an ordinance but that it would be technically symbolic because the Board could, at a future date, modify or repeal the ordinance. Also, the Board may not adopt policies with the intention of binding or limiting the powers of their successors.*

*Staff explained the Peer County Comparison, which was updated and reformatted from May 7 version. She advised that the HR Labor Relations Unit was preparing the health plan comparisons, which should be available for the May 28 meeting. The comparison would be made using similar Kaiser Single and Kaiser Family plans. She recommended excluding the Other Insurance category because it was difficult to*

*obtain from other counties and relatively insignificant to total compensation. She explained how the elements, when added to base salary, roll up to total (estimated) annual compensation. The chart currently adjusts Total Est Compensation by a geographic cost-of-living factor supplied by RelocationEssentials.com to account for the differences in cost of living between Contra Costa and each peer county, which is reported as Adjusted Annual Compensation. Staff reported that she planned to contact the County's economic consultant, Beacon Economics, to develop a second methodology that will help determine the veracity of these factors. Stuart suggested using GNP (Gross National Product) growth for each county as a possible factor.*

*Michael commented that the Committee, in the interest of thoroughness, should additionally look at the annual stipends that Board members receive for representing the County on outside boards because the stipends can be substantial. Steve commented that all Board members in the peer counties likely receive comparable stipends for representing their boards on regional bodies. Staff commented that most of the Board member assignments change annually and the amount of stipend received would depend on meeting attendance. Margaret Eychner and Michael suggested taking an average for each member using the FPPC Form 806 for each county and the Committee agreed. Staff agreed to do this for the Committee's consideration at the May 28 meeting.*

*Staff explained that she segregated and moved the two post-employment benefits to the top of the comparison chart and the Committee could decide their relevance when all the data had been collected. Michael suggested that the post-employment benefits should be moved to the bottom of the chart and should not be rolled into any "total" line but should be considered separately, on a qualitative basis. Staff agreed to provide the new format at the next meeting.*

*Rick Wise asked about mileage reimbursement. Staff explained that, unlike the peer counties, Contra Costa's auto allowance is supplemented by mileage reimbursement at the current IRS rate (based on fixed and variable costs of operating an automobile, including depreciation, insurance, repairs, tires, maintenance, gas and oil). Margaret Eychner thought there may be merit in reporting salary add-ons as salary and not showing them as distinct elements. The Committee as a whole thought the distinct elements should be identified.*

*Steve contrasted the Total Annual (estimated) Compensation number in the Peer Comparison Chart (page 41) with the BOS Payroll Chart that was in the April 9 packet, Item 5, and asked for confirmation that the primary difference was in the County's retirement contribution. Staff advised that the primary differences were that (1) the Peer Comparison Chart uses only the County's contribution to the "normal" portion of the contribution rate and (2) the BOS Payroll Chart reflects statutory payroll costs such as FICA, worker's compensation insurance, and unemployment insurance, which are not reflected in the Peer Comparison Chart. The Committee recognized that it was not necessary to include Social Security/Medicare taxes and workers' compensation and unemployment insurance in the total compensation analysis, even though they are payroll costs.*

*Steve moved to the Board of Supervisors Salary Comparison Chart (page 39 of the packet) and explained the significance of the various percentile calculations and how the Committee might use them. Staff reported that the County Administrator ballparked a 15-18% wage gap between County salaries and the median market wages of comparable public employees, but that the estimate was not based on a comprehensive study. The Committee asked if the County Administrator could provide his estimate in writing. The Committee also requested staff to provide at the next meeting the County cost per 1% of general salary increase.*

*Margaret Eychner asked staff to verify the County's policy changes since 2008 with respect to the retiree health benefit and vesting.*

*Steve mentioned that he has begun drafting a Committee report and would like to present a draft of that report at the Committee's June 4 meeting. The May 28 meeting will be used to examine the remaining data and see if the Committee could reach consensus on recommendations. Staff indicated that the meeting packet for the May 28 meeting would likely be published on May 22.*

5. The Committee will neither meet on May 14 nor May 21. The next meeting is currently scheduled for May 28, 2015.
6. Adjourn

*Chairman Wise adjourned the meeting at 4:54 p.m.*

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 CTE ON BOARD OF SUPERVISORS COMPENSATION - SPECIAL

**Meeting Date:** 05/12/2015

**Subject:** RECORD OF ACTION FOR THE MAY 7, 2015 AD HOC  
COMMITTEE MEETING

**Department:** County Administrator

**Referral No.:**

**Referral Name:**

**Presenter:** Steve Weir

**Contact:** Julie DiMaggio Enea  
925.335.1077

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#### **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 May 7, 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 May 7, 2015 Ad Hoc Committee on BOS Compensation meeting.

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#### **Attachments**

5-7-15 BOS Comp Cte Record of Action

#### **Minutes Attachments**

*No file(s) attached.*

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# Agenda

## AD HOC COMMITTEE ON BOARD OF SUPERVISORS COMPENSATION

RECORD OF ACTION FOR  
May 7, 2015

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: Vice Chair Margaret Eychner  
Secretary Michael Moore  
Chair Rick Wise  
Stuart McCullough

Absent: Margaret Hanlon-Gradie

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.*

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

*The Committee approved the Record of Action for the April 23, 2015 meeting as presented.*

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

Other: Margaret Hanlon-Gradie (ABSENT)

Passed



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

*Steve Weir reviewed the eight points on Page 9 in the packet on which the Committee appeared to have achieved consensus, and the Committee confirmed that consensus existed on those points. Michael Moore commented that using an impartial commission would help to de-politicize the Board's salary determination. Stuart McCullough initiated discussion on how a future commission should be appointed and whether or not the outcome of a future commission's study should be binding on the Board or only a recommendation. The Committee discussed options for appointed future commissions, among which were having the County Administrator or Human Resources (HR) Director select the commission, or having the Board select organizations to participate and then requesting those organizations nominate their commissioners. The Committee also discussed the merits of having HR and pension professionals on future commissions and acknowledged that a constituent-based commission could also rely on staff or outside professionals for technical assistance.*

*Steve described Santa Barbara County's Board salary setting process, which was completed only a couple of months earlier and was very similar to our process.*

*Staff summarized the new materials in the Committee packet, including the bar charts illustrating the comparison factors used to select the other eight counties recommended for comparison. The Committee discussed the significance of the unincorporated county population. Staff advised that the County provides municipal services to unincorporated county areas and that those areas are governed directly by the BOS, in some cases with the advice of BOS-appointed municipal advisory councils, of which there are 13. There was consensus among the Committee that the characteristics used by staff to compare the counties (County population, Unincorporated county population, and total budget) are appropriate and that the eight counties indicated by these characteristics are relevant for comparison with Contra Costa County. A formula error was detected in Attachment B, which staff agreed to correct (corrected version is included in the minutes packet).*

*Margaret Eychner noticed the column in the County Comparison chart that adjusted salaries based on geographic economic data supplied by Relocation Essentials, an online source of relocation and real estate tools. She observed how the range of the salaries, once adjusted for geographic economic differences, compressed. Staff reviewed Attachments D and E, the Contra Costa BOS 2007 salary adjusted by historical CPI and the BOS salary comparison for staff-selected counties, respectively, and the Committee discussed the relevance of percentiles with respect to how County employees are compensated in relation to the labor market. The Committee asked if the County has done a study to determine how far below market wages are County employee salaries. Staff agreed to consult the County's HR Director to learn if such an analysis had been performed. There appeared to be consensus among the Committee members that the Board should be paid at a percentile of market commensurate with County employees, provided there is meaningful data available for such a comparison. However, Stuart pointed out that employee salaries are not generally compared on the basis of total compensation, whereas the Committee intends to evaluate the BOS salary on that basis. The*

*Committee asked staff to verify that Relocation Essentials, which supplied the geographic economic differential data, is a reputable and reliable touchstone for the Committee's analysis.*

*Steve reviewed Attachment G, which is an analysis still in progress to compare the eight staff-selected counties with Contra Costa on the basis of total compensation, to the extent possible. He commented that to the extent that valid comparisons could be made on salaries and key benefits, and then adjusted for geographic economic differences, the analysis could serve as the "Rosetta Stone" for the Committee's deliberations about the principles of parity, fairness, catch-up and phasing. The Committee discussed staff's proposed methodologies for comparing the pension benefit: (1) comparing the dollar value of county contributions using each county's normal contribution rate multiplied by the annual base salary, and (2) multiplying each county's annual base salary by 8 years of service (two elective terms of office), multiplied by that county's retirement benefit factor at age 55. Staff is working to identify the age 55 retirement factor for each county's retirement tier that most closely resembles Contra Costa County Tier 3 General. There was consensus among the Committee members that the pension benefit is of enough significance to total compensation that every effort should be made to establish a valid basis for peer county comparison. Michael Moore expressed concern over each retirement association's assumed rate of investment return and how investment performance affects the contribution rates, and provided his own analysis of San Mateo, Alameda and Contra Costa counties, which is attached hereto as Attachment H. Staff agreed to examine this further.*

*Staff indicated that she was not confident about finding a reliable way to quantify in dollars the retiree health benefits offered by peer counties and that, should the Committee wish to consider this element, it may be able to do so on a qualitative basis, perhaps by assigning a grade to each county's retiree health benefit offering.*

*The Committee discussed the idea of phasing any increase over a three-year period and the practice in some of the peer counties of applying automatic salary escalators based on either CPI or employee wage increases during the intervening years. Michael commented applying employee wage increases to the BOS salary would create a conflict for the BOS in that by approving an increase for employees, the Board would also be approving its own increase. The Committee was in agreement that a three-year salary review cycle should be sufficient to keep the BOS salary level current.*

*In addition to the points identified on Page 8 of the packet, the Committee arrived at consensus on the following additional points:*

- Alameda, San Mateo, Sacramento, Fresno, Kern, Ventura, Sonoma, and San Francisco are peer counties for the purpose of studying BOS compensation*
- The analysis should attempt to adjust for geographic economic differences*
- The following elements of compensation should be included; however this may change as the data is refined: base salary, county normal contribution to pension, estimated annual pension benefit at 55 with 8 years of service, county contribution to health/dental coverage, deferred compensation or like benefit, auto allowance, any other cash benefit. Retiree health and life insurance will be*



- excluded but may be considered on a qualitative basis*
- In reference to future salary setting, an impartial commission should review and reset the BOS salary level every three years*
- Automatic cost-of-living adjustments should not be applied in the years between salary studies*
- The Board should be paid at a percentile of market commensurate with County employees (the "sharing the pain" principle).*

*Steve agreed to begin drafting a report for the Committee's review. Steve suggested that once the data collection is complete, the Committee could analyze it several different ways to see how consistent the results are.*

*Staff agreed to continue to refine the non-salary compensation data for future consideration by the Committee as to whether or not to include or exclude any of the compensation elements from the final total compensation analysis. Staff also agreed to compile one or more economic benchmarks for Contra Costa and the eight peer counties, such as median household income.*

5. CONSIDER determining remaining meeting schedule.

*The Committee decided to cancel its May 14 and May 21 meetings, and scheduled the following additional meeting dates, if needed: May 28, June 7, June 14, June 22, and June 29.*

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

Other: Margaret Hanlon-Gradie (ABSENT)

Passed

6. Adjourn

*Chairman Wise adjourned the meeting at 5:10 p.m.*

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 CTE ON BOARD OF SUPERVISORS COMPENSATION - SPECIAL

**Meeting Date:** 05/12/2015  
**Subject:** STAFF RESEARCH ON ITEMS REQUESTED BY THE COMMITTEE ON MAY 7  
**Submitted For:** Stephen L. Weir, Facilitator  
**Department:** County Administrator  
**Referral No.:**  
**Referral Name:**  
**Presenter:** Steve Weir **Contact:** Julie DiMaggio Enea  
925.335.1077

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#### **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 April 23 and May 7 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 following counties should be used for comparison, on the basis of general population, unincorporated area population, and budget: Alameda, San Mateo, Sacramento, Fresno, Kern, Ventura, Sonoma, and San Francisco

- Compensation for other counties should be corrected for geographic cost of living differences.
- The following elements of compensation should be included; however this may change as the data is refined: base salary, county normal contribution to pension, estimated annual pension benefit at 55 with 8 years of service, county contribution to health/dental coverage, deferred compensation or like benefit, auto allowance, any other cash benefit. Retiree health and life insurance will be excluded but may be considered on a qualitative basis.
- The Board should be paid at a percentile of market commensurate with County employees, provided there is meaningful data available for such a comparison.
- A commission should review the Board's salary every three years.
- No automatic salary escalator, such as CPI or general employee wage increase, should be applied between BOS salary reviews.

The following additional points will be reconsidered when staff has completed gathering all of the necessary data:

- 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?
- 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?

### **Referral Update:**

At the May 7 meeting, staff was asked to:

- consult the County's HR Consultant to find out if a study had been conducted that determined how far below market wages are County employee salaries.

*Staff consulted the County Administrator and HR Consultant and learned that no Countywide study has been conducted to measure the County's wages against the labor market. However, the County Administrator indicated that it has been generally accepted that Contra Costa County salaries are 15-18% below market.*

- verify the veracity/reliability of RelocationEssentials.com data.

*Staff was unable to independently verify the data used by RelocationEssentials. However, it has been in existence for at least 15 years and is widely referenced in the real estate industry. Attachment "I" is a 2001 magazine article about the site. Below are other sites that offer similar data and services; however, none of the other sites offer a salary converter on a county-by-county basis.*

#### **[Moving.com](#)**

Simplest of the calculators on this page. Forensic Scientists can select the "Research & Science" field, then select the most similar job description.

#### **[Bestplaces.net Salary Calculator](#)**

Even "from" DC it will ask you to also pick a city.

[Salary.com](http://Salary.com)

Minimal details, but nice graphic of salary vs. cost of living for comparisons.

[CNN.com](http://CNN.com)

City choices limited and difficult to pick-out from the odd by-state listing.

- refine the non-salary compensation data for future consideration by the Committee.

*Attachment G continues to be a work in progress. It has been updated with additional data and reformatted to show both Total Annual Compensation and Total Compensation, so that the Committee can see the effect that the pension benefit has on compensation.*

- compile one or more economic benchmarks for Contra Costa and the eight peer counties

*Attachment B has been updated to include two new economic benchmarks for the eight peer counties: Cost of Living as Compared to the National Average, and Median Household Income.*

To assist the committee in its study, the attachments from the last meeting are included below along with new attachments H and I, and updates to Attachments B and G:

- 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 - UPDATED
- 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 - UPDATED
- H. Michael Moore Pension Benefit Estimate
- I. 2001 Realtor article about RelocationEssentials.com
- J. 5-11-15 Sacramento Bee news article announcing 3% pay raise for State Legislators, Governor

**Recommendation(s)/Next Step(s):**

RECEIVE compilation of research data requested by the Committee on May 7 and provide direction to staff on next steps.

**Fiscal Impact (if any):**

None. This is an informational item only.

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**Agenda Attachments**

Attachment A Santa Barbara County BOS Salary Setting Process

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 Peer County Compensation Comparison (In Progress) UPDATED 5-12-15

Attachment H Michael Moore Pension Benefit Analysis

Attachment I 2001 Realtor Article on RelocationEssentials.com

Attachment J Capitol Alert Article Announcing 3% Legislature Pay Raise

**Minutes Attachments**

Attachment G Peer County Compensation Comparison (In Progress) UPDATED 5-12-15

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## ATTACHMENT "A"



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## Human Resources

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**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.

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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

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**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

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**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 - \$147,780  
(appointed department heads and assistant department heads)
- 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 25<sup>th</sup>, 37.5<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> 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 50<sup>th</sup> percentile (or median) of Board member salaries in peer counties, and 19.5% below the 50<sup>th</sup> 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 50<sup>th</sup> percentile of peer counties; one member felt that the 37.5<sup>th</sup> percentile (midway between 25<sup>th</sup> and 50<sup>th</sup> 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 50<sup>th</sup> percentile of peer counties is currently \$108,775 and the 37.5<sup>th</sup> 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 50<sup>th</sup> 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 50<sup>th</sup> and 37.5<sup>th</sup> percentile of the 2014 salary data, respectively.

The first chart illustrates that increasing Board members' annual base salary from \$84,200 to the approximate 50<sup>th</sup> 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 50<sup>th</sup> percentile target, could potentially entail four increases of 5.6%, which would bring compensation to \$125,385.

	<b>Current Board Member Salary</b>	<b>50<sup>th</sup> Percentile of Market</b>	<b>Incremental Increase Methodology</b>

<b>Annual Base Salary</b>	84,200	108,775	4 increases of 6.5% to get to the approximate 2014 target (\$108,320)
<b>Annual Salary w/ Additional Compensation</b>	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 37.5<sup>th</sup> 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 37.5<sup>th</sup> percentile. It would only take three increases of 2.5% to bring salaries plus additional compensation received to the 37.5<sup>th</sup> percentile, approximately \$111,354.

	<b>Current Board Member Salary</b>	<b>37.5<sup>th</sup> Percentile of Market</b>	<b>Incremental Increase Methodology</b>
<b>Annual Base Salary</b>	84,200	94,980	4 increases of 3% to get to the approximate 2014 target (\$94,768)
<b>Annual Salary w/ Additional Compensation</b>	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 37.5<sup>th</sup> or 50<sup>th</sup> 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 25<sup>th</sup>, 50<sup>th</sup>, 37.5<sup>th</sup>, 75<sup>th</sup> percentile of peer counties, or something else, such as matching the annual CPI.) The Committee majority recommends the 50<sup>th</sup> 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**

Attachment B

County	Population	Unincorporated Population	Unincorporated Percentage	AREA (sq miles)	Supervisor Annual Salary	3 BD RENT	COL INDEX (Rent)	COL ADJUSTMENT <sup>1</sup>	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%
<b>Santa Barbara</b>	<b>432,238</b>	<b>134,890</b>	<b>31.21%</b>	<b>2,745</b>	<b>84,200</b>	<b>4,733</b>	<b>100</b>			

<sup>1</sup> NOTE: COL ADJUSTMENT is based on Cost of Living factors from [www.relocationessentials.com](http://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**

Attachment C

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	
<b>Average</b>		104,925	125,276	
<b>25th Percentile</b>		88,248	105,415	
<b>37.5th Percentile</b>		94,980	111,263	
<b>50th Percentile</b>		108,775	125,353	
<b>75th Percentile</b>		117,988	141,695	
<b>Santa Barbara</b>	<b>432,238</b>	<b>84,200</b>	<b>104,880</b>	
<b>% from Average</b>		24.6%	19.4%	
<b>% from 25th Percentile</b>		4.8%	0.5%	
<b>% from 37.5th Percentile</b>		12.8%	6.1%	
<b>% from 50th Percentile</b>		29.2%	19.5%	
<b>% from 75th Percentile</b>		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**

<b>Year</b>	<b>CPI*</b>	<b>Member Salary</b>	<b>Chair Salary</b>	<b>Adjusted Member Salary</b>	<b>Adjusted Chair Salary</b>
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 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> 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 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> 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: 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup>, or something else?***

**50<sup>th</sup>:** 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 50<sup>th</sup> percentile was an appropriate target consistent with best business practices;
- Examples for incremental increases to both the 37.5% and 50<sup>th</sup> 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, 4<sup>th</sup> 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 25<sup>th</sup>, 37.5<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles

# PEER COUNTY SALARY COMPARISON

<b>County</b>	<b>Annual Base Salary</b>	<b>Annual Salary w/ Additional Compensation</b>
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
<b>Average</b>	<b>104,925</b>	<b>125,276</b>
<b>25th Percentile</b>	<b>88,248</b>	<b>105,415</b>
<b>37.5th Percentile</b>	<b>94,980</b>	<b>111,263</b>
<b>50th Percentile</b>	<b>108,775</b>	<b>125,353</b>
<b>75th Percentile</b>	<b>117,988</b>	<b>141,695</b>
<b>Santa Barbara</b>	<b>84,200</b>	<b>104,880</b>
<b>% from Average</b>	<b>24.6%</b>	<b>19.4%</b>
<b>% from 25th Percentile</b>	<b>4.8%</b>	<b>0.5%</b>
<b>% from 37.5th Percentile</b>	<b>12.8%</b>	<b>6.1%</b>
<b>% from 50th Percentile</b>	<b>29.2%</b>	<b>19.5%</b>
<b>% from 75th Percentile</b>	<b>40.1%</b>	<b>35.1%</b>

# COMMITTEE FINDINGS

- ✖ Majority agreement on peer counties identified
- ✖ Majority agreement that SB Board member salaries should be targeted to the 50<sup>th</sup> 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 50<sup>th</sup> and 37.5<sup>th</sup> percentiles in a reasonable amount of time

## EX: SALARY MOVEMENT TO 50<sup>TH</sup> PERCENTILE

	Current Board Member Salary	50 <sup>th</sup> 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	37.5 <sup>th</sup> 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 50<sup>th</sup> 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

UPDATED 5-11-15  
ATTACHMENT " B "

COMPARISON DATA  
Fiscal Year 2014-2015

Filters*				Agency <sup>1</sup>	Annual Salary	Annual Salary COL Adjusted <sup>5</sup>	% Variance From CCC	COL as	Median	County Population <sup>6</sup>	Pop Rank	UI Population <sup>6</sup>	UI %	# of Cities	FTEs Funded/ Adopted <sup>3</sup>	FY 2014/15	FY 2014/15	FY 2014/15	
								Compared to Nat'l Avg <sup>7</sup>	Household Income <sup>8</sup>							General Fund	Total Governmental Funds	Total All Funds	
			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	\$	5,892,779,051
B	UI	P	BA	Alameda County	147,684	143,031	37.1%	80.8%	70,821	1,594,569	2	146,787	9.2%	14	9,518	\$	2,312,146,120	\$	3,296,908,180
B		P		Sacramento	101,532	113,984	9.3%	20.2%	56,553	1,470,912	3	573,313	39.0%	7	11,726	\$	2,201,593,739	\$	3,722,736,822
B	UI	P	BA	Contra Costa County	104,307	104,307	0.0%	54.5%	79,135	1,102,871	4	168,323	15.3%	19	8,921	\$	1,435,174,537	\$	3,171,226,845
	UI	P		Fresno	110,766	126,625	21.4%	6.7%	46,903	972,297	5	170,459	17.5%	14	7,120		1,395,216,330	\$	2,045,821,381
B		P		Kern**	105,107	127,758	22.5%	-1.4%	48,021	874,264	6	309,050	35.3%	11	9,142	\$	787,447,450	\$	2,649,205,958
	UI	P		Ventura	129,227	134,434	28.9%	63.5%	76,728	848,073	8	97,497	11.5%	11	7,624	\$	946,653,621	\$	1,881,456,411
		P	BA	San Francisco City/Co	110,858	83,450	-20.0%	142.0%	52,021	845,602	7	N/A	N/A	1	28,435	\$	4,270,953,200	\$	8,581,831,912
B		P	BA	San Mateo County	126,144	110,416	5.9%	127.8%	87,633	753,123	9	64,615	8.6%	20	5,458	\$	1,494,908,690	\$	2,209,518,947
	UI		BA	Sonoma County	138,459	145,380	39.4%	56.2%	64,343	496,253	10	152,918	30.8%	9	4,074	\$	419,507,162	\$	1,457,085,749
			BA	Solano County	97,843	104,810	0.5%			429,552	11	18,790	4.4%	7	2,816	\$	218,445,708	\$	922,572,425
			BA	Marin County	108,784	103,838	-0.4%			258,972	12	68,488	26.4%	11	2,131	\$	408,200,968	\$	605,147,181
			BA	Napa County	84,198	85,013	-18.5%			140,362	13	26,899	19.2%	5	1,411	\$	209,451,517	\$	624,414,293

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

\*\*Budget data is 2013/14

<sup>1</sup> Surveyed counties represent the other 8 ABAG counties

<sup>2</sup> Data from U.S. Census Bureau 2013 estimates

<sup>3</sup> May be FTE, number of positions (part and full time), number of authorized positions, or number of funded positions.

<sup>4</sup> public hospital

<sup>5</sup> 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.

<sup>6</sup> CA Dept of Finance for 1/1/15

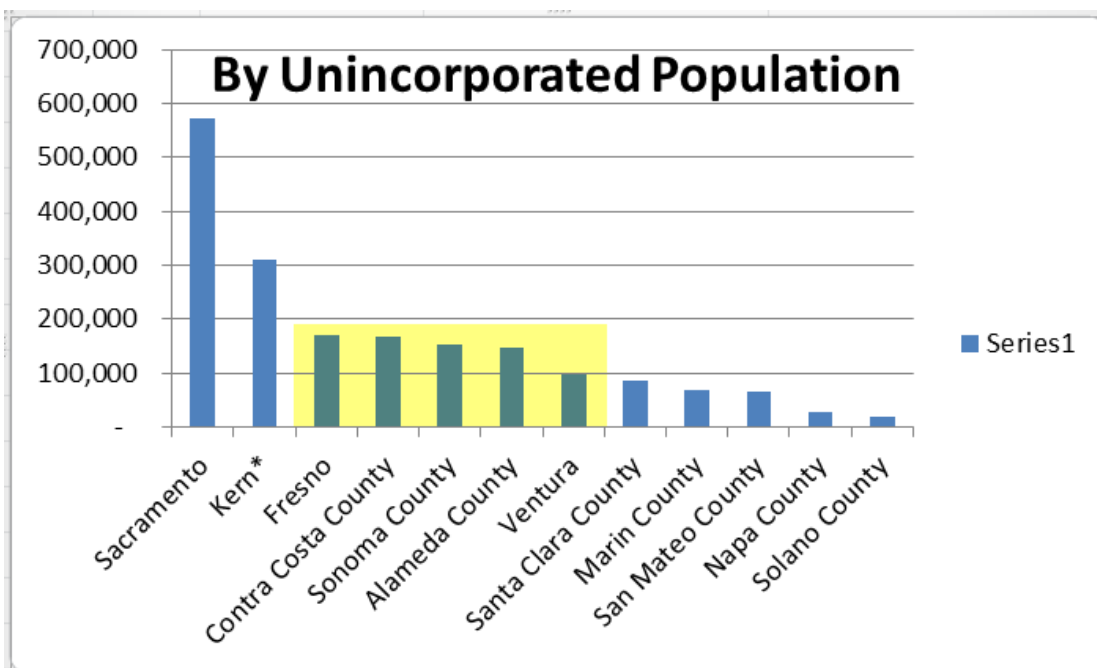
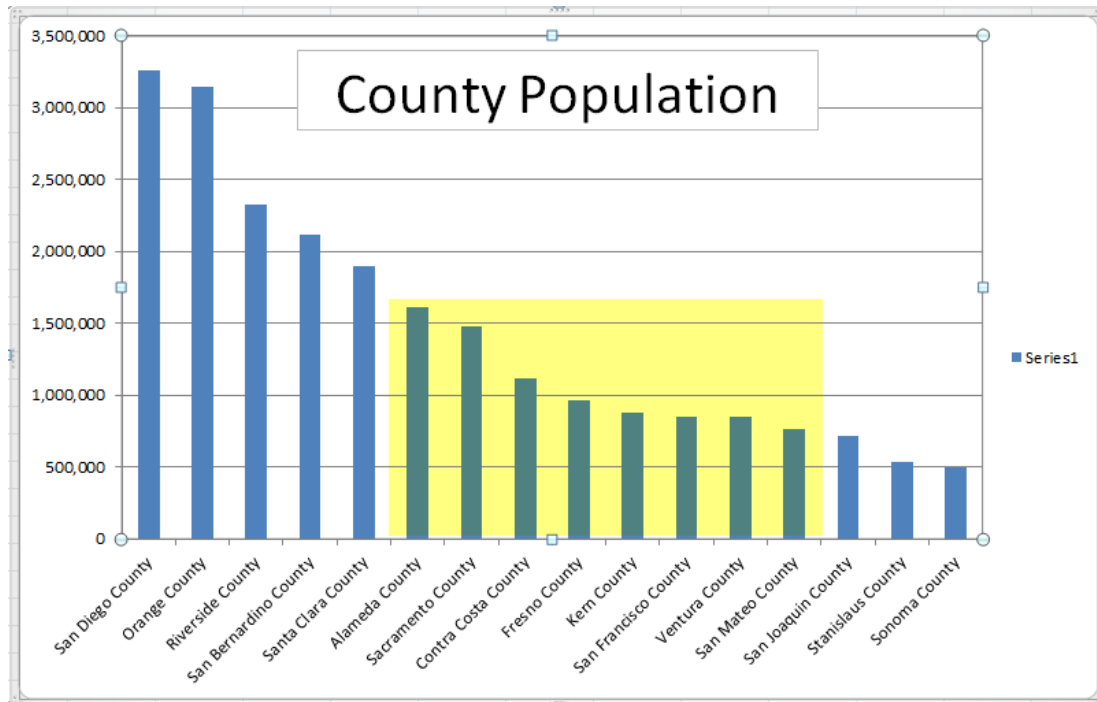
<sup>7</sup> Bestplaces.net

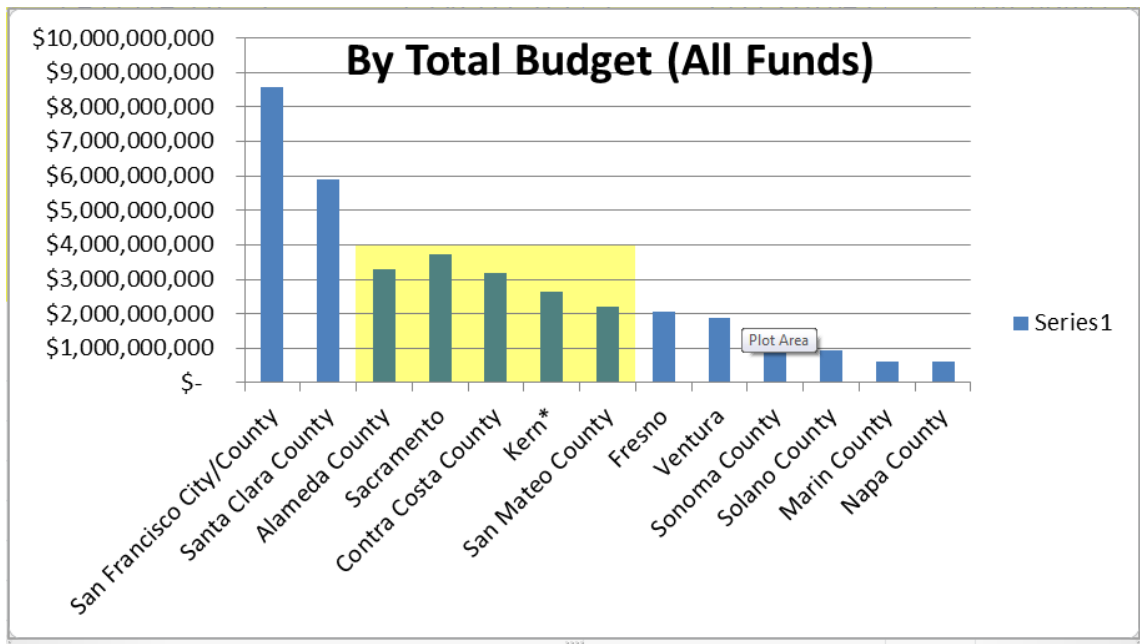
<sup>8</sup> Relocation Essentials.com

# 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.





**Projected Board Salary Using CPI  
Since Feb 2007 Pay Adjustment**

<u>Month</u>	<u>Year</u>	<u>SF CMSA</u>	<u>CPI-U</u>	<u>BOS Member Salary</u>	<u>Adj Member Salary</u>
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
<b>2014/15 Est</b>		<b>255.093</b>	<b>2.61%</b>		<b>\$ 114,090</b>

<b>19.38%</b>
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<b>\$ 15,869</b>
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**Board of Supervisor Salary Comparison  
Staff-Selected Comparison Counties**

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

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

<sup>2</sup>CCC Salary Equivalency COL Adj is based on Cost of Living factors from [www.relocationessentials.com](http://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

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## Cost Of Living

[< PREVIOUS](#)
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Cost of living differs between:  
Contra Costa County, CA and San Mateo County, CA

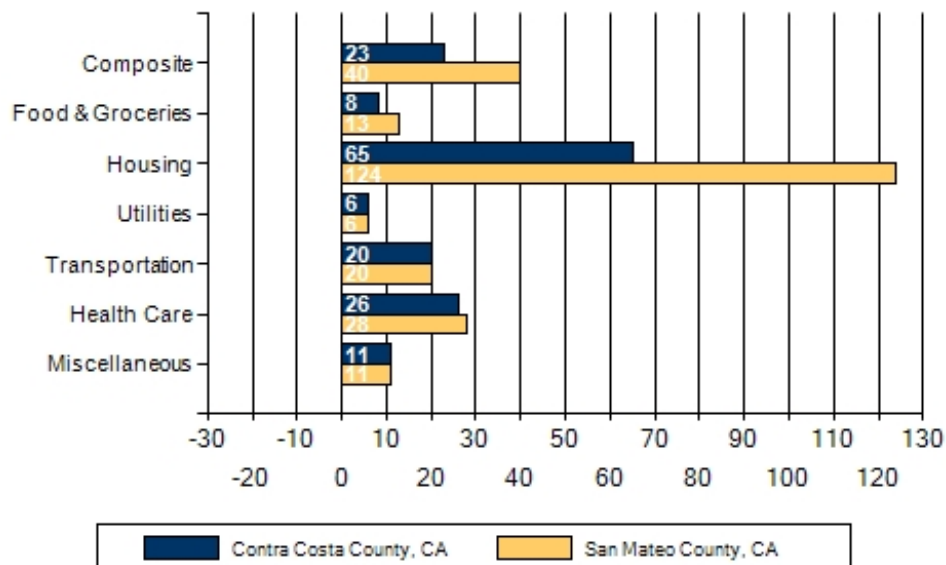
	Salary:	Adjusted For Cost of Living:
<b>Location One:</b> Contra Costa County, CA	\$104,307	\$104,307
<b>Location Two:</b> San Mateo County, CA		\$119,165
<b>Change in disposable income:</b>		(\$14,858)

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	\$202,258	\$157,314	\$154,822	\$154,358	TBD	TBD	TBD	TBD	TBD
Adjusted Annual Pension Benefit	\$17,072	\$16,689	\$17,721	\$17,764	\$0	\$0	\$0	\$0	\$0
COL Adjustment Factor	-3.15%	0.00%	-12.47%	12.26%	14.32%	21.55%	4.03%	5.00%	-24.72%
Annual Pension Benefit: Based on 8 years service @ Home County Salary (2 terms of office)	17,627	16,689	20,245	15,823					
Annual Pension Benefit: Based on 8 years service @ Costa Costa Salary (2 terms of office)	12,450	16,689	16,255	16,247					
Pension Formula & 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; 5 years to vest				10 years and age 50	
Adjusted Annual Compensation	\$185,186	\$140,625	\$137,101	\$136,594	TBD	TBD	TBD	\$187,427	TBD
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	140,625	156,631	121,672	110,858	105,107	129,227	178,504	110,858
Annual Salary	147,680	104,307	129,912	101,536	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%	12.43%				12.24%	
Pension Contribution \$ Based on Normal Cost Only	13,897	15,636	13,381	12,621				16,947	
Health/Dental	90% of premium	50-60% of premium	75-85% of premium	\$501.10/single, or \$1,281.46/family plus Dental at \$122.18				Max health of \$500/mo plus \$107/mo for dental	\$300-\$700 biweekly flex spending
Other insurance	-	1,164	-						\$50,000 life insurance
Pension enhancement	\$ 18,338	\$ 13,020	\$ -	\$ 1,015				8,308	
Auto allowance	\$ 8,296	\$ 7,200	\$ 13,338	\$ 6,500				8,340	0
Other	\$ 3,000	\$ 463	\$ -					6,450	

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.	\$650/annually while an active employee				County contributes to HRA only while an active employee. (No post retirement contribution) All Board members elected as of Jan. 1, 2009 receive \$2400 contribution to an HRA after 2 years of service. Then, \$110 per month contribution after that, as long as they remain in active status. No contribution once they retire or leave County service, but HRA is portable.	Yes, active employees pay 2%, 5-20 years to vest.
----------------	--	-------	--	--	--	--	--	---	--

## Pension Benefit Values -- May 2015

Salary      **Annual Accrual of Pension Benefit Payable at 55**

	CCC	Alameda	S Mateo
	<u>2% @55</u>	<u>1.492% @55</u>	<u>1.948% @55</u>
\$100,000	\$2,000	\$1,492	\$1,948

**Lump Sum Value @ 55 of Benefit Earned Each Year per \$100K**

4.5% Interest Factor

CCC	\$18,361.47
Alameda	\$13,697.01

**Present Value of Annual Benefit Earned Assuming 10 years to 55 Retirement Age**

4.5% discount factor

CCC	\$11,823.46
Alameda	\$8,819.88

Difference:      \$3,003.58

**Present Value of Annual Benefit Earned Assuming 10 years to 55 Retirement Age**

2.117% discount factor (10 year Treasury Rate)

CCC	\$14,891.11
Alameda	\$11,108.24

Difference:      \$3,782.87

**Caveats:**

1. The above calculations are based on a lump sum value calculator at a website using annuity tables supplied by the website. They should be checked by an HR professional familiar with the County's actuarial practice and assumptions.
2. The calculations do not take into account future salary increases and COLA adjustments.
3. The calculations also omit contributions made by the supervisor to his or her pension benefit, including COLAs. The most recent average member cost for CCCERA is 10.81% of salary.



CC C  
100,000 @ 1.4%  
2.2%

## Lump Sum Value

### Basic Information

Date of Birth	1/1/1970
Current Age (Completed Years)	43
Retirement Age	55
Beneficiary Date of Birth	N/A
Beneficiary Years Younger	N/A
Benefit Start Date	1/1/2025
Determination Date	1/1/2013

### Actuarial Assumptions:

Mortality Table	APPLICABLE_ANNUITY_TABLE_2015
Age Set Back	0
Beneficiary Mortality Table	APPLICABLE_ANNUITY_TABLE_2015
Beneficiary Age Set Back	0
Interest Rate	4.5%

### Lump Sum Information:

Monthly Benefit	$(\$2,000 \div 12)$	\$ 166.67
Normal Form of Payment		Life-Only
Lump Sum Factor		9.18055

### Lump Sum Calculation:

Lump Sum = Monthly Benefit x 12 x Lump Sum Factor  
Lump Sum = \$ 166.67 x 12 x 9.18055  
**Lump Sum = \$ 18,361.47**

*Note: The information provided is for your reference only. Consult an enrolled actuary or a qualified financial consultant prior to making any financial decisions.*



## Lump Sum Value

*Handwritten:*  
100,000 @ 1.4926

### Basic Information

Date of Birth	1/1/1970
Current Age (Completed Years)	43
Retirement Age	55
Beneficiary Date of Birth	N/A
Beneficiary Years Younger	N/A
Benefit Start Date	1/1/2025
Determination Date	1/1/2013

### Actuarial Assumptions:

Mortality Table	APPLICABLE_ANNUITY_TABLE_2015
Age Set Back	0
Beneficiary Mortality Table	APPLICABLE_ANNUITY_TABLE_2015
Beneficiary Age Set Back	0
Interest Rate	4.5%

### Lump Sum Information:

Monthly Benefit	$(\$1,492 \div 12)$	\$ 124.33
Normal Form of Payment		Life-Only
Lump Sum Factor		9.18055

### Lump Sum Calculation:

Lump Sum = Monthly Benefit x 12 x Lump Sum Factor  
Lump Sum = \$ 124.33 x 12 x 9.18055  
**Lump Sum = \$ 13,697.01**

*Note: The information provided is for your reference only. Consult an enrolled actuary or a qualified financial consultant prior to making any financial decisions.*



# Present Value

## Calculate Present Value

The current worth of a future sum of money or stream of cash flows given a specified rate of return.

Interest Rate Per Time Period:	<input type="text" value="4.5"/>	%
Number of Time Periods:	<input type="text" value="10"/>	
Future Value:	<input type="text" value="18361.47"/>	

Calculate

Present Value: **\$11,823.46**

## (I) Interpretation:

If you were to receive \$18,361.47 in 10 time periods (e.g. weeks, months, or years) from now, that \$18,361.47 would be worth only \$11,823.46 today. So, if today you were to invest the \$11,823.46 at a rate of 4.50%, you would have \$18,361.47 at the end of 10 time periods.

What does this mean to you? Well, if you had a choice between taking an amount higher than the \$11,823.46 today and taking the \$18,361.47 at the end of 10 time periods, you should take the money today. By doing so, you would be able to invest the higher amount at 4.50% for 10 equal time periods, which would end up being more than the \$18,361.47.



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How To Properly Research For The Best Mortgage Rate

Nobel Winners Are Economic Prizes

5 Ways To Protect And Grow Your Retirement: Whether You're 45 Or 75 Or Somewhere In Between



# Present Value

## Calculate Present Value

The current worth of a future sum of money or stream of cash flows given a specified rate of return.

Interest Rate Per Time Period:	<input type="text" value="4.5"/>	%
Number of Time Periods:	<input type="text" value="10"/>	
Future Value:	<input type="text" value="13697"/>	

Calculate

Present Value: **\$8,819.88**

## (I) Interpretation:

If you were to receive \$13,697.00 in 10 time periods (e.g. weeks, months, or years) from now, that \$13,697.00 would be worth only \$8,819.88 today. So, if today you were to invest the \$8,819.88 at a rate of 4.50%, you would have \$13,697.00 at the end of 10 time periods.

What does this mean to you? Well, if you had a choice between taking an amount higher than the \$8,819.88 today and taking the \$13,697.00 at the end of 10 time periods, you should take the money today. By doing so, you would be able to invest the higher amount at 4.50% for 10 equal time periods, which would end up being more than the \$13,697.00.



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# Present Value

## Calculate Present Value

The current worth of a future sum of money or stream of cash flows given a specified rate of return.

Interest Rate Per Time Period:	<input type="text" value="2.117"/>	%
Number of Time Periods:	<input type="text" value="10"/>	
Future Value:	<input type="text" value="18361.47"/>	

Calculate

Present Value: **\$14,891.11**

## (I) Interpretation:

If you were to receive \$18,361.47 in 10 time periods (e.g. weeks, months, or years) from now, that \$18,361.47 would be worth only \$14,891.11 today. So, if today you were to invest the \$14,891.11 at a rate of 2.12%, you would have \$18,361.47 at the end of 10 time periods.

What does this mean to you? Well, if you had a choice between taking an amount higher than the \$14,891.11 today and taking the \$18,361.47 at the end of 10 time periods, you should take the money today. By doing so, you would be able to invest the higher amount at 2.12% for 10 equal time periods, which would end up being more than the \$18,361.47.



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# Present Value

## Calculate Present Value

The current worth of a future sum of money or stream of cash flows given a specified rate of return.

Interest Rate Per Time Period:	<input type="text" value="2.117"/>	%
Number of Time Periods:	<input type="text" value="10"/>	
Future Value:	<input type="text" value="13697.01"/>	

Calculate

**Present Value: \$11,108.24**

## (I) Interpretation:

If you were to receive \$13,697.01 in 10 time periods (e.g. weeks, months, or years) from now, that \$13,697.01 would be worth only \$11,108.24 today. So, if today you were to invest the \$11,108.24 at a rate of 2.12%, you would have \$13,697.01 at the end of 10 time periods.

What does this mean to you? Well, if you had a choice between taking an amount higher than the \$11,108.24 today and taking the \$13,697.01 at the end of 10 time periods, you should take the money today. By doing so, you would be able to invest the higher amount at 2.12% for 10 equal time periods, which would end up being more than the \$13,697.01.



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This article was published on: **05/01/2001**

**WEB REVIEW: For Your Customers**

**Moving Right Along**  
**Taking the Stress Out of Relocating**

**BY CHRIS LEPORINI**

A long-distance move can make even the most confident homebuyers feel shaky. You can help alleviate their concerns by directing them towards [Relocation Essentials](#), a site collecting a broad range of relocation resources in a single destination.

**Web Review:**  
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The site has partnered with some of the best relocation-related sites on the Web, including such nationally recognized names as [homestore.com](#) and [homefair.com](#), to compile a one-stop location where homebuyers can research their moves. Rather than focusing on creating original content, Relocation Essentials instead acts as a portal. The site organizes its information into 23 different sections. Each partner site is assigned an individual section, which also contains links to other relevant sites and articles. The sections are further divided into four categories:

**Demographics** provides basic statistical data, with links to sites that analyze cost of living, crime, schools, and other local information. For example, its "crime" section links to partner site [homefair.com](#)'s "Relocation Crime Lab," which lets you compare the crime rate for thousands of cities in the United States and Canada to the national average. Additionally, the category contains links to such sites as the National Crime Prevention Council and the Federal Bureau of Investigation.


**Real estate** collects information on finding and financing a home, as well as on sources for home repairs. This category is homebuyer-oriented, containing sections on obtaining a mortgage online or step-by-step instructions on how owners can sell their own homes. The category also provides an apartment search engine through its partnership with [Apartments.com](#). This feature can be useful to help your client find temporary living space until they buy. The "Apartment" section contains links to other specialized sites, such as a directory of pet-friendly apartments.

**Relocation/moving** contains practical information that makes moving as painless as possible. It allows you to plan your move, find a mover, and even open a utilities account online. The category also contains a [planner](#) that helps you to generate a list of the tasks you'll need to carry out before and after your move.

**Miscellaneous** groups an eclectic mix of links, including virtual city tours, climate information, and elder care sources. Its connection with partner [utours.com](#) provides [virtual city tours](#) that allow you to access panoramic views of major cities.

Relocation Essentials is still under

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construction, so while the great majority of the links work, several, such as a "REALTOR" section being developed with partner [Realtor.com](#), are still being developed. Still, the amount of information the site has collected is impressive. Working with out-of-state buyers means more than trying to sell them on a home; you have to sell an entire community. Relocation Essentials provides the breadth of information to make relocating homebuyers feel at home in their new community.

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**Suggest a Site For Review**

Every week, REALTOR® Magazine Online's Web review editor surfs the Internet to find sites useful to your business and off-hours lives. Have a favorite real estate Web site that you would like to see reviewed? Send your suggestions to Chris Leporini at [mediatech@realtors.org](mailto:mediatech@realtors.org). All decisions on which sites will be reviewed are completely at the discretion of REALTOR® Magazine Online's editorial staff. Please note: this column does not review individual practitioner or brokerage sites.

The column's focus includes free sites, as well as sites that charge for goods and services, but which still offer a free component of practical, sustained value to real estate practitioners, such as a free newsletter or regular news information.

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## Capitol Alert

May 11, 2015

# Panel approves 3 percent pay raises for California Gov. Jerry Brown, legislators

Brown to make nearly \$183,000, lawmakers more than \$100,000

California Citizens Compensation Commission notes officials still 19.6 percent below pre-recession pay

Commission chair: "How many people in the private sector are getting 19 percent?"



The California Citizens Compensation Commission voted Monday to grant 3 percent raises to Gov. Jerry Brown and legislators. | Christopher Cadelago [ccadelago@sacbee.com](mailto:ccadelago@sacbee.com)

By Christopher Cadelago

[ccadelago@sacbee.com](mailto:ccadelago@sacbee.com)

Gov. Jerry Brown and California legislators will receive a 3 percent raise later this year under a unanimous decision Monday by the state panel that sets pay.

Citing a post-recessionary boom in revenues, the California Citizens Compensation Commission voted 4-0 to boost the pay of state politicians beginning Dec. 1, and also moved to restore previous cuts to the state's contribution to monthly health and dental premiums.

Brown is now set to earn nearly \$183,000 while rank-and-file lawmakers will see their pay rise again to over \$100,000 a year, through that doesn't include the roughly \$33,000 in annual tax-free per diem payments.

Chairman Tom Dalzell, who supported the increases, said he believed the raises were appropriate given the recovery.

"In bad times we needed to take into consideration that it is bad times. And while what we do has no effect whatsoever on the budget, there still is a leadership or symbolic importance," he said.

Dalzell noted that politician pay still lags nearly 20 percent behind pre-recession figures. Still, he said he understood that moving to a fuller restoration of the cuts could be difficult for a wary public to stomach.

"I think that to come in and say a 19.6 percent increase to get them back to 2007, that sounds like a nice idea, but that's a huge number," he added. "How many people in the private sector are getting 19 percent?"

Commissioners agreed to return next year with a more holistic approach to the raises, including possibly granting larger increases to statewide constitutional officers who in some cases earn far less than their counterparts at the city and county levels.

Christopher Cadelago: [\(916\) 326-5538](tel:9163265538), [@ccadelago](mailto:ccadelago)

State pay raise

Here is what California officials will make after a 3 percent raise kicks in Dec. 1.

Gov. Jerry Brown: \$182,791

Lt. Gov. Gavin Newsom: \$137,093

Attorney General Kamala Harris: \$158,774

Controller Betty Yee: \$146,232

Treasurer John Chiang: \$146,232

Secretary of State Alex Padilla: \$137,093

Superintendent of Public Instruction Tom Torlakson: \$158,774

Insurance Commissioner Dave Jones: \$146,232

Board of Equalization members: \$137,093

Assembly Speaker Toni Atkins: \$115,129

Senate President Pro Tem Kevin de León: \$115,129

Senate Republican Leader Bob Huff: \$115,129

Assembly Republican Leader Kristin Olsen: \$115,129

Other lawmakers: \$100,112

Read more here: <http://www.sacbee.com/news/politics-government/capitol-alert/article20679462.html#storylink=cpy>