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Title: Consideration of the Classification, Compensation, Recruitment, and Retention Committee (CCRR) 2023-2024 Reclassification Cycle Findings and Recommendations

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4/16/2024	1	BOARD OF SUPERVISORS		

Memorandum

Date: April 16, 2024

To: The Honorable Bruno Sabatier, Chair, Lake County Board of Supervisors

From: Susan Parker, County Administrative Officer
Pam Samac, Human Resources Director

Subject: Consideration of the Classification, Compensation, Recruitment, and Retention Committee (CCRR) 2023-2024 Reclassification Cycle Findings and Recommendations

Executive Summary: The Classification, Compensation, Recruitment, and Retention Committee (CCRR) has completed the review of department reclassification and salary adjustment requests that were submitted for FY 2023/2024 reclassification cycle. The Committee met, reviewed and discussed the requests, and made Committee recommendations.

In total, 7 Departments submitted 33 requests for review listed below.

1. **Rich Ford, Assessor-Recorder Request and Justification**

We have had numerous failed recruitments in the Appraiser classification. The Appraisers the county currently employs started as Deputy Assessor Recorders (DAR). To continue to function, we need to decrease our vacancies. Property tax and the revenue generated from them account for 50-55% of the discretionary budget of the County.

The responsibility for working the property tax resides with these employees. If the tax roll does not close, the County will not have proper funding. We will continue to develop from within our department, but to grow an Appraiser from the DAR position it takes approximately four years. This

time frame is due to a California state requirement, that a candidate for an Appraiser license must have a four-year degree or four years working in the Assessor office or any combination thereof. An Appraiser Aide cannot value properties under California state regulations. The shift to a higher grade is based on the work level and complexity. Having worked in both the Auditor-Controller's office and my current office, I felt that the accounting grade classification best suited the complexities of the Appraiser Classification. With the California state requirements being quite strict, and to the best of my knowledge, unusually restrictive compared to other office position requirements, I feel the grade shift appears to be appropriate.

The Auditor-Appraiser Class would need to be adjusted to maintain the same parity that currently exists.

2.5 % Advanced Appraiser Add-Pay

To become an Advanced Appraiser, an Appraiser must pass six week-long, calculation intensive classes with a three-hour test for each. Three years of serving as an Appraiser after you pass your basic appraisal license is also a requirement. With a basic appraisal license, an Appraiser is required to take 24 hours of continuing education. This is achieved through webinars, conference training, or limited online training. The county is responsible for the cost of this online training.

Once an Appraiser reaches the Advanced Appraisal license, the continuing education requirement is reduced to 12 hours. It becomes possible to reduce costs and maintain required licensing with the office in a more sustainable way when the Appraisers achieve the Advance Appraiser License.

There is a need for an incentive to encourage the achievement of the Advanced Appraisal license.

There is no state or local requirement to achieve the Advance Appraiser license. The County benefits when appraisers working in the Assessor's office are Advanced Appraisers.

Assessor-Recorder Position Changes

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Appraiser Aide	G15	\$ 19.69-23.93	G23	\$ 23.97-29.16
2. Appraiser I	G19	\$ 21.73-26.41	G27	\$ 26.98-32.18
3. Appraiser II	G23	\$ 23.97-29.16	G30	\$ 28.51-34.66
4. Appraiser Sr	G27	\$ 26.98-32.18	G34	\$ 31.47-38.26
5. 2.5% Add Pay for Certified Advanced Appraisers				

CCRR Recommendation: The Committee does not recommend approval at this time, as this is not a request for reclassification but solely a request for a salary increase.

2. Jenavive Herrington, Auditor-Controller Request and Justification

20-40% TDLS- Tax Defaulted Land Sales - huge increase in volume (work and resource-wise)

25% Tax collector corrections and other roll corrections have increased roughly 8 times the average and continues to grow. These corrections are necessary and very time sensitive. Long-time outstanding issues are being resolved now but are creating a tremendous amount of complex work that has "never been done before". Sometimes late nights are necessary to get caught up and ensure taxpayers don't wait as long for their corrections and refunds.

Peter is learning Megabyte in ways we haven't been able to in the past. Much of these longstanding corrections are complex and have no procedures to direct how to accomplish it. He works directly with Megabyte and with his knowledge of our finance system, can reconstruct data and accomplish great fixes that we would not have been able to otherwise accomplish.

20-25% Additional RDA Responsibilities- will perform the duties the Assistant Auditor-Controller used

to do. Be mindful of Brown Act Requirements and agenda processes.

15-20% School Bonds - at least 3 times increase in volume over the last 7 years. With the increase in financial activity being performed by the schools, our bond management responsibilities have greatly increased.

This is in addition to the normal property tax functions that are performed daily, weekly, monthly, quarterly, and annually. This position was already designed to be supervisory; this change is primarily to make the compensation and schedule appropriate for the type of work.

Auditor-Controller Position Changes

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Property Tax Coordinator Property Tax Manager	S32	\$ 29.96-36.41	M41	\$37.41-45.47 77,812-94,557

CCRR Recommendation: The Committee recommends approval for 2024/2025 Budget.

Cost Information: The department will be making adjustments to their 2024/2025 budget in order to accommodate the costs associated with the salary increase.

3. Elise Jones, Behavioral Health Request and Justification

Lake County Behavioral Health Services requests compensation increases for all clinical, direct service positions. These positions are the most difficult to fill in the Department in both the Mental Health and Substance Use Disorder programs. In short:

- Wages for these staff are not commensurate with similarly qualified positions in-County and outside in the private sector.
- Every vacant position means that roughly 28 hours of services to clients will not be delivered every week.
- Beyond service provision, we also miss out on the revenue generated by direct services providers that would enable us to continue to expand staffing and meet the demands of the community. Missed revenue from vacant positions is estimated to be in the hundred of thousands of dollars.

Behavioral Health Position Changes

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Behavioral Health Clinical Specialist	G31	\$ 29.23-35.52	G37	\$ 33.89-41.20
2. Behavioral Health Clinician	G33	\$ 30.71-37.32	G39	\$ 35.61-43.28
3. Behavioral Health Clinician Senior	G37	\$ 33.89- 41.20	G43	\$ 39.31-47.78
4. Licensed Vocational Nurse	G18	\$ 21.20-25.77	G26	\$ 25.86-31.40
5. Licensed Vocational Nurse Senior	G32	\$ 29.96-36.41	G40	\$ 36.50 - 44.36
6. Mental Health Case Manager	G18	\$ 21.20-25.77	G23	\$ 23.99 - 26.16
7. Mental Health RN I	G28	\$27.14 - 32.99	G46	\$ 42.33-51.45
8. Mental Health RN II	G31	\$ 29.23-35.52	G49	\$ 45.58-55.40
9. Psych Technician	G21	\$ 22.83-27.75	G30	\$ 28.51-34.66
10. Psych Technician Senior	G30	\$ 28.51-34.66	G39	\$ 35.61-43.28

11. Substance Abuse Programs Coordinator	S37	\$ 33.89-41.20	S40	\$ 36.50 - 44.36
12. Substance Abuse Counselor I	G15	\$ 19.69-23.93	G22	\$ 23.40 - 28.45
13. Substance Abuse Counselor II	G17	\$ 20.69-25.14	G24	\$ 24.59-29.89
14. Substance Abuse Counselor III	G19	\$ 21.73-26.41	G26	\$ 25.86-31.40
15. Substance Abuse Counselor SR	G24	\$ 24.59-29.89	G31	\$ 29.23-35.52

CCRR Recommendation: The Committee does not recommend approval at this time, as this is not a request for reclassification but solely a request for a salary increase.

4. Lars Ewing, Solid Waste (Integrated Waste Management) Request and Justification

The new position of Integrated Solid Waste Manager is proposed to reclassify the existing position of Landfill Manager. The Integrated Waste Management division of the Public Services Department operates the Eastlake Landfill; administers franchise contracts for waste and recycling collection in the unincorporated areas of the county; develops and implements programs for recyclable materials that require special handling; provides environmental education related to solid waste reduction, reuse, and recycling; and oversees the state-mandated countywide integrated waste management plan.

Presently, the responsibilities of the Landfill Manager are limited to the first listed item, while the remaining items are managed by the Public Services Director with support staff who split their time between integrated waste, facilities, parks, and museum tasks.

A variety of compounding factors will significantly increase the time required to be devoted to both landfill operations and integrated waste management, which is justification for the increased workload of the new position. These factors include new legislation expanding organics collection and processing, new environmental laws further complicating landfill operations, a push for mandatory garbage collection in the unincorporated area, and a landfill expansion that will require ongoing design and construction management over the next 15 years.

A key component of this position will be proactively seeking solid waste and recycling grants that otherwise would not have been pursued by Public Services because of a lack of staff availability. Consequently, the increased salary costs of the reclassification are likely to be offset, if not eclipsed by, new grant revenues.

Currently the Landfill Manager supervises six permanent Heavy Equipment Operators, two permanent Weighmasters, and approximately five extra help staff throughout the year. This supervision would remain the same, with a proposed increase to include supervision of a Staff Services Specialist who currently reports directly to the Public Services Director.

Current class title: Landfill Manager

Proposed class title: Integrated Solid Waste Manager

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Landfill Manager	M39	\$6,172 - \$7,502	M44	\$6,984 - \$8,488

CCRR Recommendation: The Committee recommends approval for 2024/2025 Budget.
Cost Information: The department will be making adjustments to their 2024/2025 budget in order to accommodate the costs associated with the salary increase.

5. Maria Valadez, Registrar of Voters Request and Justification

During the 2018/2019 class and comp study, it appears that the Deputy Registrar of Voter was lined up with that of a supervisor position. The Deputy Registrar of Voters is not only the supervisor and manager of the department but also serves as Assistant to the Registrar of Voters, and therefore should be classified accordingly.

The Deputy Registrar of Voters classification, attached, has been updated to match the duties and responsibilities accordingly. The classification is being mirrored to that of a Deputy Public Services/Works Director Administrator I position along with the salary range which is more suitable for the level of responsibility and work that is required.

I ask that this request be approved to provide a career path and help with the retention of current staff. Thank you for your time and consideration in this matter. Please feel free to contact me if you have any questions.

I feel that the positions within the Registrar of Voters office were not properly graded during the 2018/2019 class and comp study. Existing staff can go to another department with potentially less strenuous job duties and responsibilities and have the ability to obtain higher pay.

The Elections Specialist classifications, attached, have been updated to match the duties and responsibilities accordingly. These classifications have been mirrored to those of the Community Development Technician positions along with the salary range which is more suitable for the level of responsibility and work that is required.

I ask that these changes be approved to provide a career path and help with the retention of current staff. Thank you for your time and consideration in this matter. Please feel free to contact me if you have any questions.

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Deputy Registrar of Voters	M40	\$6327-7689	M44	\$6,984 - \$8,488
2. Elections Specialist	G12	\$18.28 - \$22.22	G20	\$22.27 - \$27.07
3. Elections Specialist, Senior	G18	21.20 - \$25.77	G20	\$22.27 - \$27.07

CCRR Recommendation: The Committee does not recommend approval at this time, as this is not a request for reclassification but solely a request for a salary increase.

6. Scott Harter, Special Districts Administration Request and Justification

Our previous CMOM Coordinator II retired in March of 2019 after 10 years in the position. Upon his retirement the department ran a recruitment but were unsuccessful in attracting qualified candidates. The position was advertised again with no candidate hired and the department administration decided to temporarily not fill the vacancy. Duties of the position were shifted around to other staff which wasn't the most effective approach but most tasks managed to get completed.

Recently development has started to increase and the need for a dedicated CMOM Coordinator has become pressing. Prior to listing the position again under the current job descriptions and compensation levels I decided to review the listed duties, minimum qualifications, and salary levels with staff. This effort and the proposed changes seek to position the recruitment for success and not for another failed recruitment.

The last time the CMOM coordinator job description was updated was 2008, just prior to hiring the previous incumbent. It appears that the salary structure with the CMOM Coordinator I/II and CMOM Engineer I/II positions was also adjusted at that time. As adjusted in 2008 the CMOM Coordinator I and II positions both earn more than the CMOM Engineer I position which is odd as the CMOM Engineer requires a 4 year engineering degree. Education requirements were also added to the CMOM Coordinator requiring a 4 year degree. These changes both appear to be tailored to the previous incumbent in an effort to entice him to transfer from a different County department, restrict any competing applications, and pay him more than he was previously making.

I've reviewed the pay grade for comparable positions and those with similar, greater, and lesser requirements within County employment focusing primarily on the Civil Engineer series (Associate Civil Engineer {licensed}, Assistant Engineer Senior/II/I{unlicensed}), the Deputy Special Districts Administrator I/II (unlicensed/licensed), Utility Systems Compliance Coordinator, Utility Area Superintendent, and the Utility Worker series (Senior/II/I), as well as the management staff within this department. When looking to propose a pay grade structure I considered the CMOM Coordinator and CMOM Engineer series even though proposed changes at this time are only within the Coordinator positions. I also considered career paths from our field staff and what that potential looked like.

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. CMOM Coordinator I	G35	\$32.26-\$39.21	G37	\$33.89-\$41.20
2. CMOM Coordinator II	G39	\$35.61-\$43.28	G40	\$36.50-\$44.36

CCRR Recommendation: The Committee recommends approval for 2024/2025 Budget.

Cost Information: The department will be making adjustments to their 2024/2025 budget in order to accommodate the costs associated with the salary increase.

7. Patrick Sullivan, Treasurer - Tax Collector Request and Justification

The Treasurer - Tax Collector position has changed considerably over time. Over time, while the job duties have expanded greatly, there has not been a review of the position reflecting this. There is now the addition of the cannabis tax program, which the Assistant T-TC has helped manage start to finish. This includes both the assessment of taxes, billing, collection, and enforcement. Likewise, Transient Occupancy Tax now requires a full enforcement program, including both identifying unregistered operators and then auditing their records. These gross receipts programs are forcing the department to build programs that require managing a program start to finish. The County, for the first time, has enacted a full-scale investment program, which requires significant effort to effectively manage. The Assistant TTC also helps oversee the Court Collections division, which is now scaling up to utilize more of its enforcement abilities.

The T-TC staff proposed and the Board of Supervisors recently approved a reclassification for the Accounting Technicians in the T-TC to match the Accounting Technician series in the Auditor's office,

which has actually caused the entry level position wage range to overlap into the Accountant I range. In order to pick up a wage increase upon promotion an employee would have to start at Step 4 or Step 5 of the Accountant I range. The same proposed Accountant series reclassification would represent a 7.7% pay increase. That same 7.7% increase is proposed for the Assistant T-TC with the shift from M47 to M50.

The reclassification of the Accounting Technicians to bring them into alignment with the other financial offices created a domino effect in our office as discussed above, pushing them deep into the Accountant’s pay scale. This triggered the proposal to reclassify the accountants in turn, which then pushed them even closer to the Assistant T-TC. Once the Assistant T-TC is reclassified, and the departmental wage scale is restored, that then leaves the Treasurer - Tax Collector in the unusual position of making only slightly more than the Assistant T-TC. Department appear to range 22% - 28% higher than their Assistant position. The spread between the positions was already unusually tight, at only 16%. The proposed increase nearly closes that gap to just 7.9%. Therefore, the same 7.7% increase applied to the other positions should be applied here as well to at least maintain the status quo with adjustment from E61 to E64.

Title	Current Grade	Current Salary	Proposed Grade	Proposed Salary
1. Accountant I reclass to Accountant I Auditor / Tax	G23	\$ 23.99 - 29.16	G26	\$25.83-31.40
2. Accountant II reclass to Accountant II Auditor / Tax	G27	\$ 26.48 - 32.18	G30	\$28.51-34.66
3. Add Accountant, Senior Treasurer - Tax Collector			G34	\$31.47 -38.26
4. Collections Supervisor Reclass to Accountant I, II, Senior Auditor / Tax	S24	\$24.59 - 29.89		
5. Assistant Treasurer - Tax Collector (Pay)	M47	\$7,521 - \$9,142	M50	\$8,098 - \$9,844
6. Treasurer - Tax Collector (Pay)	E61	\$10,625	E64	\$11,443

CCRR Recommendation: The Committee recommends approval of items 1-4 for the 2024/2025 Budget.

The Committee does not recommend approval at this time for items 5 and 6 as this is not a request for reclassification but solely a request for a salary increase.

Cost Information: The department will be making adjustments to their 2024/2025 budget in order to accommodate the costs associated with the salary increase.

If not budgeted, fill in the blanks below only:

Estimated Cost: _____ Amount Budgeted: _____ Additional Requested: _____ Future Annual Cost: _____

Purchasing Considerations (check all that apply): Not applicable

Fully Article X. <https://library.municode.com/ca/lake_county/codes/code_of_ordinances?nodeld=COOR_CH2AD_ARTXPU_S2-38EXCOBI>- and/or Consultant Selection Policy <[http://lcnet.co.lake.ca.us/Assets/Intranet/Policy/Policies+\\$!](http://lcnet.co.lake.ca.us/Assets/Intranet/Policy/Policies+$!)>

26+Procedures+Manual/Ch4_2021v2.pdf>-Compliant (describe process undertaken in "Executive Summary")

Section 2-38 <https://library.municode.com/ca/lake_county/codes/code_of_ordinances?nodeId=COOR_CH2AD_ARTXPU_S2-38EXCOBI> Exemption from Competitive Bidding (rationale in "Executive Summary," attach documentation, as needed)

For Technology Purchases: Vetted and Supported by the [Technology Governance Committee](http://lcnnet.co.lake.ca.us/Assets/Intranet/Intranet+Forms/Information+Technology/AdvPlan.pdf) <<http://lcnnet.co.lake.ca.us/Assets/Intranet/Intranet+Forms/Information+Technology/AdvPlan.pdf>> ("Yes," if checked)

Other (Please describe in Executive Summary)

Consistency with Vision 2028 <<http://www.lakecountyca.gov/Government/Directory/Administration/Visioning/Vision2028.htm>>

(check all that apply):

- | | | |
|--|--|--|
| <input type="checkbox"/> Well-being of Residents | <input type="checkbox"/> Not applicable | <input type="checkbox"/> Disaster Prevention, Preparedness, Recovery |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Public Safety | <input checked="" type="checkbox"/> County Workforce |
| <input type="checkbox"/> Community Collaboration | <input type="checkbox"/> Infrastructure | <input type="checkbox"/> Clear Lake |
| | <input type="checkbox"/> Business Process Efficiency | |

Recommended Action: Approve the CCRR recommendations and authorize the Human Resources to initiate the meet and confer process with the applicable employee associations as needed.