



COUNTY OF SANTA CRUZ

Personnel Department

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SANTA CRUZ, CA 95060

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November 2, 2001

Agenda: November 6, 2001

Board of Supervisors
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

REPORT BACK ON THE HISTORY AND ANALYSIS OF THE NINE COMPARISON COUNTIES AND SUGGESTIONS FOR IMPROVING THE BASE OF COMPARISON

Dear Members of the Board:

On September 18, 2001, your Board directed the Personnel Department to provide you with this report on the history of the nine comparison counties, an analysis based on the size, population, economic bases and structure of the counties and some suggestions for improving the base of comparison. While we have collected most of the data requested, we are still awaiting information regarding organizational structure. Instead of deferring this report, staff would like to provide you with the following information and ask that you direct the Personnel Department to meet with SEIU as they have requested on this information, finalize the information and return to your Board on November 20th with a completed report and recommendations.

The following is the information your Board requested based on the information received as of November 1, 2001:

I. History of the Nine Comparable Counties

Each public employer must define the appropriate comparison labor market to use in developing policies for setting salaries. The County of Santa Cruz has had such a policy since the 1960s which is provided as part of this report as Attachment 1.

The policy provides that the County of Santa Cruz use the counties of Contra Costa, Fresno, Marin, Monterey, Napa, Solano, Sonoma, San Mateo and Santa Clara as the comparable labor market. The historical basis for use of these particular counties can be summarized as follows:

A. Use of surrounding counties that affect the available labor market.

Santa Cruz County is surrounded by the counties of Monterey, San Benito, Santa Clara and San Mateo. The County uses all of the surrounding counties, except San Benito, as comparables even though counties such as Santa Clara and San Mateo's revenues are in the billions of dollars and have workforces significantly larger than our county. However, because such a significant amount of the available workforce labor pool includes candidates from our immediate surrounding counties, it is appropriate to continue to include these much larger counties.

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In the mid 1990s, there was renewed discussion regarding the use of Fresno county versus our immediate surrounding county of San Benito. It was determined that while San Benito was one of our surrounding counties, it did not offer similar breadth and scope of county services and, therefore, would not provide adequate benchmark class compensation information. It should be noted that by using San Mateo and Santa Clara counties as comparable counties, the compensation data has a significant upward advantage, because those counties use other very large counties as part of their comparable county compensation information.

B. Use of comparable counties.

The second historical category are counties that have similar economic base, size, workforce and structure as our county. Sonoma, Solano, Napa, Monterey, Fresno and Contra Costa were identified as those counties most comparable to Santa Cruz. It should be noted that at the time Fresno and Contra Costa counties were selected, they were counties with both urban and agricultural centers and were not as developed as they are today. Over the last 15 to 20 years, these two counties have experienced a development expansion boom which accounts for why the figures on revenues and number of County employees are so much higher than Santa Cruz County is today. Today, these two counties are not currently the most comparable counties when looking at size, economic base, number of employees and scope of services. Additionally, neither county currently uses Santa Cruz county as a comparison, which may account for the continued difficulty in obtaining compensation information. On the other hand, San Luis Obispo and Santa Barbara are more comparable in size, economic base, workforce, structure, coastal community and use our county as a comparison.

C. Use of comparable coastal counties.

The County has historically used the coastal counties of Sonoma, Monterey and Marin, not only because of the comparability in size, economic base and employee population, but because of the unique issues facing coastal communities which include a mixture of urban and agricultural characteristics as it relates to the labor market.

D. Reliability and consistency of information.

It has been beneficial for the County to use these nine counties over the years, because these counties have significant higher matches of benchmark classes that correspond to our own organization. The benefit of the organizational knowledge of our comparable agencies is extremely valuable in ensuring that the benchmark classes match and that the compensation information is accurate.

E. Use of the nine county analysis as a guide.

Comparability is an important consideration in negotiations. Both the employer and the bargaining units use this information as part of salary negotiations. The County's policy does allow for a broader look at other comparable public and private resources available. However, all of these studies are used as a guide, because there are also other policy issues that affect salary decisions like internal alignment, difficult-to-recruit classes and funding priorities. When looking at other public agencies, it is important to ensure that they are generally comparable. For example, there are no known counties in California who use cities as a regular surveying agency, because financing responsibilities are vastly different. In addition, benefit structures are often very different than county structures. Cities are also not state or federally mandated to provide such services as health and social services, agricultural commissions, treasurer, tax collection, and auditor

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functions which account for almost three-quarters of all our benchmarks. However, the County's current policy does allow the use of local city matches for comparable positions within the County where there are no good comparable information within the nine counties or comparable benchmarks are available. Out of our 51 benchmark classes, the City of Capitola has 4 comparable classes, the City of Santa Cruz has approximately 13 comparable classes, the City of Scotts Valley has 6 comparable classes and the City of Watsonville has 12 comparable classes. It should be noted that there are significant differences in how social security and retirement contributions are handled in some of these jurisdictions than the County. These limited benchmarks matches **do** not warrant using the cities as regular survey agencies, but only should be used as additional information for those positions that clearly are comparable.

Attachment 2 provides information regarding what labor markets other counties and our surrounding cities use. It is interesting to note that only two of our nine comparable counties, Fresno and Contra Costa, do not use the county of Santa Cruz as comparable counties. However, a statewide survey showed that the other seven counties we use also use our county as a comparable jurisdiction in addition to San Luis Obispo and Santa Barbara. Also, it appears that San Francisco, Alameda, Santa Clara, and San Mateo do not use the county of Santa Cruz as a comparable jurisdiction. We are in the process of reconfirming this information.

Additionally, for general representation positions, no city within the county of Santa Cruz uses our county as a regular surveying agency. The chart in Attachment 2 illustrates the other cities that are regularly used. However, as is the practice here, some of the cities may request salary information for specific positions from the County when it appears the information is comparable. As you are also aware, Santa Cruz City hired the firm of Hayhurst and Associates to conduct an extensive classification study. Santa Cruz County is not being used as a comparable jurisdiction in that review. Again, the County's current policy does allow the use of the local cities in our jurisdiction where it may be applicable which has been done in relationship to park positions, planner positions and law enforcement.

II. Analysis on the Nine Comparable Counties

A. Introduction

At your September 18, 2001 Board meeting, the Personnel Department was requested to provide information related to what labor markets other counties use, size of counties, what other counties used **as** comparisons, economic base, number of employees, and organizational charts. We were able to obtain most of the information as late as November 1, 2001, but have not yet received the organizational charts. Additionally, we would like to confirm information received from some of the larger jurisdictions to ensure the accuracy of the information provided.

B. County of Santa Cruz Profile

The County of Santa Cruz is geographically the second smallest county in the state of California with a total area of acres of 285,310. The total County population is approximately 255,602 persons and the County's workforce is approximately 2,700 employees. The County's revenue is approximately \$247,268,680. The average medium sale price on all homes in Santa Cruz County is approximately \$416,500 and the average fair market rental for a two-bedroom unit in this county is approximately \$1,175 according to HUD. The average wage countywide is \$29,742. The following chart illustrates the County's profile in comparison to our current nine comparable

counties in relationship to revenues, total population, geographical size, number of employees, median home sales price, rental costs and average wage within the county.

County	County Revenues*	Population 2000*	Total Area Acres*	# of Co. Employees ¹	2001 Median Sales Price All Homes ²	Fair Market Rental Rates 2 BDRM ³	Average Wage Within County*
Contra Costa	\$748,013,507.00	948,816	460,980	10,615	\$299,000	\$1,243	\$40,306
Fresno	\$687,059,022.00	799,407	3,816,450	7,500	\$113,500	\$535	\$24,723
Marin	\$252,881,605.00	247,289	332,660	1,956	\$528,500	\$1,747	\$38,912
Monterey	\$348,769,046.00	401,762	2,126,040	4,200	\$325,000	\$800	\$28,111
Napa	\$122,013,634.00	124,279	482,470	1,300	\$315,000	\$975	\$30,045
San Mateo	\$530,020,654.00	707,161	287,430	4,598	\$520,000	\$1,747	\$50,976
Santa Clara	\$1,612,230,222.00	1,682,585	826,380	16,000	\$450,000	\$1,592	\$60,022
Santa Cruz	\$247,268,680.00	255,602	285,310	2,700	\$416,500	\$1,175	\$29,742
Solano	\$367,364,676.00	349,542	530,030	3,005	\$221,000	\$975	\$29,306
Sonoma	\$401,578,356.00	458,614	1,008,770	4,229	\$320,000	\$1,020	\$31,640

* Source: CSAC County Fact Book

¹ Source: County Personnel Departments

² Source: Rand California

³ Source: August 31st HUD Report

C. All California County Profile

In July 2001, the California State Association of Counties (CSAC) produced a new County Fact Book. The 161 page report provides information for all 58 counties related to, amongst other things, economic, demographic, environmental, social and financial characteristics of each county. The information is derived from 1998-1999 information and is the most comprehensive information available using the same baseline information from each county.

Attachment 3 is a summary chart of information your Board and the Union requested with all 58 counties in alpha order with information related to county expenditures, revenues, population, density, total acres, total workforce and countywide per capita personnel income that was included in the CSAC Fact Book. Additionally, the chart includes the number of county employees which we received from each personnel department, the median sale home prices as determined by the Rand California and rental information obtained by Housing and Urban Development (HUD) dated August, 2001. The following categories discussed below were specifically asked to be addressed by your Board.

1. County Economic Base

Attachment 4 provides a listing of all county revenues from the highest to the lowest which reveals that the County of Santa Cruz has the 17th highest revenue of 58 counties at \$247,268.60. The attachment also reveals that eight of our nine counties have greater revenue sources than Santa Cruz. The spread in revenues is the lowest in Marin, with \$122,013,634, to \$1,612,230,222 for

Santa Clara County. If we were to look at the nine counties closest in revenue, they would be Stanislaus, San Luis Obispo, Merced, Placer, Butte, Sonoma, Monterey, Solano and Marin.

2. County Population

Attachment 5 provides a listing of all county populations from highest to lowest which reveals that Santa Cruz has the 22nd highest population with 255,602 people. Except for Marin and Napa, all of our other nine comparable counties have larger population, e.g., Contra Costa has 948,816; Fresno has 799,407; and Santa Clara has 1,682,585. If we were to look at the nine counties closest in population, they would be Monterey, Santa Barbara, Tulare, Solano, Placer, Marin, San Luis Obispo, Merced and Butte.

3. Size of the Counties

Attachment 6 is a listing of total area in acres from highest to lowest for all counties with Santa Cruz ranking the second smallest county in the state. All of our comparable agencies are larger than our county. The nine counties closest in size to Santa Cruz County is Alpine, Alameda, Contra Costa, Yuba, Sutter, Amador, Marin, San Mateo and San Francisco.

4. Number of County Employees

Attachment 7 is a listing of the total number of county employees from highest to lowest with Santa Cruz ranking 19 highest (2,700 employees) out of 58 counties.

The number of employees in our current comparable counties show a significantly higher number of employees in Contra Costa (10,615), Fresno (7,500), and Santa Clara (16,000). The nine counties closest to Santa Cruz in relationship to the number of county employees are Sonoma, Monterey, Solano, Placer, San Luis Obispo, Marin, El Dorado, Humboldt and Shasta.

5. County Median Home Sales Price

Attachment 8 lists the 58 counties from high to low according to median sales price. Santa Cruz County ranks the fifth highest (\$416,500) of the 58 counties. Marin, San Mateo, Santa Clara and San Francisco, of which three are in our current comparable counties, were higher than Santa Cruz. Of our current comparable counties, Fresno county has a significantly lower housing cost than Santa Cruz county at \$113,000 median sales home price.

The nine counties closest to Santa Cruz in this category are Marin, San Mateo, San Francisco, Santa Clara, Alameda, Monterey, Sonoma, Napa and San Benito.

III. County and Union Working Group on SEIU Comparability Study

As you are aware, your Board directed the Personnel Department to meet with the Union to try to get agreement on the elements of a comparability study, selection of a consultant to conduct the comparability studies and joint payment of the consultant costs by the Union and the County in preparation for next year's negotiations. There have been five very productive meetings. Agreement has been reached on the basic elements to use in the comparability such as what constitutes compensation and benefits and what should be counted and compared, e.g., wages, retirement and health/dental contributions, and other insurance contributions. The Union has

requested that additional information be gathered related to medical benefits for retirees, recent history of wage increases, number of employees by classification, and information on the surveyed jurisdictions' disability insurance program which staff feels would also be helpful. Attachment 9 is a letter dated October 21, 2001 confirming the Union's position on this matter. The next step is to determine a process to select a consultant and then secure payment by both the County and the Union to ensure joint buy-in as to the results of the study to avoid any disagreements as to the accuracy of those numbers during bargaining. Additionally, the committee is currently working on getting agreement on the appropriate benchmark classes. As you are aware, there are 51 benchmarks for 342 SEIU-designated positions.

The Union has expressed a desire to have the County consider dropping only Fresno county and adding no other county in its place. They have also requested that if other solutions are contemplated that your Board direct staff to discuss them at the next working group meeting.

County staff have indicated an interest in adding San Luis Obispo and Santa Barbara as they are more comparable and deleting Contra Costa and Fresno (see chart below).

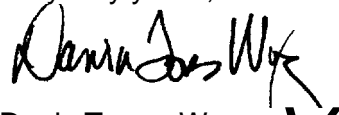
SANTA CRUZ, SAN LUIS OBISPO, SANTA BARBARA, CONTRA COSTA and FRESNO COMPARATIVE DATA				
County	County Expenditures	County Revenues	Population 2000	No. of County Employees
Contra Costa	\$733,870,857	\$748,013,507	948,816	10,615
Fresno	\$730,792,537	\$687,059,022	799,407	7,500
San Luis Obispo	\$218,504,329	\$229,231,381	246,681	2,650
Santa Barbara	\$419,685,566	\$406,328,066	399,347	4,316
Santa Cruz	\$246,315,385	\$247,268,680	255,602	2,700

IV. Conclusion

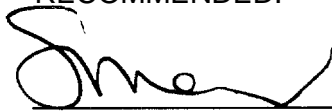
At this time, we have not had a full discussion with SEIU on all of this information and would like to have an additional meeting with them to discuss possible solutions that can be mutually recommended to your Board.

It is therefore RECOMMENDED that your Board direct staff to finalize the outstanding information requested, meet with SEIU to discuss possible solutions and report back to your Board on November 20, 2001.

Very truly yours,


Dania Torres Wong
Personnel Director

RECOMMENDED:

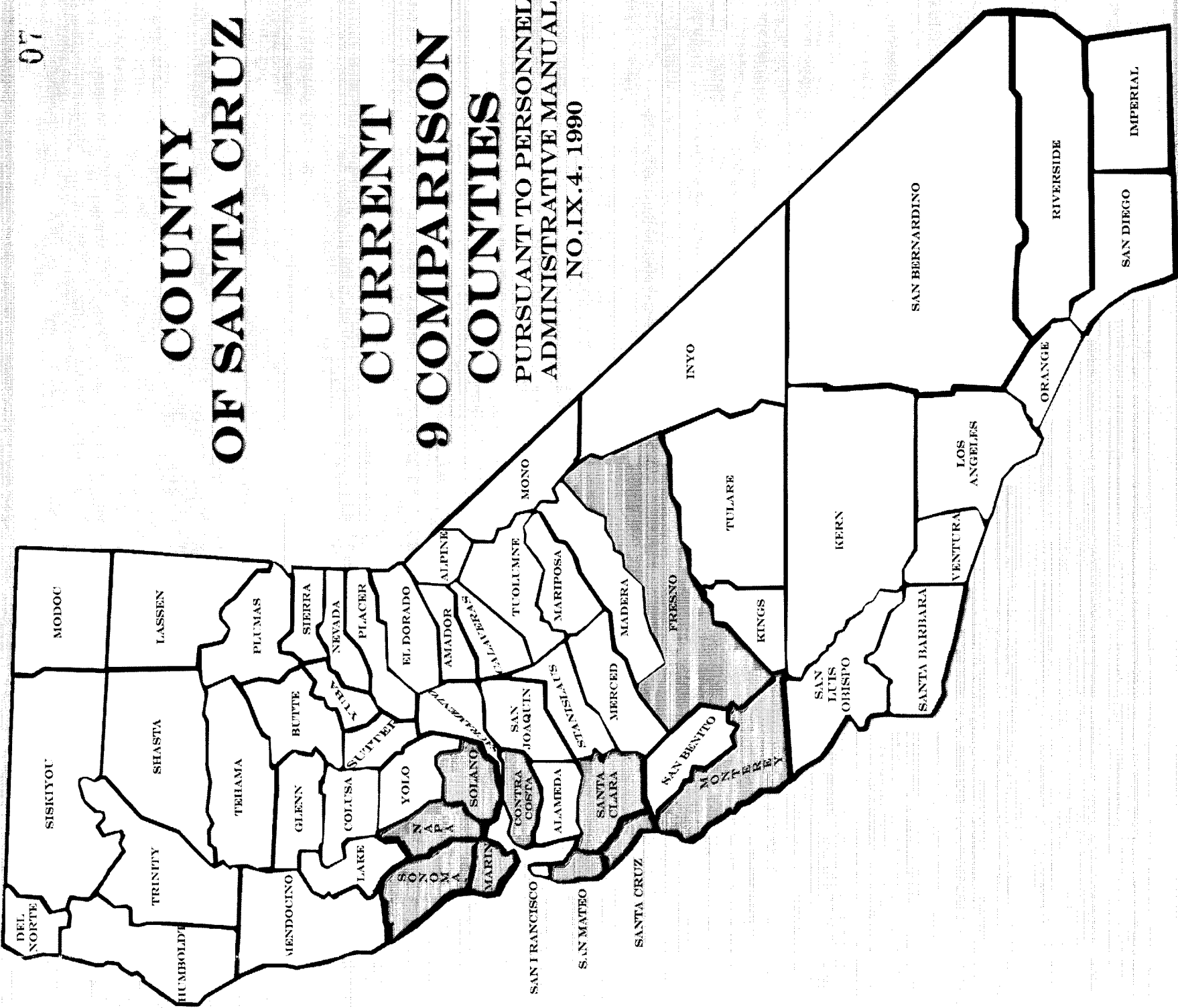

SUSAN A. MAURIELLO
County Administrative Officer

cc: SEIU; All County Departments

COUNTY OF SANTA CRUZ

CURRENT 9 COMPARISON COUNTIES

PURSUANT TO PERSONNEL
ADMINISTRATIVE MANUAL
NO. IX.4. 1990





COUNTY OF SANTA CRUZ
PERSONNEL ADMINISTRATIVE MANUAL
POLICIES AND PROCEDURES

08

Topic:	DETERMINING SALARY AND LABOR MARKET COMPARISONS	Page 1 of 4 Date Issued: Dec. 21, 1990
Section:	RATES OF PAY	Date Revised:
Number:	IX.4.	

PURPOSE:

To define the labor market used by the County for salary setting purposes.

POLICY:

The County will use the following nine county sample for salary data comparisons: Contra Cost, Fresno, Marin, Monterey, Napa, Solano, Sonoma, San Mateo, and Santa Clara.

As available, the County will use other salary surveys of public and private industry...e.g., U.S. Department of Labor Area Wage Surveys. This includes salary surveys which operating departments obtain through industry or professional associations; copies of such surveys should be forwarded to the Employee Relations/Salary Administration Division staff in the Personnel Department on a routine basis.

Employee Relation/Salary Administration staff in the Personnel Department will participate in conducting local salary surveys, resources permitting.

BACKGROUND:

The information below will assist in placing this issue in context.

- I. The County has primarily relied upon salary data from nine comparison counties for negotiations of salary adjustments. These nine counties are: Monterey, Santa Clara, San Mateo, Marin, Napa, Solano, Sonoma and Fresno. The origin for use of these nine counties is not known; their use extends back into the 1960's.
- II. The primary reliance of other county data has been dictated by several factors.
 - A. First, equivalents to a majority of the County's benchmark classes are only found in other counties.

IX.4.

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DETERMINING SALARY AND LABOR MARKET COMPARISONS

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- B. Second, counties in California have developed salary survey and data links which make the compilation and analysis of salary data less labor intensive than other means.
 - C. Third, there are limitations on the collection and use of salary data from other sources, as elaborated on below.
111. Several comments are pertinent to the use of the particular nine comparison counties.
- A. First, we have developed a data base and understanding of the organization of these nine counties. Any change in the composition of the counties will result in additional time being devoted to data collection and analysis.
 - B. Second, there is a clear tendency for salary levels of counties to be related to the size of the agency. That is, larger counties tend to have higher salary levels than smaller agencies. Eight of the nine comparison counties are larger than Santa Cruz County in terms of workforce and population size. One logical change would be to compare to agencies closest in size to Santa Cruz County. However, this would mean dropping adjacent counties such as Santa Clara and San Mateo (which are respectively, 7.5 and 2.5 times larger) with a corresponding decrease in salary level.
 - C. Third, the most logical change in the composition of comparison counties would be to expand the sample to include all agencies with comparable classes. For example, 25 counties have classes comparable to the County's class of Sheriff's Detention Officer. Use of data from all of the counties would thus encompass the whole population of comparable jobs, rather than the sample of nine comparison counties currently used. However, this approach would be extremely labor intensive. Further, the nine comparison counties appear to represent a reasonable sample. One reason for this is that each of the nine counties also looks at other counties in its negotiation process, and thus the actual data base becomes much broader than it appears. For example, Santa Clara County historically has used Sacramento, Contra Costa, San Francisco, Alameda, San Mateo, Los Angeles, Orange and San Diego Counties for comparison purposes.
 - D. Fourth, it has been the position of several employee organizations that the selection of comparison counties is negotiable. If this position were to prevail, there would be no guidelines per se but comparison agencies would vary by representation unit at each negotiation period. On the other hand, there has been an historical acceptance by employee organizations of the use of the nine comparison counties. Deviation from this on a negotiation by negotiation basis could result in anomalies.

- IV. The County has also used local public and private industry salary data periodically, in conjunction with market data from the nine comparison counties. Use of such data was more frequent during a period when a consortium of local public agencies cooperated in conducting such surveys. This has not been done for a number of years. The County conducted such surveys on two occasions by itself when it had the resources, as such surveys are quite labor intensive. There are also a number of limitations with such data. For example, local city planning departments have only a few planner positions, usually with a broader range of duties, while other local agencies such as school district have no planner positions.
- V. The size and mix of private industry firms in this county makes the compilation of sufficient, reliable data difficult. Most firms are quite small. Even with larger employers, it is difficult to find good matched. A manufacturing firm with 350-500 employees has only a handful of office jobs, which tend to be much broader than the more discrete classes of the County. Some major employers refuse to participate in surveys. The majority of local employers will provide only range data instead of actual rates of pay: many ranges are misleading in that the full range is not utilized or employees are actually paid outside the range. Additionally, certain employers will only provide data through their central offices which are located in San Francisco or some other area. To underline the difficulty of obtaining local private industry data, the Department of Labor conducts local wage surveys in Standard Metropolitan Statistical Areas, of which the county is one. These Surveys, which encompass over 60 benchmark classes and firms with 50 or more employees, have only been able to show data for a handful of benchmark classes in the county. Lastly, there are no private industry equivalents to many County benchmark classes, even when the primary recruitment area is local.
- VI. The County has also used public and private industry data for other areas (e.g., San Francisco Bay Area) and resources (e.g., U.S. Department of Labor surveys, industry surveys obtained directly or through department heads). There are a number of limitations with respect to such data, however. These limitations include:
- A. recency of the data, as the time between when the data was collected and the survey is released may be six months or longer, and/or the survey may be a year old at the time the County needs the information;
 - B. a limited number of benchmarks in the survey;
 - C. benchmarks as defined in the survey do not match County classes. For example, the Bay Area Salary Survey Committee (BASSC) survey for the San Francisco bay area includes engineers but the vast majority are electrical or mechanical engineers working in research and development. Please note that it is not practical for

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DETERMINING SALARY AND LABOR MARKET COMPARISONS

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the County to conduct surveys on its own in other areas because they are so labor intensive to assure proper matches.

PAM0904 RFT L1 10/31/01

In Alpha Order

ded by each individual county.
 Institute for County Government 2001, County Fact Book.
 and California.
 Market Rental Rates, HUD, August 31, 2001.

County	Per Capita Expenditures	County Revenues	Per Capita Revenue	Population 2000	Total Acres	Total Workforce	Number of Employees	Average Wage	Per Capita Income	Population Density	2001 Median Sales Price - All Homes	Fair Market Rental Rates 2 BDRM
\$934	\$1,533,441,485	\$1,074	1,443,741	472,000	740,000	1,078	\$40,563	\$34,131	\$25,480	3.069	\$354,000	\$1,243
\$6,674	\$7,430,540	\$6,297	1,208	PTZLPO	P90		\$15,346	\$25,480	0.002	0.002	\$542	\$542
\$900	\$32,119,818	\$970	35,100	379,240	14,190	350	\$24,420	\$20,915	0.089	0.089	\$648	\$648
\$899	\$178,575,237	\$894	203,171	1,049,340	87,900		\$23,744	\$22,012	0.191	0.191	\$604	\$604
\$1,138	\$41,707,266	\$1,090	40,554	652,920	15,190	495	\$21,781	\$20,719	0.059	0.059	\$595	\$595
\$1,298	\$23,806,850	\$1,277	18,804	736,500	8,830		\$71,378	\$23,085	0.025	0.025	\$503	\$503
\$800	\$748,013,507	\$816	948,816	460,980	504,800	10,615	\$40,306	\$37,994	ZOZZ	ZOZZ	\$299,000	\$1,243
\$1,245	\$34,354,658	\$1,236	ZTJOT	645,050	9,860		\$23,049	\$17,722	0.043	0.139	\$215,000	\$595
\$939	\$145,625,500	\$956	1,562,299	1,095,350	82,400	1,860	\$27,305	\$28,487	0.139	0.139	\$215,000	\$709
\$920	\$687,059,022	\$865	799,407	3,816,450	398,600	7,500	\$24,723	\$21,146	0.208	0.208	\$13,500	\$535
\$1,722	\$32,849,079	\$1,221	26,453	841,530	1,050		\$23,119	\$18,015	0.032	0.032	\$503	\$503
\$1,185	\$146,755,514	\$1,164	126,518	2,286,590	60,300	1,800	\$23,794	\$22,871	0.055	0.055	\$598	\$598
\$982	\$144,319,234	\$991	142,361	2,672,030	58,500		\$22,406	\$17,550	0.055	0.055	\$555	\$555
\$2,070	\$38,054,517	\$2,108	14,945	6,522,930	7,160	P80	\$24,367	\$24,212	0.003	0.003	\$573	\$573
\$1,106	\$732,996,855	\$1,125	661,645	5,210,690	287,000	8,500	\$26,808	\$19,886	0.125	0.125	\$100,000	\$544
\$794	\$98,978,069	\$778	129,461	889,270	45,880	1,284	\$25,371	\$15,732	0.143	0.143	\$538	\$538
\$1,207	\$70,039,222	\$1,264	58,309	805,420	23,360	980	\$21,788	\$22,925	0.069	0.069	\$611	\$611
\$1,044	\$35,519,419	\$1,065	33,828	2,916,790	11,040	482	\$26,690	\$17,506	0.011	0.011	\$514	\$514
\$900	\$6,438,206,904	\$658	9,519,338	2,598,380	4,761,400	95,544	\$37,299	\$28,276	3.768	3.768	\$230,000	\$823
\$812	\$96,510,563	\$828	123,109	1,368,590	55,400	1,000	\$22,353	\$18,358	0.085	0.085	\$117,500	\$535
\$921	\$252,881,605	\$1,025	247,289	332,660	139,700	1,956	\$38,912	\$57,982	0.742	0.742	\$528,500	\$1,747
\$1,870	\$28,923,170	\$1,819	17,130	928,780	6,650	E08	\$23,962	\$22,452	0.017	0.017	\$564	\$564
\$1,228	\$105,267,698	\$1,217	86,265	2,245,940	1,600	1,600	\$22,806	\$23,758	0.039	0.039	\$653	\$653
\$1,032	\$228,456,042	\$1,104	210,554	1,234,490	85,200	1,662	\$22,856	\$18,367	0.168	0.168	\$134,000	\$576
\$1,988	\$18,748,796	\$1,958	9,449	2,524,390	3,990		\$19,848	\$21,271	0.004	0.004	\$503	\$503
\$1,954	\$20,105,221	\$1,862	12,853	1,948,470	6,540		\$22,232	\$25,477	0.006	0.006	\$777	\$777
\$919	\$348,769,046	\$892	401,762	2,126,040	193,100	PZ00	\$28,111	\$29,393	0.184	0.184	\$325,000	\$800

County	County Per Capita Expenditures	County Revenue	County		Population 2000	Total Area Acres	Total Workforce	Number of County Employees	Average Resident Wage	Per Capita Personal Income	Population Density	2001 Median Sales Price - All Homes	Fair Market Rental Rates 2 BDRM
			Per Capita Revenue	Total Area Acres									
\$995	\$122,013,634	\$982	124,279	482,470	65,000	1,300	\$30,045	\$34,935	0.257	\$315,000	\$975		
\$851	\$77,682,231	\$858	92,033	612,900	45,860	1,054	\$26,169	\$26,341	0.148	\$256,000	\$729		
\$674	\$1,875,710,979	\$667	2,846,289	505,400	1,512,200	1,600	\$36,972	\$33,805	5.567	\$294,500	\$1,097		
\$910	\$218,821,394	\$943	248,399	898,820	124,700	2,711	\$31,608	\$34,972	0.258	\$252,500	\$709		
\$1,662	\$30,966,652	\$1,533	20,824	1,634,540	9,730	455	\$25,437	\$24,945	0.012	\$164,500	\$503		
\$795	\$1,206,728,167	\$802	1,545,387	4,613,220	731,000		\$27,375	\$23,271	0.326	\$175,000	\$656		
\$1,123	\$1,383,703,490	\$1,151	1,223,499	618,040	605,500	11,313	\$34,938	\$27,485	1.945	\$317,000	\$709		
\$1,108	\$58,278,332	\$1,173	53,234	889,050	27,560	397	\$26,094	\$22,402	0.056	\$139,000	\$810		
\$854	\$1,445,073,753	\$863	1,709,434	12,839,540	791,100	18,000	\$28,621	\$20,949	0.130	\$257,500	\$656		
\$694	\$2,067,419,572	\$717	2,813,833	2,690,870	1,404,100	17,400	\$33,936	\$29,489	1.072	\$520,000	\$1,012		
\$6,056	\$4,803,679,000	\$6,084	776,733	29,890	435,000	24,700	\$51,095	\$49,464	26.671	\$171,000	\$1,747		
\$936	\$523,807,448	\$931	563,598	895,640	260,800		\$27,591	\$21,544	0.628	\$260,000	\$690		
\$909	\$229,231,381	\$953	246,681	2,114,880	115,600	2,650	\$26,018	\$25,888	0.114	\$520,000	\$836		
\$690	\$530,020,654	\$729	707,161	287,430	411,100	4,598	\$50,976	\$47,146	2.530	\$215,000	\$1,747		
\$1,027	\$406,328,066	\$994	399,347	1,752,620	204,400	4,316	\$29,436	\$30,218	0.233	\$450,000	\$928		
\$685	\$1,612,230,222	\$939	1,682,585	826,380	1,003,300	16,000	\$60,022	\$46,649	2.078	\$416,500	\$1,592		
\$972	\$247,268,680	\$976	255,602	285,310	141,800	2,700	\$29,742	\$33,539	0.888	\$1,175	\$1,175		
\$986	\$163,323,720	\$990	163,256	2,422,820	75,000	1,700	\$25,928	\$22,880	0.068	\$557	\$557		
\$2,827	\$8,150,165	\$2,563	3,555	610,200	1,650	143	\$27,577	\$24,585	0.005	\$528	\$528		
\$1,345	\$58,663,103	\$1,341	44,301	4,023,850	17,760		\$21,456	\$21,092	0.011	\$503	\$503		
\$846	\$367,364,676	\$932	349,542	530,030	196,800	3,005	\$29,306	\$25,176	0.744	\$221,000	\$975		
\$892	\$401,578,356	\$898	458,614	1,008,770	259,500	4,229	\$31,640	\$32,492	0.443	\$320,000	\$1,020		
\$954	\$374,215,813	\$851	446,997	956,520	207,200	5,000	\$26,605	\$21,790	0.460	\$155,000	\$612		
\$887	\$72,707,793	\$948	78,930	385,720	36,900	900	\$23,193	\$24,223	0.201	\$522	\$522		
\$994	\$57,255,154	\$1,035	56,039	1,888,670	25,380		\$23,866	\$18,879	0.029	\$503	\$503		
\$2,018	\$25,984,263	\$1,991	13,022	2,034,470	5,030	538	\$21,515	\$19,254	0.006	\$542	\$542		
\$1,176	\$417,998,675	\$1,144	368,021	3,087,570	170,000		\$22,055	\$19,329	0.116	\$92,750	\$643		
\$1,092	\$56,759,092	\$1,075	54,501	1,430,820	20,630		\$24,024	\$20,910	0.037	\$273,750	\$1,027		
\$741	\$571,809,676	\$761	753,197	1,818,410	411,200	7,500	\$33,232	\$29,639	0.636	\$219,000	\$712		
\$815	\$133,353,440	\$839	168,660	647,960	93,700	1,521	\$30,985	\$27,037	0.245	\$522	\$522		
\$1,103	\$68,220,177	\$1,131	60,219	403,490	21,300	1,042	\$27,306	\$17,485	0.149				

What other counties do counties compare themselves to?

County doing comparison	Contra Costa	Fresno	Marin	Monterey	Napa	San Mateo	Santa Clara	Solano	Sonoma	Santa Cruz	Alameda	San Luis Obispo	Santa Barbara	San Francisco*
Contra Costa	X													
Fresno	X	X												
Marin	X	X	X											
Monterey	X	X	X	X										
Napa	X	X	X	X	X									
San Mateo	X	X	X	X	X	X								
Santa Clara	X	X	X	X	X	X	X							
Solano	X							X						
Sonoma	X							X	X					
Santa Cruz	X	X	X	X	X	X	X	X	X	X				
Alameda	X	X	X	X	X	X	X	X	X	X	X			
San Luis Obispo	X											X		
Santa Barbara	X											X	X	
San Francisco*	X											X	X	X

* San Francisco uses Metropolitan Statistical Areas that include the listed counties.

What agencies do local cities compare themselves to?

City doing comparison	Capitol	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz	City of Santa Cruz
Capitol	X													
Watsonville		X												
Santa Cruz*	X													
Scotts Valley	X	X												

* formal surveys not typically done for general representation unit, but if asked these are the agencies that may be contacted.

County Revenue

ALL COUNTIES IN CALIFORNIA

County	County Revenues
Los Angeles	\$6,438,206,904
San Francisco	\$4,803,679,000
San Diego	\$2,067,419,572
Orange	\$1,875,710,979
San Bernardino	\$1,445,073,753
Sacramento	\$1,383,703,490
Alameda	\$1,533,441,485
Riverside	\$1,206,728,167
Santa Clara	\$1,612,230,222
Contra Costa	\$748,013,507
Fresno	\$687,059,022
Kern	\$732,996,855
Ventura	\$571,809,676
San Joaquin	\$523,807,448
San Mateo	\$530,020,654
Tulare	\$417,998,675
Santa Barbara	\$406,328,066
Stanislaus	\$374,215,813
Sonoma	\$401,578,356
Monterey	\$348,769,046
Solano	\$367,364,676
Santa Cruz	\$247,268,680
Marin	\$252,881,605
San Luis Obispo	\$229,231,381
Merced	\$228,456,042
Placer	\$218,821,394
Butte	\$178,575,237
Shasta	\$163,323,720
Humbolt	\$146,755,514
El Dorado	\$145,625,500
Imperial	\$144,319,234
Yolo	\$133,353,440
Napa	\$122,013,634
Mendocino	\$105,267,698
Kings	\$98,978,069
Madera	\$96,510,563
Nevada	\$77,682,231
Sutter	\$72,707,793

NINE CLOSEST COUNTIES TO SANT CRUZ

County	County Revenues
Stanislaus	\$374,215,813
Sonoma	\$401,578,356
Monterey	\$348,769,046
Solano	\$367,364,676
Santa Cruz	\$247,268,680
Marin	\$252,881,605
San Luis Obispo	\$229,231,381
Merced	\$228,456,042
Placer	\$218,821,394
Butte	\$178,575,237

NINE CURRENT COMPARISON COUNTIES

County	County Revenues
Contra Costa	\$748,013,507
Fresno	\$687,059,022
Marin	\$252,881,605
Monterey	\$348,769,046
Napa	\$122,013,634
San Mateo	\$530,020,654
Santa Clara	\$1,612,230,222
Santa Cruz	\$247,268,680
Solano	\$367,364,676
Sonoma	\$401,578,356

<u>County</u>	<u>County Revenues</u>
Lake	\$70,039,222
Yuba	\$68,220,177
Siskiyou	\$58,663,103
Tuolumne	\$56,759,092
San Benito	\$58,278,332
Tehama	\$57,255,154
Calaveras	\$41,707,266
Inyo	\$38,054,517
Lassen	\$35,519,413
Del Norte	\$34,354,658
Plumas	\$30,966,652
Glenn	\$32,849,079
Amador	\$32,119,818
Mariposa	\$28,923,170
Trinity	\$25,984,263
Colusa	\$23,806,850
Mono	\$20,104,523
Modoc	\$18,748,796
Sierra	\$8,150,165
Alpine	\$7,430,540

Data comes from the California State Institute for County Government 2001, County Fact Book.

County Population

ALL COUNTIES IN CALIFORNIA

County	Population 2000
Los Angeles	9,519,338
Orange	2,846,289
San Diego	2,813,833
San Bernardino	1,709,434
Santa Clara	1,682,585
Riverside	1,545,387
Alameda	1,443,741
Sacramento	1,223,499
Contra Costa	948,816
Fresno	799,407
San Francisco	776,733
Ventura	753,197
San Mateo	707,161
Kern	661,645
San Joaquin	563,598
Sonoma	458,614
Stanislaus	446,997
Monterey	401,762
Santa Barbara	399,347
Tulare	368,021
Solano	349,542
Santa Cruz	255,602
Placer	248,399
Marin	247,289
San Luis Obispo	246,681
Merced	210,554
Butte	203,171
Yolo	168,660
Shasta	163,256
El Dorado	156,299
Imperial	142,361
Kings	129,461
Humbolt	126,518
Napa	124,279
Madera	123,109
Nevada	92,033
Mendocino	86,265
Sutter	78,930

NINE CLOSEST COUNTIES TO SANT CRUZ

County	Population 2000
Monterey	401,762
Santa Barbara	399,347
Tulare	368,021
Solano	349,542
Santa Cruz	255,602
Placer	248,399
Marin	247,289
San Luis Obispo	246,681
Merced	210,554
Butte	203,171

NINE CURRENT COMPARISON COUNTIES

County	Population 2000
Contra Costa	948,816
Fresno	799,407
Marin	247,289
Monterey	401,762
Napa	124,279
San Mateo	707,161
Santa Clara	1,682,585
Santa Cruz	255,602
Solano	349,542
Sonoma	458,614

<u>County</u>	<u>Population 2000</u>
Yuba	60,219
Lake	58,309
Tehama	56,039
Tuolumne	54,501
San Benito	53,234
Siskiyou	44,301
Calaveras	40,554
Amador	35,100
Lassen	33,828
Del Norte	27,507
Glenn	26,453
Plumas	20,824
Colusa	18,804
Mariposa	17,130
Inyo	14,945
Trinity	13,022
Mono	12,853
Modoc	9,449
Sierra	3,555
Alpine	1,208

Data comes from the California State Institute for County Government 2001, County Fact **Book**.

Total Area in Acres

ALL COUNTIES IN CALIFORNIA

County	Total Area Acres
San Bernardino	12,839,540
Inyo	6,522,930
Kern	5,210,630
Riverside	4,613,220
Siskiyou	4,023,850
Fresno	3,816,450
Tulare	3,087,570
Lassen	2,916,790
San Diego	2,690,870
Imperial	2,672,030
Los Angeles	2,598,380
Modoc	2,524,390
Shasta	2,422,820
Humbolt	2,286,590
Mendocino	2,245,940
Monterey	2,126,040
San Luis Obispo	2,114,880
Trinity	2,034,470
Mono	1,948,470
Tehama	1,888,670
Ventura	1,818,410
Santa Barbara	1,752,620
Plumas	1,634,540
Tuolumne	1,430,820
Madera	1,368,590
Merced	1,234,490
El Dorado	1,095,350
Butte	1,049,340
Sonoma	1,008,770
Stanislaus	956,520
Mariposa	928,780
Placer	898,820
San Joaquin	895,640
Kings	889,270
San Benito	889,050
Glenn	841,530
Santa Clara	826,380
Lake	805,420

NINE CLOSEST COUNTIES TO SANT CRUZ

County	Total Area Acres
Alpine	472,740
Alameda	472,000
Contra Costa	460,980
Yuba	403,490
Sutter	385,720
Amador	379,240
Marin	332,660
San Mateo	287,430
Santa Cruz	285,310
San Francisco	29,890

NINE CURRENT COMPARISON COUNTIES

County	Total Area Acres
Contra Costa	460,980
Fresno	3,816,450
Marin	332,660
Monterey	2,126,040
Napa	482,470
San Mateo	287,430
Santa Clara	826,380
Santa Cruz	285,310
Solano	530,030
Sonoma	1,008,770

County	Total Area Acres
Colusa	736,500
Calaveras	652,920
Yolo	647,960
Del Norte	645,050
Sacramento	618,040
Nevada	612,900
Sierra	610,200
Solano	530,030
Orange	505,400
Napa	482,470
Alpine	472,740
Alameda	472,000
Contra Costa	460,980
Yuba	403,490
Sutter	385,720
Amador	379,240
Marin	332,660
San Mateo	287,430
Santa Cruz	285,310
San Francisco	29,890

Data comes from the California State Institute for County Government 2001, County Fact **Book**.

Number of County Employees

ALL COUNTIES IN CALIFORNIA

County	Number of County Employees
Los Angeles	95,544
San Francisco	24,700
San Bernardino	18,000
San Diego	17,400
Santa Clara	16,000
Sacramento	11,313
Alameda	10,878
Contra Costa	10,615
Kern	8,500
Fresno	7,500
Ventura	7,500
Stanislaus	5,000
San Mateo	4,598
Santa Barbara	4,316
Sonoma	4,229
Monterey	4,200
Solano	3,005
Placer	2,711
Santa Cruz	2,700
San Luis Obispo	2,650
Marin	1,956
El Dorado	1,860
Humbolt	1,800
Shasta	1,700
Merced	1,662
Mendocino	1,600
Orange	1,600
Yolo	1,521
Napa	1,300
Kings	1,284
Nevada	1,054
Yuba	1,042
Madera	1,000
Lake	950
Sutter	900
Trinity	538
Calaveras	495

NINE CLOSEST COUNTIES TO SANT CRUZ

County	Number of County Employees
Sonoma	4,229
Monterey	4,200
Solano	3,005
Placer	2,711
Santa Cruz	2,700
San Luis Obispo	2,650
Marin	1,956
El Dorado	1,860
Humbolt	1,800
Shasta	1,700

NINE CURRENT COMPARISON COUNTIES

County	Number of County Employees
Contra Costa	10,615
Fresno	7,500
Marin	1,956
Monterey	4,200
Napa	1,300
San Mateo	4,598
Santa Clara	16,000
Santa Cruz	2,700
Solano	3,005
Sonoma	4,229

<u>County</u>	<u>Number of County Employees</u>
Lassen	482
Inyo	480
Plumas	455
San Benito	397
Amador	350
Mariposa	308
Sierra	143
Alpine	
Butte	
Colusa	
Del Norte	
Glenn	
Imperial	
Modoc	
Mono	
Riverside	
San Joaquin	
Siskiyou	
Tehama	
Tulare	
Tuolumne	

Number of County employees **was** provided by each individual county.

County Median Sales Price on All Homes

ALL COUNTIES IN CALIFORNIA

County	2001 Median Sales Price - All Homes
Marin	\$528,500
San Mateo	\$520,000
San Francisco	\$520,000
Santa Clara	\$450,000
Santa Cruz	\$416,500
Alameda	\$354,000
Monterey	\$325,000
Sonoma	\$320,000
San Benito	\$317,000
Napa	\$315,000
Contra Costa	\$299,000
Orange	\$294,500
Ventura	\$273,750
San Luis Obispo	\$260,000
San Diego	\$257,500
Nevada	\$256,000
Placer	\$252,500
Los Angeles	\$230,000
Solano	\$221,000
Yolo	\$219,000
Santa Barbara	\$215,000
El Dorado	\$215,000
Sacramento	\$175,000
San Joaquin	\$171,000
Riverside	\$164,500
Stanislaus	\$155,000
San Bernardino	\$139,000
Merced	\$134,000
Madera	\$117,500
Fresno	\$113,500
Kern	\$100,000
Tulare	\$92,750
Inyo	
Siskiyou	
Lassen	
Imperial	
Modoc	

NINE CLOSEST COUNTIES TO SANT CRUZ

County	2001 Median Sales Price - All Homes
Marin	\$528,500
San Mateo	\$520,000
San Francisco	\$520,000
Santa Clara	\$450,000
Santa Cruz	\$416,500
Alameda	\$354,000
Monterey	\$325,000
Sonoma	\$320,000
San Benito	\$317,000
Napa	\$315,000

NINE CURRENT COMPARISON COUNTIES

County	2001 Median Sales Price - All Homes
Contra Costa	\$299,000
Fresno	\$113,500
Marin	\$528,500
Monterey	\$325,000
Napa	\$315,000
San Mateo	\$520,000
Santa Clara	\$450,000
Santa Cruz	\$416,500
Solano	\$221,000
Sonoma	\$320,000

<u>County</u>	<u>2001 Median Sales Price - All Homes</u>
Shasta	
Humbolt	
Mendocino	
Trinity	
Mono	
Tehama	
Plumas	
Tuolumne	
Butte	
Mariposa	
Kings	
Glenn	
Lake	
Colusa	
Calaveras	
Del Norte	
Sierra	
Alpine	
Yuba	
Sutter	
Amador	

Median Sales Price Data supplied by Rand California.



SEIU LOCAL 415

Service Employees International Union, AFL-CIO, CLC

5 17 B Mission Street, Santa Cruz, CA 95060 831-459-0415 Fax: 831-459-0756

October 21, 2001

FAXED

OCT 21 2001

Mr. Bill Avery
Avery & Associates
3 1/2 N. Santa Cruz Ave. #A
Los Gatos, CA 95030

Re: 10/3 and 10/23 JCRC meetings

Dear Mr. Avery:

At our October 3 meeting of the Joint Compensation Review Committee, we indicated that we had reviewed the basic three-page survey document that the County uses to collect wage and benefit data (entitled "Compensation Survey"). We indicated that we were in agreement with having the survey consultant collect all of that data as indicated, and that there was some additional data we thought it would be useful to collect. You indicated verbally that you were agreeable to having the consultant also collect this additional data. Specifically, we wanted to gather the following information:

- copies of job descriptions for the classifications compared to our benchmarks
- the amount of the most recent general wage increase for a jurisdiction
- the expiration date of the contract(s) applicable to that jurisdiction
- information on what each jurisdiction pays for shift differentials
- information on what retiree medical benefits each jurisdiction provides
- what medical insurance plans are offered by each jurisdiction
- what life insurance benefit does each jurisdiction provide, and what does it cost them to provide it per person
- what type of short-term disability does each jurisdiction provide, and at what cost
- what type of long-term disability does each jurisdiction provide, and at what cost
- how many incumbents does each jurisdiction have, per classification surveyed, and total for the jurisdiction
- how many FTE's does each jurisdiction have, per classification surveyed, and total for the jurisdiction

As agreed, we are submitting this information to you in writing for all of our records.

At our next meeting on October 24 we would also like to begin the process of hiring the consultant to do the compensation study.

Sincerely,

Peggy Weaver
Field Representative

c: Union JCRC members
Gerry Dunbar, County Personnel

Salary and Benefit Survey - County of Santa Cruz

(Insert Classification)

Typical Tasks/Requirements: (insert summary/definition from the classification's job description)

MQs: (insert minimum qualifications from classification's job description)

Title of Your Comparable Position: _____

Date of Last Increase: _____ Current Top Step: _____

Next Scheduled Increase: _____ % of increase: _____

Any additional Scheduled Increases: _____ % of increase: _____

✓	TYPE OF BENEFIT	% PAID BY COUNTY	% PAID BY EMPLOYEE
	Retirement: System (e.g. CALPERS): _____ Formula (e.g., 2% at 55): _____		
	Social Security		
	Any Other Retirement		
		\$ MONTHLY PAID BY COUNTY	\$ MONTHLY PAID BY EMPLOYEE
	Medical Plan		
	Dental Plan		
	Vision Plan		

✓	MISCELLANEOUS BENEFITS	AMOUNT (\$) OR PERCENT(%) PAID BY COUNTY
	Disability Insurance	
	Tax Deferred Plans	
	Education Reimbursement	
	Car Allowance	
	License Reimbursement	
	Bilingual Pay	
	Other	

✓	LEAVE BENEFITS
	Holidays - Number per Year:
	Sick Leave (please describe):
	Vacation (please describe):
	Other types of Leave (please describe):
	Annual Leave (please describe):
	Leave Buy Back (Option to sell unused leave for cash at end of year)
	Other (please specify):



COUNTY OF SANTA CRUZ

PERSONNEL DEPARTMENT

701 OCEAN STREET, SUITE 310, SANTA CRUZ, CA 95060-4073
 (83 1)454-2600 FAX: (83 1)454-2411 TDD: (83 1) 454-2123
 DANIA TORRES WONG, DIRECTOR

(insert date)

insert inside address

Dear (insert name)

(insert unit) COMPENATION SURVEY

The County of Santa Cruz will be starting (insert unit) negotiations soon. I am writing you to ask for your help in completing the enclosed survey.

We realize that this is a major survey and appreciate the time your staff will take in its completion. Please do not hesitate to call me if there is any way we can make this easier for you

The survey has one page for each benchmark position. Each page identifies the specific position, asks for your comparable position's top step, and then asks a series of questions about any anticipated increases and benefit levels. It is likely that your answers to questions about future increases and benefits will be the same for many, perhaps all, of the surveyed positions.

As indicated in the enclosed instructions, when that is the case we only need one response and a list of positions to which it applies. It is quite possible that this survey will be less onerous than its volume suggests.

We'd greatly appreciate your cooperation and response by (insert date) and thank you in advance for your assistance. The enclosed instructions provide contact names and numbers should your staff have any questions.

It would be our pleasure to provide you with the results of our survey, your staff need only check the request box when they respond.

Very truly yours

Dania Torres Wong, Director

Enclosures

INSTRUCTION SHEET

(Insert unit) Salary Survey

Enclosed you will find a survey form for each job classification we will be studying. At the top of each survey form we have provided the job title for the particular job class we are studying along with a short summary of the job specification.

Can you please provide us with the following:

1. The job title and job specification, which matches the job specification summary, provided. If your county has a different job title for the same or similar job class, please provide us with that job title and job specification. If you do not have a job class that matches our job specification please indicate that on the survey form.
2. Please provide us with the current monthly top step salaries for each of the positions we are studying and the date of the last salary increase. In addition, please provide us with the date of the next scheduled salary increase(s) along with the percentage or dollar amount of the next scheduled increase.

(insert unit) Benefit Survey

The salary form also contains questions related to employee benefits. In the Benefits section, please put a check mark next to those benefits offered by your county. In addition please provide either the percentage amount or the dollar amount for the maximum benefit provided by your county.

In the Leave section of the survey form please check those benefits provided, along with the requested information.

***As noted in the cover letter, the answers to the benefits section of the survey form might apply to more than one of the job classes we are studying, if that is the case you need only complete one benefit survey form. If you decided to complete one form for all or a group of job classes please provide us with a list of the positions to which the completed form applies.**

Please return completed survey forms as soon as possible or (insert date).

You may fax the completed survey forms to the attention of Gerry Dunbar, Deputy Director, Personnel Department, (831) 454-2411 or return the complete survey forms to the following address:

County of Santa Cruz
Personnel Department
701 Ocean Street, Room 310
Santa Cruz, CA. 95060

If you would like the results of this survey to be sent to you, so indicate when you respond. Any questions or comments may be directed to Terri Cobbs, Analyst, at (831) 454-2948, Enrique Sahagun, Analyst, at (831) 454-2936 or Gerry Dunbar, Deputy Director, at (831) 454-2937.

September 19, 2001

Dear Chairman of the Board, Tony Campos:

We would like to thank you and all the other Supervisors in your unanimous vote for a county salary review as recommended by the Grand Jury Report. We consider this to be a positive change. The fact that all five of you agreed that the current salary standards need a serious revision speaks volumes. A special mention should go out to Mardi Wormhoudt for making the motion which passed so smoothly.

Again, we here at the Assessor's Office give a big THANK YOU for all the Supervisors recognizing the need to seriously upgrade County employee salary standards and solve our recruitment/retention problem.

In gratitude,

Jonathan Chin
Marty
Claudia Cunha
Bert Bly
Bob
ROJ
Tom Hadas
Renee
Judith Brubaker
B. J.
Berly
Paul Hahn

Margaret Johnson
M. R.
Anne Shaw
Cindy Vandiver
Luce Lewis
Cheryl Basinger
Marti
Crista Cristadoro
Anita Curcio
Anerve Fernandez
Jene Durr
Donna Gilbert

Copy To Each Supervisor

To: **Tony Campos**
Jeff Almquist
Mardi Wormhoudt
Jan Beautz
Ellen Pirie

September 21, 2001

Honorable Supervisors,

I am writing to express my deep frustration with the situation I find myself in at the CareerWorks division of Santa Cruz County. Because of a particularly low wage parity for the job of Employment and Training Specialist, we are not able to retain staff. When welfare reform brought major changes, the ETS job changed, becoming closely allied to that of Social Worker, and as such, requires a high level of skill and decision making. Because of this, we must recruit a high caliber of professional; however, the pay is on a level with jobs of a much lower skill level. As a result, the ETS job has understandably become a jumping-off point for many people's careers. At the same time, we must serve all the people on our caseloads; we can't shelve any cases just because we don't have enough staff to cover the needs. Even though caseloads are going down, the degree of complexity of the cases has increased dramatically for ETSs, making the amount of time and work very much higher than it used to be. These changes are not in the least reflected in the pay.

I urge you with all my heart to direct the County personnel staff to accept the Grand Jury's recommendations to use a weighted average and switch from comparing Santa Cruz County with counties that do not have the same cost of living, particularly Fresno, Solano, Napa and Sonoma. I ask this, not from a selfish motive to have more money in my pocket, but for the underprivileged people of this county, that they may be able to receive the consistent attention and assistance they deserve in order to be able to move to self-sufficiency. When people keep leaving, cases have to keep being transferred, and the participants have to go through a whole new process of getting to know their new counselor. Time, focus and resources are wasted. The CalWorks ETS staff is an amazing group of dedicated, committed people, but we are barely "holding on by our fingernails" in order to keep all the fires put out and help our participants achieve their goals. The low wages affect not only us in our personal lives, but the people of Santa Cruz County, who fail to receive the quality of service we all wish we could give them.

Thank you for your attention to this matter.

Sincerely,



Andrea Wilson
Sr. Employment and Training Specialist
CareerWorks, County of Santa Cruz

Copy To Each Supervisor

September 21, 2001

*To County of Santa Cruz
Board Member: Tony Campos*

Dear Honorable Board Member,

Please consider the request of our union and grant the employees of the County of Santa Cruz a fair and comparable wage. I started my job here with the County of Santa Cruz as a nine months ago, during my 1st six months had three different supervisor's. There have also been fifteen people quit the out of a department of 45 in the last nine months. I'm sure you are all very smart business minded people, and it doesn't fake much to equate, that it would cost the County of Santa Cruz a lot less money to pay fair and comparable wages. When considering the money being spent filling the same positions, again and again paying for training and benefits only to repeat the process several times a year.

I grew up in the County of Santa Cruz and wish to remain here. With low wages and high rents, I pray that the Board Members are able to find a way, to increase our earnings so that the County of Santa Cruz does not become another bedroom community. Thanking you for your time and consideration in this matter.

Best Regards,

Lori M. Pirle

Employment Training Specialist II

40 Zils Rd.

Watsonville, CA 95076

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