



**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

Submitted on:
(COB Stamp)

Department Name: Human Resources
Department No.: 064
Agenda Date: September 23, 2025
Placement: Administrative Agenda
Estimated Time: N/A
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Director(s): Kristine Schmidt, Human Resources Director
Contact: Erin Jeffery, Fiscal & Workforce Planning Division Chief
SUBJECT: Management Classification and Compensation Refinement

County Counsel Concurrence

As to form: Yes

Other Concurrence:

As to form: Choose an item.

Auditor-Controller Concurrence

As to form: Choose an item.

Recommended Actions:

That the Board of Supervisors:

- a) Adopt an amendment to the salary resolution in Attachment A to revise the County of Santa Barbara's Classification and Salary Plan Section 2 – to establish additional management classifications and salary ranges and delete unused management classifications; and revise Section 3 – Salary Schedules effective October 13, 2025; and revise Section 4 – Department Position Allocation consistent with the June 24, 2024 implementation of the management classification changes that allowed certain employees with existing civil service status to retain that status until leaving their current position; and
- b) Adopt the resolution in Attachment B which amends the Compensation and Benefits Plan for Management, Appointed Executive, and Confidential Unrepresented Employees (Resolution No. 24-187) previously approved by the Board of Supervisors on April 23, 2024, and amended June 16, 2024, July 16, 2024, and August 27, 2024; and
- c) Authorize the Human Resources Director to apply Management General Salary Increases in 2026 and subsequent years, up to a maximum of 1.5% annually, to employees who will be Y-rated as a result of their placement in the revised classification structure on October 13, 2025 (item (a) above), as an exception to general Y-rating rules;
- d) Determine that the above actions are exempt from California Environmental Quality Act (CEQA) review per CEQA Guidelines Section 15378(b)(4) since the recommended actions are government funding mechanisms or other government fiscal activities which do not involve

any commitment to any specific project which may result in a potentially significant physical impact on the environment.

Summary Text:

Approval of the recommended actions will, effective October 13, 2025: establish new management job families and classifications, rename the Administrative Services job family to Business and Administrative Services and revise the salary ranges to align to approximately 9% above market median, allocate certain existing positions and employees into the new job classifications, and amend the Compensation and Benefits Plan for Management, Appointed Executive, and Confidential Unrepresented Employees

Discussion:

County Human Resources (HR) is recommending additional changes to management classifications and salary ranges to further refine the management classification structure:

1. Divide the Regulatory Compliance job family into two new families of Environmental Compliance Services and Planning Services.
 - The **Environmental Compliance Services** job family includes positions responsible for leading, managing, and overseeing environmental regulatory and compliance programs. Employees may monitor compliance and take enforcement or corrective action in areas such as water quality, air quality, hazardous materials, solid and hazardous waste, environmental permitting, inspections, and enforcement activities. Positions may supervise inspection or environmental units, manage budgets and resources, develop and implement policies and procedures, and coordinate programmatic activities. This job family emphasizes technical expertise, regulatory adherence, and scientific applications to protect public health and the environment. Required education, experience, knowledge, skills and abilities align with the biological, environmental and physical sciences and highly regulated environmental compliance operations. Examples of assignments within this job family include: Water/Wastewater Resources, Solid Waste, Environmental Health, Agricultural Inspection/Weights & Measures
 - The **Planning Services** job family includes positions responsible for leading, managing, and overseeing planning divisions, programs, and major projects. Employees provide strategic direction, project and program management, and policy guidance in areas such as land use planning, community development, long-range strategic planning, and coordination with public and regulatory stakeholders. Positions manage staff and resources; ensure compliance with relevant laws, codes, and regulations; and provide leadership on planning and development initiatives. This job family focuses on managing and implementing planning programs and projects, ensuring compliance with laws and regulations, and providing guidance on land use and community development initiatives. Required education, experience, knowledge, skills and abilities align with the urban planning and land use profession and operations.
2. Expand the existing Administrative Services job family to incorporate administrative assignments that are highly regulated, and rename it to Business and Administrative Services. This job family includes positions responsible for leading, managing, and overseeing administrative, business, and administrative regulatory compliance services. Employees provide strategic direction, operational leadership, and program management for multiple administrative or regulatory functions such as accounting, budgeting, procurement, human resources, records management, and other enterprise or Countywide services. Responsibilities may also include policy development, performance measurement, project

and process management, and providing guidance and recommendations to executive management. This job family focuses on internal organizational operations and ensuring alignment with departmental and Countywide objectives. Required education, experience, knowledge, skills and abilities align with a very broad, highly complex and/or highly regulated administrative operation. Examples of assignments within this job family include: Business Manager, Sheriff/Custody Records, Public Guardian and Veterans Services, and Elections

3. Revise the salary range for the Business and Administrative Services job family to be approximately 9% above the comparative labor market.

In addition, consistent with prior Board action regarding employees who were Y-rated as a result of the management classification structure implemented on June 24, 2024, HR is recommending an exception to the general Y-rating rules in order to apply Management General Salary Increases up to a maximum of 1.5% annually to employees who will be Y-rated as a result of today's recommended actions.

HR is also recommending establishing a new single-incumbent job classification for Chief Public Defender Investigator. HR has met with the Public Defender who requested a classification for these individualized functions based on operational need, organizational structure, and recruiting needs. After review and consideration, HR is recommending establishing Chief Public Defender Investigator, which is a comparable classification to the Chief District Attorney Investigator classification. Parity between these roles is critical to ensure fairness in the justice system, consistent leadership structures, and organizational alignment with comparable jurisdictions.

Background:

In December 2024, County Human Resources (HR) brought results of the Management Salary Survey to the Board of Supervisors (Board). The Board requested this survey to validate that the new management job classifications were competitive in the comparable county labor market. HR used a professional compensation consultant (Gallagher) and an advisory group of managers from departments to assist with that process. Gallagher found that the compensation for some of the county's classifications were below the labor market median, and the Board approved salary adjustments in December to bring those positions up to market.

As part of that same study, Gallagher found that two of the County's job families were potentially significantly (10%+) above market: Administrative Services (at +16.8%) and Regulatory Compliance (at +11-22%). Gallagher also found the Regulatory Compliance family was too broad, encompassing environmental compliance positions, planning and land use positions, and administrative regulatory positions, which are three different labor markets. In December, HR wasn't yet prepared to recommend job family changes or downward adjustments to salary ranges for these job families – HR wanted to validate the results independently and think through an appropriate approach, however HR did commit to returning to the Board with recommendations to address the significant over-alignment as compared to the labor market, and those recommendations are presented for approval today.

After HR came to the Board in December 2024, HR engaged a professional classification and compensation consultant, Regional Government Services (RGS), to assist with refining the labor market results based on Gallagher's initial findings. RGS gathered compensation data for planning and land use, environmental compliance, and administrative regulatory positions and found that if the Regulatory Compliance family was subdivided, the County's compensation position for environmental compliance and planning and land use was within the acceptable range for being over market (+4% and +8% respectively). However, RGS found that the administrative regulatory positions

were still significantly over market (16.93%). Coincidentally, this market result nearly matches Gallagher's result regarding the Administrative Services job family, which HR independently validated. Since the two market results for administrative regulatory and Administrative Services indicate both were significantly above market (16.93% and 16.92% respectively), in addition to the strong emphasis on administrative duties in both of these assignments, HR is recommending combining these into one job family.

Because the market result for environmental compliance and planning services is within the acceptable range (up to approximately 8% above market), HR is not recommending any change to the salary ranges for those new job families. HR is, however, recommending an adjustment to the new Business and Administrative Services salary range to lower the range by approximately 7.8%, which is approximately 9% above the labor market median.

HR met with each affected Department Head to discuss the findings and proposed recommendations and communicated with each affected employee regarding the anticipated changes, should the Board approve the recommended actions, and has offered to meet personally with each employee if they so choose.

Fiscal and Facilities Impacts:

Approval of the recommended actions will result in an initial increase of approximately \$31,150 but is anticipated to result in decreases to the annual cost base in future fiscal years. With this year's increase considered, along with projected decreases over the next five (5) years, it is anticipated this will ultimately result in a decrease of approximately \$430,000 to the annual cost base by 2030.

Santa Barbara County Employees' Retirement System (SBCERS) makes certain actuarial assumptions regarding salaries in determining the funding status of the retirement plan. SBCERS estimates a general wage inflation component of 3.00% per year, plus a longevity and promotion component of between 0.38% and 4.75% for General employees and between 0.75% and 6% for safety members, depending on years of service. It is not expected that increases will exactly meet these assumptions in any one year. Rather, these assumptions represent the net effect over long stretches of time (20-30 years). Variation from one year to another can have an impact to the overall plan funding.

Provided actual salary growth does not exceed SBCERS assumptions over the long term and, the County makes regular pension contributions on the actual salaries granted, absent other negative factors, the County should continue to see progress towards fully funding the plan. SBCERS conducts a review of its salary assumptions every three years as part of an actuarial experience study. The study and resulting assumption changes adopted by SBCERS serve as a control that ensures the wage growth assumptions used to value the plan do not materially differ from actual wage growth over time.

The changes proposed herein, when considered along with scheduled general salary increases over the three-year term, will, in the aggregate, exceed this actuarial assumed increase of 3% per year (compounded annually) resulting in actuarial losses to the funding status of the plan in the short term. Over time, however, these changes are expected to have a positive impact by decreasing the County's annual cost base, which will help offset funding pressures when considered alongside possible future year gains, losses, and a variety of other factors including investment results, general inflation, and changes in member population demographics like mortality and gender.

Staffing Impacts:**Position Request Summary**

There are 47 positions in the Regulatory Compliance job family which will be reclassified to the following classifications:

Legal Position Title	Number of FTE
Business & Administrative Services Manager I	5.0
Business & Administrative Services Manager II	9.0
Business & Administrative Services Manager III	4.0
Chief Public Defender Investigator	1.0
Environmental Compliance Management Professional I/II	1.0
Environmental Compliance Management Professional Senior	3.0
Environmental Compliance Manager II	7.0
Environmental Compliance Manager III	10.0
Financial Services Manager III	2.0
Planning Services Manager III	5.0
Total	47.0

There are 30 positions in the Administrative Services job family, which will be retitled to Business and Administrative Services:

Legal Position Title	Number of FTE
Business & Administrative Services Management Pro Professional I/II	3.0
Business & Administrative Services Management Professional Senior	5.0
Business & Administrative Services Manager I	7.0
Business & Administrative Services Manager II	9.0
Business & Administrative Services Manager III	6.0
Total	30.0

Legal Positions: No Change

FTEs: No Change

Special Instructions:

Please email one (1) copy of the Minute Order and fully executed amended Salary Resolution to HRPositioncontrol@countyofsb.org and HRBLCoordinator@countyofsb.org.

Attachments:

Attachment A – Salary Resolution Amendment

Attachment B – Compensation and Benefits Plan for Management, Appointed Executives and Confidential Unrepresented Employees Resolution (clean copy)

Attachment C – Compensation and Benefits Plan for Management, Appointed Executives and Confidential Unrepresented Employees Resolution (track changes)

Contact Information:

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