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# **ORDINANCE NO. 4905** **AN ORDINANCE REPEALING ORDINANCE** **NO. 4627 AND ENACTING A NEW** **ORDINANCE** **SETTING COMPENSATION OF** **MEMBERS OF THE SANTA BARBARA COUNTY** **BOARD OF SUPERVISORS**

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

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

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

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

#### **SECTION 1.**

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

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

#### **SECTION 2.**

Ordinance No. 4627 is repealed in its entirety and superseded by this Ordinance.

#### **SECTION 3.**

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

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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

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

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.

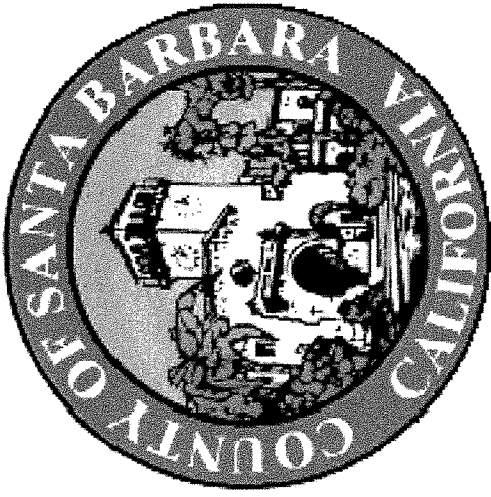
The Committee agreed that the Chair and Vice Chair would work with County staff in the drafting of the Board Letter and that the Committee would meet again on February 23, 2015 at 2:30 p.m. to review the draft and provide comments for finalizing the report and filing for a March Board meeting.

**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

County	Annual Base Salary	Annual Salary w/ Additional Compensation
Marin	108,775	130,031
Monterey	122,028	153,360
San Luis Obispo	86,115	104,265
Santa Cruz	113,948	125,353
Sonoma	138,451	162,151
Stanislaus	74,776	95,208
Tulare	90,381	106,566
<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>
% from Average	24.6%	19.4%
% from 25th Percentile	4.8%	0.5%
% from 37.5th Percentile	12.8%	6.1%
% from 50th Percentile	29.2%	19.5%
% from 75th Percentile	40.1%	35.1%

# COMMITTEE FINDINGS

- ✖ Majority agreement on peer counties identified
- ✖ Majority agreement that SB Board member salaries should be targeted to the 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