

October 20, 2015

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Board of Supervisors  
County of Ventura  
800 South Victoria Avenue  
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**Subject: Adoption of a Resolution to Establish Eight (8) Classifications and Salary Ranges ("Supervising Agricultural Inspector/Biologist", "Senior Agricultural Inspector/Biologist", "Agricultural Inspector/Biologist", "Agricultural Inspector/Biologist Associate", "Veterinary Assistant", "Assistant Director Behavioral Health", "Chief Financial Officer-Hospital", and, "Chief Financial Officer-Ambulatory Care"), to Amend the Salary Range of Two (2) Classifications ("Chief Deputy Agricultural Commissioner", "Airport Operations Supervisor") and to Delete Eight (8) Classifications and Salary Ranges ("Supervising Agricultural Inspector", "Senior Agricultural Inspector", "Agricultural Inspector IV", "Agricultural Inspector III", "Agricultural Inspector II", "Agricultural Inspector I", "Agricultural Inspector Trainee", and, "Chief Financial Officer-HCA"); and Public Hearing Regarding Adoption of an Ordinance to Place the Classifications "Assistant Director Behavioral Health", "Chief Financial Officer-Hospital", and "Chief Financial Officer-Ambulatory Care" in the Unclassified Service.**

**In accordance with Government Code Sections 31515.5 and 23026, the proposed recommendations will have no material impact on the funding status of the retirement system.**

## **Recommendations**

It is recommended that your Board:

1. Adopt the attached Resolution (Exhibit 1) which incorporates the following, which will have no material impact on the funding status of the retirement system:
  - a. The establishment of the following eight (8) classifications and salary ranges effective October 25, 2015:

Job Code	Description	FLSA Status	Union Code	Compensation Frequency	Hourly (H)/ Salary (S) Range
00511	Supervising Agricultural Inspector/Biologist	H	UPJ	Hourly	\$26.976870 - \$37.767620 (H)
00512	Senior Agricultural Inspector/Biologist	H	UPH	Hourly	\$24.524428 - \$34.334202 (H)
00513	Agricultural Inspector/Biologist	H	UPH	Hourly	\$22.115428 - \$29.855827 (H)
00514	Agricultural Inspector/Biologist Associate	H	UPH	Hourly	\$18.036668 - \$24.349500 (H)
00517	Veterinary Assistant	H	UPH	Hourly	\$13.596438 - \$22.660731 (H)
00518	Assistant Director Behavioral Health	S	MB3	Salaried	\$114,138.94 - \$159,794.51(S)
00593	Chief Financial Officer-Hospital	S	MB2	Salaried	\$178,571.43 - \$250,000 (S)
00594	Chief Financial Officer-Ambulatory Care	S	MB2	Salaried	\$131,785.71 - \$184,500 (S)

- b. The amendment to the salary range of the following two (2) classifications effective October 25, 2015:

Job Code	Description	FLSA Status	Union Code	Compensation Frequency	Hourly (H)/ Salary (S) Range
00309	Chief Deputy Agricultural Commissioner	P	MB2	Salaried	Fr: \$82,922.77 – 116,103.26 (S)  To: \$91,215.05 – 127,713.56 (S)
00368	Airport Operations Supervisor	N	UPJ	Hourly	Fr: \$22.635351 – 31.743320 (H)  To: \$24.898886 – 34.917652 (H)

Note: Since the salary ranges for the classifications “Chief Deputy Agricultural Commissioner” will be set to the market, the classification will not be eligible for the scheduled market based adjustment of 1.66% on June 19, 2016. The classification “Airport Operations Supervisor” is not scheduled to receive a market based adjustment.

- c. The deletion of the following eight (8) classifications and salary ranges effective November 22, 2015:

Job Code	Description	FLSA Status	Union Code	Compensation Frequency	Hourly (H)/ Salary (S) Range
00051	Agriculture Inspector Trainee	N	UPH	Hourly	\$15.939186 - \$18.431656 (H)
00052	Agriculture Inspector I	N	UPH	Hourly	\$19.874602 - \$22.980956 (H)
00053	Agriculture Inspector II	N	UPH	Hourly	\$20.262450 - \$23.431840 (H)
00054	Agriculture Inspector III	N	UPH	Hourly	\$21.328618 - \$24.669283 (H)
00055	Agriculture Inspector IV	N	UPH	Hourly	\$24.017827 - \$27.541344 (H)
01560	Senior Agriculture Inspector	N	UPH	Hourly	\$24.017827 - \$33.572404 (H)
01860	Supervising Agricultural Insp	N	UPJ	Hourly	\$26.051925 - \$36.413846 (H)
00180	Chief Financial Officer - HCA	P	MB2	Salaried	\$150,131.64 - \$210,184.32 (S)

2. Introduce the attached ordinance (Exhibit 2) amending the Ventura County Ordinance Code, Division 1, Chapter 3, Article 4, Civil Service System place the classifications "Assistant Director Behavioral Health", and "Chief Financial Officer-Hospital", "Chief Financial Officer-Ambulatory Care" in the unclassified service. Read ordinance in title only and waive further reading; and on November 3, 2015, adopt the ordinance.

### 1.a. Classification Establishment

**A. Agency/Dept:**

**Classification(s) to be established:**

**Agricultural Commissioner's Office**

**"Supervising Agricultural Inspector/Biologist"**

**"Senior Agricultural Inspector/Biologist"**

**"Agricultural Inspector/Biologist"**

**"Agricultural Inspector/Biologist Associate"**

**Fiscal Impact:** It is anticipated that the annual fiscal impact as a result of this action will be approximately \$91,600 including benefits.

**Discussion:**

Comprised of five separate departments including Inspection Services, Pesticide Use Enforcement, Pet Exclusion (Quarantine), Pierces Disease Control and Administration, the Agricultural Commissioner's Office is responsible for programs that monitor compliance issues within the agricultural industries of the County. The role of the proposed classifications is to ensure the health, safety, and welfare of consumers and industry workers, as well as the environment.

The Agricultural Commissioner's Office is responsible for enforcing certain provisions of the California Food and Agricultural Code, California Code of Regulations, Business and Professions Code, Health and Safety Code, Labor Code, and Ventura County Ordinances. The classifications that are directly responsible for the work within this office currently include:

<b><u>Job Title</u></b>	<b><u>Class Code</u></b>
Agriculture Inspector Trainee	00051
Agriculture Inspector I	00052
Agriculture Inspector II	00053
Agriculture Inspector III	00054
Agriculture Inspector IV	00055
Senior Agriculture Inspector	01560
Supervising Agriculture Inspector	01860

The number of current class levels from entry to supervising (total of 7) has created difficulties with respect to staff career progression and retention, as evidenced by the Agricultural Commissioner's Office's having experienced difficulty moving "trainees" through the classification series. This can be attributed to the number of levels within the series which has resulted in the difficulty for both employees and supervisors to distinguish meaningful differences in work assignments among the various levels. The proposed classification structure creates clear distinctions between classifications and the recruiting standards require appropriate certifications as well as on-the-job experience. It is recommended that the current classification structure be streamlined and the number of classifications be reduced from six (6) non-supervisory classifications to three (3) classifications. It is further recommended that the salary rates for the various classifications be amended to be commensurate with the level of responsibility. The following table identifies the current and proposed classifications, reflecting the net consolidation:

**Agriculture Inspector Classification Crosswalk**

**7 Levels to 4 Levels**

*Supervising*  
*Advanced Journey/Lead*  
*Journey*  
*Trainee/Entry*

Job Code	CURRENT			RECOMMENDED		
	Classification	MIN/Mo	MAX/A	Classification	MIN/Mo	MAX/A
01860	Supervising Agricultural Inspector	\$54,188.00	\$75,740.80	Supervising Agricultural Inspector/Biologist	\$56,111.89	\$78,556.65
01560	Senior Agricultural Inspector	\$49,957.08	\$69,830.60	Senior Agricultural Inspector/Biologist	\$51,010.81	\$71,415.14
00055	Agriculture Inspector IV	\$49,957.08	\$57,286.00	Agricultural Inspector/Biologist	\$46,000.09	\$62,100.12
00054	Agriculture Inspector III	\$44,363.53	\$51,312.11			
00053	Agriculture Inspector II	\$42,145.90	\$48,738.23	Agricultural Inspector/Biologist Associate	\$37,516.27	\$50,646.96
00052	Agriculture Inspector I	\$41,339.17	\$47,800.39			
00051	Agriculture Inspector Trainee	\$33,153.51	\$38,337.84			

There are currently 25 positions (including 2 intermittent) that are affected by this consolidation. Upon Board approval, positions and incumbents will be administratively reclassified to one of the appropriate corresponding classifications and will receive the greater of either the minimum of the new salary range or 5% salary increase, not to exceed the top of the new salary range. This action was reviewed and is supported by SEIU.

**B. Agency/Dept:** **Animal Services**  
**Classification(s) to be established:** **"Veterinary Assistant"**

**Fiscal Impact:** It is anticipated that the annual fiscal impact as a result of this action will be approximately \$19,000 including benefits.

With approximately 55 positions, the staff at Animal Services is responsible for the board and care of sick, injured, abandoned and stray animals, and for the enforcement of state and local laws affecting animals. Services are provided by five divisions, one of which is Veterinary Services.

Veterinary Services provides the daily treatment and medical care of all animals at the shelter, emergency services on those animals brought in needing medical treatment and/or emergency surgery services, and spay and neuter services. Important to the successful delivery of veterinary services is the Veterinary Assistant. The Veterinary Assistant will support licensed Veterinarians and Registered Veterinary Technicians in surgical pre-operative and post-operative procedures relative to the shelter medical and spay/neuter programs. They will assist in identifying and treating sick and injured shelter animals by assisting in physical examinations of animals, preparing the animal for surgery as well as preparing the operating room/treatment room, surgical instruments, medical equipment, medications and sedatives for use. The Veterinary Assistant will also keep the clinic and/or shelter facilities clean and sanitary. Although to date the work has been performed on an as-needed basis by Animal Control Officers, the regularity with which the work is being performed now requires regular positions and a transfer of responsibilities to a classification that is distinguished from the Animal Control Officer series by its responsibility for assisting licensed veterinarians and registered veterinary technicians. It is therefore recommended that the Veterinary Assistant classification be established.

This action was reviewed and is supported by SEIU.

**C. Agency/Dept:** **Health Care Agency**  
**Classification(s) to be established:** **"Chief Financial Officer-Hospital"**  
**"Chief Financial Officer-Ambulatory Care"**

**Fiscal Impact:** It is anticipated that the annual fiscal impact as a result of this action will be approximately \$54,000 including benefits. We intend to return to your Board to request



a new position classified as "Chief Financial Officer-Ambulatory Care". The cost of which will be \$276,750 base and benefits.

Discussion:

As the largest County agency, approximately 2,700 Health Care Agency ("HCA") employees support the various departments within the agency, including, the Ventura County Medical Center, Santa Paula Hospital, a nationally recognized Family Medicine Residency Program, Ambulatory Care, Managed Care, the Medical Examiner's Office, Behavioral Health, Public Health, the Health Care Plan, Animal Services, Emergency Medical Services and Administrative Services. The HCA has experienced, and continues to experience, significant growth as a result of community demand and regulatory changes.

In the letter to your Board dated September 22, 2015 we noted that we would undertake a review of HCA fiscal job classifications, including that of the Chief Financial Officer-HCA (CFO-HCA). Currently there is a single CFO position that reports directly to the Director Health Care Agency and whose function is the administration of the agency's fiscal division. In recent years the fiscal activity of the HCA has become more voluminous and complex as evidenced by such key metrics: A 65% increase in outpatient visits from 2004 levels, a 24% increase in patient collections since 2011 reflecting monies collected from Medi-Cal, Medicare and/or another insurance source or the patient for services rendered, and a 74% increase in the number of affiliated and operated medical clinics from 19 clinics in 2006 to 33 clinics in 2015.

The CFO-HCA position has remained vacant for over twenty months, during which time period the County has been aggressively recruiting for the position. The talent pool to fill such a position is very limited given the combination of the diverse and complex span of responsibility combined with the County's current pay package. A recent Hospital Association of Southern California (HASC) survey indicates that the compensation for classifications similar to the CFO-HCA is on average significantly higher; and recent contact with a professional recruiting organization further confirmed expected offers averaging \$340,000 base salary minimum for equivalent positions. Our independent review of California public sector entities showed a wide range for base salary, with an average base salary of approximately \$250,000. Our belief is that pay variations are in part based on organization size, structure, and possible use of third-party consultants.

In order to facilitate recruitment and to better manage the fiscal activity within the HCA, we recommend the elimination of the CFO-HCA classification and the establishment of two new classifications, each with distinct responsibilities formerly held by the CFO-HCA. The first classification, "Chief Financial Officer-Hospital," will report to the Director Health Care Agency. With a salary range maximum of \$250,000, key responsibilities for this single position classification will be to administer, plan and coordinate the HCA's financial activities, including fiscal services, revenue services, program audits and reimbursement, contract administration, and capital planning for the two hospitals

(Ventura County Medical Center, Santa Paul Hospital), the HCA Administration, the Ventura County Health Plan and the Medical Examiner's Office.

The second classification, "Chief Financial Officer-Ambulatory Care," will have a salary range maximum of \$184,500 and will report to the Director Health Care Agency. Key responsibilities will be similar to the CFO-Hospital; however, the focus of this single position classification will be Ambulatory Care.

The establishment of these two classifications will better position the County to recruit and retain this critical function within the HCA.

Following Board approval, one position will be administratively reclassified. We will return to your Board at a subsequent date to request an additional position for the second position.

<b>D. <u>Agency/Dept:</u></b>	<b>Behavioral Health</b>
<b><u>Classification(s) to be established:</u></b>	<b>"Assistant Director Behavioral Health"</b>

**Fiscal Impact:** It is anticipated that the annual fiscal impact as a result of this action will be approximately \$10,000 including benefits.

**Discussion:**

The Behavioral Health Department has been undergoing and continues to undergo major transformation. The first major shift occurred in 2004-2005 with the introduction of the Mental Health Services Act (MHSA) which resulted in approximately \$35M in program dollars through multiple services and contracts. New service lines included intensive services, field based services, prevention services and the opportunity to invest in technology, quality, and workforce development. All this occurred with virtually no change in the executive leadership structure.

Looking forward, additional major systemic changes will include performance expectation shifts in MHSA, the re-design of the Drug MediCal delivery system and whole person care as part of the implementation of integrated care. Additionally, other imminent changes include the Children's Continuum of Care Reform, the opening of an adult MHRC, a children's crisis stabilization unit and short term crisis residential treatment program. These changes along with the steep increase in demand for services require that the Behavioral Health department develop a structure that supports change and growth, through the addition of an Assistant Director Behavioral Health.

Under general direction, the proposed classification will assist the Director Behavioral Health in administering, planning, organizing, directing and evaluating Department program policies and procedures serving adults, children, adolescents and older adults with mental illness or addiction. The single position classification will help to manage

the Department budget, human resources and infrastructure operations. The classification will serve as acting director in the director's absence.

Following Board approval, a vacant position will be administratively reclassified.

### **1.b. Classification Salary Range Amendment**

**Agency/Dept:**

**Agricultural Commissioner's Office**

**Classification(s) to be amended:**

**"Chief Deputy Agricultural Commissioner"**

The Ventura County Agricultural Commissioner's Office is comprised of forty (40) staff, including the Agricultural Commissioner who has overall responsibility for management and oversight of department related activities. The organization also includes a Chief Deputy Agricultural Commissioner who serves as the department's day-to-day chief of operations and who is responsible for the planning and supervising of various agricultural regulatory programs and staff who are responsible for the County's \$2 billion agriculture industry.

In 2014, following the resignation of the former incumbent in the Chief Deputy Agricultural Commissioner position, the County undertook a robust recruitment to fill the position. Recruitment activity included not only the regular posting of the position, but also sourcing candidates state-wide electronically and personally, approximately 500 job announcement flyers were disseminated to potential candidates that possessed the required licenses. To date the position remains vacant.

To determine whether our salaries are competitive, a study of the base salaries for the classification of Chief Deputy Agricultural Commissioner was conducted. In reviewing the Ventura County salary range against the market, it appears that our base salary for this classification is behind the other counties by approximately 12%.

Based on the recurring difficulty encountered in recruiting qualified applicants and the current compensation difference from the market, it is recommended that the salary range for Chief Deputy Agricultural Commissioner be increased by 10.0%.

As this recommendation will set the classification salary range to the market, it will no longer be eligible for the scheduled market based adjustment of 1.66% on June 19, 2016. The annual fiscal impact resulting from this action will be approximately \$16,000.

**Agency/Dept:**

**Department of Airports**

**Classification(s) to be amended:**

**"Airport Operations Supervisor"**

**Fiscal Impact:** It is anticipated that the annual fiscal impact as a result of this action will be approximately \$13,250 including benefits.



Discussion:

The County of Ventura, Department of Airports operates seven days a week and serves privately operated general aviation and executive aircraft from two locations: Oxnard and Camarillo. A key unit within the Department that focuses on maintaining airport operations and a safe environment at both airports is the Airports Operations Unit. The unit consists of two (2) Airport Operations Supervisors and ten (10) Airport Operations Officers at both locations. The Operations unit is responsible for:

- Patrolling and monitoring airfield security rules and regulations, and procedures
- Conducting airfield inspections
- Responding to aircraft incidents/accidents
- Coordinating and monitoring various activities of commuter airlines, Fixed-Based Operators (FBOs), hangar owner/renters, leasing tenants, FAA, and the general public.

Incumbents in the Airport Operations Supervisor classification focus on staff, operations, service delivery, provide supervision of the airport operations activities at the assigned airport (Oxnard and Camarillo) and assure compliance with the rules and regulations, as well as assist in the long range planning and development of the assigned County airport facility.

Currently, the Airport Operations Supervisor position is vacant. A 2014 recruitment yielded 2 qualified candidates from a pool of 22; one of the candidates was hired but subsequently separated from County service.

As a result of feedback following the recruitment, CEO-HR, in collaboration and consultation with the Department, revised the job specification to better reflect appropriate and essential job functions. Additionally, a compensation survey was conducted to ensure that the salary is market competitive. Ten (10) jurisdictions were considered (Contra Costa, LA, Orange, Riverside, Sacramento, San Bernardino, San Mateo, San Luis Obispo, San Joaquin and the City of Santa Barbara). Survey findings suggest that the Ventura County Airport Operations Supervisor is below the market by 10%. To ensure that we are competitive with the market and that we attract qualified candidates, CEO-HR is recommending that the salary range for Airport Operations Supervisor be amended and be set to market.

### **1.c. Classification Deletion**

A recent review of the County's classifications has resulted in the proposed recommendation to delete a number of job classifications that are no longer used or needed. The recommended action will increase effectiveness of the classification process and reduce the potential confusion caused by the listing of obsolete job classifications. This type of review and the subsequent recommendation to delete obsolete job classifications is a standard operational function under the purview of the

Director, Human Resources. The approval of this recommended action will ensure that an equitable and logical arrangement of classifications which promotes and increases the effectiveness and efficiency of County service exists. All classifications that are proposed for deletion and which are represented by a union have been reviewed with the affected union.

The recommended action to delete obsolete classifications will not result in any additional costs.

Classifications are to be deleted effective November 22, 2015.

## **2. Unclassified Service**

For the reasons that follow, it is recommended that your Board adopt an ordinance amending the Ventura County Ordinance Code, Division 1, Chapter 3, Article 4, Civil Service System to place the classifications "Assistant Director Behavioral Health," "Chief Financial Officer-Hospital" and "Chief Financial Officer-Ambulatory Care" in the unclassified service. If your Board concurs, a second hearing to adopt the ordinance will be set for November 3, 2015.

### "Assistant Director Behavioral Health"

#### Discussion:

The proposed "Assistant Director Behavioral Health" classification, which will report directly to the Director Behavioral Health, will manage the planning and directing of all behavioral health services for Adult, Children Services, and Alcohol and Drug Programs. This position will have significant latitude in interpreting policies and making decisions that will have a countywide impact on all behavioral health services provided by the County. Due to the scope and complexity of this single position classification, it is recommended that your Board adopt an ordinance placing this classification in the unclassified service.

### "Chief Financial Officer-Hospital"

### "Chief Financial Officer-Ambulatory Care"

The proposed classifications of "Chief Financial Officer-Hospital" and "Chief Financial Officer-Ambulatory Care" will report directly to the Director Health Care Agency. As earlier noted in this board letter, due to the scope and complexity, as well as the consequence of errors in dealing with significant funds and/or matters affecting the budget as well as employees, it is recommended that your Board adopt an ordinance placing these classifications in the unclassified service.

This letter has been reviewed by the County Executive Office, the Auditor-Controller's Office, and County Counsel. If you have any questions regarding the information presented herein, please call me (654-2561).



SHAWN ATIN  
Director – Human Resources



MICHAEL POWERS  
County Executive Officer



Exhibit 1 – Resolution of the Board of Supervisors  
Exhibit 2 – Ordinance Amending Ventura County Ordinance Code, Division 1, Chapter 3, Article 4

cc: Jeff Burgh, Auditor-Controller  
Elaine Crandall, Director Behavioral Health  
Tara Diller, Director Animal Services  
Barry Fisher, Director Health Care Agency  
Henry Gonzales, Agricultural Commissioner  
Todd McNamee, Director of Airports  
Leroy Smith, County Counsel