



Midpeninsula Regional
Open Space District

ACTION PLAN AND BUDGET COMMITTEE MEETING

R-16-05

January 12, 2016

AGENDA ITEM 3

AGENDA ITEM

Proposed New Positions and Position Reclassifications

GENERAL MANAGER'S RECOMMENDATIONS

As part of the FY2015-16 Midyear Budget Adjustments:

1. Review and confirm the addition of eight new positions to proceed with ramping up staff capacity to increase project delivery and enhance service delivery, as recommended by the Financial and Operational Sustainability Model (FOSM).
2. Review and confirm the reclassification of three existing positions to continue with the FOSM reorganization recommendations.
3. Review and confirm the proposal for the Board of Directors (Board) to delegate to the General Manager the authority to approve final job descriptions for job classifications previously approved by the Board and final salary range adjustments within a ten percent margin for new classifications.
4. Recommend that this Agenda Item be forwarded to the full Board for their review and approval.

SUMMARY

To proceed with FOSM recommendations and increase the Midpeninsula Regional Open Space District's (District) project delivery output to meet Measure AA commitments, as well as enhance the quality and effectiveness of our service delivery, the General Manager recommends eight (8) new positions and three (3) reclassifications at this time. Per the FOSM financial analysis and the District Controller's 30-Year Financial Model, these proposed staffing changes are financially sustainable over the long-term. Up to 40 new positions have been envisioned over the first 5 years of FOSM implementation. As of December 2014, the Board has approved a total of 14 new positions. To help increase efficiencies in the District's hiring process, the General Manager also recommends the following two changes in practice. First, delegate authority to the General Manager for approval of final detailed job descriptions for classifications once the Board has authorized the classification, salary range, and summary job description, rather than the current practice in which the Board reviews and approves the detailed job description. Second, delegate authority to the General Manager to adjust salary ranges the Board has already approved up to a 10% margin for new classifications, as may be needed during the hiring process to remain competitive in the job market, as long as the new range authorized by the General Manager is

adopted by the full Board of Directors in an open public session prior to commencement of work by the new hire in that new classification.

DISCUSSION

The District kicked-off implementation of the FOSM this past June following the Board's acceptance of the study at the May 27, 2015 meeting. The FOSM resulted in 60 recommendations that organize the District to grow sustainably, as well as enhance staffing capacity and District systems to deliver the Vision Plan and Measure AA.

The initial FOSM recommendations are well underway. Some have been completed and others are nearing completion. These include:

- Executive recruitments;
- Natural Resources class and compensation study;
- Project delivery process design;
- Information Systems and Technology Strategic Plan; and,
- Operations Phasing Plan (transition to Visitor Services and Land and Facilities Services Departments).

As the District refines the agency's alignment to reflect four core functional areas of work (Project Planning and Delivery; Visitor and Field Services; Finance and Administrative Services; and General Manager's Office), staffing levels will need to increase in order to deliver the increased volume of projects resulting from Measure AA. As forecast by Management Partners in the FOSM study, initially 42 to 51 positions would be added within a 5-year span. These positions can be funded, and are fiscally sustainable over the long-term within our current 30-year financial plan.

Based on the FOSM recommendations and noted prioritization listed below, staff requests funding for eight (8) new positions and the reclassification of three (3) existing positions as a mid-year budget amendment. These recommended changes are listed below in priority order and subsequently grouped by the four core functional areas of work.

Proposed New Positions By Priority:

Priority 1: Land and Facilities Services Manager

- FOSM Recommendation 15: Create Manager-level position to lead the Visitor Services and Land and Facilities Services groups
- Budgeted at the Department Manager Level, \$118,128 to \$147,528
- Critical position to establish, begin forming and lead the new Land and Facilities Services Department, which will be in charge of all maintenance activities, crew-related construction projects, and facilities/property management for the District.

Priority 2: Water Resources Specialist

- FOSM Recommendation 57: Align the field-focused functions under the same Assistant General Manager to maintain open communication, shared resources, and a customer service driven approach
- Budgeted at the Resource Management Specialist III level, \$88,152 to \$110,076
- Critical position to address the District's growing and multiple water resource and water rights needs. Essential functions include:

- Inventory, map, and track all water rights.
- Submit periodic monitoring and usage reports, as required.
- Secure additional water rights throughout District lands.
- Work with Real Property to secure water rights property data as part of new land purchases.
- Work with Legal and other departments regarding water rights claims, illegal water diversions, etc.
- Assess District-wide water availability; prepare plan for filling in “gaps”.
- Secure additional and secondary sources of water where needed; including secondary water storage capacity.
- Manage water quality sampling and water monitoring program.
- Conduct assessments of water usage and water supply systems and develop strategies for reaching water conservation goals and expanding water capacity.
- Recommend new or revised policies or procedures to support water resource and conservation goals.
- Provide technical design support for water retention basins, ponds, storage tanks

Priority 3: Open Space Technician

- FOSM Recommendation 26: Create crews that focus on specific work function and incorporate a rotational program that allow for continued professional growth and development of staff
- Budgeted at the Open Space Technician level, \$54,120 to \$67,584
- Position identified to support the large increase in trail construction, and ongoing maintenance and vegetation management work related to the opening of Bear Creek Redwoods.

Priority 4: Capital Project Manager II

- FOSM Recommendation 9: Create an Engineering and Construction Department and hire an Engineering and Construction Manager to oversee the project delivery functions
- Budgeted at the Planner II Level, \$72,528 to \$90,564
- Position would provide additional construction management capacity given large workload (staff facilities, bridge replacements, La Honda/BCR/Mt Um improvements, tenant residence repairs, Alma College, site cleanups and remediation, Bear Creek Stables, Bay Trail construction, etc.) and establish a tiered structure for the new Engineering & Construction Department.

Priority 5: Planner II

- Per the FOSM (page 67), the staffing projections for the Planning and Engineering and Construction Departments assumes a staffing ratio of 4:1, with 4 Planners for every 1 Capital Project Manager at the high end and 3:1 at the low end. With the proposed new Capital Project Manager II, the ratio would be 2:1. Already, we are beginning to experience the misalignment with Capital Project Managers having to take on some Planning tasks to push their projects forward, which is not efficient and requires a very different set of skills and expertise not associated with construction management.
- Budgeted at the Planner II Level, \$72,528 to \$90,564

- Position would provide additional planning capacity needed to take projects from concept planning, through the public participation process, CEQA analysis, and final project approval before a project is ready for final design and implementation/construction, at which time it is handed to Engineering and Construction. Moreover, given the long lag time in implementing the La Honda Master Plan, follow up work to reconnect with the public prior to implementation of key projects is necessary to ensure that the implementation of the projects are well received. This is particularly true for the opening of new parking areas and new Preserve areas.

Priority 6: Property Management Specialist II

- FOSM Recommendation 12: Restructure the Real Property function to focus on land and property acquisition, and move the property management function to a Facilities division in the new Land and Facilities Services Department
- Budgeted at Real Property Specialist II Level, \$79,944 to \$99,840
- In transferring the Property Management function to the new Land and Facilities Services Department, the communications, historic structures, and administrative office leases will shift to this new department (currently handled by Real Property Agents). In the last year, this workload has included 12 different lease negotiations. Management of outside tenant residential leases and grazing/agricultural leases will also shift. In addition, management of employee tenant leases will be shifting from Operations to Land and Facilities Services. This position, as well as other positions in the new Property Management Program, will continue to manage outside tenant residential leases and grazing/agricultural leases. These actions will centralize the lease management functions for the District into one program under the Land and Facilities Services Department.
- Moreover, additional capacity within the Property Management division of the new Land and Facilities Services Department is also needed to address the backlog of tenant residence improvements, day to day tenant repairs, including grazing infrastructure, and improve the District's overall management and tracking of structures. The assistance this additional capacity will provide related to grazing leases and tenants will also allow the District's Rangeland Ecologist in Natural Resources to focus more on grazing policy and the development of rangeland management plans.

Priority 7: Procurement and Contracting Agent/Specialist

- FOSM Recommendation 35: Centralize the purchasing function within the Finance and Administrative Services Department
- Budgeted at the Management Analyst I level, \$72,528 to \$90,564
- Needed to establish a procurement and contracting function and perform the following essential functions to keep project managers focused on project management versus contract and grant administration given the higher project workload:
 - Plans, solicits, and evaluates proposals and bids;
 - Advises departments on purchase methods and alternate products; recommends substitutes.
 - Advertises and solicits quotations and bids;
 - Prepares and/or negotiates contract prices, terms and conditions;
 - Negotiates fixed-price, cost-type, or incentive-type contracts;

- Prepares various correspondences and reports;
- Manages On-Call Contracts, Prequalified Consultant File, Contractor Bidding File;
- Monitors funding contracts and expenditures, submits financial reports, requests reimbursements and closes grants.

Priority 8: Reclassification of Operations Manager to Visitor Services Manager

- No budget impact; position remains budgeted at the Department Manager level, \$118,128 to \$147,528
- Recommendation 15: Create Manager-level position to lead the Visitor Services Department
- The reclassification would take effect once the Land and Facilities Services Manager position is filled.

Priority 9: Reclassification of Senior Real Property Specialist to Senior Property Management Specialist

- No budget impact; position remains budgeted at the Senior Real Property Specialist level, \$90,300 to \$112,776
- FOSM Recommendation 12: Restructure the Real Property function to focus on land and property acquisition, and move the property management function to a Facilities division in the new Land and Field Services Department.
- Reclassification serves to reflect the position's transition to the Land and Facilities Services department and its focus on Property Management; the reclassification would take effect once the Land and Facilities Services Manager position is filled.

Priority 10: Reclassification of Real Property Specialist I to Property Management Specialist I

- No budget impact; position remains budgeted at the Real Property Specialist I level, \$67,392 to \$84,144
- FOSM Recommendation 12: Restructure the Real Property function to focus on land and property acquisition, and move the property management function to a Facilities division in the new Land and Field Services Department.
- Reclassification serves to reflect the position's transition to the Land and Facilities Services department and its focus on Property Management; the reclassification would take effect once the Land and Facilities Services Manager position is filled and this function transfers to Land and Facilities Services department.

Priority 11: Senior Administrative Assistant

- Budgeted at the Senior Administrative Assistant level, \$61,116 to \$76,332
- The two Assistant General Managers have not had assigned administrative support and so have needed to provide those services themselves. This is not an effective use of their time. With the addition of the new Chief Financial Officer at that same organizational level, new, shared administrative capacity is needed to assist these three senior managers with meeting timely correspondences, tracking of reviews and approvals, managing schedules and emails, project/task coordination, etc., given the large ramp-up of project and issues reviews, increased coordination and communication needs, and overall expanse of workload and project/program delivery requirements.

Proposed New Positions By Core Functional Areas:**Project Planning and Delivery:**

- Capital Project Manager II (priority 4)
- Planner II (priority 5)

Visitor and Field Services:

- Land and Facilities Services Manager (priority 1)
- Water Resources Specialist (priority 2)
- Open Space Technician (priority 3)
- Property Management Specialist II (priority 6)
- Reclassification of Operations Manager to Visitor Services Manager (priority 8)
- Reclassification of Senior Real Property Specialist to Senior Property Management Specialist (priority 9)
- Reclassification of Real Property Specialist I to Property Management Specialist I (priority 10)

Finance and Administrative Services:

- Procurement and Contracting Agent/Specialist (priority 7)

General Manager's Office:

- Senior Administrative Assistant (priority 11)

With the exception of the Land and Facilities Services Manager position recommended above, additional new position requests and/or reclassification requests related to the transition of the Operations Department into the Visitors Services Department and Land and Facilities Services Department are anticipated to be brought to the Board for consideration early spring 2016. Staff continues to work with Management Partners on the design and phasing of this transition, but it is too early in the process at this point in time to identify new position or reclassification priorities. However, the Board's consideration of recommendations in early spring 2016 will allow time for priority recruitments and/or reclassifications in order to commence the departmental split at the beginning of FY2016-17.

Proposed General Manager Approval of Job Classifications

The General Manager recommends that once the Board has authorized funding related to new positions or reclassifications, such as for those recommended above, the General Manager is authorized to approve the final job descriptions without returning to the Board for approval. At the time of the Board's funding consideration for each new position or reclassification, the General Manager will describe the responsibilities of the position, its place in the organizational structure, salary range, and justification for the position. The Board would also amend by resolution the classification and compensation schedule at the time of the Board's funding consideration. The General Manager subsequently would ensure the final job description is fully consistent with the information presented when the Board approved the new/reclassified position. This change in practice would allow increased administrative efficiency related to implementation of the FOSM by delegating this administrative step to the General Manager.

A related recommendation the General Manager would like the Committee to consider is to authorize the General Manager to make final salary range adjustments up to +/- 10% of the range originally approved by the Board if market comparisons or recruitment strategy necessitate such

adjustments. At the time of original Board consideration of the new position, the General Manager recommends a salary range that appears competitive based on information available at that time, and the Board adopts revisions to the publically posted classification and compensation schedule. Once the final job description is completed, more comprehensive market analysis can be completed if necessary to verify the originally adopted salary range. If this analysis results in the need to adjust a salary range by no more than +/- 10%, recruitment efficiency could be improved by authorizing the General Manager to make this adjustment rather than returning to the Board for approval prior to continuing with the recruitment process. In addition, a recruitment that does not result in a qualified candidate could indicate the salary range is too low, necessitating salary range adjustment before beginning a second recruitment effort. If salary range adjustments by the General Manager are necessary based on market data or recruitment strategy, the final salary range would be brought back to the full Board for adoption in an open public session prior to commencement of work by the new hire in that new classification. The California Public Employees' Retirement System compensation guidelines require this final step of salary range adoption by the agency legislative body.

FISCAL IMPACT

The table below reflects the pro-rated costs of each position for FY2015-16, based on anticipated month of hire, as well as the annualized cost of the positions for FY2016-17. Approval of these proposed new positions would increase the District's FY2015-16 operating budget by \$319,581 to \$29.2 million. The costs for next fiscal year would be included as part of the Proposed FY2016-17 Budget.

Position	FY2015-16 Pro-Rated Cost	FY2016-17 Annualized Cost *
Position 1: Land & Facilities Manager	73,413	159,678
Position 2: Water Resources Specialist	40,588	134,710
Position 3: Open Space Technician	27,258	89,692
Position 4: Capital Project Manager II	48,205	126,641
Position 5: Planner II	26,792	126,641
Position 6: Property Management Specialist II	37,377	123,865
Position 7: Procurement & Contracting Specialist	38,199	126,641
Position 8: Senior Administrative Assistant	27,748	91,346
Total New Positions Cost	319,581	979,214

** Includes 3% COLA effective July 1, 2016*

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act.

NEXT STEPS

If approved by ABC, the new position requests would be brought to the full Board for approval.

Attachment

1. Proposed Organizational Chart with the New and Reclassified Positions

Responsible Manager:

Steve Abbors, General Manager

Prepared by:

Ana Ruiz, AICP, Assistant General Manager

Kevin Woodhouse, Assistant General Manager

Midpeninsula Regional Open Space District
FOSM Organization Chart

