



Midpeninsula Regional  
Open Space District

## **ACTION PLAN AND BUDGET COMMITTEE MEETING**

R-16-52  
April 19, 2016

### **AGENDA ITEM 3**

#### **AGENDA ITEM**

Proposed New Positions for Operations Department Transition and District-wide.

#### **GENERAL MANAGER'S RECOMMENDATIONS**

1. Review new position requests and forward a recommendation to the full Board for eight positions to be considered during the FY2016-17 budget review process and four more positions projected for the FY2017-18 budget review process, for continuing the build out of the Visitor Services and Land and Facilities Services Departments;
2. Review other District department new position requests and forward a recommendation to the full Board for four more positions to be considered during the FY2016-17 budget review process and two more positions known at this time and projected for the FY2017-18 budget review process.

#### **SUMMARY**

*The Action Plan and Budget Committee began review of this item at its meeting on April 13, 2016. At that meeting, the Committee approved the following General Manager's recommendation:*

*Confirm and forward to the full Board on April 27, 2016, a recommendation to approve three new positions in order to begin implementing the transition of the Operations Department into the Visitor Services and Land and Facilities Services Departments by the beginning of FY2016-17.*

*The Committee also decided to continue discussion of the other two General Manager recommendations at the following Committee meeting scheduled for April 19, 2016. The remainder of this report includes the same information as the April 13, 2016, Committee report.*

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 keep pace with patrol and maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public, the General Manager recommends approval of three new positions during this Fiscal Year to begin creating the Land and Facilities Services Department, twelve new positions for approval for FY2016-17 (eight to continue build out of the Land and Facilities Services and Visitor Services Departments and four in other departments), and six new positions known at this time and recommended for approval for FY2017-18 (four in

Land and Facilities Services and two in other departments). Per the District Controller's 30-Year Financial Model, these proposed staffing changes, 21 total identified at this time between now and the end of FY2017-18, are financially sustainable over the long-term and the District has organizational capacity to handle these recruitments and current facility capacity to house these employees. (NOTE: Additional growth projected by the FOSM before 2020, comprised of nine other positions that have not been identified at this time, are also financially sustainable over the long-term under the District Controller's 30-Year Financial Model and are not the subject of this report).

The recommended positions enable the creation of two new departments – Visitor Services and Land and Facilities Services – in place of the current single Operations Department, with increased service delivery capacity in this business line. The recommended positions also continue to build service delivery capacity in other District departments that fulfill the project planning and delivery and finance and administrative services business lines as recommended by the Financial and Operational Sustainability Model study. Implementation of the proposed FY2016-17 Action Plan is not contingent on the approval of these positions. However, approval will enable the Visitor Services and Land and Facilities Services Departments to keep pace with the patrol and maintenance requirements of newly opened and anticipated trails and preserves, while continuing to construct high priority Measure AA projects. Approval of the position recommendations for other departments will fill important capacity gaps needed to ensure effective delivery of Action Plan projects.

## DISCUSSION

The first 40 years of the District's conservation strategy emphasized land acquisition. While this strategy was highly successful, other organizational functions and resources necessary to deliver the restoration, maintenance, public access and education parts of the District's mission remain underdeveloped. With the passage of Measure AA, which results in substantial capital funding to deliver priority projects approved by the voters, the District completed a comprehensive organizational review to determine how the organization will need to restructure and grow to be able to deliver Measure AA projects and sustain patrol, maintenance and restoration service levels as new trails in existing or newly opened preserves are opened to the public. This review, called the Financial and Operational Sustainability Model (FOSM) study, identified 60 recommendations for addressing organizational gaps and completing a strategy for preparing the District for the next 30 years of service delivery.

### *FOSM Background*

The FOSM study was completed spring 2015 and accepted by the Board of Directors May 27, 2015. It 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 projects and maintain on-going service levels into the future. An overarching recommendation of the FOSM was to reorganize the District into clearly delineated business lines – Project Planning and Delivery functions, Visitor and Field Services functions, Finance and Administrative Services functions, and General Management functions. Significant FOSM implementation progress has been made in Project Planning and Delivery through the creation of an Engineering and Construction Department and the hiring of this department manager, increased capacity by adding capital project manager positions and planner positions, and development of a new internal project delivery process. Significant progress has also been made

in Finance and Administrative Services through the hiring of a Chief Financial Officer/Administrative Services director, completion of an Information Systems and Technology (IST) master plan and the hiring of an IST Division manager. Progress has also been made in the General Manager's Office by consolidating the Public Affairs Department into the GMO and hiring a Senior Management Analyst to enhance tracking of project delivery. An organizational chart is provided as Attachment 1 showing the current District-wide organizational structure with FOSM implementation progress to date.

The final remaining organizational transition yet to be implemented, and the main focus of this report, is reorganizing the current Operations Department into two separate departments – Visitor Services and Land and Facilities Services. This transition is significant, involves the largest department in the District, and improves structure and capacity for the District's primary functional interface with preserve visitors (rangers, docents, volunteers) and work on the land (in-house capital project construction, maintenance, and restoration). Some transition actions have already been taken, such as consolidating the docent and volunteer programs in the Operations Department, and Board approval of the Land & Facilities Services Manager position. There are a total of 11 FOSM recommendations related to this transition. Additional background about the FOSM recommendations specific to the Operations Department is provided in Attachment 2.

The remainder of this staff report will provide discussion and analysis of the growth of District positions projected by FOSM, affordability of this growth, organizational capacity (such as recruitment and facility capacity) to handle this growth, the operational rationale behind the position recommendations, and alternatives with accompanying organizational charts.

#### *FOSM Implementation Position History and Projections*

The FY2014-15 Mid-Year Budget adjustments, approved by the Board in December 2014, began District capacity building based in part on preliminary FOSM recommendations presented to the Board following initial research and analysis during the study. At that time, the Board approved five new positions. As the FOSM was refined and finalized, the Board approved eight more positions in the FY2015-16 Budget. Finally, the Board most recently approved eight more positions in FY2015-16 Mid-Year Budget adjustments. Therefore, at this point in time, the District has added 21 new positions in the first two years of FOSM implementation. The following table shows these positions according to business line, the FOSM projected position increases before 2020, the next 21 positions recommended in this report, and the difference between current plus recommended positions and FOSM projected positions before 2020:

<b>Business Line</b>	<b>Positions approved since December 2014</b>	<b>FOSM Projected Growth by 2020</b>	<b>Difference Between Current and FOSM Projected</b>	<b>Recommended New Positions</b>	<b>Remaining FOSM Projected Positions Before 2020 (if new positions are approved)</b>
Project Planning & Delivery	5	10 to 13	5 to 8	2	3 to 6
Visitor & Field Services	8	20 to 25	12 to 17	16	0 to 1

Finance & Administrative Services	5	9 to 11	4 to 6	3	1 to 3
General Manager's Office	3	2	-	-	-
<b>Total</b>	21	41 to 51	20 to 30	21	4 to 9*

\*Total reflects 9 instead of 10 to account for the GMO total of 3 due to the GMO including Public Affairs and the approved Legislative/External Affairs Specialist position.

According to FOSM projections, the District may need to grow by 20 to 30 more positions before 2020, with 12 to 17 of these positions in the Visitor and Field Services business line. The year 2020 is 3 ½ fiscal years away. As will be discussed later in this report, the General Manager is recommending that most of this growth occur in FY2016-17, with some phasing in over FY2017-18, in order to deliver high-priority Measure AA projects while maintaining current service levels.

The FOSM also projects additional growth in each business line between 2020 and 2045. These projections show growth in Project Planning and Delivery, Finance and Administrative Services, and the General Manager's Office slowing dramatically after 2020, while Visitor and Field Services staffing needs will continue to increase incrementally as Vision Plan projects come online and require long term operations and maintenance. In terms of actual projected staff numbers, growth in Project Planning and Delivery is to be determined based on the volume and pace of new projects, Finance and Administrative Services could see 6 to 8 additional positions between 2020-2045, none projected for the General Manager's Office, and 43 to 53 additional positions between 2020-2045 for Visitor and Field Services, all of which would be dependent on affordability depending on the District's future finances.

### *Affordability of Growth*

The financial impact of the recommended staffing addition of 21 positions has been tested in the District Controller's 30-Year Financial Model. The hiring of the positions is spread out over FY16-17 and FY17-18, with the full impact to the budget of annualized salaries taking effect in FY18-19. Vehicles and equipment also were included in the financial model sustainability test. Additional consideration in the District Controller's 30-Year Financial Model includes capital expenses for new facilities (administrative offices and field offices) within the next three to five years.

Factoring in the recommended 21 positions, and forecasting a conservative and modest 4% growth in tax revenue (for contrast, the current year actual growth in the tax base is approximately 6.5% and the past 10-year average is 6.662% growth), combined with a 5.5% growth in operation expense (OpEx), the General Fund cash flow remains positive for 25 years until 2040. This analysis supports the financial sustainability of the proposed addition of 21 positions.

The financial model signals a negative cash flow after 25 years, based on several conservative and time-tested variables. However, the analysis and forecast is being refined to reflect additional actions the District will be taking starting this year and these include increases in both

grants revenue and measure AA reimbursement and finalizing the implementation of the FOSM. The financial impacts of these changes are described below.

- Grants Revenue – over the past 10 years the District has received an average per year of \$2.4 million in grants revenue. This average includes a large \$9 million grant in 2009. After adjusting for that single large grant (removing it from the average), the grant revenue is an average \$1.5 million per year. Given that this recommendation for 21 additional positions includes a grants specialist, whose duty it will be to pursue new grant revenue, the District should be able to generate at least an average of \$1.5 million per year of additional grant revenue starting with the 2017/2018 fiscal year Measure AA Reimbursement – the current measure AA reimbursement includes reimbursement for field and project management work only. With the increase in activity and the increase in positions, this reimbursement is anticipated to increase. Combined with the ongoing effort to improve systems to track time by project, staff anticipates further expanding the reimbursement related to construction management and a portion of the planning. Therefore, an additional \$500,000 conservative increase in reimbursement can be modeled effective fiscal year 2017/2018.
- FOSM 2020 Implementation – to complete FOSM implementation projected by 2020, an additional nine positions may be needed. These positions are layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following.

With inclusion of the augmented information (grants revenue, measure AA reimbursement and additional FOSM positions before 2020) the District Controller's 30-Year Financial Model retains a positive operating cash flow for all 30-years.

#### *Organizational Capacity to Accommodate Growth*

Two organizational constraints important to assess when considering significant position growth are the capacity of the Human Resources Division to recruit for and fill the positions in the needed timeframe and facility capacity to provide work space for the new employees. The District's Human Resources Division (HR) has averaged 23 recruitments per year (new positions and filling vacant positions due to promotion or other turnover). Based on a detailed recruitment timeline projection, HR has verified that they have capacity with existing staff to handle the recommended new position recruitments, in addition to normal vacancy recruitments due to retirements or other separations.

With the recent lease of new facility space (Administrative Office 4), the District's Administrative Offices have capacity to provide work space for the recommended phase in of Visitor and Field Services positions and positions recommended for other District departments. Based on staff's most recent desk space analysis, the main Administrative Office (AO) currently has five more desks available, AO2 will have two more desks available after Property Management staff move to AO3, AO3 will have four desks available, and AO4 will have three desks available.

While the Field Offices are currently at capacity, several moves will be made to address needed office space. This plan entails housing the Area Superintendents at AO4, which will create space for the Area Managers in each field office. In addition, work is proceeding to locate an interim coastal field office trailer at the Event Center location on Hwy 84 to provide work space for a

portion of the Skyline Ranger staff. A longer term facilities analysis is currently underway to plan for longer term growth in AO and field staff.

*Operations Transition to Visitor Services and Land and Facilities Services*

In fall 2015, the Assistant General Managers and Operations Manager began working with Management Partners on the design and sequence of steps necessary to split the Operations Department and achieve the numerous service and organizational goals recommended in the FOSM. These goals and a detailed assessment of the operational needs and rationales driving the recommended design of this departmental split are provided in Attachment 2. In addition, Attachment 2 provides a description and justification of each new position, including proposed salary ranges. A summary of the Operations transition plan is provided in the table below.

<b>Position &amp; (#)</b>	<b>Primary Justification</b> (See Attachment 2 for more detail)	<b>Recommended Timeline</b>
<u><i>Visitor Services</i></u>		
Ranger (2)	<ul style="list-style-type: none"> <li>• Additional patrol, emergency response and visitor services functions in response to increased public visitation;</li> <li>• Extend patrol coverage to address the additional openings of new preserves and areas to the public, such as Mt. Um summit, La Honda Creek OSP, and Bear Creek Redwoods;</li> <li>• Recruitment in early FY2016-17 allows rangers on patrol by summer 2017.</li> </ul>	FY2016-17
Volunteer Program Lead (1)	<ul style="list-style-type: none"> <li>• Increased constituent engagement, including youth, in stewardship volunteer programs;</li> <li>• Increased volunteer stewardship work;</li> <li>• Fulfillment of “Enriched Experiences” Vision Plan goal.</li> </ul>	FY2016-17
<u><i>Land &amp; Facilities Services</i></u>		
Area Managers (2)	<ul style="list-style-type: none"> <li>• Field managers of LFS Department field employees;</li> <li>• Essential chain of command and field office presence;</li> <li>• Increased management over field operations, such as increased Measure AA project coordination, managing service contracts for ongoing work, handling small individual contracts, coordinating with Fire Safe Committees and fire departments on fuel reduction projects, and increased time for policy work related to field operations;</li> <li>• Increases capacity of Area Superintendents to focus on patrol and visitor activities.</li> </ul>	April, 2016
Administrative Assistant (1)	<ul style="list-style-type: none"> <li>• Administrative support for new department;</li> <li>• Increases capacity of current administrative assistants in Visitor Services and Real Property/Natural Resources;</li> <li>• Sharing admin support not feasible due to physical</li> </ul>	April, 2016

	separation of offices.	
Facilities Maintenance Supervisor (1)	<ul style="list-style-type: none"> <li>• Management of maintenance and repair of AO facilities and field facilities;</li> <li>• Increases capacity in Administrative Services and Planning, where facility management is currently handled.</li> </ul>	FY2016-17
Capital Projects Field Manager (1)	<ul style="list-style-type: none"> <li>• Critical project management linkage between Administrative Office-based project delivery teams and crews in the field tasked with constructing high priority projects;</li> <li>• Oversees clearly defined work units focused on Measure AA capital projects constructed by crew.</li> </ul>	FY2016-17
Maintenance Supervisor -Special Projects (2)	<ul style="list-style-type: none"> <li>• In the field working supervisor overseeing work crews focused on Measure AA special projects.</li> <li>• Special project work units free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves.</li> </ul>	One in FY2016-17 One in FY2017-18
Equipment Mechanic Operator (1)	<ul style="list-style-type: none"> <li>• Additional field staff heavy equipment expertise and field leadership;</li> <li>• Most field construction projects require an EMO in the unit.</li> </ul>	FY2016-17
Lead Open Space Technician (2)	<ul style="list-style-type: none"> <li>• Additional field staff expertise and field leadership of OSTs and Seasonal OSTs;</li> <li>• Most field work units require a LOST for in-field supervision.</li> <li>• Additional LOSTs free up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves.</li> </ul>	One in FY2016-17 One in FY2017-18
Open Space Technician (1)	<ul style="list-style-type: none"> <li>• Additional field staff required to complete work crew;</li> <li>• Additional OST frees up capacity in general maintenance crew work units to keep up with maintenance demands of new trails/preserves.</li> </ul>	FY2017-18
Facilities Maintenance Specialist I (1)	<ul style="list-style-type: none"> <li>• Expertise in facility repairs for AO and Field offices and District houses when jobs are not contracted out;</li> <li>• Frees up capacity for Foothills OSTs to focus on field maintenance rather than AO jobs.</li> </ul>	FY2017-18

### *Other Position Recommendations*

In addition to the new position recommendations related to transitioning the Operations Department into the Land and Facilities Services and Visitor Services Departments, the District continues to see gaps and additional capacity needs in two additional business lines: Project Planning and Delivery and Finance and Administrative Services. At this time, six additional positions are recommended by the General Manager and summarized in the table below – four for FY2016-17 and two for FY2017-18. More detail about each of these positions, as well as salary ranges, are provided in Attachment 3. The General Manager will continue to assess

capacity needs and gaps in expertise in the coming years as new positions are filled and core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions to these two business lines are merited. Considering the magnitude of the restructuring of the District, it is important to spend some time working with the expanded organization to evaluate how the synergies among new “capacities” may provide unanticipated efficiencies and additional revenue. Based on that evaluation and reforecasting the District’s 30-year financial model, additional positions projected before 2020 in the FOSM will be considered for potential submittal to the Board as part of upcoming new Budget approvals and/or midyear budget reviews. Such additional position requests would need to remain consistent with the FOSM projections as shown in the table on page 3 and be financially sustainable.

<b>Position &amp; (#)</b>	<b>Primary Justification</b> (See Attachment 3 for more detail)	<b>Recommended Timeline</b>
<u><i>Real Property</i></u>		
Real Property Specialist I/II (1)	<ul style="list-style-type: none"> <li>• Responsible for Real Property tasks previously handled by two staff who have moved to the Land &amp; Facilities Services department;</li> <li>• Enables Real Property to be more proactive regarding Measure AA land additions.</li> </ul>	FY2017-18
<u><i>Planning and Project Delivery (serving Real Property, Planning, and Engineering &amp; Construction)</i></u>		
Management Analyst I/II (1)	<ul style="list-style-type: none"> <li>• Analytic support in this business line to enhance tracking and reporting of data to improve project planning and delivery;</li> <li>• Enables real property specialists, planners, and capital project managers to focus on their projects.</li> </ul>	FY2016-17
<u><i>Natural Resources</i></u>		
Resource Management Specialist I/II (1)	<ul style="list-style-type: none"> <li>• Enhanced restoration and management of rare, threatened, and endangered species and habitats;</li> <li>• Increases NR’s capacity for survey, monitoring, and reporting requirements of permitting components of capital and maintenance projects.</li> </ul>	FY2017-18
<u><i>Finance</i></u>		
Finance Manager (1)	<ul style="list-style-type: none"> <li>• Provides daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance</li> <li>• Develop, document and implement best practice procedures for Finance</li> <li>• Review and enhance use of New World ERP system functionality system-wide and organization-wide</li> </ul>	FY2016-17
<u><i>Human Resources</i></u>		
(Position to be determined) (1)	<ul style="list-style-type: none"> <li>• Placeholder pending completion of capacity and function assessment for how HR should be structured and sized to handle all of its functions, such as classification and compensation work, benefits, labor relations, policy creation and update</li> </ul>	FY2016-17



	work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, etc.	
<i>Administrative Services</i>		
Grants Specialist (1)	<ul style="list-style-type: none"> <li>• Expertise and focus to handle increasing competition to secure grants and more extensive submittals and reporting requirements;</li> <li>• Serves all departments;</li> <li>• Increases departmental staff time to focus on projects.</li> </ul>	FY2016-17

An organizational chart showing these other department positions is provided as Exhibit 1 to Attachment 3.

## ALTERNATIVES

The Committee may wish to consider one of the following alternatives to the General Manager's recommendation. For each alternative, the main pros and cons are identified. Each alternative entails at least 10 new positions between now and FY2016-17 to begin the build out of the Land and Facilities Services and Visitor Services Departments. If the Committee wishes to consider different alternatives that approve fewer than 10 positions initially, staff will need to evaluate further and return to the Committee, or the full Board, with information about operational and workload feasibility of the chosen different alternative. For each alternative, the recommendation is the same for other department positions – four in FY2016-17 and two in FY2017-18. The Committee may also wish to consider other alternatives to phasing in these other department positions.

*Alternative 1:* Delay approval of the Area Manager and Administrative Assistant positions until FY2016-17. ***Committee action on April 12, 2016, makes this alternative no longer applicable.***

*Discussion:* This alternative can be combined with any other phasing alternative. The main impact of this decision would be that the Land & Facilities Services Department could not be physically created until six to eight weeks into FY2016-17, and would delay hiring of other positions during the primary construction season.

*Alternative 2:* Approve all of the new positions for FY2016-17 and don't phase-in over two years.

*Discussion:* While this alternative would provide the greatest influx of staff resources to fulfill Measure AA projects and other organizational gaps, HR does not have current capacity to handle this recruitment load in one year in addition to capacity to fill normally occurring vacancies due to retirements or other separation. However, outside recruitment assistance may be contracted help with capacity challenges.

*Alternative 3:* Phase positions over two years with two special projects work crews overseen by Area Managers instead of a Capital Projects Field Manager for the first year.

*Discussion:* Compared to Alternative 2, this alternative delays the approval of two positions – the Capital Projects Field Manager and the Facilities Maintenance Specialist I. Having two special projects work crews in the first year improves special projects capacity. However, since they would be overseen by the Area Managers, capacity for Area Managers to oversee their general maintenance work crews would be less. Furthermore, this structure does not provide as clear a delineation of a special projects accountability structure compared to if the Capital Projects Field Manager and division were established.

*Alternative 4:* Phase positions over two years with one special projects work crew overseen by an Area Manager in the first year, a second special projects work crew overseen by the other Area Manager in the second year, and the addition of the Capital Projects Field Manager in the third year.

*Discussion:* This Alternative is the same as Alternative 3, except phasing takes three years instead of two. Special projects crews are created one at a time over FY2016-17 and FY2017-18, and are overseen by the Area Managers, followed by the Capital Projects Field Manager in FY2018-19.

Organizational charts for Alternatives 1 and 2 are the same as Exhibits 1 and 2 to Attachment 2 and Exhibit 1 to Attachment 3. Organizational charts for Alternative 3 and 4, showing phasing of positions with different colors, are provided as Attachment 4.

## FISCAL IMPACT

The table below reflects the pro-rated costs of each position for FY2016-17, based on anticipated month of hire, as well as the annualized cost of the positions for FY2017-18. The Chief Financial Officer, working with the District Controller, has concluded that the proposed addition of 21 positions is financially sustainable.

Position	FY2016-17 Cost	FY2017-18 Cost	FY2018-19 Cost
Area Manager	100,045	133,394	133,394
Area Manager	100,045	133,394	133,394
Administrative Assistant	63,787	85,050	85,050
Facilities Maintenance Supervisor	95,990	127,987	127,987
Maintenance Supervisor -- Special Projects	88,357	117,809	117,809
Equipment Mechanic/Operator	72,220	96,293	96,293
Lead Open Space Technician	69,472	92,630	92,630
Capital Projects Field Manager	95,990	127,987	127,987
Volunteer Program Lead	69,525	92,701	92,701
Ranger	46,946	93,893	93,893
Ranger	46,910	93,819	93,819
Management Analyst II	88,357	117,809	117,809

Grants Coordinator	88,357	117,809	117,809
Finance Manager	116,110	154,813	154,813
Human Resources Manager	116,020	154,693	154,693
Maintenance Supervisor -- Special Projects	-	58,905	117,809
Lead Open Space Technician	-	46,315	92,630
Open Space Technician	-	50,337	100,675
Facilities Maintenance Specialist I	-	46,315	92,630
Resource Management Specialist II	-	57,930	115,861
Real Property Specialist I	-	51,871	103,742
<b>Total New Positions Cost</b>	<b>1,258,132</b>	<b>2,051,753</b>	<b>2,363,426</b>

In addition, some of these positions will require vehicles and equipment. It is estimated that 12 vehicles will be required for the Land and Facilities Services and Visitor Services positions. This number of vehicles, and the cost to outfit the vehicles with supplies and specialized tools and equipment is estimated to be approximately \$558,000. The vehicle cost will be split over the next two fiscal years, \$443,000 in FY2016-17 and \$115,000 in FY2017-18. The various alternates would change the timing of vehicle expenditures.

As discussed in the “Affordability of Growth” section earlier, there are an additional nine positions projected in the FOSM before 2020, above and beyond the 21 recommended in this report. Since these positions are not identifiable at this time, specific costs cannot be shown. However, the Controller’s model has allocated \$120,000 per position (salary and benefits) to be layered in at a fully loaded placeholder cost for half of fiscal year 2017/2018 and a fully annualized cost for the fiscal years following. This additional annualized cost of \$1,080,000 per year is also financially sustainable.

## **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**

Following the Committee’s action from the meeting of April 12, 2016, the General Manager is preparing a recommendation for the full Board’s consideration on April 27, 2016, for the approval of the three priority positions required to initiate the Operations Department split. It is anticipated that a similar report and presentation as this Committee report and presentation would be provided to the full Board at that time to provide the complete rationale, context, and cost of approving these three priority positions. Based on the Committee’s direction on April 19, 2016, regarding the phasing of additional positions for FY2016-17 and FY2017-18, positions and funding will be incorporated into the proposed budget for the Board of Directors’ budget hearing in May 2016.

**Attachments:**

1. Current District-wide Organizational Chart
2. Operations Transition Detail Memorandum and New Position Rationales
  - a. Exhibit 1 – Visitor Services Department Organizational Chart
  - b. Exhibit 2 – Land and Facilities Services Department Organizational Chart
  - c. Exhibit 3 – Information Regarding General Maintenance and Special Projects Workload in Land and Facilities Services Department
3. Other Department New Position Rationales
  - a. Exhibit 1 – Other Departments Organizational Chart
4. Alternative Position Phasing Organizational Charts

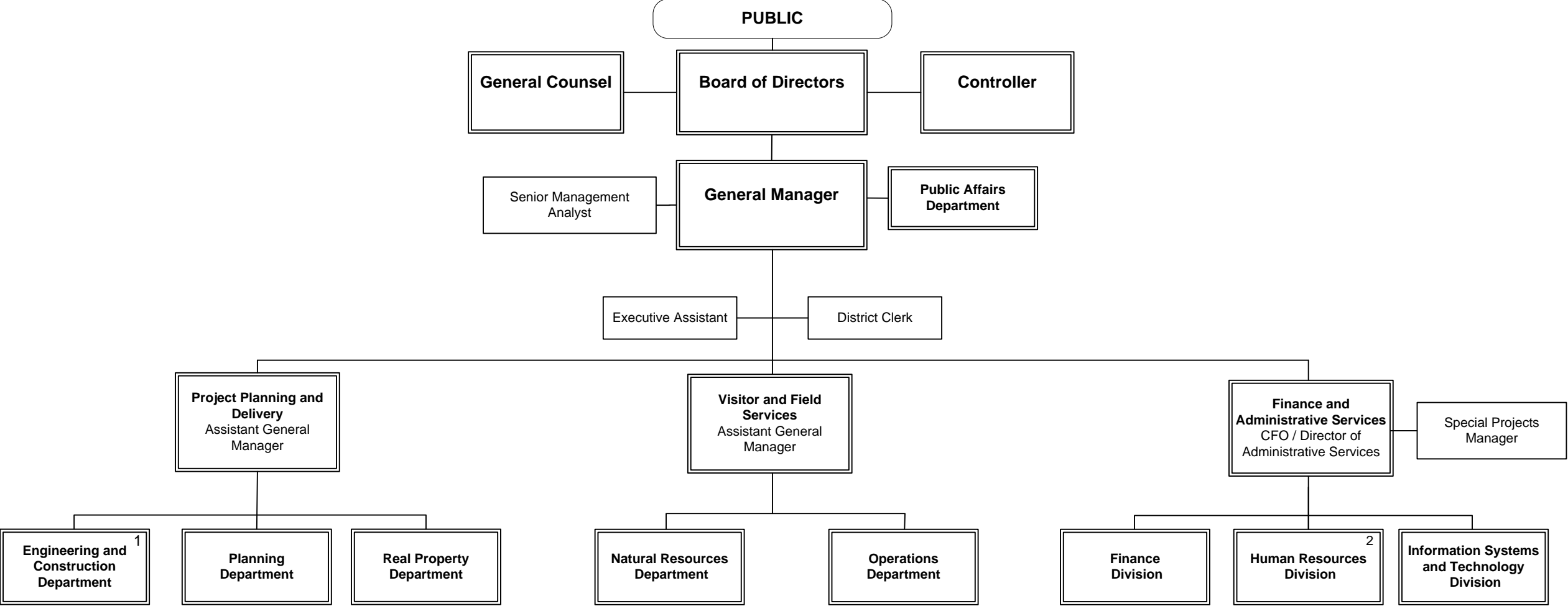
**Responsible Manager:**

Steve Abbors, General Manager

**Prepared by:**

Kevin S. Woodhouse, Assistant General Manager

Midpeninsula Regional Open Space District  
Organizational Chart – January 2016



1. Engineering and Construction is currently under Planning, but will become a separate department when the E&C Manager position is filled.  
2. Human Resources is currently under the Visitor and Field Services AGM, but will transition to Administrative Services by July 2016.



Midpeninsula Regional  
Open Space District

# Memorandum

DATE: April 8, 2016

MEMO TO: Board of Directors

MEMO THROUGH: Steve Abbors, General Manager

FROM: Kevin Woodhouse, Assistant General Manager-Visitor & Field Services  
Brian Malone, Land & Facilities Services Manager  
Michael Newburn, Visitor Services Manager

SUBJECT: Operations Department Transition

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The purpose of this memorandum is to provide detailed information about Financial and Operational Sustainability Model study recommendations specific to the Operations Department, an assessment of the operational needs and rationales driving the recommended design of this departmental split, and a description and justification of each new position recommended, including proposed salary ranges.

## FOSM RECOMMENDATIONS

The following eleven recommendations in the FOSM relate to the Operations transition into Visitor Services and Land and Facilities Services Departments:

- Recommendation 10:** 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.
- Recommendation 11:** Establish a “visitor services” function of the organization to provide public facing services and activities.
- Recommendation 12:** Separate the patrol and maintenance functions into two distinct organizational units, Visitor Services (for patrol staff) and Land and Facilities Services (for maintenance staff).
- Recommendation 13:** Create Manager-level positions to lead the Visitor Services and Land and Facilities Services groups.
- Recommendation 17:** Establish a special projects/construction team that is dedicated to the delivery of special projects like trails construction.
- Recommendation 19:** Periodically evaluate automatic aid agreements to assure emergency service delivery within District lands and clarify roles and responsibilities.
- Recommendation 20:** Develop a seasonal employment program for maintenance and patrol work.

**Recommendation 21:** Develop a field staff onboarding/ training program that outlines the variety of details and standards used for trails construction and maintenance work throughout the District.

**Recommendation 23:** Create crews that focus on specific work functions rather than locations.

**Recommendation 25:** Consolidate facility maintenance/property management into the Land and Facilities group.

**Recommendation 44:** Reassign facility management responsibilities to Operations and develop a resource allocation plan which includes existing staff and contract services to maintain District facilities.

The Operations transition rationale discussed below references these FOSM recommendations as applicable.

## **DISCUSSION OF OPERATIONS TRANSITION RATIONALE**

The overarching goal of the FOSM recommendations above is to create a clearly delineated Visitor and Field Services business line within the District. Within this business line, separate departments are established to increase capacity and focus on visitor service functions and land & facilities service functions, allow for growth (scalability) of these functions as the District grows in future decades to be more operationally focused, and create opportunities for clear lines of career growth within the departments.

In addition to the basic separation of field patrol (rangers) and field construction and maintenance activities (FOSM Recommendations #11 and #12), which are currently combined in one Operations Department and managed in the field by the Foothills Area Superintendent and Skyline Area Superintendent, several other critical changes are suggested by the above FOSM recommendations. These include:

- Consolidating property management functions into Land & Facilities Services (FOSM Recommendation 10)
- Establish a facilities management function in Land & Facilities Services (FOSM Recommendations 25 and 44)
- Create a clear line of accountability and special crews to focus on construction of Measure AA projects that are determined can be constructed by crew (FOSM Recommendations 17 and 23)

The General Managers Office and Management Partners have worked with the Visitor Services, Land and Facilities Services, Real Property, and Natural Resources Department Managers to identify the basic organizational functions and structure of the Visitor Services and Land & Facilities Services Departments to fulfill the FOSM Recommendations. The recommended organizational structures for these two departments, showing new recommended positions, are provided as Exhibits 1 and 2. The following rationales are provided, followed by the more detailed descriptions for each position.

### *Land & Facilities Services*

In order to create two departments, separating patrol from maintenance, the maintenance-focused responsibilities of the current Area Superintendents are moved into the two new superintendent level positions, one in Skyline area and one in Foothills area, called *Area Managers*. As described in the position descriptions, this change enhances the ability of Area Superintendents to focus on rangers and visitor safety and creates the appropriate superintendent-level position to focus on maintenance. Beneath the Area Managers are the existing maintenance work units, consisting of maintenance supervisors and various combinations of EMOs, LOSTs, and OSTs.

Field crew construction of special projects, such as Measure AA trails or bridges, will be assigned to the Capital Projects Field Division of Land and Facilities Services. This Division will be managed by a key position, the Capital Projects Field Manager, who will serve as a critical project management linkage between Administrative Office (AO)-based project delivery teams and the special projects crews in the field. This position will be especially critical in working with the Engineering and Construction department manager and project managers in assessing when, where, and what can be constructed by in-house crew versus contracting out. Although the department transition will begin with one special projects work crew, by FY2017-18 it is recommended the District have two special projects work crews to handle the heavy load of high priority projects, working in both areas of the district simultaneously. Beneath the Capital Projects Field Manager will be work units similar to existing maintenance work units, consisting of Maintenance Supervisors – Special Projects, and various combinations of EMOs, LOSTs, and OSTs, depending on the type of special project.

The recommendation to have special projects crews has numerous advantages:

1. Currently, 40% of crew time is spent on capital projects, limiting the capacity for on-going maintenance work. Additional work units focused on capital projects will help increase crew time available for routine maintenance, which is necessary with the opening of new trails and preserves;
2. Without the Capital Projects Field Manager position, the department manager or the area managers would have to spend more time serving as project team representative in the project planning and delivery process, taking time away from their other management focus;
3. Implementing a rotational system to integrate special project crew expertise and general maintenance expertise will benefit succession planning within the department;
4. A clear line of accountability for Measure AA projects assigned to field crew is created.

Exhibit 3 provides a specific discussion of the challenges currently faced by the Operations department in trying to keep up with general maintenance work while simultaneously building priority capital projects.

The Property Management function is established in Land and Facilities Services, and initially will consist of the real property management specialist series – Senior, II, and I. This Division will have primary responsibility as follows:

- Inventory, monitor and manage leases, easements
- Intake of all lease related services requests (“eyes on the ground”)
- Primary customer service agent to tenants



- Negotiate leases on existing property
- Conduct bidding and purchases related to leases properties
- Annual rental rate review

These responsibilities will also apply to grazing leases, working closely with the Natural Resources Department as pertains to Natural Resources' responsibility for monitoring grazing requirements and preparing rangeland management plans.

FOSM Recommendations 10, 25, and 44 also establish a Facilities Division alongside Property Management in the Land & Facilities Services Department. Facilities issues have historically been shared between the Administrative Services and Planning departments. Recently, with on-going maintenance of the AO, build-out of new AO3 and AO4 leased spaces, and improvements to field facilities, existing staff capacity in Administrative Services and Planning has been heavily impacted. The new position of Facilities Maintenance Supervisor will add facilities-focused expertise within the District, centralize oversight and management of facilities repairs, and bring important subject matter expertise to future facility planning currently led by the Planning Department. Currently, Foothills Field Office OSTs are tasked with performing facilities work at the AOs. A new position of a Facilities Maintenance I worker will improve facilities specific repair work capacity and management of minor repair contracts, and relieve in part the need to draw OSTs or LOSTs away from their field work.

### *Visitor Services*

With the creation of Area Manager superintendent-level positions in the Land & Facilities Services Department focused on maintenance activities, the existing two superintendents in the Skyline and Foothills' areas will be able to focus on patrol activities in the field, including:

- Develop and monitor Emergency Action/Evacuation Plans for every preserve in the District;
- Work with the Natural Resources Department on Wildland Fire Response protocols for District lands;
- Increase communications between the District and local law enforcement agencies regarding patrol and security needs of the District;
- Increase actual time in the field to observe visitor use trends and coordinate activities with Supervising Rangers;
- Assist in developing new outreach/interpretive strategies for the Ranger staff.

The Area Superintendents are existing positions and therefore do not require Board approval in order to revise their job descriptions to remove job duties specific to maintenance management functions.

The recommended new positions include two new Rangers, and a Volunteer Program Lead (VPL). The District currently has one VPL who is covering projects District-wide. A second one enables engagement of a greater number of constituents, including youth, in stewardship volunteer programs, and allows each VPL to concentrate on one field area each.

The addition of two new rangers will provide additional patrol, emergency response and visitor services functions in response to increased public visitation and the near future opening of new preserves, such as the Mt. Umunhum summit, La Honda Creek, and Bear Creek Redwoods. Additional patrol capacity will also increase patrol capacity for currently remote preserves such as Pulgas Ridge, Ravenswood and lower Purisima Creek, which currently receive limited amount of patrol presence due to extended travel time and the lack of ranger staff, especially during the evening hours when rangers are closing preserves and gates.

The information below provides more detail, including recommended salary range, for each new position.

## **RECOMMENDED POSITIONS**

### *Visitor Services Department*

#### **1. Volunteer Program Lead**

Salary Range 23: \$59,676 - \$74,520

Rationale: Adding a second Volunteer Program Lead (VPL) position enables the District to engage a greater number of constituents, including youth, in stewardship volunteer programs. This addition would increase efficiency, as a VPL could then be assigned to each field area (Foothills & Skyline). With the large amount of scheduled group and individual Advanced Resource Management Stewards projects (ARMS), it is not feasible for one VPL to scout, plan, prepare for, lead, and manage follow-up for both field areas and all 26 preserves. In addition, the implementation of the new Integrated Pest Management Program has further increased the need for volunteer stewardship support to a level that is unmanageable by one Volunteer Program Lead.

The second VPL position is directly related to fulfilling the “Enriched Experiences” goal of the District Vision Plan. This staff person will provide opportunities for community members to learn about, and value, the local environment; connect with nature; participate in hands-on stewardship; and involve themselves, family, friends and co-workers in a wide variety of service opportunities. VPL responsibilities have direct impact on 20 of the Top 25 Vision Plan projects.

#### **2. Ranger (2)**

Salary Range 25: \$62,652 - \$78,240

Rationale: The addition of two District ranger positions will allow for the continued growth of the District's ranger staff to address additional patrol, emergency response and visitor services functions in response to increased public visitation. Currently remote preserves such as Pulgas Ridge, Ravenswood and lower Purisima Creek receive limited amount of patrol presence due to extended travel time and the lack of ranger staff, especially during the evening hours when rangers are closing preserves and gates.

Furthermore, with the scheduled opening of Mt. Umunhum this year and the unknown impacts of opening Mt. Umunhum Road to the vehicle traffic, the scheduled partial openings of La Honda Creek Preserve in 2017 and Bear Creek Redwoods in 2018, ranger

staff will be stretched even thinner. Adding two ranger positions will help extend patrol coverage to address the additional openings of new preserves and areas to the public.

The hiring process for District rangers can take up to one year, from posting the position to rangers completing the ranger academy/field training where they are patrolling on their own. Therefore, approving positions for the FY16-17 would allow the new rangers to be patrolling in the summer of 2017.

### *Land & Facilities Services Department*

#### **3. Area Manager (2)**

Salary Range 43: \$97,188 to \$121,380 (same range as Area Superintendent)

Rationale: The Area Managers are the essential field managers for the Land and Facilities Department. Each of the two Area Managers would assume the area responsibilities that are currently performed by the current Area Superintendent position. The primary function will be the management of the Lands and Facilities staff responsible for the maintenance of District lands and field facilities. The Area Manager would also assume the neighborhood liaison role played by the current Area Superintendent.

Moreover, additional capacity will be created within the Land and Facilities Department and Visitor Services Department by splitting the Area Superintendent position. The increased capacity of the new Area Manager position will allow greater oversight of field operations. This will include: increased Measure AA project coordination, establishment of service contracts for ongoing work, handling small individual contracts, time for policy work such as OSHA compliance, coordinating with Fire Safe Committees and fire departments on fuel reduction projects, lead and asbestos policies and management, and fire risk reduction policy.

In addition the removal of maintenance responsibilities from the existing Area Superintendent positions will provide the capacity for greater field oversight of Visitor Services.

#### **4. Administrative Assistant**

Salary Range 20: \$55,452 to \$69,228

Rationale: The Administrative Assistant position is an essential support position for the new Land and Facilities Department. The position would be responsible for all the administrative support of the department.

In addition, this position will primarily free up capacity in other departments. The current Operations Administrative Assistant would be wholly dedicated to the Visitor Services Department. All the administrative work done in support of the property management program of the Real Property Department will be transferred to this position, freeing up capacity for the Administrative Assistant shared by the Real Property and Natural Resources Departments.

**5. Facilities Maintenance Supervisor**

Salary Range 39: \$88,152 to \$110,076 (same range as Capital Projects Manager III)

The Facilities Maintenance Supervisor position is required to move the facility management tasks from the Planning and Administrative Departments into the Land and Facilities Department. Since there is no one position that currently owns those responsibilities there isn't a position that can be transferred to the Land and Facilities Department. The primary role of this position is to manage the Administrative Office Facilities and assist in the management of structures throughout the District. This position will create additional capacity within the Administrative and Planning Departments as well as providing more focus and responsiveness to the District's facilities needs.

**6. Maintenance Supervisor – Special Projects (2)**

Salary Range 35: \$79,944 to \$99,840

Rationale: The Maintenance Supervisors - Special Projects will be the primary supervisors responsible for construction work done by District field staff to deliver Measure AA projects. This position is expected to regularly be in the field working with the District's construction crews. Having supervisors dedicated to implementing Measure AA projects will streamline project delivery and promote the efficient on time delivery of measure AA projects.

These positions along with the crews they will supervise will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

**7. Equipment Mechanic/Operator**

Salary Range 27: \$65,787 to \$82,152

Rationale: Additional line staff, including one EMO position is required to create two field crews dedicated to measure AA projects. Most Measure AA projects involve extensive heavy equipment use. EMOs are the classification most skilled at the operation of heavy equipment and the leadership these projects require.

This position, along with the crews they will be a part of, will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

**8. Lead Open Space Technician (2)**

Salary Range 23: \$59,676 to \$74,520

Rationale: Additional line staff, including two LOST positions, are required to create two field crews dedicated to Measure AA projects. LOST positions are crucial leadership positions to lead OSTs and Seasonals in carrying out Measure AA projects.

These positions along with the crews they will be a part of will also reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects, allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

**9. Open Space Technician**

Salary Range 19: \$54,120 to \$67,584

Rationale: Additional line staff, including one OST position, is required to create two field crews dedicated to Measure AA projects.

OSTs are key crew members in the field, and complete work units focused on special projects will help reduce the demand that has been placed on the regular maintenance crews to complete Measure AA projects, allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

**10. Facilities Maintenance Specialist I**

Salary Range 23: \$59,676 to \$74,520 (same range as Lead Open Space Technician)

Rationale: This is a handyperson type position, specializing in facilities, and would assist with District facilities jobs and property management jobs (repairs at rental houses, etc.) that are not contracted out. This position would partially relieve the half-time FTE (OST) budgeted from Foothills, allowing increased OST activities in the field. Repair jobs that need multiple workers would still utilize FFO OSTs.

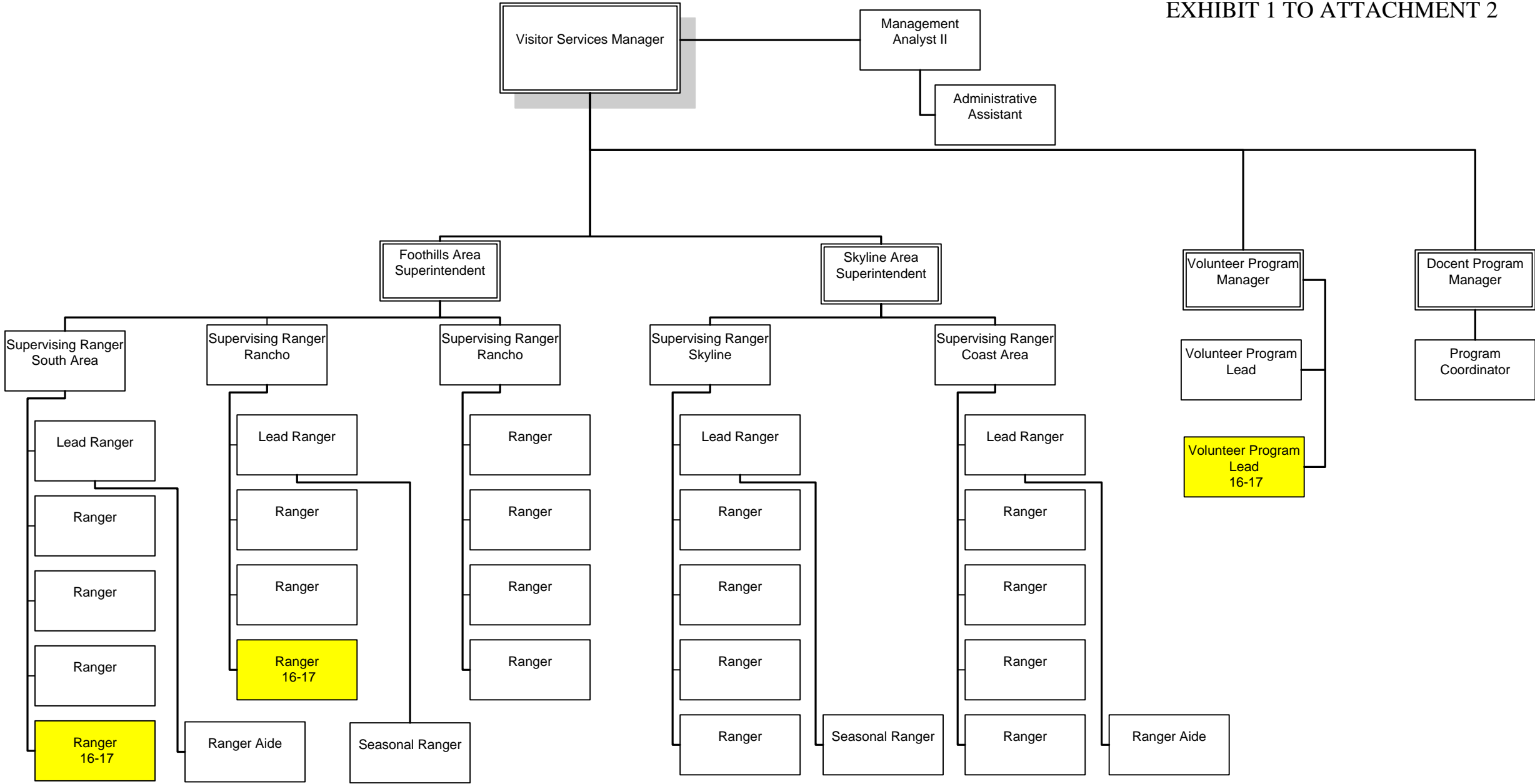
Specialization in the repair of structures and District facilities will create a more efficient and quicker response to facility and structures needs in the District. This position will also reduce the demand that has been placed on the regular maintenance crews to complete facility and structure related projects allowing them to keep pace with the maintenance required for increasing public access, trails, and acreage.

**11. Capital Projects Field Manager**

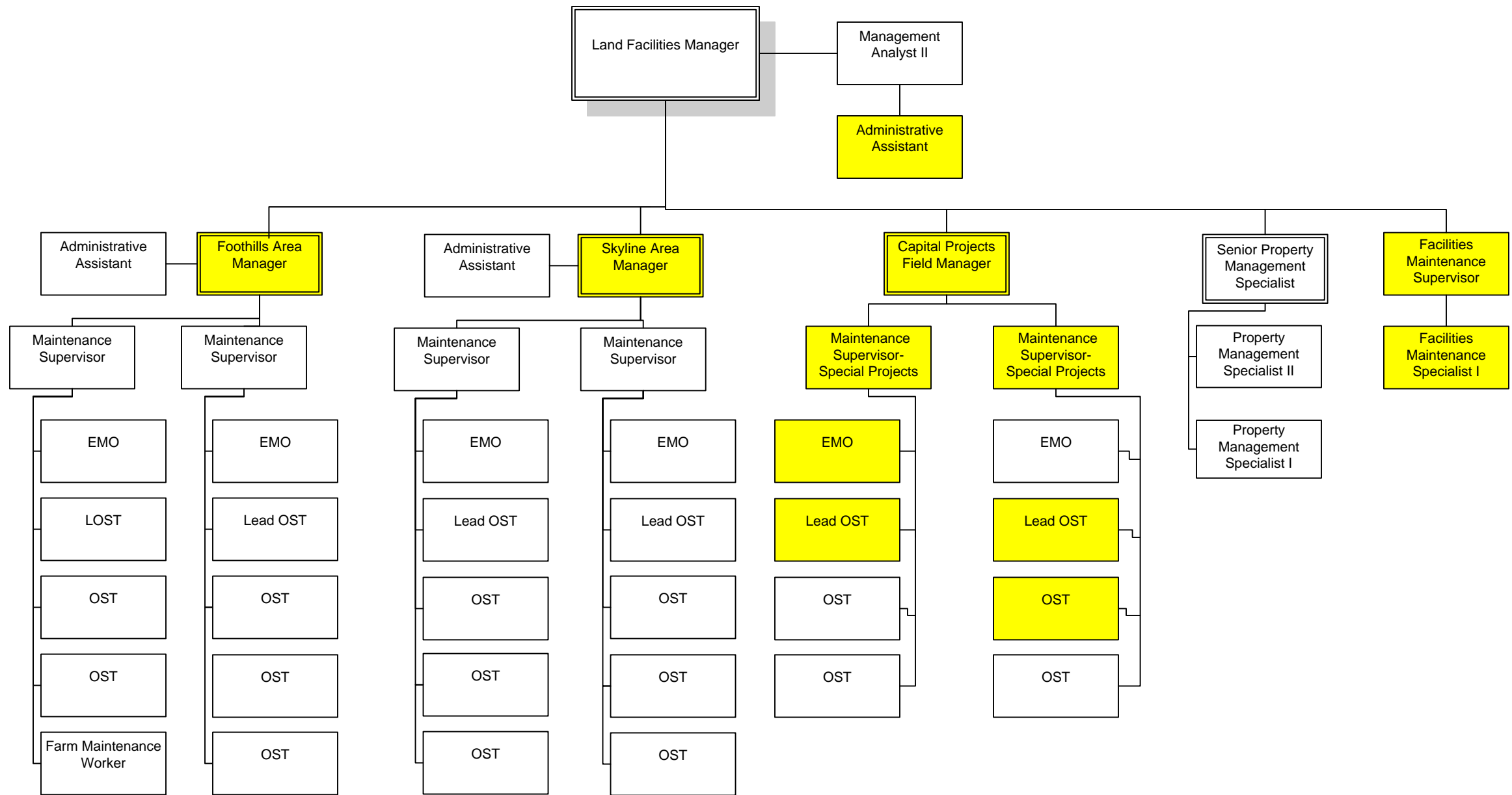
Salary Range 39: \$88,152 to \$110,076 (same range as Capital Projects Manager III)

Rationale: This key position would serve as a critical project management linkage between Administrative Office based project delivery teams and crews in the field tasked with constructing high priority projects. The position will be responsible for supervising two Special Project Supervisors in the delivery of Measure AA projects constructed with District crews.

This position is key to the long term delivery of Measure AA projects. It provides a direct consistent connection to the construction crews and coordination with the various Departments responsible for Measure AA delivery. It will also free up capacity for the Area Managers to concentrate on management of their area and staff.



YELLOW indicates FY16-17



1. Yellow indicates new positions that need approval
2. Seasonal Open Space Technicians can fill into the ORG Chart where necessary

### **Balancing General Maintenance and Special Capital Projects in the Land & Facilities Services Department**

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The following information illustrates current circumstances and examples in the Operations Department about the challenges related to balancing general maintenance activities and high-priority special project work. This level of detail is summarized here to support the General Manager's recommendation for new positions in the Land & Facilities Services Departments to deliver Measure AA special projects while keeping pace on routine maintenance tasks as the District grows in acreage, trail miles, and public visitation. This goal is expressed in the following FOSM Recommendation:

***Recommendation 19: Establish a special projects/construction team that is dedicated to the delivery of special projects like trails construction.*** This team can be staffed on a rotational basis to allow a greater number of maintenance staff the opportunity to work on special projects and will increase maintenance capacity for routine maintenance work.

The Capital Projects Field Manager, two Maintenance Supervisors – Special Projects, Equipment Mechanic Operator (EMO), two Lead Open Space Technicians (Lead), and one Open Space Technician (OST) are all essential to creating a team that includes two field crews focused on Measure AA projects. In addition to providing a focused concentration on delivering Measure AA projects, one of the main benefits of having a special projects team is to relieve some of the special projects work load that has been placed on the regular maintenance crews so that they can focus on routine maintenance.

- Over the past two years, the District's maintenance staff has dedicated a full crew of EMOs, Leads, OSTs and seasonals to work on delivering Measure AA projects. In the Skyline region, crew work has concentrated on the El Corte de Madera Watershed Protection Plan and associated recreational trail improvements. In the Foothills region, crew work has been focused on the Mount Umunhum Trail. The FOSM analysis estimates that 40% of crew time is spent on capital projects.
- The District has committed to continue to expand public access and recreational trails and the capital project demands on the maintenance crews are expected to increase. Fiscal Year 2016-17 resource loading for upcoming Measure AA projects indicates that 31% of all available EMO time and 41% of all Lead OST time will be spent on Measure AA projects given current staffing levels. These projects include the Oljon Trail in El Corte de Madera and continuing efforts to open Mount Umunhum, Bear Creek and La Honda Preserves.
- Without additional maintenance staff as recommended by the General Manager, routine maintenance tasks are anticipated to be deferred. Specific examples of this decision hierarchy are as follows:
  - The FOSM study estimates that 38% of the maintenance crew time is spent on brushing trails and vegetation clearing. The majority of this work is not deferrable. Many of the enjoyable narrow hiking, bicycling and equestrian trails



provided by the District become unpleasant or impassable if they are not brushed annually or in some cases several times a year. The same is true of required structure clearance, the maintenance of established fuel breaks and the clearing of essential emergency routes. Therefore, it is usually resource management, patrol road clearing, trail/road grading, and general staging area upkeep projects that get deferred.

- The resource management projects that tend to get deferred are invasive plant management, including the management of broom species, thistle species and small satellite populations of various invasive species for early detection and rapid response eradication. Delayed road clearing leads to roads that function as trails but do not allow easy access for emergency vehicles, such as the Lawrence Creek Trail, Virginia Mill Trail, the Thornewood Preserve entrance road and Bear Creek Preserve trails. Staging areas are maintained at acceptable levels but potholes in gravel parking lots and restroom maintenance are deferred until repairs become absolutely necessary.
- Sometimes the need to triage maintenance work leads to decisions to stop maintaining trail segments that have limited value to the public, such as the Board's recent decisions to close the ends of the North Ridge Trail and the Lobitos Creek Trails in Purisima Creek. However, deferred work decisions frequently are made that impact non-essential emergency access, such as the emergency and maintenance vehicle access on the North Ridge Trail. Grading work and drainage work has been deferred on patrol roads such as the Priest Rock Trail, Kennedy Trail, Indian Creek Trail, El Sereno Preserve trails and Coal Creek Preserve trails. The maintenance on narrow trails is also deferred when it doesn't present a safety hazard, such as work that could be done on the Windy Hill Preserve loop trails and some of the narrow trails in El Corte de Madera Preserve.
- The drought has created drier winter season conditions, allowing District crews more months to complete essential maintenance work over the last several years, thus also allowing the delivery of Measure AA projects over the last two years to proceed without major impacts on maintenance service levels. While the drought has had many negative impacts, it has increased the amount of time available to do grading work, and at the same time has significantly reduced the normal road and trail damage that occurs every winter. However, this winter has been the first time in 4 years the District has seen the soil saturation that leads to road and trail failures. Operations is already adjusting work plans to deal with damage that has occurred this year such as a road failure in La Honda Preserve and trail failures in Windy Hill, Fremont Older and El Corte de Madera Preserves.
- The FOSM study reports that while the District's overall acreage has grown by approximately 13,000 acres since 2004, the acreage open to the public has stayed static at about 27,000 acres. This has allowed maintenance staff to defer work in closed preserves. Three examples are Mount Umunhum Road, road work in La Honda Preserve and vegetation management in Bear Creek Preserve. Current plans call for the opening

of the Mount Umunhum area, La Honda Preserve and Bear Creek Preserve over the next several years. While major contract projects have either been completed or are underway to address these three high priority projects, the maintenance of them will soon fall to the Land and Facilities Department. For example while Mount Umunhum Road will be paved and will not likely need road surface maintenance in the short term, it is anticipated that the regular landslides on the road will continue to occur. With limited public access in the past, work on these slides was deferred. In the future they will become more urgent safety projects.

- The new position recommendations are *not* anticipated to help significantly address the back log of work identified by consultants for road and trail improvement to reduce sedimentation and sustainability of roads and trails, or for habitat restoration, particularly invasive plant removal. However, the recommended structure of the Land & Facilities Services Department is scalable, allowing for growth in the future as necessary to address workload demands. The new positions are anticipated to help avoid increased deferral of essential maintenance tasks.
- As public access projects are completed, maintenance crew devoted to capital projects will shift to the routine maintenance workload increases from the new preserves and trails coming online. The FOSM study projects that the Visitor and Field Services business line of the District will have to continue to grow beyond the year 2020 to manage increased acreage, trail mileage and public visitation.



Midpeninsula Regional  
Open Space District

# Memorandum

DATE: April 4, 2016

MEMO TO: Board of Directors

MEMO THROUGH: Steve Abbors, General Manager

FROM: Kevin Woodhouse, Assistant General Manager-Visitor & Field Services  
Ana Ruiz, Assistant General Manager-Project Planning & Delivery  
Stefan Jaskulak-Chief Financial Officer/Administrative Services Director

SUBJECT: Position Requests from Departments within the Administrative Services  
and Project Planning and Delivery Business Lines

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In addition to the FOSM recommendations and new position recommendations related to transitioning the Operations Department into the Land and Facilities Services and Visitor Services Departments, the District continues to see gaps and additional capacity needs in two additional business lines: Project Planning and Delivery and Finance and Administrative Services. This memorandum provides the details for six additional positions identified to date for these two business lines as recommended by the General Manager – four for FY2016-17 and two for FY2017-18. An organizational chart showing the locations of these positions is provided as Exhibit 1. The General Manager will continue to assess capacity needs and gaps in expertise in the coming months and years as new positions are filled, core functions are reorganized into new departments and programs, in tandem with changes to Board priorities and the pace of upcoming action plans to determine if and when additional positions to these two business lines are merited. Therefore, additional requests may be submitted to the Board as part of upcoming new Budget approvals and/or midyear budget reviews. Additional new positions would remain consistent with FOSM projections and recommendations and would be analyzed to confirm long-term financial sustainability.

## **1. Real Property Specialist I/II – Real Property Department**

Salary Range 28/35: \$67,392 to \$99,840

Rationale: This position will handle title research, appraisal and real estate market analysis, due diligence on properties, project budgeting, and County and City research for zoning, General Plan compliance, Williamson Act status, environmental health and building records information. This position will also be needed to administer tax cancellations, Coastal service fees on new land purchases and pursue gifts of Redwood Park and Hacienda Park “paper subdivision” gift parcels, in addition to working closely with the IST Division on database management projects.

Some of these tasks had previously been handled between the Senior Real Property Specialist and the Real Property Specialist I, which are positions that have transferred to the Property Management Division within Land and Facilities Services and have been reclassified as Senior Property Management Specialist and Property Management Specialist I. Adding this new position to Real Property will help fill these real property function gaps, and allow Real Property to be more proactive in pursuing new land additions to fulfill Measure AA projects.

This position is recommended for FY2017-18.

**2. Management Analyst I/II – Project Planning & Delivery Departments (housed in Planning)**

Salary Range 31/35: \$72,528 to \$99,840

Rationale: This position would support the Project Planning & Delivery Departments – Real Property, Planning, and Engineering & Construction – with analytical and coordination duties associated with the Action Plan and Budget process, tracking of project and operational expenditures, and tracking of other metrics related to the land acquisition and capital programs.

Analytic support in this business line will enhance tracking and reporting of data to improve project planning and delivery and will allow the subject matter experts (real property specialists, planners, capital project managers) to focus on their projects.

This position is recommended for FY2016-17.

**3. Resource Management Specialist I/II – Natural Resources Department**

Salary Range 30/34: \$70,764 to \$97,416

Rationale: This position will work in the Wildlife Program area of the Natural Resources Department and will expand NR's capacity to restore and manage rare, threatened, and endangered species and habitats. The District increasingly has survey, monitoring, and reporting requirements as permitting components of capital and maintenance projects. This position will coordinate and supervise biological monitoring of District projects, prepare and administer regulatory permits related to sensitive and listed species impacts, survey and maintain records of populations of species, and hire and supervise contractors.

This position is recommended for FY2017-18.

**4. Finance Manager – Finance Division**

Salary Range To Be Determined

Rationale: This position will provide daily oversight and coordination between the budget, accounting, payables, debt and cash management functions of Finance, develop, document and implement best practice procedures for Finance and review and enhance use of New World ERP system functionality system-wide and organization-wide.

The additional daily leadership in Finance will enable Administrative Services to continue implementing process and New World ERP systems improvements as well as

roll out additional modules and functionality. This in turn will enable Administrative Services to provide more robust support to the District's other departments most notably for grants and procurement support and compliance.

**5. Human Resources position (to be determined) – Human Resources Division**

Salary Range To Be Determined

Rationale: With the District's growth as an organization, an HR Division that is structured and sized appropriately to handle all of the essential HR functions is critical. In addition to a significant number of recruitments, HR must manage classification and compensation, benefits, labor relations, policy creation and update work, workers' compensation claims, performance evaluation systems, staff development and training, staff recognition, and more. Management Partners will be performing an assessment of HR functions and capacity and making structural/position recommendations. This position recommendation is a placeholder until their study is complete.

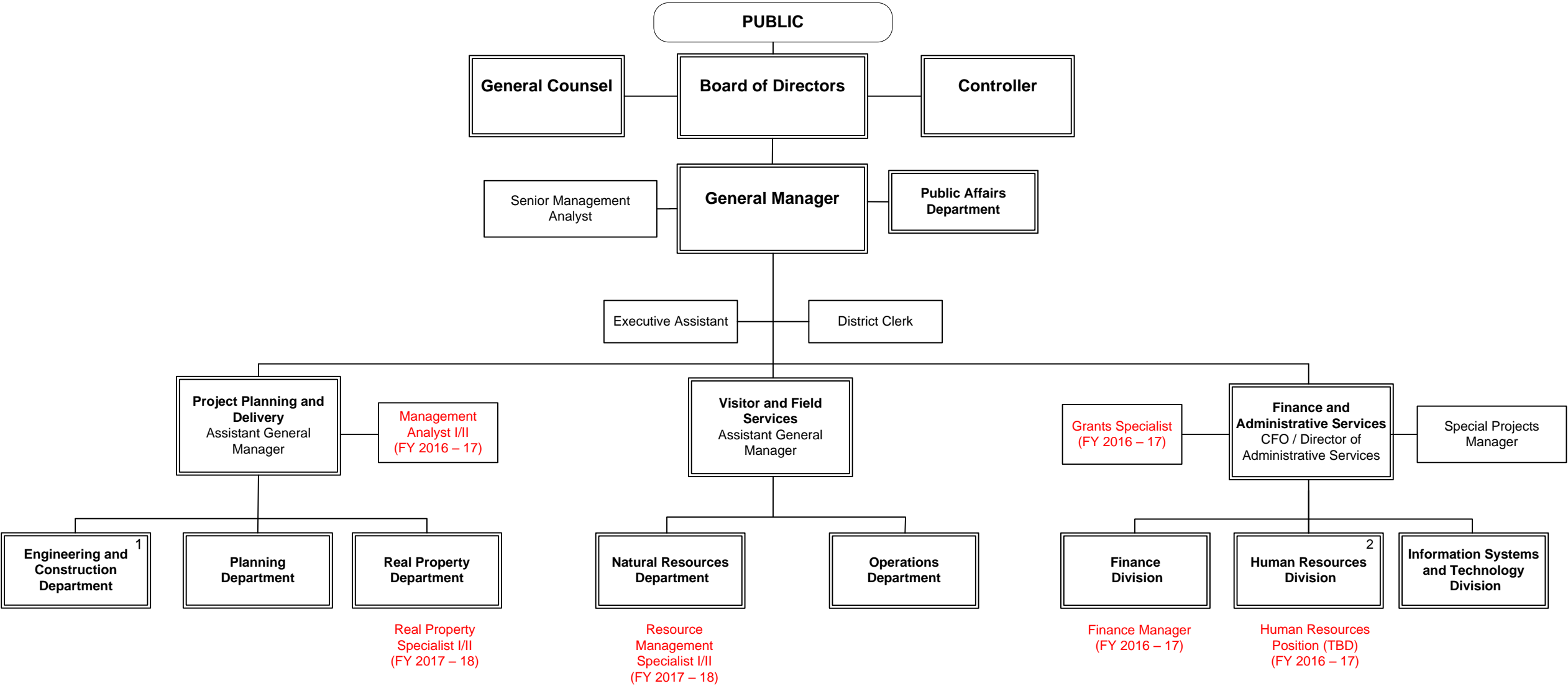
**6. Grants Specialist – Administrative Services**

Salary Range 35: \$79,944 to \$99,840

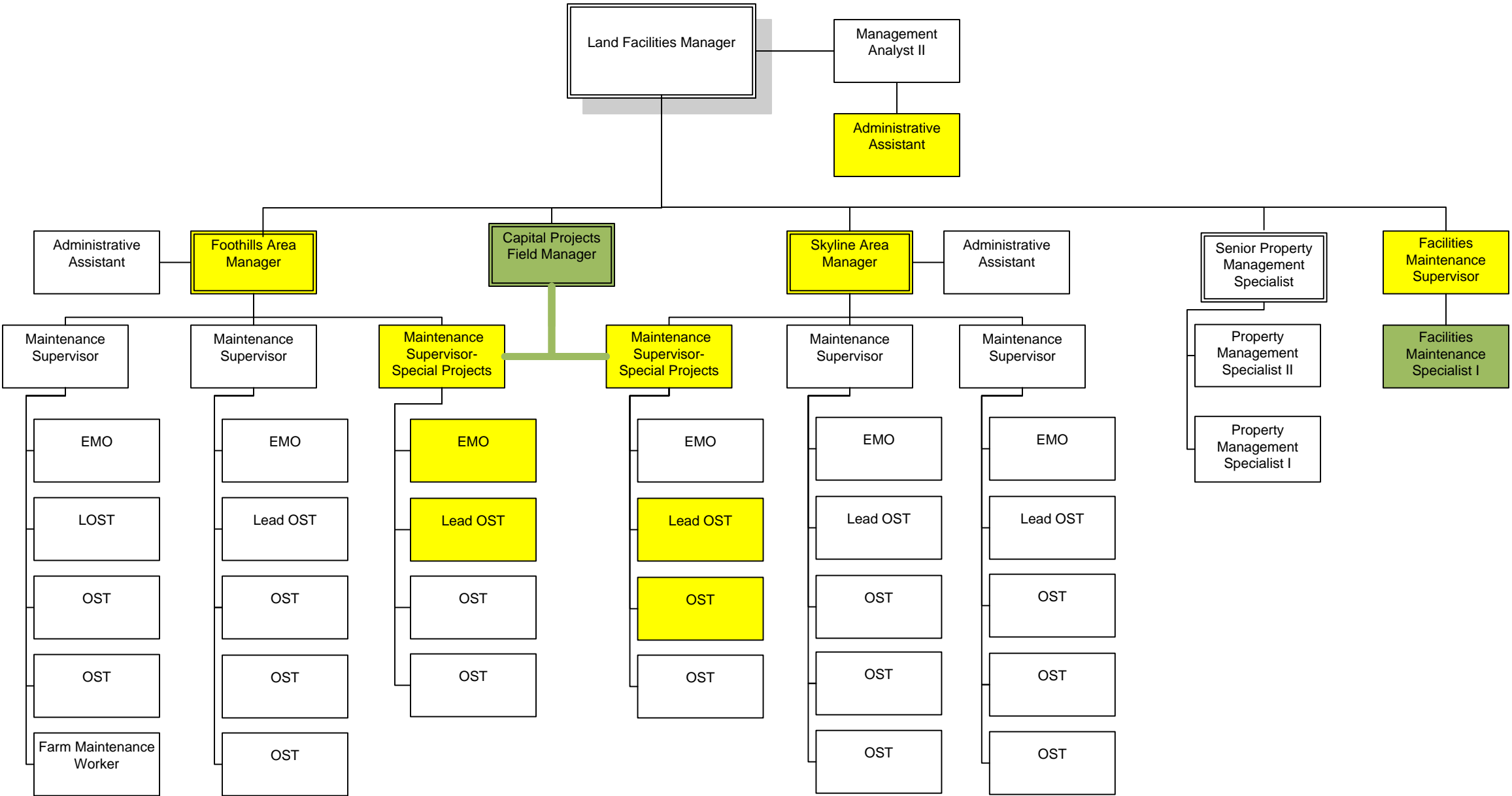
Rationale: Grants are becoming increasingly competitive to secure and more extensive submittals are also being required. This points to the need for a centralized grants writer that has the expertise in preparing for, and submitting grant paperwork to achieve a high rate of success and comply with grant requirements. Expecting project managers to take this time-consuming task on is no longer a viable alternative, particularly now that the District is focusing on project delivery and striving to reduce implementation time to accomplish more in less time.

This position is recommended to be housed in Administrative Services and to serve all departments. It will focus on writing and securing grant funds primarily for capital projects and land acquisition, but also available to secure grants for other functions, including interpretive programs, environmental education, conservation farming and grazing, natural resource protection/habitat enhancement, fuels management, etc. It will also be available to submit nominations and applications for recognition of District work.

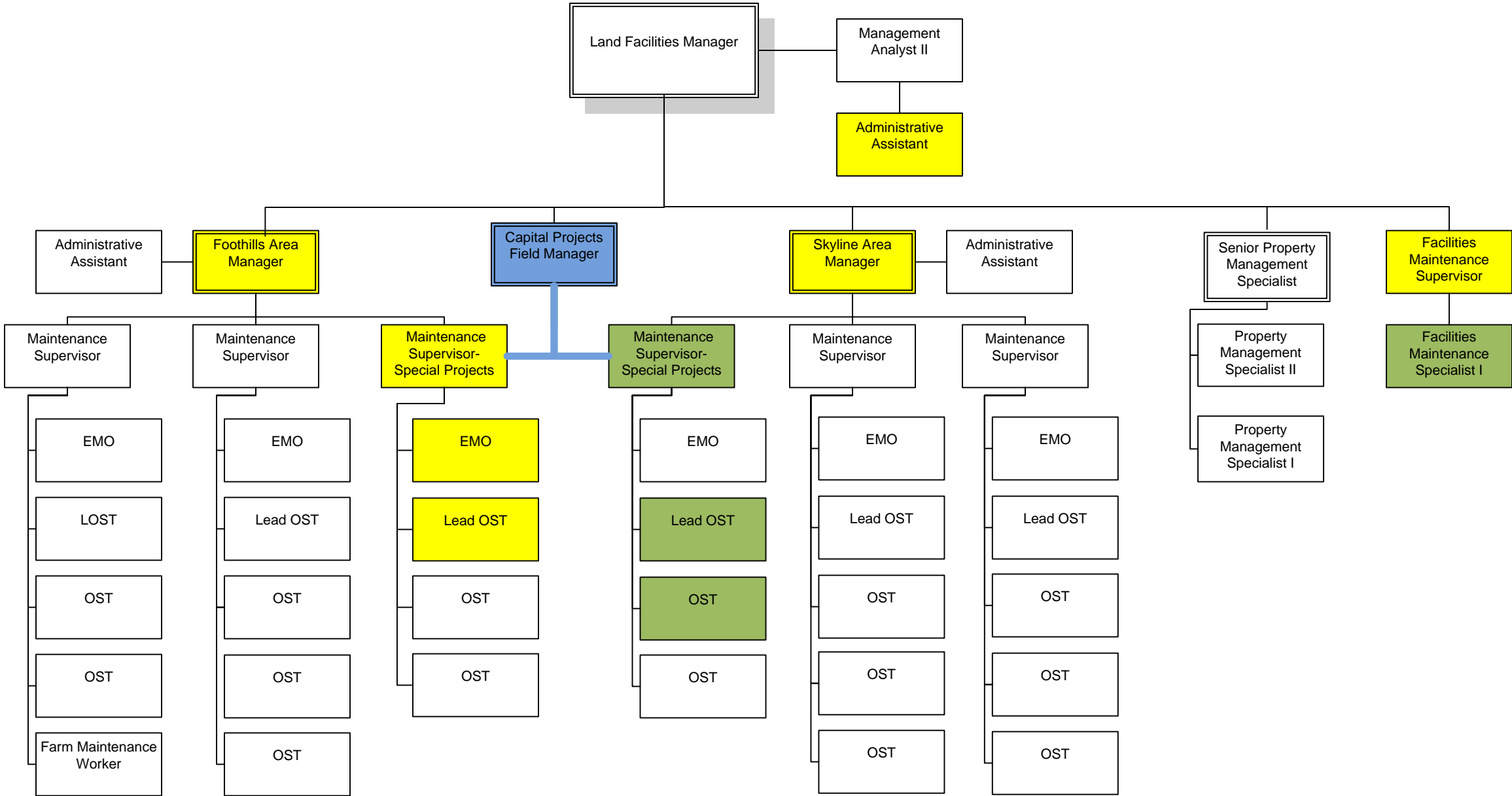
Midpeninsula Regional Open Space District  
Organizational Chart – January 2016



1. Engineering and Construction is currently under Planning, but will become a separate department when the E&C Manager position is filled.  
2. Human Resources is currently under the Visitor and Field Services AGM, but will transition to Administrative Services by July 2016.



1. Yellow indicates new positions that need approval for FY 16-17  
2. Green indicates new positions that need approval for FY 17-18  
3. Green connector indicates new reporting relationship starting FY 17-18



1. Yellow indicates new positions that need approval for FY 16-17  
2. Green indicates new positions that need approval for FY 17-18  
3. Blue indicates new position that needs approval for FY 18-19  
4. Blue connector indicates new reporting relationship starting FY 17-18