Midpeninsula Regional
Open Space District

R-16-104
Meeting 16-20
August 24, 2016

AGENDA ITEM

Restructuring of the Information Systems and Technology Division of the Administrative Services Department, and related changes to the Classification and Compensation Plan

GENERAL MANAGER'S RECOMMENDATIONS

Approve the following classification recommendations for the Information Systems and Technology Division to restructure current positions, without adding new staff, into a Division structure that fulfills the District's current and future IST business needs:

1. Adopt a resolution amending the District's Classification and Compensation Plan with the following changes:
   a. Addition of Data Administrator classification;
   b. Addition of Senior Technologist classification;
   c. Addition of Applications Support Engineer classification;
   d. Addition of Data Analyst I/II classification.

2. Approve the following reclassifications of positions in the Information Systems and Technology Division of the Administrative Services Department:
   a. Reclassification of the Geographic Information Systems Administrator to a Geographic Information Systems Program Administrator;
   b. Reclassification of the Information Technology Administrator to an Information Technology Program Administrator;
   c. Reclassification of the Information Technology Specialist to a Data Administrator;
   d. Reclassification of Geographic Information Systems Technician to a Data Analyst I;
   e. Reclassification of Information Technology Technician to an Information Technology Technician I/II.

SUMMARY

The Midpeninsula Regional Open Space District's (District) Information Systems and Technology (IST) Division in the Administrative Services Department was created in 2015 by combining Geographic Information Systems (GIS) positions from the Planning Department with Information Technology (IT) positions. The Financial and Operational Sustainability Model (FOSM) Study recommended the IST restructuring to support the efficient and effective deliver of Measure AA capital projects by centralizing data and technology support services into one division. The IST Master Plan Report completed in October 2015 by the consultant, Client First Technology, also recommended the reorganization to better account for the growing technological needs, and the evolving roles and duties of the various positions over the last 5-10

years, as well as the consolidation of the GIS and IT services under the leadership of a new IST Division Manager.

Following the hiring of both the IST Division Manager and the Chief Administrative Officer/ Director of Administrative Services (CFO) who oversees this division, the General Manager directed a reclassification study of the IST Division to be conducted by Koff and Associates (Koff). As a result of the study and a thorough review by District staff, and without changing the current number of employees in the IST Division, the General Manager recommends the creation of five new classifications and the reclassification of four existing positions in the IST Division. These recommendations are not approvals for new staff and do not create additional positions; the recommended reclassifications only affect existing staff. The proposed restructuring creates classification series and career ladders within the IST Division to meet the District's evolving technological needs now and in the future. If approved by the Board of Directors, the changes will be effective on August 29, 2016.

DISCUSSION

Classification and Compensation Study (Study) Process
At the General Manager's request and according to FOSM recommendations, Koff conducted a classification and compensation study of the IST Division to evaluate whether changes were necessary. The process included:

➢ Meeting with the CFO, Assistant General Managers (AGMs), IST Manager and Human Resources (HR) staff to review positions; discuss study parameters; identify background materials and other resources needed to complete the review.

➢ Distribution and subsequent review of the Position Description Questionnaires (PDQ) that were completed by the employees in IST Division and reviewed by the IST Manager and CFO.

➢ Analysis of the classification information gathered.

➢ Contacts and interviews with incumbents and management to obtain details and gain clarification on classification duties.

➢ Development of draft findings and recommendations for management review.

➢ Preparation of a report to management with conclusions and recommendations on classifications and compensation.

Following review of the Consultant's recommendations, the IST Manager, CFO, AGMs, and HR staff came to a consensus on the findings consistent with the General Manager's final recommendations.

Information Systems and Technology Division Evolution

The IST Division was recently formed in 2015 by integrating the IT services group and the GIS group. Previously, the IT group was part of the Administrative Services Department and was comprised of two full-time positions, the IT Administrator and the IT Technician, and a part-time

IT Intern. The IT group met the District's basic business and operational needs for information and technology systems, managing the Districts hardware and databases, and serving the day-to-day technology needs. The GIS group was part of the Planning Department and was staffed by the GIS Administrator, two GIS Technicians, and an Intern. The GIS program served to enhance the understanding of ecosystem processes, provided data analysis to improve land protection efficiencies and effectiveness, and provided valuable information and visuals for presentations and wayfinding.

As the District staffing levels increased and technological needs matured, it became more challenging for these groups to continue to provide quality support. Upon the recommendation of the FOSM Study, the District integrated IT and GIS to create what is now the IST Division. In late 2015 the District also hired the IST Manager to provide leadership direction and shepherd the development of the IST Division to meet the District's ongoing and evolving technological needs. The IST Division is currently staffed with the following classifications:

- IST Manager
- GIS Administrator
- GIS Technician
- GIS Intern (vacant as of July 22, 2016)
- IT Administrator
- IT Specialist
- IT Technician
- IT Intern (vacant as of June 1, 2015)

In addition to the FOSM Study in October of 2015, the technology consultant, Client First Technology, recommended the restructuring of the IST Division as part of the IST Master Plan. The report confirmed the need to restructure the division to better account for the growing technological needs, and the evolving roles and duties of the various positions over the last 5-10 years. Based on the organizational and classification studies and District staff review and analysis, the General Manager recommends the following classification changes for the IST Division.

Reclassification Study Recommendations

The addition of four new classifications in the IST Division:
- *Data Administrator*: Technical subject matter expert in database management that designs, develops and maintains District wide databases.
- *Senior Technologist*: Performs the most complex tasks related to design, configuration, troubleshooting, maintenance and monitoring District's information systems, both in hardware and software. This is a new classification but will not be budgeted and filled with a new or reclassified employee until warranted by business needs and approved by the Board.
- *Applications Support Engineer:* Responsible for software applications research, development, conversion, installation and maintenance projects. Customizes software applications for District use. This is a new classification but will not be budgeted and filled with a new or reclassified employee until warranted by business needs and approved by the Board.

- *Data Analyst I/II:* Performs technical tasks related to configuration, troubleshooting, maintenance and monitoring of District databases, data model and data platforms such as GIS. Flexibly staff; level II positions filled by advance from level one with two years of experience and demonstrated gained knowledge.

Reclassification of five existing positions in the IST Division
- Reclassification of the Geographic Information Systems Administrator to Geographic Information Systems Program Administrator
- Reclassification of the Information Technology Administrator to an Information Technology Program Administrator;
- Reclassification of IT Specialist to a Data Administrator
- Reclassification of Geographic Information Systems Technician to a Data Analyst I;
- Reclassification of Information Technology Technician to an Information Technology Technician I/II.

The IST reclassifications recommendations create classification series for the GIS and the IT functions within the division. These series are similar to the career ladders in other District departments and establish a tiered structure which enables the District's technological advancement and encourages employee promotions into higher level IST classifications as dictated by District business needs and as staff gain more knowledge, skill and expertise. Rather than increasing staffing levels, the structure encourages promotions that may lessen the need to backfill some of the lower level positions as employees promote. The work of the more senior classifications will encompass the work of the more entry level positions as the District's technological capability evolves.

The current classification structure of the IST Division does not provide the most efficient service delivery and functionality to meet the District's technological needs. In today's organization technical competency in information technology is a business requirement. All forms of daily communication are built on technology platforms from phones to email to the internet. These technology platforms require in-depth technical knowledge and skills to keep systems availability high and in good working order. The District will be better served by the proposed classification structure which is designed to include the necessary technical functions with the more knowledgeable, highly-skilled and capable staff. This new structure also allows for more flexible staffing and encourages continued development of existing employees.

Additionally, there are some technological deficiencies within the District that this change can solve. For example, the District struggles with outdated and redundant data management methods; data is distributed and managed within many various departmental stand-alone databases and spreadsheets. The re-classification of the IT Specialist to a Data Administrator dedicates a staff person to manage and consolidate these systems into commercial applications and provide ongoing user support and data and reporting management District-wide. This and other similar efficiencies will benefit the District and improve business processes that drive productivity across departments. (Refer to Attachments 3 and 4 for an organizational chart and detailed descriptions and rationale for each new classification).

These new classifications will not add new positions at this time. In the future these new IST classifications will only be assigned to a position due to reclassification or with the addition of a position due to the District's business needs. In either case the new IST classifications will only be budgeted and filled if approved by the Board of Directors.

Salary Range Recommendations

Koff and Associates conducted a compensation study of all the recommended classifications in the IST Division in May, 2016 with a look at the 14 comparator agencies established and approved by the Board in the District's 2014 compensation study. In keeping with past practice and the Employee Compensation Guiding Principles Policy approved by the Board in March, 2015, the study focused on the top step salaries of each classification compared to the median of comparators' salaries at top step. Staff also conducted a thorough compensation analysis to determine the appropriate salary levels for alignment among classifications in the IST Division as well as the internal alignment of compensation with all District classifications. The new recommended salary ranges, shown in the table below, reflect increases in all the IST classifications, considering internal alignment, and keeping pace with highly competitive technical positions in the surrounding Silicon Valley, which impacts recruitment for public sector talent. While public agencies typically do not set salaries based on the private market, the fact that the skill sets of the IST Division are highly transferable in the local private sector make it necessary to create career ladders and a thoughtful succession plan to continue to attract and retain well educated and highly skilled professionals to technology-related District positions.

Current classification	range	salary	Recommended Classification	range	salary	% of range change
GIS Administrator	40	$93,012-$116,160	GIS Program Administrator	43	$100,104-$125,016	7.6%
IT Administrator	36	$84,372-$105,360	IT Program Administrator	43	$100,104-$125,016	18.7%
IT Specialist	31	$74,700-$93,276	Data Administrator	38	$88,584-$110,640	18.6%
Not applicable			Senior Technologist	38	$88,584-$110,640	Not applicable
Not applicable			Applications Support Engineer	36	$84,372-$105,360	Not applicable
GIS Technician	23	$61,464-$76,752	Data Analyst I	30	$72,888-$91,008	18.6%
IT Technician	25	$64,536-$80,592	IT Technician II	27	$67,752-$84,612	5%

BOARD COMMITTEE REVIEW

This report was not previously reviewed by a Committee.

FISCAL IMPACT

If approved, the reclassifications would take effect August 29, 2016 and result in an additional $18,606 in salaries and benefits costs this fiscal year ($22,327 annualized), which would be covered by vacancy savings in the Administrative Services Department.

PUBLIC NOTICE

Notice was provided pursuant to the Brown Act. No additional notice is necessary.

CEQA COMPLIANCE

No compliance is required as this action is not a project under the California Environmental Quality Act (CEQA).

NEXT STEP

If approved the reclassifications would take effect August 29, 2016, which is the first day of the pay period following the August 24, 2016 Board meeting.

Attachments:
1. Resolution Amending the Classification and Compensation Plan
2. District Classification and Compensation Plan
3. Organizational Charts
4. Classification Information

Responsible Manager:
Kevin Woodhouse, Assistant General Manager

Prepared by:
Candice Basnight, Human Resources Supervisor

RESOLUTION NO. 16-__

RESOLUTION OF THE BOARD OF DIRECTORS OF THE MIDPENINSULA REGIONAL OPEN SPACE DISTRICT AMENDING THE CLASSIFICATION & COMPENSATION PLAN BY ADDING NEW AND AMENDING EXISTING CLASSIFICATION SPECIFICATIONS

WHEREAS, in May 2016, a classification study was performed for the Information Systems (IST) Division to determine if the current duties and responsibilities were commensurate with the existing job titles and positions; and

WHEREAS, the findings of the study concluded additional classifications are needed to meet the growing technological needs and evolving roles of the various positions in the IST Division; and

WHEREAS, the General Manager has proposed an amendment to the Midpeninsula Regional Open Space District Classification and Compensation Plan to add the new job classifications of Data Administrator, Senior Technologist, Applications Support Engineer, Data Analyst I/II, and Information Technology Technician I/II, and to add the classification specification and salary range therefore; and

WHEREAS, the General Manager has proposed an amendment to the Midpeninsula Regional Open Space District Classification and Compensation Plan to reclassify the following positions: Geographic Information Systems Administrator, Information Technology Administrator, Information Technology Specialist, Geographic Information Systems Technician, Information Technology Technician; and

WHEREAS, the Board of Directors having considered such proposals and recommendations;

NOW, THEREFORE, the Board of Directors of Midpeninsula Regional Open Space District does hereby resolve as follows:

1. The Classification and Compensation Plan of the Midpeninsula Regional Open Space District shall be amended by adding the new job classification titles of Data Administrator, Senior Technologist, Applications Support Engineer, and Data Analyst I/II and by adding the classification specification and salary range to read as set forth in the attached exhibits hereto.

2. The Classification and Compensation Plan of the Midpeninsula Regional Open Space District shall be amended by reclassifying the following classification titles:
   - Geographic Information Systems Administrator to Geographic Information Systems Program Administrator;
   - Information Technology Administrator to Information Technology Program Administrator;
   - Information Technology Specialist to Data Administrator;
   - Geographic Information Systems Technician to Data Analyst I;

- Information Technology Technician to Information Technology Technician I/II.

The classification specification and salary ranges for these classifications are to read as set forth in the attached exhibits hereto.

3. Except as herein modified, the Classification and Compensation Plan, Resolution No. 16-26, as amended, shall remain in full force and effect.

4. This resolution shall be effective August 29, 2016.

PASSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on _____, 2016, at a regular meeting thereof, by the following vote:

* * * * * * * * * * * * * * * * * * *

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST: **APPROVED:**

_____   _____
Secretary   President
Board of Directors   Board of Directors

APPROVED AS TO FORM:

_____
General Counsel

I, the District Clerk of the Midpeninsula Regional Open Space District, hereby certify that the above is a true and correct copy of a resolution duly adopted by the Board of Directors of the Midpeninsula Regional Open Space District by the above vote at a meeting thereof duly held and called on the above day.

_____
District Clerk

Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN
Fiscal Year 2016/2017 - Effective 08/29/2016
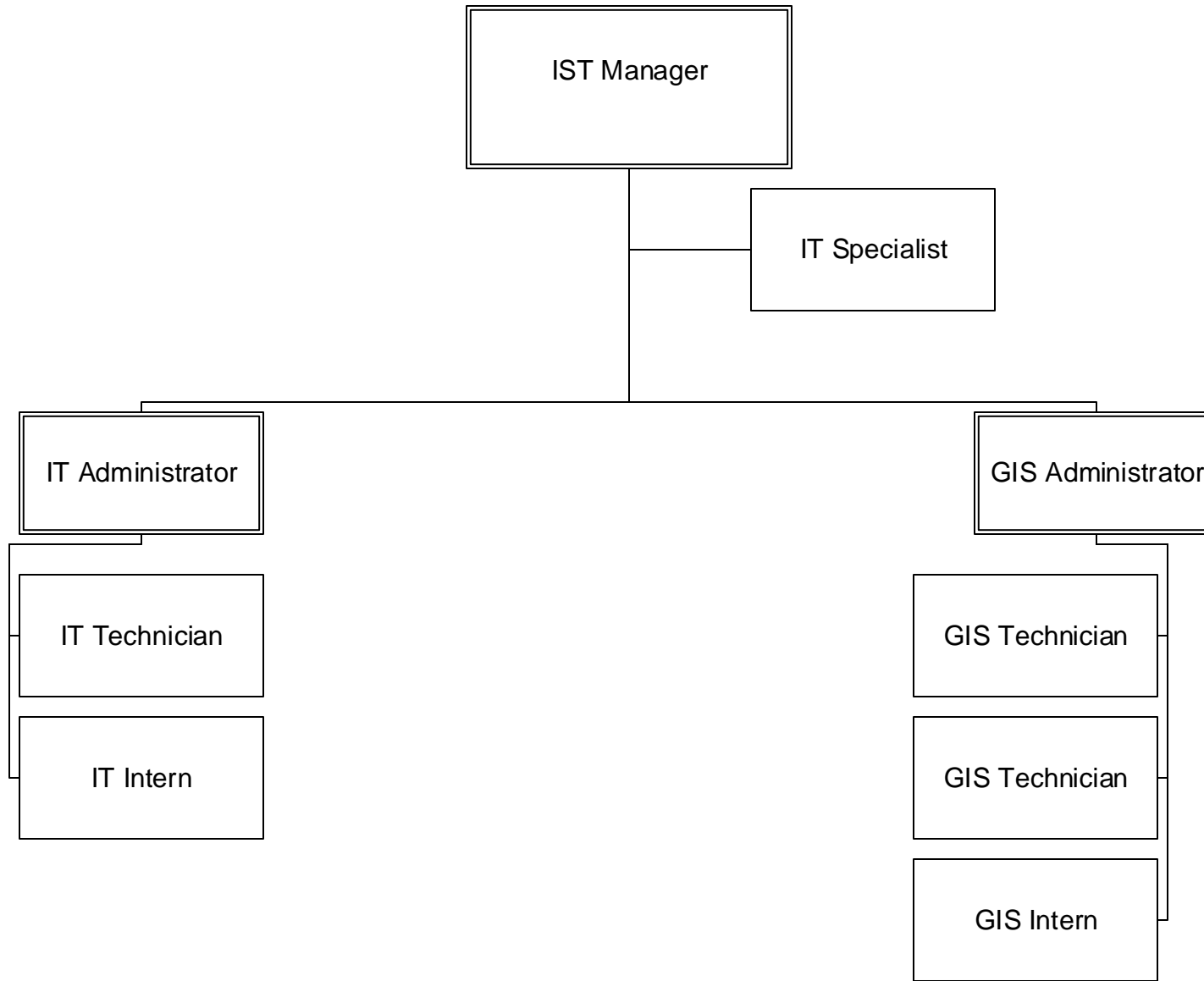Last revised: 7/01/16, 4/28/2016, 4/14/16, 2/11/16, 1/14/16, 09/14/2015, 8/26/15, 7/22/2015

Classification Title	Step Range #	Hourly Range $ Minimum	Hourly Range $ Maximum	Monthly Range $ Minimum	Monthly Range $ Maximum	Annual Range $ Minimum	Annual Range $ Maximum	Full/Part Time
Seasonal Open Space Technician	6	19.5173	24.3635	3,383	4,223	40,596	50,676	PT
Seasonal Ranger Aide	6	19.5173	24.3635	3,383	4,223	40,596	50,676	PT
Seasonal Ranger	16	24.9058	31.0962	4,317	5,390	51,804	64,680	PT
Farm Maintenance Worker	19	26.7981	33.4673	4,645	5,801	55,740	69,612	FT
Open Space Technician*	19	26.7981	33.4673	4,645	5,801	55,740	69,612	FT
Administrative Assistant	20	27.4615	34.2808	4,760	5,942	57,120	71,304	FT
Accounting Technician	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
Human Resources Technician	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
Information Technology Technician I	22	28.8231	35.9942	4,996	6,239	59,952	74,868	FT
GIS Technician	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Lead Open Space Technician*	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Volunteer Program Lead	23	29.5500	36.9000	5,122	6,396	61,464	76,752	FT
Risk Management Coordinator	24	30.2654	37.8000	5,246	6,552	62,952	78,624	FT
Senior Administrative Assistant	24	30.2654	37.8000	5,246	6,552	62,952	78,624	FT
~~Information Technology Technician~~	~~25~~	~~31.0269~~	~~38.7462~~	~~5,378~~	~~6,716~~	~~64,536~~	~~80,592~~	~~FT~~
Public Affairs Program Coordinator	25	31.0269	38.7462	5,378	6,716	64,536	80,592	FT
Ranger	25	31.0269	38.7462	5,378	6,716	64,536	80,592	FT
Senior Finance & Accounting Technician	26	31.7769	39.6865	5,508	6,879	66,096	82,548	FT
Equipment Mechanic/Operator	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Executive Assistant	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Information Technology Technician II	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Lead Ranger	27	32.5731	40.6788	5,646	7,051	67,752	84,612	FT
Property Management Specialist I	28	33.3692	41.6654	5,784	7,222	69,408	86,664	FT
Real Property Specialist I	28	33.3692	41.6654	5,784	7,222	69,408	86,664	FT
Executive Assistant/Deputy District Clerk	29	34.2058	42.7096	5,929	7,403	71,148	88,836	FT
Planner I	29	34.2058	42.7096	5,929	7,403	71,148	88,836	FT
Data Analyst I	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Docent Program Manager	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Resource Management Specialist I	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Volunteer Program Manager	30	35.0423	43.7538	6,074	7,584	72,888	91,008	FT
Accountant	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Capital Projects Manager II	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Planner II	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Management Analyst I	31	35.9135	44.8442	6,225	7,773	74,700	93,276	FT
Community Outreach Specialist	33	37.7019	47.0942	6,535	8,163	78,420	97,956	FT
Public Affairs Specialist	33	37.7019	47.0942	6,535	8,163	78,420	97,956	FT
Data Analyst II	34	38.6250	48.2423	6,695	8,362	80,340	100,344	FT
Resource Management Specialist II	34	38.6250	48.2423	6,695	8,362	80,340	100,344	FT
Grants Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Maintenance, Construction & Resource Supv.	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Management Analyst II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Procurement & Contracting Agent/Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Property Management Specialist II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Real Property Specialist II	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Supervising Ranger	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT
Training & Safety Specialist	35	39.5885	49.4423	6,862	8,570	82,344	102,840	FT

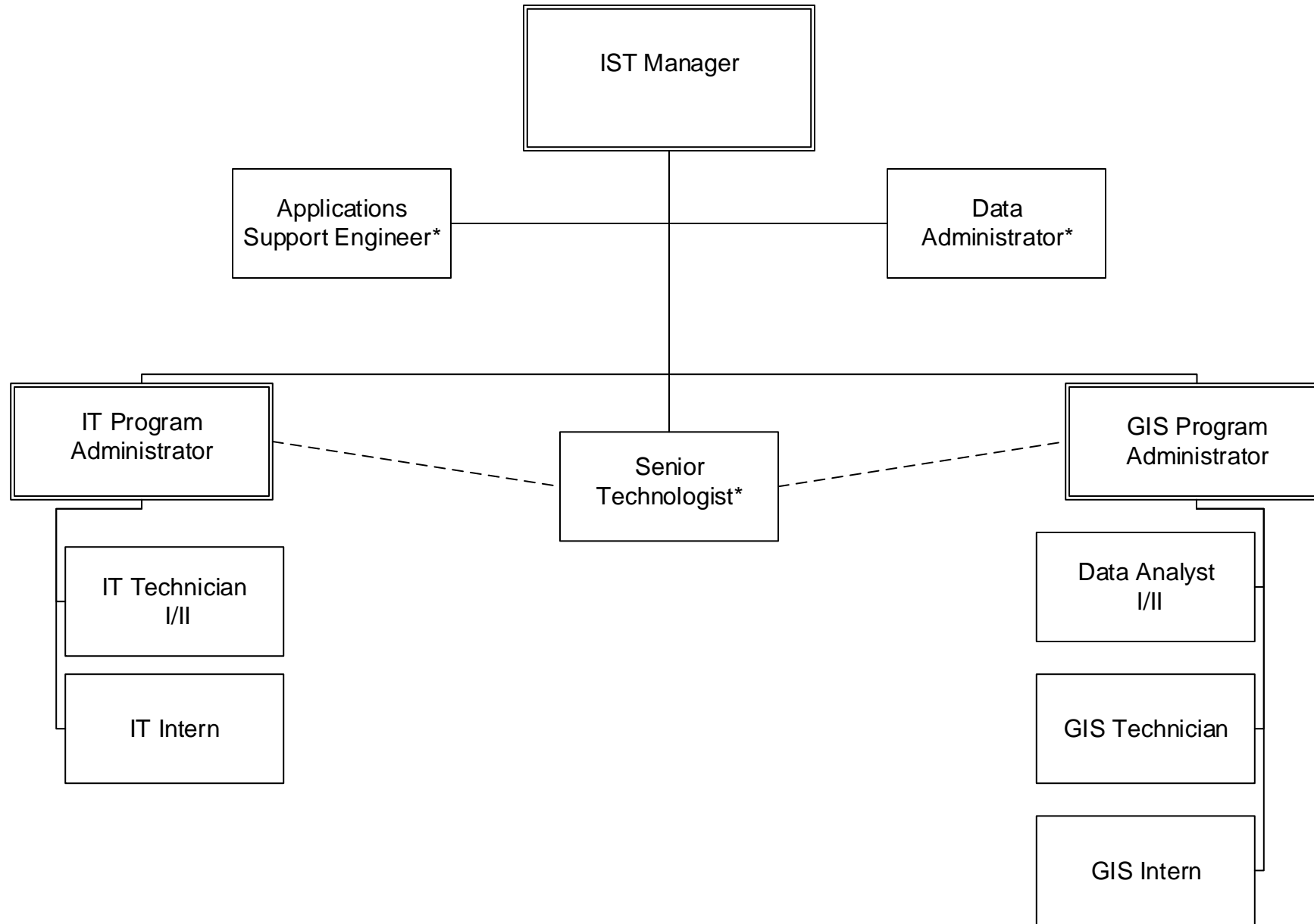| Position		Hourly Min	Hourly Max	Monthly Min	Monthly Max	Annual Min	Annual Max	
~~Information Technology Administrator~~	~~36~~	~~40.5635~~	~~50.6538~~	~~7,031~~	~~8,780~~	~~84,372~~	~~105,360~~	~~FT~~
Applications Engineer	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Website Administrator	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Data Administrator	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Legislative/External Affairs Specialist	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Senior Technologist	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Facilities Maintenance Supervisor	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Capital Projects Field Manager	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Capital Projects Manager III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Planner III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
Resource Management Specialist III	39	43.6500	54.5077	7,566	9,448	90,792	113,376	FT
~~GIS Administrator~~	~~40~~	~~44.7173~~	~~55.8462~~	~~7,751~~	~~9,680~~	~~93,012~~	~~116,160~~	~~FT~~
Senior Property Management Specialist	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Senior Real Property Specialist	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Special Projects Manager	40	44.7173	55.8462	7,751	9,680	93,012	116,160	FT
Senior Accountant	41	45.8308	57.2423	7,944	9,922	95,328	119,064	FT
Senior Management Analyst	41	45.8308	57.2423	7,944	9,922	95,328	119,064	FT
Media Communications Supervisor	42	46.9500	58.6327	8,138	10,163	97,656	121,956	FT
Area Manager	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Area Superintendent	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
District Clerk/Assistant to General Manager	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
GIS Program Administrator	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Information Technology Program Administrator	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Human Resources Supervisor	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Senior Planner	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Senior Resource Mgmt Specialist	43	48.1269	60.1038	8,342	10,418	100,104	125,016	FT
Finance Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Information Systems & Technology Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Engineering & Construction Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Land & Facilities Services Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Natural Resources Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Operations Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Planning Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Public Affairs Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Real Property Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Visitor Services Manager	51	58.4942	73.0558	10,139	12,663	121,668	151,956	FT
Assistant General Counsel I	53	61.4192	76.7077	10,646	13,296	127,752	159,552	FT
Assistant General Counsel II	55	64.4942	80.5442	11,179	13,961	134,148	167,532	FT
Assistant General Manager	59	71.1058	88.8000	12,325	15,392	147,900	184,704	FT
Chief Financial Officer/Director Administrative Services	59	71.1058	88.8000	12,325	15,392	147,900	184,704	FT

* OST will receive an additional 1% stipend for Class A or B license; Lead OST 1% for Class A.

Board Appointee Group Compensation	Hourly	Monthly	Annual	Effective	Last Revised
General Manager	$113.36	$19,649	$235,792	4/1/2015	8/26/2015
Controller - *Part-time position*	$86.83	$15,051	$180,612	4/1/2015	8/12/2015
General Counsel	$101.99	$17,679	$212,152	4/1/2015	8/12/2015

Elected Officials Compensation	Per Meeting	Monthly Maximum	Effective Date
Board Director	$100.00	$500.00	1/1/2006

Proposed IST Divison

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                              │   IST Manager   │
                              │                 │
                              └────────┬────────┘
                                       │
   ┌──────────────────┐                │                ┌──────────────────┐
   │  Applications    │                │                │      Data        │
   │ Support Engineer*├────────────────┼────────────────┤ Administrator*   │
   └──────────────────┘                │                └──────────────────┘
                                       │
   ┌──────────────────┐     ┌──────────┴────────┐     ┌──────────────────┐
   │  IT Program      │     │     Senior        │     │  GIS Program     │
   │  Administrator   │-----│  Technologist*    │-----│  Administrator   │
   └─────────┬────────┘     └───────────────────┘     └─────────┬────────┘
             │                                                   │
   ┌─────────┴────────┐                               ┌──────────┴───────┐
   │  IT Technician   │                               │  Data Analyst    │
   │      I/II        │                               │      I/II        │
   └──────────────────┘                               └──────────────────┘
   ┌──────────────────┐                               ┌──────────────────┐
   │                  │                               │                  │
   │    IT Intern     │                               │  GIS Technician  │
   └──────────────────┘                               └──────────────────┘
                                                      ┌──────────────────┐
                                                      │                  │
                                                      │    GIS Intern    │
                                                      └──────────────────┘
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* Classification only/no position

Information Systems and Technology Division Detailed Classification Information

1. *Summary of Proposed New Classifications in the IST Division*
   a. **Data Administrator**
      ➢ Senior level technical leader, advisor and subject matter expert in database management.
      ➢ Manages, designs, develops and maintains data and District-wide databases across multiple platforms.
      ➢ Exercises no supervision of staff; provides technical direction and training to lower level staff.
      ➢ Technical project management responsibilities.
      ➢ Reports directly to the IST Manager
      ➢ Annual Salary Range 38: $88,584-$110,640

   b. **Applications Support Engineer**
      ➢ Performs applications system support and maintenance, modification, implementation, development and process customization and training for a variety of software applications and participates on or provides technical direction for assigned initiatives and projects.
      ➢ Works on and is responsible for software applications research, development, conversion, installation and maintenance projects.
      ➢ Exercises no supervision of staff but may provide technical direction and training to lower-level staff.
      ➢ Reports directly to the IST Manager or assigned GIS or IT Program Administrator.
      ➢ Annual Salary Range 36: $84,372-$105,360

   c. **Senior Technologist**
      ➢ Performs the most complex and varied technical tasks related to design, configuration, troubleshooting, maintenance and monitoring of the Districts information systems.
      ➢ Subject matter expert in information and technology management.
      ➢ Advanced journey-level class for the IT Technician and Data Analyst Series.
      ➢ Troubleshoots hardware and software problems.
      ➢ May supervise assigned staff and provide technical and functional training to lower-level staff.
      ➢ May report directly to the GIS or IT Program Administrator.
      ➢ Annual Salary Range 38: $88,584-$110,640

    d. Data Analyst I/II
- ➤ Performs technical tasks related to the configuration, troubleshooting, maintenance and monitoring of the District's databases, data models and data platform such as Geographic Information Systems (GIS).
- ➤ Combination I/II classifications are hired at either the I or II level depending on the District's need and the applicant's qualifications; level II positions are normally filled by advancement from the level I requiring two (2) years of experience and after gaining the knowledge, skill and experience to perform at the higher level.
- ➤ Exercises no supervision of staff but may provide technical direction and training to lower-level staff.
- ➤ Supervised by GIS Program Administrator, IT Program Administrator.
- ➤ Annual Salary Ranges 30/34: level I: $72,888-$91,008; level II: $80,340-$100,344

    e. Information and Technology (IT) Technician I/II
- ➤ Performs technical duties in support of the District's management information systems; provides technical desktop support to users; troubleshoots hardware, software, and network problems associated with the District's computers and telecommunication systems and related equipment.
- ➤ Combination I/II classifications are hired at either the I or II level depending on the District's need and the applicant's qualifications; level II positions are normally filled by advancement from the level I requiring two (2) years of experience and after gaining the knowledge, skill and experience to perform at the higher level.
- ➤ Exercises no supervision of staff but may provide technical direction and training to lower-level staff.
- ➤ Supervised by IT Program Administrator or IST Manager.
- ➤ Annual Salary Ranges 22/27: level I: $59,952-$74,868; level II: $67,752, -$84,614

2. *Creation and Addition of the Data Administrator, Application Support Engineer, and Senior Technologist Classifications:*
Koff and Associates reviewed the structure of the IST Division and the IT Master Plan report which identified a void in classifications to support users in software application and data administration. The Data Administrator and Applications Engineer are new classifications to support such organizational needs. It was observed that within the District, data is distributed within many departmental, stand-alone databases and spreadsheets and that a need has developed to create efficiencies and manage this array of data across multiple platforms. The Data Administrator will assist in identifying and managing the consolidation of these systems into commercial, off-the-shelf ('COTS') applications and provide ongoing user support, data and reporting management. The Applications Engineer is critical to improving business processes and driving productivity in and across departments. The goal of incorporating these positions is for increased applications integration and flexibility, fewer applications to manage, and improved reporting capabilities.

The Senior Technologist will be responsible for the design, development and integration of various technology systems across the organization. This classification requires knowledge of many different types of systems and how they integrate. As the organization moves toward designing and developing enterprise systems, this position will have the capacity to lead these efforts.

The Data Administrator and Application Engineer will report directly to the IST Manager and are slotted as senior level contributors to the IST Division as a whole. The Senior Technologist may at times be supervised by and support the GIS and IT Program Administrators, and is viewed as a promotional position to the journey level Data Analyst II or the IT Technician II in the hierarchy of positions in the division. The IT Master Plan reported that the current staffing level in this division lacked the resources to maintain existing systems. The District will benefit from the addition of these classifications by putting staffing resources in place to increase organizational productivity and to advance District technology.

The Applications Engineer and Senior Technologist classifications are not recommended to be budgeted or filled at this time. However, the creation of these classifications would be beneficial to help prepare the District to successfully transition as the IST Division and the District technology needs continue to develop.

3. ***Creation and Addition of the Data Analyst I/II Classification to replace the Geographic Information System Technician Classification***
Currently the GIS function is staffed by the GIS Administrator, Technicians and GIS Interns. In reviewing the body of work performed by the GIS Technician, Koff and Associates found the work performed was better captured at an Analyst level. The needs of the organization related to GIS technology have grown and it would be beneficial to create new classifications to support the work required on a regular ongoing basis primarily related to the configuration, troubleshooting, maintenance and monitoring of the District's databases, data models and data platforms. The unique services provided by the District requires significant reliance on the GIS function to deliver information to constituents. A significant amount of time is spent by these technical leads working on District GIS projects that support the District's day-to-day operations and long term capital and planning projects.

In addition, the current GIS Technicians:
- Perform database performance analysis and quality control and assist in developing interfaces between enterprise database and end-user query tools;
- Perform analysis, trouble shoot database problems, ensure data integrity;
- Create reports; and
- Provide recommendations, support and training to other information services support staff and District users in areas of responsibility.

The proposed Data Analyst classification was created to replace the current GIS Technician classification with a broader class description that includes an entry and journey level as a I/II flexibly staffed position. A revised GIS Technician classification will still exist in the Division to handle more routine GIS functions. Positions of the GIS Technician level will not be expected to function at the same skill level as the Data Analyst and usually exercise

less independent discretion and judgment in matters related to procedures and methods. GIS Technician work will be supervised while in progress, with the work fitting an established structure or pattern. The creation of the Data Analyst I/II also creates promotional and succession opportunity within the IST Division.

4. ***Creation and Addition of Information Technology Technician I/II Classification to replace the Information and Technology Technician Classification***
Currently the IT Function is staffed by the IT Administrator, IT Technician and IT Intern. The Technician classification provides support to all District users in multiple locations including hardware, software, telecommunications, network connectivity, audio visual and remote access. It is beneficial for the Technician classification to be flexible in order to expand with the growth of the IST Division and the District's technological needs. The IT Technician I/II classification allows for such flexibility as the Technician I is entry level and allows for advancement to the Technician II level position after two years of increasingly responsible experience in the Technician I position. This change is in line with the IT Master plan recommendations and prepares the IST Division for future potential growth.

5. ***Reclassification of the Geographic Information Systems Administrator to Geographic Information Systems Program Administrator***
The IT Master Plan recommended a review and update of all of IST Division classifications. Koff and Associates reviewed and revised the GIS Administrator classification. The GIS Administrator plans, analyzes, coordinates, supervises and administers the District-wide GIS program, as well as providing technical leadership and direction for the completion of major projects. The incumbent performs complex GIS database and graphical user interface research, design, analysis and programming. Additionally, this classification is responsible for GIS staff work plans and monitors workload, oversees process standardization to increase efficient functional operations, determines cartographic look, feel and quality control standards and is responsible for budget creation for the GIS function. The GIS Administrator is a key position that oversees and maintains an organized library of data layers related to District holdings, resources, interests and activities, and serves as GIS liaison to the Board, other agencies, and professional affiliations to coordinate regional data collection efforts. The classification title change to Program Administrator recognizes the breath of responsibility and level of oversight of the GIS function of the position. Koff and Associates conducted a market based salary survey of the current and recommended IST Division classifications. Koff surveyed the fourteen comparator agencies that the District has historically used for compensation studies. The District compensation philosophy, as defined by the Board, states: "When comparing to benchmark agencies using 'top-range salary', a competitive salary is defined as median to 55th percentile of the comparator agencies, plus or minus five percent, with no employee's top-range salary below median or above 60th percentile unless under the Board's decision-making flexibility as provided by this policy."

Based on an analysis of the GIS Administrator and comparable positions in the survey agencies, Koff found that this classification was 8.5 (percent) below market at the time of study. The current position is at Range 40 in the District's Classification and Compensation Plan. The compensation for this classification is recommended to be set at Range 43 in the District's Classification and Compensation Plan to be in compliance with the District's

compensation philosophy and keep internal alignment with District classifications at this level.

6. ***Reclassification of the Information Technology Administrator to Information Technology Program Administrator***
The IT Administrator classification was also reviewed and revised to reflect the evolution of this position and the changing needs of the District. The incumbent fills a key position responsible for the District-wide operation of systems, network, and telecommunication infrastructure. This position oversees the IT Technician and Intern classifications, researches and determines infrastructure upgrades, system design analysis and monitoring, recommends IT policies and procedures, manages and maintains the District's data warehouse including security auditing of data sources, network performance, and performs programming and scripting to manipulate data structure and quality assurance and control systems. The incumbent is also responsible for budgeting and setting work plans and workflow for IT positions. The title change to Program Administrator serves to acknowledge the supervisory role and level of responsibility for the District's IT function of this classification

In review of compensation of comparator agencies, the District's IT Administrator was 20.1% (percent) below the market at the time of the study. It is recommended that this position be set at Range 43 to be in compliance with the District's compensation philosophy and to be competitive with the market. This recommendation is also in alignment with comparable supervisory positions throughout the District.

7. ***Reclassification of the IT Specialist to a Data Administrator***
The IST Division added the IT Specialist position with the adoption of the FY 2015-16 budget on March 25, 2015. The compensation for the IT Specialist was set at Range 31, comparable to a Management Analyst I level. At this time the position is filled with a temporary employee who meets the qualifications and is working at the level of a Data Administrator. Upon approval of this reclassification the District will recruit to fill the Data Administrator as a regular position. The Data Administrator is set at range 38, which is an 18.6% (percent) increase to the position at top step. This position directly reports to the IST Manager and brings a higher level of technical expertise across IST functions to support the evolving technical needs of the District.

8. ***Reclassification of the Geographic Information Systems Technician to a Data Analyst I***
There are currently two GIS Technician positions within the District. The GIS Technician classification is responsible for data management of the GIS system, which involves developing and maintaining internal data of assets, updating data at regular intervals, generating new data by conducting field surveys, and functioning as a liaison with partner agencies to exchange data. There is also significant time spent creating cartographic products, including web maps, and automating production of these products by using programming methods. The classification also performs complex data and spatial analysis to support decision making for natural resources management, strategic land purchases, and protection of public safety. In addition, the classification provides user support by troubleshooting GIS issues, training, and consulting on service provision enhancements. This classification assists in the facilitation of community input and feedback as well as

interfacing with community organizations and agencies on District projects. Additionally, the GIS positions have been involved in GIS system administration and application of quality control procedures and tutorials for GIS users and developers.

In review of the market, the compensation for similar positions among the District's fourteen comparator agencies sets this position at Range 30. This change represents an 18.6% (percent) increase over the current GIS Technician classification. This increase is recommended to acknowledge the complexity, discretion and independent judgement required in the new Data Analyst classification.

9. ***Reclassification of Information Technology Technician to an Information Technology Technician II***
The incumbent IT Technician has a wide ranging set of duties which include providing technical support in software and hardware to all District users. The duties include: providing system administration such as assigning passwords, permissions, account deletion, training employees on technology use and interfacing with vendors for service and equipment purchases. In addition, the incumbent monitors the health of the District's servers, deploys upgrades, manages antivirus and software patching services and configures computer systems.

In review of the IT Technician position and in review of the proposed new IT Technician I/II classification, the incumbent meets the qualification in experience, time and education for the Technician II, with technical training beyond high school and six years of relevant experience as an IT Technician with the District. A reclassification of the current IT Technician to the classification of IT Technician II is recommended.

In review of the comparator agencies, the Technician II is set at Range 27 which is a 5% (percent) increase from the current IT Technician classification and is in alignment with compensation in similar District positions.