



Midpeninsula Regional
Open Space District

R-17-67
Meeting 17-11
May 10, 2017

AGENDA ITEM 9

AGENDA ITEM

Restructuring of the Public Affairs Department, and related changes to the Classification and Compensation Plan

GENERAL MANAGER'S RECOMMENDATION

Approve the following classification recommendations for the Public Affairs Department to restructure current positions, without adding new staff, into a structure that fulfills the District's current and future public affairs business needs:

1. Adopt a resolution amending the District's Classification and Compensation Plan with the following changes:
 - a. Addition of Public Affairs Specialist I/II classification;
 - b. Addition of Public Affairs Specialist III classification;
 - c. Deletion of Community Outreach Specialist classification;
 - d. Deletion of Media Communications Supervisor classification;
 - e. Deletion of Web Administrator classification (but retaining the working title of Web Administrator);
 - f. Deletion of Public Affairs Specialist classification;
 - g. Title change only of Legislative/External Affairs Specialist to Governmental Affairs Specialist
2. Approve the following reclassifications of positions in the Public Affairs Department:
 - a. Reclassification of Public Affairs Program Coordinator to Public Affairs Specialist I/II;
 - b. Reclassification of Public Affairs Specialist to Public Affairs Specialist I/II;
 - c. Reclassification of Web Administrator to Public Affairs Specialist I/II, with a web administration specialty focus;
3. Approve the inclusion of \$21,000 in the FY2017-18 budget for a Public Affairs Intern.

SUMMARY

In January 2017, as a result of several key vacancies in the Public Affairs Department, Management Partners was retained to provide part-time special Public Affairs advisor assistance to help manage that department while also studying the optimal reorganization of the department to support the District's significant work on delivering Measure AA projects and fulfilling its mission and strategic plan. As part of the Financial and Operational Sustainability Model study implementation, Public Affairs was moved into the General Manager's Office, while the volunteer and docent programs were moved into the Visitor Services Department. Additionally, a legislative/intergovernmental affairs position in Public Affairs was approved by the Board. At

this time, the General Manager recommends additional organizational changes to continue improving the focus and effectiveness of public affairs' functions to meet current and future District business needs while allowing for future employee development within the department. Without changing the current number of employees in Public Affairs, the General Manager recommends creating Public Affairs Specialist I/II and Public Affairs Specialist III classifications to replace the Community Outreach Specialist, Media Communications Supervisor, Web Administrator, Program Coordinator, and single Specialist classifications. Additionally, budgeting for a Public Affairs Intern is recommended in place of the currently budgeted contingent Public Affairs Assistant position. Although a Public Affairs Specialist III classification is recommended, it will remain an empty classification until a time in the future when the District's business needs may require this highest level of specialist work, subject to Board and General Manager authority.

This restructuring does not increase the total position count for the new organization. Due to a lower budget for the intern than the Public Affairs Assistant, and a lower salary range for the Specialist I/II than the Media Communications Supervisor, there is anticipated to be a decrease of \$87,313 in the Public Affairs Department for salaries and benefits.

DISCUSSION

Management Partners is providing management services assistance to the Public Affairs Department while the District conducts the recruitment and selection of a permanent Public Affairs Manager. With the Manager position and Media Communications Supervisor position vacant, the General Manager directed Management Partners to review the current organization structure and propose recommendations to ensure staffing is aligned with the department's core functions. This review generated the following recommendations:

- *Create a Public Affairs Specialist position series:* Similar to the modifications made in the Information Technology Department, a series of Public Affairs Specialist I/II and III will allow the department to respond to the growing demands, cross-training, and workload of the organization. Staff interviews exposed the issue that it is difficult to grow within the department due to its small size. Creating the series allows staff in the department to develop professionally as well as assume responsibility for more projects with greater complexity.
- *Eliminate supervisory positions:* The Public Affairs Department has eight staff members including the Public Affairs Manager and contingent Public Affairs Assistant. In interviews with Department staff, it was noted that although two supervisory positions are identified in the current public affairs organization chart, the positions did not function in this manner. Staff reported that in practice the Public Affairs Manager directed all Department members. In light of this functional history, eliminating the layer of supervisor is consistent with the Department's needs, practices, and size.
- *Add interns to the current organization structure:* The District has established an agency goal to include interns into each department to add capacity to respond to growing workload, develop bench strength and candidates for future employment opportunities, along with building the next generation of public administration professionals.
- *Continue to have the position of Public Affairs Manager report to the General Manager:* The General Manager requested a review of peers and the reporting structure of their public affairs function. Based on a review of the FOSM peers, the communications functions report to the General Manager/department director in four of the six peers. In addition, the Public Affairs Department serves all departments not just one business line.

Attachment 2 shows the current Public Affairs organization chart. No current employees will be displaced or receive any reduction in salary under the proposed reorganization.

Classification Recommendations

The following table summarizes recommended changes in the structure of Public Affairs, followed by functional descriptions of the recommended Public Affairs Specialist series of classifications. Attachment 3 shows the recommended Public Affairs organization chart.

Current classification	range	salary	Recommended Classification	range	salary	% change top step
Public Affairs Manager	51	\$121,668-\$151,956	No change			
			Public Affairs Specialist III (not budgeted in 2017-18)	39	90,792-\$113,376	Not Applicable
Legislative/External Affairs Specialist	38	\$88,584-\$110,640	Governmental Affairs Specialist (title change only)			
Media Communications Supervisor (currently vacant)	42	\$97,656-\$121,956	Public Affairs Specialist I/II (Level determined at time of recruitment)	27 or 36	\$67,752-\$84,612 or \$84,372-\$105,360	Not Applicable
Web Administrator	36	\$84,372-\$105,360	Public Affairs Specialist I/II (Level II)	36	\$84,372-\$105,360	0%
Public Affairs Specialist	33	\$78,420-\$97,956	Public Affairs Specialist I/II (Level II)	36	\$84,372-\$105,360	7.5%
Community Outreach Specialist	33	\$78,420-\$97,956				
(underfilled by) Public Affairs Program Coordinator	25	\$64,536-\$80,592	Public Affairs Specialist I/II (Level I)	27	\$67,752-\$84,612	5%
Administrative Assistant	20	\$57,120-\$71,304	No change			

In addition to the above classification changes, the currently budgeted contingent Public Affairs Assistant position, scheduled to end June 30, 2017, is recommended to be replaced by budgeting up to 1,000 hours per year for a Public Affairs Intern. This change is not included in the table above because interns and temporary contingent positions are not classifications on the Classification and Compensation Plan.

Although the Web Administrator will be technically classified as a Public Affairs Specialist I/II (Level II), the incumbent will use Web Administrator as her working title and the job responsibilities of the web administrator from the current job description will be articulated as the specialty focus of her position in Human Resources' records.

The descriptions below of the Public Affairs Specialist I/II and III series highlight the basic differences in job duties expectations between the levels in this series. This classification is flexibly staffed: level II positions are filled by advancement from level one with two years of experience and demonstrated gained knowledge. The I/II classification establishes a tier that encourages internal promotion and staff retention. Flexible classifications also reduce the cost and time of recruitment and are similar to career ladders in other District departments.

Public Affairs Specialist I/II:

Level I – This is the entry-level class in the Public Affairs Specialist series that supports department activities by providing a professional-level resource for public information, media relations, marketing, community outreach and engagement, and website and social media administration projects and programs.

Level II – This is a journey-level class in the Public Affairs Specialist series and requires two years of experience and successful work performance, based on the Public Affairs Manager's review and approval, and supports the array of department projects and programs.

Public Affairs Specialist III:

This class in the Public Affairs Specialist series requires four years of experience, successful work performance, advanced public affairs expertise and includes supervisory responsibilities.

The detailed position descriptions will be developed following the Board's review and approval.

FISCAL IMPACT

The new organization is projected to decrease the proposed FY 2017-18 personnel costs (as presented to ABC) by \$87,313 in salaries and benefits. This comparison includes the recommended change related to the current contingent position changing to an intern.

BOARD COMMITTEE REVIEW

This report was not previously reviewed by a Committee.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This proposed action is not a project under the California Environmental Quality Act and no environmental review is required.

NEXT STEPS

If approved, staff will finalize the new classification job descriptions and the reclassifications would take effect the first day of the pay period following finalization of the job descriptions.

Attachments:

1. Resolution Amending the Classification and Compensation Plan
2. Public Affairs Department – Current Organization Chart

3. Public Affairs Department – Recommended Organization Chart

Responsible Department Manager:

Kevin Woodhouse, Assistant General Manager

Prepared by:

Christine Butterfield, Senior Management Advisor, Management Partners

Contact person:

Kevin Woodhouse, Assistant General Manager

RESOLUTION NO. 17-__

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
MIDPENINSULA REGIONAL OPEN SPACE DISTRICT AMENDING
THE CLASSIFICATION & COMPENSATION PLAN**

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 Public Affairs Specialist I/II, Public Affairs Specialist III, and to add the classification specifications and salary range therefore; and

WHEREAS, the Community Outreach Specialist and Media Communications Supervisor classification specifications are no longer needed in the proposed structure for the Public Affairs Department; and

WHEREAS, the Board of Directors, having considered such proposals and recommendations, wishes to amend the District's Classification and Compensation Plan.

**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 classifications titles Public Affairs Specialist I/II and Public Affairs Specialist III and by adding these classifications, specifications and salary ranges as set out in the exhibit attached hereto; and deleting the Community Outreach Specialist and the Media Communications Supervisor classifications and specifications as shown in the redline in the attached exhibit.
2. Except as herein modified, the Classification and Compensation Plan, Resolution No. 16-26, as amended, shall remain in full force and effect.
3. This resolution shall be effective May 10, 2017.

PASSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on May 10, 2017, 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

Exhibit A: Amended Classification and Compensation Plan

Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN

Fiscal Year 2016/2017 - Effective 05/10/2017

Last revised: 4/12/2017, 2/22/2017, 10/26/16, 8/29/16, 7/01/16, 4/28/2016, 4/14/16, 2/11/16, 1/14/16

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/PT Time
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
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
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
Public Affairs Specialist I	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 Project 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

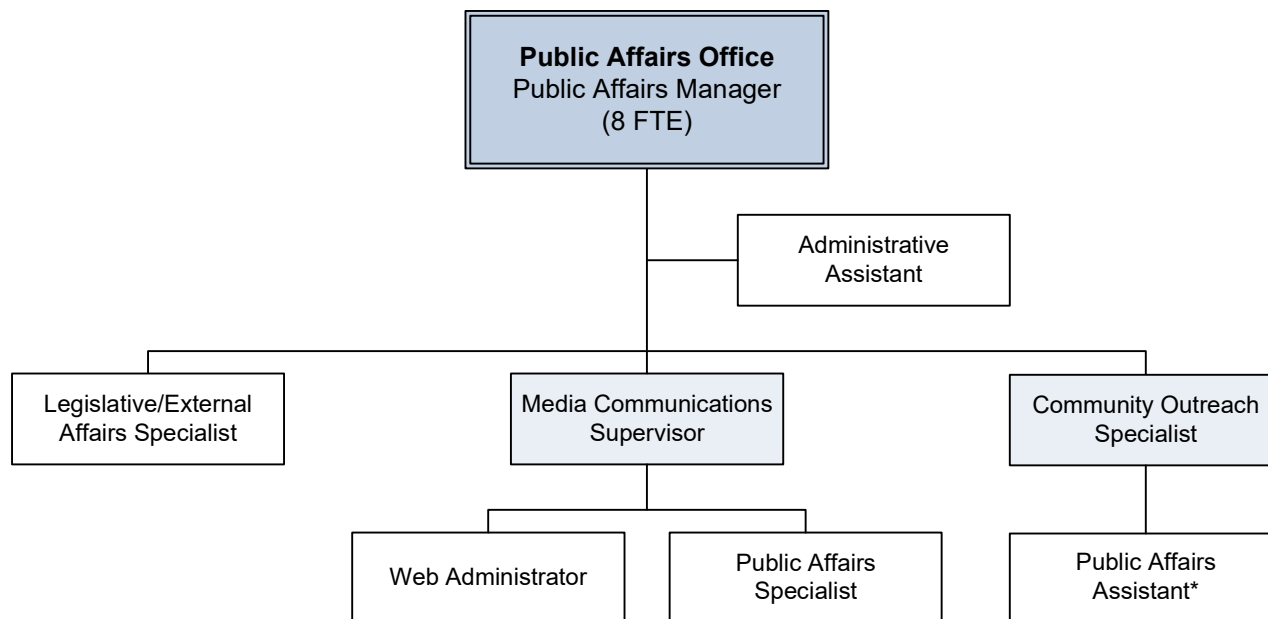
Applications Engineer	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Public Affairs Specialist II	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Website Administrator	36	40.5635	50.6538	7,031	8,780	84,372	105,360	FT
Data Administrator	38	42.5885	53.1923	7,382	9,220	88,584	110,640	FT
Leg./External Governmental 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 Project 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
Public Affairs Specialist 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
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
Budget & Analysis Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Finance Manager	48	54.3519	67.8808	9,421	11,766	113,052	141,192	FT
Human Resources 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	\$119.0385	\$20,633	\$247,600	7/1/2016	10/26/2016
Controller - <i>Part-time position</i>	\$82.5000	\$3,575	\$42,900	11/1/2016	10/26/2016
General Counsel	\$107.0962	\$18,563	\$222,760	7/1/2016	10/26/2016

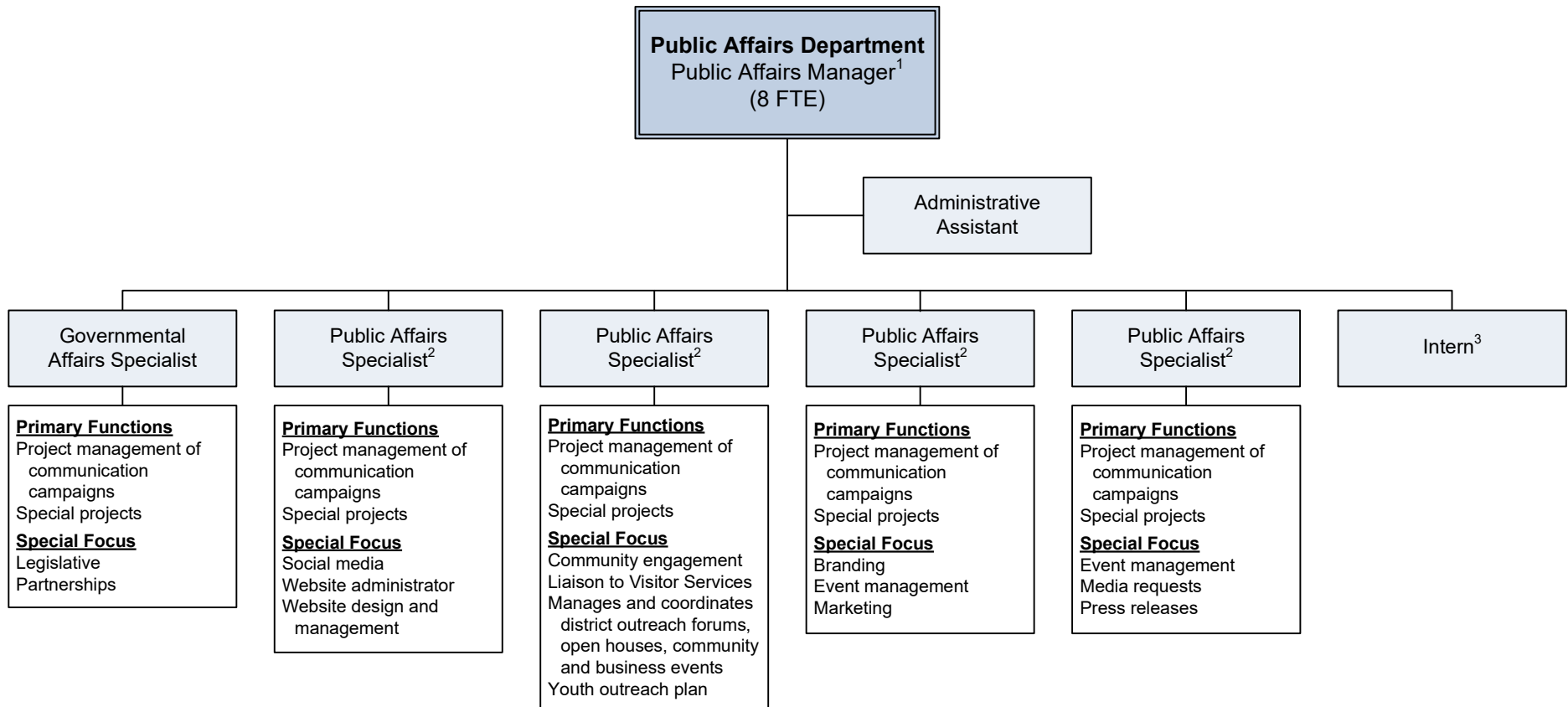
Elected Officials Compensation	Per Meeting	Monthly Maximum	Effective Date
Board Director	\$100.00	\$500.00	1/1/2006

Midpeninsula Regional Open Space District
Public Affairs Office
Existing Organization Chart



Note
**The Public Affairs Assistant is a temporary full-time position that expires June 2017.*

Midpeninsula Regional Open Space District
Public Affairs Department
Organization Chart



Notes

¹Public Affairs Manager assumes the roles of Public Affairs Department leadership and Chief Information Officer for Midpeninsula Regional Open Space District.

²The Public Affairs Specialist positions will have series classifications of I, II and III, with each series level based on employee factors, such as years of service, experience and performance.

³The Intern position is to be determined. Intern may receive direction from the Public Affairs Manager. The Intern is included as 1 FTE position in the total FTE count for the Public Affairs Department. However, it may be classified as part-time or temporary as decisions are made regarding the roles and responsibilities of the position.