



Midpeninsula Regional
Open Space District

R-22-132
Meeting 22-26
November 9, 2022

AGENDA ITEM 10

AGENDA ITEM

Approval of a Base Wage Adjustment for Employees Represented by the Midpeninsula Regional Open Space District Field Employees Association, for Employees Represented by the Midpeninsula Rangers Peace Officers Association, and for the Unrepresented Office, Supervisory, and Management Employees

GENERAL MANAGER'S RECOMMENDATIONS *den*

1. Adopt a resolution approving a four percent (4.0%) base wage adjustment for employees represented by the Midpeninsula Regional Open Space District Field Employees Association, for employees represented by the Midpeninsula Rangers Peace Officers Association, and for the unrepresented Office, Supervisory, and Management Employees effective November 14, 2022.
2. Approve an update to the Fiscal Year 2022-23 Classification and Compensation Plan reflecting the salary adjustments.

SUMMARY

On August 25, 2021, the Board of Directors (Board) approved a Memorandum of Understanding (MOU) between the Midpeninsula Regional Open Space District (District) and Midpeninsula Regional Open Space District Field Employees Association (FEA) that includes adjustments to the salaries, benefits and terms and conditions of employment for a 3-year term ending on June 30, 2024, many of which were also applied to the non-represented District staff known as the Office, Supervisory and Management (OSM) employees.

On August 10, 2022, the Board approved terms of employment for the Midpeninsula Rangers Peace Officers Association (MRPOA), that includes adjustments to the salaries, benefits, and terms and conditions of employment for a term ending June 30, 2023.

After analysis of the recent, unprecedented inflation, historical base wage increases granted to District employees, and employee retention rates and recruitment challenges, the General Manager recommends approval of a four percent (4.0%) base wage adjustment for FEA employees, MRPOA employees, and OSM employees, including all interns and seasonal classifications, for Fiscal Year 2022-23 (FY23). Salary adjustments would take effect the first full pay period following Board approval, which is the pay period starting November 14, 2022. Board appointees do not receive the proposed salary adjustments as they have individual contracts.

DISCUSSION

The District considers the following factors when reviewing compensation and making salary adjustments:

- Board Policy 2.03, *Employee Compensation Guiding Principles*
- Consumer Price Index for All Urban Consumers (CPI-U) data for the San Francisco-Oakland-Hayward, California Area (12-month span, February to February)
- Internal salary relationships / alignment

Salary adjustments for District employees have already been approved by the board through 2023 for MRPOA employees and through 2024 for FEA and OSM employees. However, the ongoing economic activity with extraordinary fast and high increases in inflation is posing a threat to the ability in attracting and retaining employees to further the District's mission and implement priority projects and programs.

The Great Resignation, coined by Anthony Klotz, a professor of management at University College London's School of Management, is an ongoing economic and employment challenge in which employees have been voluntarily resigning from their jobs en masse, beginning in early 2021. These resignations are negatively affecting workplace productivity and further straining a highly competitive labor market where a scarcity of available and qualified candidates for new job openings is affecting the hiring success of new recruitments. In the public sector, employment retention and recruitment challenges are compounded given the competition for private sector jobs, the high cost of living in the Bay Area, and the limited pool of qualified public sector candidates.

The District has been impacted by this trend as shown by the 10.84% turnover rate in FY22 as compared to the previous 7.32% in fiscal year FY21 and 6.20% in FY20. As a general rule, employee retention rates of 90 percent or higher are considered good and stable, with an organization aiming for a turnover rate of 10% or less. The first quarter (Q1) alone of FY23 is trending higher than previous years at 4.27% (as compared to 3.04% in Q1 FY22; 3.075 in Q1 FY21; and 0% in Q1 FY20).

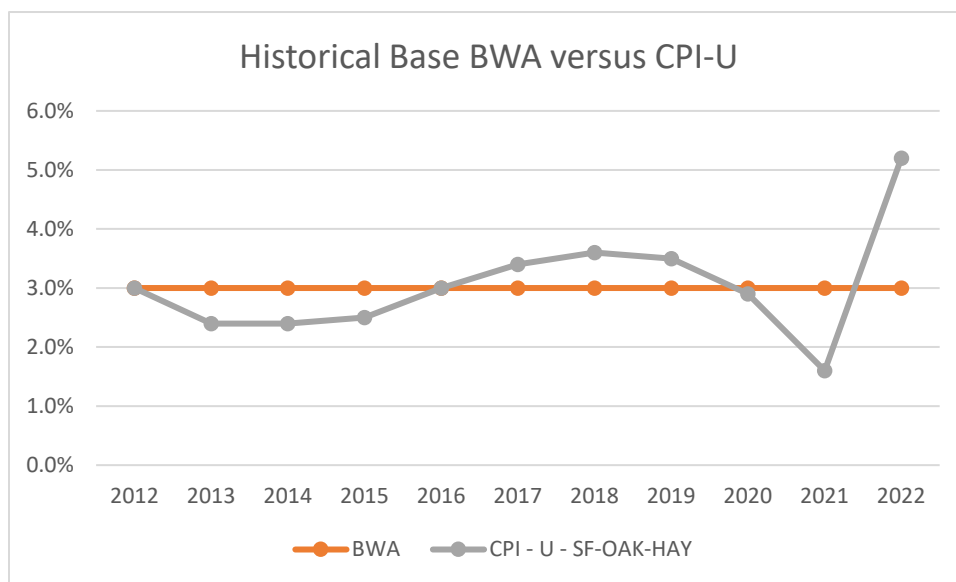
Additionally, over the 12 months ending June 2022, the CPI-U for the San Francisco-Oakland-Hayward area increased 6.8%, adding to the already high cost of living and housing in the region.

Given the economic issues that are affecting employment retention and recruitment, the General Manager asked staff to review the District's historical base wage adjustments (BWA) for employees against the historical year-over-year (February to February) CPI-U. The data is as follows:

	District Base Wage Adjustments (July 1)	CPI-U (12 months) February to February
2012	3.0%	3.0%
2013	3.0%	2.4%
2014	3.0%	2.4%
2015	3.0%	2.5%

	District Base Wage Adjustments (July 1)	CPI-U (12 months) February to February
2016	3.0%	3.0%
2017	3.0%	3.4%
2018	3.0%	3.6%
2019	3.0%	3.5%
2020	3.0%	2.9%
2021	3.0%	1.6%
2022	3.0%	5.2%

The data is also represented in the following graph:



In some years the base wage adjustment was more than the CPI-U and in some years it was less. The average of the base wage adjustments made between 2012 and 2022 is equal to the average of the CPI-U data from 2012 through 2022.

In light of the extraordinary economic circumstance and continued recruiting challenges, the General Manager recommends approval of a four percent (4.0%) base wage adjustment for all District employees, excluding board appointees, for the remainder of FY23 to remain competitive in the employment market. This recommended increase to the compensation is in alignment with Board Policy 2.03, *Employee Compensation Guiding Principles*, which states:

The Board of Directors shall always retain flexibility to address circumstances that may be negatively impacting the District's ability to attract and retain high-quality employees and deliver excellent services to the public.

The represented groups, FEA and MRPOA, will received a side letter or a letter of agreement to implement the wage adjustment.

FISCAL IMPACT

Approval and implementation of the recommended compensation changes is estimated at approximately \$623,482 through the remainder of FY23. The FY23 budget has sufficient funding to cover these increases.

BOARD COMMITTEE REVIEW

This item was not previously reviewed by a Board Committee.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act. No additional notice is necessary.

CEQA COMPLIANCE

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

NEXT STEPS

The General Manager would direct the implementation of the salary and benefit adjustments upon approval by the Board.

Attachment

1. Resolution Approving Base Wage Adjustments
2. Classification and Compensation Plan reflecting salary adjustments.

Responsible Department Head:
Stefan Jaskulak, CFO/Administrative Services Director

Prepared by:
Candice Basnight, Human Resources Manager
Rebecca Wolfe, Human Resources Supervisor

RESOLUTION NO. 22-__

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE MIDPENINSULA
REGIONAL OPEN SPACE DISTRICT APPROVING A BASE WAGE
ADJUSTMENT FOR EMPLOYEES REPRESENTED BY THE MIDPENINSULA
REGIONAL OPEN SPACE DISTRICT FIELD EMPLOYEES ASSOCIATION,
FOR EMPLOYEES REPRESENTED BY THE MIDPENINSULA RANGERS
PEACE OFFICERS ASSOCIATION, AND FOR THE UNREPRESENTED
OFFICE, SUPERVISORY, AND MANAGEMENT EMPLOYEES**

WHEREAS, the Midpeninsula Regional Open Space District Field Employees Association (FEA) is the exclusively recognized employee origination for the Midpeninsula Regional Open Space District's (District) Open Space Technicians, Lead Open Space Technicians, Equipment Mechanic-Operators, Farm Maintenance Worker, Volunteer Program Leads, and Facilities Maintenance Specialist; and

WHEREAS, the Midpeninsula Rangers Peace Officers Association (MRPOA) is the exclusively recognized employee organization for the District's Rangers, Lead Rangers, and Supervising Rangers; and

WHEREAS, the office, supervisory and management employees are employed by the District and as such receive and are subject to certain salaries and benefits, and terms and conditions of employment; and

WHEREAS, the District values high-quality employees dedicated to fulfilling the mission of the District in service to the public; and

WHEREAS, competitive compensation is one important tool to attract and retain high-quality employees; and

WHEREAS, the Board of Directors endeavors to retain flexibility to address circumstances that may be negatively impacting the District's ability to attract and retain high-quality employees and deliver excellent services to the public.

NOW, THEREFORE, BE IT RESOLVED as follows:

1. The Board of Directors of the Midpeninsula Regional Open Space District does hereby approve a four percent (4.0%) base wage adjustment for employees represented by the Midpeninsula Regional Open Space District Field Employees Association, for employees represented by the Midpeninsula Rangers Peace Officers Association, and for the unrepresented Office, Supervisory, and Management Employees, which includes all intern and seasonal classifications, excluding the compensation rates set separately for the three employees directly appointed by the Board, effective the first pay period following Board approval, which is the pay period starting November 14, 2022.
2. The General Manager is directed to formalize this base wage adjustment through a side letter or letter of agreement with the Field Employees Association and the Midpeninsula Rangers Peace Officer Association.

3. The Board hereby approves corresponding changes to the Classification and Compensation Plan of the Midpeninsula Regional Open Space District to amend salary ranges as set forth in the exhibit attached hereto and incorporated herein as Exhibit A. Except as herein modified, the Classification and Compensation Plan shall remain in full force and effect.

* * * * *

PASSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on November 9, 2022 at a Regular Meeting thereof, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

APPROVED:

Karen Holman, Secretary
Board of Directors

Zoe Kersteen-Tucker, President
Board of Directors

APPROVED AS TO FORM:

Hilary Stevenson, General Counsel

I, the Deputy 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.

Maria Soria, Deputy District Clerk

Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN

Fiscal Year 2022/2023 - Effective November 14, 2022 (Pay Period 22-24)

Last revised: 11/09/2022, 08/10/2022, 06/08/2022, 10/13/2021, 8/25/2021, 8/11/2021, 06/09/2021, 05/12/2021, 04/28/2021, 01/13/2021

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/Part Time
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Intern	6	24.2335	30.2570	4,200	5,245	50,406	62,935	PT
Seasonal Open Space Technician	6	24.2335	30.2570	4,200	5,245	50,406	62,935	PT
Seasonal Ranger Aide	6	24.2335	30.2570	4,200	5,245	50,406	62,935	PT
Seasonal Ranger	16	30.9317	38.6177	5,361	6,694	64,338	80,325	PT
Administrative Assistant	20	34.1036	42.5684	5,911	7,379	70,935	88,542	FT
Farm Maintenance Worker	20	34.1036	42.5684	5,911	7,379	70,935	88,542	FT
Open Space Technician*	20	34.1036	42.5684	5,911	7,379	70,935	88,542	FT
Accounting Technician	22	35.7937	44.6970	6,204	7,747	74,451	92,970	FT
Human Resources Technician	22	35.7937	44.6970	6,204	7,747	74,451	92,970	FT
Information Technology Technician I	22	35.7937	44.6970	6,204	7,747	74,451	92,970	FT
GIS Technician	23	36.6980	45.8238	6,361	7,943	76,332	95,314	FT
Risk Management Coordinator	24	37.5813	46.9435	6,514	8,137	78,169	97,642	FT
Senior Administrative Assistant	24	37.5813	46.9435	6,514	8,137	78,169	97,642	FT
Visitor Services Program Coordinator	25	38.5274	48.1122	6,678	8,339	80,137	100,073	FT
Volunteer Program Lead	25	38.5274	48.1122	6,678	8,339	80,137	100,073	FT
Facilities Maintenance Specialist	26	39.4594	49.2808	6,840	8,542	82,076	102,504	FT
Lead Open Space Technician*	26	39.4594	49.2808	6,840	8,542	82,076	102,504	FT
Senior Finance & Accounting Technician	26	39.4594	49.2808	6,840	8,542	82,076	102,504	FT
Executive Assistant	27	40.4471	50.5188	7,011	8,757	84,130	105,079	FT
Information Technology Technician II	27	40.4471	50.5188	7,011	8,757	84,130	105,079	FT
Public Affairs Specialist I	27	40.4471	50.5188	7,011	8,757	84,130	105,079	FT
Ranger	27	39.2689	49.0474	6,807	8,502	81,679	102,019	FT
Equipment Mechanic/Operator	28	41.4417	51.7429	7,183	8,969	86,199	107,625	FT
Property Management Specialist I	28	41.4417	51.7429	7,183	8,969	86,199	107,625	FT
Real Property Specialist I	28	41.4417	51.7429	7,183	8,969	86,199	107,625	FT
Executive Assistant/Deputy District Clerk	29	42.4782	53.0368	7,363	9,193	88,355	110,317	FT
Executive Assistant/Legal Secretary	29	42.4782	53.0368	7,363	9,193	88,355	110,317	FT
Planner I	29	42.4782	53.0368	7,363	9,193	88,355	110,317	FT
Data Analyst I	30	43.5146	54.3374	7,543	9,418	90,510	113,022	FT
Lead Ranger	30	42.2472	52.7547	7,323	9,144	87,874	109,730	FT
Resource Management Specialist I	30	43.5146	54.3374	7,543	9,418	90,510	113,022	FT
Accountant	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Capital Project Manager II	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Environmental Education Specialist	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Interpretive Specialist	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Management Analyst I	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Planner II	31	44.5998	55.6868	7,731	9,652	92,768	115,829	FT
Data Analyst II	34	47.9660	59.9089	8,314	10,384	99,769	124,611	FT
Resource Management Specialist II	34	47.9660	59.9089	8,314	10,384	99,769	124,611	FT
Grants Program Manager	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Interpretation & Education Program Manager	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Maintenance, Construction & Resource Supv.	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Management Analyst II	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Procurement & Contracting Agent/Specialist	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Property Management Specialist II	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Real Property Specialist II	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Supervising Ranger	35	47.7305	59.6093	8,273	10,332	99,279	123,987	FT
Training & Safety Specialist	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Volunteer Program Manager	35	49.1624	61.3975	8,521	10,642	102,258	127,707	FT
Applications Engineer	36	50.3728	62.9000	8,731	10,903	104,775	130,832	FT
Public Affairs Specialist II	36	50.3728	62.9000	8,731	10,903	104,775	130,832	FT
Data Administrator	38	52.8838	66.0577	9,167	11,450	109,998	137,400	FT
Field Resource Specialist	38	52.8838	66.0577	9,167	11,450	109,998	137,400	FT
Governmental Affairs Specialist	38	52.8838	66.0577	9,167	11,450	109,998	137,400	FT
Senior Technologist	38	52.8838	66.0577	9,167	11,450	109,998	137,400	FT

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/Part
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Time
Capital Project Manager III	39	54.2054	67.6854	9,396	11,732	112,747	140,786	FT
Facilities Maintenance Supervisor	39	54.2054	67.6854	9,396	11,732	112,747	140,786	FT
Planner III	39	54.2054	67.6854	9,396	11,732	112,747	140,786	FT
Public Affairs Specialist III	39	54.2054	67.6854	9,396	11,732	112,747	140,786	FT
Resource Management Specialist III	39	54.2054	67.6854	9,396	11,732	112,747	140,786	FT
Special Projects Manager	40	55.5339	69.3478	9,626	12,020	115,511	144,243	FT
Senior Accountant	41	56.9112	71.0868	9,865	12,322	118,375	147,861	FT
Senior Management Analyst	41	56.9112	71.0868	9,865	12,322	118,375	147,861	FT
Capital Projects Field Manager	42	58.3023	72.8118	10,106	12,621	121,269	151,449	FT
District Clerk/Assistant to General Manager	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
GIS Program Administrator	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Human Resources Supervisor	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Information Technology Program Administrator	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Senior Capital Project Manager	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Senior Planner	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Senior Property Management Specialist	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Senior Real Property Specialist	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Senior Resource Management Specialist	43	59.7629	74.6410	10,359	12,938	124,307	155,253	FT
Area Superintendent	44	61.2236	76.4563	10,612	13,252	127,345	159,029	FT
Area Manager	45	62.7538	78.3622	10,877	13,583	130,528	162,993	FT
Budget & Analysis Manager	48	67.4976	84.2954	11,700	14,611	140,395	175,334	FT
Finance Manager	48	67.4976	84.2954	11,700	14,611	140,395	175,334	FT
Human Resources Manager	48	67.4976	84.2954	11,700	14,611	140,395	175,334	FT
Information Systems & Technology Manager	48	67.4976	84.2954	11,700	14,611	140,395	175,334	FT
Engineering & Construction Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Land & Facilities Services Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Natural Resources Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Operations Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Planning Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Public Affairs Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Real Property Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Visitor Services Manager	51	72.6378	90.7225	12,591	15,725	151,087	188,703	FT
Assistant General Counsel I	53	76.2687	95.2576	13,220	16,511	158,639	198,136	FT
Assistant General Counsel II	55	80.0873	100.0221	13,882	17,337	166,582	208,046	FT
Assistant General Manager	59	88.3019	110.2748	15,306	19,114	183,668	229,372	FT
Chief Financial Officer/Director Administrative Services	59	88.3019	110.2748	15,306	19,114	183,668	229,372	FT

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

Midpeninsula Regional Open Space District Field Employees Association

Midpeninsula Rangers Peace Officers Association

NOTE:

Compensation for the three employees directly appointed by the Board (General Manager, General Counsel, and Controller) is being addressed at Board Meeting 22-26 on November 9, 2022, refer to Board Reports R-22-133, R-22-134, and R-22-135.