



Midpeninsula Regional  
Open Space District

## ACTION PLAN AND BUDGET COMMITTEE MEETING

R-23-53  
May 16, 2023

### AGENDA ITEM 5

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Amend the Midpeninsula Regional Open Space District's Classification and Compensation Plan for Compensation Study Adjustments for Unrepresented Office, Supervisor, and Management Employees

#### GENERAL MANAGER'S RECOMMENDATIONS

Forward a recommendation to the full Board of Directors to adopt a resolution amending the Classification and Compensation Plan based on the findings of a recent Compensation Study to:

1. Reassign the Human Resources Manager and Information Systems & Technology Manager from a current salary range of 48 to a new salary range of 51, which also results in bringing the salary range for the two department manager positions to be equivalent to that of other department manager positions.
2. Reassign the Information Technology Technician I from a current salary range of 22 to a new salary range of 24.
3. Reassign the Information Technology Technician II from a current salary range of 27 to a new salary range of 29.

#### SUMMARY

As provided for in *Board Policy 2.03 Employee Compensation Guiding Principles*, *Administrative Policy 3.10 Classification and Compensation*, and *Personnel Policies and Procedures Manual, Policy 2, Section 2.1*, the General Manager (GM) may periodically direct that a compensation and/or classification study be performed, organization-wide or for specific departments, work groups or classifications, in order to keep the District's Classification and Compensation (Class & Comp) Plan current and competitive. Such studies may result in recommended amendments to the Class & Comp Plan, including, but not limited to, new classifications, reclassifications, or abolishing existing classes, and/or may reassign a class from one salary range to another.

The GM recommends the following amendments to the Class & Comp Plan based on a thorough review and evaluation conducted by Koff & Associates (Koff), now a Gallagher company, which is an experienced Human Resources and Recruitment Services firm that has provided classification and compensation studies to public agencies for 38 years.

- Reassign the Human Resources Manager and the Information Systems & Technology Manager from a current salary range of 48 to a new salary range of 51.

- Reassign the Information Technology Technician I from a current salary range of 22 to a new salary range of 24.
- Reassign the Information Technology Technician II from a current salary range of 27 to a new salary range of 29.

## DISCUSSION

At the direction of the GM, Human Resources (HR) staff recently commissioned a phased, compensation study for unrepresented Office, Supervisory, and Management (OSM) classifications that is being conducted by an outside human resources firm, Koff, who was selected through a competitive Request for Proposal (RFP) process. A compensation study is the process of thoroughly reviewing comparator agencies' compensation for the same or similar classifications (positions) to ensure that District compensation systems are updated consistent with best practices, and more specifically determine if District compensation is externally competitive and internally equitable. Pursuant to *Board Policy 2.03 Employee Compensation Guiding Principles*, a competitive salary is defined as median to the 55<sup>th</sup> percentile of the comparator agencies, plus or minus five percent (when comparing to benchmark agencies using 'top-range salary').

The comparator agencies were approved by the Board in 2013 based on recommendations by Koff. In evaluating potential comparator agencies, Koff thoroughly analyzed a number of factors as discussed below.

1. Scope of Services Provided and Geographic Location – Comparator agencies are those providing the same or similar services as the District, focusing on agencies located within the same region, if possible. Koff was unable to identify a sufficient number of comparator agencies that provide similar open space services within the Bay Area. Thus, other agencies within the state of California were included based on similarities in program areas. As applicable, these outside agencies include a geographic differentiator that appropriately adjusts the compensation upward to account for the geographic difference in the cost of labor.
2. Organization Type and Structure – Agencies of similar size with similar structures and deployments of staff are generally recommended as comparators. Due to the limited number of agencies meeting this criteria in the Bay Area, Koff included certain cities and specific departments in larger organizations as part of the recommended comparator list. For example, several county parks departments were recommended as comparators for the District. With the more technical and specialized types of position classifications, such as resource management specialists, the size of the organization is less critical since the classifications perform similar work.
3. Similarity of population (service area), staff size, and operational budgets – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
4. Labor Market – The geographic labor market area, where the District may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. In selecting employers within close geographic proximity, the resulting labor market data will generally reflect the regional cost of living, housing costs, growth

rate, and other demographic characteristics that reflect those of competing employers. In the District's case, however, it was difficult to find a sufficient number of agencies that provide a similar scope of open space services within the surrounding geographic region. Therefore, Koff also looked at agencies located outside of the immediate labor market to obtain sufficient market data that reflects the technical specialties and focused mission of the District. For outside agencies, a geographic differentiator is applied to appropriately adjust the compensation to account for the geographic difference in the cost of labor.

The 14 comparator agencies approved by the Board in 2013, and which have since been consistently used in subsequent compensation studies, include:

- City of Palo Alto
- City of Walnut Creek
- County of Marin
- County of Sacramento
- County of San Mateo
- County of Santa Clara
- County of Santa Cruz
- East Bay Regional Parks District
- Livermore Area Recreation and Parks District
- Marin Municipal Water District
- Riverside County Regional Park and Open Space District
- Santa Clara Valley Open Space Authority
- Santa Clara Valley Water District
- Sonoma County Agriculture Preserve and Open Space District

Compensation studies for employees represented by the Field Employees Association (FEA) and Midpeninsula Rangers Peace Officers Association (MRPOA) are conducted approximately every three years in advance of the negotiations process. Compensation studies for Board Appointees are conducted annually pursuant to *Board Policy 2.20 Board Appointee Performance Evaluation Process*. The most recent compensation study for unrepresented OSM classifications occurred approximately 10 years ago, in 2013-14, and prior to that in 2010.

Although it has been some time since the last compensation study was conducted for OSM classifications, the District has been working in other ways to maintain compensation for these positions competitive with the market. For example, the District has been providing annual base wage adjustments to each classification. Since at least 2012, wages for unrepresented OSM employees have increased every July by three percent, with the most recent base wage adjustment of four percent approved by the Board in November 2022 as an unusual mid-year adjustment to account for the rapid and steep growth in inflation experienced in 2022.

The current compensation study for unrepresented OSM classifications is being conducted using a phased approach in an effort to avoid significant impacts to other important and time sensitive HR functions, including recruitments to fill vacancies. A phased approach will also facilitate an ongoing cyclical scheduled review of compensation for unrepresented OSM classifications, similar to the process for represented classifications. It is anticipated all phases would be concluded by the end of fiscal year 2024 and phased as follows:

<b>Phase</b>	<b>Classifications</b>	<b>Status/Schedule</b>
1a	Executives and Manager	Completed
1b	Administrative and Technicians	Completed
2a	Supervisors and Seniors	Summer/Fall 2023

2b	Journey Level	Summer/Fall 2023
3	Advanced Journey Level	Winter 2023/24

As part of these compensation studies, HR staff meets with employees during the appropriate phase to discuss the process of the compensation studies, review the results, and answer questions and receive feedback from employees.

Only those positions that are determined to be below median will be brought forth to the Board of Directors (Board) for consideration of a compensation adjustment.

### **Phase 1a Results and Recommendations:**

As part of Phase 1a, Koff conducted compensation studies for the following 15 classifications:

- Assistant General Counsel II
- Assistant General Manager
- Chief Financial Officer/ Director Administrative Services
- Budget & Analysis Manager
- District Clerk/Assistant to the General Manager
- Engineering & Construction Manager
- Finance Manager
- Human Resources Manager
- Information Systems & Technology Manager
- Land & Facilities Services Manager
- Natural Resources Manager
- Planning Manager
- Public Affairs Manager
- Real Property Manager
- Visitor Services Manager

Of the 15 classifications surveyed, two were found to be below the adjusted top step median of comparators: Human Resources Manager and Information Systems & Technology Manager. Twelve classifications were found to be at or above the adjusted top step median of comparators. One classification did not have the required minimum of four matches to perform a statistical analysis on the market data.

#### ***Human Resources Manager***

The compensation study conducted by Koff on the Human Resources Manager concluded that the position is 4.8 percent below the adjusted top step median of comparators, inclusive of the recent base wage adjustment of 4.0 percent effective November 14, 2022. The GM recommends a reassignment from salary range 48 to salary range 51 to keep compensation competitive with the market, which also results in establishing internal alignment with the other Department Managers, which are also compensated at salary range 51.

#### ***Information Systems & Technology Manager***

The compensation study conducted by Koff on the Information Systems & Technology Manager concluded the position is 8.4 percent below the adjusted top step median of comparators, inclusive of the recent base wage adjustment of 4.0 percent effective November 14, 2022. The GM recommends a reassignment from salary range 48 to salary range 51 to keep compensation competitive with the market and maintain internal alignment with other Department Managers.

### Phase 1b Results and Recommendations:

As part of Phase 1b, Koff conducted compensation studies for the following five classifications:

- Accounting Technician
- Administrative Assistant
- GIS Technician
- Human Resources Technician
- Information Technology Technician II

The following classifications were not surveyed by Koff, rather they are part of a classification series and are therefore aligned to the classifications surveyed using internal equity principles. Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions because it represents internal value of classifications within job families, as well as across the organization. When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity:

- Information Technology Technician I (aligned with Information Technology Technician II)
- Senior Administrative Assistant (aligned with Administrative Assistant)
- Senior Finance & Accounting Technician (aligned with Accounting Technician)
- Executive Assistant (aligned with Administrative Assistant)
- Executive Assistant/Deputy District Clerk (aligned with Administrative Assistant)
- Executive Assistant/ Legal Secretary (aligned with Administrative Assistant)

Of the five classifications surveyed, one was found to be below the adjusted top step median of comparators: Information Technology Technician II. The other four classifications were found to be at or above the adjusted top step median of comparators.

#### *Information Technology Technician I/II*

The compensation study conducted by Koff for the Information Technology Technician II classification concluded that the position is 3.2 percent below the adjusted top step median of comparators, inclusive of the recent base wage adjustment of 4.0 percent effective November 14, 2022. The GM recommends a reassignment from salary range 27 to salary range 29 to keep compensation competitive with the market. Since the Information Technology Technician I/II is a flexibly staffed position, the GM also recommends reassignment of the Information Technology Technician I from salary range 22 to salary range 24 to maintain internal equity and alignment appropriate for the I and II classifications.

### FISCAL IMPACT

The Fiscal Year 2023-24 (FY24) budget includes a three percent base wage adjustment for all unrepresented OSM classifications and FEA represented classifications effective July 1, 2023 (consistent with the negotiated Memorandum of Agreement with the FEA). The recommended salary ranges, shown in the table below, reflect an approximate \$32,932 increase in salary for FY24.

Pending ABC review and subsequent Board of Directors approval, the incumbents would be moved to the new salary range closest to, but not less than, their current hourly rate based on the table below.

<b>Current Salary Range – FY24</b>		
<b>Classification</b>	<b>Range</b>	<b>Annual Salary Range</b>
<b>Information Technology Technician I</b>	<b>22</b>	<b>\$76,684 to \$95,759</b>
<b>Information Technology Technician II</b>	<b>27</b>	<b>\$86,654 to 108,232</b>
<b>Human Resources Manager</b>	<b>48</b>	<b>\$144,607 to 180,595</b>
<b>Information Systems &amp; Technology Manager</b>	<b>48</b>	<b>\$144,607 to 180,595</b>

<b>Proposed Salary Range – FY24</b>		
<b>Classification</b>	<b>Range</b>	<b>Annual Salary Range</b>
<b>Information Technology Technician I</b>	<b>24</b>	<b>\$80,514 to \$100,572</b>
<b>Information Technology Technician II</b>	<b>29</b>	<b>\$91,005 to \$113,626</b>
<b>Human Resources Manager</b>	<b>51</b>	<b>\$155,619 to \$194,364</b>
<b>Information Systems &amp; Technology Manager</b>	<b>51</b>	<b>\$155,619 to \$194,364</b>

### **PRIOR BOARD AND COMMITTEE REVIEW**

This item is being reviewed by the Action Plan and Budget Committee at this May 16, 2023 meeting.

### **PUBLIC NOTICE**

Public notice was provided as required by the Brown Act.

### **CEQA COMPLIANCE**

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

### **NEXT STEPS**

If supported by the Action Plan and Budget Committee, the item will be forwarded to the full Board for approval. Upon Board approval, these changes would be effective the beginning of the pay period that includes July 1<sup>st</sup> (first pay period of FY24) and the District's Classification and Compensation Plan would be amended accordingly.

Responsible Department Head:  
Stefan Jaskulak, Chief Financial Officer/Director of Administrative Services

Prepared by/Contact person:  
Rebecca Wolfe, Human Resources Supervisor