



Midpeninsula Regional
Open Space District

R-23-71
Meeting 23-17
June 28, 2023

AGENDA ITEM 3

AGENDA ITEM

Amend the Midpeninsula Regional Open Space District's Classification and Compensation Plan to reflect Phase I Compensation Study Findings for Certain Unrepresented Office, Supervisor, and Management Employees

GENERAL MANAGER'S RECOMMENDATIONS

Adopt a resolution amending the Classification and Compensation Plan based on the findings of a recent Compensation Study for the purpose of remaining competitive within the labor market and attracting and retaining a qualified workforce, as follows:

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 brings 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 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 Midpeninsula Regional Open Space District (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 55th percentile of the comparator agencies, plus or minus five percent (when comparing to benchmark agencies using 'top-range salary').

The comparator agencies for the District 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 are 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 criterion in the Bay Area, Koff included certain cities and specific departments in larger organizations as part of the comparator list. For example, several county parks departments are included as comparators for the District. For more technical and specialized types of 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 (staff and funding) required 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:

Phase	Classifications	Status/Schedule
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
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As part of these compensation studies, HR staff meet 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 4.5 percent below the adjusted top step median of comparators. 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 recommended salary ranges, shown in the table below, reflect an approximate \$32,932 increase in salary for FY24. The Board-approved FY24 Budget is sufficient to account for the recommended salary ranges. Upon Board 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.

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

Information Systems & Technology Manager	48	\$144,607 to 180,595
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Proposed Salary Range – FY24		
Classification	Range	Annual Salary Range
Information Technology Technician I	24	\$80,514 to \$100,572
Information Technology Technician II	29	\$91,005 to \$113,626
Human Resources Manager	51	\$155,619 to \$194,364
Information Systems & Technology Manager	51	\$155,619 to \$194,364

PRIOR BOARD AND COMMITTEE REVIEW

This item was reviewed by the Action Plan and Budget Committee at the 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

Upon Board approval, these changes would be effective July 1, 2023 and the District's Classification and Compensation Plan would be amended accordingly.

Attachments:

1. Resolution Approving Changes to the District Classification and Compensation Plan to reflect changes to four classifications.
2. Amended District Classification and Compensation Plan

Responsible Department Head:

Stefan Jaskulak, Chief Financial Officer/Director of Administrative Services

Prepared by/Contact person:

Rebecca Wolfe, Human Resources Supervisor

RESOLUTION NO. 23-XX

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

WHEREAS, the Board of Directors has considered certain amendments to the Midpeninsula Regional Open Space District (District) Classification and Compensation Plan based on results from compensation studies conducted on unrepresented Office, Supervisor, and Management (OSM) classifications; and

WHEREAS, the Board of Directors desires to adjust wages of certain classifications in keeping to Board Policy 2.03, *Employee Compensation Guiding Principles*, to “maintain competitive compensation within the District’s labor market” and attract and retain a qualified workforce to accomplish the work of the District.

WHEREAS, a thorough compensation study was conducted to review 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.

**NOW, THEREFORE, THE BOARD OF DIRECTORS OF MIDPENINSULA
REGIONAL OPEN SPACE DISTRICT DOES HEREBY RESOLVE AS FOLLOWS:**

1. The Classification and Compensation Plan of Midpeninsula Regional Open Space District shall be amended effective July 1, 2023 as set forth in Exhibit A, attached hereto and incorporated herein, to move Information Technology Technician I from range 22 to range 24; Information Technology Technician from range 27 to range 29; and Human Resources Manager and Information Systems & Technology Manager from range 48 to range 51.

* * * * *

PASSED AND ADOPTED by the Board of Directors of the Midpeninsula Regional Open Space District on _____, 2023, at a regular meeting thereof, by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST:

APPROVED:

Craig Gleason, Secretary
Board of Directors

Yoriko Kishimoto, President
Board of Directors

APPROVED AS TO FORM:

Hilary Stevenson, 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.

Maria Soria, District Clerk

Midpeninsula Regional Open Space District - CLASSIFICATION & COMPENSATION PLAN

Fiscal Year 2023/2024 - Effective July 1, 2023 (Pay Period 23-14)

Last revised: 06/28/2023, 06/14/2023, 04/26/2023, 01/25/2023, 11/09/2022, 08/10/2022, 06/08/2022, 10/13/2021, 8/25/2021, 8/11/2021

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/Part Time
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Intern	6	24.9605	31.1647	4,326	5,402	51,918	64,823	PT
Seasonal Open Space Technician	10	27.5110	34.3673	4,769	5,957	57,223	71,484	PT
Seasonal Ranger Aide	10	27.5110	34.3673	4,769	5,957	57,223	71,484	PT
Seasonal Ranger	16	31.8597	39.7762	5,522	6,895	66,268	82,734	PT
Administrative Assistant	20	35.1267	43.8455	6,089	7,600	73,064	91,199	FT
Farm Maintenance Worker	20	35.1267	43.8455	6,089	7,600	73,064	91,199	FT
Open Space Technician*	20	35.1267	43.8455	6,089	7,600	73,064	91,199	FT
Accounting Technician	22	36.8675	46.0379	6,390	7,980	76,684	95,759	FT
Human Resources Technician	22	36.8675	46.0379	6,390	7,980	76,684	95,759	FT
GIS Technician	23	37.7989	47.1985	6,552	8,181	78,622	98,173	FT
Information Technology Technician I	24	38.7087	48.3518	6,710	8,381	80,514	100,572	FT
Senior Administrative Assistant	24	38.7087	48.3518	6,710	8,381	80,514	100,572	FT
Visitor Services Program Coordinator	25	39.6832	49.5556	6,878	8,590	82,541	103,076	FT
Volunteer Program Lead	25	39.6832	49.5556	6,878	8,590	82,541	103,076	FT
Facilities Maintenance Specialist	26	40.6432	50.7592	7,045	8,798	84,538	105,579	FT
Lead Open Space Technician*	26	40.6432	50.7592	7,045	8,798	84,538	105,579	FT
Senior Finance & Accounting Technician	26	40.6432	50.7592	7,045	8,798	84,538	105,579	FT
Executive Assistant	27	41.6605	52.0344	7,221	9,019	86,654	108,232	FT
Public Affairs Specialist I	27	41.6605	52.0344	7,221	9,019	86,654	108,232	FT
Ranger	27	39.2689	49.0474	6,807	8,502	81,679	102,019	FT
Equipment Mechanic/Operator	28	42.6850	53.2952	7,399	9,238	88,785	110,854	FT
Property Management Specialist I	28	42.6850	53.2952	7,399	9,238	88,785	110,854	FT
Real Property Specialist I	28	42.6850	53.2952	7,399	9,238	88,785	110,854	FT
Executive Assistant/Deputy District Clerk	29	43.7525	54.6279	7,584	9,469	91,005	113,626	FT
Executive Assistant/Legal Secretary	29	43.7525	54.6279	7,584	9,469	91,005	113,626	FT
Information Technology Technician II	29	43.7525	54.6279	7,584	9,469	91,005	113,626	FT
Planner I	29	43.7525	54.6279	7,584	9,469	91,005	113,626	FT
Data Analyst I	30	44.8200	55.9675	7,769	9,701	93,226	116,412	FT
Lead Ranger	30	42.2472	52.7547	7,323	9,144	87,874	109,730	FT
Resource Management Specialist I	30	44.8200	55.9675	7,769	9,701	93,226	116,412	FT
Accountant I	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Capital Project Manager II	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Environmental Education Specialist	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Interpretive Specialist	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Management Analyst I	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Planner II	31	45.9378	57.3574	7,963	9,942	95,551	119,303	FT
Data Analyst II	34	49.4050	61.7062	8,564	10,696	102,762	128,349	FT
Resource Management Specialist II	34	49.4050	61.7062	8,564	10,696	102,762	128,349	FT
Accountant II	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Interpretation & Education Program Manager	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Maintenance, Construction & Resource Supv.	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Management Analyst II	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Property Management Specialist II	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Real Property Specialist II	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Supervising Ranger	35	47.7305	59.6093	8,273	10,332	99,279	123,987	FT
Volunteer Program Manager	35	50.6373	63.2394	8,777	10,961	105,326	131,538	FT
Applications Engineer	36	51.8840	64.7870	8,993	11,230	107,919	134,757	FT
Procurement Specialist	36	51.8840	64.7870	8,993	11,230	107,919	134,757	FT
Public Affairs Specialist II	36	51.8840	64.7870	8,993	11,230	107,919	134,757	FT
Training & Safety Specialist	36	51.8840	64.7870	8,993	11,230	107,919	134,757	FT

Classification Title	Step Range #	Hourly Range \$		Monthly Range \$		Annual Range \$		Full/Part Time
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	
Data Administrator	38	54.4703	68.0394	9,442	11,793	113,298	141,522	FT
Field Resource Specialist	38	54.4703	68.0394	9,442	11,793	113,298	141,522	FT
Governmental Affairs Specialist	38	54.4703	68.0394	9,442	11,793	113,298	141,522	FT
Grants Program Manager	38	54.4703	68.0394	9,442	11,793	113,298	141,522	FT
Senior Technologist	38	54.4703	68.0394	9,442	11,793	113,298	141,522	FT
Capital Project Manager III	39	55.8316	69.7160	9,677	12,084	116,130	145,009	FT
Facilities Maintenance Supervisor	39	55.8316	69.7160	9,677	12,084	116,130	145,009	FT
Planner III	39	55.8316	69.7160	9,677	12,084	116,130	145,009	FT
Public Affairs Specialist III	39	55.8316	69.7160	9,677	12,084	116,130	145,009	FT
Resource Management Specialist III	39	55.8316	69.7160	9,677	12,084	116,130	145,009	FT
Senior Accountant	41	58.6185	73.2194	10,161	12,691	121,926	152,296	FT
Senior Management Analyst	41	58.6185	73.2194	10,161	12,691	121,926	152,296	FT
Capital Projects Field Manager	42	60.0514	74.9962	10,409	12,999	124,907	155,992	FT
District Clerk/Assistant to General Manager	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Finance Supervisor	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
GIS Program Administrator	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Human Resources Supervisor	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Information Technology Program Administrator	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Senior Capital Project Manager	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Senior Planner	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Senior Property Management Specialist	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Senior Real Property Specialist	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Senior Resource Management Specialist	43	61.5558	76.8802	10,670	13,326	128,036	159,911	FT
Area Superintendent	44	63.0603	78.7500	10,930	13,650	131,165	163,800	FT
Area Manager	45	64.6364	80.7131	11,204	13,990	134,444	167,883	FT
Budget & Finance Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Engineering & Construction Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Human Resources Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Information Systems & Technology Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Land & Facilities Services Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Natural Resources Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Planning Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Public Affairs Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Real Property Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Visitor Services Manager	51	74.8169	93.4442	12,968	16,197	155,619	194,364	FT
Assistant General Counsel I	53	78.5568	98.1153	13,617	17,007	163,398	204,080	FT
Assistant General Counsel II	55	82.4899	103.0228	14,298	17,857	171,579	214,287	FT
Assistant General Manager	59	90.9510	113.5830	15,765	19,688	189,178	236,253	FT
Chief Financial Officer/Director Administrative Services	59	90.9510	113.5830	15,765	19,688	189,178	236,253	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

Board Appointee Group Compensation	Hourly	Monthly	Annual	Effective	Last Revised
General Manager	\$135.1231	\$23,421	\$281,056	7/1/2022	11/9/2022
Controller - Part-time position	\$98.5058	\$4,269	\$51,223	7/1/2022	11/9/2022
General Counsel	\$126.6966	\$21,961	\$263,529	7/1/2022	11/9/2022
Elected Officials Compensation	Per Meeting		Monthly Maximum	Effective Date	
Board Director	\$115.50		\$693.00	4/10/2023	