



Midpeninsula Regional
Open Space District

R-11-95
Meeting 11-24
September 13, 2011

STUDY SESSION AGENDA ITEM 1

AGENDA ITEM

Acceptance of the District's Classification and Compensation Study Report

GENERAL MANAGER'S RECOMMENDATIONS

The General Manager recommends that the Board:

1. Accept the Classification and Compensation Study Report prepared by Koff & Associates.
2. Direct the General Manager to:
 - a. Review and analyze Koff & Associates' Classification and Compensation Study Report and identify recommended adjustments to the recommendations;
 - b. Review and analyze feedback submitted by employees since the July 13, 2011 Study Session;
 - c. Return to the Board by December 2011 for approval and implementation of the Classification and Compensation Study, including any recommended changes to the report prepared by Koff & Associates.

SUMMARY

At the July 13th Board Study Session, the Board reviewed the District's proposed Classification and Compensation Study prepared by Koff & Associates and received comments from District employees regarding the Study. This Report details the salary impacts on employees as well as the total initial cost of implementing the compensation adjustments.

DISCUSSION

Study Process and Recommendations

After a year-long process, the District Board of Directors (Board) reviewed the Classification and Compensation Study Report (Study) and recommendations prepared by Koff & Associates (Consultant) at a Board Study Session on July 13, 2011 (Report R-11-67). At this Study Session, Katie Kaneko, President of Koff & Associates, presented the Study's methodologies, findings, and recommendations to the Board. Additionally, a large number of District employees were in attendance and many provided oral feedback and comments regarding the Study. A

chronological summary of the milestones in the process, including requests for information and opportunities for staff input, is presented in Attachment A.

Below is a summary of the key recommendations included in the report prepared by the Consultant (see Report R-11-67 for more detail):

Classification Changes

1. Title changes are recommended for 15 classifications to accurately reflect the actual job responsibilities and duties performed by class incumbents and to be consistent with industry terminology;
2. Six positions are recommended for reclassification due to level and scope of work and/or job functions that have been added to the positions over time; and
3. Five positions are recommended to change from non-exempt (hourly) to exempt (salaried) to comply with Fair Labor Standards Act (FLSA) rules.

Compensation Adjustments

1. The recommended salary model has 65 salary ranges, with each range comprised of ten steps that are 2.5% apart from each other (Attachment B);
2. The top salary for each range is recommended to be at the 50th percentile of the market data for the selected comparator agencies;
3. The top step salary is proposed to increase for 24 job classifications and to decrease for 18 classifications (Attachment C);

Employee Compensation Impacts

When the compensation plan is implemented, the Consultant recommends employees be placed in their new salary ranges at their current salary or the next higher step, to ensure that no employee's salary is reduced. Thus, of the 93 filled positions at the District (excluding seasonal employees and Board Appointees), no employee will experience a salary reduction as a result of implementation of the proposed compensation plan (Attachment D). Specifically:

- Seventy-four employees (80%) will receive a salary increase ranging from \$3 to \$470 per month, with a median increase of 0.7% per employee.
- Currently, 56 employees (60%) are at top step; in the recommended new salary range placements, 42 employees (45%) will be at top step. This means 14 employees who are currently at top step will now be eligible for additional step increases under the recommended compensation plan.
- Nineteen employees (20%) will be above the top step of their proposed new salary ranges. These employees will remain at their current salaries and be Y-rated, which means that they will remain at their current salaries until the top step of their range catches up to their current salary through cost-of-living adjustments (COLAs). These employees would not receive COLAs until the top step of their new salary range equals or exceeds their current salary.

Employee Feedback

At the July 13, 2011 Study Session, after hearing comments from 14 employees, the Board invited staff to provide additional written feedback on the Study process, methodology, and recommendations by August 19, 2011. As of August 19th, eight employees had submitted written feedback to the Board.

On August 10, 2011, the Board received a letter from the Field Employees' Association's (FEA) legal representative, Goyette & Associates, Inc., requesting that the Board postpone any discussion of the employee feedback for at least a month so that the FEA could hire an independent consultant to evaluate the Classification and Compensation Study prepared by the Consultant. District General Counsel responded with a letter to Goyette stating that the Board is not scheduled to discuss the Classification and Compensation Study until its Study Session on September 13, 2011 at 5:00 p.m. and that the FEA may submit any additional information at that time.

FISCAL IMPACT

The fiscal impact of implementing the Study's compensation recommendations in FY2012-13 is \$68,784 in salaries and \$15,001 in CalPERS retirement costs, for a total increase of \$83,785

PUBLIC NOTICE

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

CEQA COMPLIANCE

No compliance is required as this action is not a project under CEQA.

NEXT STEPS

It is recommended that the Board direct the General Manager to:

1. Review the employee feedback on the District Classification and Compensation Plan proposed by the Consultant.
2. Return to the Board in December, 2011 with recommended adjustments to the Consultant's proposed Classification and Compensation Plan.

Attachments:

1. Attachment A: Summary of Activities
2. Attachment B: Proposed Salary Schedule
3. Attachment C: Current vs. Proposed Salary Range Top Step
4. Attachment D: Employee Salary Impact

Prepared by:

Kate Drayson, Administrative Services Manager
Annetta Spiegel, Acting Human Resources Supervisor

Contact person(s):

Same as above

ATTACHMENT A: CLASSIFICATION AND COMPENSATION STUDY TIMELINE

Consultant Selection Process

Nov 13, 2009	Classification and Compensation Study RFP posted on District website
Jan 8, 2010	Final Filing date for RFP responses
Jan – Mar, 2010	HR staff reviewed and analyzed 15 RFP bids
April 27 & 29, 2010	Project Team interviewed CPS Human Resource Services, Bryce Consulting, and Koff & Associates
April 29, 2010	Benefits study request received from Anthony Correia on behalf of the FEA per MOA
May 7, 2010	Reference checks completed for all three consultants
May 11, 2010	Verbal quote of \$6,000 received from Koff & Associates for addition of benefits study
May 7, 2010	Project Team Selection of Koff & Associates announced
June 9, 2010	Board of Directors authorized Koff & Associates to conduct the Class & Comp Study
June 21, 2010	Professional Services Agreement with Koff & Associates signed by General Manager
July 9, 2010	Cost proposal for Total Compensation Study received from Koff & Associates
Aug 11, 2010	Board of Directors authorized addition of benefits study to Koff & Associates contract

Classification Study

May 26, 2010	Met with FEA to discuss Class & Comp Study
June 29, 2010	AO Employee Orientation - distributed the Position Description Questionnaire (PDQ) and discussed process
June 29, 2010	Project Team discussed proposed benchmark classifications and proposed comparator agencies
July 1, 2010	FLSA Exemption Status explanation memo sent to all employees from Katie Kaneko
July 1, 2010	Pre-meeting for FFO and SFO Orientation with Anthony Correia, FEA President, Katie Kaneko of Koff & Associates, and Acting HR Supervisor Annetta Spiegel,
July 7, 2010	FFO & SFO Employee Orientation - distributed the Position Description Questionnaire (PDQ) and discussed process
July 23, 2010	Deadline for employees to submit completed PDQ to their supervisor or manager
July 30, 2010	Deadline for supervisors/managers to have reviewed/signed off on employee PDQ's
Aug 2, 2010	HR review of PDQ's and supervisor/manager comments completed
Aug 2, 2010	Employee PDQ's submitted to Koff & Associates
Aug 12, 2010	Koff & Associates interviews with employees completed
Aug – Oct, 2010	Job classifications Developed per PDQ's, employee interviews, and supervisor comments
Nov 10, 2010	Sent out Draft Classifications and cover letters to employees
Dec 6, 2010	Completed HR review of Final Classifications
Dec 8, 2010	Sent Final Classifications with changes and explanation cover letters to all employees
May 25, 2011	Received Final Classification Report: Volume 1 from Koff & Associates – sent to all staff and the Board via email

Compensation Study

Sept 7, 2010	Received “proposed benefit data information to be collected” memo from FEA
Oct 8, 2010	Held Meet & Confer meeting with FEA to review Koff & Associates recommended comparator benchmark agencies
Jan 7, 2011	Sent Top Monthly Salary, Benefits, and Total Compensation spreadsheets and cover letter to employees for review
Jan 14, 2011	Deadline for employees’ comments to salary and benefits benchmark data
Jan 24, 2011	Received response from Koff & Associates to employees’ benchmark data comments
Feb 2, 2011	Received Koff & Associates Results Summary, proposed Range Placement Recommendations, and Salary Schedule
Mar 17, 2011	Received proposed classification and compensation implementation plan
June 6, 2011	Received Final Range Placement Recommendations from Koff & Associates
June 13, 2011	Received Final Compensation Report: Volume 2 from Koff & Associates – sent to all staff via email

Board Communications

Jan 12, 2011	Katie Kaneko presented update on Classification and Compensation Study to the Board
July 13, 2011	Katie Kaneko presented Final Classification and Compensation Study Findings and Recommendations to the Board
August 19, 2011	Employee deadline to submit their classification & compensation comments and concerns to the Board President

* Project Team – Director Mary Davey, General Manager Steve Abbors, Acting HR Supervisor Annetta Spiegel, FEA President Anthony Correia, and Acting Human Resources Analyst Sonya Siebe

**ATTACHMENT B:
Proposed Salary Schedule**

Range #	Monthly Salary Range									
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$2,581	\$2,646	\$2,712	\$2,780	\$2,849	\$2,921	\$2,994	\$3,068	\$3,145	\$3,224
2	\$2,646	\$2,712	\$2,780	\$2,849	\$2,921	\$2,994	\$3,068	\$3,145	\$3,224	\$3,304
3	\$2,710	\$2,778	\$2,848	\$2,919	\$2,992	\$3,067	\$3,143	\$3,222	\$3,302	\$3,385
4	\$2,778	\$2,848	\$2,919	\$2,992	\$3,067	\$3,143	\$3,222	\$3,302	\$3,385	\$3,470
5	\$2,846	\$2,917	\$2,990	\$3,065	\$3,141	\$3,220	\$3,300	\$3,383	\$3,467	\$3,554
6	\$2,917	\$2,990	\$3,065	\$3,141	\$3,220	\$3,300	\$3,383	\$3,467	\$3,554	\$3,643
7	\$2,990	\$3,065	\$3,141	\$3,220	\$3,300	\$3,383	\$3,467	\$3,554	\$3,643	\$3,734
8	\$3,063	\$3,139	\$3,218	\$3,298	\$3,381	\$3,465	\$3,552	\$3,641	\$3,732	\$3,825
9	\$3,139	\$3,218	\$3,298	\$3,381	\$3,465	\$3,552	\$3,641	\$3,732	\$3,825	\$3,921
10	\$3,216	\$3,296	\$3,379	\$3,463	\$3,550	\$3,639	\$3,730	\$3,823	\$3,918	\$4,016
11	\$3,296	\$3,379	\$3,463	\$3,550	\$3,639	\$3,730	\$3,823	\$3,918	\$4,016	\$4,117
12	\$3,377	\$3,461	\$3,548	\$3,637	\$3,727	\$3,821	\$3,916	\$4,014	\$4,114	\$4,217
13	\$3,461	\$3,548	\$3,637	\$3,727	\$3,821	\$3,916	\$4,014	\$4,114	\$4,217	\$4,323
14	\$3,546	\$3,634	\$3,725	\$3,818	\$3,914	\$4,012	\$4,112	\$4,215	\$4,320	\$4,428
15	\$3,634	\$3,725	\$3,818	\$3,914	\$4,012	\$4,112	\$4,215	\$4,320	\$4,428	\$4,539
16	\$3,723	\$3,816	\$3,911	\$4,009	\$4,109	\$4,212	\$4,318	\$4,425	\$4,536	\$4,649
17	\$3,816	\$3,911	\$4,009	\$4,109	\$4,212	\$4,318	\$4,425	\$4,536	\$4,649	\$4,766
18	\$3,909	\$4,007	\$4,107	\$4,210	\$4,315	\$4,423	\$4,533	\$4,647	\$4,763	\$4,882
19	\$4,007	\$4,107	\$4,210	\$4,315	\$4,423	\$4,533	\$4,647	\$4,763	\$4,882	\$5,004
20	\$4,105	\$4,207	\$4,312	\$4,420	\$4,531	\$4,644	\$4,760	\$4,879	\$5,001	\$5,126
21	\$4,207	\$4,312	\$4,420	\$4,531	\$4,644	\$4,760	\$4,879	\$5,001	\$5,126	\$5,254
22	\$4,310	\$4,418	\$4,528	\$4,641	\$4,757	\$4,876	\$4,998	\$5,123	\$5,251	\$5,382
23	\$4,418	\$4,528	\$4,641	\$4,757	\$4,876	\$4,998	\$5,123	\$5,251	\$5,382	\$5,517
24	\$4,525	\$4,638	\$4,754	\$4,873	\$4,995	\$5,120	\$5,248	\$5,379	\$5,514	\$5,651
25	\$4,638	\$4,754	\$4,873	\$4,995	\$5,120	\$5,248	\$5,379	\$5,514	\$5,651	\$5,793
26	\$4,752	\$4,870	\$4,992	\$5,117	\$5,245	\$5,376	\$5,510	\$5,648	\$5,789	\$5,934
27	\$4,870	\$4,992	\$5,117	\$5,245	\$5,376	\$5,510	\$5,648	\$5,789	\$5,934	\$6,082
28	\$4,989	\$5,114	\$5,242	\$5,373	\$5,507	\$5,645	\$5,786	\$5,931	\$6,079	\$6,231
29	\$5,114	\$5,242	\$5,373	\$5,507	\$5,645	\$5,786	\$5,931	\$6,079	\$6,231	\$6,387
30	\$5,239	\$5,370	\$5,504	\$5,641	\$5,782	\$5,927	\$6,075	\$6,227	\$6,383	\$6,542
31	\$5,370	\$5,504	\$5,641	\$5,782	\$5,927	\$6,075	\$6,227	\$6,383	\$6,542	\$6,706
32	\$5,501	\$5,638	\$5,779	\$5,923	\$6,072	\$6,223	\$6,379	\$6,538	\$6,702	\$6,869
33	\$5,638	\$5,779	\$5,923	\$6,072	\$6,223	\$6,379	\$6,538	\$6,702	\$6,869	\$7,041

**ATTACHMENT B:
Proposed Salary Schedule**

Range #	Monthly Salary Range									
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
34	\$5,776	\$5,920	\$6,068	\$6,220	\$6,375	\$6,535	\$6,698	\$6,865	\$7,037	\$7,213
35	\$5,920	\$6,068	\$6,220	\$6,375	\$6,535	\$6,698	\$6,865	\$7,037	\$7,213	\$7,393
36	\$6,064	\$6,216	\$6,371	\$6,531	\$6,694	\$6,861	\$7,033	\$7,209	\$7,389	\$7,574
37	\$6,216	\$6,371	\$6,531	\$6,694	\$6,861	\$7,033	\$7,209	\$7,389	\$7,574	\$7,763
38	\$6,368	\$6,527	\$6,690	\$6,857	\$7,029	\$7,204	\$7,384	\$7,569	\$7,758	\$7,952
39	\$6,527	\$6,690	\$6,857	\$7,029	\$7,204	\$7,384	\$7,569	\$7,758	\$7,952	\$8,151
40	\$6,686	\$6,853	\$7,024	\$7,200	\$7,380	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350
41	\$6,853	\$7,024	\$7,200	\$7,380	\$7,565	\$7,754	\$7,947	\$8,146	\$8,350	\$8,559
42	\$7,020	\$7,196	\$7,376	\$7,560	\$7,749	\$7,943	\$8,141	\$8,345	\$8,553	\$8,767
43	\$7,196	\$7,376	\$7,560	\$7,749	\$7,943	\$8,141	\$8,345	\$8,553	\$8,767	\$8,986
44	\$7,371	\$7,556	\$7,744	\$7,938	\$8,136	\$8,340	\$8,548	\$8,762	\$8,981	\$9,206
45	\$7,556	\$7,744	\$7,938	\$8,136	\$8,340	\$8,548	\$8,762	\$8,981	\$9,206	\$9,436
46	\$7,740	\$7,933	\$8,132	\$8,335	\$8,543	\$8,757	\$8,976	\$9,200	\$9,430	\$9,666
47	\$7,933	\$8,132	\$8,335	\$8,543	\$8,757	\$8,976	\$9,200	\$9,430	\$9,666	\$9,908
48	\$8,127	\$8,330	\$8,538	\$8,752	\$8,970	\$9,195	\$9,425	\$9,660	\$9,902	\$10,149
49	\$8,330	\$8,538	\$8,752	\$8,970	\$9,195	\$9,425	\$9,660	\$9,902	\$10,149	\$10,403
50	\$8,533	\$8,746	\$8,965	\$9,189	\$9,419	\$9,654	\$9,896	\$10,143	\$10,397	\$10,657
51	\$8,746	\$8,965	\$9,189	\$9,419	\$9,654	\$9,896	\$10,143	\$10,397	\$10,657	\$10,923
52	\$8,960	\$9,184	\$9,413	\$9,649	\$9,890	\$10,137	\$10,391	\$10,650	\$10,917	\$11,190
53	\$9,184	\$9,413	\$9,649	\$9,890	\$10,137	\$10,391	\$10,650	\$10,917	\$11,190	\$11,469
54	\$9,408	\$9,643	\$9,884	\$10,131	\$10,384	\$10,644	\$10,910	\$11,183	\$11,462	\$11,749
55	\$9,643	\$9,884	\$10,131	\$10,384	\$10,644	\$10,910	\$11,183	\$11,462	\$11,749	\$12,043
56	\$9,878	\$10,125	\$10,378	\$10,638	\$10,904	\$11,176	\$11,456	\$11,742	\$12,036	\$12,336
57	\$10,125	\$10,378	\$10,638	\$10,904	\$11,176	\$11,456	\$11,742	\$12,036	\$12,336	\$12,645
58	\$10,372	\$10,631	\$10,897	\$11,170	\$11,449	\$11,735	\$12,028	\$12,329	\$12,637	\$12,953
59	\$10,631	\$10,897	\$11,170	\$11,449	\$11,735	\$12,028	\$12,329	\$12,637	\$12,953	\$13,277
60	\$10,891	\$11,163	\$11,442	\$11,728	\$12,021	\$12,322	\$12,630	\$12,946	\$13,269	\$13,601
61	\$11,163	\$11,442	\$11,728	\$12,021	\$12,322	\$12,630	\$12,946	\$13,269	\$13,601	\$13,941
62	\$11,435	\$11,721	\$12,014	\$12,314	\$12,622	\$12,938	\$13,261	\$13,593	\$13,933	\$14,281
63	\$11,721	\$12,014	\$12,314	\$12,622	\$12,938	\$13,261	\$13,593	\$13,933	\$14,281	\$14,638
64	\$12,007	\$12,307	\$12,615	\$12,930	\$13,253	\$13,585	\$13,924	\$14,273	\$14,629	\$14,995
65	\$12,307	\$12,615	\$12,930	\$13,253	\$13,585	\$13,924	\$14,273	\$14,629	\$14,995	\$15,370

Current Class Title	Current Maximum Monthly Salary	Proposed Class Title	Proposed Salary Range	Proposed Maximum Monthly Salary	Salary Range Increase/Decrease	Rationale
Administration						
Administrative Services Manager	\$10,177	Administrative Services Manager	52	\$11,190	\$1,013	Market and range placement.
Human Resources Analyst	Proposed	Human Resources Supervisor	44	\$9,206	\$1,509	Market and range placement.
District Clerk	\$8,850	District Clerk	41	\$8,559	\$291	Market and range placement.
Senior Management Analyst	\$8,850	Senior Management Analyst	39	\$8,151	\$699	Internal alignment: 15% above Management Analyst.
Management Analyst - HR	\$7,697	Information Technology Specialist	36	\$7,574	\$1,516	Market and range placement.
Senior Accounting Specialist	\$6,242	Training and Safety Specialist	36	\$7,574	\$1,694	Market and range placement.
Network Specialist	\$6,058	Human Resources Analyst	31	\$6,706	Proposed	Internal alignment: 32.5% below Human Resources Supervisor.
Training and Safety Coordinator	\$5,880	Accountant	31	\$6,706	\$464	Market and range placement.
Deputy District Clerk/Office Manager	\$5,880	Senior Administrative Assistant	24	\$5,651	\$229	Internal alignment: 10% above Administrative Assistant.
Human Resources Technician	\$5,880	Human Resources Technician	22	\$5,382	\$498	Market and range placement.
Accounting Clerk	\$5,268	Accounting Technician	17	\$4,766	\$502	Market and range placement.
Operations						
Operations Manager	\$10,177	Operations Manager	52	\$11,190	\$1,013	Market and range placement.
Area Superintendent	\$8,590	Area Superintendent	44	\$9,206	\$616	Market and range placement.
Senior Resource Management Specialist	\$8,172	Senior Resource Management Specialist	43	\$8,986	\$814	Internal alignment: 25% above Resource Management Specialist II.
Management Analyst	\$7,697	Maintenance, Construction, and Resource Supervisor	35	\$7,393	\$699	Market and range placement.
Resource Management Specialist II	\$7,396	Supervising Ranger	35	\$7,393	\$699	Market and range placement.
Support Services Supervisor	\$7,396	Management Analyst	33	\$7,041	\$656	Market and range placement.
Maintenance, Construction, and Resource Supervisor	\$6,694	Resource Management Specialist II	33	\$7,041	\$355	Market and range placement.
Supervising Ranger	\$6,694	Support Services Supervisor	33	\$7,041	\$355	Internal alignment: 5% below Maintenance, Construction, and Resource Supervisor and Supervising Ranger
Resource Management Specialist I	\$6,368	Resource Management Specialist I	29	\$6,387	\$19	Internal alignment: 10% below Resource Management Specialist II.
Equipment Mechanic/Operator	\$6,242	Ranger	25	\$5,793	\$29	Market and range placement.
Ranger	\$5,764	Equipment Mechanic/Operator	23	\$5,517	\$725	Market and range placement.
Lead Open Space Technician	\$5,706	Lead Open Space Technician	23	\$5,517	\$189	Internal alignment: 10% above Open Space Technician.
Administrative Assistant	\$5,268	Administrative Assistant	20	\$5,126	\$142	Market and range placement.
Farm Maintenance Worker	\$5,164	Farm Maintenance Worker	19	\$5,004	\$160	Internal alignment: anchor to Open Space Technician.
Open Space Technician	\$5,164	Open Space Technician	19	\$5,004	\$160	Market and range placement.
Seasonal Open Space Technician	\$3,643	Seasonal Open Space Technician	3	\$3,385	\$258	Internal alignment: 40% below Open Space Technician.

Planning						
Planning Manager	\$10,177	Planning Manager	52	\$11,190	\$1,013	Market and range placement and internal alignment: anchor to Administrative Services Manager and Operations Manager
Senior Planner	\$8,172	Senior Planner	43	\$8,986	\$814	Internal alignment: 10% above Planner II.
GIS Coordinator	\$7,396	GIS Administrator	40	\$8,350	\$954	Market and range placement.
Planner II	\$7,396	Planner II	39	\$8,151	\$755	Market and range placement.
Planner I	\$6,368	Planner I	31	\$6,706	\$338	Internal alignment: 20% below Planner II and 15% above Planning Technician.
Planning Technician	\$5,764	Planning Technician	23	\$5,517	\$247	Market and range placement.
Administrative Assistant	\$5,268	Administrative Assistant	20	\$5,126	\$142	Market and range placement.
Real Property						
Real Property Manager	\$10,177	Real Property Manager	48	\$10,149	\$28	Market and range placement.
Real Property Specialist	\$7,396	Real Property Specialist	35	\$7,393	\$3	Market and range placement.
Administrative Assistant	\$5,268	Administrative Assistant	20	\$5,126	\$142	Market and range placement.
Public Affairs						
Public Affairs Manager	\$10,177	Public Affairs Manager	48	\$10,149	\$28	Market and range placement and internal alignment: anchor to Real Property Manager
Website Content Coordinator	\$6,368	Website Administrator	36	\$7,574	\$1,206	Market and range placement.
Communications Specialist	\$6,368	Media Communications Specialist	33	\$7,041	\$673	Market and range placement.
Public Affairs Specialist	\$6,368	Public Affairs Specialist	33	\$7,041	\$673	Market and range placement.
Docent Coordinator	\$6,058	Docent Program Manager	31	\$6,706	\$648	Market and range placement.
Volunteer Coordinator	\$6,058	Volunteer Program Manager	28	\$6,231	\$173	Market and range placement.
Assistant Program Coordinator	\$5,538	Public Affairs Program Coordinator	25	\$5,793	\$255	Internal alignment: 20% below Public Affairs Specialist.
Administrative Assistant	\$5,268	Administrative Assistant	20	\$5,126	\$142	Market and range placement.
General Counsel						
Assistant General Counsel II	\$9,491	Assistant General Counsel II	50	\$10,657	\$1,166	Market and range placement.
Assistant General Counsel I	Proposed	Assistant General Counsel I	46	\$9,666	New Position	Internal alignment: 10% below Assistant General Counsel II.
Administrative Assistant	\$5,268	Administrative Assistant	20	\$5,126	\$142	Market and range placement.

Legend for columns:

Column 1 - New classification title proposed by consultant.

Column 2 - MROSD's current monthly maximum salaries.

Column 3 - Market placement shows the market median dollar values derived from the market survey results.

Column 4 - Salary range number of the consultant's newly proposed salary range schedule.

Column 5 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 6 - This percentage expresses the difference between the MROSD's current salaries and the consultant's proposed salaries.

Column 7 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).

Proposed Class Title	Proposed Maximum Monthly Salary	Salary Range Increase/Decrease
Assistant General Manager	\$14,281	
Administrative Services Manager	\$11,190	
Operations Manager	\$11,190	
Planning Manager	\$11,190	
Assistant General Counsel II	\$10,657	
Real Property Manager	\$10,149	\$28
Public Affairs Manager	\$10,149	\$28
Assistant General Counsel I	\$9,666	
Area Superintendent	\$9,206	
Human Resources Supervisor	\$9,206	
Senior Planner	\$8,986	
Senior Resource Management Specialist	\$8,986	
District Clerk	\$8,559	\$291
GIS Administrator	\$8,350	
Senior Management Analyst	\$8,151	\$699
Planner II	\$8,151	
Information Technology Specialist	\$7,574	
Website Administrator	\$7,574	
Training and Safety Specialist	\$7,574	
Maintenance, Construction, and Resource Supervisor	\$7,393	
Supervising Ranger	\$7,393	
Real Property Specialist	\$7,393	\$3
Management Analyst	\$7,041	\$656
Resource Management Specialist II	\$7,041	\$355
Support Services Supervisor	\$7,041	\$355
Media Communications Specialist	\$7,041	
Public Affairs Specialist	\$7,041	
Human Resources Analyst	\$6,706	
Planner I	\$6,706	
Docent Program Manager	\$6,706	
Accountant	\$6,706	
Resource Management Specialist I	\$6,387	

Proposed Class Title	Proposed Maximum Monthly Salary	Salary Range Increase/Decrease
Volunteer Program Manager	\$6,231	
Ranger	\$5,793	
Public Affairs Program Coordinator	\$5,793	
Senior Administrative Assistant	\$5,651	\$229
Equipment Mechanic/Operator	\$5,517	\$725
Planning Technician	\$5,517	\$247
Lead Open Space Technician	\$5,517	\$189
Human Resources Technician	\$5,382	\$498
Administrative Assistant	\$5,126	\$142
Farm Maintenance Worker	\$5,004	\$160
Open Space Technician	\$5,004	\$160
Accounting Technician	\$4,766	\$502
Seasonal Open Space Technician	\$3,385	\$258

**ATTACHMENT C:
Current vs. Proposed Salary Range Top Step**

Current Class Title (<i>Proposed Title</i>)	Current Maximum Monthly Salary	Proposed Maximum Monthly Salary	Monthly Salary Percent Change
Assistant General Manager	\$12,178	\$14,281	17.3%
Administrative Services Manager	\$10,177	\$11,190	9.9%
Operations Manager	\$10,177	\$11,190	9.9%
Planning Manager	\$10,177	\$11,190	9.9%
Real Property Manager	\$10,177	\$10,149	-0.3%
Public Affairs Manager	\$10,177	\$10,149	-0.3%
Assistant General Counsel (<i>Assistant General Counsel II</i>)	\$9,491	\$10,657	12.3%
Assistant General Counsel I	Proposed	\$9,666	N/A
District Clerk	\$8,850	\$8,559	-3.3%
Senior Management Analyst	\$8,850	\$8,151	-7.9%
Area Superintendent	\$8,590	\$9,206	7.2%
Human Resources Supervisor	Proposed	\$9,206	N/A
Senior Resource Management Specialist	\$8,172	\$8,986	10.0%
Senior Planner	\$8,172	\$8,986	10.0%
Management Analyst - HR (<i>HR Analyst</i>)	\$7,697	\$6,706	-12.9%
Management Analyst (<i>Management Analyst-Operations</i>)	\$7,697	\$7,041	-8.5%
Resource Management Specialist (<i>Resource Mgmt Specialist II</i>)	\$7,396	\$7,041	-4.8%
Support Services Supervisor	\$7,396	\$7,041	-4.8%
GIS Coordinator (<i>GIS Administrator</i>)	\$7,396	\$8,350	12.9%
Open Space Planner II (<i>Planner II</i>)	\$7,396	\$8,151	10.2%
Real Property Specialist	\$7,396	\$7,393	0.0%
Maintenance & Resource Supervisor (<i>Maint., Construction & Resource Supv.</i>)	\$6,694	\$7,393	10.4%
Supervising Ranger	\$6,694	\$7,393	10.4%
Open Space Planner I (<i>Planner I</i>)	\$6,368	\$6,706	5.3%
Website Content Coordinator (<i>Website Administrator</i>)	\$6,368	\$7,574	18.9%
Communications Specialist (<i>Media Communications Specialist</i>)	\$6,368	\$7,041	10.6%
Public Affairs Specialist	\$6,368	\$7,041	10.6%
Resource Specialist I (<i>Resource Mgmt. Specialist I</i>)	\$6,368	\$6,387	0.3%
Senior Accounting Specialist (<i>Accountant</i>)	\$6,242	\$6,706	7.4%

**ATTACHMENT C:
Current vs. Proposed Salary Range Top Step**

Current Class Title (<i>Proposed Title</i>)	Current Maximum Monthly Salary	Proposed Maximum Monthly Salary	Monthly Salary Percent Change
Equipment Mechanic/Operator	\$6,242	\$5,517	-11.6%
Network Specialist (<i>IT Specialist</i>)	\$6,058	\$7,574	25.0%
Docent Coordinator (<i>Docent Program Manager</i>)	\$6,058	\$6,706	10.7%
Volunteer Coordinator (<i>Volunteer Program Manager</i>)	\$6,058	\$6,231	2.9%
Training and Safety Coordinator (<i>Training and Safety Specialist</i>)	\$5,880	\$7,574	28.8%
Deputy District Clerk/Office Manager (<i>Senior Administrative Assistant</i>)	\$5,880	\$5,651	-3.9%
Human Resources Technician	\$5,880	\$5,382	-8.5%
Ranger	\$5,764	\$5,793	0.5%
Planning Technician	\$5,764	\$5,517	-4.3%
Lead Open Space Technician	\$5,706	\$5,517	-3.3%
Assistant Program Coordinator (<i>Public Affairs Program Coordinator</i>)	\$5,538	\$5,793	4.6%
Accounting Clerk (<i>Accounting Technician</i>)	\$5,268	\$4,766	-9.5%
Administrative Assistant	\$5,268	\$5,126	-2.7%
Farm Maintenance Worker	\$5,164	\$5,004	-3.1%
Open Space Technician	\$5,164	\$5,004	-3.1%
Seasonal Open Space Technician	\$3,643	\$3,385	-7.1%

ATTACHMENT D:
EMPLOYEE WAGE IMPACT

	Current Monthly Salary	Current Salary Step	Proposed Salary Range	Proposed Salary Step	Proposed Monthly Salary	Monthly Wage Increase	Monthly Percent Increase
1	\$5,268	6	17	10	\$4,766	\$0	Y-rated
2	\$4,913	5	19	10	\$5,004	\$91	1.85%
3	\$5,164	6	19	10	\$5,004	\$0	Y-rated
4	\$5,164	6	19	10	\$5,004	\$0	Y-rated
5	\$5,164	6	19	10	\$5,004	\$0	Y-rated
6	\$5,164	6	19	10	\$5,004	\$0	Y-rated
7	\$4,913	5	19	10	\$5,004	\$91	1.85%
8	\$4,674	4	19	8	\$4,763	\$89	1.90%
9	\$5,164	6	19	10	\$5,004	\$0	Y-rated
10	\$4,913	5	19	10	\$5,004	\$91	1.85%
11	\$4,674	4	19	8	\$4,763	\$89	1.90%
12	\$4,913	5	19	10	\$5,004	\$91	1.85%
13	\$4,913	5	19	10	\$5,004	\$91	1.85%
14	\$5,268	6	20	10	\$5,126	\$0	Y-rated
15	\$4,536	3	20	6	\$4,644	\$108	2.38%
16	\$5,012	5	20	10	\$5,126	\$114	2.27%
17	\$5,268	6	20	10	\$5,126	\$0	Y-rated
18	\$5,268	6	20	10	\$5,126	\$0	Y-rated
19	\$4,768	4	20	8	\$4,879	\$111	2.33%
20	\$5,012	5	20	10	\$5,126	\$114	2.27%
21	\$4,316	5	20	4	\$4,420	\$104	2.41%
22	\$4,316	5	20	4	\$4,420	\$104	2.41%
23	\$5,063	3	22	6	\$5,123	\$60	1.19%
24	\$6,242	6	23	10	\$5,517	\$0	Y-rated
25	\$6,242	6	23	10	\$5,517	\$0	Y-rated
26	\$6,242	6	23	10	\$5,517	\$0	Y-rated
27	\$5,706	6	23	10	\$5,517	\$0	Y-rated
28	\$5,706	6	23	10	\$5,517	\$0	Y-rated
29	\$5,594	6	23	10	\$5,517	\$0	Y-rated
30	\$5,706	6	23	10	\$5,517	\$0	Y-rated
31	\$5,594	5	24	10	\$5,651	\$57	1.02%
32	\$5,764	6	25	10	\$5,793	\$29	0.50%
33	\$5,764	6	25	10	\$5,793	\$29	0.50%
34	\$4,963	3	25	4	\$4,995	\$32	0.64%
35	\$4,963	3	25	4	\$4,995	\$32	0.64%
36	\$4,963	3	25	4	\$4,995	\$32	0.64%
37	\$5,764	6	25	10	\$5,793	\$29	0.50%
38	\$4,721	2	25	2	\$4,754	\$33	0.70%
39	\$5,764	6	25	10	\$5,793	\$29	0.50%
40	\$5,764	6	25	10	\$5,793	\$29	0.50%
41	\$5,764	6	25	10	\$5,793	\$29	0.50%
42	\$5,764	6	25	10	\$5,793	\$29	0.50%
43	\$5,764	6	25	10	\$5,793	\$29	0.50%
44	\$5,764	6	25	10	\$5,793	\$29	0.50%
45	\$5,764	6	25	10	\$5,793	\$29	0.50%
46	\$5,764	6	25	10	\$5,793	\$29	0.50%
47	\$5,764	6	25	10	\$5,793	\$29	0.50%
48	\$4,963	3	25	4	\$4,995	\$32	0.64%

ATTACHMENT D:
EMPLOYEE WAGE IMPACT

	Current Monthly Salary	Current Salary Step	Proposed Salary Range	Proposed Salary Step	Proposed Monthly Salary	Monthly Wage Increase	Monthly Percent Increase
49	\$5,764	6	25	10	\$5,793	\$29	0.50%
50	\$5,216	4	25	6	\$5,248	\$32	0.61%
51	\$4,721	2	25	2	\$4,754	\$33	0.70%
52	\$5,538	6	25	9	\$5,651	\$113	2.04%
53	\$6,058	6	28	9	\$6,079	\$21	0.35%
54	\$5,216	2	29	2	\$5,242	\$26	0.50%
55	\$5,764	4	29	6	\$5,786	\$22	0.38%
56	\$5,483	3	31	2	\$5,504	\$21	0.38%
57	\$5,429	2.5	31	2	\$5,504	\$75	1.38%
58	\$6,058	6	31	6	\$6,075	\$17	0.28%
59	\$7,697	6	33	10	\$7,041	\$0	Y-rated
60	\$7,396	6	33	10	\$7,041	\$0	Y-rated
61	\$6,368	6	33	6	\$6,379	\$11	0.17%
62	\$5,483	3	33	1	\$5,638	\$155	2.83%
63	\$6,694	6	35	6	\$6,698	\$4	0.06%
64	\$6,694	6	35	6	\$6,698	\$4	0.06%
65	\$6,694	6	35	6	\$6,698	\$4	0.06%
66	\$6,694	6	35	6	\$6,698	\$4	0.06%
67	\$6,694	6	35	6	\$6,698	\$4	0.06%
68	\$6,694	6	35	6	\$6,698	\$4	0.06%
69	\$6,694	6	35	6	\$6,698	\$4	0.06%
70	\$6,694	6	35	6	\$6,698	\$4	0.06%
71	\$7,322	5.5	35	10	\$7,393	\$71	0.97%
72	\$6,368	6	36	3	\$6,371	\$3	0.05%
73	\$6,058	6	36	1	\$6,064	\$6	0.10%
74	\$5,594	3	36	1	\$6,064	\$470	8.40%
75	\$7,250	2	39	6	\$7,384	\$134	1.85%
76	\$7,396	6	39	7	\$7,569	\$173	2.34%
77	\$7,396	6	39	7	\$7,569	\$173	2.34%
78	\$7,036	5	39	5	\$7,204	\$168	2.39%
79	\$7,036	5	40	4	\$7,200	\$164	2.33%
80	\$7,250	2	41	4	\$7,380	\$130	1.79%
81	\$8,172	6	41	9	\$8,350	\$178	2.18%
82	\$8,172	6	43	7	\$8,345	\$173	2.12%
83	\$8,172	6	43	7	\$8,345	\$173	2.12%
84	\$8,050	5.75	43	6	\$8,141	\$91	1.13%
85	\$8,504	6	44	7	\$8,548	\$44	0.52%
86	\$8,590	6	44	8	\$8,762	\$172	2.00%
87	\$8,172	5	44	6	\$8,340	\$168	2.06%
88	\$10,177	6	48	10	\$10,149	\$0	Y-rated
89	\$10,177	6	48	10	\$10,149	\$0	Y-rated
90	\$9,491	6	50	6	\$9,654	\$163	1.72%
91	\$9,211	4	52	3	\$9,413	\$202	2.19%
92	\$9,976	5.6	52	6	\$10,137	\$161	1.61%
93	\$10,177	6	52	7	\$10,391	\$214	2.10%