



## SUMMARY REPORT

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**Agenda Date:** 11/19/2019

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**To:** Board of Supervisors of the County of Sonoma, Board of Directors of the Sonoma County Water Agency, Board of Commissioners of the Community Development Commission, and Board of Directors of the Sonoma County Agricultural Preservation and Open Space District

**Department or Agency Name(s):** Human Resources Department

**Staff Name and Phone Number:** Spencer Keywood, (707) 565-3568

**Vote Requirement:** 4/5th

**Supervisorial District(s):** All

**Title:**

**2:00 P.M. -** Sonoma County Water Agency Classification Study of SEIU Represented Positions

**Recommended Action:**

Adopt Resolutions reflecting the recommendations of completed classification studies and other position allocation changes:

- A) Adopt a Concurrent Resolution approving three revised SCWA specifications, two revised and re-titled SCWA classifications and specifications, five new SCWA classifications and salaries, updated salary administration of one SCWA classification, and adjustments to the salaries of eight SCWA classifications; and amending the Memorandum of Understanding between the County and Service Employees International Union, Local 1021, Salary Table Scales, to reflect the retitled job classifications and establish the new classifications and salaries, effective November 19, 2019.
- B) Adopt a Resolution amending the Department Allocation Table of the Sonoma County Water Agency, effective November 19, 2019.
- C) Adopt a Resolution authorizing adjustments to the Board Adopted Budget for Fiscal Year 2019-2020 for the Sonoma County Water Agency General Fund, effective November 19, 2019.

4/5th Vote Required)

**Executive Summary:**

The County's Human Resources Department is responsible for managing the County-wide classification and compensation structure. This includes special districts/agencies of the County. Components of this responsibility include ensuring employees are appropriately classified, administering the County's Compensation Plan, and assisting departments with organizational changes when they involve classification reviews. Ensuring employees are appropriately classified and having a sound classification plan results in the County's ability to attract and retain a highly qualified, engaged workforce charged with providing the most efficient services possible for our community.

In Resolutions before your Board today Human Resources requests approval to implement the final recommendations resulting from a classification study of all Service Employee International Union (SEIU) - Local 1021 represented job classifications allocated to the Sonoma County Water Agency.

**Discussion:**

Classification is a method for categorizing jobs based on duties, responsibilities, and a variety of other factors. A classification plan contains all of the classifications in the agency and forms the basis for setting job expectations, consistent and fair job entrance requirements, equitable compensation, and plays an important role in the budget.

An important principal to understand prior to reading further in the discussion is how the County establishes and administers salaries for County job classes. At a high level, the County's compensation structure is based on evaluating a series of "benchmark" job classes in comparison to an external job market. For the County, the external market consists of a list of other, similar California Counties. There are some job classes at SCWA which are administered using a Water Agency external job market. The County's Compensation Philosophy states in relevant part, "the County may also consider a different set of comparable agencies for Special Districts and Agencies with classifications that do not exist at the County to obtain sufficient survey data. Important in either of these circumstances is the consideration of whether there are other reasonably acceptable methods to evaluate market data and/or to administer the salaries."

Four agencies: i.e., Agricultural Preservation and Open Space District, Community Development Commission, Sonoma County Fair, and Sonoma County Water Agency are not governed by the County's Civil Service System, and the Board has sole authority for the related classification and compensation issues. Therefore, Human Resources is seeking approval for the following changes in classifications and allocations.

**Sonoma County Water Agency (SCWA):**

During contract negotiations with SEIU in 2016, Human Resources and SCWA agreed to conduct a classification and compensation study of all SEIU-represented positions at the Agency. The purpose of the study was to determine appropriate job classifications for all SEIU-represented positions allocated to SCWA, and to conduct an analysis of salary administration for the positions, including the need to evaluate new classification salaries and equity adjustments, consistent with the County's compensation philosophy. Koff & Associates, a professional classification and compensation consulting firm, experienced in working with other water agencies/districts, was retained to conduct the study. The study proved to be complicated, and Human Resources worked with SCWA management and staff to expand, refine, and finalize the recommendations, especially those relating to salaries.

Human Resources has been bringing the study forward for approval in phases due to its size and complexity. The first three phases, approved by the Board on January 23, 2018, July 10, 2018, and September 25, 2018, respectively, were comprised of the consultant's recommendation for 30 positions, in total, that were determined to either be appropriately classified or recommended for reclassification to existing County classifications. Today, Human Resources is bringing forward the fourth and final phase of the study which has resulted in the following recommendations:

- Create five new classifications: Water Agency Engineering Technician I, Water Agency Engineering Technician II, Water Agency Engineering Technician III, Water Agency Geographic Information Systems Analyst, and Water Agency SCADA Technology Analyst
- Revise and retitle two classifications: Technical Writing Specialist to Water Agency Technical Writing Specialist, and Water Agency Maintenance Worker III to Water Agency Senior Maintenance Worker
- Revise three classifications: Water Agency Maintenance Worker I, Water Agency Maintenance Worker II, and Water Agency Lead Maintenance Worker
- Revise salaries and ongoing salary administration for eight existing classifications: Water Agency Technical Writing Specialist, Water Agency Senior Technical Writing Specialist, Water Agency Network Analyst, Water Agency Resource Programs Technician II, Water Agency Senior Programs Specialist, Water Agency Senior Environmental Specialist, Water Agency Senior Maintenance Worker, and Water Agency Lead Maintenance Worker
- Revise ongoing salary administration for one classification: Water Agency Resource Programs Technician I
- Reclassify 15 positions: two Water Agency Senior Network Analyst positions and one Senior Programmer Analyst position to the new classification Water Agency SCADA Technology Analyst; one Department Information Systems Specialist II position, one Geographic Information Technician II position, and one Senior Geographic information Technician position to the new classification of Water Agency Geographic Information Systems Analyst; and nine Engineering Technician I/II/III positions to the new classifications of Water Agency Engineering Technician I/II/III); and retaining all incumbents pursuant to Water Agency Personnel Policy, Article V - Reclassification.

The complete study report, including specifications, placement details, and salary recommendations are attached (Attachment 4).

*Bargaining Unit, Fair Labor Standards Act (FLSA), and Salary Determination:*

Pursuant to the County's Employee Relations Policy, Human Resources determined the appropriate bargaining unit for the five new classifications, and whether each new class is non-exempt or exempt pursuant to the guidelines of the Fair Labor Standards Act. The table below provides the details of these determinations.

Class Title	Bargaining Unit	FLSA Designation
Water Agency Engineering Technician I	SEIU-05	Non-exempt
Water Agency Engineering Technician II	SEIU-05	Non-exempt
Water Agency Engineering Technician III	SEIU-05	Non-exempt
Water Agency Geographic Information Systems Analyst	SEIU-05	Non-exempt
Water Agency SCADA Technology Analyst	SEIU-05	Non-exempt

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Based on an evaluation of market data, internal equity factors, laws regarding pay, and a review of comparator County classifications, Human Resources has determined that the salaries and ongoing salary administration for the SCWA-specific classifications should be set as provided.

<b>Class Title</b>	<b>Maximum Monthly Salary</b>	<b>Ongoing Administration</b>
Water Agency Engineering Technician I	\$5,275	16% below Water Agency Engineering Technician II
Water Agency Engineering Technician II	\$6,119	4% above Engineering Technician II
Water Agency Engineering Technician III	\$7,098	16% above Water Agency Engineering Technician II
Water Agency Geographic Information Systems Analyst	\$7,741	2% above APOSD Geographic Information Systems Coordinator
Water Agency SCADA Technology Analyst	\$9,573	Tied to Systems Software Analyst
Water Agency Technical Writing Specialist	\$7,595	Tied to Water Agency Environmental Specialist
Water Agency Senior Technical Writing Specialist	\$8,357	10% above Water Agency Technical Writing Specialist
Water Agency Network Analyst	\$8,855	5% below Network Analyst
Water Agency Resource Programs Technician I	\$4,995	23% below Water Agency Resource Programs Technician II
Water Agency Resource Programs Technician II	\$6,143	12% below above Water Agency Programs Specialist II
Water Agency Senior Programs Specialist	\$7,981	10% above Water Agency Programs Specialist II
Water Agency Senior Environmental Specialist	\$8,357	10% above Water Agency Environmental Specialist II
Water Agency Senior Maintenance Worker	\$6,383	19% above Water Agency Maintenance Worker II
Water Agency Lead Maintenance Worker	\$7,214	13% above Water Agency Senior Maintenance Worker

***Meet and Confer Process:***

The Meyers-Miliias-Brown Act (MMBA) requires public agencies meet and confer in good faith regarding wages, hours, and other terms and conditions of employment with representatives of recognized employee organizations. The requirements of the MMBA are supported by language in Article 4.11, Classification Study Requests, of the negotiated MOU between the County and SEIU that states, “Before the Board of Supervisors

establishes the salary range for any new class represented by the Union, the County shall meet and confer in good faith with the Union for up to thirty (30) days on the salary range for the new classification.” Additional language specific to the meet and confer requirements for this, and solely this specific study was included in a Side Letter Agreement between the County and SEIU, dated April 5, 2019, stating, “The County and the Union agree that with respect to the meet and confer process presently under way under section 4.11 of the MOU for the Water Agency classification study, the 30 day timeline will be waived.” In accordance with the requirements of the MMBA, the SEIU MOU, and the Side Letter Agreement, Human Resources, SCWA management, incumbents, and SEIU engaged in an extensive meet and confer process on both the classification recommendations in 2017, and the salary recommendations in 2019. In total, more than 30 meetings were held. Fourteen of the meetings were conducted between the time when the original salary recommendation was released in December 2018, to our final meeting in September 2019.

During the meet and confer process regarding the original salary recommendation, Human Resources met with incumbents and SEIU to hear counterproposals to the salary recommendation and accepted additional information about how incumbents believe positions at SCWA differ from their County counterparts. Based on information gained in those sessions, Human Resources conducted further research and analysis, again taking into consideration laws regarding pay, external market data, internal equity analysis, and a review of comparator classifications used by County departments.

Although Human Resources made several adjustments that resulted in increases to the original salary recommendation, SEIU and the incumbents are still not in agreement with the final salary recommendation. The crux of the disagreement is that SEIU and the incumbents believe salaries for their positions should be set against a Water Agency specific external job market, similar to positions represented by WCE and Local 39. And, should that not occur, SEIU requested an additional 12% increase in salary, above what is already being recommended, and above their County counterparts. However, SEIU did not present, nor did Human Resources find, any information that would support increasing the differentials between County and Water Agency classifications beyond those currently being recommended by the County, or an acceptable rationale for using a Water Agency specific external job market.

Human Resources believes the County has:

- provided fair and reasonable classification and compensation proposals;
- has carefully analyzed all the information provide by incumbents and SEIU;
- has used compensation best practices and has used the County’s Compensation Philosophy as guidance;
- has fulfilled its obligation to meet and confer in good faith over the study outcomes in accordance with the MMBA, the Memorandum of Understanding between SEIU and the County, and the Side Letter Agreement after having met 14 times between December 2018 through September 2019.

Therefore, the County recommends that the Board approve the classification and salary recommendation detailed in this item and its attachments.

**Prior Board Actions:**

Human Resources has brought the study forward for approval in phases due to its size and complexity. The first three phases, approved by the Board on January 23, 2018, July 10, 2018, and September 25, 2018, respectively, comprised of the consultant's recommendation for 30 positions, in total, that were determined to either be appropriately classified or recommended for reclassification to existing County classifications.

**FISCAL SUMMARY**

<b>Expenditures</b>	<b>FY 19-20 Adopted</b>	<b>FY20-21 Projected</b>	<b>FY 21-22 Projected</b>
Budgeted Expenses		\$249,189.96	\$256,665.66
Additional Appropriation Requested	\$148,881.23		
<b>Total Expenditures</b>	<b>\$148,881.23</b>	<b>\$249,189.96</b>	<b>\$256,665.66</b>
<b>Funding Sources</b>			
General Fund/WA GF	\$148,881.23	\$249,189.96	\$256,665.66
State/Federal			
Fees/Other			
Use of Fund Balance			
Contingencies			
<b>Total Sources</b>	<b>\$148,881.23</b>	<b>\$249,189.96</b>	<b>\$256,665.66</b>

**Narrative Explanation of Fiscal Impacts:**

Salary and benefits are budgeted in the General Fund, which is funded through water sales revenue, taxes, and grants. The General Fund is reimbursed by SCWA's enterprise funds through the overhead rate. The Agency's cost accounting system allocates labor costs to SCWA projects specific to its enterprise funds. The costs associated with the reclassification of positions, and updates to the salaries for eight classifications represents an increase cost of \$148,881 for the remainder of FY 19-20. For FY 20-21 and FY 21-22 the net increase for salary and benefits will be \$249,190 and \$256,666 respectively, assuming a 3% COLA each year. With Board approval, FY 19-20 appropriations will be budgeted pursuant to the attached budget resolution. For FY 20-21 and FY 21-22 the net increases for salary and benefits will be budgeted in those fiscal years.

<b>Staffing Impacts:</b>			
<b>Position Title (Payroll Classification)</b>	<b>Monthly Salary Range (A-I Step)</b>	<b>Additions (Number)</b>	<b>Deletions (Number)</b>
Water Agency Senior Network Analyst	\$7,688 - \$9,345		(2.0)
Senior Programmer Analyst	\$7,501 - \$9,119		(1.0)
Water Agency SCADA Technology Analyst	\$7,875 - \$9,573	3.0	
Department Information Systems Specialist II	\$6,369 - \$7,741		(1.0)
Geographic Information Technician II	\$5,484 - \$6,668		(1.0)
Senior Geographic Information Technician	\$5,870 - \$7,134		(1.0)

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Water Agency Geographic Information Systems Analyst	\$6,369 - \$7,741	3.0	
Engineering Technician I/II/III	I - \$4157 - \$5,054 II - \$4,839 - \$5,880 III - \$5,637 - \$6,853		(9.0)
Water Agency Engineering Technician I/II/III	I - \$4,339 - \$5,275 II - \$5,032 - \$6,119 III - \$5,840 - \$7,098	9.0	

**Narrative Explanation of Staffing Impacts (If Required):**

Pursuant to Water Agency Personnel Policy, Article V - Reclassification:

- Incumbents in two Water Agency Senior Network Analyst positions and one Senior Programmer Analyst position will be retained in the new classification Water Agency SCADA Technology Analyst;
- Incumbents in one Department Information Systems Specialist II position, one Geographic Information Technician II position, and one Senior Geographic Information Technician position will be retained in the new classification of Water Agency Geographic Information Systems Analyst; and
- Incumbents in nine Engineering Technician I/II/III positions will be retained in the new classifications of Water Agency Engineering Technician I/II/III

**Attachments:**

1. Resolution 1: Concurrent Resolution approving updates to classifications, classification titles, salary administration, and salaries; and amending the Memorandum of Understanding between the County and SEIU, Local 1021, Salary Table Scales
2. Resolution 1: Attach A - Salary Table Scales
3. Resolution 2: Resolution amending the SCWA Department Allocation Table
4. Resolution 3: Resolution authorizing adjustments to the Board Adopted Budget for Fiscal Year 2019-2020 for the SCWA General Fund
5. Classification and Compensation Study Report Memorandum, Recommendation Tables, Report, and Attachments by Human Resources and Koff & Associates for the classification study of SEIU represented positions at the SCWA

**Related Items "On File" with the Clerk of the Board:**

None.