



RESOLUTION ADOPTING 4 NEW JOB CLASSIFICATIONS AND A REVISED SALARY
STRUCTURE

WHEREAS, The Transportation Authority's goal is to optimize personnel recruitment and retention by making every effort to compensate employees fairly and equitably and to remain competitive with peer agencies in its compensation practices; and

WHEREAS, The Transportation Authority, as called for in the agency's Personnel Manual, conducts periodic reviews of the job classification structure to benchmark the Transportation Authority's remuneration package against comparable agencies, and to recommend modifications to the agency's job classification structure as appropriate; and

WHEREAS, The Board last approved for salary range adjustments to positions in December 2018 through approval of Resolution 19-33; and

WHEREAS, The Transportation Authority contracted with Cascade Employer Association (Cascade), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study for filled positions, except for the Executive Director position and those anticipated for recruitment, which included a comprehensive review of the agency job classifications, descriptions, base compensation, and benefits; and

WHEREAS, Transportation Authority staff recommended creating four new position descriptions (Attachment 1) to allow candidates to apply for the entry level transportation planner positions without a requirement of a graduate degree or to provide growth pathways and flexibility for staff to progress within the agency, which benefits the agency by helping to diversify its workforce, facilitating advancement or lateral staff moves, and helping maintain a healthy agency culture; and

WHEREAS, Cascade concluded that the Transportation Authority's salaries are below the median minimums of all other comparator agencies with salaries, in general, between 3% to 21% below the minimum with the average at 8% and the median at 9%; and

WHEREAS, Based on the study, Transportation Authority staff proposed salary ranges for all other positions in its organization chart that were not surveyed by aligning the ranges to maintain consistency with directly surveyed positions and recommended adopting the proposed revised salary structure shown in Attachment 2; and



WHEREAS, Assuming applicable adjustments to the affected positions, the Transportation Authority estimates an increased aggregate expenditure of approximately \$311,000 to \$450,000 per year, representing an average increase in salary expenditures of approximately 5% to 7%, which can be accommodated in the agency budget; and

WHEREAS, The increase will be reflected in the Fiscal Year 2022/23 Mid-Year Budget amendment; now, therefore, be it

RESOLVED, That the Transportation Authority hereby adopts 4 new job classifications shown in Attachment 1 and a revised salary structure shown in Attachment 2.

Attachments:

1. Attachment 1- Proposed New Job Descriptions (4)
2. Attachment 2 - Proposed Revised Salary Structure



**San Francisco
County Transportation
Authority**

Job Description

PLANNING DIVISION

Assistant Transportation Planner

The San Francisco County Transportation Authority is the sub-regional transportation planning and programming agency for San Francisco County. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

SUMMARY

The Transportation Planner Series in the Planning Division includes four levels of professional Transportation Planners who manage planning and corridor/neighborhood studies and other planning projects, facilitate community outreach efforts, and represent the Transportation Authority on technical and policy advisory groups. The Assistant Transportation Planner is an entry-level position in the Transportation Planner Series, and assists senior staff with planning studies.

Reports to: Principal Transportation Planner or Deputy Director for Planning

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Collects, analyzes and interprets transportation data, administers surveys, summarizes data and prepares reports, and reviews transportation model inputs and outputs.
- Assists with planning and corridor studies. Duties include supporting senior staff in project management, such as tracking project budget, scope and performance measures; supporting or preparing grant applications; collaborating with consultant and Transportation Authority staff teams; preparing study deliverables; corresponding with agency partners; and implement public outreach plans.
- Assists with general planning assistance to senior planning division staff and other divisions, including reviewing and commenting on studies, and providing input into the Countywide Transportation Plan, Congestion Management Program, Prop K 5-Year Prioritization Program and Strategic Plan.
- Assists with preparation of Board memoranda and official Transportation Authority correspondence, and presents before management, the Transportation Authority's Community Advisory Committee, and other external agencies.

SUPERVISORY RESPONSIBILITIES: None.

MINIMUM QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Attachment 1

Training and Experience: Completion of an undergraduate degree in an appropriate discipline such as transportation planning, public policy or civil engineering.

Knowledge: Basic research methods and database management techniques; proficiency with standard computer spreadsheet, word processing, and presentation software; and transportation planning principles, techniques and methods.

Skills and Abilities: Ability to collect, analyze and interpret data pertaining to transportation planning and programming of funds, transportation issues and related legislation; summarize and present data and prepare written reports and recommendations, and outreach materials; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$XX,XXX - \$XXX,XXX.....Adopted XXX,
Resolution XX-XX**



Job Description

POLICY & PROGRAMMING DIVISION

Assistant Transportation Planner

The San Francisco County Transportation Authority is the sub-regional transportation planning and programming agency for San Francisco County. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

SUMMARY

The Transportation Planner Series in the Policy & Programming Division includes four levels of professional Transportation Planners who perform complex and sensitive tasks in the areas of transportation policy, legislation, strategic financial planning, fund programming, and planning and represent the Transportation Authority on technical and policy advisory groups. The Assistant Transportation Planner is the entry level of the series.

Reports to: Principal Transportation Planner or Deputy Director for Policy & Programming

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Assists with development of policies, funding strategies, and legislation to advance Transportation Authority goals and objectives, including research and analytical support, advocacy before governmental agencies and community outreach.
- Provides policy, programming and funding input into the development of the Transportation Authority's various programs and plans including, but not limited to, the Prop K 5-Year Prioritization Programs and Strategic Plan.
- Assists with Prop K, Prop AA, and TNC Tax program administration including review and preparation of grant allocation requests, project support and oversight, approval of reimbursement requests, and grant compliance.
- Assists with development of fund program guidelines, project prioritization criteria and programming recommendations for regional, state and federal fund sources.
- Provides project delivery support and oversight including monitoring timely use of fund deadlines and assisting project sponsors with technical, planning, and administrative issues intended to facilitate project implementation and preservation of discretionary funds.
- Prepares and delivers presentations for management, the Community Advisory Committee, external agencies, and public stakeholders; assists with preparation of materials to promote projects funded by the agency.
- Represents the Transportation Authority in interactions with staff at Caltrans, Metropolitan Transportation Commission, and at peer agencies within the city and across the region.
- Maintains a high level of transparency and accountability appropriate for administration of voter-approved revenue measures.

SUPERVISORY RESPONSIBILITIES: None.

Attachment 1

MINIMUM QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of an undergraduate degree in an appropriate discipline such as transportation planning, public policy or civil engineering.

Knowledge: Basic research methods and database management techniques; proficiency with standard computer spreadsheet, word processing, and presentation software; and transportation planning principles, techniques and methods.

Skills and Abilities: Ability to collect, analyze and interpret data pertaining to transportation planning and programming of funds, transportation issues and related legislation; summarize and present data and prepare written reports and recommendations, and outreach materials; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$XX,XXX-\$XXX,XXX.....Adopted XXX
Resolution XX-XX**



Job Description

OFFICE OF THE EXECUTIVE DIRECTOR

Communications Manager

The San Francisco County Transportation Authority is the sub-regional transportation planning and programming agency for San Francisco County. Our mission is to make travel safer, healthier, and easier for all. We plan, fund, and deliver local and regional projects to improve travel choices for residents, commuters, and visitors throughout the city.

SUMMARY

The Communications Manager leads or assist with designing, planning, and implementing the Transportation Authority's agency-wide and project-specific communications, including marketing, media relations, and public relations projects and programs.

Reports to: Director of Communications

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

Strategic Communications:

- Provides communications and messaging support to Transportation Authority's Board of Commissioners and Transportation Authority management team, in conveying the mission, goals, and role of the agency to the public.
- Collaborates with others in developing and leading implementation of the Transportation Authority's communications plans and policies, including branding, messaging, and operating standards and protocols. Provides support to Board leadership, coordinating with partner agencies and community organizations.
- Cooperates in the development and dissemination of key messages for the Transportation Authority and agency-wide communication initiatives; plans and develops paper and electronic publications and other communications, including talking points, brochures, newsletters, annual reports, press releases, social media posts, advertisements, and publications; collaborates in overseeing design, production, printing, and distribution of all print and electronic materials.
- Provides assistance in reviewing and leading quality control for key agency materials, reports, and communications.
- Aids in establishing and developing new avenues of communication with the public and community groups; support ongoing communication and cooperation with community organizations and associations, including ethnic, low-income, or other hard-to-reach groups, served by the Transportation Authority.

Community and Media Relations:

- Builds and maintains relationships with media and editorial contacts, agency partners and stakeholders, including a broad range of civic, neighborhood, and advocacy organizations.

Agency Operational Support:

- Provides communications guidance and support to Transportation Authority staff and project managers: reviewing major deliverables and outreach materials; researching and advising on emerging and innovative

outreach and public involvement techniques applicable to planning or project development activities; and facilitating staff training, as needed.

- Supports management team and Clerk of the Board in management of the Transportation Authority's Board operations, agency work program, and special projects; providing support to Clerk or project managers, in communication with the agency's various Community Advisory Committee members; and assisting with responses to public information requests and inquiries.
- Supports management team and staff with legislative and governmental affairs, as needed.

SUPERVISORY RESPONSIBILITIES: May supervise Communications Coordinator, interns and external consultant teams.

MINIMUM QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Training and Experience: Completion of a bachelor's degree in appropriate disciplines, such as public relations, journalism marketing, communications, or a closely related field from an accredited university is required. Two (2) years of experience in coordinating communications and marketing, media relations, and/or community outreach programs. An equivalent combination of education and experience is acceptable.

Knowledge: Knowledge of principles and practices of communications and marketing, media relations, public speaking, and community engagement programs. Basic principles and practices of graphic design and print production, including an understanding of design concepts and application. Knowledge of principles, practices, and techniques in using social media tools and applications.

Skills and Abilities: Strong writing, public presentation skills, and public speaking for a wide variety of audiences, including elected officials, technical staff, and the public; advanced writing and editing skills for a variety of communications media, including memoranda, reports, resolutions, plans, and outreach materials; basic design and graphics expertise; strong project, program, and relationship-building skills; stakeholder and crisis management skills, including consultant contract oversight; ability to work effectively under stressful situations involving tight deadlines, as well as confrontation and conflict; plan, research, organize, coordinate, and implement a variety of communications and marketing, media relations, and community outreach related activities and programs; operation of modern office equipment, including computer equipment and specialized software applications; and proficiency with social media platforms, including Twitter, Facebook, Instagram; and basic knowledge of content management systems such as MailChimp, Drupal, etc.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$XX,XXX-XX,XXX.....Adopted XXX
Resolution XX-XX**



**San Francisco
County Transportation
Authority**

Job Description

Manager

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SUMMARY

This position manages, oversees or coordinates project development and delivery efforts on numerous planning, policy or capital projects and programs funded by the Transportation Authority and/or affecting San Francisco.

Reports to: Deputy Director or Executive Director

Exemption Status: Full-Time, Exempt

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, directs, and supports project development and delivery efforts in order to ensure timely and cost-effective delivery of the numerous projects/programs affecting San Francisco.
- Facilitates interagency coordination and communication between key stakeholders, including: SFMTA and the City and County of San Francisco; federal, state and regional transportation agencies; funding partners and other stakeholders.
- Engages and interacts with internal and external stakeholders including Transportation Authority employees and employees from other regional agencies, private entities, as well as, federal, state and local government officials and residents, businesses, engineers, contractors and consultants.
- Directs the preparation and maintenance of project schedules, budgets, and quality control objectives and procedures.
- Provide complex assistance to the executive team in various areas of expertise.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff.
- Directs the preparation of and reviews budgets, grants, contracts, memorandums, and correspondence.
- Prepares Board memoranda and Transportation Authority correspondence, and presents before management, the Transportation Authority Board, other external agencies, and the public.

SUPERVISORY RESPONSIBILITIES: May supervise staff and/or external consultant teams.

Attachment 1

MINIMUM QUALIFICATIONS To perform this job successfully, an individual must be able to perform each essential duties satisfactorily.

Training and Experience: Completion of a bachelor's degree in Transportation Planning, Public Policy, Civil Engineering, Transportation Engineering or related field. Six (6) years of progressively responsible experience in transportation project and program management required, including at least two (2) years of demonstrated staff management experience. An equivalent combination of education and experience is acceptable.

Knowledge: Advanced knowledge of principles, practices, and techniques of project and program management;; standard transportation planning principles and methods; consultant contract preparation and oversight of consultant contracts for professional services; regulatory requirements and guidelines associated with obligation and expenditure of local, regional, state and federal transportation funds for planning and/or capital projects; database management techniques; and proficiency with standard computer spreadsheet, word processing and presentation software.

Skills and Abilities: Ability to implement an effective project and program monitoring plan to ensure timely and cost-effective project delivery; familiarity with project scheduling applications; ability to analyze and interpret data pertaining to planning issues using appropriate methods and statistical techniques; ability to work and communicate with contractors, consultants, engineers, planners, and other internal and external stakeholders; summarize and present data and prepare written reports and recommendations; speak effectively and write clearly and concisely.

Physical Demands and Work Environment: The physical demands and work environment are characteristic of modern office work and include moderate noise (examples: business office with computers and printers, light traffic), and are representative of those an employee encounters while performing the essential functions of this job. Ability to travel on occasion.

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or physical requirements. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Annual Compensation Range: \$XXX,XXX-\$XXX,XXX.....Adopted XXX
Resolution XX-XX**

ATTACHMENT 1
PROPOSED SALARY STRUCTURE

SFCTA Job Title	Current Minimum Base Salary	Current Maximum Base Salary	Proposed Minimum Base Salary	Proposed Maximum Base Salary	Current vs. Proposed		Last Salary Range Adjustment Year	CLASSIFICATION STATUS (does not represent # of positions, only that at least 1 person holds this position)
					Minimum Salary Difference	Maximum Salary Difference		
1 TRANSPORTATION MODELER	86,730	119,683	89,332	123,273	3%	3%	2018	VACANT
2 SENIOR TRANSPORTATION MODELER	108,410	149,604	111,662	154,092	3%	3%	2018	FILLED
3 PRINCIPAL TRANSPORTATION MODELER	125,365	173,000	129,126	178,190	3%	3%	2018	FILLED
4 DEPUTY DIRECTOR FOR TECHNOLOGY, DATA & ANALYSIS	164,840	227,472	169,785	234,296	3%	3%	2018	FILLED
5 ADMINISTRATIVE ENGINEER	91,115	125,739	94,760	130,769	4%	4%	2018	INACTIVE
6 ASSOCIATE ENGINEER	101,690	140,328	105,758	145,941	4%	4%	2018	VACANT
7 SENIOR ENGINEER	113,425	156,528	117,962	162,789	4%	4%	2018	FILLED
8 PRINCIPAL ENGINEER	136,110	187,833	141,554	195,346	4%	4%	2018	INACTIVE
9 ASSISTANT DEPUTY DIRECTOR FOR CAPITAL PROJECTS	147,520	203,576	153,421	211,719	4%	4%	2018	FILLED
10 RAIL PROGRAM MANAGER	160,000	225,000	166,400	234,000	4%	4%	2019	FILLED
11 DEPUTY DIRECTOR FOR CAPITAL PROJECTS/TIMMA EXECUTIVE DIRECTOR	178,255	246,000	185,385	255,840	4%	4%	2018	VACANT
12 TIMMA PROGRAM MANAGER	146,740	202,500	152,610	210,600	4%	4%	2018	VACANT
13 TIMMA SYSTEMS MANAGER	135,000	186,300	140,400	193,752	4%	4%	2018	VACANT
14 ASSISTANT TRANSPORTATION PLANNER (PLANNING DIVISION)	N/A	N/A	74,152	102,332	N/A	N/A	N/A	PROPOSED
15 TRANSPORTATION PLANNER (PLANNING DIVISION)	80,035	110,450	87,238	120,391	9%	9%	2018	FILLED
16 SENIOR TRANSPORTATION PLANNER (PLANNING DIVISION)	92,820	128,090	101,174	139,618	9%	9%	2018	FILLED
17 PRINCIPAL TRANSPORTATION PLANNER (PLANNING DIVISION)	107,645	148,550	117,333	161,920	9%	9%	2018	FILLED
18 ASSISTANT DEPUTY DIRECTOR PLANNING	118,090	162,970	128,718	177,637	9%	9%	2018	FILLED
19 DEPUTY DIRECTOR FOR PLANNING	154,440	213,130	160,618	221,655	4%	4%	2018	FILLED
20 ASSISTANT TRANSPORTATION PLANNER (POLICY & PROGRAMMING DIVISION)	N/A	N/A	74,152	102,332	N/A	N/A	N/A	PROPOSED
21 TRANSPORTATION PLANNER (POLICY & PROGRAMMING DIVISION)	80,035	110,450	87,238	120,391	9%	9%	2018	FILLED
22 SENIOR TRANSPORTATION PLANNER (POLICY & PROGRAMMING DIVISION)	92,820	128,090	101,174	139,618	9%	9%	2018	FILLED
23 PRINCIPAL TRANSPORTATION PLANNER (POLICY & PROGRAMMING DIVISION)	107,645	148,550	117,333	161,920	9%	9%	2018	FILLED
24 PUBLIC POLICY MANAGER	111,030	153,223	121,022	167,013	9%	9%	2018	FILLED
25 ASSISTANT DEPUTY DIRECTOR POLICY & PROGRAMMING	118,090	162,970	128,718	177,637	9%	9%	2018	INACTIVE
26 DEPUTY DIRECTOR FOR POLICY & PROGRAMMING	154,445	213,130	160,618	221,655	4%	4%	2018	FILLED
27 PROGRAM ANALYST	65,585	90,506	72,799	100,462	11%	11%	2018	FILLED
28 SENIOR PROGRAM ANALYST	85,350	117,780	94,738	130,735	11%	11%	2018	INACTIVE
29 PRINCIPAL PROGRAM ANALYST	96,145	132,678	106,721	147,273	11%	11%	2018	INACTIVE
30 ADMINISTRATIVE ASSISTANT	51,110	70,534	61,843	85,346	21%	21%	2018	FILLED
31 OFFICE MANAGER	53,154	73,355	64,316	88,760	21%	21%	2018	INACTIVE
32 MANAGEMENT ANALYST	65,585	90,506	72,799	100,462	11%	11%	2018	FILLED
33 SENIOR MANAGEMENT ANALYST	85,350	117,780	94,738	130,735	11%	11%	2018	INACTIVE
34 PRINCIPAL MANAGEMENT ANALYST	96,145	132,678	106,721	147,273	11%	11%	2018	FILLED
35 STAFF ACCOUNTANT	59,610	82,264	66,763	92,136	12%	12%	2018	FILLED
36 SENIOR ACCOUNTANT	79,920	110,292	89,510	123,527	12%	12%	2018	INACTIVE
37 CONTROLLER	113,770	157,000	127,422	175,840	12%	12%	2018	FILLED
38 DEPUTY DIRECTOR FOR FINANCE & ADMINISTRATION	154,445	213,130	160,618	221,655	4%	4%	2018	FILLED
39 CLERK OF THE BOARD	69,665	96,140	78,025	107,677	12%	12%	2018	FILLED
40 GRAPHIC DESIGNER	61,610	85,020	65,923	90,971	7%	7%	2018	INACTIVE
41 SENIOR GRAPHIC DESIGNER	73,932	102,024	79,107	109,366	7%	7%	2018	FILLED
42 COMMUNICATIONS OFFICER	74,890	103,350	77,885	107,484	4%	4%	2018	FILLED
43 COMMUNICATIONS MANAGER	N/A	N/A	90,885	125,424	N/A	N/A	N/A	PROPOSED
44 SENIOR COMMUNICATIONS OFFICER	99,890	137,850	103,886	143,364	4%	4%	2018	FILLED
45 DIRECTOR OF COMMUNICATIONS	119,868	165,420	143,842	198,504	20%	20%	2018	FILLED
46 CHIEF DEPUTY DIRECTOR	164,840	227,472	169,785	234,296	3%	3%	2018	FILLED
47 MANAGER	N/A	N/A	121,022	167,013	N/A	N/A	N/A	PROPOSED



Memorandum

AGENDA ITEM 4

DATE: July 8, 2022

TO: Personnel Committee: Commissioners Mandelman (Chair), Peskin (Vice Chair) and Ronen

FROM: Cynthia Fong - Deputy Director for Finance & Administration

SUBJECT: 7/12/2022 Personnel Committee Meeting: Recommend Adoption of 4 New Job Classifications and a Revised Salary Structure

<p>RECOMMENDATION <input type="checkbox"/> Information <input checked="" type="checkbox"/> Action</p> <ul style="list-style-type: none"> • Recommend adoption of the 4 new job classifications • Recommend adoption of a revised salary structure <p>SUMMARY</p> <p>The Transportation Authority's Personnel Manual calls for a periodic review of the Transportation Authority's job classification structure to benchmark our remuneration package against comparable agencies, and to recommend modifications as appropriate. The Board last approved revisions to the job classification structure in 2018. We contracted with The Cascade Employer Association (Cascade) to conduct a total compensation study for the Transportation Authority's job classifications. The study included a comprehensive review of the agency's job classifications, descriptions, base compensation and benefits. We are recommending to add 4 new jobs classifications and updating salary ranges for all job classifications, except for the Executive Director. Proposed revisions are intended to help us provide succession pathways to attract and retain high quality staff. We are not recommending changing the agency size from the current Board-approved 47 full-time equivalent staff positions. In terms of fiscal impact, adjustments are estimated to result in an increased aggregate expenditure of approximately \$311,000 to \$450,000, representing an average increase in salary expenditures of approximately 5% to 7% which can be</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Fund Allocation <input type="checkbox"/> Fund Programming <input type="checkbox"/> Policy/Legislation <input type="checkbox"/> Plan/Study <input type="checkbox"/> Capital Project Oversight/Delivery <input type="checkbox"/> Budget/Finance <input type="checkbox"/> Contract/Agreement <input checked="" type="checkbox"/> Other: Job Classification and Salary Structure
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accommodated in our budget.	
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BACKGROUND

Our goal is to optimize personnel recruitment and retention by making every effort to compensate employees fairly and equitably and to remain competitive with peer agencies in our compensation practices. Rather than using the “step” compensation structure found in many public agencies, with standard percentage increments established between steps and automatic salary increases based on seniority, cost of living or other indices, salary adjustments are based primarily on staff performance, market research/data, and budget considerations. Consequently, and as called for in our Personnel Manual, periodic reviews of the job classification structure are performed to benchmark the Transportation Authority’s remuneration package against comparable agencies, and to recommend modifications to our job classification structure as appropriate. We commissioned the last compensation study in 2018 that adjusted 42 job classifications, excluding the Executive Director position.

We contracted with Cascade, a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study for filled positions, except for the Executive Director position, and those anticipated for recruitment. Salary ranges for all other positions in our organization chart are aligned to maintain consistency with directly surveyed positions. The study included a comprehensive review of our job classifications, descriptions, base compensation, and benefits.

DISCUSSION

Proposed New Job Classifications. We created four proposed new position descriptions to allow candidates to apply for the entry level transportation planner positions without a requirement of a graduate degree or to provide growth pathways and flexibility for staff to progress within the agency. This benefits the agency by helping to diversify our workforce, facilitating advancement or lateral staff moves and helping maintain a healthy agency culture. The manager series of jobs also helps the agency to meet the agency’s workload. The new position descriptions are included in Attachment 1.

If the proposed 4 new position descriptions are approved, we will have a total of 47 job classifications (some of which are inactive but retained for future flexibility) with associated salary ranges for the 46 (Executive Director excluded) full-time equivalent positions in the agency. This total agency size is the same number of positions as currently approved by the Board and we are not recommending to change that.

Market Survey Methodology. Cascade compiled and analyzed the results of this review, which provided the basis for the proposed changes to the salary structure (Attachment 2).



Since comparators would not be 100% equivalent to our classifications, rather than identifying possible matches by job titles at comparable agencies, Cascade analyzed each class description before including it as a comparator. Cascade evaluated comparators to our classifications considering factors such as education, experience, scope and complexity of work performed, level of authority and responsibility, and working conditions.

To determine appropriate agencies for comparison, together with Cascade, we first defined our labor market (a group of organizations with which an agency competes in terms of recruiting and retaining personnel). This included several agencies that are not in our immediate geographic vicinity but that conduct work similar to ours, and that have a similar organizational structure.

Cascade and Transportation Authority staff agreed on the following nine agencies to be used as comparators for the purposes of this study:

- Alameda County Transportation Commission
- San Francisco Bay Area Rapid Transit District
- Contra Costa Transportation Authority
- Golden Gate Bridge, Highway & Transportation District
- Metropolitan Transportation Commission
- Orange County Transportation Authority (for TIMMA positions only)
- Riverside County Transportation Commission (for TIMMA positions only)
- San Francisco Municipal Transportation Agency/ City and County of San Francisco
- Santa Clara Valley Transportation Authority

Salary Structure Observations and Recommendations. Cascade concluded that our salaries are below the median minimums of all other comparator agencies. Salaries, in general, are between 3% to 21% below the minimum with the average at 8% and the median at 9%. For example, staff in the Technology, Data and Analysis division were below by 3% while administrative staff in the Finance and Administration division were below by 21%.

Based on the study results and recognizing that market conditions in San Francisco are highly competitive, we worked with Cascade to develop the proposed salary structure detailed in Attachment 2. The revised structure is intended to provide a level of compensation reflective of the marketplace to attract and retain employees as well as allowing for flexibility and supporting organizational development. The Board approved organizational structure, which we are not proposing to revise, is included as Attachment 3 for reference.

It is important to note that it has been four years since recommendations for salary range adjustments to positions were last made. Escalating market conditions for labor have also become increasingly evident in our recent recruitments. This helps to account for the gap



between the Transportation Authority's currently approved salary structure and those of its comparator agencies.

Cascade also conducted an evaluation of our current benefits package and gathered benefits data from the comparator agencies. The survey was comprehensive and consisted of employee costs for group health plans; life and disability insurance; flexible spending accounts; retirement and savings plans; professional development programs; work/life benefits; paid days off including vacation, sick leave and holidays; and policy questions relating to these benefits. Overall, our benefits are generally in line with other comparator agencies, and we are not recommending any changes to our benefits package at this time.

FINANCIAL IMPACT

Assuming applicable adjustments to the affected positions, we estimate an increased aggregate expenditure of approximately \$311,000 to \$450,000 per year, representing an average increase in salary expenditures of approximately 5% to 7%, which can be accommodated in our budgets. If the Board approves this item, the increase will be reflected in the Fiscal Year 22/23 Mid-Year Budget amendment.

CAC POSITION

None. The CAC does not take action on personnel matters.

SUPPLEMENTAL MATERIALS

- Attachment 1- Proposed New Job Descriptions (4)
- Attachment 2 - Proposed Revised Salary Structure (Salary Ranges)
- Attachment 3 - Organization Chart

Agency Structure 47 STAFF POSITIONS



**San Francisco
County Transportation
Authority**

Revised October 23, 2020

TIMMA:
Treasure Island Mobility
Management Agency

