



# AGENDA

## PERSONNEL COMMITTEE Meeting Notice

**Date:** Wednesday, November 4, 2015; 2:00 p.m.  
**Location:** Committee Room 263, City Hall  
**Commissioners:** Wiener (Chair), Tang (Vice Chair) and Avalos

**Clerk: Steve Stamos**

**Page**

- |    |   |   |
|----|---|---|
| 1. | <b>Roll Call</b>  |   |
| 2. | <b>Approve the Minutes of the December 2, 2014 Meeting – ACTION*</b>  | 3 |
| 3. | <b>Recommend Adoption of a New Program Analyst Job Classification and Reclassifying Two Positions – ACTION*</b> | 5 |

In May 2014, the Board approved a staff reorganization plan to address staff capacity issues with new goals and responsibilities, existing workload management needs and issues, and retention and succession planning. That plan added eight full-time equivalent (FTE) positions, and since then the Transportation Authority has hired seven of the eight new positions, with the current vacant position being a Senior Engineer in the Capital Projects Division. There is also an existing vacant Senior Engineer position (due to a retirement) in the Policy and Programming Division. As we have been implementing the new organizational structure over the past year, we have continued to pay close attention to workload management needs, striving to address them through a combination of the staff reorganization plan, as well as changes to our business processes and practices such as with the recent implementation of the new enterprise resource planning software, which simplified a number of tasks. Based on these considerations, along with opportunities afforded by recent hires, we have concluded that the current vacant positions, Senior Engineers in the Policy and Programming and Capital Projects Divisions, would better align with near-term work program needs if the positions were reclassified to a Program Analyst in the Policy and Programming Division (a new job classification for the agency) (Attachment 1) and a Principal Transportation Planner in the Planning Division, respectively. Attachment 3 shows the proposed changes to the organizational structure, which would retain the current number of full-time equivalent positions (41).

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| 4. | <b>Recommend Adoption of the Revised Salary Structure for Selected Job Classifications – ACTION*</b> | 13 |
|----|--|----|

The Transportation Authority's Personnel Manual calls for a periodic review of the Transportation Authority job classification structure to benchmark the Transportation Authority's remuneration package against comparable agencies, and to recommend modifications as appropriate. The Transportation Authority Board last approved revisions to the Transportation Authority's job classification structure in May 2013 (Resolution 13-50), using Fiscal Year (FY) 2012/13 as the base year for salary ranges for all staff job classifications, while the Executive Director job classification was last approved in FY 2005/06 (Resolution 06-65). We contracted with Koff & Associates, Inc. (Koff), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study (Attachment 1) for the Transportation Authority's 23 job classifications. The study included a comprehensive review of the Transportation Authority's job classifications, descriptions, base compensation and benefits. Koff externally compared 15 classifications against 6 comparator agencies, and used these results to internally align the balance of the classifications using internal

equity principles. The results of this review were compiled and analyzed, and provided the basis for the proposed changes to the salary structure (Attachment 2). Adoption of the revised salary structure does not have immediate budgetary implications because salary increases are only granted on the basis of performance, not for inflation or as blanket cost-of-living increases. In addition, funding for range adjustments for current positions is subject to the Transportation Authority's annual budget approval process.

## 5. Introduction of New Items – INFORMATION

During this segment of the meeting, Committee members may make comments on items not specifically listed above, or introduce or request items for future consideration.

## 6. Public Comment

## 7. Adjournment

### \* Additional materials

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If a quorum of the Transportation Authority Board is present, it constitutes a Special Meeting of the Transportation Authority Board. The Clerk of the Authority shall make a note of it in the minutes, and discussion shall be limited to items noticed on this agenda.

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# DRAFT MINUTES

## PERSONNEL COMMITTEE

Thursday, December 2, 2014

### 1. Roll Call

Chair Avalos called the meeting to order at 10:44 a.m.

**Present at Roll Call:** Commissioners Avalos and Cohen (2)

**Absent at Roll Call:** Commissioner Mar (entered during Item 3) (1)

### 2. Approve the Minutes of the July 10, 2014 Meeting – ACTION

There was no public comment.

The minutes were approved without objection by the following vote:

Ayes: Commissioners Avalos and Cohen (2)

Absent: Commissioner Mar (1)

### 3. [CLOSED SESSION] Public Employee Performance Evaluation and Approval of the Executive Director's Performance Goals for 2015 – ACTION

Chair Avalos introduced this item and called the closed session to order.

Following discussion, Chair Avalos reconvened the meeting in open session.

### 4. Recommend Annual Compensation for the Executive Director for 2015 – ACTION

Chair Avalos called Items 3 and 4 together.

During open session, Chair Avalos reported that the Personnel Committee had rated Executive Director Tilly Chang's performance as Exceptionally Good. He noted that the committee was between Exceptionally Good and Outstanding, and said the rating was appropriate given the significant achievements during Ms. Chang's first year as Executive Director.

Commissioner Mar commented that Ms. Chang had increased the visibility of the agency and that her active involvement in community events was noticeable. He said he was appreciative of the increased involvement with the press and that her self-critical approach demonstrated a constant effort to improve.

Chair Avalos stated that the committee had decided not to disclose the closed session discussion.

Chair Avalos stated that on Item 4, the committee decided to continue the annual compensation at Step 5, but that they would to revisit the item next year.

Commissioner Mar made a motion to rate the Executive Director as Exceptionally Good and a motion to maintain the annual compensation at step 5, seconded by Commissioner Cohen.

During public comment, Ms. Chang thanked the committee for their feedback and noted that their guidance and support over the past year had been critical to the agency's success.

Items 3 and 4 were approved without objection by the following vote:

Ayes: Commissioners Avalos, Cohen and Mar (3)

**5. Introduction of New Items – INFORMATION**

There were no new items. There was no public comment.

**6. Public Comment**

There was no public comment.

**7. Adjournment**

The meeting was adjourned at 12:07 p.m.



# Memorandum

**Date:** 10.30.15 **RE:** Personnel Committee  
November 4, 2015

**To:** Personnel Committee: Commissioners Wiener (Chair), Tang (Vice Chair), and Avalos

**From:** Cynthia Fong – Deputy Director for Finance and Administration *CF*

**Through:** Tilly Chang – Executive Director *TC*

**Subject:** **ACTION** – Recommend Adoption of a New Program Analyst Job Classification and Reclassifying Two Positions

## Summary

In May 2014, the Board approved a staff reorganization plan to address staff capacity issues with new goals and responsibilities, existing workload management needs and issues, and retention and succession planning. That plan added eight full-time equivalent (FTE) positions, and since then the Transportation Authority has hired seven of the eight new positions, with the current vacant position being a Senior Engineer in the Capital Projects Division. There is also an existing vacant Senior Engineer position (due to a retirement) in the Policy and Programming Division. As we have been implementing the new organizational structure over the past year, we have continued to pay close attention to workload management needs, striving to address them through a combination of the staff reorganization plan, as well as changes to our business processes and practices such as with the recent implementation of the new enterprise resource planning software, which simplified a number of tasks. Based on these considerations, along with opportunities afforded by recent hires, we have concluded that the current vacant positions, Senior Engineers in the Policy and Programming and Capital Projects Divisions, would better align with near-term work program needs if the positions were reclassified to a Program Analyst in the Policy and Programming Division (a new job classification for the agency) (Attachment 1) and a Principal Transportation Planner in the Planning Division, respectively. Attachment 3 shows the proposed changes to the organizational structure, which would retain the current number of full-time equivalent positions (41).

## BACKGROUND

In May 2014, through Resolution 14-80, the Board approved a staff reorganization plan to address staff capacity issues with new goals and responsibilities, existing workload management needs and issues, and retention and succession planning. That plan added eight full-time equivalent positions (FTEs), raising the Transportation Authority's total from 33 to 41 FTEs, a 24% increase.

The agency has five core functions:

- Local Transportation Sales Tax Administrator (Prop B in 1989, superseded by Prop K in 2003)
- County Congestion Management Agency (CMA) (1990)
- Transportation Fund for Clean Air Administrator (1992)

- Prop AA Vehicle Registration Fee Administrator (2010)
- Treasure Island Mobility Management Agency (TIMMA) (2014)

Since the 2014 staff reorganization plan was adopted, the Transportation Authority has hired seven of the eight new positions: Senior Communications Officer, Management Analyst, Staff Accountant, Administrative Assistant, Senior Planner, and two Transportation Planners. The Senior Engineer in the Capital Projects Division is the eighth position and remains open. There is also an existing vacant Senior Engineer position (due to a retirement) in the Policy and Programming Division.

## **DISCUSSION**

The purpose of this memorandum is to present a proposed new job classification for the agency (a Program Analyst in the Policy and Programming Division) and two staff reclassifications for currently vacant positions, and to seek a recommendation for adoption.

As we have been implementing the new organizational structure over the past year, we have continued to pay close attention to workload management needs, striving to address them through a combination of the staff reorganization plan, as well as changes to our business processes and practices such as with the recent implementation of the new enterprise resource planning software, which simplified a number of tasks. Based on these considerations, along with opportunities afforded by recent hires, we have concluded that the current vacant positions, Senior Engineers in the Policy and Programming and Capital Projects Divisions, would better align with near-term work program needs if the positions were reclassified to a Program Analyst in the Policy and Programming Division (a new job classification for the agency) and a Principal Transportation Planner in the Planning Division.

Attachment 1 shows the proposed description for the new Program Analyst position. Attachment 2 shows the currently approved description for the Principal Transportation Planner in the Planning Division for reference. Attachment 3 shows the proposed changes to the organizational structure, which would retain the current number of full-time equivalent positions (41).

The new Program Analyst job classification was developed with assistance from Koff & Associates, the agency which conducted our most recent compensation survey.

## **ALTERNATIVES**

1. Recommend adoption of a new Program Analyst job classification and reclassifying two positions, as requested.
2. Recommend adoption of a new Program Analyst job classification and reclassifying two positions, with modifications.
3. Defer action, pending additional information or further staff analysis.

## **CAC POSITION**

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

## **FINANCIAL IMPACTS**

The reclassification of the Senior Engineer position to Program Analyst in the Policy and Programming Division would save \$49,020 in personnel costs in the current fiscal year. The Senior Engineer and Principal Transportation Planner positions in the Capital Projects Division have the same salary range so there would be no cost impact for the reclassification.

**RECOMMENDATION**

Recommend adoption of a new Program Analyst job classification and reclassifying two positions.

Attachments (3):

1. Program Analyst job description
2. Principal Transportation Planner for Planning job description
3. Proposed Changes to Organizational Structure



# Job Description

## POLICY & PROGRAMMING DIVISION PROGRAM ANALYST

**Reports to:** Deputy Director for Policy & Programming

**Exemption Status:** Full-Time, Exempt

### Summary

The Program Analyst supports the development of, organizes, leads and/or participates in detailed analytical work in the areas of grants administration and program oversight, data management, and fund programming. Under the general supervision of the Deputy Director for Policy & Programming, the Program Analyst assists with the duties and responsibilities listed below, which are characteristic of the range of duties and responsibilities assigned to this position, and are not intended to be a comprehensive listing.

### Essential Duties and Responsibilities

- Coordinate timely issuance of grant agreements for Prop K half-cent sales tax and Prop AA vehicle registration fee programs.
- Schedule project kick off meetings with project sponsor, review grant reporting, invoicing, attribution and other requirements; deliverables; and special conditions.
- Process and perform initial review of sponsor reimbursement requests (invoices) and assign invoices to Transportation Authority lead for project oversight.
- Review and approve project progress reports and sponsor invoices checking for compliance with grant terms and conditions; review and recommend approval of sponsor requests for amendments to grant agreements.
- Analyze and update agency policies, procedures, and templates related to grant administration and oversight, including but not limited to annual updates to the standard grant agreement template; identify administrative and programmatic changes; prepare, present and coordinate implementation of new policies, procedures and/or templates.
- Assist with coordination of project sponsor submittals for the Transportation Authority's annual report.
- Perform analyses to support grant program administration, agency capital budget preparation, and communications; work with agency staff to prepare, analyze, and distribute reports including spreadsheets, tables, charts, and other graphics as required.
- Assist with project set up in Microsoft Dynamics AX (financial system), the Portal (web-based grants administration database), and MyStreet SF (interactive map of projects funded by the Transportation Authority) and perform system maintenance and updates as required (e.g. at year-end, at time of project amendment or closeout).



- Work closely with staff from the Finance and Administration, Policy and Programming, and Capital Projects Divisions on invoice tracking, budget, and other financial support using Microsoft Dynamics AX and/or the Portal.
- Perform related duties as required and assigned.

### **Supervisory Responsibilities**

May supervise interns and assist with management of external consultant teams.

### **Minimum Qualifications**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required of this job.

**Training and Experience:** Bachelor's degree in a related field such as transportation planning, public administration, public finance, accounting, or economics from an accredited university; and one year of related experience. A graduate degree in one of the appropriate fields or may substitute for one year of the required experience, or an equivalent combination of education and experience.

**Knowledge:** Knowledge of principles, practices and techniques of capital program management; principles and techniques of financial/fiscal analysis; principles and techniques of economic and policy analysis; statistical and computational analysis, principles, and methods; database management techniques; advanced proficiency with standard computer spreadsheet, word processing, presentation and internet software; and other office administration software.

**Skills and Abilities:** Ability to develop and assist with implementation of an effective capital program monitoring plan to ensure compliance with grant requirements and to support transparency, accountability, and timely and cost effective project delivery; ability to collect, synthesize, analyze, and interpret a wide variety of information and data pertaining to transportation projects such as fund programming, expenditures rates, and project delivery progress; conduct complex analytical analyses utilizing various administrative and financial systems; summarize and present data and prepare clear and concise written reports and recommendations; communicate effectively with diverse groups; work independently and efficiently to identify and solve problems, calculate statistics including mathematical averages and percentages; set up and maintain relational database files, perform queries, and retrieve data to prepare reports; adapt to changing technology; organize and prioritize work; coordinate a variety of projects simultaneously; establish and maintain cooperative working relationships.

**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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Employment Status:** *Full-Time, Exempt.* An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

**Annual Compensation Range: \$56,856-\$76,752**



# Job Description

## TRANSPORTATION PLANNER SERIES PLANNING DIVISION

### PRINCIPAL TRANSPORTATION PLANNER

**Reports to:** Deputy Director for Planning

**Exemption Status:** Full-Time, Exempt

#### Summary

The Transportation Planner Series-Planning Division includes three levels of professional Transportation Planners who manage planning and corridor studies and other planning projects, facilitate community outreach efforts, and represent the Transportation Authority on technical and policy advisory groups.

The Principal Transportation Planner is the advanced level of the Transportation Planner Series-Planning Division. The Principal Transportation Planner is responsible for the management of a functional unit within the Planning Division, and advises and assists the Deputy Director for Planning in the formulation and development of policies regarding planning and corridor studies. The Principal Transportation Planner works on assignments that are highly complex and sensitive in nature, where substantial judgment and initiative essential in making recommendations and resolving problems. The duties specified below are characteristic of the range of duties and responsibilities assigned to this position, and not intended to be an inclusive listing.

#### Essential Duties and Responsibilities

- Designs and conducts complex technical planning studies. Collects, analyzes and interprets transportation data, designs surveys, develops long-range transportation planning priorities, summarizes data and prepares reports, and reviews transportation model inputs and outputs.
- Performs project management for large planning and corridor studies. Duties include developing proposals; recommending consultant selection; developing and tracking project budget, scope and performance measures; grant application and management; managing consultant and Transportation Authority staff team; reviewing and reporting on study progress and deliverables; corresponding with agency partners; and develop and implement public outreach plans.
- Supervises, develops, and evaluates professional and subordinate staff and counsels and disciplines staff. Manages Planning Division intern program.
- Reviews production of grants, contracts, memorandums, and correspondence prepared by the unit.
- Develops and manages annual work plan for unit and establishes work activity priorities and staff assignments.
- Maintains contacts with peers from federal, state, and regional agencies, including Transportation Authority sponsor agencies and staffs of elected local, regional, state and federal officials.
- Prepares Board memoranda and official Transportation Authority correspondence, and presents before management, the Transportation Authority Board, and other external agencies.

- Provides general planning assistance to Deputy Director for Planning and other Divisions, including reviewing and commenting on studies, and providing input into the Countywide Transportation Plan, the Congestion Management Program, 5-Year Prioritization Program and Strategic Plan.
- Performs related duties as required and assigned.

### **Supervisory Responsibilities**

Supervises Senior Transportation Planner and Transportation Planner positions. Supervises interns. May supervise external consultant teams.

### **Minimum Qualifications**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, abilities, training and experience required of this job.

**Training and Experience:** Completion of a graduate degree in an appropriate discipline such as transportation planning or civil engineering; and five (5) years of progressively responsible experience in transportation planning, programming or funding, including at least two (2) years of demonstrated staff management experience.

**Knowledge:** Basic research methods and database management techniques; proficiency with standard computer spreadsheet, word processing, presentation and internet software; and statistical and computational analysis principles and methods; and advanced knowledge of transportation planning principles, techniques and methods; transportation funding and finance; and capital project development phases.

**Skills and Abilities:** Ability to collect, analyze and interpret data pertaining to transportation planning and programming of funds, information on transportation issues and related legislation using appropriate methods and statistical techniques; design surveys; develop long-range transportation planning priorities; identify project goals and performance measures; oversee and manage projects and consultants; facilitate meetings; summarize and present data and prepare written reports and recommendations, and outreach materials; speak effectively and write clearly and concisely; exercise tact and courtesy in working with members of the general public; and interact effectively with Transportation Authority Board members, other government officials, professional and technical colleagues and staff.

Ability to perform the above independently; determine most appropriate and effective method of communicating with general public, Board members, other government officials and professional and technical colleagues and staff.

**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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Ability to travel on occasion.

**Employment Status:** *Full-Time, Exempt.* An employee in this position is not subject to the minimum wage and overtime requirements of the Fair Labor Standards Act and is regularly scheduled to work 40 hours a week.

**Annual Compensation Range: \$93,168-\$125,772..... Adopted May 21, 2013  
Resolution 13-50**

Attachment 3

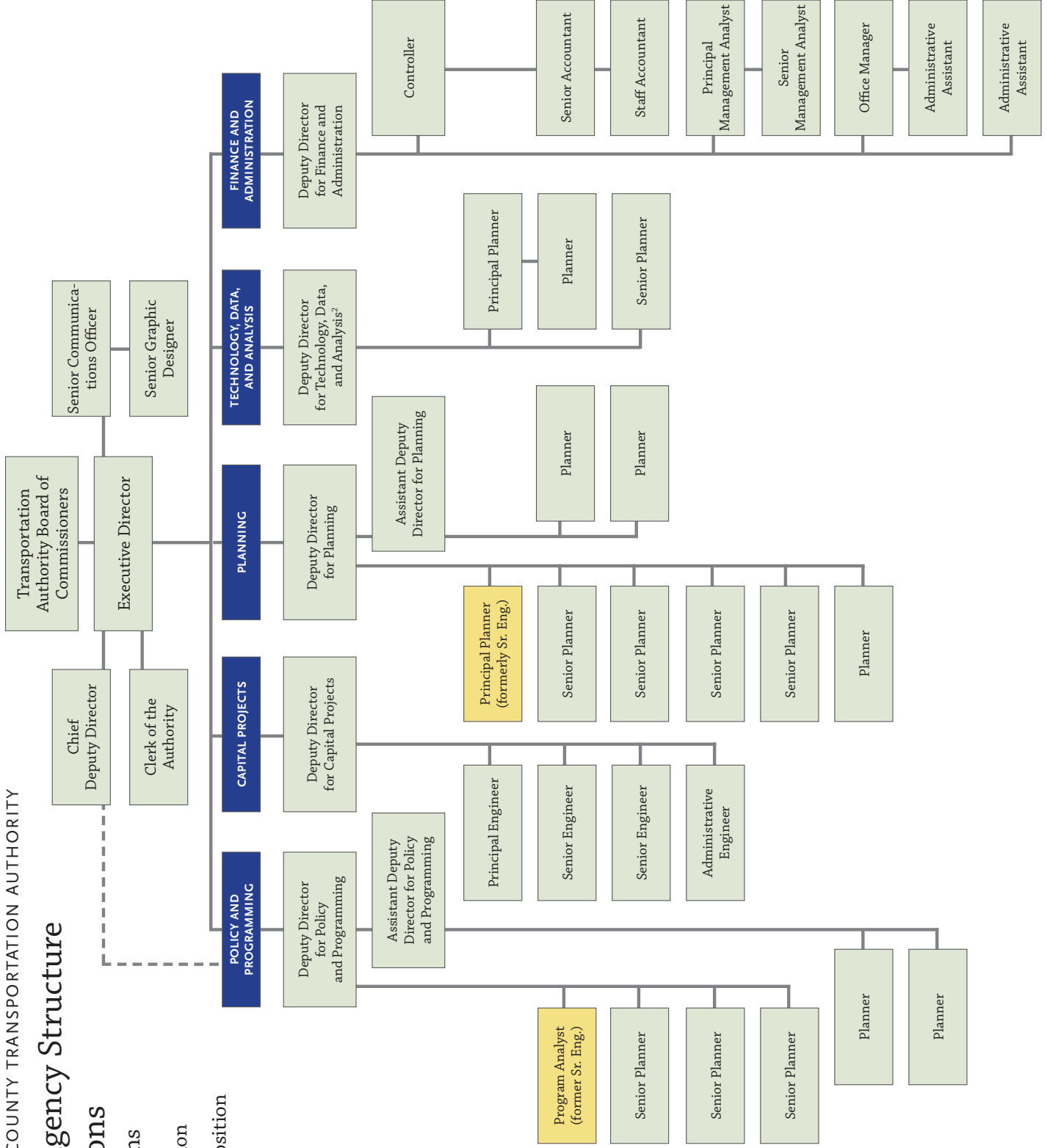
SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY

Proposed Agency Structure and Functions

41 Staff Positions

Existing position

Reclassified position





# Memorandum

**Date:** 10.30.15 **RE:** Personnel Committee  
November 4, 2015

**To:** Personnel Committee: Commissioners Wiener (Chair), Tang (Vice Chair), and Avalos

**From:** Cynthia Fong – Deputy Director for Finance and Administration *CF*

**Through:** Tilly Chang –Executive Director *TC*

**Subject:** **ACTION** – Recommend Adoption of the Revised Salary Structure for Selected Job Classifications

## Summary

The Transportation Authority's Personnel Manual calls for a periodic review of the Transportation Authority job classification structure to benchmark the Transportation Authority's remuneration package against comparable agencies, and to recommend modifications as appropriate. The Transportation Authority Board last approved revisions to the Transportation Authority's job classification structure in May 2013 (Resolution 13-50), using Fiscal Year (FY) 2012/13 as the base year for salary ranges for all staff job classifications, while the Executive Director job classification was last approved in FY 2005/06 (Resolution 06-65). We contracted with Koff & Associates, Inc. (Koff), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study (Attachment 1) for the Transportation Authority's 23 job classifications. The study included a comprehensive review of the Transportation Authority's job classifications, descriptions, base compensation and benefits. Koff externally compared 15 classifications against 6 comparator agencies, and used these results to internally align the balance of the classifications using internal equity principles. The results of this review were compiled and analyzed, and provided the basis for the proposed changes to the salary structure (Attachment 2). Adoption of the revised salary structure does not have immediate budgetary implications because salary increases are only granted on the basis of performance, not for inflation or as blanket cost-of-living increases. In addition, funding for range adjustments for current positions are subject to the Transportation Authority's annual budget approval process.

## BACKGROUND

The Transportation Authority does not follow 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 on on-the-job performance and on the Transportation Authority's budget. However, the Transportation Authority's goal is to optimize personnel recruitment and retention by making every effort to compensate employees fairly and equitably, and remaining competitive with similar agencies in its compensation practices. Consequently, and as called for in the Transportation Authority's 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 as appropriate. The Transportation Authority Board last approved revisions to the Transportation Authority's job

classification structure in May 2013 (Resolution 13-50), using Fiscal Year (FY) 2012/13 as the base year for salary ranges for all staff job classifications, while the Executive Director job classification was last approved in FY 2005/06 (Resolution 06-65). In addition, Commissioner Avalos requested at the December 2014 Personnel Committee meeting that a compensation study be performed before the Executive Director's next annual performance review.

## DISCUSSION

The purpose of this memorandum is to brief the Personnel Committee on the methodology and results of the attached total compensation study, and to recommend a revised salary structure.

We contracted with Koff & Associates, Inc. (Koff), a human resources consulting firm experienced in compensation and employee benefits surveys and analysis, to conduct a total compensation study for the Transportation Authority's 24 job classifications. The study included a comprehensive review of the Transportation Authority job classifications, descriptions, base compensation and benefits. Koff externally compared 15 classifications against 6 comparator agencies, and used these results to internally align the balance of the classifications using internal equity principles.

**Market Survey Methodology:** The following nine classifications were not benchmarked for the study: Controller, Deputy Director for Policy and Programming, Principal Engineer, Principal Management Analyst, Planner, and Principal Planner, Senior Communications Officer, Senior Graphic Designer, and Staff Accountant. For these positions, internal alignments with other classifications were considered, either in the same class series or those classifications that have similar scope of work and level of responsibility, and internal worth to the organization.

Since comparators would not be 100% equivalent to the Transportation Authority's classifications, rather than identifying possible matches by job titles at comparable agencies, Koff analyzed each class description before including it as a comparator. Comparators were evaluated on an approximate 70% "likeness" to Transportation Authority classifications based on 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, Koff first defined the Transportation Authority's 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 its immediate geographic vicinity but that provide services similar to the Transportation Authority's and that have a similar organizational structure. Koff and Transportation Authority staff agreed to include the following six agencies as comparators for the purpose of this study: Alameda County Transportation Commission, Contra Costa Transportation Authority, San Francisco Municipal Transportation Agency, Metropolitan Transportation Commission, Santa Clara Valley Transportation Authority, and San Mateo County Transportation Authority.

**Compensation Study Results:** The analysis includes the average and median comparator data for each benchmarked classification. Koff recommends using the median methodology because it is not skewed by extremely high or low salary values, while the average is more likely to get skewed by those values. Overall results indicated the Senior Engineer and Senior Transportation Planner job classifications were the lowest rank paid among the comparator agencies and the Executive Director job classification has the highest percentage of median below comparator agencies of all job classifications surveyed. Attachment 1 provides results compiled and analyzed for the Senior Engineer, Senior Transportation Planner, and Executive Director positions, and provided the basis for the proposed changes to the salary structure. The results show that the total monthly salary for these three current classifications at the

Transportation Authority is paid 9.0% to 14.1% below the market median.

**Salary Structure Recommendations:** Currently, about 87% of the Transportation Authority's benchmark classifications are paid below the market median. We are recommending to revise only positions with a below the market median of 9% or more, as shown in Table 1 below.

**Table 1**

<b>Proposed Salary Structure</b>						
<b>Class Title</b>	<b>Range<sup>1</sup></b>	<b>Current Max. Monthly Salary<sup>2</sup></b>	<b>Market Placement (Median)<sup>3</sup></b>	<b>Proposed Min. Monthly Salary<sup>4</sup></b>	<b>Proposed Max. Monthly Salary<sup>5</sup></b>	<b>Current vs. Proposed Max. Monthly Salary Difference</b>
Executive Director	65	\$19,031	\$21,724	\$16,285	\$21,985	15.52%
Planner <sup>4</sup>	27	\$7,793	Did Not Benchmark	\$6,372	\$8,602	10.38%
Principal Engineer <sup>4</sup>	50	\$13,417	Did Not Benchmark	\$11,244	\$15,180	13.14%
Principal Planner <sup>4</sup>	39	\$10,481	Did Not Benchmark	\$8,570	\$11,569	10.38%
Senior Engineer	40	\$10,481	\$11,690	\$8,784	\$11,858	13.14%
Senior Planner	33	\$9,038	\$9,853	\$7,390	\$9,976	10.38%

<sup>1</sup> Range numbers correspond to the compensation study in Attachment 2.

<sup>2</sup> The top of the salary range.

<sup>3</sup> The median is the exact midpoint of all the market data we collected, with 50% of market data below and 50% of market data above.

<sup>4</sup> The bottom of the salary range.

<sup>5</sup> This classification was not benchmarked for the study. For all classifications that were not benchmarked, internal alignments with other classifications were considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and "worth" to the Transportation Authority.

Based on the study results and in an effort to continue allowing for flexibility and fostering exemplary performance, but also to be more consistent and allow for ease of administration, Koff and the Transportation Authority developed the proposed salary structure detailed in Attachment 2.

## **ALTERNATIVES**

1. Recommend adoption of the revised salary structure for selected job classifications, as requested.
2. Recommend adoption of the revised salary structure for selected job classifications, with modifications.
3. Defer action, pending additional information or further staff analysis.

## **CAC POSITION**

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

**FINANCIAL IMPACTS**

Adoption of the revised salary structure does not have immediate budgetary implications because salary increases are only granted for performance, not for inflation or as blanket increases for cost of living expenses. Range adjustments are subject to the Transportation Authority's annual budget approval process.

**RECOMMENDATION**

Recommend adoption of the revised salary structure for selected job classifications.

Attachments (2):

1. Compensation Study
2. Proposed Salary Structure



**Attachment 1**  
**San Francisco County Transportation Authority**  
**Top Monthly Salary Data**

<b>Executive Director</b>													
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Top Annual Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>	<b>Next Percentage Increase</b>						
1	Contra Costa Transportation Authority	Executive Director	\$29,200	\$350,400	07/01/15	7/1/2016	Up to 3.5%						
2	San Mateo County Transportation Authority	Deputy Chief Executive Officer	\$23,244	\$278,923	06/29/15	7/1/2016	Unknown						
3	Alameda County Transportation Commission	Executive Director	\$22,480	\$269,756	07/01/14	Unknown	Unknown						
4	Metropolitan Transportation Commission	Deputy Executive Director	\$20,967	\$251,608	07/01/15	7/1/2016	2.6%						
5	<b>San Francisco County Transportation Authority</b>	<b>Executive Director</b>	<b>\$19,031</b>	<b>\$228,368</b>	<b>01/01/13</b>								
6	Santa Clara Valley Transportation Authority	Director of Planning & Program Development	\$18,935	\$227,219	03/06/15	3/1/2016	Unknown						
7	City and County of San Francisco <sup>a</sup>	Deputy Director II, MTA	\$17,663	\$211,952	10/10/15	7/1/2016	2.25-3.25%						
		<b>Average of Comparators</b>	<b>\$22,081</b>										
		<b>% SFCTA Above/Below</b>	<b>-16.0%</b>										
		<b>Median of Comparators</b>	<b>\$21,724</b>										
		<b>% SFCTA Above/Below</b>	<b>-14.1%</b>										
		<b>Number of Matches</b>	<b>6</b>										

NOTE: All calculations exclude SFCTA

N/C - Non Comparator

<sup>a</sup> All City and County of San Francisco comparable matches are classifications allocated to the Municipal Transportation Agency.

**Attachment 1  
San Francisco County Transportation Authority  
Top Monthly Salary Data**

<b>Senior Engineer</b>										
Rank	Comparator Agency	Class Title	Top Monthly Salary	Top Annual Salary	Effective Date	Next Salary Increase	Next Percentage Increase			
1	Contra Costa Transportation Authority	Engineering Manager <sup>1</sup>	\$13,849	\$166,188	07/01/15	7/1/2016	Up to 3.5%			
2	Alameda County Transportation Commission	Senior Transportation Engineer / Principal Transportation Engineer <sup>2</sup>	\$12,126	\$145,511	07/01/14	Unknown	Unknown			
3	Metropolitan Transportation Commission	Senior Program Coordinator	\$11,799	\$141,591	07/01/15	7/1/2016	2.6%			
4	City and County of San Francisco <sup>a</sup>	Engineer	\$11,581	\$138,970	10/10/15	7/1/2016	2.25-3.25%			
5	San Mateo County Transportation Authority	Senior Engineer	\$11,509	\$138,113	06/29/15	7/1/2016	Unknown			
6	Santa Clara Valley Transportation Authority	Senior Transportation Engineer	\$10,756	\$129,071	03/06/15	3/1/2016	Unknown			
7	<b>San Francisco County Transportation Authority</b>	<b>Senior Engineer</b>	<b>\$10,481</b>	<b>\$125,772</b>	<b>05/02/13</b>					
<b>Average of Comparators % SFCTA Above/Below</b>			<b>\$11,937 -13.9%</b>							
<b>Median of Comparators % SFCTA Above/Below</b>			<b>\$11,690 -11.5%</b>							
<b>Number of Matches</b>			<b>6</b>							

NOTE: All calculations exclude SFCTA

N/C - Non Comparator

<sup>a</sup> All City and County of San Francisco comparable matches are classifications allocated to the Municipal Transportation Agency.

1- Engineering Manager is responsible for evaluating, monitoring, programming, and expediting the delivery of diverse transportation projects and functions as a team leader for planning and coordinating a multitude of projects concurrently.

2- This match is a span in scope bracket to represent the scope of responsibilities performed by the Senior Engineer at SFCTA. These duties are performed by more than one class at the comparator agency. The salary displayed is the average of the matches.

**Attachment 1  
San Francisco County Transportation Authority  
Top Monthly Salary Data**

<b>Senior Planner</b>										
Rank	Comparator Agency	Class Title	Top Monthly Salary	Top Annual Salary	Effective Date	Next Salary Increase	Next Percentage Increase			
1	Alameda County Transportation Commission	Senior Transportation Planner	\$10,173	\$122,077	07/01/14	Unknown	Unknown			
2	Contra Costa Transportation Authority	Associate Transportation Planner / Senior Transportation Planner <sup>2</sup>	\$9,945	\$119,334	07/01/15	7/1/2016	Up to 3.5%			
3	City and County of San Francisco <sup>a</sup>	Transportation Planner III / Transportation Planner IV <sup>2</sup>	\$9,911	\$118,937	10/10/15	7/1/2016	2.25-3.25%			
4	Santa Clara Valley Transportation Authority	Senior Transportation Planner - Modeling & Analysis / Programming & Grants <sup>1</sup>	\$9,795	\$117,539	03/06/15	3/1/2016	Unknown			
5	Metropolitan Transportation Commission	Associate Planner/Analyst <sup>3</sup>	\$9,637	\$115,644	07/01/15	7/1/2016	2.6%			
6	San Mateo County Transportation Authority	Senior Planner	\$9,152	\$109,829	06/29/15	7/1/2016	Unknown			
7	<b>San Francisco County Transportation Authority</b>	<b>Senior Planner</b>	<b>\$9,038</b>	<b>\$108,453</b>	<b>05/02/13</b>					
		<b>Average of Comparators % SFCTA Above/Below</b>	<b>\$9,769 -8.1%</b>							
		<b>Median of Comparators % SFCTA Above/Below</b>	<b>\$9,853 -9.0%</b>							
		<b>Number of Matches</b>	<b>6</b>							

NOTE: All calculations exclude SFCTA

N/C - Non Comparator

<sup>a</sup> All City and County of San Francisco comparable matches are classifications allocated to the Municipal Transportation Agency.

1- This match is a functional bracket to represent the breadth of functional duties performed by the Senior Planner at SFCTA. These duties are performed by more than one class at the comparator agency. The salary displayed is typically the higher of the matches. In this case the salaries are the same.

2- This match is a span in scope bracket to represent the scope of responsibilities performed by the Senior Planner at SFCTA. These duties are performed by more than one class at the comparator agency. The salary displayed is the average of the matches.

3- Associate Planner/Analyst is the intermediate-level in the Planner/Analyst class series.

**Attachment 2**  
**San Francisco County Transportation Authority**  
**Proposed Salary Schedule**

Range #	Monthly Salary Range		
	Min	Midpoint	Max
1	\$3,353	\$3,940	\$4,527
2	\$3,437	\$4,039	\$4,640
3	\$3,523	\$4,139	\$4,756
4	\$3,611	\$4,243	\$4,875
5	\$3,701	\$4,349	\$4,997
6	\$3,794	\$4,458	\$5,122
7	\$3,889	\$4,569	\$5,250
8	\$3,986	\$4,683	\$5,381
9	\$4,086	\$4,801	\$5,515
10	\$4,188	\$4,921	\$5,653
11	\$4,292	\$5,044	\$5,795
12	\$4,400	\$5,170	\$5,940
13	\$4,510	\$5,299	\$6,088
14	\$4,622	\$5,431	\$6,240
15	\$4,738	\$5,567	\$6,396
16	\$4,856	\$5,706	\$6,556
17	\$4,978	\$5,849	\$6,720
18	\$5,102	\$5,995	\$6,888
19	\$5,230	\$6,145	\$7,060
20	\$5,361	\$6,299	\$7,237
21	\$5,495	\$6,456	\$7,418
22	\$5,632	\$6,618	\$7,603
23	\$5,773	\$6,783	\$7,793
24	\$5,917	\$6,953	\$7,988
25	\$6,065	\$7,126	\$8,188
26	\$6,217	\$7,305	\$8,392
27	\$6,372	\$7,487	\$8,602
28	\$6,531	\$7,674	\$8,817
29	\$6,695	\$7,866	\$9,038
30	\$6,862	\$8,063	\$9,264
31	\$7,034	\$8,264	\$9,495
32	\$7,209	\$8,471	\$9,733
33	\$7,390	\$8,683	\$9,976
34	\$7,574	\$8,900	\$10,225
35	\$7,764	\$9,122	\$10,481
36	\$7,958	\$9,350	\$10,743
37	\$8,157	\$9,584	\$11,012
38	\$8,361	\$9,824	\$11,287
39	\$8,570	\$10,069	\$11,569
40	\$8,784	\$10,321	\$11,858
41	\$9,004	\$10,579	\$12,155
42	\$9,229	\$10,844	\$12,459
43	\$9,459	\$11,115	\$12,770
44	\$9,696	\$11,393	\$13,089
45	\$9,938	\$11,677	\$13,417
46	\$10,187	\$11,969	\$13,752
47	\$10,441	\$12,269	\$14,096
48	\$10,702	\$12,575	\$14,448
49	\$10,970	\$12,890	\$14,809
50	\$11,244	\$13,212	\$15,180
51	\$11,525	\$13,542	\$15,559
52	\$11,813	\$13,881	\$15,948

**Attachment 2**  
**San Francisco County Transportation Authority**  
**Proposed Salary Schedule**

Range #	Monthly Salary Range		
	Min	Midpoint	Max
53	\$12,109	\$14,228	\$16,347
54	\$12,411	\$14,583	\$16,755
55	\$12,722	\$14,948	\$17,174
56	\$13,040	\$15,322	\$17,604
57	\$13,366	\$15,705	\$18,044
58	\$13,700	\$16,097	\$18,495
59	\$14,042	\$16,500	\$18,957
60	\$14,394	\$16,912	\$19,431
61	\$14,753	\$17,335	\$19,917
62	\$15,122	\$17,769	\$20,415
63	\$15,500	\$18,213	\$20,925
64	\$15,888	\$18,668	\$21,448
65	\$16,285	\$19,135	\$21,985
66	\$16,692	\$19,613	\$22,534
67	\$17,109	\$20,103	\$23,098
68	\$17,537	\$20,606	\$23,675
69	\$17,976	\$21,121	\$24,267
70	\$18,425	\$21,649	\$24,874