



## CITY OF RANCHO CUCAMONGA

**DATE:** November 16, 2022

**TO:** Mayor and Members of the City Council  
President and Members of the Board of Directors

**FROM:** John R. Gillison, City Manager

**INITIATED BY:** Robert Neiuber, Human Resources Director  
Darci Vogel, Fire Business Manager

**SUBJECT:** Consideration to Approve a Resolution Adopting an Amendment to the Rancho Cucamonga Management Association, the Rancho Cucamonga City Employees Association, and the Fire Support Services Association Salary Schedules for Fiscal Year 2022-23. **(RESOLUTION NO, 2022-144) (RESOLUTION NO. FD 2022-036) (CITY/FIRE)**

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### **RECOMMENDATION:**

Staff recommends the City Council / Fire Board approve a resolution adopting an amendment to the Rancho Cucamonga Management Association (RCMA), the Rancho Cucamonga City Employees Association (RCCEA), and the Fire Support Services Association (FSSA) salary schedules for Fiscal Year 2022-23.

### **BACKGROUND:**

The City Council / Fire Board traditionally adopts salary resolutions biannually for classifications employed by the City of Rancho Cucamonga and Rancho Cucamonga Fire Protection District. These resolutions are updated to reflect changes in salaries, additions and deletions of classifications, changes in job titles, and other terms of employment.

Occasionally, off-cycle adjustments may be required to address other topics, including unusual market circumstances that impact external equity. Equity reviews and adjustments are warranted if significant discrepancies exist between a position's salary and prevailing salaries of comparable positions in other organizations within the same geographic area. Difficulties in recruitment and retention support the need for equity adjustments.

For a number of years, there has been a growing shortage of skilled and qualified workers. The COVID-19 pandemic has intensified the effect. Contributing factors include Baby Boomers retiring and leaving the workplace without enough employees to backfill, dwindling apprenticeship programs, and a lack of interest in trades and STEM careers. In addition, workers are reevaluating their roles and interest, how they balance work and their personal lives, and seeking out different opportunities.

### **ANALYSIS:**

Staff identified several classifications that have struggled with recruitment and retention due to competitive market pressures for certain types of skilled workers. An updated comparison with labor market cities resulted in the following findings:

## **Engineering Classifications**

Engineering has struggled to fill positions due to a number of different reasons, including excess turn over, unsuccessful recruitments, and candidates accepting other jobs before the City can complete the hiring process. While the turnover and retention rates are higher than the City's average, engineering's turnover is comparable to other agencies. On average, salaries for the City's engineering classifications are between 4.4% and 9.1% below market, which has impacted the City's ability to remain competitive with other agencies. Currently, there is an extreme shortage of engineers and, as a result, increased competition with agencies in both the public and private sectors.

The City has a number of major capital projects currently underway and more planned in the near future. Both City and grant funded, these projects will have a direct impact on the community and necessitate that the engineering department be adequately staffed with highly skilled employees to successfully manage the projects.

In order to ensure external equity with agencies competing for talent in the same labor market, attract and retain a high-quality workforce, and to ensure proper compaction between classifications, staff recommends the following equity adjustments:

<b>Classification</b>	<b>Bargaining Group</b>	<b>Equity Adjustment</b>
Engineering Technician	RCCEA	5%
Assistant Engineer	RCCEA	8%
Associate Engineer	RCCEA	8%
Senior Civil Engineer	RCMA	8%
Traffic Engineer	RCMA	5%
Principal Engineer	RCMA	3%
Deputy Director of Engineering	RCMA	3%
Deputy Dir. Engineering/Utility Manager	RCMA	3%
Deputy Dir. Engineering/Deputy City Eng.	RCMA	3%

## **Fire Equipment Mechanic Classifications**

The Fire District has also struggled to fill skilled positions due to turnover, unsuccessful recruitments, and candidates accepting other jobs before the Fire District can complete the hiring process. On average, salaries for the Fire District's fire equipment mechanic classifications are between 5% and 10.5% below market. The Fire District has a goal of always attracting and retaining the best talent in the field of emergency apparatus mechanics. In order to do this, the Fire District must remain competitive against other agencies.

Fire equipment mechanics are a crucial component of the Fire District's operational readiness and ability to serve the community. They perform highly skilled electromechanical work involving the diagnosis, maintenance, and repair work of a wide range of fire apparatus and vehicles. They respond after hours and on the weekends, utilizing their specialized skills to repair fire apparatus and get them back in service quickly instead of sending units out for service and repair, which could take weeks, if not months, to put the apparatus back in service. In many cases these mechanics have special skills and certifications not duplicated in the City fleet services.

In order to ensure external equity with agencies competing for talent in the same labor market, as well as attract and retain a high-quality workforce, staff recommends the following equity adjustments:

<b>Classification</b>	<b>Bargaining Group</b>	<b>Equity Adjustment</b>
Fire Equipment Mechanic	FSSA	8%
Fire Equipment Lead Mechanic	FSSA	8%
Fire Shop Supervisor	FSSA	8%

Staff recommends the City Council / Fire Board approve the resolutions adopting the amended salary schedules for RCMA, RCCEA, and FSSA. Equity adjustments would be effective the first full pay period following resolution adoption.

**FISCAL IMPACT:**

The fiscal impact of the equity adjustments is estimated as \$37,310 for the Fire District and \$201,700 for the City, broken down as follows:

<b>Fund</b>	<b>Account</b>	<b>Expense</b>
Fire Fund – Vehicle/Equipment Maintenance	3281527	\$37,310
General Fund	10013XX	\$139,360
Drainage Facilities / General	1112303	\$2,490
Transportation	1124303	\$26,480
LMD #2 Victoria	1131303	\$1,170
LMD #4R Terra Vista	1134303	\$1,170
State Gas Tax	1174303	\$7,780
Measure I 2010-2040	1177303	\$16,290
Municipal Utility	1705303	\$5,220
Utility Public Benefit Fund	1706303	\$1,740

For the Fire District, there are sufficient funds available in the current FY 2022-23 budget for the recommended equity adjustments due to existing vacancies and the corresponding salary savings.

For the City, staff have identified sufficient salary savings in the General Fund to cover the equity adjustments. Some of the special fund allocations may require further adjustment in FY 2023-24, however, the bulk of the expenses are in the General Fund and any shortfalls in special funds can be made up accordingly for FY 2022-23.

**COUNCIL MISSION / VISION / GOAL(S) ADDRESSED:**

This item addresses the Council's Vision to build on our success as a world class community, create an equitable, sustainable, and vibrant City, rich in opportunity for all to thrive.

**ATTACHMENTS:**

Attachment 1 - Resolution No. 2022-144

Attachment 2 - Resolution No. 2022-144, Exhibit A, RCMA Salary Schedule

Attachment 3 - Resolution No. 2022-144, Exhibit B, RCCEA Salary Schedule

Attachment 4 - Resolution No. FD 2022-036

Attachment 5 - Resolution No. FD 2022-036, Exhibit A, FSSA Salary Schedule