



# MARINA COAST WATER DISTRICT

11 RESERVATION ROAD, MARINA, CA 93933-2099

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**Board of Directors**  
**Budget and Personnel Committee Meeting**  
Marina Coast Water District  
11 Reservation Road, Marina, California

Date: January 27, 2012  
Time: 9:00 a.m.  
Location: MCWD Board Room, 11 Reservation Road

### Committee Members

Dan Burns  
Howard Gustafson  
Kenneth Nishi - Alternate

### **Agenda**

*This meeting has been noticed according to the Brown Act rules. The Committee will receive information on, discuss and consider making recommendations to the MCWD Board on the items contained in this agenda.*

1. Call to Order
2. Public Comments on any item Not on the Agenda *Anyone wishing to address the Committee on matters not appearing on the Agenda may do so at this time. Please limit your comment to three minutes. The public may comment on any other item(s) listed on the Agenda at the time the item(s) is considered by the Committee.*
3. Receive the Draft Minutes for December 27, 2011
4. Receive an Update on the District's Information Technology Plan
5. Discuss the Proposed District Reorganization Plan and Provide Direction
6. Discuss a Request for Proposals for a Total Compensation Study and Provide Direction
7. Discuss District Employment Options and Provide Direction
8. Identify Agenda Items for the Next Committee Meeting
9. Committee Member Comments
10. Adjournment

Marina Coast Water District  
Budget and Personnel Committee  
Staff Report

Agenda Item: 4

Meeting Date: January 27, 2012

Prepared By: Kelly Cadiente

Reviewed By: Carl Niizawa

Subject: Update on District's Information Technology Plan

Summary: The last update to the District's Information Technology (IT) Plan was approved by the Board in August 2009. Staff will be working with Monterey Bay Technologies, Inc. (MBT) to update the IT Plan for the current fiscal year and for fiscal year 2012/2013. Upon contracting with the District as its IT support service provider in late December 2011, MBT has been conducting a thorough assessment of the District's IT systems and is in the process of providing staff with a prioritized list of needs to be addressed and incorporated into the IT Plan.

Staff will provide a Draft IT Plan to the Committee at the February 2012 Committee meeting.

Marina Coast Water District  
Budget and Personnel Committee  
Staff Report

Agenda Item: 5

Meeting Date: January 27, 2012

Submitted By: Jean Premutati  
Reviewed By: Carl Niizawa

Presented By: Jean Premutati

Agenda Title: Proposed District Reorganization Plan

Detailed Description: At the October Budget and Personnel (B&P) Committee meeting, staff proposed the subject of District reorganization. The proposed reorganization would include the restructure of various departments, revised job descriptions and classifications, and a new organization chart. In November, the Board approved staff to move forward with a draft plan and in December, the Budget and Personnel Committee received the first draft of the plan.

The B&P Committee requested additional details regarding net savings from the reorganization plan, as well as draft job descriptions showing revised job duties and position requirements. Attached is the revised planned reorganization Cost/Savings table presenting salary and benefit costs.

Background: Over the course of the past year, retirements and other resignations has provided an opportunity for re-evaluation of processes, job assignments and staffing to determine if, rather than simply fill the vacant approved positions, the District would benefit from reorganization. A reorganization plan evolved to increase the District's efficiency and effectiveness. Implementation of the proposed reorganization will net a cost savings of over \$200,000 in staff costs while increasing the organizational effectiveness.

**Improvement of Organizational Efficiency**

The recent retirements of two department managers, the Water Quality Manager and the Conservation Coordinator combined with the departure of the Operations and Maintenance Superintendent, has created vacancies that have not been officially filled. Instead, a temporary reallocation of responsibilities of the vacant positions was done.

The implementation of the reallocation of duties has verified how a reorganization of these departments can occur. It has been demonstrated that a reorganization would work with distribution of the roles and responsibilities of the departed Water Quality and Conservation Coordinator and redefining roles and responsibilities of Water Quality Chemist, the Water Conservation Specialist, the Assistant O&M Superintendent, and the O&M Superintendent. Furthermore, by combining the Laboratory, Water Conservation, and Operation and Maintenance Departments into one department, supervisory needs will be reduced and the reorganization will increase efficiencies with the net reduction of two middle management positions – the Water Quality Manager, the Conservation Coordinator- and one Operator III from the staff.

Review of each of the department impacted details how this can be accomplished.

## **Laboratory Department**

Following the leave of the Water Quality Manager in January 2011, a review of the laboratory functions and activities was conducted. The Water Quality Manager and the Water Quality Chemist had overlapping duties and the Chemist was cross-trained to fully maintain the lab in the absence of, and eventual retirement of, the Water Quality Manager. The Chemist, who has been with the District in this role since 1999, was willing to assume the higher level duties and responsibilities of the Water Quality Manager. These duties include maintaining the lab accreditation, regulatory compliance, and overall responsibility for sampling, data reporting and analysis. Assistance is also provided by college interns from CSUMB for the routine lab work done by the Chemist.

Overlapping capabilities had previously insured that there was full-time coverage for the two person department. Now, outsourcing the lab services would be done during the absence of the Water Quality Chemist.

For the reorganization, it is proposed to upgrade the current position of Water Quality Chemist to that of the Laboratory Supervisor to include the additional responsibilities assumed with the retirement of the Water Quality Manager. Supplemental work will continue to be supplied by using interns.

Laboratory services are an essential part of insuring the water provided by the District meets regulatory standards. Moving the lab under the umbrella of the Operation and Maintenance Department is a natural fit, as water sampling and associated lab testing is a requirement of a water supply operation and any abnormal lab result requires immediate operational action. The new Laboratory Supervisor will also benefit from additional help in the maintenance department, such as the purchase of laboratory supplies. Overall regulatory compliance reporting responsibility would be shifted from the Water Quality Manager to the Operations Superintendent

## **Water Conservation Department**

As with the Laboratory, the leave of the Conservation Coordinator in May 2011 prompted a review of the Water Conservation department. The duties of the Conservation Coordinator included staff support of the Water Conservation Committee, oversight of water conservation public outreach and education efforts, coordination of the District newsletters, oversight of the District's water conservation efforts and reporting, emergency response coordination and building security, water conservation rebates, and supervision of the Water Conservation Specialist. As with the Laboratory, the Water Conservation Specialist was knowledgeable about the duties of the Conservation Coordinator and was able to assume oversight of conservation efforts. Other duties of the Conservation Coordinator were distributed to other staff. The Water Conservation Committee duties were given to the Capital Projects Manager, the emergency response coordination and building security to the Operations and Maintenance Department, and the rebate duties to the Engineering Administrative Assistant.

As with the Laboratory, integration of the conservation effort under the Operation and Maintenance umbrella will provide close supervision of and support for the efforts of the Water Conservation Specialist. The proposed reorganization has the Water Conservation Specialist reporting directly to the Operations and Maintenance Superintendent. The O&M Superintendent will have overall responsibility for the regulatory requirements of the District's conservation efforts.

## **Operations & Maintenance Department**

The proposed plan for reorganization of the Operations and Maintenance Department was developed with recent personnel changes in the department. In 2010, the O&M Superintendent resigned and the Assistant O&M Superintendent was assigned as the acting Superintendent, while a System Operator III was temporarily moved into the Assistant Superintendent position in the same manner. Following this, it was found that there was not a need to fill the newly vacant Operator III position for effective operations. The best current structure for operations is for all eleven operators, two meter readers, and the utility laborer to directly report to the acting Assistant O&M Superintendent, who would be continuously engaged with staff in the field on their activities. As such, the “Assistant O&M Superintendent” would be better described as the “O&M Supervisor” given the number of direct reports.

The remaining Operator III would remain a field lead for more complex operations/maintenance involving more than one operator.

It was found that the optimum role for the O&M Superintendent would be engaged in managing the department, providing direction to the O&M Supervisor for implementation, communication/correspondence with outside parties, regulatory compliance and reporting, and becoming involved in department problems/issues. The proposed structure would also have the O&M Superintendent supervising the Laboratory Supervisor and the Water Conservation Specialist.

## **Improvement of Organizational Effectiveness**

Another organizational goal for the proposed reorganization is that of increased effectiveness. The proposed reorganization has changes to the organizational structure and job descriptions to more effectively meet the goals and objectives of the District.

## **Operations & Maintenance**

Increasing technological and regulatory requirements escalate the need to have staff trained and certified to successfully implement, efficiently control, and compliantly operate modern utility systems. It is important to have a designated staff member(s) completely understand how these systems work. For example, the District operators need to have a Treatment Certification to work with the District chlorination systems. As such, it is proposed that the operator certification requirements change to include Treatment Certifications. Furthermore, it is seen that the operators would be more effective (and efficient) if cross-trained in both collections and distribution. This would allow all operators to be eligible for call-outs or emergencies. Therefore, it is proposed that the required certifications be changed to Distribution, Collections, and Treatment at their respective operator levels.

## **Engineering**

As a water/wastewater agency, the District is very unique – the majority of its service area is a prime redevelopment zone –one of the few open coastal development areas in California. For the next 30 years, it is anticipated District staff will be involved in the planning, permitting, reporting, design and design review, construction management and inspection of Ord development and District infrastructure. Given the regulatory and political nature of the area, these tasks are labor intensive. As such, a greater than normal complement of staff associated with this type of project work is needed at the District.

In the Engineering department, the hiring of temporary, contract employees has filled the additional needs for project work. In August 2009, the Board approved the hire of an Assistant Engineer who was expected to perform more entry-level type duties and free up the professional engineers to conduct the more difficult and complex duties of the Department. In August 2010, a contract Capital Project Manager was hired to oversee the construction of the Imjin Office Park building and is now overseeing the construction of the Eastern Distribution System.

With the size of the District's capital improvement budget, and the requirements for the District's review and involvement in Ord development, it is seen that there will be continued need for staff to work on these projects. In the development of the Ord community and water/wastewater infrastructure, institutional and historical knowledge is critical; permanent employees, not seasonal consultants or contractors would be most effective in providing effective outcomes.

In review of the Engineering organizational structure, it was pointed out that by the B&P Committee in December, that in lieu of both a Project Manager and a Capital Projects Manager, that one of the positions ought to be a supervising engineer. This would allow the Deputy General Manager/District Engineer to work on more District issues and less direct supervisory duties. The proposed reorganization plan has been modified for this by adding a Senior Engineer position in lieu of the Capital Projects Manager position.

In every organization it is incumbent upon staff to continually review all factors that have a direct impact on operations and staffing. In preparing the draft reorganization plan, staff looked to ensure an efficient and effective workforce.

Attachments:

- A - Proposed reorganization position/compensation changes
- B - Current Org Chart
- C - Draft Org Chart
- D - Draft Job Descriptions
- E - Memorandum on Water Conservation Department

Marina Coast Water District  
Budget and Personnel Committee  
Staff Report

Agenda Item: 6

Meeting Date: January 27, 2012

Prepared By: Jean Premutati

Reviewed By: Carl Niizawa

Subject: Request for Proposals for a Total Compensation Study and Provide Direction

Summary: At the regular December Board meeting, staff was directed to develop a Request for Proposals (RFP) to conduct a compensation and classification survey.

In order to conduct a thorough classification and total compensation study, a designated consultant will request all employees to complete a job analysis questionnaire that includes the types of tasks, duties and responsibilities required for current positions, as well as physical requirements, education, training and experience necessary to perform each job. This is the first part of the study and takes the bulk of time to complete and analyze before beginning the compensation study. At this time, we are in the process of modifying and adjusting job duties and descriptions due to drafting the proposed reorganization plan. If the reorganization plan is approved as presented, the timing of a classification study may conflict with some of the proposed changes.

Rather than duplicate our efforts and ensure a more cost effective study staff recommends postponing the classification segment of the study and proceed with just a salary survey at this time. Proceeding in this manner would provide us with \$10K-\$12K in savings from the \$25K approved by the Board.

Marina Coast Water District  
Budget and Personnel Committee  
Staff Report

Agenda Item: 7

Meeting Date: January 27, 2012

Prepared By: Jim Heitzman

Subject: Discuss District Employment Options and Provide Direction

Summary: The Budget and Personnel Committee will discuss possible recruitment for the following:

- In-House Legal Counsel
- Contract Community Outreach Coordinator
- General Manager