

Marina Coast Water District
Agenda Transmittal

Agenda Item: 9-D

Meeting Date: February 14, 2012

Submitted By: Jean Premutati

Presented By: Carl Niizawa

Reviewed By: Carl Niizawa

Agenda Title: Consider Adoption of Resolution No. 2012-07 to Approve the District Reorganization Plan

Detailed Description: In November 2011, the Board approved staff to move forward with a draft plan for District reorganization. The proposed reorganization would include the restructure of various departments, revised job descriptions and classifications, and a new organization chart. In December and January, the Budget and Personnel (B&P) Committee reviewed drafts of the plan recommended it be brought to the Board for approval.

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 plan will provide a net 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, and the departure of the Operations and Maintenance (O&M) Superintendent, has created vacancies that have not been officially filled. Review of their responsibilities and duties was completed, and a temporary reallocation of responsibilities of the vacant positions was implemented.

The implementation of the reallocation of duties has verified how a reorganization for increased organizational efficiency of these departments can occur. It has been verified that a 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; that a reorganization plan would be achievable. 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 three positions – the Water Quality Manager, the Conservation Coordinator- and one Operator III from the staff.

Review of each affected department details how this can be accomplished.

Laboratory Department

Following the leave of the Water Quality Manager in January 2011, a review of the District's laboratory function 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 O&M 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 O&M Superintendent

Water Conservation Department

As with the Laboratory, the retirement of the Conservation Coordinator prompted a review of the Water Conservation department.

Water conservation, once just a noble practice, has been transformed by the state to a regulatory requirement. The main requirement of the water conservation program comes from the California Urban Water Management Planning Act as amended by AB 1420. It applies to all municipal suppliers with over 3,000 connections. The penalty for non-compliance is possible loss of grant funds from the Water Resources Agency and the State.

AB 1420 requires the implementation of all Best Management Practices (BMPs) specified by and to the coverage level determined by the California Urban Water Conservation Council. It requires annual reports to the Water Resources Control Board documenting compliance with the required BMPs. The BMPs are in five general areas: Utility Operations, Education Programs, Residential, Commercial/Industrial/Institutional, and Landscape.

The coverage level requirements of the California Water Conservation Council are robust. For example, compliance with the coverage requires the District provide leak detection for an average of 1.5 percent of residential customers a year and landscape water survey assistance to

an average of 1.5 percent of current residential customers per year. This level of compliance would require trained staffing or significant consultant time

A review of other public water agencies with similar compliance goals, have differing levels of water conservation spending. On average, the yearly expenditure rate for water conservation for the public water agencies surveyed is \$31.53 per connection. The District's expenditures in fiscal year 2010-11 for water conservation was \$318,589 or \$39.82 per connection. The District's 2011-2012 budget of \$389,105 or \$48.63 per connection. As approximately half of the budget is for internal staff, a reduction of the District staff personnel from two to one will bring the District yearly expenditure level below \$300,000 and closer to the average cost incurred by other water districts.

More information regarding requirements for the District's conservation program and public water agency survey is attached.

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 most of the oversight of the District's conservation efforts outside of the Water Conservation Committee. The Water Conservation Committee duties were given to the Capital Projects Manager.

Duties of the Conservation Coordinator extended beyond water conservation and these duties were distributed to other District staff. The emergency response coordination duties were conveyed to the O&M Department. Building security responsibility was likewise transferred to Operations and Maintenance. Paperwork related to District's conservation rebate program was given 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 O&M Superintendent will have overall responsibility for the regulatory requirements of the District's conservation efforts and the Water Conservation Specialist will become a direct report.

Operations & Maintenance Department

The proposed plan for reorganization of the O&M 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 an operational need to fill the newly vacant Operator III position. The optimum structure for operations, and recommended in the proposed reorganizational plan, 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.

Given the central role of the O&M Supervisor, it was found that the best 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 for the reorganization would also have the O&M Superintendent supervising the Laboratory Supervisor and the Water Conservation Specialist.

Improvement of Organizational Effectiveness

Another 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. 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.

To best insure that the District’s Operations personnel are suitably trained and flexible in their assignments, it is proposed in the reorganization plan that the required certifications for Operators be changed from just a Distribution Certification, but to also include Collections Certification, and Treatment Certification 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 by the B&P Committee in December, that instead of having both a Project Manager and a Capital Projects Manager, that one of the positions should be a supervising engineer. This would allow the Deputy General Manager/District Engineer to work on more global District related issues and less direct engineering 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.

Environmental Review Compliance: None required.

Prior Committee or Board Action: The Budget and Personnel Committee reviewed this item at its January 27, 2012 meeting.

Board Goals/Objectives: *Strategic Plan, Goal No. 2 – To meet 100% of current and future customers' needs and make timely improvements and increase infrastructure and level of services and human resources to meet needs of expanding service areas in an environmentally sensitive way.*

Financial Impact: Yes No

Funding Source/Recap: Reorganization Plan will result in a cost savings of \$210,328 that will affect all four cost centers. See proposed reorganization position/compensation changes attachment.

Material Included for Information/Consideration: Resolution No. 2012-07; Proposed reorganization position/compensation changes; Detailed Review of Water Conservation Program; Current Org Chart; Proposed Org Chart; Proposed Job Descriptions.

Staff Recommendation: The Board of Directors is to consider adoption of Resolution No. 2012-07 that approves the proposed Reorganization Plan and authorizes the General Manager and/or Deputy General Manager/District Engineer to take all other actions to facilitate the Resolution.

Action Required: Resolution Motion Review
(Roll call vote is required.)

Board Action

____ Resolution No ____ Motion By _____ Seconded By _____

Ayes _____ Abstained _____

Noes _____ Absent _____

Reagendized _____ Date _____ No Action Taken _____

February 14, 2012

Resolution No. 2012-07
Resolution of the Board of Directors
Marina Coast Water District
Approval of District Reorganization Plan

RESOLVED by the Board of Directors (“Directors”) of the Marina Coast Water District (“District”), at a regular meeting duly called and held on February 14, 2012 at the business office of the District, 11 Reservation Road, Marina, California as follows:

WHEREAS, analysis of District staff organization has generated a Reorganization Plan which increases District staff efficiency and effectiveness; and,

WHEREAS, recent departures of staff personnel have provided an opportunity for temporary realignment of staff duties consistent with the Reorganization Plan; and,

WHEREAS, implementation of the temporary staff realignment has proven to be successful.

NOW, THEREFORE, BE IT RESOLVED, the Board of Directors of the Marina Coast Water District does hereby:

1. Authorize the proposed changes to job descriptions, classifications, titles, and/or salary schedules for the following positions:
 - a. Water Quality Chemist to Laboratory Supervisor
 - b. Water Conservation Specialist
 - c. Operations and Maintenance Superintendent
 - d. Assistant Operations and Maintenance Superintendent to Operations and Maintenance Supervisor
 - e. System Operator I
 - f. System Operator II
 - g. System Operator III
 - h. Associate Engineer
2. Authorize the addition of the following regular, full-time positions with associated job descriptions and salary schedules:
 - a. Assistant Engineer
 - b. Project Manager
 - c. Senior Engineer
3. Maintain the following approved and vacant positions:
 - a. Water Quality Manager
 - b. Conservation Coordinator

4. Authorize elimination of one of the two System Operator III approved positions
5. Approve the revised District Staff Organization chart
6. Authorize the General Manager and/or Deputy General Manager/District Engineer to take all other actions and execute all documents as may be necessary or appropriate for the District Reorganization Plan and to give effect to this resolution.

PASSED AND ADOPTED on February 14, 2012 by the Board of Directors of the Marina Coast Water District by the following roll call vote:

Ayes: Directors _____

Noes: Directors _____

Absent: Directors _____

Abstained: Directors _____

 Dan Burns, President

ATTEST:

 Jim Heitzman, Secretary

CERTIFICATE OF SECRETARY

The undersigned Secretary of the Board of the Marina Coast Water District hereby certifies that the foregoing is a full, true and correct copy of Resolution No. 2012-07 adopted February 14, 2012.

 Jim Heitzman, Secretary