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WORKFORCE STUDY (2020/2021)

Phase II - Revised Classification Study Report

Prepared for:
Solano County Water Agency
May 5, 2021

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Solano County Water Agency

Phase II – Classification Study



SECTION 1 – Background/Introduction

Solano County Water Agency (“SCWA”) was retained Boucher Law to conduct a Workforce Study to include an organizational analysis, classification study and total compensation study for its entire agency. There are three phases of this Workforce study. The three phases are as follows:

Phase I Agency Organization:

- Provide a complete and comprehensive analysis of SCWA’s current organizational structure as well as 5- and 10- year projections.
- Review SCWA’s organizational chart to gain an understanding of the current structure, the distribution of labor between SCWA’s employees’ technical skills and abilities and how they relate to SCWA’s mission.
- Compare the current organizational structure to peer organizations of a similar size with a similar mission.
- Conduct a meeting with the Workforce Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final report.

Phase II Agency Classifications:

- Develop a classification structure that reflects SCWA’s overall classification and salary strategy that includes clear definitions of terms and the development of career ladders for full-time and part-time employees, including vacant positions.
- Conduct job audits with all employees in single position classifications, a representative sample of employees in multiple position classification, and appropriate management personnel to validate the information.
- Identify career ladders/promotional opportunities for each classification.
- Recommend additional opportunities for career ladders/promotional opportunities such as formal field, technical, or management training and/or certification.
- Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Conduct a comprehensive anonymous employee satisfaction questionnaire.

Phase III Agency Total Compensation and Benefits:

- Conduct a comprehensive total compensation survey using comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the Agency.
- Meet and consult with Workforce Study Committee to determine list of comparable agencies to be used in the total compensation survey.
- Due to the complex nature and highly specialized skill sets of some agency employees Boucher Law will also look at comparable public sector water related jobs with the same essential duties and functions where appropriate.
- Conduct a total compensation analysis to provide SCWA with an accurate assessment of how its compensation plan compares with the selected labor market agencies.
- Conduct analysis of employer paid insurance premium contributions for health, dental orthodontics, vision, short- and long-term disability, long-term care, life and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, management leave, administrative leave, family leave and vacation include analysis of FFCRA.
- Conduct analysis for employer contributions to employee retirement plans.
- Develop external competitive and internal equitable salary recommendations for each classification.
- Conduct an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines.
- Identify any pay compression issues and provide potential solutions.
- Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- Provide feedback on what other agencies are doing to compensate CalPERS PEPRA employees who may not receive equal employer paid benefits.
- Conduct analysis and provide recommendations for benefits SCWA does not currently offer, such as longevity pay, bonus pay, EPA program, employer contributions to deferred compensation plan, and employer contributions to retirement health savings accounts.
- Meet with the Workforce Study Committee to discuss preliminary findings to identify any potential changes for recommendations prior to preparation of the final written report.
- Assist in the development of a strategy for implementing the compensation and benefits recommendations and plan.

This report focuses on Phase II – Classification Study. Separate reports will be submitted for Phases I and III.

SECTION 2 – Project Scope and Work Plan

The purpose of the classification study was to (i) review the current classification structure and related concepts; (ii) provide recommendations regarding changes to the current classification structure; (iii) identify career ladders/promotional opportunities for each classification; (iv) prepare revised and/or new classification specifications as appropriate; and (v) ensure that all positions are properly allocated within the new proposed classification structure.

This Draft Classification Study Report is designed to provide (i) an overview of study tasks; (ii) a conceptual framework for the analysis; (iii) recommended classification structure; and (iv) the next steps in the study.

This classification study encompassed twenty-four (24) positions in the classifications listed below:

Accountant I	Principal Water Resources Engineer
Accountant II	Principal Water Resources Specialist
Administrative Assistant	Senior Water Resources Engineer
Administrative Services Manager	Senior Water Resources Specialist
Assistant General Manager	Senior Water Resources Technician
Assistant Water Resources Engineer	Streamkeeper
Assistant Water Resources Specialist	Supervising Water Resources Engineer
Associate Water Resources Engineer	Supervising Water Resources Specialist
Associate Water Resources Specialist	Water Conservation Coordinator
General Manager	Water Resources Technician

In conducting the classification study, Boucher Law:

1. Conducted an online meeting with the Workforce Study Committee to ensure a comprehensive understanding of the study goals, objectives and to receive their comments, feedback and concerns with respect to the study and the process.
2. Conducted online employee orientation sessions to ensure all employees (i) were apprised of the study goals, processes and objectives; and (ii) had an opportunity to express any concerns or questions on the study.
3. Conducted a detailed analysis of each position through the analysis of individual Position Description Questionnaires (PDQs).
4. Conducted interviews with all study incumbents to gain a comprehensive understanding of work performed.
5. Analyzed all of the information gathered via the PDQs and job evaluation interviews to identify the scope and level of work performed by each employee as well as the typical duties and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work assigned to each position.
6. Developed Draft Preliminary Classification Concepts for review and feedback.
7. Developed a classification structure consistent with the classification concepts encompassing the total bodies of work being performed within the study positions.
8. Developed recommendations regarding the appropriate allocation of each position within the proposed classification structure.
9. Developed updated and new job descriptions (class specifications) supporting the classification structure recommendations. The job descriptions include/describe appropriate job definitions, distinguishing characteristics, supervision received and exercised, essential duties and responsibilities statements, knowledge, skills and abilities statements, minimum qualifications, any required training, certifications or licenses, and physical and environmental working conditions.

SECTION 3 – Conceptual Framework

An accurate and up-to-date classification system provides an organization with the necessary tools to make administrative, fiscal control, and human resources decisions. Further, accurate and current classification specifications provide the fundamental and essential building blocks for successfully administering recruitment, performance management, compensation, and succession planning programs. In addition to providing the basis for these types of human resources management and process decisions, position classification can also effectively support systems of administrative and fiscal control. Identifying positions based on a well-defined and orderly classification system supports organizational planning, budget analysis and preparation, and various other administrative functions.

The classification analysis, as applied to all regular, full-time positions within SCWA, relies upon sound principles of job evaluation. Using these principles, Boucher Law has developed a classification structure for SCWA that is designed to reflect distinct differences in the levels and types of work being performed based on established classification factors and concepts. This section of the report presents the conceptual framework for the methods used by Boucher Law in developing a proposed classification plan for SCWA's positions. To facilitate review, this section is organized as follows:

- General Guidelines and Definitions
- Nature of the Work
- Classification Job Family Levels

GENERAL GUIDELINES AND DEFINITIONS

Standard Classification Factors

In order to develop classification/allocation recommendations, each position is first analyzed based on the nature of work performed. Nature of work refers to the occupation, profession, or subject matter field in which each position falls. Positions that perform work of a similar nature are considered to be in the same “job family”. Within each job family, the level of the position is then determined by evaluating it against the following factors:

- **Decision Making** - This consists of (a) the decision-making responsibility and degree of independence or latitude that is inherent in the position, and (b) the impact of the decisions.
- **Scope and Complexity** - This defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- **Contact with Others Required by the Job** - This measures (a) the types of contacts,

- and (b) the purpose of the contacts.
- **Supervision Received and Exercised** - This describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
 - **Knowledge, Skills, and Abilities** - This defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.

These factors were carefully and consistently applied during the analysis of each position included in the scope of the study. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study.

Whole-Job Analysis

For purposes of this study, Boucher Law used a whole-job analysis approach. This approach compares jobs with one another on the basis of an overall evaluation of difficulty or performance. The entire position, including the skills required, the decision-making authority, the scope, the magnitude of work, and the accountability for results, is compared as a whole to other positions.

Broad and Narrow Classifications

Key to SCWA's classification structure is the judicious use of broad and narrow classification concepts. It is easy to see that several positions belong to the same class when the duties are identical. In practical application, however, the duties and responsibilities of positions need not be identical in order to be placed in a common classification. Classification plans generally establish classifications based on a determination of "sufficient similarity". However, within an individual organization, sufficient similarity can be interpreted to coincide with the goals and philosophy of the organization. For example, a broad interpretation recognizes positions that share a core set of classification factors, but accepts substantial variation between positions resulting in varied assignments within each broad classification. In contrast, a narrow interpretation might create separate narrow classifications to address such variations. Because SCWA has a relatively small staff, there is a clear need for flexibility in work assignments which lends itself to broader classifications. However, it is also important to recognize when there are positions that are greater in complexity, decision-making, and/or specialized knowledge and skills that require a separate classification.

Point in Time Analysis

A classification study primarily captures the essential nature of positions at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving. Boucher has, to the extent possible,

designed a classification structure in line with SCWA's current goals, recognizing that other additions or deletions from the plan may take place in the future. Overall, the proposed classification structure, the levels of work, and the functional areas identified should provide a strong foundation for SCWA's future classification needs.

Preponderant Duties

Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time. Therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy the majority of the incumbent's time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

Classification of the Position, Not the Employee

Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service.

Position versus Classification

Position and classification are two words that are often thought of as interchangeable; but in fact have very different meanings. In a classification plan, a position is an assigned a group of duties and responsibilities performed by one person. Sometimes the word "job" is appropriately used in the place of position.

In contrast, a classification may contain only one position, or may consist of a number of positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical); the same core knowledge, skills, and other requirements are appropriate for all positions; and the same salary range is equitable for all positions.

Classification versus Allocation

Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement

and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

NATURE OF THE WORK

The overall nature of the work being performed provides the basis for establishing job families and also helps group positions according to their overall functions and responsibilities. Classifications in a job family usually have similarities in their employment requirements that may support career progression. However, classes in the same job family may still require different levels of education, experience, skill, effort, or responsibility. These categories are described as follows:

- **“Clerical” classifications** typically describe positions that are responsible for general or specialized office and/or secretarial support work such as document production/processing, filing, reception, calendar maintenance, scheduling, and data entry. Typically, incumbents use a basic knowledge of office procedures, combined with basic reading, writing and arithmetic skills.
- **“Technical” classifications** typically describe the performance of the day-to-day functions in a para-professional area of assignment. The focus of the job is on the performance of various duties that are considered complex and of a technical nature, requiring specialized knowledge, but not at the professional level (such as an Analyst). Typical areas of para-professional or technical support work are in accounting, engineering, planning, and mechanical trades.
- **“Professional” classifications** typically describe work that is analytical in nature, requiring incumbents to possess sufficient knowledge and skill to analyze problems, evaluate and identify alternatives, and recommend/implement actions/solutions; such knowledge is usually obtained through possession of a four-year college degree and/or a highly specialized and advanced type of training.

Classification Job Family Levels

Within each classification series, there may be a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization’s needs and priorities. The categories recommended are described as follows:

- **Entry-level** classifications are designed to provide an on-the-job training opportunity to an employee who has limited or no directly related work experience and is not yet performing the full range of work assigned to the journey-level class. In some cases, positions which are limited in scope and/or performing more basic duties may be permanently allocated to the entry-level.

- The designation of “Assistant” has been used for this entry level for the majority of the classification series. In a few instances the designation of “I” has been used for this entry level, such as Administrative Assistant I and Accountant I to be consistent with common industry titling.
- **Journey-level** classifications recognize positions that perform the full range of tasks typically assigned to positions in the job family. A journey-level position requires incumbents to be fully competent in performing assigned duties. The designation of “Associate” has been used for this journey level for the majority of the classification series. In a few instances the designation of “II” has been used for this journey level, such as Administrative Assistant II and Accountant II to be consistent with common industry titling.
 - **Advanced journey-level/Lead** classifications describe positions with specialized and/or advanced duties beyond the journey level of the series. Incumbents may also serve as a lead. Leads are typically responsible for providing ongoing lead supervision to a group of at least two lower level staff while performing the day-to-day work themselves. The designation of “Senior” has been used for this advanced/lead level classification. While a professional advanced journey-level/lead classification may also supervise clerical or technical position, the supervisory responsibilities are not the primary purpose of the classification.
 - **Program Manager-level** classifications describe positions that are responsible for the management of an on-going, major program within the agency. Responsibilities at this level include strategic planning, program development and enhancement, program budget development and administration, collaboration with a variety of external agencies, grant development and administration. Positions at this level may or may not have direct supervisory responsibility over subordinate staff; however, responsibilities typically include the on-going direction and training of SCWA employees.
 - **Supervisor-level** classifications describe full, first-line supervisory positions that plan, assign, supervise, and formally review the work of subordinates; assist in program development and management; and assume responsibility for a variety of personnel actions in such areas as performance evaluation, training, selection, transfers, approval of leave, and recommending disciplinary measures. Supervisors may also assist in budget development and administration. Most “working” supervisors also spend a substantial portion of their time performing the more difficult and complex work of the section or unit. The designation of “Supervisor” has been used for this level classification.
 - **Manager-level** classifications describe full responsibility for planning, organizing, directing staff, and controlling all activities of a department. Managers are also responsible for the strategic planning and budget oversight for functions and/or operations for a department.

- **Executive Manager-level** classifications describe full responsibility for strategic planning, working with the governing board in the areas of policy development and the establishment of agency mission and goals, serving as a primary representative of the agency, and the planning and direction of the activities of the entire agency or multiple agency departments.

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SECTION 4 – Recommended Classification Structure

The classification structure recommended by Boucher Law in Table 1 below retains much of the current structure, but (i) changes the classification concepts for some classifications, (ii) establishes consistent titling for the different levels within a classification series (iii) creates new classifications where the duties and responsibilities of the work assigned are significantly different in nature, complexity and scope; (iv) provides clearer distinctions among the different classifications; and (v) creates additional levels within various classification series to provide career ladders/promotional opportunities and for future potential growth within SCWA.

**Table 1 – Classifications and Classification Series
for Current Positions**

Current Classification	Proposed Classification
Executive Management	
General Manager	No Change
Assistant General Manager	No Change
Administrative	
Accountant I	No Change
Accountant II	No Change
N/A	Assistant Management Analyst (new classification)
N/A	Associate Management Analyst (new classification)
N/A	Senior Accountant (new classification)

Current Classification	Proposed Classification
N/A	Senior Management Analyst (new classification)
Administrative Assistant	Administrative Assistant I (new classification)
Administrative Assistant	Administrative Assistant II (title change)
Administrative Services Manager	Manager, Administrative Affairs (title change)
N/A	Policy and Legislative Affairs Manager (new classification)
Engineering	
Assistant Water Resources Engineer	No Change
Associate Water Resources Engineer	No Change
Senior Water Resources Engineer	No Change
Supervising Water Resources Engineer	No Change
Principal Water Resources Engineer	Manager, Engineering (title change)
Water Resources	
Water Resources Technician I/II	Assistant/Associate Water Resources Technician (title change)
Senior Water Resources Technician	Senior Water Resources Technician
N/A	Supervising Water Resources Technician (new classification)
Assistant Water Resources Specialist	No Change

Current Classification	Proposed Classification
Associate Water Resources Specialist	No Change
Senior Water Resources Specialist	No Change
Water Conservation Coordinator	Water Resources Program Manager
Supervising Water Resources Specialist	No Change
Principal Water Resources Specialist	Manager, Water Resources (title change)
N/A	Assistant Hydrologist (new classification)
N/A	Associate Hydrologist (new classification)
N/A	Senior Hydrologist (new classification)
Streamkeeper	No Change

The classification structure recommended by Boucher Law in Table 2 creates new classifications in line with the needs/gaps identified and recommendations for new positions in the Organizational Analysis Report (Phase I).

Table 2 – Proposed New Classifications for Future Positions

Current Classification	Proposed Classification
Administrative	
	Account Clerk I
	Account Clerk II

Current Classification	Proposed Classification
	Executive Assistant/Public Information Specialist
	Assistant Information Technology Specialist
	Associate Information Technology Specialist
Water Resources	
	Assistant Water Resources Planner
	Associate Water Resources Planner
	Senior Water Resources Planner

The next section of this report provides a summary of the titles, nature of work and a brief narrative on typical duties and responsibilities assigned to each current and proposed classification within SCWA. Draft new and revised class specifications (job descriptions) have been prepared by Boucher Law and reviewed by SCWA.

Classifications and Classification Series for Current Positions

I. Executive Management

General Manager – this is a single-position, executive management position that plans, organizes, and provides administrative direction and oversight for all Agency functions and activities. Reporting to the SCWA Board of Directors, this position is responsible for planning, organizing, administering, coordinating, and evaluating, either directly or through subordinate management and supervisory staff, the work of the Agency in accordance with applicable laws, codes, and regulations, and adopted policies and objectives of the Agency Board of Directors; directing and coordinating the development and implementation of goals, objectives, and programs for the Agency Board of Directors and the Agency; developing administrative policies, procedures, and work standards to ensure that the goals and objectives are met and that programs provide mandated services in an effective, efficient, and economical manner; advising the Agency Board of Directors on issues, programs, and financial status; preparing and recommending long- and short-range plans for Agency service provision, capital improvements, and funding; overseeing

and directing the preparation of capital and operating agency budgets, agendas for Board of Director meetings, and a variety of reports; overseeing the selection, training, professional development, and work evaluation of Agency staff; overseeing the implementation of effective employee relations and related programs; and providing policy guidance and interpretation to staff.

Assistant General Manager – this is a single-position executive management classification that assists the General Manager in managing and directing the daily activities of the Agency; executes actions needed to support the General Manager in the overall success of the Agency’s adopted organizational mission. Reporting to the General Manager, this position is responsible for assisting the General Manager in managing and directing activities of the Agency; developing, planning, and implementing goals and objectives consistent with the Agency’s mission, vision, and strategic plan; directly overseeing the operations of multiple Agency departments; ensuring that the Agency complies with changing environmental requirements; analyzing Agency projects and programs; conducting studies of systems and procedures and managing major Agency projects; prioritizing and allocating available resources; reviewing and evaluating programs and service delivery; representing the Agency to outside agencies and organizations; participating in outside community and professional groups and committees; assisting in developing and coordinating the Agency budget; reviewing budget proposals and recommending budgets for reporting departments and divisions to the General Manager for inclusion in the proposed fiscal year budget; providing technical assistance as necessary; selecting, training, leading, motivating, and evaluating assigned personnel; addressing performance issues and responding to staff questions and concerns; making discipline recommendations to the General Manager; providing technical advice to the General Manager and the Board of Directors in Agency day-to-day operational matters and serving as the General Manager in his/her absence.

II. **Administrative**

Accountant I - This is the entry level for the professional classification series responsible for the accounting functions of the Agency. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning and maintaining the Agency’s financial records and statements, assisting in preparation of the annual budget, assisting with the annual audit; maintaining cash receipts, cash disbursements journal, and the general ledger; learning and tracking the Agency’s checking account and investment account activities; learning and participating in operating and maintaining a computerized financial information system.

Accountant II – This is the journey level for the professional classification series responsible for the accounting functions of the Agency. Work is performed with greater independence, under general supervision. Responsibilities include

maintaining the Agency's financial records and statements, assisting in preparation of the annual budget, assisting with the annual audit; maintaining cash receipts, cash disbursements journal, and the general ledger; tracking the Agency's checking account and investment account activities; participating in operating and maintaining a computerized financial information system.

Senior Accountant (new classification) – This is the advanced journey-level/lead level for the professional classification series responsible for the accounting functions of the Agency. Incumbents in this class perform specialized and/or advanced duties beyond the Accountant II level, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include designing, analyzing, implementing and maintaining procedures and policies to regulate departmental accounting systems; assigning and reviewing the work of other professional accounting staff; supervising clerical staff; directing and preparing the annual budget; directing the compilation of complex periodic financial statements as well as, expenditure, revenue and cost accounting reports for federal, state, county and other agencies; reconciling and advising others on reconciling a variety of different grants and budget documents for which fiscal reports must be prepared.

Assistant Management Analyst (new classification) – This is the entry level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include learning, interpreting, and applying financial and/or human resources policies; assisting in preparation of the annual budget; assisting with the annual audit; learning and reviewing contracts and approving payments; updating or creating job descriptions and salary information; learning and administering the agency's insurance program; learning to and recruiting, selecting, and onboarding new employees; learning and administering employee benefits programs.

Associate Management Analyst (new classification) - This is the journey level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Work is performed with greater independence, under general supervision. Responsibilities may include interpreting, and applying financial and/or human resources policies; assisting in preparation of the annual budget; assisting with the annual audit; reviewing contracts and approving payments; updating or creating job descriptions and salary information; administering the agency's insurance program; recruitment, selection, and processing of new employees; advising Agency supervisors and managers on human resources matters; administering employee benefits programs.

Senior Management Analyst (new classification) - This is the advanced journey-level/lead level for the professional classification series responsible for a variety of functions in the areas of financial and budget analysis, human resources, contract administration, and/or risk management. Incumbents in this class perform specialized and/or advanced duties beyond the Associate Management Analyst level, and serve in a lead/advisory capacity to other professional staff.

Responsibilities may include assigning and reviewing the work of other professional accounting or administrative staff; supervising clerical staff; providing professional and technical advice and assistance to agency departments on a variety of complex human resources, contract, budget, and/or insurance issues and problems; conducting complex investigations related to disciplinary matters or discrimination complaints; conducting recruitments for executive level or other hard to recruit for positions and designing complex employee selection tools; developing agency training programs.

Administrative Assistant I - This is the entry level for the clerical classification series responsible for a variety of administrative, secretarial, and office support duties. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include filing, preparing records, reports, and agenda mail-outs; housekeeping and ordering and maintaining office and related supplies; screening calls, visitors, and incoming mail; assisting and directing public to appropriate locations and/or staff; composing, typing, formatting, and proofreading a variety of routine reports, letters, documents, flyers, brochures, calendars, and memoranda; learning to and processing Agency invoices and assisting management, employees, and outside agencies with accounts payable.

Administrative Assistant II - This is the journey level for the clerical classification responsible for a variety of administrative, secretarial, financial and office support duties. Work is performed with greater independence, under general supervision. Responsibilities include those listed for Administrative Assistant I, as well as, assisting in interpreting and applying regulations, policies, procedures, systems, rules, and precedents in response to inquiries and complaints from the public; compiling information and data for administrative reports; checking data; preparing and assembling reports, manuals, articles, announcements, and other informational materials.

The classification structure recommended by Boucher Law does not include an advanced-journey/lead level for the Administrative Assistant series at this time. This is primarily due to the fact that this is currently a single position classification and there is a limited scope of responsibilities that are typically assigned to this classification series. In general, an advanced-journey/lead level classification is responsible for providing lead direction to individuals at a lower level within the series, for serving in an advisory capacity, and/or for performing the more complex duties. Should SCWA's staffing levels in this classification series increase or there be a need for the performance of duties that do not fit within existing classification structure, Boucher Law recommends a classification study be conducted at that

time. Such a classification study could be more narrowly focused on a single position or smaller number of positions.

Manager of Administrative Services (currently Administrative Services Manager) - This is a single-position management-level classification that oversees, directs, and participates in all activities related to human resources, contract administration, grant administration, budget preparation and maintenance, finance and accounting, insurance, information technology and general administration. Responsibilities include managing all assigned programs, services, and activities; participating in the development and implementation of goals, objectives, policies, and priorities; recommending within policy, appropriate service and staffing levels; recommending and administers policies and procedures; selecting, motivating, training and evaluating assigned personnel; overseeing the investment of Agency reserve funds.

Policy and Legislative Affairs Manager (new classification) – This is a single-position executive program management classification that provides special administrative, policy and technical assistance and advice to the General Manager and represents the Agency and its constituents on a variety of policy and legislative issues, with emphasis on the State Water Project. Responsibilities include analyzing delta and statewide water policy development for opportunities and threats to Agency interests; participating in governmental, stakeholder and science forums to protect and advocate for Agency interests; monitoring developments in water resources and fisheries science as it relates to policy matters; and strategizing the development of solutions for recommendation to the General Manager.

III. Engineering

Assistant Water Resource Engineer - This is the entry level for the professional classification series responsible for the engineering functions of the Agency. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include performing construction management of Agency projects and designing simple structures, water facilities and appurtenances under the supervision of a licensed engineer; working closely with contractors and vendors, including assisting in and conducting field inspections and investigations of the Agency's systems and facilities; collecting surveying data in the field to generate topographic features, alignments, profiles, and cross-sections; receiving and reviewing applications, engineering plans, cost schedules, material costs and or contractor bids for work. This classification has been expanded to include positions assigned to instrumentation and control systems.

Associate Water Resources Engineer - This is the journey level for the professional classification series responsible for the engineering functions of the Agency. Work is performed with greater independence, under general supervision. Responsibilities include performing construction management of Agency projects and designing

structures, water facilities and appurtenances under the supervision of a licensed engineer; working closely with contractors and vendors, including conducting field inspections and investigations of the Agency's systems and facilities; preparing engineering drawings for Agency staff by utilizing surveying data collected in the field to generate topographic features, alignments, profiles, and cross-sections; receiving and reviewing applications, engineering plans, cost schedules, material costs and or contractor bids for work. This classification has been expanded to include positions assigned to instrumentation and control systems.

Senior Water Resources Engineer - This is the advanced journey-level/lead level for the professional classification series responsible for the engineering functions of the Agency. Incumbents in this class are assigned the more complex projects related to water resources engineering, and serve in an advisory capacity to other professional staff. Responsibilities include planning, organizing, and reviewing or performing the design and preparation of plans, drawings, specifications and estimates in connection with the construction, maintenance or operations of flood control, water supply, and distribution facilities and systems; managing capital improvement infrastructure projects, including working with external consultants and/or vendors, contract negotiation, development and administration, reviewing contract invoices and scope of work, responding to arising problems and questions, and meeting with consultants on a regular basis; serving as the Agency's technical representative on various internal and external committees/meetings; assigning and reviewing the work of other professional engineering or technical staff. Responsibilities may include recommending, training, supervising, and/or evaluating technical staff and seasonal/intern staff. This classification has been expanded to include positions assigned to instrumentation and control systems.

Supervising Water Resources Engineer – This is the first full supervisory level for the professional classification series responsible for the engineering functions of the Agency. Incumbents are responsible for managing the maintenance and of flood control and water distribution systems; coordinating and directing or participating in the total planning and design of assigned projects, including development and evaluation of alternatives and operational scenarios, rights of way, environmental requirements, permits, agreements, and preparation of final plans and specifications; interviewing, hiring, and directing staff in work assignments and tasks; training staff in departmental and professional procedures; providing leadership and motivating staff; reviewing and approving staff work procedures and products; evaluates staff performance by use of standard Agency review procedures; participating in budget preparation and administration, including the capital improvement budget; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures; representing Agency at meetings with local, State and Federal agencies. This classification has been expanded to include positions assigned to instrumentation and control systems.

Manager of Engineering (currently Principal Water Resources Engineer) – This is a single-position management level classification, responsible for managing and directing all engineering functions of the Agency. Responsibilities include managing and participating in the development and implementation of goals, objectives, policies, and priorities for the Agency and for the Engineering Department; recommending, within Agency policy, appropriate service and staffing levels; recommending and administering policies and procedures; managing the engineering and construction activities of the Agency and performing engineering functions and construction management; ensuring the reliable Operation & Maintenance of SCWA's water infrastructure including the Solano Project, North Bay Aqueduct, Ulatis and Green Valley Flood Control Projects; overseeing and providing engineering support for stream restoration projects; managing the development and administration of the Department's budgets, including materials and supplies, contract services, specified capital improvement projects, and vehicle and equipment expenses; selecting, training, motivating, and evaluating assigned personnel; continuously monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures; identifying opportunities for improvement and reviewing with the Assistant General Manager and General Manager; directing the implementation of improvements; collaborating with and supporting Agency members and partner agencies on regional water supply, water quality, flood control, Sac-SJ Delta issues, and other issues as they arise.

IV. **Water Resources**

Assistant Water Resources Technician (currently Water Resources Technician I) - This is the entry level for the technical classification series responsible for a variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning to perform and performing logistical planning and preparation to implement field work projects; learning to perform and performing control of invasive water and land-based species; operating and maintaining water resource projects such as weed management and irrigation; operating heavy equipment such as tractors, trucks and excavators and creating access through difficult and inaccessible terrain to allow restoration work; assisting in the design and fabrication of equipment, tools, parts and hardware; maintaining public relations along the creek, acquiring signed agreements with landowners to allow private property access, and discussing landowner concerns; conducting field inspections, investigations, and monitoring and data gathering for the Agency's monitoring stations, water distribution systems and flood control facilities.

Associate Water Resources Technician (currently Water Resources Technician II) - This is the journey level for the technical classification series responsible for a variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Work is performed with greater independence, under general supervision. Responsibilities include performing

logistical planning and preparation to implement field work projects; performing control of invasive water and land-based species; operating and maintaining water resource projects such as weed management and irrigation; operating heavy equipment such as tractors, trucks and excavators and creating access through difficult and inaccessible terrain to allow restoration work; designing and fabricating equipment, tools, parts and hardware; maintaining public relations along the creek, acquiring signed agreements with landowners to allow private property access, and discussing landowner concerns; conducting field inspections, investigations, and monitoring and data gathering for the Agency's monitoring stations, water distribution systems and flood control facilities.

Senior Water Resources Technician - This is the advanced journey-level/lead level for the technical classification series responsible for a wide variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents in this class are assigned the more complex projects, and serve in a lead/advisory capacity to other technical staff.

Responsibilities include performing or arranging for maintenance and repair of equipment; overseeing the shop where supplies, equipment and tools are stored, making sure the shop is cleaned and maintained in accordance with OSHA requirements; monitoring, maintaining and transplanting multiple plant test-plot sites; testing various soil amendments and soil conditions; meeting, discussing and planning alternatives with soil scientists and biologists; assisting in project management of outsourced construction projects such as preparing contracts and scheduling work dates and task orders; assisting in flood monitoring and channel maintenance by performing routine measurements and keeping records of stream flows; designing and fabricating complex equipment, tools, parts and hardware; assigning and reviewing the work of other technical and seasonal staff.

Supervising Water Resources Technician (new classification) – This is the first full supervisory level for the technical classification series responsible for a wide variety of functions in the areas of water management, flood management, water quality and habitat restoration/management. Incumbents are responsible for overseeing, supervising, directing and performing the work of the Water Resources Technicians and seasonal staff involved in planning and implementing a variety of field work projects and performing control of invasive water and land-based species; interviewing and hiring staff, assigning and reviewing their work, ensuring that staff have the necessary resources to accomplish tasks, addressing and resolving any staff conflicts, motivating and training staff, ensuring staff perform work in a safe manner; and completing performance evaluations; participating in budget preparation and administration; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures. Responsibilities may also include obtaining necessary permits for Agency work, ensuring work complies with applicable permits, and advising other supervisors on the compliance requirements related to their projects.

Assistant Water Resources Specialist - This is the entry level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include assisting water resources staff in development of projects and implementation of programs, including, but not limited to, water resources management, water conservation, grant administration, and habitat restoration/management; learning to conduct and conducting field inspections, investigations, and monitoring and data gathering for the Agency; conducting research and collecting data and preparing a variety of reports, as well as drafting maps, charts, diagrams, and tables using computer programs; surveying, assessing, and reporting baseline environmental conditions and wildlife at sites for project planning; assisting in project management of grant funded projects such as preparing contracts and scheduling invoices and task orders, monitoring and reporting on project progress and success, and providing suggestions for project modifications; learning to prepare and preparing basic grant proposals.

Associate Water Resources Specialist – This is the journey level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Work is performed with greater independence, under general supervision. Responsibilities include the development of projects and implementation of programs, including but not limited to, water resources management, water conservation, grant administration, and habitat restoration/management; conducting field inspections, investigations, and monitoring and data gathering for the Agency; conducting research and collecting data and preparing a variety of reports, as well as drafting maps, charts, diagrams, and tables using computer programs; surveying, assessing, and reporting baseline environmental conditions and wildlife at sites for project planning; researching, planning, and writing grant/funding proposals including coordination with funding agencies and their criteria; administering and monitoring grants, ensuring compliance with grant requirements and schedule; preparing reports required by grants including quarterly progress reports, annual reports, close-out and monitoring reports, financial reports, and reimbursement requests with invoices. preparing contracts.

Senior Water Resources Specialist – This is the advanced journey/lead level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents in this class are assigned the more complex projects related to water resources management, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include the development and planning of complex projects involving multiple funding sources and/or partnering and collaborating with other agencies for mutual benefit; overseeing the

work of others in and researching, planning, and writing grant/funding proposals including coordination with funding agencies and their criteria; administering and monitoring complex grants including multiple funding sources and/or multiple service providers, ensuring compliance with grant requirements and schedule; preparing reports required by grants including quarterly progress reports, annual reports, close-out and monitoring reports, financial reports, and reimbursement requests with invoices. Responsibilities may include recommending, training, supervising, and evaluating technical staff and seasonal/intern staff.

Water Resources Program Manager (retitle of Water Conservation Program Coordinator and broadening of scope) – This is the program manager level responsible for the management of an on-going, major water resources program within the Agency (such as the Water Conservation or Lake Berryessa Mussel Prevention Program). Responsibilities include strategic planning; planning, designing, coordinating, implementing, promoting, and overseeing a major water resources program, in support of the Agency's strategic goals and priorities; coordinating and performing grants administration for the Agency and other regional entities involved in cooperative programs; collecting and summarizing program data, overseeing grant budgets, tracking expenditures, coordinating preparation of grant progress reports, and grant reimbursements with participating agencies; ensuring compliance with policies and requirements of funding agency; accounting protocols and procedures; preparing, administering, and maintaining the program budget, submitting budget recommendations, and monitoring expenditures; developing community outreach programs to promote the program; participating on community task force/committees; overseeing the design, production, and distribution of a variety of promotional, marketing, outreach, and informational materials, communications, and presentations to educate businesses, children, special interest groups and constituencies, the general public, and member communities in Agency programs, services, resources, and events; recruiting, hiring, training, and supervising seasonal and/or regular employees.

Supervising Water Resources Specialist - This is the first full supervisory level for the professional classification series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. Incumbents are responsible for managing, coordinating and directing or participating in the total planning, design, and implementation of assigned habitat restoration and conservation projects, including development and evaluation of alternatives and operational scenarios, environmental requirements, permits, and agreements; interviewing, hiring, and directing professional and technical staff in work assignments and tasks; training staff in departmental and professional procedures; providing leadership and motivating staff; reviewing and approving staff work procedures and products; evaluates staff performance by use of standard Agency review procedures; participating in budget preparation and administration; preparing cost estimates for budget recommendations; submitting justifications for services, labor, materials and related resources for projects and/or programs; monitoring and controlling expenditures.

Manager of Water Resources (currently Principal Water Resources Specialist) - This is a single-position management level classification, responsible for managing and directing all water management, water conservation, and habitat conservation and restoration functions of the Agency. Responsibilities include managing and participating in the development and implementation of goals, objectives, policies, and priorities for the Agency and for the Water Resources Department; recommending, within Agency policy, appropriate service and staffing levels; recommending and administering policies and procedures; managing and overseeing the planning, directing, administration, and evaluation of the Habitat Conservation Plan (HCP) as well as other biological, habitat, and environmental programs and the Groundwater Sustainability Agency (GSA); managing the endangered species conservation program; coordinating assigned activities with other departments, outside agencies, and the public; fostering cooperative working relationships among departments, regional water programs, intergovernmental and regulatory agencies, and various public and private groups; managing the development and administration of the Department's budgets, including materials and supplies, and contract services; ; selecting, training, motivating, and evaluating assigned personnel; continuously monitoring and evaluating the efficiency and effectiveness of service delivery methods and procedures; identifying opportunities for improvement and reviewing with the Assistant General Manager and General Manager; directing the implementation of improvements.

Assistant Hydrologist (new classification) - This is the entry level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include collecting or coordinating the collection of water quality samples and measurements and coordinating the analysis of the samples by laboratories; learning to monitor and monitoring test results (MLB, Geosmin, Cyanobacteria, cyanotoxins) and plotting trends to ensure that source water quality levels are below certain water thresholds for safe drinking standards; informing key downstream customers and water treatment plant managers regarding water quality constituents of concern; learning and maintaining and calibrating streamflow gages, release valves, and other hydrographic and hydrologic equipment; learning, customizing and programming computer software to store, analyze, and report hydrographic and hydrologic data; communicating with various landowners regarding ground water monitoring programs; coordinating meetings with various stakeholders such as staff members, landowners, and contractors on groundwater well development.

Associate Hydrologist (new classification) - This is the journey level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. . Work is performed with greater independence,

under general supervision. Responsibilities include collecting or coordinating the collection of water quality samples and measurements and coordinating the analysis of the samples by laboratories; monitoring test results (MIB, Geosmin, Cyanobacteria, cyanotoxins) and plotting trends to ensure that source water quality levels are below certain water thresholds for safe drinking standards; informing key downstream customers and water treatment plant managers regarding water quality constituents of concern; maintaining and calibrating streamflow gages, release valves, and other hydrographic and hydrologic equipment; customizing and programming computer software to store, analyze, and report hydrographic and hydrologic data; communicating with various landowners regarding ground water monitoring programs; coordinating meetings with various stakeholders such as staff members, landowners, and contractors on groundwater well development.

Senior Hydrologist (new classification) This is the advanced journey/lead level for the professional classification series responsible for collection, analysis, and maintenance of hydrographic, hydrologic, and land use data reflecting water quality, availability, needs, uses and rights. Incumbents in this class perform advanced technical hydrologic analysis duties, make policy recommendations, are assigned the more complex projects related to water resources management, and serve in an advisory capacity to other professional staff. Responsibilities include performing highly complex analysis and interpreting technical data pertaining to ground and surface water quantity and quality, urban and agricultural hydrologic programs, rainfall and drainage, flood control, and water resource facilities; compiling and interpreting planning and design analyses based on independent critical evaluations and making recommendations pertaining to hydrologic issues; evaluating water needs and supply availability utilizing hydrologic models; developing computer programs pertaining to hydrology and hydrologic models; assisting in the formulation and administration of water supply contracts. Responsibilities may also include recommending, training, supervising, and evaluating technical staff.

Streamkeeper - This is a single-position executive program management classification that directs, plans, organizes and provides administrative direction for all actions of the Lower Putah Creek Coordinating Committee (LPCCC); oversees Committee monitoring and vegetation management, develops restoration projects and grant proposals, administers restoration projects; maintains cooperative relations with landowners, government and regulatory agencies; and various public and private groups. Responsibilities include serving as the executive director of the LPCCC and overseeing the monitoring, preservation and enhancement of Putah Creek Resources; planning, organizing, administering, coordinating, and evaluating the work of the LPCCC in accordance with applicable laws, codes, and regulations, and adopted policies and objectives of the LPCCC; directing and coordinating the development and implementation of goals, objectives, and programs for the LPCCC; developing conceptual plans and innovative approaches to creek restoration; developing grant proposals, budgets, schedules and contracts; and preparing reports and invoices.

New Classifications and Classification Series for Future Positions

I. Administrative

Account Clerk I - This is the entry level for the clerical classification responsible for a variety of routine clerical accounting and data entry duties. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities include learning to process and processing Agency invoices; assisting management, employees, and outside agencies with accounts payable; assisting in researching and resolving issues related to accounts payable matters; entering and processing purchase orders into accounting system then routing for approval; maintaining consultant contract files and tracking and updating contract summary for contract balances; learning to and posting, verifying and balancing various accounts; gathering, sorting and researching records and files to provide factual data, and tracing discrepancies to reconcile accounts.

Account Clerk II - This is the journey level for the clerical classification responsible for a variety of routine clerical accounting and data entry duties. Work is performed with greater independence, under general direction. Responsibilities include processing Agency invoices; assisting management, employees, and outside agencies with accounts payable; researching and resolving issues related to accounts payable matters; entering and processing purchase orders into accounting system then routing for approval; maintaining consultant contract files and tracking and updating contract summary for contract balances; posting, verifying and balancing various accounts; gathering, sorting and researching records and files to provide factual data, and tracing discrepancies to reconcile accounts.

Executive Assistant/Public Information Specialist – This is a single-position professional classification responsible for providing comprehensive administrative support to the General Manager, Assistant General Manager, and Board of Directors; and for coordinating with the executive team to develop and promote public outreach activities. Responsibilities include providing sophisticated calendar management for the General Manager, prioritizing inquiries and requests while troubleshooting conflicts; acting as a liaison and providing support to the Board of Directors; arranging and handling all logistics for Board meetings and events, scheduling meetings, drafting agendas; developing, compiling, and distributing presentation materials, and record meeting minutes; researching, developing, planning and coordinating community outreach program activities; developing and preparing well written materials and professional presentations; coordinating and participating in public appearances, special events, contests, or exhibits to increase program or service awareness and further public relations objectives; monitoring the Agency's social media outlets and websites, identifying needs, ensuring content is updated and maintained.

Assistant Information Technology Specialist – This is the entry level for the technical classification series responsible for comprehensive administration of the Agency’s Information Technology infrastructure. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include diagnosing and troubleshooting incoming employee calls and requests for service and help; learning to and establishing and maintaining network security profile including intrusion detection testing, applying security and anti-virus updates, reporting and mitigating security breaches; assisting in the researching, planning, designing and implementing network changes and upgrades; creating and maintaining mutually beneficial business relationships with outside vendors and consultants; providing instruction and training on hardware and software to Agency employees.

Associate Information Technology Specialist – This is the journey level for the technical classification series responsible for comprehensive administration of the Agency’s Information Technology infrastructure. Work is performed with greater independence, under general direction. Responsibilities include those listed for Assistant Information Technology Specialist, as well as, establishing system specifications by conferring with users; analyzing workflow, access, information, and security requirements; testing new technologies and making recommendations for implementation; assisting in system planning and executing the selection, installation, configuration, and testing of PC and server hardware, software, LAN and WAN networks, and operating and system management systems; defining system and operational policies and procedures.

II. **Water Resources**

Assistant Water Resources Planner - This is the entry level for the professional classification series responsible for a variety of professional planning activities involving water demand and availability relative to land use development; to conduct special project research; to prepare reports and recommendations relative to assigned area of responsibility. Incumbents work under direct supervision and instruction while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned. Responsibilities may include assisting in compiling, updating, and analyzing data on land use, population, urban growth patterns, economic and social trends, industrial development and other demographic data essential to efficient water utility and land use planning; preparing and/or reviewing initial studies, draft environmental impact reports, local and state watershed protection efforts, water quality investigations, and other related documents; assisting in portions of studies related to water demand forecasting, water facility planning, rate structures and economic projections; assisting in maintaining current service area water demands as represented by Agency and cities General Plan documents.

Associate Water Resources Planner - This is the journey level for the professional classification series responsible for a variety of professional planning activities involving water demand and availability relative to land use development; to conduct special project research, as assigned; to prepare reports and recommendations relative to assigned area of responsibility. Work is performed with greater independence, under general supervision. Responsibilities may include compiling, updating, and analyzing data on land use, population, urban growth patterns, economic and social trends, industrial development and other demographic data essential to efficient water utility and land use planning; preparing and/or reviewing initial studies, draft environmental impact reports, local and state watershed protection efforts, water quality investigations, and other related documents;

Senior Water Resources Planner - This is the advanced journey/lead level for the professional classification series responsible for planning, coordinating and participating in complex and difficult planning services related to water service, environmental assessment, regulatory compliance issues, and for overseeing and managing contract services in these areas. Incumbents in this class perform their assigned duties with considerable independent judgment and discretion, are assigned the more complex projects related to water resources planning, and serve in a lead/advisory capacity to other professional staff. Responsibilities may include training and overseeing the work of assigned professional staff; preparing complex studies and reports on a wide range of planning issues; providing project conceptualization and scope development; gathering and analyzing data; providing project management oversight to professional, technical, and clerical staff and consultants; developing alternatives and recommendations; writing and editing draft and final reports; determining requirements for the permitting of Agency projects; coordinating project scoping sessions and public involvement activities; utilizing CEQA and NEPA guidelines, as appropriate, to prepare environmental documents for Agency projects; participating in and/or conduct various public meetings and hearing.

The classification structure recommended by Boucher Law does not include an advanced-journey/lead level for the Account Clerk and Information Technology Specialist series at this time. This is primarily due to the fact that there is a limited scope of responsibilities that are typically assigned to these classification series and it is anticipated that these will be single position classification series. In general, an advanced-journey/lead level classification is responsible for providing lead direction to individuals at a lower level within the series, for serving in an advisory capacity, and/or for performing the more complex duties. Should SCWA's staffing levels in these classification series increase or there be a need for the performance of duties that do not fit within existing classification structure, Boucher Law recommends a classification study be conducted at that time. Such a classification study could be more narrowly focused on a single position or smaller number of positions.

SECTION 5 – Position Allocation Recommendations

Table 3 below provides the current and recommended classifications for each position included in this classification study. Where a change of classification (beyond a change in title) is recommended, further detail is provided following Table 3.

In determining how to implement recommendations that involve a change in the allocation of a position to either a higher or lower classification where there is an incumbent in the position, there are a number of considerations. When there is a recommendation that a position be reclassified to a higher level there are typically three options; either a) move the incumbent to the higher level classification without a competitive process, b) change the responsibilities of the position so that they are consistent with the current classification, or c) post the position as open and allow all qualified employees to apply and compete for the higher level position. In the case where the duties have evolved over time (typically a minimum of a year) and the employee has been performing the duties for that full period of time, the most common action is to move the employee to the higher level without a competitive process.

When there is a recommendation that a position be reclassified to a lower level there are also typically three options; either a) move the employee to the lower level classification, b) change the responsibilities assigned to the position so that they are consistent with the current classification, or c) leave the position in its current classification until it becomes vacant and then reclassify the position to the lower level. If the decision is to move the employee to the lower level and the employee’s current pay is higher than the top step in the new classification, typically the employee’s pay rate is frozen or “red circled” and is not increased until the salary range for the new classification catches up to the employee’s frozen or “red circled” pay rate. In this manner, no employee is required to take a reduction in pay as a result of a classification study.

Table 3

Incumbent	Current Classification	Recommended Classification
Roland Sanford	General Manager	General Manager
Chris Lee	Assistant General Manager	Assistant General Manager
Vacant	Administrative Services Manager	Manager, Administrative Services
Sandra Willingmyre	Accountant II	Associate Management Analyst
Marcie Fehrenkamp	Accountant II	Senior Accountant
Katherine Ashley	Administrative Assistant	Administrative Assistant II
Thomas Pate	Principal Water Resources Engineer	Policy and Legislative Affairs Manager

Incumbent	Current Classification	Recommended Classification
Gavin Poore	Assistant Water Resources Engineer	Assistant Water Resources Engineer
Gustavo Cruz	Assistant Water Resources Engineer	Assistant Water Resources Engineer
Jeff Barich	Senior Water Resources Engineer	Senior Water Resources ¹ Engineer
Jay Cuetara	Supervising Water Resources Engineer	Supervising Control Systems ² Engineer
Alex Rabidoux	Principal Water Resources Engineer	Manager of Engineering
Zachary Hyer	Water Resources Technician II	Associate Water Resources Technician
Long Nguyen	Water Resources Technician II	Associate Water Resources Technician
Duc Jones	Senior Water Resources Technician	Senior Water Resources Technician
Rick Fowler	Senior Water Resources Technician	Senior Water Resources Technician
Nicole Herr	Assistant Water Resources Specialist	Assistant Water Resources Specialist
Sabrina Colias	Senior Water Resources Specialist	Water Resources Program Manager
Andrew Fiorendo	Water Conservation Coordinator	Water Resources Program Manager
Mark Snyder	Supervising Water Resources Specialist	Supervising Water Resources Technician ³
Vacant	Supervising Water Resources Specialist	Supervising Water Resources Specialist
Vacant	Principal Water Resources Specialist	Manager of Water Resources
Justin Pascual	Associate Water Resources Specialist	Associate Hydrologist
Rich Marovich	Streamkeeper	Streamkeeper

<p><u>Marcie Fehrenkamp</u></p> <p>Current Classification: Accountant II Recommended Classification: Senior Accountant</p> <p>Discussion/Recommendation – The primary responsibilities of this position are to plan and manage the development and maintenance of SCWA’s annual financial budget,</p>
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¹See additional narrative on page 32

² See additional narrative on page 33

³ See additional narrative on Page 36

annual year end projection/mid-year budget, and year-end financial closing process (29%); prepare and review a variety of monthly financial reports for staff and management (20%); plan, manage, and prepare for the annual financial audit (15%); provide quarterly financial statements and balance sheets by fund, to the Board of Directors and quarterly support to grant administrators (6%); review and approve bank reconciliations and interest earnings; review and prepare invoices; review and approve consultant and vendor payments and payroll processing; and analyze and review/reconcile balance sheet accounts (18%). The annual budget responsibilities assigned to this position are at an advanced journey level in terms of complexity and overall level of responsibility and are consistent with the Senior level of the Accountant classification series. Additionally, the incumbent is responsible for providing guidance and advising other professional staff in relation to the annual budget and annual year-end projection (mid-year budget). Boucher Law therefore recommends that this position be reclassified to Senior Accountant.

Sandra Willingmyre

Current Classification: Accountant II

Recommended Classification: Associate Management Analyst

Discussion/Recommendation - This position is assigned a wide variety of professional duties in the areas of accounting, finance, risk management, and human resources. The incumbent is responsible for accounts payable, contract payments, General Ledger maintenance, payroll processing, banking management and reconciliations, CalPERS payments and unfunded liability management, labor and overhead allocation to projects, and providing information for the annual audit (approximately 47% of time). The incumbent also is responsible for Workers' Compensation, benefits management, employee recruitment and processing, employee handbook and human resources policy updates, revisions, and distribution, and salary and job description management (approximately 30%); for managing the Agency's insurance and assisting with safety training (approximately 10%); and for assisting with budget preparation, interpreting and applying financial policies, and tracking and providing recommendations on investments (approximately 12%).

Given the variety of responsibilities of this position, the new classification series of Management Analyst is more appropriate. The complexity of the responsibilities assigned to this position are consistent with the Associate level within the Management Analyst classification series and the incumbent performs the assigned duties independently without direct supervision. Boucher Law therefore recommends that this position be reclassified to Associate Management Analyst.

Thomas Pate

Current Classification: Principal Water Resources Engineer

Recommended Classification: Policy and Legislative Affairs Manager

Discussion/Recommendation- The incumbent was previously responsible for managing the Water Resources Engineering Department of the Agency (duties now performed by Alex Rabidoux). Since approximately 2015, this position has been responsible for representing the Agency on all State Water Project matters (20%); protecting the Agency's constituents/members by participating in a wide range of meetings and discussion forums and lobbying for Agency interests (20%); reviewing and providing comment on a variety of documents produced by State, Federal, public and science entities (20%); reporting relevant information back to the General Manager for further discussion and strategizing solutions for recommendation to the General Manager for his/her consideration and assisting in risk evaluation of possible options (10%); and participating in Agency Legislative Committee; Association of California Water Agencies (ACWA) Legislative Committee meetings and working with legislative advocates (5%). The current classification of Principal Water Resources Engineer is no longer appropriate for this position. Boucher Law has recommended the creation of the new classification of Policy and Legislative Affairs Manager and recommends that this position be reclassified to this new classification.

Jeff Barich

Current Classification: Senior Water Resources Engineer

Recommended Classification: Senior Water Resources Engineer

Discussion/Recommendation - A review of Jeff Barich's PDQ and further clarification obtained from his classification study interview indicated that the incumbent spends approximately 50% of his time serving as the point person for water accounting for the Solano Project and State Water Project. This area of responsibility certainly is complex and requires analytical skills, however, it does not require professional engineering skills. While this position does have some responsibility for management of capital improvement infrastructure projects it appears that most of these projects have been placed on hold or have been completed and the incumbent is primarily working on smaller, non-capital projects. The incumbent does not have formal lead responsibility over other engineers; however, he does serve in an advisory role to an Assistant Water Resources Engineer on flood control matters since he previously held that role.

The classification of Senior Water Resources Engineer is defined as the advanced-journey/lead level where incumbents are assigned the more complex projects related to water resources engineering, including the management of capital improvement infrastructure projects. While Jeff Barich's position has had some responsibility in this area; it constitutes a small percentage of his time and therefore is not the preponderant responsibility.

Boucher Law recommends that the incumbent's duties be adjusted so that they are more consistent with the classification of Senior Water Resources Engineer.

Jay Cuetara

Current Classification: Supervising Water Resources Engineer
Recommended Classification: Supervising Water Resources Engineer

Discussion/Recommendation - This position is responsible for designing, upgrading, purchasing, programming, installing, and maintaining all of the Agency's instrumentation network (70%); for supervising a Water Resources Technician (5%); for managing a database, providing data reports upon request, and for ensuring data on Agency web pages is correct (10%); and for collecting water flow data and creating flow rating curves (10%). The organizational report prepared by Boucher Law also recommends the addition of an Assistant/Associate Engineer which would be supervised by this position.

Note: The recommendation of the supervisory level for this position is based on the assumption that recommended Assistant/Associate Water Resources Engineer will be assigned to this position. If this does not occur, Boucher Laws recommends that this position be reclassified to Senior Water Resources Engineer.

Sabrina Colias

Current Classification: Senior Water Resources Specialist
Recommended Classification: Water Resources Program Manager

Discussion/Recommendation - This position is responsible for managing the operations and long-term trajectory of the Lake Berryessa (LB) Mussel Prevention Program, which includes recruiting, testing, hiring, onboarding, scheduling, training, advising and directing seasonal employees/interns and a Water Resources Technician (57%); collecting data and developing and updating the inspection protocol, and preparing and submitting a variety of reports and updates (17%); communicating and coordinating with various stakeholders, including concessionaires, members of the public, neighboring waterbody agencies that also manage mussel prevention programs, California Department of Forestry and Wildlife (CDFW), United States Bureau of Reclamation (USBR), Caltrans and members of the Westside IRWM Coordinating Committee on matters related to Lake Berryessa status, activities and events; and maintaining positive relationships with these entities (10%); preparing grant proposals and administering grants, including submitting invoices and providing activity reports; developing and monitoring the budget for various aspects of the LB Mussel Prevention Program (15%); and acting as Chair and Vice-Chair to various resource groups such as Westside IRWM and the Winters Salmon Festival (8%). The incumbent is also responsible for answering questions and addressing any issues with the Agency's Water Conservation Landscape Assistant Program.

The classification of Senior Water Resources Specialist is defined as the advanced-journey/lead level series responsible for a variety of functions in the areas of water management, water conservation, grant administration, and habitat restoration/management. While this position is responsible for grant administration and habitat restoration/management; the primary purpose of this position is the management of

a significant, ongoing Agency program. The new proposed classification of Water Resources Program Manager is defined as being responsible for the management of an on-going, major water resources program within the Agency.

Boucher Law recommends that this position be reclassified to Water Resources Program Manager.

Andrew Fiorendo

Current Classification: Water Conservation Coordinator

Recommended Classification: Water Resources Program Manager

Discussion/Recommendation - This position is responsible for management and administration of the Agency's water use efficiency program, which includes the management of consultants and contractors that implement the Agency water conservation programs such as a rebate program to install water saving devices, working with businesses to help them maximize their water use, etc. (15%); managing the water conservation program budget, including grant reporting (15%); serving as the lead author for the Agency's Urban Water Management Plan (10%); working with member agencies to implement an agricultural water use efficiency program (10%); coordinating Urban Water Conservation Committee meetings and presenting innovative agency water conservation programs at professional conferences (15%); hiring, training, and overseeing the work of seasonal employees/interns (10%); and developing program and time schedules for implementation of additional water conservation programs (5%).

Boucher Law has recommended that the Water Conservation Coordinator classification be retitled to Water Resources Program Manager and the nature of the classification be broadened. The purpose of this recommendation is to create a broader, more flexible classification that can be used for more than a single position. The responsibilities of this position are consistent with the new classification of Water Resources Program Manager. Boucher Law recommends that this position be reclassified to Water Resources Program Manager.

Mark Snyder

Current Classification: Supervising Water Resources Specialist

Recommended Classification: Supervising Water Resources Technician

Discussion/Recommendation - This position is responsible for supervising regular and seasonal employees responsible for maintenance work related to habitat enhancement projects, Agency vehicles, heavy equipment and machinery, and property; as well as for performing some of these functions. This position is also responsible for a variety of stream flow monitoring, safety, and permit functions. Assigned duties include supervisory duties - reviewing job applications and hiring staff, evaluating staff workload and assigning tasks, reviewing work completed by staff, providing training to staff, and overseeing work performed by staff (40%); creating Agency-wide safety policies/programs, conducting hazard assessments and accident investigations, coordinating and leading Safety Committee meetings, and making recommendations to other supervisors on how to improve the health

and safety of their staff (15%); maintaining and improving agency habitat conservation properties, communicating and maintaining good relations with Putah Creek landowners; overseeing the maintenance of pool vehicles and equipment, maintaining logs of Agency vehicles and equipment, preparing and submitting annual equipment use reports to the Air Quality District, and recommending and purchasing Agency vehicles and equipment (16%); collecting periodic flow measurements along Lower Putah Creek, monitoring and adjusting the daily flow in Lower Putah Creek, corresponding with Lower Putah Creek water users regarding their irrigation schedules, and reporting creek flow violations and riparian diversion activity to the Streamkeeper (14%); and preparing and submitting annual reports for environmental permits, applying for air quality permits for Agency equipment, ensuring work that he and assigned staff are performing complies with applicable environmental permits; and advising other supervisors on the environmental compliance requirements related to their projects (5%).

The duties of this position are not consistent with the current classification of Supervising Water Resources Specialist in that this position does not supervise Water Resources Specialists or other professional staff.

The incumbent spends the largest percentage of his time supervising the Water Resources Technicians and seasonal staff and performing duties that are consistent with the Water Resources Technician classification (70%). This is consistent with the new classification of Supervising Water Resources Technician recommended by Boucher Law. The duties associated with applying for permits and ensuring the work of the assigned team is in compliance with permit requirements is also consistent with the classification of Supervising Water Resources Technician. Some of the assigned duties related to Agency safety are more consistent with the recommended classification of Associate Administrative Analyst; however, these duties constitute only 15% of the time spent by the incumbent. The responsibility for advising other supervisors on the environmental compliance requirements and ensuring the Agency obtains the necessary permits requires keeping up to date on new laws and regulations and negotiating with permitting agencies and is consistent with Senior Water Resources Specialist, however, this only constitutes approximately 5% of the time spent by the incumbent.

In summary, the preponderance of the work assigned to this position is consistent with the new classification of Supervising Water Resources Technician.

The incumbent was recently promoted to this position from a Senior Water Resources Specialist position to meet the needs of the Agency. Boucher Law recommends that this position remain as it is currently classified and at the time it becomes vacant, be reclassified to Supervising Water Resources Technician.

Justin Pascual

Current Classification: Associate Water Resources Specialist
Recommended Classification: Associate Hydrologist

Discussion/Recommendation - The responsibilities of this position are highly specialized and are primarily focused on overseeing the sampling and monitoring of the water quality of the Agency's raw water sources to ensure that solano county customers are provided with safe drinking water (28%); maintaining and calibrating water quality instrumentation (10%); coordinating and monitoring groundwater well levels and well development (13%); conducting algaecide investigations and field trials (10%); investigating the impacts of fires on the Agency watershed and assisting in drafting a water quality monitoring plan (8%); contractor management (10%); programming and troubleshooting computer software to store, analyze, and report hydrographic and hydrologic data (13%). The responsibilities of this position require specialized knowledge and are not consistent with the current classification of Associate Water Resources Specialist. The assigned responsibilities are consistent with the new classification of Associate Hydrologist recommended by Boucher Law. Boucher Law recommends that this position be reclassified to Associate Hydrologist.

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SECTION 6 – Conclusion

The above sections of this draft report present the methodology, research, and analysis undertaken by Boucher Law to reach the provided recommendations. Boucher Law welcomes comments and questions in response to this draft report.

If we may be of further assistance at any time, please do not hesitate to contact our office at (510) 838-1000 at any time, or email our Senior Practice Leader, Jill Engelmann, at jill@boucher.law.

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