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WORKFORCE STUDY (2020)



Phase I - Organizational Analysis Report Revised

Prepared for:
Solano County Water Agency
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Solano County Water Agency

Phase I – Organizational Analysis



SECTION 1 – Background/Introduction

Solano County Water Agency (“SCWA”) 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 I – Organizational Analysis. Separate reports will be submitted for the subsequent Phases II and III.

SECTION 2 – Overview/Status of Study Tasks

In conducting the workforce organizational study, Boucher Law:

1. Reviewed a variety of SCWA organizational documents, including SCWA's organization chart, strategic plan, class specifications, agency policies, budget, and website.
2. Conducted a project kick-off meeting with the Workforce Study Committee to discuss the project phases, processes, and timeline and to ensure Boucher Law has a comprehensive understanding of the study's goals, objectives and to receive comments, feedback and concerns with respect to the study and the process (completed).
3. Conducted one-on-one meetings with each member of management and key employees to gather detailed relevant organizational information (completed).
4. Reviewed SCWA's 2016-2025 Strategic Plan, and collected information regarding progress on goals and objectives during one on one meetings in order to identify areas of progress (completed).
5. Researched and identified peer agencies to be included in analysis (completed).
6. Analyzed and compared SCWA's organizational structure with peer organizations to identify potential gaps in SCWAs current structure (completed).
7. Developed draft report with analysis, findings, and preliminary recommendations (completed).
8. Met with SCWA General Manager and Assistant General Manager to discuss draft report (completed).
9. Presented report to the Workforce Study Committee to discuss findings and preliminary recommendations (completed).
10. Conducted additional research on future staffing needs, based on requests from the Workforce Study Committee and revised the draft report accordingly. (Completed)

SECTION 3 – Management Interviews

Boucher Law conducted one-on-one meetings with the General Manager, the Acting Assistant General Manager, two Principal Water Resources Engineers, the Supervising Water Resources Engineer, the Putah Creek Streamkeeper, the Accountant II serving as the contact person for this project, and the Supervising Water Resources Specialist. A list of all individuals interviewed is provided in Appendix A of this report.

These meetings were designed to gather detailed information in order to form a clear picture of the functions of the various units within SCWA and the roles of staff members; as well as to solicit individual input related to SCWA's goals and objectives (strategic plan), strengths and areas of improvement, and any gaps in terms of staffing, technology, or other resources.

A sample of the questions asked during the one on one interviews is provided below:

- Please tell us about your current responsibilities and give us an overall picture of the group that you manage/are responsible for.
- Please provide a snapshot of the responsibilities for each of the people reporting directly to you.
- Tell us about the training/guidance you have received to help you be effective in your role. Has it been sufficient? Is there anything you would change?
- How are your tasks/projects/priorities assigned to you? How do you assign tasks/priorities to your team?
- How effective is the communication within your group, across different groups, and across the organization as a whole? Is there anything that you would recommend to improve it?
- Of the ten goals in the strategic plan, which are you actively involved in? Are they started, ongoing, completed, or not started?
- What do you see as the strengths of SCWA and what areas could it improve on?
- What, if any, gaps do you see in terms of staffing, technology or other resources that could make SCWA better.

Key areas of information collected in the management meetings is summarized below.

Agency Strengths

- There is an overall feeling that the organization is well respected in its region with opportunities to get involved in many areas at the local, state and federal level.
- SCWA does a good job of protecting its resources and meeting its mission.
- There is strong communication/partnerships with external agencies.
- There is a lot of trust in the organization. Staff is confident that everyone is there to get the job done. "We all care about what we do."

- SCWA has accomplished a great deal in meeting Groundwater Sustainability (GSA) requirements, completion of Habitat Conservation Plan (HCP), and work on integration of SCWA managed resources.
- The agency is well funded which allows for exploration of new ideas.
- SCWA employs a highly professional staff who are willing to assist others. The employees are provided latitude to perform their jobs and have opportunities to get involved in many things and experience new challenges.
- The agency is described as nimble and responds to needs and requests in a timely manner. There is minimal bureaucracy and a high level of trust.

Agency Weaknesses

- Collaboration and communication between groups is in need of improvement to be more transparent as to what people are doing. Managers need to disseminate information more openly. In addition, some areas see a need for improved communication in their own areas.
- Lack of staffing is seen as a weakness and will be discussed in “gaps” below. It appears the lack of staffing is greatly impacting the workload. Some staff members feel stretched too thin which prohibits them from working on making improvements or having the time to properly manage staff. Due to workload, staff is focused on day to day operations and tasks that must be completed, allowing no time to dedicate to identifying improvements or exploring future needs and associated plans.
- There is a need for succession planning.
- There is a need for a formalized new hire orientation and supervisory/manager training and mentoring. Training sources are mostly identified by the individual.
- There is a lack of a public relations/marketing and outreach program.
- The agency is in need of long-term financial planning and some feel the need to be less dependent on grant funds.
- Policy advocacy at the state and federal level and establishing a stronger presence in legislative matters is in need of improvement.
- There is inconsistency between management philosophies/approaches between different managers which has created some confusion and possible resentment.
- Dedication to a Safety program needs to be addressed.

Gaps in Staffing, Technology and Other Resources

Staffing gaps identified by those interviewed included the need for a Project Manager for HCP, need for additional resources to support the safety program, a dedicated Human Resources function due to agency growth, the need for an in-house IT staff person, the need to fill the Administrative Services Manager position which has been vacant for three years, and the need for additional administrative support staff (there is only one administrative support position now and higher level staff are doing administrative tasks). System security and sufficient system backup has not been effectively addressed and the lack of any internal information technology support was also seen as a weakness.

SECTION 4 – Strategic Plan

SCWA’s Strategic Plan was prepared in 2016 and was developed to cover the period of 2016 to 2025. There have been no updates to the Strategic Plan since its inception in 2016. During the one-on-one meetings with management, Boucher Law attempted to conduct an informal update of the Strategic Plan by asking each individual about his/her area(s) of responsibility within the Strategic Plan and the status of each goal and objective.

Overall, Boucher Law found a number of flaws in the Strategic Plan – namely, the plan lacks formal ownership for the various goals and objectives, there aren’t any target due dates for each goal and objective, there was general confusion on some of the objectives as to who was responsible and whether or not any actions had been taken. It appears that some of the items under the different objectives are on-going business responsibilities and pertain to business as usual. There has been no overall update of the plan since it was created in 2016.

There is an urgent need to update and re-evaluate the strategic plan to determine if all goals are still relevant and to place SCWA in a better position to anticipate and plan for future demands and growth.

The following is a detailed informal update of the Strategic Plan based on management input:

Goal 1: Identify current supply and demand requirements – and project future water resources needs.

Much has been done on Objective A, B, and C with the exception of A-1 which has not been started. Objective A-1 “Compile a County-wide inventory of current supplies and demand” should be a high priority. Nothing is happening on Objective D – “Evaluate and develop additional water resources as necessary”.

Goal 2: Water Management Infrastructure: Optimize the use of SCWA managed infrastructure.

Objective A is on-hold due to the need for public buy-in. Staff is working on a multi benefit project to take to the state for more funding. Objectives B, C and D are infrastructure/Engineering projects that are currently being worked on.

Goal 3: Flood Management: Implement SCWA’s role in flood management.

Much has been done on Objective A, with the exception of A-1 which is for the CIP and needs to be done for the next fiscal year. Objectives B-1, 2, and 3 have not been started. Objectives B-4 and 5 are completed but need updating. Objective C is on-going.

Goal 4: Water Resources Resiliency: Protect access to reliable water supplies under current and future stressors.

Most of the items for Objectives A, B and C are on-going.

Goal 5: Education and Outreach: Provide and maintain communication of SCWA activities and responsibilities.

Not much has been done in terms of Education and Outreach.

Goal 6: Data Management: Maintain data that supports effective, efficient water supply and reliability.

Objectives A-1 and 2 haven't been done and there is no Advisory Commission to assess needs for comprehensive data management system (B-1). The remainder of B and C are on-going.

Goal 7: Natural Resources and Stewardship: Develop comprehensive approaches to the stewardship of natural resources.

Much has been done on Objective A and the HCP is scheduled to be implemented in the Spring of 2021. Objectives B and C are ongoing. It is unclear if any action has been taken on Objectives D and E.

Goal 8: Groundwater Management: Implement SCWA's role in Sustainable Groundwater Management Act (SGMA).

Work is on-going for this Goal.

Goal 9: Advocacy: Expand proactive advocacy at regional and federal levels to achieve the objectives of SCWA.

This mainly falls under the General Manager and the Legislative Advocate. Much has been done and is on-going.

Goal 10: Funding and Staffing: Provide the necessary resources to continue to achieve SCWA's mission and values efficiently and effectively in a fiscally responsible manner.

Objective A-1: Preparation of a 5-year and 10-year Fiscal Plan with performance measures has not been done. Work is on-going for Objective A-2 and 3 as well as B-1. Objective C is being addressed through this workforce study. Not much has been done for Objective D (cost-saving strategies).

SECTION 5 – Analysis of Peer Agencies

Numerous agencies were researched to identify appropriate peer agencies for comparison of organizational structure. Elements considered in identifying peer agencies were type of water agency (wholesale), similar size (FTEs and total revenue) and similar mission. In its research, Boucher Law only found two agencies that are similar in revenue.

In addition, public water agencies/districts with reputations for being industry leaders in the areas of technology, resource forecasting and planning, and water conservation and innovative water supply were included. The list of agencies included is provided in Appendix B of this report.

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SECTION 6 – Recommendations

Based on the analysis conducted by Boucher Law, as described in this report, we recommend the following:

A) Overall organizational structure

SCWA's overall organizational structure, with a General Manager, Assistant General Manager, and then essentially managers over administration, engineering, and water resources is consistent with industry practices. All of the peer organizations researched, with the exception of Mojave Water District, have one or more Associate General Managers or Assistant General Managers. The addition of the Assistant General Manager position at SCWA allows the General Manager to focus on working with the Board of Directors and other water districts, as well as legislative efforts and on strategic planning for the agency.

The Acting Assistant General Manager is currently also the Principal Water Resources Specialist and the incumbent's time is currently stretched so thin between management of the Water Resources Unit, the Administrative Services Unit, and several large projects; he is not able to effectively plan and manage his various areas of responsibility.

Boucher Law recommends that both the Assistant General Manager and the Principal Water Resources Specialist positions be filled as full-time, regular positions; thereby dividing the duties currently performed by the Acting Assistant General Manager between two positions. This will enable the Assistant General Manager to more effectively manage the overall day to day activities of SCWA. The Principal Water Resources Specialist position would then be able to more effectively focus on managing the activities of that particular unit and the associated projects such as the HCP.

B) Administrative Staff

- That the currently vacant Administrative Services Manager position be filled, with an emphasis on general administrative management responsibilities, as well as, financial planning and human resources management. The management of the Administrative Unit is currently assigned to the Interim Assistant General Manager and, as mentioned above, this position is stretched so thin between the various responsibilities, that the incumbent does not have the time required to sufficiently manage this unit. Consequently, there are issues with communication and collaboration within the unit and key goals and objectives related to SCWA finances have not been addressed. The filling of the vacant Administrative Services Manager position would also provide for increased emphasis on equity and diversity, tracking of staff training, and the safety aspects associated with human resources such as ergonomics.

- The addition of an Information Technology position, at the level of Information Technology Specialist, to be added to the Administrative Services Division. This position could cover many areas of responsibility including storage, system security, system redundancy, enhanced website, improved accounting system, and routine helpdesk and troubleshooting.
- Addition of an Executive Assistant to report to the General Manager and Assistant General Manager, to be responsible for preparation of board packages and board items and to serve as a point of contact for the Board Members; as well as, public relations/communications responsibilities.

C) Assistant/Associate Control Systems Engineer

There is currently one employee, Supervising Water Resources Engineer, that is responsible for designing and managing all SCWA instrumentation related to the collection and transmission of data; with assistance from a Senior Water Resources Specialist Technician. This team is currently stretched thin and only has time to troubleshoot problems. The addition of a new SCADA system will place additional demands on this team. The Supervising Water Resources Engineer has acquired a significant amount of knowledge regarding SCWA's various data collection systems over several years and it is likely to take a number of years for a new person to get up to speed. In order to meet the current demands, increase the efficiency of SCWA's data collection, and to provide for effective succession planning, Boucher Law recommends the addition of an Assistant or Associate Control Systems Engineer.

D) Resource Planning/Strategic Planning Staff

Based on the review of organizational charts from the external agencies included in the peer analysis, Boucher Law identified a key organizational area that appears to be missing from SCWA's organizational structure. The majority of the peer organizations include a division, unit, or individual responsible for forecasting future resource needs through modeling and other technology/research and developing plans to ensure the agency is able to meet and/or capitalize on those demands. SCWA has not addressed many areas of its Strategic Plan that deal with identifying needs and future trends – such as identifying current supply and demand requirements (Goal 1, Objective A-1), evaluating and developing additional water sources (Goal 1, D), identifying and prioritizing outstanding concerns and additional infrastructure needs (Goal 3, Objective A-3), to name a few. This fact further emphasizes the need for SCWA to add a Resource Planning or Strategic Planning Unit.

Based on further analysis of the classifications included in the Resource Planning Divisions at agencies similar in size to SCWA such as Mojave Water Agency and West Basin Water District, Boucher Law found that a variety of classifications were used, including Water Resources Specialist, Water Policy & Resources Analyst, and Principal Resource Specialist. At larger agencies such as East Bay MUD, the Water Resources Planning Unit is staffed with an Engineering Manager, Civil Engineers, and Water Resources Specialists. Given SCWA's relatively smaller size, Boucher Law recommends the addition of a planning position to serve as a generalist who can pinpoint future sources of funding and potential areas of growth, and can then bring in the appropriate consultant(s) to do the detailed modeling and analysis. When hiring for this position, SCWA should

focus on individual(s) with a combination of technical knowledge to understand modeling and forecasting of water demands, as well as, skills and understanding in the area of business management to understand the strategies behind solid business practices.

Should SCWA decide to add this recommended Resource Planning/Strategic Planning function, Boucher Law can do additional research and work with SCWA to determine the appropriate classification.

E) Additional Staff for Restoration of Acquired Properties

SCWA recently acquired additional properties that require habitat restoration, including but not limited to, the planning of field projects; the planting and protection of designated plants; fence design, construction, and maintenance; invasive weed control; the installation of irrigation; and the operation of heavy equipment to allow for restoration work. In order to meet the demands associated with the recently acquired properties, Boucher Law recommends the addition of two Assistant/Associate Water Resource Technician positions.

F) Hiring, On-boarding, and Training

A review of SCWAs policies and procedures found a lack of policies related to the recruiting and hiring of staff. Interviews with management and key personnel indicated that each manager/unit handles recruiting and hiring on its own with little consistency. SCWA is underrepresented in several protected categories within its management ranks. To ensure fair, objective, and job-related recruiting and hiring practices and to protect itself against any potential claims of discrimination; Boucher Law recommends that SCWA create standard policies and practices related to the recruitment and selection of employees. Boucher Law also recommends that SCWA create a policy related to equity and diversity in the workplace and provide training in this area.

One of the common areas in need of improvement mentioned during the one-on-one interviews was a more formalized on-boarding and training program. Boucher Law recommends that SCWA develop a more formalized on-boarding program and ensure that employees are receiving necessary training. Given the size of SCWA, Boucher Law also recommends that SCWA research and select an external supervisory training program that all new supervisors are required to complete.

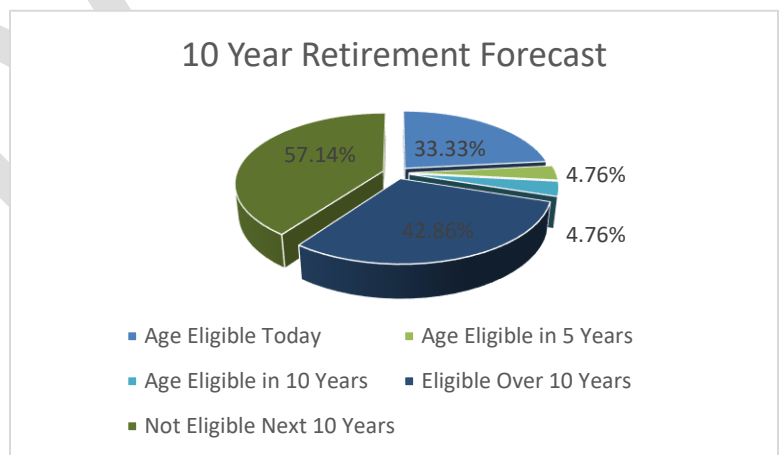
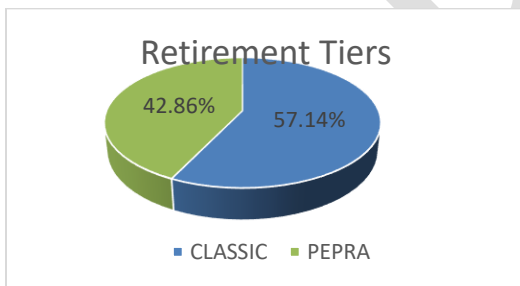
SECTION 7 – Future Staffing Needs

Boucher Law took a two-pronged approach to researching and analyzing SCWA’s future staffing needs over the next five to ten years. This two-pronged approach looked internally at anticipated retirements and succession planning needs and externally at planned staff increases or changes in other public water agencies.

A) Internal Analysis

Boucher Law utilized demographic data provided by SCWA to assess potential turnover as a result of retirement at the current time, in the next five years, in the next ten years, and beyond. The resulting data is displayed below.

	Currently Eligible to retire	Eligible to retire in 5 years	Eligible to retire in 10 years	Eligible to retire in over 10 years	Not Eligible in 10 years
Number of Employees	7	1	1	9	12
Percentage of Total Staff	33.33%	4.76%	4.76%	42.86%	57.14%



Given that currently approximately one-third of SCWA’s total staff is eligible for retirement, immediate succession planning is recommended by Boucher Law. While it’s true that those eligible to retire may not be planning to retire in the immediate future, there is a high likelihood that they will retire within the next five to ten years. The knowledge transfer for some of these key employees may require an extensive amount of time. Now would be the appropriate time to identify key positions and begin developing existing employees and/or hiring employees to be prepared to take over those key positions.

B) External Analysis

The three primary external factors affecting future staffing needs are capital projects (the need for construction and/or rehabilitation of SCWA facilities), legislative changes/decisions, and environmental impacts. While capital projects may be more easily anticipated and planned for, legislative changes/decisions and environmental impacts are extremely difficult to anticipate beyond the current time period. Climate change and natural disasters such as fires appear to be the most significant environmental impacts.

Boucher Law spoke with representatives from Contra Costa Water District (CCWD), East Bay Municipal Utility District (EBMUD) and Sonoma County Water Agency (Sonoma) to solicit information about their future staffing plans for the next five to ten years. Boucher Law also reached out to Alameda County Water Agency for information, but did not receive a response.

i) East Bay Municipal Utility District (EBMUD)

EBMUD 's budget for 2021 includes 2,152.75 full-time equivalent (FTE) positions (38 in Water Resources). Approximately 77.4% of EBMUD's operating budget is allocated to labor and benefits (including overtime costs). Approximately 28.6% of EBMUD's Capital budget is allocated to labor and benefits. Overall, approximately 40.3% of EBMUD's total annual budget (operations and capital) is allocated to labor and benefits.

EBMUD's Strategic Plan looks ahead three to five years and identifies key priorities, guides and prioritizes their budget. EBMUD just adopted a new Strategic Plan in June. They are trying to manage long term cost structure.

EBMUD uses a bi-annual budget cycle and they aren't projecting to increase staffing over the next two years. They are trying to maintain their current staffing level, being cautious and thoughtful in what they do. Their head count was at an all-time low in 2013 and they have been trying to gradually build it back to a level where they can continue to invest in infrastructure and meet environmental and regulatory requirements. EBMUD expects that growth will be slower than it has been in the last five years. Because of COVID-19 and potential legislation with right to water when customers can't pay their bill, they are hesitant to grow their long-term labor costs since this is their biggest cost.

In terms of capital projects, EBMUD may have a major capital project that doesn't require regular staff. They are more likely to use limited-term and temporary construction staff. They were going to increase miles of pipeline that are over 100 years old and this would have required two more crews for every five miles. They have made efficiency improvements and therefore require less staff.

They are also in the process of replacing their financial and materials management system.

Some of the key areas in EBMUD’s new strategic plan that may be relevant to SCWA include:

- Diversity and Inclusion Master Plan.
- Capital Budget Priorities - Miles of distribution pipe replaced, number of concrete digesters and concrete aerated grit tanks rehabilitated, implement the Orinda Water Treatment Plant Disinfection Improvements, steel water tanks and pumping plants rehabilitated.
- Long-Term Water Supply - Additional supply by 2040 to provide 85% reliability under design drought conditions and diversify through regional partnerships.
- Conservation - 70 MGD savings from conservation programs / natural replacement by 2050.
- Water Recycling - 20 MGD of recycled water capability by 2040
- Climate Change - Update the Climate Change Monitoring and Response Plan. Explore approaches for how to adapt to potential future conditions and identify "no regrets" infrastructure investment decisions. Continue District leadership in climate change by participating in climate change studies, workshops or education events.

ii) Sonoma County Water Agency (Sonoma)

Sonoma’s budget includes 232 full time equivalent (FTE) positions. Approximately 30% of Sonoma's operating budget is allocated to labor and benefits.

Due to recent fires and the COVID-19 pandemic, Sonoma is currently in a hiring freeze. If an existing position is vacated, they have to make a case to fill the position. However, they are still conscious of the need for succession planning for critical positions, typically at the management level. Sonoma’s main focus is succession planning and making sure they have people to fill key positions. Sonoma makes sure that they are thinking ahead about staffing needs five to ten years into the future, but adding positions is very difficult. Instead, they typically realign staff as needed to address key areas. Sonoma has been refocusing on disaster preparedness and recently realigned staff to increase numbers in this area.

Sonoma does not see needing to add positions for capital improvements. They see a potential need for more positions dedicated to climate change in the future, but this will likely be more about refocusing existing staff. Their agency is pretty broad and one could argue that everything they do is connected to climate change.

If there are any positions added in the future, they will most likely be front line staff responsible for maintenance and operations (mechanics, maintenance

workers) in order to make sure that their infrastructure is stable. Sonoma's biggest need is in the working ranks where they have been using contract staff; where it's hard to continue using contractors.

iii) Contra Costa Water District (CCWD)

CCWD's budget includes 2,152.75 full-time equivalent (FTE) positions. Approximately 57% of CCWD's operating budget is allocated to labor and benefits. Approximately 15% of CCWD's Capital budget is allocated to labor and benefits. Overall, approximately 41% of CCWD's total annual budget (operations and capital) is allocated to labor and benefits.

CCWD bases their future staffing projections off of their 10-year plan. They look at the Capital Improvement Plan and any efficiency improvements that arise. For example, when they built the Brentwood water facility, they projected the number of water operators they would need. For the LV Expansion project, they projected the level and number of "project" employees/positions they would need. They do not have any way of making future staffing projections based off of the "what regulations may arise, etc." In addition, the BOD for CCWD is cognizant of staffing levels and the District keeps FTE counts to a tight number. Staffing additions must be justified by a specific project, thus any future projections involving what may come due to legislation etc. cannot be justified much in advance.

SECTION 8 – 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 Engemann, at jill@boucher.law.

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SECTION 8 – Appendices

APPENDIX A		
SOLANO COUNTY WATER AGENCY		
Workforce Organization, Job Classification and Compensation Study		
List of Individuals Interviewed		
Department	Name	Title
Executive Management	Roland Sanford	General Manager
Executive Management/Operations	Chris Lee	Interim Assistant General Manager
Engineering	Alex Rabidoux	Principal Water Resources Engineer
Operations	Mark Snyder	Supervising Water Resources Specialist
Administrative Services	Sandra Willingmyre	Accountant II
Legislative Advocacy	Thomas Pate	Principal Water Resources Engineer
Engineering	Jay Cuetera	Supervising Water Resources Engineer
LPCCC	Rich Marovich	Putah Creek Streamkeeper

APPENDIX B			
SOLANO COUNTY WATER AGENCY			
Workforce Organization, Job Classification and Compensation Study			
Comparable Peer Agencies			
Agency	Total Revenue	Type of Service	FTEs
Solano County Water Agency	\$39,796,941 (20/21 Proposed Budget)	Wholesale	20
Sonoma County Water Agency	\$51,746,194 (2019 CAFR)	Wholesale & Retail	232
Mojave Water Agency	\$49,217,974 (2019 CAFR)	Wholesale	40 (approx.)
Zone 7 Water Agency	\$118,600,000 (2019 CAFR)	Wholesale	108.5
Calleguas Municipal Water Agency	\$143,452,530 (20/21 Budget)	Wholesale	70 (approx.)
San Bernardino Valley Municipal Water District	\$153,180,000 (FY19 Audited Financials)	Wholesale	26 (approx.)
Alameda County Water District	\$138,300,000 (2019 CAFR)	Wholesale and Retail	233
Contra Costa Water District	\$163,801,000 (2019 CAFR)	Wholesale & Retail	303.5
Municipal Water District of Orange County	173,774,423 (2019 Audited Report)	Wholesale	38
West Basin Municipal Water District	\$210,851,262 (2019 CAFR)	Wholesale	56
Irvine Ranch Water District	\$283,500,000 (2019 CAFR)	Retail	410
East Bay Municipal Utilities District	\$1,036,800,000 (2021 Budget)	Retail	2152.75 (38 in water resources)

Appendix C – Organizational Charts

Please refer to the attached exhibits for the referenced organizational charts in this report.

- A) Solano County Water Agency
- B) Sonoma County Water Agency
- C) Mojave Water Agency
- D) Zone 7 Water Agency
- E) Calleguas Municipal Water Agency
- F) San Bernardino Valley Municipal Water District
- G) Alameda County Water District
- H) Contra Costa Water District
- I) Municipal Water District of Orange County
- J) West Basin Municipal Water District
- K) Irvine Ranch Water District
- L) East Bay Municipal Utilities District

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