



## SUMMARY REPORT

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**Agenda Date:** 11/19/2019

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**To:** Board of Supervisors of the County of Sonoma, Board of Directors of the Sonoma County Water Agency, Board of Commissioners of the Community Development Commission, and Board of Directors of the Sonoma County Agricultural Preservation and Open Space District

**Department or Agency Name(s):** Human Resources Department

**Staff Name and Phone Number:** Amy Kraus, (707) 565-2596

**Vote Requirement:** Majority

**Supervisorial District(s):** All

**Title:**

Miscellaneous Classification, Compensation, and Allocation Changes

**Recommended Action:**

Adopt Resolutions reflecting the recommendations of completed classification studies and other position allocation changes:

- A) Adopt a Concurrent Resolution amending the Memorandum of Understanding between the County and Service Employees International Union, Local 1021, Salary Table Scales, to amend the salaries of Assessment Specialist and Assessment Process Supervisor, effective October 22, 2019.
- B) Adopt a Concurrent Resolution amending the Salary Resolution 95-0926, Salary Table Scales, to establish the new classifications and salaries for Board of Supervisors' Field Representative and Water Agency Operations and Maintenance Manager, revise the classification of Water Agency Assistant General Manager, revise and retitle the specification of Agricultural Commissioner/Sealer to Agricultural Commissioner/Sealer of Weights and Measures, retitle the specification of Assistant Fire Chief to Fire Warden/Fire Marshal, and abolish the classification of Retirement Benefits Coordinator, effective November 19, 2019.
- C) Adopt a Concurrent Resolution amending the Department Allocation Tables of the County Counsel, District Attorney's Office, Economic Development Board, and Sonoma County Water Agency, effective November 19, 2019.
- D) Adopt a Resolution authorizing adjustments to the Board Adopted Budget for Fiscal Year 2019-2020 for the Sonoma County Water Agency General Fund, effective November 19, 2019.

**Executive Summary:**

The County's Human Resources Department is responsible for managing the County-wide classification and compensation structure. Components of this responsibility include ensuring employees are appropriately classified, administering the County's Compensation Plan, and assisting departments with organizational changes when they involve classification reviews. Regularly, the department conducts classification and compensation analyses, and develops reports and presents recommendations to incumbents, unions, departments, and in many situations the Civil Service Commission. Ensuring employees are appropriately classified and having a sound classification plan results in the County's ability to attract and retain a highly qualified, engaged workforce charged with providing the most efficient services possible for our community. In resolutions before your Board today Human Resources requests approval to implement the final

recommendations resulting from classification studies and program change requests in the Clerk-Recorder-Assessor's Office, County Administrator's Office, County Counsel, Department of Agriculture/Weights and Measures, District Attorney's Office, Economic Development Board, Permit Sonoma, Sonoma County Employees' Retirement Association, and Sonoma County Water Agency.

**Discussion:**

Classification is a method for categorizing jobs based on duties, responsibilities, and a variety of other factors. A classification plan contains all of the classifications in the agency and forms the basis for setting job expectations, consistent and fair job entrance requirements, equitable compensation, and plays an important role in the budget. Human Resources is responsible for managing the County's classification plan by evaluating job descriptions for vacant, filled, and new positions to ensure that they are assigned to the appropriate classifications. Positions are assigned, or allocated, to departments based on Human Resources' determination of the appropriate classification.

The majority of the County's positions/classifications are in the County's Civil Service System. Therefore, most classification changes and new classifications are reviewed and approved by the Civil Service Commission, and the Board has final approval authority prior to the implementation of any classification changes. However, four agencies (i.e., Agricultural Preservation and Open Space District, Community Development Commission, Sonoma County Fair, and Sonoma County Water Agency) are not governed by the County's Civil Service System, and the Board has sole authority for the related classification and compensation issues. As part of this effort, Human Resources is seeking approval for the following changes in classifications and allocations.

**Board of Supervisors/County Administrator's Office (BOS/CAO):**

In response to a request from the Board of Supervisors to better align work within District offices, Human Resources has created a journey-level classification of Board of Supervisors' Field Representative. Positions in this classification will be responsible for spending considerable time functioning as a community liaison and working in the field representing a district Supervisor and/or District Director. Incumbents are expected to exercise initiative, independent judgment, and discretion in managing a varied workload, assisting the Supervisor and District Director in making program and policy recommendations, and responding to inquiries from the public and other County departments.

The Board of Supervisors' Field Representative is distinguished from the Board of Supervisors' District Director in that the latter serves as the principal staff assistant to the Supervisor, and is responsible for the overall management of a District's Office including having responsibility for supervising district staff. The position is distinguished from Board of Supervisors' Aide in that the emphasis of the Field Representative is working in the field and performing more responsible and journey-level work in support of a District's functions.

The Board of Supervisors' Field Representative classification is exempt from the Civil Service Rules of the County of Sonoma as stated in Section 5 of Ordinance No. 305-A, as amended. Employees in the job class will be appointed by and retained at the pleasure of the Supervisor.

***Bargaining Unit, Fair Labor Standards Act (FLSA), and Salary Determination:***

Pursuant to the County's Employee Relations Policy, Human Resources determined the appropriate bargaining unit for the new Board of Supervisors' Field Representative classification to be Bargaining Unit 0050-Administrative Management. This classification is exempt, pursuant to the guidelines of the Fair Labor Standards Act.

Based on an evaluation of both market data and internal equity factors, Human Resources has determined

that the salary should be set at \$6,564 Monthly/I-Step. On-going, the salary should be administered 18% above the Board of Supervisors' Aide classification.

Human Resources seeks approval to establish the new classification and salary of the Board of Supervisors' Field Representative classification. Once the classification is established, individual supervisorial districts may choose to allocate the classification, through resolution, using their discretionary transit occupancy tax funds to offset any budgetary impacts.

**Clerk-Recorder-Assessor's Office (CRA):**

On June 4, 2019, the Board approved a Miscellaneous Classification, Compensation, and Allocation Changes item submitted by Human Resources that resulted in the adoption an Assessment Specialist classification and an amendment to the salary for the Assessment Process Supervisor classification. Included in the item was Human Resources' recommendation that the salaries for the Assessment Specialist and Assessment Process Supervisor classifications be increased by 2.5% if/when the Board approves adoption of the new certification program. This increase was discussed and agreed to through a meet and confer between Human Resources and Service Employees International Union, Local 1021, (SEIU), which resulted in a May 15, 2019, side letter.

On October 22, 2019, the Board, at the recommendation of the Clerk-Recorder-Assessor's Office, adopted a Resolution implementing State certification and training requirements for Assessor staff who make property tax change in ownership and exemption determinations.

Human Resources seeks approval to amend the SEIU Memorandum of Understanding to reflect a 2.5% increase to the salaries of the Assessment Specialist and Assessment Process Supervisor job classifications, effective October 22, 2019 to coincide with the adoption of the certification requirement.

**County Counsel (CNS):**

In order to more effectively facilitate the delivery of administrative and fiscal services to County Counsel's office and clients, while managing the increased fiscal and reporting responsibilities resulting from County Counsel's conversion to direct billing, and distribute work evenly between office administrative positions, County Counsel is requesting to add an Administrative Aide - Confidential position and delete a vacant Receptionist - Confidential position. The new position will add a layer of administrative and fiscal support the Department does not currently have, and result in a more equitable distribution of the workload between the current Administrative Aide and the new position.

To support this need, Human Resources seeks approval for the deletion of one vacant Receptionist - Confidential allocation and the addition of one Administrative Aide - Confidential allocation to CNS's department allocation table.

**Department of Agriculture/Weights and Measures (AGC):**

The Department of Agriculture/Weights and Measures has identified the need to revise the specification of Agricultural Commissioner/Sealer in order to reflect the position's current scope of responsibility and duties, and update language regarding current minimum qualifications and certification requirements. Further, the Department recommends the classification be re-titled to Agricultural Commissioner/Sealer of Weights and Measures.

Human Resources seeks approval to revise the specification of Agricultural Commissioner/Sealer and update the Salary Resolution to reflect the classification's new title of Agricultural Commissioner/Sealer of Weights and Measures.

**District Attorney's Office (DAO):**

Human Resources recently concluded a Position Review study of a Department Analyst position in the DAO. Based on information provided in the study, it was determined the complexity of the technology in the DAO has increased significantly, and the department needs have evolved and require more advanced expertise, knowledge, and skills. It was determined a reclassification of the position to Department Information Systems Coordinator with the retention of the incumbent, in accordance with Civil Service Rule 3.3B, was appropriate. The Civil Service Commission approved the recommendation of the Position Review study at their October 17, 2019, meeting.

Human Resources seeks approval to change the DAO's department allocation table to reflect the deletion of one Department Analyst allocation and the addition of one Department Information Systems Coordinator.

**Economic Development Board (EDB):**

During the FY 19-20 budget process, an administrative error occurred which resulted in the elimination of 1.0 FTE Business Development Manager to EDB's department allocation table. This position was budgeted as part of the department's adopted FY 19-20 budget, and it is currently funded. There are no fiscal impacts associated with this change.

Human Resources seeks approval to add one Business Development Manager to the EDB's department allocation table to correct an administrative error.

**Permit Sonoma (PRMD):**

Due to the recent closure of the Fire and Emergency Services Department, which resulted in the elimination of the County's Fire Chief function, Permit Sonoma requested updates to the Assistant Fire Chief classification to reflect its new role in their department overseeing the department's new Fire Prevention/Hazardous Materials Division. Further, changing the title is required so the County can make necessary revisions to language in the County Code, service agreements, and the California Fire Code.

Human Resources conducted a classification study that resulted in the Civil Service Commission approving the retitled and revised specification for Fire Warden/Fire Marshal at their October 17, 2019, meeting.

Human Resources seeks approval to update the Salary Resolution to reflect the classification's new title.

**Sonoma County Employees' Retirement Association (SCERA):**

Human Resources recently concluded a study of Sonoma County Employees' Retirement Association (SCERA) positions in the classifications of Retirement Benefits Specialist I/II, Senior Retirement Benefits Specialist, Retirement Benefits Manager, and Assistant Retirement Administrator.

Based on information provided through the study process, Human Resources determined that the Retirement Benefits Coordinator job classification should be abolished as the specification is outdated, and SCERA will not use this classification in the future. The Civil Service Commission approved Human Resources'

recommendation to delete the classification at their July 18, 2019, meeting.

Human Resources seeks approval to amend the Salary Resolution to reflect the deletion of the classification.

**Sonoma County Water Agency (Sonoma Water):**

Sonoma Water has six divisions - Water/Wastewater Operations, Maintenance, Environmental Resources, Community and Government Affairs, Engineering and Resource Planning, and Administrative Services. Over the past several years, the two Assistant General Managers (AGMs) and the Chief Engineer and Director of Groundwater Management have shared responsibility for the management and integration of multiple divisions within the organization in an informal and fluid manner by dividing their time and expertise as best served the organization. Due to a critical need for succession planning at the executive leadership level, Sonoma Water engaged in a comprehensive review of senior level staffing and responsibilities. It was determined that the shared leadership structure had grown organically over time and was successful in the past due to the broad and diverse skill sets of the individuals in these positions and the unique relationship and working history that had developed over time. In order to successfully recruit these positions in the future, Sonoma Water recognized the need to clearly define the functional roles necessary for the optimum functioning of the organization. The Operations and Maintenance (O&M) Division plays a critical part in the Sonoma Water mission of effectively managing the water resources in our care for the benefit of people and the environment. Although currently two AGMs share management of the O&M Division, along with other organizational responsibilities, it was determined that moving forward, an effective O&M Division should be led by a single AGM fully dedicated to that function. The functions of O&M are inseparable and must work hand in hand under unified leadership and direction to ensure we reliably meet critical service delivery requirements. To best handle the span of control in the O&M division, it was determined that a division level managerial classification was needed to direct one or more operations and/or maintenance areas within the division.

Through meetings with Sonoma Water management, Human Resources developed the new classification of Water Agency Operations and Maintenance Manager, which will support the AGM with managing the operations and maintenance activities of Sonoma Water's facilities and plants, evaluating assets and determining the appropriate prioritization of projects, coordinating divisional activities with other programs, and budget development/management. The requirements for this class include a Bachelor's degree, or equivalent in a related field and three years of progressively responsible experience in developing and implementing complex public works/utility projects, programs, goals, policies and strategies, with at least one year in a management or supervisory role.

*Bargaining Unit, Fair Labor Standards Act (FLSA), and Salary Determination:*

Pursuant to the County's Employee Relations Policy, Human Resources determined the appropriate bargaining unit for the new Water Agency Operations & Maintenance Manager classification to be Bargaining Unit 0050-Administrative Management.

This classification is exempt, pursuant to the guidelines of the Fair Labor Standards Act.

In order to determine an appropriate salary for the WA Operations and Maintenance Manager, Human Resources considered external market data and internal equity among classifications in the existing

classification plan. As a result of this review and subsequent analysis, Human Resources recommends that the salary of the new classification should be set at \$14,761 Monthly/I-Step. This recommendation results in the salary being set appropriately in comparison to the market and at an appropriate differential with its superior and subordinate classifications. Ongoing salary administration should be 15% below that of the Water Agency Assistant General Manager classification.

Human Resources seeks approval to establish the new classification and salary of the Water Agency Operations and Maintenance Manager classification and revisions to the Water Agency Assistant General Manager specification. The Sonoma County Water Agency seeks approval to add 1.0 FTE Water Agency Operations and Maintenance Manager to its department allocation table.

**Prior Board Actions:**

Throughout the year, Human Resources submits several Miscellaneous Classification, Compensation, and Allocation Change Board Items that require Board approval in order to be fully adopted and implemented.

**FISCAL SUMMARY**

<b>Expenditures</b>	<b>FY 19-20 Adopted</b>	<b>FY20-21 Projected</b>	<b>FY 21-22 Projected</b>
Budgeted Expenses	CRA: \$17,554 CNS: \$9,686 DAO:153,557	CRA: \$17,554 CNS: \$19,953 DAO:191,535 SCWA: \$314,076	CRA: \$17,554 CNS: \$20,552 DAO:203,027 SCWA: \$323,498
Additional Appropriation Requested	DAO: \$17,742 SCWA: \$101,642		
<b>Total Expenditures</b>	<b>\$300,181</b>	<b>\$543,118</b>	<b>\$564,631</b>
<b>Funding Sources</b>			
General Fund/WA GF	CRA: \$17,554 DAO:153,557 SCWA: 101,642	CRA: \$17,554 DAO:162,804 SCWA: \$314,076	CRA: \$17,554 DAO:172,573 SCWA: \$323,498
State/Federal			
Fees/Other	CNS: \$9,686	CNS: \$19,953	CNS: \$20,552
Use of Fund Balance	DAO: 17,742	DAO: 28,731	DAO: 30,454
Contingencies			
<b>Total Sources</b>	<b>\$300,181</b>	<b>\$543,118</b>	<b>\$564,631</b>

**Narrative Explanation of Fiscal Impacts:**

**Board of Supervisors/County Administrator's Office:** There are no fiscal impacts associated with establishing the classification and salary for Board of Supervisors' Field Representative.

**Clerk-Recorder-Assessor's Office:** The additional cost for the implementation of the State certification program is \$17,554 for FY 19-20, \$17,554 for FY 20-21 and \$17,554 for FY 21-22. The department will request additional General Funds for the increased costs during mid-year estimates if FY 19-20 appropriations are not sufficient.

**County Counsel:** The additional cost for replacing one Receptionist - Confidential with one Administrative Aide

- Confidential allocation is \$9,686 for FY 19-20, \$19,953 for FY 20-21 and \$20,552 for FY 21-22.

**Department of Agriculture/Weights and Measures:** There are no fiscal impacts associated with retitling and revising the specification.

**District Attorney's Office:** The job reclassification from a Department Analyst (DA) to a Department Information Systems Coordinator (DISC) position results in a salary and benefit cost increase of 15% and currently an annualized change from \$153,557 to \$180,693. The employee's pay rate is currently at step "I" as a Department Analyst and will be step "A" in the DISC position. General fund share of the position cost changes from 100% to 85% with the department responsible for the 15% increase. The District Attorney's Office will meet the funding shortfall with the use of special DA-Consumer Protection Fund special revenue (account 11129). This revenue is the result of judgements from successful case prosecutions of the Environmental and Consumer Law division (ECLD) of the District Attorney's Office. These funds are statutorily regulated to support the continuation of Consumer Fraud investigation and prosecution work and these funds currently pay the salary and benefits of all ECLD staff and many other ECLD unit operational expenses. The use of these special revenues will serve as a financial contribution for the technical and administrative support the ECLD unit and staff receive and will be handled as an expense professional services reimbursement from the DA Environmental and Consumer Fraud unit budget (18010400/51249) into the General Reimbursement account of the DA Criminal budget (18010101/58010). Overall salary and benefit cost increases of 6% are projected for FY20-21 and FY21-22 and include the employee's merits, COLAs and benefit cost increases. The 15% position cost increase (non general-fund share) is projected to be: \$17,742 for FY19-20, \$28,730 for FY20-21 and \$30,454 for FY21-22. Current fiscal year projection is only 65% of the annualized increase due to the timing of the implementation of the position reclass.

**Economic Development Board:** There are no fiscal impacts. The department had previously budgeted this allocation as part of their FY 19-20 budget. Adding a 1.0 FTE Business Development Manager will correct an administrative error.

**Permit Sonoma:** There are no fiscal impacts associated with retitling and revising the specification.

**Sonoma County Employees' Retirement Association:** There are no fiscal impacts associated with abolishing the classification.

**Sonoma County Water Agency (Sonoma Water):** Salary and benefits are budgeted in the General Fund, which is funded through water sales revenue, taxes, and grants. The General Fund is reimbursed by enterprise funds through project costing. Sonoma Water's cost accounting system allocates labor costs to Sonoma Water projects specific to its enterprise funds. Adding 1.0 FTE allocation Water Agency Operations & Maintenance Manager represents a total annual increase of \$304,928. Based on this calculation, FY 19-20 labor costs are expected to increase by \$101,642 (net of \$304,928 annually, prorated for 4 months). With Board approval, FY 19-20 appropriations will be budgeted pursuant to the attached budget resolution. For FY 20-21 and FY 21-22 the net increase for salary and benefits will be \$314,076 and \$323,498 respectively, assuming a 3% COLA each year. FY 20-21 and FY 21-22 appropriations will be budgeted in those fiscal years.

<b>Staffing Impacts:</b>
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<b>Position Title (Payroll Classification)</b>	<b>Monthly Salary Range (A-I Step)</b>	<b>Additions (Number)</b>	<b>Deletions (Number)</b>
Administrative Aide - Confidential	\$4,576.01 - \$5,562.18	1.0	
Receptionist - Confidential	\$3,739.42 - \$4,548.18		(-1.0)
Business Development Manager	\$8,404.14 - \$10,216.45	1.0	
Department Analyst	\$5,790.02 - \$7,038.81		(-1.0)
Department Information Systems Coordinator	\$7,183.17 - \$8,732.86	1.0	
Water Agency Operations & Maintenance Manager	\$12,143 - \$14,761	1.0	

**Narrative Explanation of Staffing Impacts (If Required):**

**Clerk-Recorder-Assessor's Office:** There are no staffing impacts associated with revising the SEIU MOU Salary Tables.

**Board of Supervisors/County Administrator's Office:** There are no staffing impacts associated with establishing the classification and salary for Board of Supervisors' Field Representative.

**County Counsel:** The Receptionist - Confidential allocation is currently vacant. A recruitment will be conducted to fill the Administrative Aide - Confidential position.

**Department of Agriculture/Weights and Measures:** There are no staffing impacts associated with retitling and revising the specification.

**District Attorney's Office:** There is no net change to the number of FTEs. The incumbent in the studied Department Analyst position will be retained in the Department Information Systems Coordinator position, in accordance with Civil Service Rule 3.3B.

**Economic Development Board:** There are no staffing impacts associated with correcting the administrative error.

**Permit Sonoma:** There are no staffing impacts associated with retitling and revising the specification.

**Sonoma County Employees' Retirement Association:** There are no staffing impacts associated with the abolishment of this classification.

**Sonoma County Water Agency (Sonoma Water):** If approved, this request will increase Sonoma Water's allocations by 1.0 FTE. A recruitment will be conducted to fill the position.

**Attachments:**

1. Resolution 1: Concurrent Resolution amending the Memorandum of Understanding between the



County and SEIU, Local 1021, Salary Table Scales

2. Resolution 1: Attach A - Salary Table Scales.
3. Resolution 2: Concurrent Resolution amending the Salary Resolution 95-0926, Salary Table Scales.
4. Resolution 2: Attachment A - Salary Tables.
5. Resolution 3: Resolution amending the Department Allocation Tables of the Board of Supervisors/County Administrator's Office, County Counsel, District Attorney's Office, Economic Development Board, and Sonoma County Water Agency.
6. Resolution 4: Resolution adjusting the Board Adopted Budget for the District Attorney's Office for Fiscal Year 2019-2020.
7. Resolution 5: Resolution adjusting the Board Adopted Budget for the SCWA for Fiscal Year 2019-2020.
8. Board of Supervisors' Field Representative Class Specification.
9. Agricultural Commissioner/Sealer of Weights and Measures Class Specification.
10. Classification Study & Salary Report by Human Resources and Specifications for Water Agency Operations and Maintenance Manager and Water Agency Assistant General Manager.

**Related Items "On File" with the Clerk of the Board:**

1. Classification Study Report by Human Resources on the Department Analyst position in the District Attorney's Office.
2. Classification Study Report by Human Resources and Specification for Fire Warden/Fire Marshal (formerly Assistant Fire Chief).
3. Classification Study Report by Human Resources on the Specification Update request at the Sonoma County Employees' Retirement Association.
4. Letter of Agreement between County of Sonoma and SEIU Local 1021, Appendix A - Salary Table Scales, May 15, 2019.