



CLASS STUDY STUDY REPORT & SALARY RECOMMENDATION

Job Classification Studied:	Water Agency Operations & Maintenance Manager
Department/Division:	Sonoma Water
Position Reports to (Classification):	Assistant General Manager
Incumbents:	N/A – New Classification
Bargaining Unit:	50 – Administrative Management
Study Requested by:	Sonoma Water
Recommendation:	
Establish the new classification of Water Agency Operations & Maintenance Manager and update the specification for the Water Agency Assistant General Manager classification.	
Background:	
<p>Sonoma Water asked Human Resources (HR) to create a new Operations and Maintenance Manager classification that would report to an Assistant General Manager and provide direct managerial oversight for one or more operations and/or maintenance functional areas.</p> <p>Sonoma Water has six divisions; Water/Wastewater Operations, Environmental Resources, Community and Government Affairs, Engineering and Resource Planning, Administrative Services, and Maintenance. Three of these (Environmental Resources, Community and Government Affairs, and Administrative Services) are managed by division-level Water Agency management classes. The other three, (Engineering and Resources Planning, Water/Wastewater Operations, and Maintenance) are managed by higher-level Water Agency classes for which professional licensure is either required or highly desired. Currently, Engineering and Resources Planning has a second-level management position, the Water Agency Deputy Chief Engineer. However, Water Agency Assistant General Managers have direct responsibility for the entity of their respective divisional assignments in Water/Wastewater Operations and Maintenance.</p> <p>Recent staffing changes at the division manager level have resulted in the two Assistant General Managers taking on responsibility for the oversight and support of multiple functional areas. These changes coupled with the need for succession planning, have identified the need for a division-level managerial classification that can direct one or more operations and/or maintenance areas. With this new position(s), the Assistant General Managers would then be able to provide oversight to multiple functional units within their specific areas, while continuing to participate in overall strategic planning and initiatives.</p>	
Findings & Analysis:	
<p>Operations & Maintenance Manager Classification:</p> <p>Through meetings with Sonoma Water management, HR recommends that a new Water Agency Operations and Maintenance Manager classification is warranted. As designed, this classification will have overall responsibility for supporting the Assistant General Manager with managing the</p>	

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.

Community of Interest & Fair Labor Standards Determinations: Pursuant to the County's Employee Relations Policy, HR determined that the new Water Agency Operations and Maintenance Manager classification should be allocated to the Administrative Management Bargaining Unit 0050. HR further determined that the classification is exempt and not eligible for overtime pay, pursuant to the guidelines of the Fair Labor Standards Act.

Water Agency Assistant General Manager:

Through discussions with management, HR determined that minor revisions to the specification for the Water Agency Assistant General Manager would be appropriate to ensure that Sonoma Water has maximum flexibility with designing the divisional reporting structure for positions in this class.

Classification Recommendation:

HR recommends establishing the new classification of Water Agency Operations and Maintenance Manager and updating the specification for the Water Agency Assistant General Manager classification.

Salary:

When evaluating salary for a new classification, HR considers both the external market and internal equity among classifications in the existing classification plan.

A survey of the market identified multiple comparable classifications among comparator agencies for Water Agency management classifications as noted in the following table.

County/Agency	Class Title	Top Monthly Salary
Alameda County Water District	Water Supply & Production Manager	\$15,895
Alameda, Zone 7	Maintenance Manager - Zone 7	\$15,291
Central Contra Costa Sanitary District	Plant Maintenance Division Manager	\$18,057
Delta Diablo District	Maintenance Manager	\$15,388
East Bay Municipal Utility District	Manager of Distribution Maintenance & Construction	\$17,539
Marin Municipal Water District	Superintendent of System Maintenance & Support Services	\$14,626
Napa Sanitation District	Operations Services Manager	\$13,737
Vallejo Sanitation & Flood Control District	Director of Plant Ops. & Facilities Maintenance	\$16,005
Average of Typical County Comparisons		\$15,791
95% of Market Average		\$15,001

Based solely on market data, setting salary at \$14,401 Monthly/I-Step plus the \$600 monthly cash allowance would result in a maximum monthly salary of \$15,001, and would meet the County's Compensation Philosophy guidelines of setting salary at 95% of the market.

However, internal equity must also be considered. For this purpose, HR first considered the next higher classification of Water Agency Assistant General Manager, and determined that it would be appropriate to set the salary for the new class at 15% below that of the Assistant General Manager level, or \$14,761 Monthly/I-Step.

Based on the current organization structure, the proposed Water Agency Operations and Maintenance Manager could have direct reports in the Water Agency Principal Engineer, Water Agency Coordinator, and the Water Agency Engineering/Programming Manager classes. Using the \$14,761 maximum monthly salary, the differentials between the new class and its direct reports would be as follows:

Classification Title	Maximum Monthly Salary	Differential
Water Agency Coordinator	\$13,008	13%
Water Agency Engineering/Programming Manager	\$11,935	25%
Water Agency Principal Engineer	\$14,761	0%

Most of the Operations and Maintenance Manager's direct reports would be in the Water Agency Coordinator classification. HR found that the 13% differential between these classes is appropriate given the relative levels of responsibility.

The differential between the new class and the Water Agency Engineering/ Programming Manager is also supportable, particularly given the fact that the market for IT classes is generally lower than for water/wastewater-specific classifications.

Finally, standard practice call for there being at least a 10% differential between a class and the classification to which it reports. However, the lower level class requires professional licensure, but the managerial class does not. (Principal Engineer requires licensure as a Civil Engineer.) In these reporting relationships, it is common for the differential to be less than the standard. In fact, at some point, the Principal Engineer's salary may exceed that of the new class, and HR would not consider this to be problematic as long as the differential is reasonable.

Salary Recommendation:

Given these considerations, HR recommends establishing the Water Agency Operations and Maintenance Manager classification at \$14,761 Monthly/I-Step and administering the salary at 15% below that of the Water Agency Assistant General Manager classification.

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Report Approved by:	Spencer Keyword, Recruitment & Classification Manager
Date:	September 6, 2019

WATER AGENCY OPERATIONS AND MAINTENANCE MANAGER**Definition**

Under general direction, plans, organizes, manages, and coordinates assigned functions of the Maintenance and/or Operations Division of the Sonoma County Water Agency (Water Agency); and ensures that assets are evaluated and used to the greatest strategic advantage in assigned areas of responsibility.

Distinguishing Characteristics

The Water Agency Operations and Maintenance Manager class is characterized by the responsibility for supporting the Assistant General Manager with the overall management of activities related to the operations and maintenance of Water Agency facilities and plants through subordinate managers and staff. Incumbents have responsibility for evaluating assets and determining the appropriate prioritization of projects within assigned area(s) of responsibility; coordinating assigned divisional activities with other programs; overseeing the development and management of the divisional budget(s); and furthering Water Agency goals and objectives.

Incumbents exercise considerable discretion and independent judgment in the coordination and prioritization of duties and responsibilities to ensure operational and program effectiveness.

Typical Duties

Typical duties may include, but are not limited to, the following:

Develops, plans, and implements, through subordinate management and supervisory staff, operations and/or maintenance divisional goals and objectives consistent with the Water Agency's mission, vision, strategic plan and key performance measures; utilizes performance planning techniques to identify, establish, achieve, and measure progress towards meeting these goals and objectives.

Makes site visits to evaluate Agency assets and assess the appropriate priorities for operations and maintenance activities, projects, and initiatives.

Directly or through subordinate managers, supervises agency staff; establishes performance standards and evaluates performance; reviews performance evaluations and disciplinary recommendations made by subordinate managers; and ensures that Agency employment policies and procedures are consistently followed and that safe working conditions are maintained.

Coordinates the preparation and administration of divisional budgets for assigned areas of responsibility.

Analyzes divisional work programs; conducts studies of systems and procedures; evaluates the use of resources to ensure they are effectively allocated within assigned areas of responsibility.

Evaluates divisional policies and rules and formulates improvements; develops and adapts work methods to meet changing needs and to simplify procedures.

Coordinates activities of assigned areas of responsibility with other Water Agency departments and divisions to ensure the efficient use of resources and overall effectiveness of Water Agency initiatives.

Represents the Water Agency at meetings and hearings of the Board of Directors, District Boards, and other groups or agencies; and participates in public hearings in order to present the Water Agency's position, provide information and clarification, and receive input from interested parties; acts as a Water Agency liaison on inter-agency coordination projects.

Attends management staff meetings to guide staff on projects, programs, and initiatives; confers with Water Agency staff regarding the implementation of capital improvement plans or other planned projects, and in reviewing the status of projects.

Negotiates with individuals, corporations, and other government agencies regarding permits, environmental impact reports, and inter-agency agreements.

Supports the procurement of funding from Federal or State funding sources through development of reports and presentations before boards or commissions, and/or elected officials and their staff.

Performs related duties as assigned.

Knowledge and Ability

Thorough knowledge of: modern principles, practices, and methods of public administration and general management; principles and practices of environmental management relating to water, wastewater, and flood control activities; principles and practices of supervision and performance management; principles and practices of budget and fiscal management; principles of organization and management applicable to local government; principles and methods of effective communication, facilitation, and teambuilding; and principles, practices, and methods of project management.

Considerable knowledge of: utility operations and maintenance; County government; Federal, State, and local agencies which coordinate work with the Water Agency; environmental regulations; citizen and public interest groups dealing with water, wastewater, and environmental matters; design, location, construction and maintenance of public works, water resources, enhancement, and other public projects.

Ability to: make sound business decisions; exercise independent judgment; analyze administrative problems and a variety of programs, systems, and procedures; develop goals, objectives, and performance measures consistent with Water Agency mission, vision, and strategic plans; plan, organize, coordinate, supervise, guide, motivate, and evaluate professional and technical employees; communicate effectively with others at all levels; deal tactfully, convincingly, and effectively with Water Agency personnel, government officials, representatives of interest groups, and the general public; effectively assemble, organize, and present in written and oral form reports containing

technical information, alternative solutions, and recommendations; and balance resource and conservation needs with Water Agency goals of providing water, sanitation, and flood control services.

Minimum Qualifications

Education & Experience: Any combination of education, training, and work experience which would provide the opportunity to acquire the knowledge and abilities listed. Normally, this would include a Bachelor's degree, or equivalent, in public administration, business administration, environmental studies, geography, economics, engineering, physical and biological sciences, or a closely related field and three years of progressively responsible experience in the development and implementation of complex public works/utility projects, programs, goals, policies, and strategies; including at least one year in a management or supervisory capacity.

Certification: Professional certifications related to the area(s) of assignment in water distribution and wastewater systems are highly desired.

License: Possession of a valid driver's license at the appropriate level including special endorsements, as required by the State of California, may be required depending upon assignment to perform the essential job functions of the position.

WATER AGENCY ASSISTANT GENERAL MANAGER

Definition

Under administrative direction of the General Manager, plans, organizes, and coordinates Sonoma County Water Agency ([Water](#) Agency) operations and services in one or more of the following divisions: Administrative Services, Environmental Resources and Public Affairs, Maintenance and Operations; represents and acts on behalf of the General Manager in communication to subordinate managers and others during periods of absence or as otherwise assigned; may act as the Water Agency Chief Engineer during his/her absence or as designated; ~~and performs related duties as required.~~

Distinguishing Characteristics

The Water Agency Assistant General Manager class is characterized by the responsibility to assist the General Manager in the overall management of activities related to the [Water](#) Agency's core functions of water delivery, wastewater management, flood protection, and environmental compliance and sustainability and managing one or more of the [Water](#) Agency's Divisions through subordinate managers and staff; coordinates assigned divisional activities with other programs.

~~The i~~ncumbents of this class exercises considerable discretion and independent judgment in the coordination and prioritization of duties and responsibilities assigned to subordinate managers. Administrative direction is provided by the General Manager and by the [Water](#) Agency's Board of Directors through conferences, meetings, and written communication.

Typical Duties

Typical duties may include, but are not limited to, the following:

Assists the General Manager in managing and directing activities of the [Water](#) Agency; develops, plans, and implements goals and objectives consistent with the [Water](#) Agency's mission, vision, strategic plan and key performance measures; utilizes performance planning techniques to identify, establish, achieve, and measure progress towards meeting these goals and objectives.

Directly or through subordinate managers, supervises agency staff; establishes performance standards and evaluates performance; reviews performance evaluations and disciplinary recommendations made by subordinate managers; and ensures that safe working conditions are maintained.

Prepares and recommends agency policies and procedures to the General Manager; reports on the effectiveness of established policies and procedures, and recommends improvements and revisions.

Directly oversees the operations of the Administrative Services Division, the Environmental Services Division and Public Affairs; ensures that the [Water](#) Agency complies with changing environmental requirements.

Attends management staff meetings to guide staff on projects, programs, and initiatives; confers with [Water](#) Agency staff regarding the implementation of capital improvement plans or other planned projects, and in reviewing the status progress of projects.

Analyzes departmental and divisional work programs; conducts studies of systems and procedures; evaluates divisional and departmental policies and rules and formulates improvements; develops and adapts work methods to meet changing needs and to simplify procedures.

Represents the [Water](#) Agency at meetings and hearings of the Board of Directors, District Boards, and other groups or agencies; and participates in public hearings in order to present the Agency's position, provide information and clarification, and receive input from interested parties.

When assigned, negotiates with individuals, corporations and other government agencies regarding permits, environmental impact reports, and inter-agency agreements.

Assists in the procurement of funding from Federal or State funding sources through development of reports and presentations before boards or commissions, and/or elected officials and their staff.

[Performs related duties as assigned.](#)

Knowledge and Ability

Thorough knowledge of: modern principles, practices, and methods of public administration and general management; principles and practices of environmental management in relating to water, wastewater, and flood control activities; principles and practices of supervision and performance management; principles and practices of budget and fiscal management; principles of organization and management applicable to local government; principles and methods of effective communication, facilitation, and teambuilding; and principles, practices, and methods of project management.

Considerable knowledge of: utility operations and maintenance; County government; Federal, State, and local agencies which must coordinate work with Agency; environmental regulations; citizen and public interest groups dealing with water, wastewater, and environmental matters; design, location, construction, and maintenance of public works, water resources, enhancement, and other public projects.

Ability to: Make good decisions; exercise independent judgment; analyze administrative problems and a variety of programs, systems, and procedures; develop goals, objectives, and performance measures consistent with Agency mission, vision, and strategic plans; plan, organize, coordinate, supervise, guide, motivate, and evaluate professional and technical employees; communicate with others at all levels; deal tactfully, convincingly,

and effectively with department personnel, government officials, representatives of interest groups, and the general public; effectively assemble, organize, and present in written and oral form reports containing alternative solutions and recommendations; and balance resource and conservation needs with Agency goals of providing water, sanitation, and flood control services.

Working Conditions

~~Duties require sitting, standing, squatting, stooping, and walking on level surfaces in performance of daily activities. The position requires grasping, repetitive hand movement, and fine coordination in using a computer keyboard. Incumbent may be required to drive vehicles, walk on uneven surfaces and be subjected to dust, pollen and poison oak while making site visits. The need to climb stairs, push and lift weights up to 25 pounds may be required when using office equipment, lifting report binders, plans and boxes of reports. The incumbent attends meetings, works with interruptions, and answers questions while meeting critical schedules and multiple deadlines.~~

Minimum Qualifications

Education and Experience: Any combination of education, ~~and training~~ training, and work experience which would provide the opportunity to acquire the knowledge and abilities listed. Normally, ~~this would include graduation from an accredited college or university with a bachelor's~~ a Bachelor's degree, or equivalent, in public administration, business administration, environmental studies, geography, economics, engineering, physical and biological sciences, ~~or a closely related field. A college degree in civil, mechanical, chemical, agricultural, industrial, or electrical engineering, or a related field~~ and five years of senior-level administrative and supervisory experience, which included responsibility for the development and implementation of complex public works/utility projects, programs, goals, policies, and strategies. ~~and extensive~~ Extensive course work in water and/or, waste water is desirable.

Experience: ~~Any combination of experience that would provide an opportunity to acquire the knowledge and abilities listed. Normally, five years of senior-level administrative and supervisory experience, which included responsibility for the development and implementation of complex public works/utility projects, programs, goals, policies, and strategies would provide such opportunity.~~

License: Possession of a valid certification of registration as a Professional Engineer issued by the State Board of ~~Registration for Civil and~~ Professional Engineers, Land Surveyors, and Geologists is desirable.

Possession of a valid driver's license at the appropriate level including special endorsements, as required by the State of California, may be required depending upon assignment to perform the essential job functions of the position.