



**COUNTY OF SAN LUIS OBISPO  
BOARD OF SUPERVISORS  
AGENDA ITEM TRANSMITTAL**

(1) DEPARTMENT Public Works		(2) MEETING DATE 1/23/2018		(3) CONTACT/PHONE Wendy Hall Administrative Services Division Manager (805) 781-5295	
(4) SUBJECT Submittal of a resolution amending the Position Allocation List (PAL) for Fund Center 405 – Public Works, by adding 1.00 FTE Accountant I/II/III, 2.00 FTE Administrative Assistant I/II/III, 1.00 FTE Department Automation Specialist I/II/III, 1.00 FTE Software Engineer I/II/III, 1.00 FTE Wastewater Systems Worker Trainee I/II/III and 1.00 FTE Water Systems Worker Trainee I/II/III. All Districts.					
(5) RECOMMENDED ACTION It is recommended that the Board adopt the attached resolution amending the Position Allocation List (PAL) for Fund Center 405 - Public Works, by adding 1.00 FTE Accountant I/II/III, 2.00 FTE Administrative Assistant I/II/III, 1.00 FTE Department Automation Specialist (DAS) I/II/III, 1.0 FTE Software Engineer I/II/III, 1.00 FTE Wastewater Systems Worker Trainee I/II/III and 1.00 FTE Water Systems Worker Trainee I/II/III.					
(6) FUNDING SOURCE(S) Various		(7) CURRENT YEAR FINANCIAL IMPACT \$202,204.00		(8) ANNUAL FINANCIAL IMPACT \$628,818.00	
(9) BUDGETED? No					
(10) AGENDA PLACEMENT <input checked="" type="checkbox"/> Consent <input type="checkbox"/> Presentation <input type="checkbox"/> Hearing (Time Est. _____) <input type="checkbox"/> Board Business (Time Est. _____)					
(11) EXECUTED DOCUMENTS <input checked="" type="checkbox"/> Resolutions <input type="checkbox"/> Contracts <input type="checkbox"/> Ordinances <input type="checkbox"/> N/A					
(12) OUTLINE AGREEMENT REQUISITION NUMBER (OAR) N/A				(13) BUDGET ADJUSTMENT REQUIRED? BAR ID Number: N/A <input type="checkbox"/> 4/5th's Vote Required <input checked="" type="checkbox"/> N/A	
(14) LOCATION MAP N/A		(15) BUSINESS IMPACT STATEMENT? No		(16) AGENDA ITEM HISTORY <input checked="" type="checkbox"/> N/A Date _____	
(17) ADMINISTRATIVE OFFICE REVIEW David E. Grim					
(18) SUPERVISOR DISTRICT(S) All Districts					

Reference: 18JAN23-C-7



## COUNTY OF SAN LUIS OBISPO

TO: Board of Supervisors

FROM: Public Works

Wendy Hall, Administrative Services Division Manager

Straight Smith-Zanartu, Finance Division Manager

Courtney Howard, Water Resources Division Manager

VIA: John Diodati, Interim Director of Public Works

Tami Douglas-Schatz, Director of Human Resources

DATE: 1/23/2018

SUBJECT: Submittal of a resolution amending the Position Allocation List (PAL) for Fund Center 405 – Public Works, by adding 1.00 FTE Accountant I/II/III, 2.00 FTE Administrative Assistant I/II/III, 1.00 FTE Department Automation Specialist I/II/III, 1.00 FTE Software Engineer I/II/III, 1.00 FTE Wastewater Systems Worker Trainee I/II/III and 1.00 FTE Water Systems Worker Trainee I/II/III. All Districts.

### **RECOMMENDATION**

It is recommended that the Board adopt the attached resolution amending the Position Allocation List (PAL) for Fund Center 405 - Public Works, by adding 1.00 FTE Accountant I/II/III, 2.00 FTE Administrative Assistant I/II/III, 1.00 FTE Department Automation Specialist (DAS) I/II/III, 1.0 FTE Software Engineer I/II/III, 1.00 FTE Wastewater Systems Worker Trainee/I/II/III and 1.00 FTE Water Systems Worker Trainee/I/II/III.

### **DISCUSSION**

The Department of Public Works has experienced steady growth of services and programs over the last few years. Examples include the commissioning of the Los Osos Wastewater Recycling Facility (LOWRF) and Collection System; the addition of multiple divisions and major facility work efforts; and the implementation of the Sustainable Groundwater Management Act (SGMA) countywide. Today, the Department of Public Works has close to 300 full time staff, growing by 100 full time staff since September 2015. Although the department has provided position requests for technical staff to support some of the new services, the department has not grown its core or support positions to keep up with the growing work efforts.

As part of the department's effort to align staff and services, the department has been strategically reorganizing in order to better serve our internal and external customers. With existing projects already creating a demand on staff and additional projects on the horizon, it is anticipated that the work load and pace will continue into the future, therefore necessitating the need for additional positions. The following information is specific justification for each position requested. Although this request for staffing increases may appear large, as discussed in the narrative, the impact to the general fund is normal.

### Accountant I/II/III – Los Osos

The Los Osos Wastewater Recycling Facility (LOWRF) is financed by sewer service charges and assessments levied against property owners. The LOWRF went live in January 2016 which involved connecting property owners in phases. In 2017, after staff undertook work efforts such as the manual billings for the several phases of connection, hold public hearings, first time tax roll uploads, new debt service assessment calculations, and responding to numerous calls from property owners. Many of these tasks were performed by one Administrative Services Manager dedicated to Los Osos, along with assistance from the Finance Division Manager.

Almost 42% of the Division Managers time in Fiscal Year 2016-17 was dedicated to Los Osos customers and staff support. For the current Fiscal Year, anywhere from 50-60% of the Division Manager's time is projected to be dedicated to the District due to increased activities and several other new programs. Many of the duties such as processing billing adjustments, assist with upcoming Proposition 218 efforts, tax roll preparation (public hearing board documents and preparing exhibits), database maintenance, assessment payoff calculations, customer service support and reporting are not functions that the Division Manager should be performing, yet are annual requirements of the LOWRF.

The additional requested Accountant position will replace the Division Managers efforts charged to the District and create a savings to the Los Osos Sewer rate payers. This position has zero general fund support.

### Administrative Assistant I/II/III – Water Resources

The Water Resources Division was created in February 2015, and has a technical staff consisting of eight Engineers, two Civil Engineering Technicians and one Division Manager. Now that the County has become (or participates in) multiple Groundwater Sustainability Agencies (GSA) for the purpose of complying with SGMA, staff will have a continuing role as a partner, either as a participant or in a leadership role, in the management of the Santa Maria Valley, Paso Robles, Los Osos Valley, Cuyama Valley, Atascadero and San Luis Valley groundwater basins.

Being a GSA and complying with SGMA requires a significant amount of regular administrative duties for all six basins, such as: supporting the Board members assigned to each basin by facilitating schedules for regular, special, committee and public meetings; preparing agendas, minutes and notices; and maintaining records and information for the public. Working in these administrative tasks limits the ability of the current team (Engineers and Civil Engineering Technicians) to engage in technical efforts necessary to support development of Groundwater Sustainability Plans (GSPs) which are required to be completed by 2020 or 2022, and implemented over time, and puts the effective participation of the County in groundwater management efforts at risk.

Ongoing meeting logistics coordination, routine document processing, grant opportunity tracking and administration, advisory committee administration, and information logging are ongoing work efforts that are more appropriately assigned to staff with administrative skill sets. Adding an Administrative Assistant to the highly technical Water Resources team is intended to better align the strength of team members and their assignments.

In addition to SGMA efforts, the Integrated Regional Water Management (IRWM) Program, watershed/flood management efforts and data collection efforts are important for facilitating the implementation of projects that will benefit groundwater basins. Storm Water Resources Plans that meet State guidelines are now a requirement for State bond funding (e.g. Prop 1 grants) for recharge and drainage projects, elevating the need to prioritize watershed management efforts. Opportunities to pursue bond funding are anticipated in 2018 and grant opportunities require administrative duties such as quarterly progress reports, notices and contract compliance documentation. An Administrative Assistant would also ensure both technical work and administrative obligations can be fulfilled for these programs. Therefore, it is recommended that the Board approve adding an Administrative Assistant position to the department, consistent with expectations for the requirements of being GSAs and participating in the GSP development efforts in each basin. This position requires approximately 75% general fund support but was budgeted in FY 17/18.

#### Administrative Assistant I/II/III - General Administrative Support

The workload of the existing Administrative Services support team has increased significantly with the increase in staff and services. With the backfilling of the Administrative Services Division Manager, staffing was evaluated, and some changes made to duties and titles to better align staff with the workload, however, it has now become increasingly clear that additional staff is necessary.

Currently, the Administrative Services team supports the divisions by processing over 2,500 typing requests a year; managing an estimated 240 board items; updating and creating hundreds of policies and procedures; coordinating 29 contracts annually (construction, maintenance, JOC, consulting and professional services) amounting to \$86 million a year; responding to thousands of phone calls/question and providing assistance to the public; processing 44+ recruitments a year; processing and coordinating 17+ interns and temp help each year; and managing the Human Resources needs for a large department. These efforts/requests have caused certain important tasks (such as Public Record Request Compliance, updating/creating APWA Procedures and updating a Rate Setting Procedure for County franchise) to be delayed more than desired, the requested position will take over some of the day-to-day workload so that existing staff can concentrate on the important tasks that have been delayed.

The Department of Public Works takes pride in its centralized Administrative Services support staff who provide efficient, high-level quality and quantity of work to departmental staff, the public and our partners. Due to the diversity and specialization of each of the 11 divisions within Public Works and the increase in overall workload, the department is now receiving pressure from divisions to add administrative support staff in order to continue the sufficient level of support. Therefore, the department now feels it is necessary to add an Administrative Assistant to support the general

Administrative Services support efforts. The additional resource will enable Administrative Services staff to process requests, address the on-going demand and support in a timely manner while adhering to our department's high-quality standards. This position has zero general fund support.

#### Department Automation Specialist I/II/III

Prior to September of 2015 the Information Technology (IT) team consisted of 3 DAS employees. The growth in staff has brought almost 200 new supported devices/computers; 16 more servers (including a physical access control server); and many more gigabytes of additional data to manage. The IT team supports 278 users, 32 servers, 400 devices/computers in total, and 31 systems at 13 locations and remote sites. The core of our IT team has not increased, though the amount of systems, programs,

added technology and number of staff have increased significantly. More staff equates to more requests and needed support. Currently, we are receiving over 600 requests via emails, phone calls, walk-ins, and Skype requests per month. These requests have caused certain important tasks to be delayed and impacts work efficiency.

Adding a lower level DAS that can take over the support for e-mails, phone calls, and walk-ins; technical aspects of employee onboarding/terminations; VOIP support; social media (a recent example was the successful use of twitter during the water mainline break in Shandon) and website maintenance; and purchasing/inventory control will allow our existing DAS III's to focus on the tasks that are more complex and appropriate for this level of work effort. Public Works is responsible for large, important and complex systems, and continued delay of important work efforts will eventually cause major problems to the services the department provides. This position has zero general fund support.

### Software Engineer I/II/III

For decades, department staff have developed their own ways to track assets and information. Some projects start as a response to Federal, State and Local mandates, others start as staff strive to be more efficient in their work efforts. Most projects start off small with a spreadsheet or a single user database and over time many of these projects have grown to need multiple interfaces and to accommodate multiple users. In most cases, consultants have been hired to develop the interface and database necessary for staff and/or the public to view and edit the data. In the case of SAP, an entire enterprise (database) system was adopted with no additional department staff to manage the many aspects of the program/database. The result of all these efforts has been many spreadsheets, single user databases and a few enterprise databases that do not relate to each other, and many pieces of the same information being duplicated in different systems.

In addition, when the Department of Public Works acquired a large part of the General Services Agency a new set of data tracking mechanisms were acquired, many of which track similar tasks or data as the existing databases in the Department of Public Works creating a redundant work effort. Therefore, with the more than 20 existing databases and the needed 18-20 future databases or SAP enhancements, the Department requires a staff person that can define, scope and build these database/enhancement needs and understand how they relate to our business processes and existing systems within the departmental divisions and the County.

During SGMA updates to the Board of Supervisors, it was noted that the cost estimates to implement SGMA accounted for the additional staff necessary to support SGMA efforts, which includes data management and transparency for the public. SGMA § 352.6 requires each GSA to develop and maintain a data management system that can store and report information relevant to the development or implementation of the GSP and monitoring of the basin.

The County and Flood Control District generate and maintain a large majority of water related data and information that will be key for supporting SGMA efforts. This includes compliance with SGMA regulations that require groundwater models to have publicly available supporting documentation. A Software Engineer would have the technical expertise to ensure data and data management systems are in the right format and maintained properly to meet this requirement. In addition, grant funding received for the Integrated Regional Water Management program requires development and maintenance of databases. This data is relied upon by not only our Department, but also the Regional Water Management Group (cities, special districts, community service districts, water purveyors,

non-governmental entities and community members) and the State. This position is estimated to have 15% general fund support, but was budgeted in FY 2017-18.

#### Wastewater Systems Worker Trainee/I/II/III

This position will facilitate the LOWRF collection system, along with the Oak Shores and Country Club wastewater treatment plants' collection systems. In accordance with the State Water Resources Control Board, Title 23 of the California Code of Regulations, Wastewater Systems Workers are to be assigned and available to operate and maintain the LOWRF plant and are needed to operate and maintain the LOWRF wastewater collection system, which consists of 21 pump stations and 49 miles of sewer pipeline.

With the startup of the LOWRF in April 2016, and its related facilities, the department has recognized the need to separate the LOWRF plant operational duties from the collection systems operational duties to respond to respective duties in a timely manner. Currently, while Wastewater Systems Workers serve as LOWRF plant operators, the department is employing three (3) temporary employees to offset the collection system duties that will be assigned to the new Wastewater Systems Worker position. The addition of this position will allow LOWRF Wastewater Systems Workers to respond in a timely manner to offsite collection system situations while enabling LOWRF Wastewater Systems Workers who serve as LOWRF plant operators to respond in a timely manner to onsite situations. This position has zero general fund support.

#### Water Systems Worker Trainee/I/II/III

Due to the recent Utilities Division reorganization, which resulted in the division of the Water Systems Workers and Wastewater Systems Workers, the current number of Water Systems Workers limits the North County Water Operations staff response time to water system emergencies in the more remote northern areas of the County (Shandon and Lake Nacimiento) where a "crew" of Water Systems Workers may need to respond. Currently North County has limited staff coverage when workers are unavailable to work due to vacation, sick leave and comp time off. The requested Water Systems Worker position is needed to effectively address current staffing limitations and enable staff to respond to emergencies in a timely and efficient manner.

This position will be assigned to the Utilities Division in the North County Water Operations to contribute to the efficient operations and maintenance in all North County operational areas. The position will support: system inspections, preventative and corrective maintenance, emergency repairs, meter reads, staff support during vacation/sick/comp time off, adequate support of standby schedule for all operational areas to reduce excessive standby demands on staff, traffic control and flagging, completion of overdue repairs of pipeline appurtenances and infrastructure such as the Nacimiento Water Pipeline and Chorro Valley Pipelines, water meter replacement programs in Shandon (CSA16) and Santa Margarita (CSA23), and provide support of future infrastructure replacement plans where staff labor and knowledge of systems will be critical to such endeavors. The infrastructure for the systems in North County Water Operations ranges from 70+ years for the Salinas Reservoir Waterline to just under 10 years for the Nacimiento Water Project, with aging water systems in CSA 16 and CSA 23 that have varying infrastructure ages up to 40+ years old.

Utilities Water Operations utilizes Temporary Water Systems Workers to fill in for the needs in the North County. This new position will eliminate the need for ongoing temporary help, create stability and retain trained staff, rather than lose staff to full time work elsewhere. This position has zero general fund support.



## **OTHER AGENCY INVOLVEMENT/IMPACT**

The County Administrative Office has reviewed this request and agrees with the recommendations.

The Auditor-Controller-Treasurer-Tax Collector's Office and the Information Technology Department have reviewed and support the Software Engineer I/II/III position and the Information Technology Department has reviewed and concurs with the Department Automation Specialist I/II/III position request.

Human Resources has reviewed each of the new classification requests submitted, analyzed the job duties for each classification, and determined that the requested classifications are appropriate. Human Resources has prepared the resolution to make necessary amendments to the Position Allocation List.□

## **FINANCIAL CONSIDERATIONS**

The current FY 2017-18 increase in salary and benefit cost for the recommended PAL change is \$202,204. The FY 2018-19 estimated increase is \$628,818 and the estimated increase at the maximum salary step for the positions is \$708,739. The cost of the PAL change was not included in the FY 2017-18; however, the department will be able to absorb this cost using salary savings due to staff vacancies. In future years, the increased cost will be included as part of the department's requested budget.

The table below shows the estimated FY 2017-18 increase cost for the remaining 4 months, FY 2018-19 annual cost, and the estimated expense at the maximum step (step 5 of 5). It is important to note that calculations may vary depending on salary step and any future negotiated salary and benefit increases. The below numbers are estimates based on the current job class salary listing.

<b>FY 2017-18 Estimated Expense for Remaining 4 Months</b>						
<b>Action</b>	<b>Classification</b>	<b>FTE</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total</b>	<b>Step Estimate</b>
Add	Accountant I	1.00	\$ 17,576	\$ 10,526	\$ 28,102	Step 1 for 4 months
Add	Administrative Assistant II	1.00	\$ 13,097	\$ 7,796	\$ 20,893	Step 3 for 4 months
Add	Administrative Assistant III	1.00	\$ 13,069	\$ 7,786	\$ 20,855	Step 1 for 4 months
Add	Departmental Automation Specialist I	1.00	\$ 19,171	\$ 10,250	\$ 29,421	Step 1 for 4 months
Add	Software Engineer III	1.00	\$ 28,801	\$ 14,557	\$ 43,358	Step 2 for 4 months
Add	Wastewater Systems Worker II	1.00	\$ 20,335	\$ 11,870	\$ 32,205	Step 1 for 4 months
Add	Water Systems Worker I	1.00	\$ 16,959	\$ 10,411	\$ 27,370	Step 1 for 4 months
	<b>Net Change FY 17-18</b>	<b>7.00</b>	<b>\$129,008</b>	<b>\$ 73,196</b>	<b>\$202,204</b>	

**FY 2018-19 Estimated Annual Expense**

Action	Classification	FTE	Salary	Benefits	Total	Step Estimate
Add	Accountant I	1.00	\$54,930	\$ 32,369	\$ 87,299	Step 1 for 2 months; step 2 for 10 months
Add	Administrative Assistant II	1.00	\$ 40,921	\$ 23,946	\$ 64,867	Step 3 for 2 months; step 4 for 10 months
Add	Administrative Assistant III	1.00	\$ 40,837	\$ 23,918	\$ 64,755	Step 1 for 2 months; step 2 for 10 months
Add	Departmental Automation Specialist I	1.00	\$ 59,904	\$ 31,617	\$ 91,521	Step 1 for 2 months; step 2 for 10 months
Add	Software Engineer III	1.00	\$ 90,009	\$ 44,964	\$134,973	Step 2 for 2 months; step 3 for 10 months
Add	Wastewater Systems Worker II	1.00	\$ 63,554	\$ 36,711	\$100,265	Step 1 for 2 months; step 2 for 10 months
Add	Water Systems Worker I	1.00	\$ 52,991	\$ 32,147	\$ 85,138	Step 1 for 2 months; step 2 for 10 months
	<b>Net Change FY 18-19</b>	<b>7.00</b>	<b>\$403,146</b>	<b>\$225,672</b>	<b>\$628,818</b>	

**Estimated Annual Expense at Maximum Step (Step 5 of 5)**

Action	Classification	FTE	Salary	Benefits	Total	Step Estimate
Add	Accountant I	1.00	\$64,106	\$ 35,664	\$ 99,770	Step 5 of 5 for 12 months
Add	Administrative Assistant II	1.00	\$ 43,305	\$ 24,765	\$ 68,070	Step 5 of 5 for 12 months
Add	Administrative Assistant III	1.00	\$ 47,653	\$ 26,256	\$ 73,909	Step 5 of 5 for 12 months
Add	Departmental Automation Specialist I	1.00	\$ 69,888	\$ 35,235	\$105,123	Step 5 of 5 for 12 months
Add	Software Engineer III	1.00	\$100,027	\$ 48,562	\$148,589	Step 5 of 5 for 12 months
Add	Wastewater Systems Worker II	1.00	\$ 74,173	\$ 41,298	\$115,471	Step 5 of 5 for 12 months
Add	Water Systems Worker I	1.00	\$ 61,838	\$ 35,969	\$ 97,807	Step 5 of 5 for 12 months
	<b>Net Change at Max. Step</b>	<b>0.00</b>	<b>\$460,990</b>	<b>\$247,749</b>	<b>\$708,739</b>	

Below is a table that reflects the funding source for each position:

Position	Client Fund Center(s)	Est. GF reliance	Work Efforts
Accountant I	430	0%	Workload on LOWRF (this fund does not receive any General Fund Support)
Administrative Assistant II	450, 201	75% (budgeted)	25% FCZ General and 75% SGMA.
Administrative Assistant III	405 (OH rates)	0%	ISF Overhead
Department Automation Specialist I	405 (OH rates)	0%	ISF Overhead
Software Engineer III	405 (OH rates) 113	15%	50% SAP/50% Project Controls. (SAP is 100% FC 405 -ISF Overhead and Project Controls are 70% FC 405-ISF Overhead and 30% FC 113, therefore 30% of the 50% GF support is 15%).
Wastewater Systems Worker	Special Districts	0%	Reorganization and needed coverage of the systems.
Water Systems Worker	Special Districts	0%	Reorganization and needed coverage of the systems.

\*The annual cost of developing groundwater sustainability plans included the costs of additional administrative support, therefore this position was included in the budget

\*\* The annual cost of developing groundwater sustainability plans included the cost of data management, therefore this position was included in the budget and will be offset with grant funding.

## **RESULTS**

The requested positions will help the Department of Public Works to continue providing the high level of service that has come to be expected of the department. The positions will efficiently support and account for the Los Osos Wastewater Recycling Facility; enable the core Administrative and IT Support services in the department to continue in a robust high volume for our diverse services; comply with SGMA and support the GSA efforts in the basins; and operate the water and wastewater facilities in an efficient cost-effective manner while not delaying capital investments and maintenance. These positions help to provide for a safe, livable and well-governed community.

POSITION	INTENDED RESULTS
Accountant I	Takeover 100% of the tasks currently being done by the Finance Division Manager in order to reduce costs to the rate payers of Los Osos.
Administrative Assistant II	Provide administrative support to technical staff, ensuring 100% of our existing SGMA grants remain in compliance and that we apply in a timely manner for future grant opportunities. Ensure 100% of our agendas for the six SGMA basins are developed and distributed in accordance with the Brown Act.
Administrative Assistant III	Support Department by processing 2,500 typing requests a year. Review and process an estimated 240 board letters, reducing our corrigenda requests to less than 5 per year.
Department Automation Specialist I	Respond to over 600 unique IT Service requests per month and grow our Twitter account to over 1,000 followers, which will improve our communication to the Public on projects and during emergencies.
Software Engineer III	Assess 100% of existing department wide databases in first year; develop plan to strategically reduce databases in order to eliminate redundancy, increase productivity and enhance reporting capabilities. Provide Departmental SAP coordination and enhancements along with maintaining all SGMA and water related data tracking efforts.
Wastewater Systems Worker II	Adequately operate the LOWRF in accordance with State Water Resources Control Board regulations and permits.
Water Systems Worker I	Improve response time to outlying facilities, ensure staff coverage of critical facilities, and better respond to emergencies.

**ATTACHMENTS**

1. Resolution Amending the Position Allocation for Fiscal Year 2017-18

File: CF 680.160.01 Position Allocations

Reference: 18JAN23-C-7

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