

TO: James L. App, City Manager
FROM: Doug Monn, Public Works Director
SUBJECT: Modification of Utilities Manager Position
DATE: November 18, 2008

NEEDS: For the City Council to consider deletion of the City Utilities Manager position and instead implement one each, Water Resources and Waste Water Resources Manager position and contract Projects Engineer.

- FACTS**
1. Public Works employs 64 individuals with a \$14 million annual operating budget. The department also manages the City's capital improvements projects (a current project list is attached).
 2. The City established a Utilities Manager position in 2003.
 3. Under the current organizational model the Utilities Manager is generally responsible for:
 - a. Operations (water, wastewater, and future recycled water)
 - b. Landfill operations
 - c. Long range planning (recycled water, urban water management, watershed management, landfill master planning, water conservation storm water, etc.)
 - d. Capital projects (wastewater plant upgrade, water plant construction)
 - e. Programs and Ordinances (source control, storm drain, water conservation, etc.)
 4. The range of the Utilities Manager's responsibilities requires an individual with technical and managerial strengths who is a strategist and a technical expert in three different fields (water, wastewater and landfill). Additionally, he or she must supervise two operations crews and landfill contract operations.
 5. Professionals have yet to be identified that possess this combination of knowledge and experience in water, wastewater and landfill operations. Previous Utilities Managers have possessed strengths in some but not all areas of responsibility associated with the position. As a result there has been turn over since 2003; three (3) candidates have held the position.
 6. The turnover has negatively impacted operations, organizational needs and cost effectiveness.
 7. Looking forward, responsibilities can be divided into typical marketplace skill sets that meet work unit requirements, and with workload appropriate to demand. This would initially require the addition of one technical manager so that both water and wastewater could benefit from the full-time attention of, an experienced subject matter expert.
 8. The reorganization would cost approximately \$145,000 per year beyond what is presently budgeted, \$72,500 each from water and wastewater.

**ANALYSIS &
CONCLUSION:**

Turnover is costly. Consultant support to replace employees can range from 120% to 200% of the position's annual salary. Additionally, operating efficiency can be impeded without continuous and consistent supervision.

Since 2006 the City has spent approximately \$197,000 to supplement Utility Management due to turnover, with an additional \$234,000 spent to provide small project support.

Studies show it takes 13.5 months for a new management employee to reach maximum efficiency, impacting project scheduling and/or regulatory compliance reporting.

Regulation of water, wastewater and landfill operations is specific and rigorous. The water, wastewater and landfill operations are separately subject to unique review by the Department of Public Health, Regional Water Quality Control Board, Environmental Health, EPA and Air Pollution Control District to mention a few. Reporting and discharge requirements differ by specialty area. All can result in significant fines if discharge, operations or reporting requirements are not met. Retention of individuals specifically experienced and skilled in specialty area regulation can be more proactive in addressing regulatory issues in advance of violation.

POLICY

REFERENCE: City Classification and Compensation study

FISCAL

IMPACT: Enterprise Funds would be impacted approximately \$145,000 per year to offset the salary and benefit cost associated with the second position; split \$72,500 each for water and wastewater.

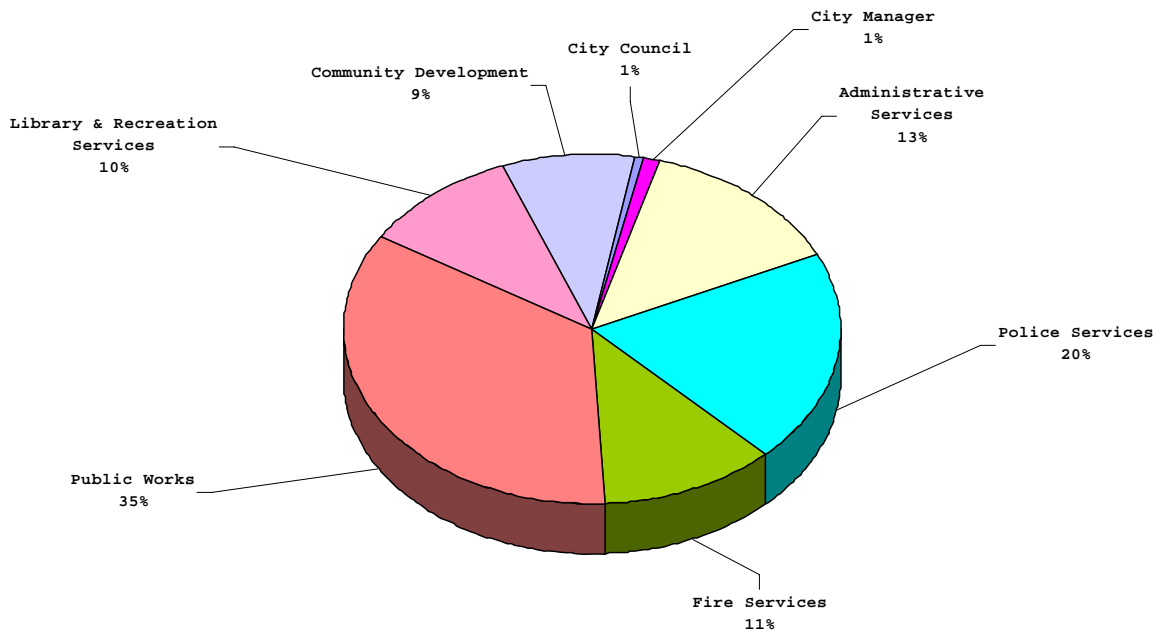
The proposed water rates include this cost; wastewater operation includes sufficient funds to cover the added cost.

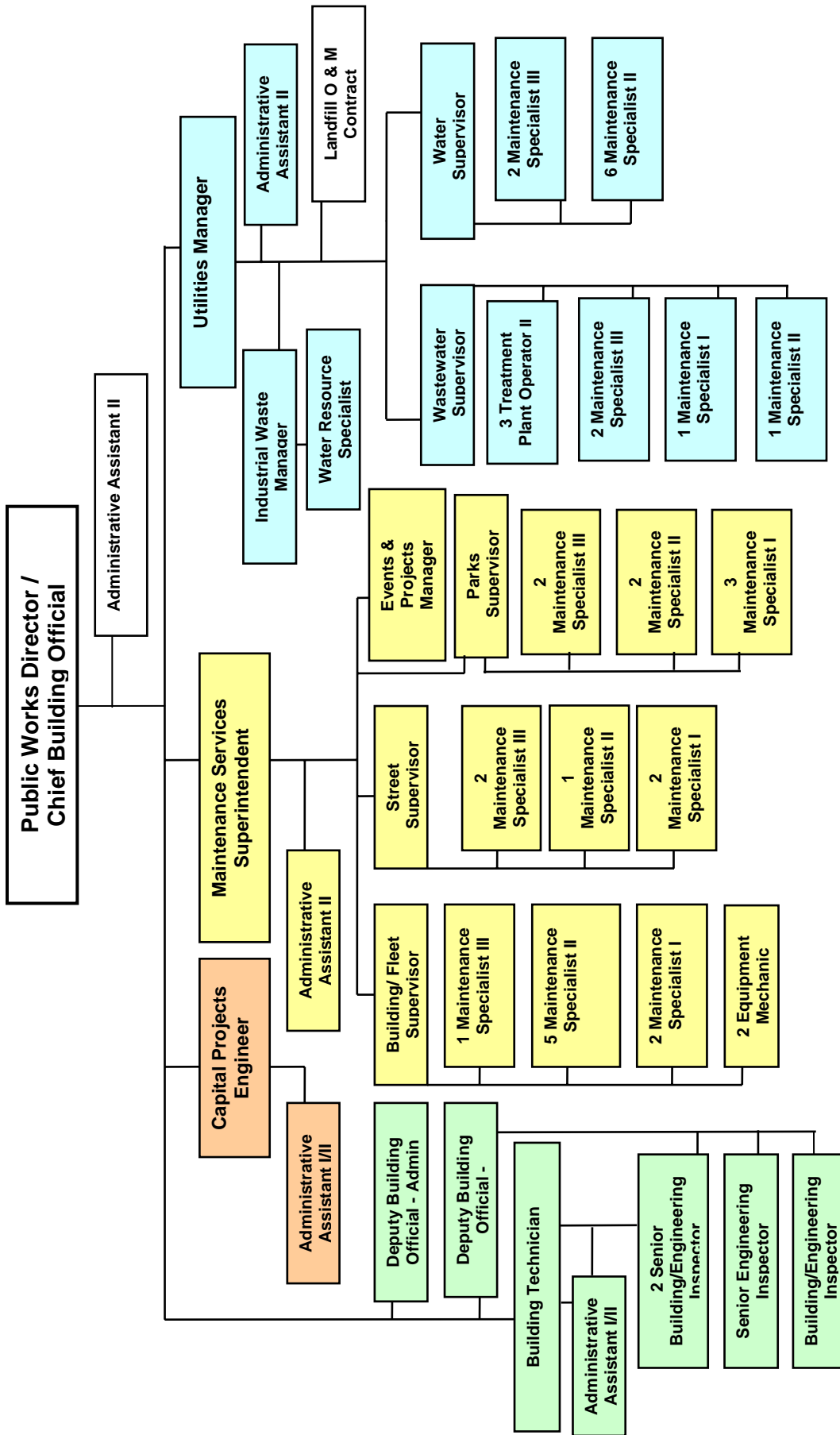
- OPTIONS:**
- a. Approve Resolution No. 08-xx establishing two full-time manager positions, Water Resource Manager & Waste Water Resource Manager.
 - b. Amend, modify, or reject the above option.

Attachments:

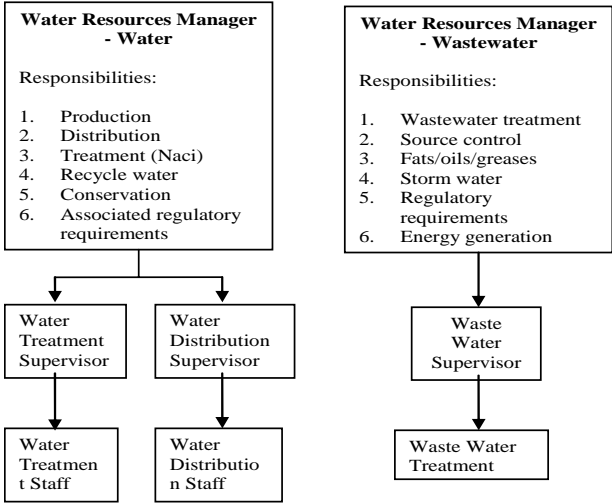
- 1. Depiction of Public Works Dept Annual Budget
- 2. Current Department Organization Chart

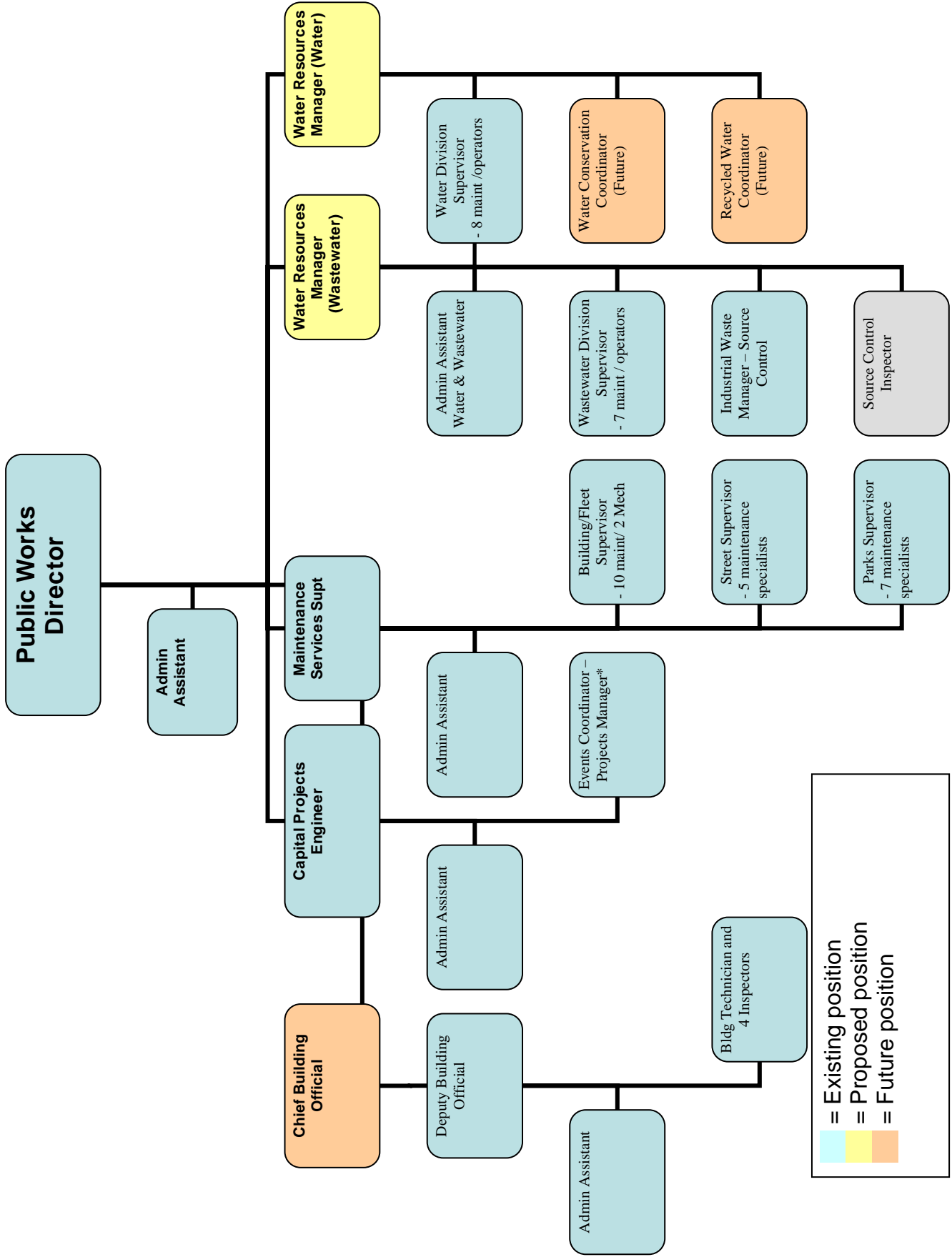
Public Works employs 64 individuals with a \$14 million annual operating budget. The department also manages the City's capital improvements projects (a current project list is attached). The Public Works operating fund is the largest in the City as depicted below.





Current Department Organization





= Existing position
 = Proposed position
 = Future position

Proposed Department Organization

Public Works Department 2008 Projects List

Rev 12-06-07

Public Works Project List Current & Ongoing for 2008		Legend	OG=on-going, TBD= To be Determined, C=Completed, 08= Due Calendar Year 2008
Project	Status	Comments or Notes	
1 Water Treatment Plant Design			
Consultant Inquiries	OG		
Technical Memorandum Reviews	OG		
LEED Charette	OG		
Data Requests	OG		
Membrane Procurement Documents	OG		
B&V Contract Amendment Request	OG		
Coordinate Field Meetings	OG		
2 Roads Maintenance			
Annual Maintenance	OG		
Road Edge Cleaning & Repair ie; Union Rd	OG		
Patch Back at Water Service Locations	OG		
Storm Drain Cleanout	OG		
3 Nacimiento Water Project			
Technical Group Participation	OG		
Public Information Inquiries	OG		
4 Roads Capital Projects			
Vine Street	2008		
North River Road	TBD		
Highway 46 West	TBD		
Highway 46 East	TBD		
5 Water Rates			
Public Notification	2008		
Meeting Participation	2008		
Public Inquiries	2008		
Council Information Requests	2008		
Tiered Rate Structure	2008		
6 Capital Projects - Construction			
Carnegie Library	2008		
Sulfur Spring	2008		
Therapy Pool	C		
821 Pine Street	C		
7 Mobile Treatment Unit - Ronconi Treatment			
Data Reporting to DHS	C		
8 Miscellaneous Projects			
River Project	OG		
Disking/Trimming	OG		
Shade Shelter	2008		
Montebello/Kleck Park Planning Effort	OG		
Liberty School Fish and Game Restoration	2008		
9 Arsenic Removal			
Media Regeneration & Sampling	OG		
10 Sherwood 6 Well Contamination/Retrofit			
PCE Detections & Sampling	OG		
Coordinate with DTSC & RWQCB to Investigate	OG		
11 Urban Water Management Plan			
Public Review Requests	2008		
Draft Staff Report for Presentation to Council	2008		
Review Draft Report and Comment	2008		
Coordinate with Interested Parties List	2008		

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Project	Status	Comments or Notes	
12 Bids On The To-Do List			
Janitorial Service	2008		
Janitorial Supplies	2008		
Fuel	2008		
Irrigation Related Supplies	2008		
Road Maintenance Supplies	2008		
Small Tools	2008		
BSP security			Cancelled due to budget - staff covers
13 Well Policy			
	2008		
14 Update to Basin Plan Report			
Review Update Report & Comments	2008		
Secure and Administer Basin Review Grant with County	2008		
15 Landscape and Lighting			
Annex Latorre	C		
Reballot 2A-1 & 112	2008		
Finish Database Historical Data Input	C		
Yearly Engineers Report	OG		
Negotiate Upcoming Year Landscape Service Levels	OG		
SA72ABCD Acacia Project	2008		
Inspection/Acceptance of New SA's	2008		
16 Water Rights License			
River Underflow Permit of 4600 AF	OG		
17 Conservation Program			
Water Conservation Coordinator Position	TBD		
Tiered Rate Structure	TBD		
Landscape Audits	TBD		
Rebate Programs for Toilets & Low-flow Fixtures	TBD		
Emergency Water Shortage Plan Revision & Support	TBD		
Muni Code Revisions & Code Enforcement	TBD		
Public Schools Education Program	TBD		
18 Annual Wastewater Update to Council			
	2008		
19 Water Storage Tanks			
Secure Site & Construct Tanks at Vina Robles	TBD		
21st Street Reservoir Roof Replacement	TBD		
20 Miscellaneous Water Projects			
Erskin Well Property	TBD		
Water Well Maintenance Program	OG		
CIP for Current Year	OG		
Automated Meter Read Pilot Test	TBD		
Salts Management for Residential Softeners (Code Prohibition)	TBD		
Water SCADA Program (archived)	2008		
Water Data Connection	2008		
Hydrant Testing for Dry Creek Area	2008		
RWQCB Permit Discussions & Tracking Per Enforcement Threat	2008		
Toxicity	OG		
THMs	OG		
Salts	OG		
Recycled water - Master Plan Piping Layout	2008		Master Plan
Pretreatment - Source control	2008		
Convert from Gas Chlorine	2008		
Chlorine Audit	2008		

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Project	Status	Comments or Notes		
21 Wastewater				
WWTP Upgrade	OG	Design Team selcted February 2008		
RFP for Design Contract	C			
Instigate Design Process	2008			
22 River Road Sewer Line				
Review 100% Drawings	C			
Coordinate with Naci Team on Contract Price	OG	Will bid in May 2008		
23 SSMP Implementation				
O&M Maintenance Software for Ops	2008			
O&M Maintenance Software for Collections	2008			
HMA Mapping	2008			
CIWQS On-line Reporting	2008			
Regulatory Reporting - Regional Board	2008			
Salts Model	2008			
Discuss with RWQCB on Feasibility for NPDES vs WDR permits	2008			
24 Storm Water				
SWMP Revision	2008			
SWMP Year 2 Report	2008			
SWMP Year 3 Assignments & Duties	2008			
LID Implementation Plan	2008			
Design Manual	2008			
Costs from Consultant	2008			
Attendance at Local & Regional Meetings re: Phase II Permit	OG			
Inspections & Enforcement of Construction Sites	OG			
Inspections & Enforcement of Industrial Sites	OG			
Staff Education	OG			
Storm Water Coordinator Position	TBD			
25 Pretreatment/Source Control Program				
Existing Facilities Sampling Review	2008			
Fee Program	2008			
Muni Code Updates	2008			
Permit Application	2008			
FOG Program Development	2008			
Sampling Plan	2008			
Inspection Forms	2008			
Code Enforcement Coordination	2008			
Accella Database Integration	2008			
26 Landfill				
IWMB Permit	C			
RWQCB Permit	OG			
SCS cost proposal	2008			
PWS request to renegotiate contract	TBD			
APCD Notice of Violation	C			
Construction and Demolition ordinance	2008			
Landfill Master Plan	2008			
Regulatory report requirements	2008			
Semi-annual report review response	2008			
Review MRP for groundwater, propose changes	2008			
Landfill leachate testing (and possible billing)	2008			
Tarping Ordinance	2008			

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27 Maintenance and Capital Projects			
Video van and computer system			
Airport LS replacement and Dry Creek Road			
Troubleshoot new Tesco panels			
Dump station for collections, storm water, and streets			
CIP for current year			
Lift station #4 plans and specs review			
Lift Stations 3, 8, 11 rehab			
Alternate Energy Generation			
28 Carollo Engineering Design Contract - For Rehabilitation			
Sodium Hypochlorite change	2008		
Trickling Filters	TBD		
Bar Screens	TBD		
WWTP Master Plan	C		
WWTP Clarifier Weir Adjustments and/or Replacement	TBD		
WWTP Demonstration Garden	2008		
WWTP Data Connection	2008		
Smoke Testing Results-Follow Up	C		
Residential	C		
Fair Grounds	C		
Evaluate Microturbines for Reduced Energy Costs	C		
29 Miscellaneous - Water/Wastewater			
Recruit, Interview, & Hire	OG		
Water Division Supervisor	OG		
City Standards and Specifications Update	OG		
Budget Review by 10/31/07	OG		
Staff Positions	OG		
Franchise Fees	OG		
Parks' Free Water	OG		
30 Water/Waster Water Rates			
How to get the rates to support the Integrated Plan?	OG		
Volume-based sewer rate	OG		
Grant and Funding proposal from consultant	OG		
Rate and Man power study	OG		

RESOLUTION NO. 08-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PASO ROBLES
AUTHORIZING THE MODIFICATION OF THE UTILITIES MANAGER POSITION AND THE
RETENTION OF A WATER RESOURCE AND WASTE WATER RESOURCE MANAGER

WHEREAS, the range of the Utilities Manager's responsibilities requires an individual with technical and managerial strengths who is a strategist and a technical expert in three different fields (water, wastewater and landfill); and

WHEREAS, professionals have yet to be identified that possess this combination of knowledge and experience in water, wastewater and landfill operations; and

WHEREAS, previous Utilities Managers have possessed strengths in some but not all areas of responsibility associated with the position and as a result there has been turn over since 2003; (three (3) candidates have held the position); and

WHEREAS, the turnover has negatively impacted operations, organizational needs and cost effectiveness; and

WHEREAS, responsibilities can be divided into typical marketplace skill sets that meet work unit requirements, and with workload appropriate to demand; and

WHEREAS, Consultant support to replace employees can range from 120% to 200% of the position's annual salary. Additionally, operating efficiency can be impeded without continuous and consistent supervision.

THEREFORE, BE IT RESOLVED AS FOLLOWS:

SECTION 1. The City Council of the City of Paso Robles does approve deletion of the City Utilities Manager position and instead implement one each, Water Resources and Waste Water Resources Manager positions.

SECTION 2. The City Council does hereby acknowledge Enterprises Funds would be impacted approximately \$145,000 per year to offset the salary and benefit cost associated with the second position; split \$72,500 each for water and wastewater and authorizes the City Manager to implement recruitment for the positions.

PASSED AND ADOPTED by the City Council of the City of Paso Robles this 18th day of November 2008 by the following votes:

AYES:

NOES:

ABSTAIN:

ABSENT:

Frank R. Mecham, Mayor

ATTEST:

Deborah D. Robinson, Deputy City Clerk