


TO: ADMINISTRATION COMMITTEE
FROM: MARIO E. IGLESIAS 
GENERAL MANAGER
DATE: FEBRUARY 3, 2017

AGENDA ITEM
2
FEBRUARY 6, 2017

**REVIEW WATER AND WASTEWATER OPERATION'S
ORGANIZATIONAL STRUCTURE**

ITEM

Consider restructuring the Water and Wastewater Operator title and job description and include a Lead Operator position.

BACKGROUND

Periodically, the District's management team evaluates its organizational structure for 1) leadership, 2) management and 3) skilled labor effectiveness. With the District's expanding infrastructure, increased regulatory demands, and the number of operations and maintenance tasks increasing, it is important to get the most out of each position. To achieve optimum employee performance, the right balance of these three organizational characteristics should be maintained.

The Water and Wastewater funded enterprises make up a team with eleven (11) operators. Attachment A is the current organizational chart for the Engineering and Operations Department. The Water and Wastewater Supervisors report to the Director of Engineering and Operations and the structure of each is presented therein. Each Supervisor has a team of Utility Operators, Utility Workers and Maintenance Workers.

The current combination of titles given to the different employee groups includes Supervisor, Utility Operator, Utility Worker and Maintenance Worker. The management team is proposing to retitle an existing operator position to a Lead Operator position for both the Water and Wastewater Enterprises. In addition to changing an Operator to a Lead Operator position – a change that provides additional leadership to the team – renaming the remaining positions to Operator I/II will provide the organization with a wider array of skilled recruits in future recruiting efforts. The District may attract higher qualified operators if it has the ability to bring in an Operator II level individual. The organization chart shown in Attachment B reflects the changes being recommended for consideration.

Attachment C provides details on the suggested positions, their titles as well as job descriptions.

FISCAL IMPACT

There is a fiscal impact to the Water and Wastewater Enterprises when a Utility Worker position is transformed into a Lead Operator position. The table below shows the results of both in the Water and the Wastewater Enterprises.

	NO	Step 1	Annual	Step 5	Annual	Fully Burdened
Lead Water Operator	20	\$ 4,111	\$49,332	\$ 4,997	\$59,964	\$ 83,950
Utility Worker (Water)	9	\$ 3,143	\$37,716	\$ 3,820	\$45,840	\$ 64,176
					Annual Cost Impact	\$ 19,774
Lead Wastewater Operator	26	\$ 4,759	\$57,108	\$ 5,785	\$69,420	\$ 97,188
Utility Operator	16	\$ 3,729	\$44,748	\$ 4,533	\$54,396	\$ 76,154
					Annual Cost Impact	\$ 21,034

RECOMMENDATION

Review and provide staff direction.

ATTACHMENTS

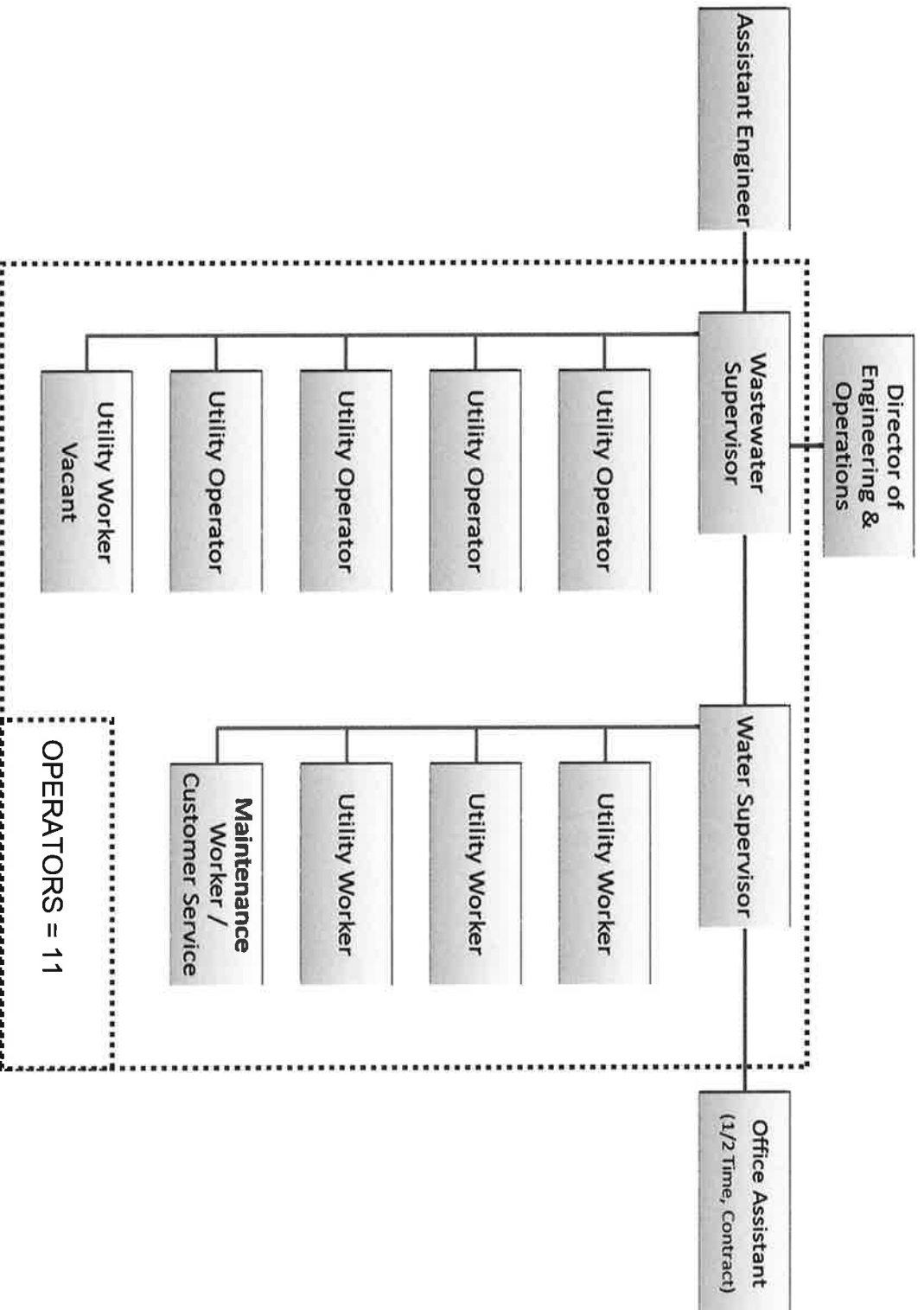
- A. Current Operation's Organizational Structure
- B. Proposed Operation's Organizational Structure
- C. Proposed Water and Wastewater Titles and Job Descriptions

February 6, 2017

ITEM 2

ATTACHMENT A

**NIPOMO COMMUNITY SERVICES DISTRICT
CURRENT OPERATION'S ORGANIZATIONAL STRUCTURE
ENGINEERING & OPERATIONS DEPARTMENT**

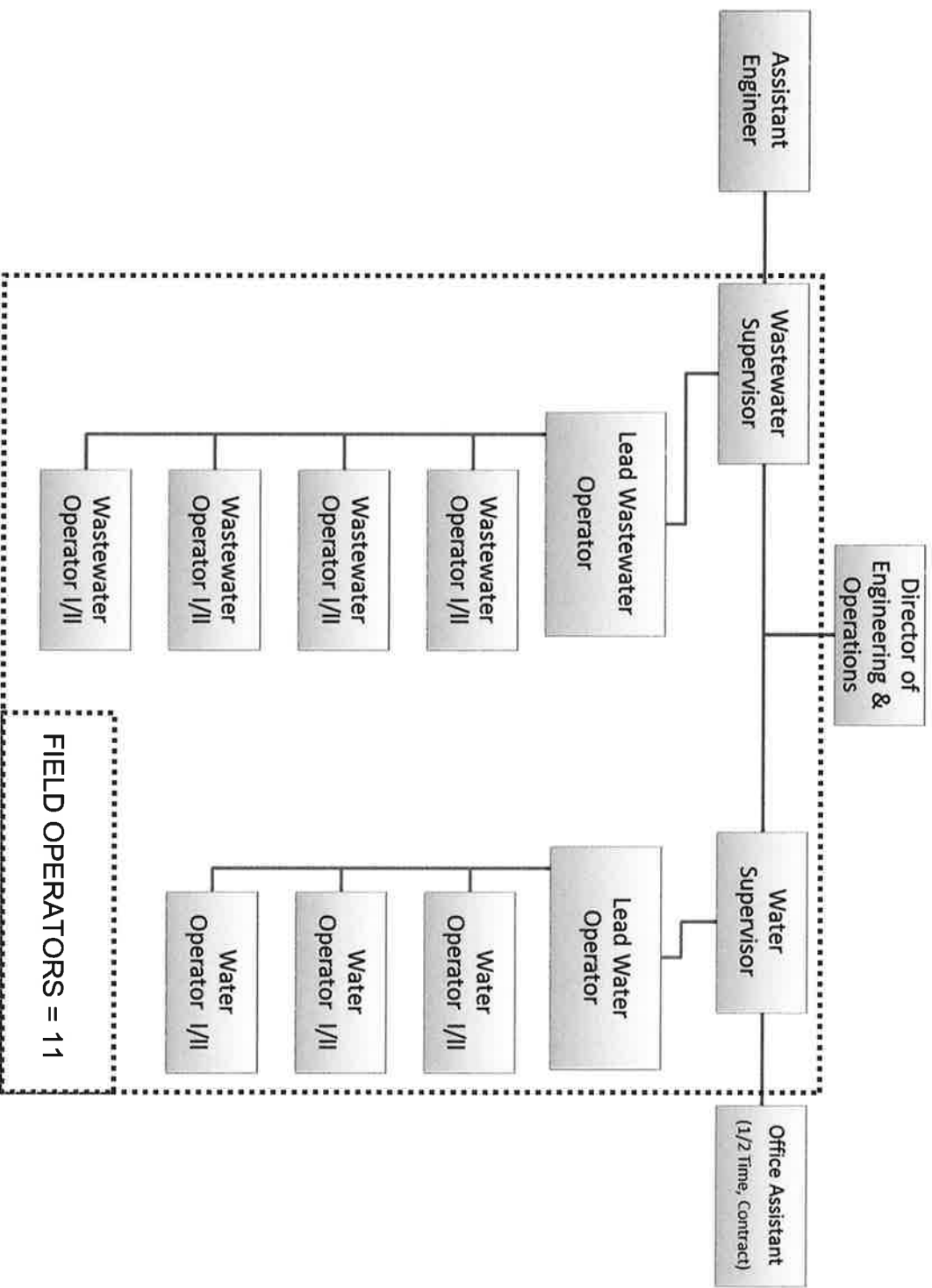


February 6, 2017

ITEM 2

ATTACHMENT B

**NIPOMO COMMUNITY SERVICES DISTRICT
PROPOSED OPERATION'S ORGANIZATIONAL STRUCTURE
ENGINEERING & OPERATIONS DEPARTMENT**



February 6, 2017

ITEM 2

ATTACHMENT C

WASTEWATER OPERATOR I/II LEAD WASTEWATER OPERATOR

DEFINITION

Under direct or general supervision, performs a variety of work in the operation, construction, modification, maintenance, and repair of District wastewater equipment, facilities, pump/lift stations, and related appurtenances as found in a wastewater treatment plant and wastewater collection systems; operates and monitors the Supervisory Control and Data Acquisition (SCADA) system; takes periodic samples and performs standardized tests to ensure proper operation within established guidelines; performs preventive maintenance and makes minor repairs to plant facilities and equipment; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direct or general supervision from the Lead Wastewater Operator or Wastewater Supervisor. Wastewater Operator I exercises no supervision of staff. Wastewater Operator II may exercise technical supervision over lower level wastewater staff. The Lead Wastewater Operator has responsibility to regularly lead a crew in wastewater plant and collection system functions and projects and exercises technical and functional supervision over lower level wastewater staff.

CLASS CHARACTERISTICS

Wastewater Operator I: This is the entry-level class in the wastewater operator series. Under direct supervision, Employees learn to operate and maintain wastewater treatment plant and collection systems, equipment, and appurtenances according to District practices and procedures, as well as State and Federal regulations. Positions at this level usually perform most of the duties required of the positions at the II level, but are not expected to function at the same skill level and usually exercise less independent discretion and judgment in matters related to work procedures and methods. Work is usually supervised while in progress and fits an established structure or pattern. Exceptions or changes in procedures are explained in detail as they arise. Employees receive on-the-job training and are expected to develop proficiency and knowledge necessary to obtain required certifications within the introductory period.

Wastewater Operator II: This is the journey-level class in the wastewater operator series that performs the full range of duties required to ensure that the wastewater treatment and collection facilities and systems operate effectively and are maintained in a safe and effective working condition. Responsibilities include performing standardized tests on wastewater operations equipment, inspecting and attending to issues in a timely manner, and performing a wide variety of tasks in the preventative maintenance and minor repair of assigned facilities and systems.

Positions in the Wastewater Operator class series are flexibly staffed and positions at the Wastewater Operator II level are normally filled by advancement from the I level after obtaining three (3) years of experience and after gaining the knowledge, skill, experience, licenses, and certifications which meet the qualifications for and after demonstrating the ability to perform the work of the higher-level class.

Lead Wastewater Operator: This is the full journey-level class in the wastewater operator series. Responsibilities include planning, organizing, supervising, reviewing, and evaluating the work of wastewater collections and treatment plant operations and maintenance staff.

Employees are expected to independently perform the full range of wastewater collections and treatment plant operations and maintenance duties. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines. May be designated as the Chief Plant Operator.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Monitors plant operations equipment and processes to ensure compliance with environmental and public health standards, including monitoring and making adjustments to optimize efficiency, making chemical dosage changes, changing pumping rates, and monitoring all equipment daily.

Operates valves, pumps, and automated controls to regulate the flow of wastewater through the system; operates valves to dispose of wastewater effluent.

Reviews and analyzes automated information and control system data and revises equipment settings as appropriate; notifies supervisor of unusual situations and makes inspections or corrects system problems as necessary.

Reads, records, and calculates readings of meters and gauges; interprets information into operational characteristics; makes process adjustments according to information gathered, samples collected, readings, and records.

Collects wastewater, sludge, and other samples from various phases of the treatment process; performs standard chemical and physical tests on these samples to ensure that the plant is operating effectively and that regulatory requirements are being met.

Interprets and performs routine laboratory and process tests to optimize plant performance, checks the results, and recommends changes to the Lead Wastewater Operator or Wastewater Supervisor.

Performs proper usage and handling of chemicals according to industry standards.

Assists in preventive maintenance on a variety of treatment plant equipment, such as electric motors, engines, gas and electric powered pumps, drive units, emergency systems, power generation systems, pressure and flow regulators, and other treatment plant fixtures and appliances.

Lubricates pumps, motors, chains, conveyors, blowers, chlorinators, sprinklers, rotation distributors, scrapers, filter screens, and other machinery and equipment; removes blockages; replaces worn parts; participates in determining equipment problems and suggesting methods of minimizing such problems in an operational setting.

Performs inspection, construction, maintenance, and repair activities of wastewater collection systems; checks, cleans, and repairs collection system and treatment plant lines, pits, screens, tanks, and mechanisms; shuts down appropriate parts for repair and returns to service once repair is completed.

Operates and maintains a variety of hand and power tools and equipment related to work assignments as instructed.

Locates and marks underground utilities in accordance with Underground Service Alert (USA) regulations.

Performs pretreatment inspections and tests of industrial and commercial waste disposal systems to ensure compliance with ordinances and permit requirements.

Performs a variety of general and ground maintenance activities, including mowing, edging, and trimming landscaped areas as scheduled, weed abatement, and painting facilities and equipment when needed; assists in maintenance painting of plant machinery, equipment, piping, and other structures; maintains work areas in a clean and orderly condition, including securing equipment at the close of the workday.

Responds to operations, maintenance, and repair emergency situations as required.

Maintains records and logs of daily activities; prepares reports as necessary.

Observes safe work methods and makes appropriate use of related safety equipment as required.

Performs related duties as assigned.

When performing as Lead Wastewater Operator:

Lead, plan, and participate in the work of staff responsible for a variety of wastewater maintenance activities.

Plan, direct, and participate in drafting preventive wastewater maintenance program.

Supervise the use and operation of wastewater maintenance equipment and vehicles; operate equipment and vehicles as needed and as assigned.

Train assigned employees in wastewater maintenance methods, techniques and in the set up and use of equipment.

Verify the work of assigned employees for accuracy, proper work methods, techniques, and compliance with applicable standards and specifications.

Ensure the adherence to safe work practices and procedures.

Accurately assess and evaluate work and maintenance service requests.

Assist the Wastewater Supervisor in the trouble shooting of wastewater projects and work requests.

Maintain accurate records on installations and replacements; maintain inventory of supplies.

Respond to public inquiries in a courteous manner; provide information within area of assignment; resolve complaints in an efficient and timely manner.

Identify opportunities for improving service delivery methods and procedures; provide recommendations concerning process changes; review with appropriate management staff;

implement improvements.

Basic computer skills including the ability to produce and maintain documents in Microsoft Office, look up and order supplies on-line; and enter and complete work orders.

QUALIFICATIONS

This position requires knowledge and proficiency in the following:

Basic principles, practices, tools, and materials as they relate to the operation, cleaning, and preventive maintenance of wastewater treatment, disposal, and collection systems, facilities, and equipment.

Basic principles and practices of record-keeping methods.

Safe driving rules and practices.

Basic computer software related to work.

English usage, spelling, vocabulary, grammar, and punctuation.

Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Wastewater Operator II, in addition to the above:

Principles, practices, equipment, materials, and tools used in the operation, cleaning, and preventive maintenance of wastewater treatment, disposal, and collection systems, facilities, and equipment.

Operation and preventive maintenance of piping systems, including pipes, valves, and related appurtenances.

Standard chemical and physical tests of wastewater, sludge, and related materials.

Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures.

Basic equipment troubleshooting principles and practices.

Basic mechanical, electrical, and hydraulic principles.

Basic arithmetic and statistical techniques.

Safe work methods and safety practices pertaining to the work, including the handling and storage of hazardous chemicals.

Lead Wastewater Operator, in addition to the above:

Knowledge of principles and practices of effective supervision.

ESSENTIAL ABILITIES

Safely and effectively use and operate hand tools, mechanical equipment, power tools, and light to heavy equipment required for the work.

Perform routine equipment maintenance.

Maintain accurate logs, records, and basic written records of work performed.

Operate a motor vehicle safely.

Understand and follow oral and written instructions.

Organize own work, set priorities, and meet critical time deadlines.

Use English effectively to communicate in person, over the telephone, and in writing.

Establish, maintain, and foster positive and harmonious working relationships with those contacted in the course of work.

Must be able to provide regular on-call duty for response to off-hours emergency situations. Must be able to arrive at District facilities within thirty (30) minutes from the time of an initial call-back notification. Work hours are subject to 24 hour emergency callbacks and standby and requires working varying hours, overtime, weekends, and holidays.

Wastewater Operator II, in addition to the above:

Operate, maintain, and repair a variety of wastewater treatment, disposal, and collection systems, facilities, and equipment.

Recognize and correct or report unusual, inefficient, or dangerous operating conditions.

Read a variety of gauges, charts, and meters, record data accurately and make appropriate process adjustments.

Conduct standard chemical and physical tests of wastewater, sludge, and related materials.

Handle hazardous chemicals in a safe manner.

Interpret and apply the policies, procedures, laws, codes, and regulations pertaining to assigned programs and functions.

Set up and operate traffic area construction zones, including cones, barricades, and flagging.

Locate underground utilities by use of blue prints and electronic locating equipment in accordance with Underground Service Alert (USA) regulations.

Read, interpret, and apply technical information from manuals, drawings, specifications, layouts, blueprints, and schematics.

Make accurate arithmetic calculations.

Follow department policies and procedures related to assigned duties.

Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.

Lead Wastewater Operator, in addition to the above:

Communicate effectively, both oral and in written form.

Effectively supervise subordinate staff.

Establish and maintain effective working relationships.

Organize time, staff and materials to meet deadlines.

Identify problems, research and analyze relevant information, develop and present recommendations, and justification for solution.

PHYSICAL REQUIREMENTS

Must possess mobility to work in the field walking for long periods of time, sometimes over rough, uneven or rocky surfaces, in and around wastewater collection and treatment system facilities.

Must possess strength, stamina, and mobility to perform medium to heavy physical work.

Must be able to work in confined spaces, around machines, and to climb and descend ladders.

Must be able to operate varied hand and power tools and construction equipment.

Must be able to read printed materials and a computer screen.

Must be able to communicate in person and over the telephone and radio.

Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate above-mentioned tools and equipment as well as technical laboratory equipment.

Must be capable of bending, stooping, kneeling, reaching and climbing to perform work and inspect work sites.

Must possess the ability to lift, carry, push, and pull materials and objects necessary to perform job functions.

Must be able to tolerate exposure to raw wastewater, loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, vibration, confining workspace,

chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes.

Employees may interact with upset public and private representatives, and contractors in interpreting and enforcing departmental policies and procedures.

Employees must be able to effectively communicate with a variety of individuals.

EDUCATION AND EXPERIENCE

Wastewater Operator I and II: Equivalent to the completion of the twelfth (12th) grade.

Wastewater Operator I: One (1) year of experience in construction, maintenance, and/or repair of wastewater system and/or related facilities, systems, and appurtenances is desirable.

Wastewater Operator II: Supplemental specialized training in wastewater treatment plant operations and/or maintenance or related field and three (3) years of experience in wastewater treatment plant operations experience equivalent to Wastewater Operator I at the District.

Lead Wastewater Operator

Equivalent to the completion of the twelfth (12th) grade supplemented by specialized training in wastewater collections or treatment operations and maintenance and five (5) years of responsible experience in the operation and maintenance of a wastewater treatment plant and collection system.

Licenses and Certifications:

Wastewater Operator I

Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

Ability to obtain an Operator-In-Training certificate issued by the California State Water Resources Control Board (SWRCB) within six (6) months of employment.

Ability to obtain a Grade 1 Wastewater Collection System Maintenance Certificate issued by the California Water Environment Association within twelve (12) months of employment.

Ability to obtain a Grade I Wastewater Treatment Plant Operator certificate issued by the SWRCB within twenty-four (24) months of employment.

Wastewater Operator II

Possession and maintenance of a valid California driver's license.

Possession and maintenance of a Grade II Wastewater Treatment Plant Operator certificate issued by the SWRCB.

Possession and maintenance of a Grade II Wastewater Collection System Maintenance Certificate issued by the California Water Environment Association.


Lead Wastewater Operator

Possession and maintenance of valid California driver's license.

Possession and maintenance of a Grade III Wastewater Treatment Plant Operator certificate issued by the State Water Resources Control Board (SWRCB).

Possession and maintenance of a Grade III Wastewater Collection System Maintenance Certificate issued by the California Water Environment Association.

Possession and maintenance of a valid Grade 1 AWWA or CWEA Lab Analyst certificate.

TO: ADMINISTRATION COMMITTEE
FROM: MARIO E. IGLESIAS 
GENERAL MANAGER
DATE: FEBRUARY 3, 2017

AGENDA ITEM
3
FEBRUARY 6, 2017

**WATER FUND OPERATOR AND
ADMINISTRATION SUPPORT STAFFING LEVEL REVIEW**

ITEM

Review staff levels in the Water Enterprises to evaluate human resource capabilities to meet the water system's needs for operation readiness, regulatory compliance, and customer service.

BACKGROUND

To meet changing operational needs brought on by the Nipomo Supplemental Water Project and customer services expectations, the District is beginning a rate study that looks five (5) years into the future to Fiscal Year 2022. Reviewing the organization's staffing level prior to undertaking a rate study is essential for efficient and effective financial planning. The District can expect a growing community and is experiencing a water system that requires additional human resources as well as technical advances to operate and manage.

Currently there are two (2) administrative support staff positions in the District's office that provide customer and operational support for the Water Enterprise. These positions charge 90% of their time to the Water Fund. One (1) additional administrative support staff member is being requested in Fiscal Year 2019. Currently, the District bills customers every two months. The new position would provide the additional support needed to conform to monthly billing, spread the cost of utility services over 12 billing periods instead of the current 6 billing periods.

There are four (4) operator level staff positions dispatched from the District's Corporation Yard ("Yard") that charge 100% of their time to the Water Fund. There is one (1) Supervisor overseeing the Water Operators. The Water Supervisor also supports the Director of Engineering in the planning, leading, and tasking of work product within the enterprise.

Of the four water operators, one operator is designated to support customer service administration tasks. This water operator spends 20 to 30 hours per week in this capacity. A Customer Service Specialist position is being recommended for Fiscal Year 2018. The Customer Service Specialist position will be responsible for the administrative tasks currently completed by the Water Operator. In addition to these tasks, the Customer Service Specialist would be responsible for developing and administering the water meter program, the backflow program, and assist in the water conservation program as a water conservation field auditor.

In Fiscal Year 2019, an additional Water Operator is being requested to support the growing operations and maintenance needs of the water enterprise. With the addition of the Nipomo Supplemental Water Project ("NSWP") and the new disinfection process necessitated by the imported water from the City of Santa Maria, Water Operators dedicate a majority of their time and effort to monitoring, operating and maintaining water treatment systems and equipment. Other program maintenance activities such as system valve, hydrant, and metering maintenance programs are being deferred. Increasing the water enterprise operator level from

four (4) to five (5) Water Operators will provide the maintenance needed to meet the needs of the water systems physical plant over the five year horizon to Fiscal Year 2022.

FISCAL IMPACT

1. Employee Additions to Budget

For the out years a 5% inflator is calculated into costs. Below are added employees over the next three years. No Water Fund staff additions for FY 2020-21 or FY 2021-22.

<u>Cumulative Impact on budgets over 5 years</u>							
	FY 2017-18		FY 2018-19		FY 2019-20	FY 2020-21	FY 2021-22
Add Customer Service Spec.	\$ 51,790	5%	\$ 54,380	5%	\$ 57,098		
Add Water Operator			\$ 38,239	5%	\$ 40,151		
Add Admin Billing/Secretary					\$ 41,472		
Benefits	40%		40%		40%		
Total Impact on Budget	\$ 72,506		\$ 129,666		\$ 194,210		
Budget w/ Added Staff	\$ 1,232,700		\$ 1,347,869		\$ 1,473,323		
Budget wo/ Added Staff	\$ 1,160,194	5%	\$ 1,218,203	5%	\$ 1,279,113	5% \$ 1,343,069	5% \$ 1,410,223
% Increase of Staffing Budget	6%		10%		13%		

RECOMMENDATION

- 1) Review organization's staff level and direct staff.

ATTACHMENTS

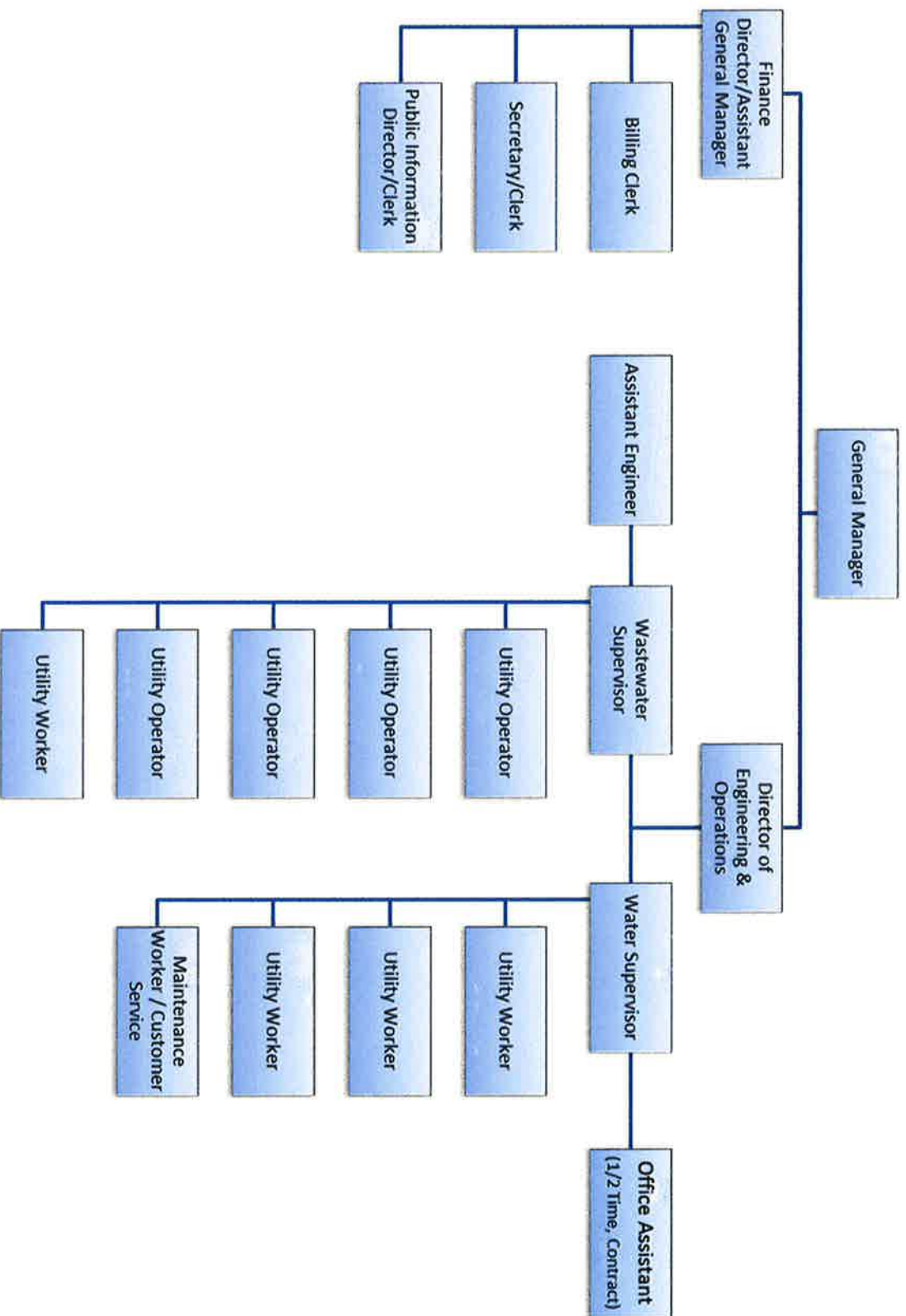
- A. Current Organizational Chart – Water Enterprise
- B. Proposed Organizational Growth Table

February 6, 2017

ITEM 3

ATTACHMENT A

NIPOMO COMMUNITY SERVICES DISTRICT ORGANIZATIONAL STRUCTURE 2016-2017



February 6, 2017

ITEM 3

ATTACHMENT B

NIPOMO COMMUNITY SERVICES DISTRICT ORGANIZATIONAL STRUCTURE THROUGH FISCAL YEAR 2022

