

CITRUS HEIGHTS WATER DISTRICT  
BOARD OF DIRECTORS SPECIAL MEETING  
March 24, 2016

The Special Meeting of the Board of Directors was called to order at 6:32 p.m. by President Dains and roll was called. Present were:

Allen B. Dains, President  
Caryl F. Sheehan, Vice President  
Raymond A. Riehle, Director  
Robert A. Churchill, General Manager  
Hilary M. Straus, Assistant General Manager  
Lisa Smoot, Human Resources Specialist

VISITORS

Paul Phillips, Legal Counsel

PLEDGE OF ALLEGIANCE

Director Dains led the Pledge of Allegiance.

PUBLIC COMMENT

No public comment.

CLOSED SESSION

Board convened into closed session at 6:42p.m.pursuant to Government Code Section 54957.6: Conference with Labor Negotiators regarding unrepresented employees. In attendance were Directors Dains, Sheehan and Riehle, GM Churchill, AGM Straus, Legal Counsel Phillips and HR Specialist Smoot.

The Board of Directors reconvened in Open Session at 8:38 p.m. and President Dains reported that there was not reportable action taken in closed session.

NEW BUSINESS

Updates to the Administration and Water Demand Management Department (D/A)

AGM Straus presented the following findings and recommendations to best utilize the human resource potential of department staff.

Item	Notes
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Item	Notes
<p>Consider approval of new Senior Accountant (SA) position</p>	<ul style="list-style-type: none"> <li>• Identification of the need for a second accounting position is an outgrowth of an assessment of the accounting workload and workload distribution and what would be an acceptable minimum staffing level.</li> <li>• <b>Finding</b>—The Accounting Supervisor position is overburdened with hands-on accounting work and oversight of the customer service and general finance functions. There is a significant opportunity cost that the District is paying for this workload arrangement. Further, as the organization’s need continue to evolve, the Accounting Supervisor position is handling increased responsibilities for long-term financial planning (Rate Model), budget, treasury/investing, audit, information technology and advanced planning/special projects.</li> <li>• <b>Finding</b>—Additional intermediate-to-advanced level accounting and supervision support is needed in CHWD’s Finance and Customer Service operation to balance on-going workloads, and to optimize utilizing the knowledge, skills and abilities of incumbent staff.</li> <li>• <b>Finding</b>—One additional Accountant is also needed to achieve an acceptable minimum staffing level to ensure capacity and redundancy should the other accountant be unavailable due to peak work load or because the other accountant is out on leave (vacation, sick, etc.).</li> <li>• <b>Solution</b>—The new Senior Accountant (SA) position would be a multi-disciplinary and hands-on supervisory-level position within Finance and Customer Service, and be responsible for Finance Operations functions including: 1) Daily Entries 2) Cash Receipts/Accounts Receivables; 3) Payroll Oversight; 4) Journal Entries; 5) Miscellaneous Revenue; 6) Development-Related Revenue; 7) Accounts</li> </ul>

Item	Notes
	<p>Payable/Review Request for Payment Vouchers; 8) Project Cost Accounting; 9) Grant Tracking; 10) Accounting level support to the Accounting Supervisor/Principal Accountant.</p> <ul style="list-style-type: none"> <li>• <b>Solution</b>—The new Senior Accountant will report to the Accounting Supervisor/Principal Accountant and the Senior Accountant position would be FLSA exempt (i.e., Exempt from overtime).</li> <li>• <b>This item is time sensitive</b> and has been noticed for action this meeting, or it is recommended that action be taken at the next available regular or special Board of Directors meeting.</li> </ul>
<p>Consider approval of an optional title change of Principal Accountant and updated salary range for the Accounting Supervisor position</p>	<ul style="list-style-type: none"> <li>• Career ladders promote recruitment and retention, and they provide options to District management staff to best allocate staffing resources.</li> <li>• <b>Finding</b>—Career ladders exist within Field Operations (e.g., <i>Water Distribution Worker—Water Distribution Operator—Lead Worker—Water Distribution Specialist and Water Distribution Supervisor Series</i>) and within the Water Quality operation.</li> <li>• <b>Finding</b>—In analyzing the organization, career ladders are needed in other areas, including Engineering, Water Quality, Water Efficiency, Accounting and other Administration and Water Demand Management Departmental classifications.</li> <li>• <b>Solution</b>—A recommended Human Resources goal is that the District develop career ladders/position series where they do not currently exist.</li> <li>• <b>Solution</b>—With the proposal for a new Accounting position, it is recommended to develop a portion of the Accounting Series at this time to clarify internal relationships within the Accounting class, and to provide future flexibility based on operational needs and budget</li> </ul>

Item	Notes
	<p>considerations.</p> <ul style="list-style-type: none"> <li>• <b>Solution</b>—Amend Accounting Supervisor position title to provide for an optional alternative or additional title/moniker: Principal Accountant. This can be done by minute action and by amending District Policies 1030, Organizational Chart and Structure, and 4101A1, Compensation Policy.</li> <li>• The Principal Accountant title may be used or not used based upon operational considerations as determined by management with incumbent staff (as the position is already budgeted by the Board)</li> <li>• The title cannot be used to promote existing staff or hire additional staff into the classification without budget approval by the Board of Directors.</li> <li>• With the hiring of a Senior Accountant, the SA will slot below a Principal Accountant (PA), thereby building a portion of the Accounting Series career ladder.</li> <li>• With the recent completion of Phase 1 of the Total Compensation Study, the following salary range for the Accounting Supervisor (AS) position is recommended (in order to keep a 15% spread above the surveyed Senior Accountant’s salary range):  <b>Existing AS:</b> Minimum Hourly: \$38.37  Maximum Hourly: \$51.92  <b>Recommended AS/PA:</b> Minimum Hourly: \$34.47  Maximum Hourly: \$46.53</li> </ul>
<p>Consider reclassifying the Human Resources Specialist position to Management Services Supervisor/Chief Board Clerk (MSS/CBC) position</p>	<ul style="list-style-type: none"> <li>• This discipline-specific position was created in 2011 and amended in 2014 as part of reorganization due to retirements.</li> <li>• As the organization continues to evolve, workload distribution and workloads have been assessed, and in order to best utilize the strengths and capacity of existing staff, a reassessment of the single-purpose Human Resources Specialist position has</li> </ul>

Item	Notes
	<p>been undertaken.</p> <ul style="list-style-type: none"> <li>• Also, given the small size of the staff, it is recognized that using more generalized multi-disciplinary/cross-functional positions are a more efficient way to utilize the District’s human resources potential.</li> <li>• <b>Finding</b>—This position as currently structured is overburdened with Human Resources Technician Level work, and due to uneven workload distribution within the Department, this position is consistently unavailable for any significant new assignments.</li> <li>• <b>Finding</b>—This position as currently structured underutilizes the knowledge, skills and abilities of incumbent staff. Moreover, as is the case with the Accounting Supervisor position in its current format, the District is paying a significant opportunity cost by not structuring the position as a more multi-disciplinary position with staff support as proposed.</li> <li>• <b>Finding</b>—Based upon assignments tied to operational needs and efficiency, the current position is working out of class, which over an extended period of time creates employment practices liability for the District.</li> <li>• <b>Solution</b>—The new MSS/CBC position would be responsible for: 1) Human Resources; 2) Risk Management (General Liability, Workers’ Compensation &amp; Property insurance); 3) Clerk of the Board functions (including Records Management); 4) Public Relations/Public Information; 5) Intermediate-to-advanced level Special Projects; 6) Direct support to the Board; and 7) Supervision of a MSS/DBC (see below).</li> <li>• <b>Solution</b>—The new MSS/CBC position would be a “hands-on” supervisory position, able to delegate some work (particularly the entry-to-intermediate</li> </ul>

Item	Notes
	<p>level project and task-level work) to support staff.</p> <ul style="list-style-type: none"> <li>• The new MSS/CBC position would be exempt from overtime.</li> <li>• In recognition of the expanded scope of duties and internal relationships, the proposed salary range for the reclassified position is pegged at the same level as the Accounting Supervisor position. The new range is included in the updated Policy 4101A1, accompanying this staff report.</li> </ul>
<p>Consider reclassifying the Accounts Payables Specialist position to Management Services Specialist/Deputy Board Clerk (MSS/DBC) position</p>	<ul style="list-style-type: none"> <li>• This discipline-specific position was amended in 2014 as part of a reorganization due to retirements</li> <li>• As the organization continues to evolve, workload distribution and workloads have been assessed, and in order to best utilize the strengths and capacity of staff, a reassessment of the single-purpose Accounts Payable Specialist position has been undertaken.</li> <li>• As described with the Human Resources Specialist, given the small size of the staff, it is recognized that using more generalized multi-disciplinary/cross-functional positions are a more efficient way to utilize the District's human resources potential</li> <li>• <b>Finding</b>—Accounts Payables is not a full-time function at the District and this position has been underutilized. In the interim, payroll coordination has been shifted to this position with supervisory oversight by the Human Resource Specialist. However, this function is not in the Accounts Payables Specialist job description nor is supervisory oversight in the Human Resources Specialist job description. Therefore, rolls and responsibilities needed to be reassessed and updated.</li> <li>• <b>Finding</b>—Even with the added payroll coordination responsibility, there is excess capacity with the Accounts Payables Specialist position.</li> </ul>

Item	Notes
	<ul style="list-style-type: none"> <li>• <b>Finding</b>—Based upon assignments tied to operational needs and efficiency, the current position is working out of class.</li> <li>• <b>Solution</b>—Reclassify the single purpose Accounts Payable Specialist position to a multi-disciplinary Management Services Specialist/Deputy Board Clerk (MSS/DBC) position.</li> <li>• <b>Solution</b>—The new MSS/DBC position would be a project and task level position, reporting to the new Management Services Supervisor/Chief Board Clerk and work in the following areas: 1) Human Resources; 2) Risk Management (GL, WC &amp; Property); 3) Clerk of the Board functions (including Records Management); 4) Public Relations/Public Information; 5) Direct support to the Board as assigned; 6) Payroll Coordination; and 7) Accounts Payable.</li> <li>• <b>Solution</b>—The new MSS/DBC position would be a “hands-on” support position.</li> <li>• <b>Solution</b>—The new MSS/DBC would be deputized to serve as Board Clerk in the absence of the Chief Board Clerk, thereby ensuring cross training and capacity/redundancy.</li> <li>• No salary range change is proposed for this position at this time.</li> </ul>

Item	Recommended Action
Approve new Senior Accountant position	<ol style="list-style-type: none"> <li>1) Approve amendments to Policy 1030, Organizational Structure and Chart, adding the Senior Accountant position.</li> <li>2) Approve amendment to Policy 41010A1, adding the Senior Accountant position and salary range to the Board-approved</li> </ol>

Item	Recommended Action
	<p>position/salary schedule.</p> <p>3) Approve a budget amendment of \$58,925 to be funded for the remainder of 2016 (June-December) as follows: a) Reallocate \$20,000 of funding previously allocated for temporary accounting assistance during the second half of 2016; b) the remaining cost of the position of \$38,925 to be funded from undesignated Operating Fund balance.</p>
<p>Approve an optional title change of Principal Accountant and updated salary range for the Accounting Supervisor Position</p>	<p>1) Approve amendment to Policy 1030, adding the additional optional title to the Policy.</p> <p>2) Approve amendment to Policy 4101A1, adding the optional title of Principal Accountant and amended salary range to the position of Accounting Supervisor/Principal Accountant</p> <p>3) There is no additional cost associated with these recommended changes.</p>
<p>Reclassify the Human Resources Specialist position to Management Service Supervisor/Chief Board Clerk (MSS/CBC) position</p>	<p>1) Approve amendments to Policy 1030, Organizational Structure and Chart, deleting the Human Resources Specialist and adding the MSS/CBC position</p> <p>2) Approve amendment to Policy 4101A1, adding the MSS/CBC position and salary range to the Board-approved position and/salary schedule.</p> <p>3) Approve a budget amendment of \$3,000 for the remainder of 2016 (April through December) to be funded from undesignated Operating Fund balance.</p>
<p>Reclassify the Accounts Payables Specialist position to Management Service Supervisor/Deputy Board Clerk (MSS/DBC) position</p>	<p>1) Approve amendments to Policy 1030, Organizational Structure and Chart, deleting the Accounts Payable Specialist and adding the MSS/DBC position</p> <p>2) Approve amendment to Policy</p>



Item	Recommended Action
	<p>4101A1, adding the MSS/DBC position and salary range to the Board-approved position/salary schedule</p> <p>3) Approve a budget amendment of \$1,500 for the remainder of 2016 (April through December) to be funded from undesignated Operating Fund balance</p>

In addition to the recommended actions above, approve other amendments to the “Organizational Structure and Chart Policy 1030 including adding or retitling the career path positions as follows:

Administration and Water Demand Management:

- Add: Finance Manager
- Accountant
- Water Efficiency Technician
- Information Technology Specialist

Operations and Water Supply Department:

- Retitle: Water Quality Supervisor to Water Resources Supervisor / Chief Operator
- Add: Water Resources Specialist
- Retitle: Water Quality Technician to Water resources Technician

Project Management and Engineering Department:

- Add: Engineering Manager / District Engineer
- Principal Civil Engineer
- Senior Civil Engineer
- Engineer-in-Training
- Supervising Construction Inspector
- Construction Inspector
- Senior Engineering/GIS Specialist
- Engineering/GIS Specialist
- Engineering Aide
- Retitle: Engineering Technician to Engineering/GIS Technician

Filling of any added or retitled the positions is dependent upon the needed skills and training necessary for the District to efficiently carry out its mission. Employment of any person or persons in any of the positions will be further dependent on the Board of Directors appropriation of funds through the District’s budget process or by other Board-approved means. All positions need not necessarily be filled.

**ACTION:** Based upon the findings and solutions noted above the following actions were taken; Director Sheehan moved and Director Riehle seconded the motion to: Approve

budget amendments listed and accompanying policy updates concerning the proposed items above. The motion was carried 3-0 with all Directors voting yes.

Call for Special Meeting (A)

Call for a Special Meeting of the Board of Directors at 6:30 p.m. during the week of March 28<sup>th</sup> or the week of April 4<sup>th</sup> for the purpose of reviewing and considering approval of various human resources items.

ACTION: Directory Riehle moved and Director Sheehan seconded the motion to: Approve calling for a Special Meeting at 6:30 p.m. on Monday March 28, 2016 for the purpose of reviewing and considering approval of Various Human Resources Items.

FUTURE CHWD BOARD OF DIRECTORS MEETING DATES

Dates and locations of upcoming Regular Meetings of the Board of Directors were noted for the calendar.

ADJOURNMENT

There being no other business to come before the Board, the meeting was adjourned at 9:14 p.m.

APPROVED:

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ROBERT A. CHURCHILL  
Secretary  
Citrus Heights Water District

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ALLEN B. DAINS, President  
Board of Directors  
Citrus Heights Water District