AMADOR WATER AGENCY

SPECIAL MEETING
OF THE
BOARD OF DIRECTORS OF THE
AMADOR WATER AGENCY
HAS BEEN CALLED BY THE PRESIDENT FOR
February 12, 2018
1:00 p.m.
12800 Ridge Rd
Sutter Creek CA 95685

Public Notice: Members of the public will have the opportunity to directly address the Agency Board of Directors concerning any item listed on this Special Meeting Notice before or during consideration of that item.

There is a three-minute time limit per person.

AGENCY ADHOC ORGANIZATIONAL STUDY WORKSHOP

1. CALL TO ORDER

2. AGENCY GENERAL
   A. Review of Adhoc Organizational Study
      1. Discussion and possible direction to the Adhoc Committee regarding the report

3. ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, then please contact Cris Thompson at (209) 223-3018 or (209) 257-5281 (fax). Requests must be made as early as possible, and at least two-full business days before the start of the meeting.
AWA AD HOC ORGANIZATIONAL STUDY COMMITTEE REPORT

Directors Farrington and Molinelli

February 7, 2018

EXECUTIVE SUMMARY

The Committee recommends the following organizational changes, subject to the Agency’s Meet and Confer requirements,

1) Create a new Administrative Manager/Executive Secretary/Clerk of the Board position using the attached job description (Exhibit A); review and adjust the salary commensurate with like positions in similar water agencies;

2) Abolish the Assistant General Manager/Clerk of the Board Position;

3) Create and fill a new Customer Service Rep. (CSR) II by spring;

4) Increase the Finance Manager (FM) salary by approximately 25% to be commensurate with the Agency’s salary survey;

5) Reassign the Customer Service Staff from the Human Resource Coordinator/Office Manager (HR/OM) to the FM starting July 1; revise the FM Job Description; review and adjust the salary commensurate with like positions in similar water agencies;

6) Reclassify the current HR/Office Manager to HR Manager/Safety Coordinator, eliminating the Office Manager duties after moving Customer Service under the FM; review and adjust the salary commensurate with like positions in similar water agencies;

7) Reclassify the Administrative II in the CS Dept. to a CSR I with pay protection;

8) Refill the GIS/CAD Technician in FY 2018-19.

INTRODUCTION

President Thomas appointed Directors Farrington and Molinelli to an Ad Hoc Organizational Study Committee in September 2017 to “look at the whole AWA organization for improvements in efficiencies and effectiveness.” The Committee developed a plan for the Organizational Study with the General Manager (GM). The work was divided into 3 phases: fact-finding, analysis, and recommendations. The Committee held 8 meetings with the GM. It also interviewed the Management Team (AGM, FM, HR/OM, and Operations Manager -- OM) once in a group and twice individually, once without the GM and once with the GM. The Committee interviewed the HR/OM, FM and GM twice as a group to evaluate the feasibility of moving the
Customer Service Department to the FM from the HR/OM. The Committee met twice with the AGM and GM, and once with the Administration II with the Employee Association Representative and HR/OM.

Following a notice sent to all employees on October 26, 2017 (attached as Exhibit B/1-5; B-6 identified in December), the Committee held two group meetings with non-management employees. The notice described the issues the Committee planned to address, a preliminary range of possible management organizational designs, and an invitation to comment.

The Committee recommendations are based on the information collected and analyzed during the study. Information collected includes notes from interviews and meetings, organization charts for 2001, 2002 and each year from 2009 to the present, and job descriptions for the Management Team (GM, AGM, OM, FM, HR/OM, and Engineering Manager -- EM). Other job descriptions collected for reference were the 2000 Financial Services Manager, the 2002 CS Supervisor, the 2006 HR Coordinator, and CSR’s I -- III.

Interviews with each Manager, except the EM, included 5 basic questions: (1) Accuracy of job description; needed additions or deletions, (2) Lead versus support roles, (3) Oversight needed by the AGM, (4) FTE’s (Full-Time Equivalents) required to perform the duties in the job description, and (5) Preference for organizational alternatives in the October 26 notice or any new proposals.

HISTORICAL PERSPECTIVE

AWA went through a very difficult financial period from 2009 to 2016. The loss of revenue from home foreclosures and developer fees became so severe between 2009 and 2011 that the Agency eliminated 25 positions in 2011, from 66 to 41, the staff was reorganized, and employees made painful wage concessions. Four of the eliminated positions were Managers: Financial Services Manager, Construction Superintendent, Engineering Manager and IT Manager. In addition, the Human Resource Coordinator position was modified to combine HR duties with those of both the Customer Services Supervisor and Office Manager, essentially folding multiple positions into one. In the period 2014 to 2016, the drought and State mandated reduction in water sales by 24% caused another downfall in revenue with associated problems.

In 2012, the Agency discovered that restricted and unrestricted funds had been improperly combined each year for the prior 7 years. As a result, the Agency’s annual government code 66013 reports were not accurate. The agency was sued by a local group over the issue before staff made appropriate corrections.

Correcting the accounting of funds required a large amount of financial research of 10 years of records. During the same period, the Agency experienced a shortage of financial expertise in the staff. In 2010, the long-time Controller retired, and the Financial Services Manager position was abolished as a cost cutting measure.
Controller was hired in 2012 and left within 2 years. A Finance Manager position was filled in 2014, and it was vacated after about 7 months. The current Finance Manager has been in place about 2 years, from 2016.

During this difficult period of transition, the Executive Secretary/Clerk of the Board helped with the heavy financial workload, including research for the financial lawsuit, 66013 annual reports, budget preparation, support to the consulting firm MRG’s financial study of the agency, conversion and integration of new a financial software program replacing the old financial program in use for the prior 35 years, extensive California Public Records Act requests, coordination of annual audits, refinancing some $20 million in bonds for lower interest rates, and preparation of reimbursement requests for $13 million in expenses from the GSL construction grant and loan.

In May of 2014, three years after downsizing middle management, the Board of Directors realized that the GM was overloaded and appeared to be close to burnout. An Ad Hoc Committee was appointed that discussed the need for additional oversight of several departments with the GM and Board. As a result, an Assistant General Manager (AGM) job description was proposed and approved. It was combined with the existing position of Executive Secretary/Clerk of the Board. The AGM was able to assist the GM in many ways through the difficult period after downsizing, including through the transitions between 3 financial leaders to 2017 and in teaming with the new Operations Manager and GM to oversee and supervise the Engineering Department prior to filling the Engineering Manager position.

FINDINGS

As of January 2018, the Engineering Manager position is filled, and the Management Team is functioning with much less supervision by the AGM. An Accountant was recently hired in the Finance department to replace a retired Accounting Clerk, and he is being trained. A CSR II employee was promoted internally to Lead CSR III, and in this new position is working to assume the responsibilities of the former Customer Service Supervisor position that was eliminated in 2010. The new EM has taken over supervision of the engineering department which reduces the load primarily on the Operations Manager as well as the AGM and GM.

The Operations Manager (OM) is performing at a high level. He has been spread overly thin over the past years and has spent many extra hours on the job. However, the addition of the Engineering Manager has relieved the OM of having to oversee the engineering staff. This allows the OM to focus on management of the water and wastewater operations that is needed to provide safe, reliable water services. The need for the Assistant General Manager to provide supervision to the finance, customer service, operations, and engineering departments which existed from 2014 – 2017 has diminished and can be taken over by the GM.

The Employee Association recommended five alternative reorganization charts (Exhibit C/1-5). In summary, of the alternatives recommended for consideration:
5 of 5 – eliminate AGM
5 of 5 – create a CS Supervisor over CRS III, II, & I (4 positions in CS Dept.)
5 of 5 – move Purchasing to OM
4 of 5 – move Admin II out of CS
4 of 5 – change HR/OM to HR
4 of 5 – move CS under EM
2 of 5 – create Adm III Board Clerk
1 of 5 – create an Adm I /Board Clerk
1 of 5 – change HR/OM to HR/Board Clerk
1 of 5 – create an Adm II Board Clerk

Assistant General Manager – The AGM job description contains key duties that are redundant with other Agency managers. These duties have become no longer necessary with the filling of the previously vacant manager positions. However, the AGM continues to lead many important administrative management tasks. Examples of duplicated duties with other manager’s job descriptions are:

1) AGM: “Direct, oversee and participate, with division and/or department managers’ cooperation, in the preparation and administration of the Agency’s budget; direct the forecast of additional funds needed for staffing, equipment materials and supplies; monitor and approve expenditures.”

Finance Mgr: “Prepare and administrate the Agency’s annual budget; assist the General Manager in reviewing departmental budget requests; Plan, develop, implement and administer the cash management, debt management and investment programs.”

2) AGM: “Direct the preparation of plans and specifications for work which the Board orders.”

Engineering Mgr: “Manages and directs the implementation of projects, programs and responsibilities as assigned, including engineering design documents, negotiation and implementation of agreements and contracts, coordination of grant funding projects.”

3) AGM: “Direct the planning and execution of a comprehensive and integrated program of activities relating to the production, storage, treatment, transmission and distribution of the Agency’s water supply.”

Operations Mgr: “The incumbent has broad management authority for the day-to-day operations of the Water Agency, as well as functional authority/responsibility for overseeing numerous activities related to the operation, construction, and maintenance of the Agency’s water, wastewater, distribution, transmission and related facilities.”
In addition, the duty below is listed in the AGM job description but can and should be carried out by the GM now that manager positions have been filled and the GM has more time available:

AGM: “Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for efficient and professional operation of the Agency.”

The Committee’s research revealed the AGM does not currently directly evaluate performance or discipline any employees even though the approved Agency organization chart for 2017-2018 shows that the position supervises the Finance, Operations and HR/Office Managers. The apparent stove-pipe line of authority beneath the GM has contributed to misunderstandings among the department managers and employees on the roles, responsibilities, and authorities of the AGM and GM.

AGENCY ORGANIZATIONAL EFFICIENCY & EFFECTIVENESS

For the Agency organization to work efficiently and effectively, each position needs to have clear duties, responsibilities and authorities that do not duplicate other jobs. Once these distinct duties and responsibilities are clarified for both managers and employees, this clarity should result in better leadership from the GM and Management Team, improved morale, trust, and respect for management among employees. The GM needs to maintain closer contact with each of the managers and needs to be more visible to the employees below this level. This should enhance efficiency of, and respect for, the GM position by all employees.

AGENCY ORGANIZATIONAL NEEDS & RECOMMENDATIONS

In light of the above, the Committee recommends the following:

Create an Administrative Manager for Grant Acquisition & Administration – Acquiring grants to restore the Agency’s aging water and wastewater systems without adversely impacting customers is an important need. Currently, the responsibility for applying and administering grants is in the Finance Manager’s job description; however, the FM has insufficient time for this important work considering all the other FM responsibilities. Therefore, the Agency needs a dedicated person to seek grant opportunities, coordinate with the EM, FM, OM, & GM on what to apply for, prepare the typically massive application packages, and administer grants through completion, including reports and any audits.

As such, the Committee recommends creating a non-supervisory Administrative Manager to be responsible for grants as well as the water conservation program, to administer service contracts and agreements, and to lead policy development and a variety of administrative programs. The Administrative Manager should be combined
with an Executive Secretary/Clerk of the Board using the attached job description. Salary should be commensurate with like positions in similar water agencies. While the Committee does not envision supervisory duties for the Administrative Manager currently, there may be supervisory duties in the future if administrative staff is approved.

Eliminate the AGM Position – In light of the redundancy of the AGM position with other manager positions, the Committee recommends abolishing the AGM/Clerk of the Board.

Enhanced Role for Human Resources/Safety Coordinator – The Committee recommends that the HR and Safety roles get more emphasis. The HR and Safety duties in the current HR/Office Manager job description are only minimally accomplished. Only 20% of an FTE is available for these 2 programs. To increase the emphasis, the Committee recommends the HR Manager/Safety Coordinator be made a stand-alone position. It should not supervise employees to be a more independent counselor for all employees. The Committee recommends that the staff supervised by the HR/Office Manager position be moved to the Finance Manager starting July 1 to increase the emphasis in HR and Safety programs.

Increase Finance Manager Salary – The salary of the FM is lower than this job in similar water agencies based on the Agency’s salary survey. The Committee recommends that it be increased commensurate with this survey, and it should be reviewed again for an increase after the FM takes over supervision of the CS staff on July 1.

Reclassify Administrative Assistant II – This position is in the Customer Service Staff where it is needed. Prior to 2011 it was in engineering as an assistant to the Engineering Manager. It is not needed there or elsewhere in the organization at this time. Thus, the Committee recommends that it be reclassified to a Customer Service Rep. level I with pay protection.

Add Customer Service Rep. II – The Committee recommends adding a second CSR level II to the Customer Service Department because of the increased workload created by eliminating the Office Manager (OM) duties from the HR/Office Manager. Without adding a CSR II, the CSR III will not be able to fully perform the level III duties, and there could be greater CS impact on the Finance Manager duties. Currently the average split in FTE’s between HR & OM duties is 20/80. Moving CS to the FM would shift 10% of OM’s CS duties to the Finance Manager and 70% to the CSR III. The additional CSR II would take the 70% from CSR III, 5% of phone coverage that is being provided by the account clerk and allow the additional 25% for overdue Project and Task list items that are not currently being completed. Adding this position would staff the CS Department the same as it was in 2009. It would be consistent with the AWA Employee Association’s recommendation of four CSRs, and it would better achieve the Agency’s Mission Statement to provide “excellent customer service.”
OTHER RECOMMENDATIONS

1) In meetings with Managers and the GM, the Committee noted the need for some additions and corrections to Management Team job descriptions. The Committee's notes on this will be provided to the Personnel Committee and HR.

2) Some Managers and first line supervisors have not had supervisory training other than on-the-job at the Agency. Accordingly, Supervision and Leadership training is needed for these positions. In addition, coordination of training opportunities is needed in the rest of the organization. The Committee recommends the HR Manager be responsible for coordinating management, supervisory and certification/license training opportunities for all employees.

3) The GM should "check-in" more frequently with members of the Management Team and employees to reinforce their responsibilities and be "more visible" to improve morale. As such, the Committee recommends the GM manage by walking around and visiting different work sites at least monthly. This should be a factor in the GM's performance evaluation.

4) The Agency water and wastewater maps are incomplete and out of date. As a result, the Committee recommends the Agency fill the former GIS/CAD Technician in FY 18/19. This position is needed to complete and update the mapping of pipelines, valves and fire hydrants. The financial plan calls for filling the position in FY 19/20, but this Committee recommends filling it sooner.

5) The Committee recommends keeping the Purchasing Agent under the FM for financial accountability reasons.

RECOMMENDATIONS FOR FUTURE FOLLOW-UP THAT ARE OUTSIDE THE COMMITTEE'S SCOPE

1) The Agency Time Card process needs to be streamlined.

2) Encourage and engage employees to find and report cost savings and improvements in efficiency. Use employee committees periodically to address opportunities and issues.

3) The Staff needs to create a plan to fully implement the Strategic Plan direction on infrastructure "Preventive/Predictive/Corrective Maintenance.

4) The employees in the Customer Service Department are the Agency's "face" to many of its customers. Managers should encourage and appreciate these employees for being customer friendly and helpful.
AMADOR WATER AGENCY

Job Title: ADMINISTRATIVE MANAGER/EXECUTIVE SECRETARY/CLERK OF THE BOARD

Department: Management
Approval By: Board of Directors
Approved Date: DRAFT 2/5/2018
FLSA Status: Exempt

SUMMARY
Under general direction of the General Manager, performs duties of the Administrative Manager; manages the grant and conservation programs in coordination with other departments; develops and oversees Service Contracts; manages development, interpretation, and administration of administrative policies; acts as the Agency’s point of contact for the public, including functioning as the Custodian of Records. It is expected that the incumbent will spend his/her time primarily in the exercise of independent judgment and discretion in fulfilling the Administrative Management responsibilities. In addition to those duties, the incumbent also acts as Executive Secretary to the GM and as Clerk of the Board.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. Reasonable accommodations will be made as appropriate to enable individuals with disabilities to perform the essential functions. Other duties may be assigned.

ADMINISTRATIVE MANAGER:

Leads the planning, acquisition and administration of grants and loans in coordination with Operations, Engineering, and Financial departments. Attends Funding Fairs and coordinates information with Engineering, Operations, Finance, General Manager, and the Board of Directors on project identification, prioritization, and grant application. Prepares grant/loan applications and supporting information. Prepares budgets for grant-related activities. Serves as a contact with funding agencies. Coordinates, tracks, and submits project reimbursement requests. Complies with grant/loan requirements and completes required pre- and post-construction reports. Maintains the Agency’s grant/loan accounting system. Reports on the status of grants and loans.

Coordinates and directs the work of consultants and contractors for assigned areas of support in coordination with other Agency Managers, including but not limited to, outside service agreements, fleet vehicles, building cleaning and maintenance, information technology for office software and equipment, website design and maintenance, support to public relations activities, office supplies and equipment,
document management and retention, Agency facilities security, surplus equipment, bottled water program for raw water customers audits, financial studies, labor compliance services, and other contracts as assigned.

Manages the Water Conservation program in coordination with Financial, Customer Service, Operations, and Engineering Departments. Acts as the Agency’s conservation coordinator, including overseeing the meter changeout program.

Responsible for administrative policies and procedures in coordination with other department managers, and coordinates implementation of adopted policies, including, but not limited to, the Administrative Policy Manual (excluding employment policies), Water and Waste Water Codes, and Policy Principles. Uses independent judgment to develop, review, propose, and revise administrative policies, including developing proposals for alternative ways of performing Agency business.

Works as a peer team member with other department heads. Monitors and reports on critical Agency deadlines, implementation of administrative policies, enforcement, and government codes to the Agency Management Team and General Manager.

Administers the Records Retention policy and program. Administers legal filings including for easements, agreements, CEQA and other legal documents. Acts as the Custodian of Records for the Agency. Coordinates revisions of Water and Wastewater Codes, miscellaneous fees, and other policy updates. Ensures compliance with local, state and federal regulations for assigned responsibilities.

In coordination with the General Manager, acts as the Agency’s Public Information Officer. Manages the Agency public relations activities, including coordination with other departments on responding to public information requests, website design and operation, social media, public outreach, notices, emergencies, ground breaking and ribbon cutting events, newsletters, parade and fair exhibits, and press releases.

Researches, prepares and presents staff reports and correspondence.

Prepares the Agency administrative services budget in cooperation with department managers. Monitors and periodically reports on administrative budget and expenditures.

Participates in the agency strategic planning, long-term planning of capital improvements, financial planning, and the administration of the Agency’s Capital Improvement Plan.

Reviews contracts and other legal and financial documents.

Attends Board Committee meetings on Administrative issues. Explains Administrative policies, procedures and programs except for Human
Resources (HR) programs.

Researches, prepares and presents staff work, including administrative reports and studies to the General Manager, Board of Directors, and Committees; prepares written correspondence.

Coordinates administrative support with outside agencies as needed.

Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service. Performs other administrative duties as assigned.

**EXECUTIVE SECRETARY**

Performs a variety of responsible secretarial duties for the General Manager. Schedules appointments for GM, drafts correspondence, maintains confidential Agency files, exercises mature judgement in matters of a confidential nature; develops and maintains effective working relationships with the GM, other employees, and consultants.

**CLERK OF THE BOARD:**

Performs a variety of responsible secretarial duties for the Board of Directors, including drafting correspondence and maintaining confidential files for the Board. Schedules appointment, coordinates changes in Board positions and assignments. Prepares and coordinates agenda packages for Board of Directors' Regular, Special and Committee meetings. Records action minutes for Board approval and maintains permanent records of the official activities of the Agency. Publishes agendas, public and legal notices and files required documentation. Confirms committee review of Accounts Payables for Board packet. Coordinates scheduling of Board Committee meetings. Reviews Director monthly meeting compensation claims. Provides administrative policy information and manuals to Board Members. Coordinates and files required Fair Political Practices Commission and other legal forms. Monitors and coordinates required Board of Director training with the Human Resources Manager. Acts as the Agency's Notary Public. Executors various routine details of the Board of Director transactions. Maintains confidential files as needed. Maintains effective working relationships with the Board of Directors, Agency Staff and public. Coordinates with legal counsel on assignments as needed. Performs other duties as necessary with staff. Informs the public of the procedures and legal requirements for presentation to the Board; exercises mature judgment in confidential matters.

**QUALIFICATIONS** The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the functions of this job:

Knowledge of principles, practices and techniques of public administration; principles and practices of organization, administration and personnel management, pertinent
Federal, State and Local laws, rules and regulations; basic principles of California water law; principles and practice of budget preparation and administration; effective community relations practices; modern office procedures, methods and computer equipment; and principles and practices of safety management.

EDUCATION and/or EXPERIENCE
Any combination of education, experience and training that has led to the acquisition of the knowledge, skills and abilities indicated above may be qualifying. A typical way to obtain the required knowledge and abilities would be:

Education: High school graduate and an equivalent to a bachelor's degree from an accredited college or university with major course work in public or business administration, or a closely related field.

Experience: Seven years of progressively responsible experience in a municipal or special district organization involving the responsibility for planning, organizing, implementing and supervising varied work programs; including three years of administrative and management responsibility.

CERTIFICATES, LICENSES, REGISTRATIONS
Active California Notary license

OTHER SKILLS AND ABILITIES
Prepares accurate financial reports; reviews and checks staff work as appropriate; analyzes budgets, contracts and technical reports; requires knowledge of accounting principles; interprets and evaluates staff reports and related documents; knows and interprets Agency-related laws, regulations, codes and procedures; assists with solving department related issues; and explains and interprets administrative policy and procedures. Administers Administrative budget; gains cooperation through discussion and persuasion; analyzes problems, identifies alternative solutions, consequences or proposed actions and implements recommendations in support of goals; interprets and applies Agency, County, State and Federal administrative policies, procedures, rules and regulations; exercises leadership, authority and management tactfully and effectively; is a strong team-orientated leader; works effectively under time deadlines and within limited financial and staffing resources; analyzes, interprets, summarizes and presents administrative information and data in an effective manner and makes sound policy and procedural recommendations; proficiently uses computers including the use of email, word processing, and spreadsheet software; complies with safety policies and practices; communicates clearly and concisely orally and in writing; establishes and maintains effective working relationships with those contacted in the course of work. Supervises any part-time support personnel in the Grants and Conservation programs.

PHYSICAL DEMANDS
The physical demands described here are representative of those needed to successfully perform the essential functions of this job. Reasonable accommodations
will be made, as appropriate, to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit. The employee frequently is required to use hands to finger, handle, or feel objects, tools, or controls, and to talk or hear. Specific vision abilities required by this job include close vision and the ability to adjust focus.

**WORK ENVIRONMENT**
Requires working at a desk and in meetings for long periods of time; may intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard and mouse to communicate through written means. Travels periodically on Agency business. The noise level in the work environment is usually low to moderate. The ability to visit field infrastructure sites and other utility agency offices is desirable.

This job specification should not be construed to imply that these requirements are the exclusive standards of the position. Incumbents will follow any other reasonable instructions, and perform any other related duties, as may be required.
Gene Mancebo  Oct 27, 2017 at 6:08 AM
To All:
I apologize, I just noticed there was an error in the last sentence which should have read "The Agency management team has already met with the committee and will not be participating in this meeting.
Sincerely,
Gene

From: Gene Mancebo
Sent: Thursday, October 26, 2017 5:36 PM
Subject: Organization Structure Ad Hoc

To All Employees:
The Board assigned a special Board Committee (Ad Hoc) which includes Directors Farrington and Molinelli to review the Agency's organizational structure with the intent of improving efficiency and effectiveness. Their work follows and continues concepts such as the Board's decision to fill the Engineering Manager position instead of the recently vacated Engineering Supervisor position, the creation of the Accountant position, and the creation of the Customer Service Representative III position as examples. The committee is also investigating potential salary inequities and job responsibilities. The committee is dedicated to hearing from all employees prior to making a recommendation to the full Board, the committee is currently performing its' fact-finding activities. Attached is a list of possible issues and some possible organizational structures. These are only concepts and the committee is open to expanding options to consider and would like to hear from you. The organizational structures are simplified and remain unchanged for positions not shown; however, the committee would like to discuss other changes anywhere in the structure to improve efficiency and effectiveness. The committee will be available following the All Employee meeting November 1. If you are unavailable or wish you speak to the committee individually, please feel free to contact either Board member directly. The Agency management team has already met with the committee and will be participating in this meeting.

Director Farrington: 925-216-9491
Direct Molinelli: 209-969-5431

Sincerely
Gene

Gene Mancebo
General Manager
Amador Water Agency
(209) 257-524
Re-Organization Ad-Hoc Committee

Identified Issues to Address

1. Operation Manager supervises a substantially greater number of employees as compared to other managers.

2. HR/Office Manager has limited time for HR and certain areas do not seem to be receiving adequate time. Examples:
   a. Safety training including safety manual
   b. Orientation for new employees
   c. Availability for employee/manager walk-ins needing HR advice

3. General Manager is not spending adequate or quality time addressing certain priorities of the Board. Some items could be delegated and others require more time from General Manager. Examples
   a. Strategic Planning
   b. Master Planning
   c. Legislation
   d. Watershed-ERC/UMRWA
   e. Grant acquisition and administration
   f. ACWA, Mountain Counties participation and involvement in forthcoming issues including conservation, Bay Delta, WaterFix, etc
   g. Outreach Committees

4. Responsibilities which are not specifically assigned to any one person/job description:
   a. Grant Administration
   b. Security
   c. IT Contract Management
   d. Document Management/Laser Fiche/File archive
   e. Outside Service Contracts
   f. Building Management/Contract Administration
   g. Public Information Officer duties
   h. Website Management
   i. Photocopy Contract Management
   j. General Contract Management (Including Fleet Lease)
   k. Conservation Administration
   l. Public Outreach (including Agency Facebook, email blasts, flyers, fair, parades, newsletters, general ongoing info to public)
   m. Updating Agency manuals, policies, water/wastewater codes
5. Evaluate Organizational Structure to look for efficiency improvements including "Stove Pipe" structures which may foster duplication and unclear roles and responsibilities.

6. Evaluate Organizational Structure and job titles to build upon changes in progress to further enhance and define associated roles and responsibilities. Also review salaries for any ranges substantially low or high.

7. Agency Maps are not being kept current with the ongoing vacancy of the GIS/Cad position
EXHIBIT B-6
ADDITIONAL ALTERNATIVES
IDENTIFIED IN DEC. 2017

GM

HR

FIN MGR

ADMIN MGR
+ (COP B)

OPS MGR

ENGR MGR

Customer Service

FIN/Acct g

GM

HR Clerk/Bd.

ADM MGR

FIN MGR

OPS MGR

ENGR MGR

Customer Service

FIN Acct g