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November 22, 2021

Board of Directors
Triunfo Water & Sanitation District
Ventura County, California

APPROVAL OF THE DISTRICT'S CLASSIFICATION AND COMPENSATION STUDY FOR ADDITIONAL NEW POSITIONS

Summary

At the April 26, 2021 Triunfo Water & Sanitation District's (District) Board Meeting, as the second step of the District's plan to sever its contractual relationship with Ventura Regional Sanitation District (VRSD), the Board requested that staff move forward with transitioning the water/wastewater field services from VRSD to a hybrid structure which includes District in-house staffing of certain key positions and supplementing with outside contracts. To facilitate the new staff positions, and complete the transition process by June 30, 2022, the Koff and Associates job classifications and compensation study (C&C) was expanded to address several additional positions. Staff identified five (5) job classifications, totaling seven (7) personnel, that would be required to operate under the hybrid operational structure and those include; Operations Manager, Water/Wastewater Supervisor, Water/Wastewater Worker (3), Environmental Resource Analyst, and an Accounting Assistant.

At the June 28, 2021, Board Meeting, your Board approved a contract with Koff to conduct a C&C study for the 5 new job classifications. Koff was able to utilize data from the same twelve agencies previously used from the 2020 study and matched each of the 5 proposed District positions with similar positions for those agencies. This draft report was presented to the District's Personnel and Finance Committee on November 10, 2021, and there were no requested changes prior to presenting to the entire Board.

Koff has completed the job classification and compensation study and is here tonight to present their findings and recommendations. Georg Krammer, CEO of Koff & Associates (Gallagher Benefit Services, Inc.), will make the subject presentation and respond to any questions. Staff recommends your Board review and approve the findings and recommendations presented in the Report and direct staff to move forward with implementation.

Please contact me at 805-658-4621 or email marknorris@trunfowsd.com if you have any questions or need additional information.

Fiscal Impact

The estimated Salaries & Benefits (S&B) cost for the additional seven (7) positions is \$965,300 and will be included in the Fiscal Year 2022-2023 Budget.

Recommendation

It is recommended that the Board:

- A. Review, discuss, and approve the findings and recommendations in the Triunfo WSD Compensation Study Draft Report and Job Classifications, dated November 8, 2021, from Koff & Associates, Inc.; and
- B. Direct staff to proceed with developing an implementation schedule and begin a recruitment process; or
- C. Provide staff with direction.

REVIEWED AND APPROVED:



Mark Norris - General Manager

Attachments: Triunfo WSD Compensation Study Draft Report, November 8, 2021



Koff & Associates
A Gallagher Company

November 8, 2021

Classification and Compensation Study Draft Report

Triunfo Water & Sanitation District

KOFF & ASSOCIATES, A GALLAGHER COMPANY

GEORG S. KRAMMER

Managing Director

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

November 8, 2021

Mr. Mark Norris
General Manager
Triunfo Water & Sanitation District
1001 Partridge Drive, Suite 150
Ventura, CA 93003

Dear Mr. Norris:

Koff & Associates is pleased to present the Classification and Compensation Study Report to the Triunfo Water & Sanitation District. This report documents the new classifications created for the study, and the market compensation survey methodology, findings, and recommendations for implementation.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with Triunfo Water & Sanitation District and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Georg S. Krammer
Managing Director



TABLE OF CONTENTS

EXECUTIVE SUMMARY 1

 Background..... 1

 Summary of Findings..... 1

STUDY PROCESS 1

 New Classifications/Study Benchmarks..... 1

 Comparator Agencies 2

 Data Collection 3

 Matching Methodology..... 3

 Data Spreadsheets..... 4

MARKET COMPENSATION FINDINGS 5

RECOMMENDATIONS 5

 Pay Philosophy 5

 Proposed Salary Structure..... 5

 Benchmarking/Internal Alignment Process..... 6

USING THE MARKET DATA AS A TOOL 6

LIST OF TABLES

Table 1. Benchmark Classifications	2
Table 2. Comparator Agencies.....	2
Table 3. Market Compensation Results Summary	5

APPENDICES

Appendix I: New Classification Descriptions	
Appendix II: Results Summary	
Appendix III: Market Compensation Findings	
Appendix IV: Proposed Salary Range Schedule	
Appendix V: Salary Range Placement Recommendations	



EXECUTIVE SUMMARY

Background

In September 2021, Triunfo Water & Sanitation District (“District”) retained Koff & Associates (“K&A”) to conduct a review of documentation to be used in the development of five classification descriptions for new District positions, and to conduct a base salary study for the purpose of setting salaries for these classifications.

This classification and compensation review process was precipitated by:

- The need to establish five new classifications and to formally document them in classification descriptions;
- The concern of the Board of Directors and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the District to recruit and retain high-quality staff;
- The desire to have a compensation plan that can meet the needs of the District; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across the District.

The goal of the classification study was to ensure that these new positions were properly documented in classification descriptions as the District moved forward with recruiting positions for this work. The goals of the compensation study were to assist the District in developing a competitive pay plan, which is based upon market data, and to ensure that the plan is fiscally responsible and meets the needs of the District with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, classification description development process, analytical tools, and the base salary survey findings; consistent with practices established in the District’s 2020 study, all data has been analyzed relative to the median of the market.

STUDY PROCESS

New Classifications/Study Benchmarks

The study was initiated in a meeting with the District’s management team to establish the five new classifications. To facilitate the process the District provided K&A with job descriptions which were similar to the new jobs they were establishing, and operational feedback on the scope of responsibility for each position; K&A asked more detailed questions on the scope, span of control, duties and responsibilities, and minimum qualifications for these new positions, and the classification plan comprises the following new classifications:

- Accounting Assistant
- Environmental Resources Analyst
- Operations Manager
- Water/Wastewater Operations Supervisor
- Water/Wastewater Worker

Utilizing information and feedback from that meeting, K&A developed draft classification descriptions which were reviewed and approved by the District’s management team. All new classification descriptions are presented in Appendix I.

The compensation study included 4 classifications, as listed in Table 1 below; of note is the fact that the Water/Wastewater Operations Supervisor was not surveyed as a benchmark. It is our experience that supervisory classifications are often impacted by organizational differences and that salary levels for these classifications are more properly addressed through the internal alignment process. More information on this matter is presented in the “Benchmarking/Internal Alignment Process” section on page 6 of this report.

Table 1. Benchmark Classifications

Classification Title
1. Accounting Assistant
2. Environmental Resources Analyst
3. Operations Manager
4. Water/Wastewater Worker (three different service areas [distribution, electrical-mechanical and meter reading] were surveyed to determine any market differences in these functional areas)

Comparator Agencies

The District’s current established comparator agencies were surveyed for these classes; these agencies are presented in Table 2.

Table 2. Comparator Agencies

Agency
1. Camrosa Water District
2. Casitas Municipal Water District
3. City of Agoura Hills
4. City of Thousand Oaks
5. City of Westlake Village



Agency
6. El Toro Water District
7. Goleta Sanitary District
8. Goleta Water District
9. Las Virgenes Municipal Water District
10. Rowland Water District
11. Ventura Regional Sanitation District
12. Yorba Linda Water District

Data Collection

Data was collected during the month of September 2021 through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on the District’s newly developed classification descriptions as the foundation for comparison. These newly developed classification descriptions can be found in Appendix I.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at the District. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A’s methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;

- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification's "likeness" be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses "hybrids" which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at the District is performed by two or more classifications at a comparator agency. A "hybrid" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one class that is "smaller," where the District's class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there is one information page:

- Top Monthly Base Salary

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary spreadsheet. The percentage above or below that the District is compared to the average and median is also reported.

The mean is the sum of the comparator agencies' salaries divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all the benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.



MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary compensation findings. For each benchmark classification, the number of matches (agencies with a comparable position) and top monthly salary market median is listed.

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly Median Salary
Accounting Assistant	7	\$5,625
Environmental Resources Analyst	5	\$8,157
Operations Manager	6	\$13,713
Water/Wastewater Worker – Distribution Service Area	9	\$7,062
Water/Wastewater Worker – Electrical/Mechanical Maintenance Service Area	6	\$7,716
Water/Wastewater Worker – Meter Maintenance/Reader Service Area	9	\$6,209

RECOMMENDATIONS

Pay Philosophy

The District has many options regarding what type of compensation plan it wants to implement. This decision will be based on what the District’s pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly qualified workforce. For this study, K&A analyzed and reported all data relative to the median of the market.

Proposed Salary Structure

Currently, the District has a salary structure with an open range schedule with a 30% range spread and Appendix IV contains the current salary range structure, with the proposed salary ranges for the newly developed classifications included.

It is important to note that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 5% differentials between ranges, four ranges should represent a 20% differential. However, because the compounding

effect of 5%, on top of 5%, on top of 5%, and so on, the differential between Range 1 and Range 5 is not exactly 20%, but it is slightly greater.

Benchmarking/Internal Alignment Process

Appendix V of this report presents the recommended salary levels for the new classifications; these are listed below the District's range placements for its current classifications, and identified as "Proposed". While salary recommendations for benchmarked classifications are typically set to the market median, we outline below some differences in that methodology for the District's review before the recommendations are finalized.

- Water/Wastewater Worker – Three different service areas were measured in the market; it is not yet clear exactly how this classification will be used, but as a matter of pay equity, the salary level for the classification has been set relative to the market median for the highest service area (electrical-mechanical). The rationale for this recommendation is that the Water/Wastewater Worker is a single classification with different assignment areas; for that reason, all positions will need to be on the same pay scale even though the market values them differently. For competitive reasons, we selected the highest pay level given the need for that specific skill set either within a single position, or for other positions assigned to that area. There are other options, but whatever option is selected, all Water/Wastewater Worker positions should be placed in the same pay range, irrespective of what functional area they are assigned to.
- Water/Wastewater Operations Supervisor – The salary recommendation for this classification is based upon internal alignment with the highest-level classification supervised, which is a 15% differential with the Water/Wastewater Worker (Electrical Mechanical Maintenance Service Area).

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for the District to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and the District's expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give the District an instrument to make future compensation decisions.



Classification and Compensation Study – Draft Report Triunfo Water & Sanitation District

It has been a pleasure working with Triunfo Water & Sanitation District on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink that reads "Georg S. Krammer".

Georg S. Krammer
Managing Director

Appendix I

New Classification Descriptions



ACCOUNTING ASSISTANT

Class Title: Accounting Assistant
Bargaining Unit: Independent/Non-Contract
Class Code: TBD
Salary: TBD
FLSA: Non-Exempt
Revised: September 2021

DEFINITION

Under general supervision, provides clerical support to the District's accounting programs; posts financial transactions to an automated accounting system; adjusts, balances, and reconciles accounts, bank statements, petty cash funds, and related transactions; generates, processes, and maintains contracts and purchasing documentation; processes and maintains vendor and contractor invoices, purchase orders, and related documents; reviews water billing and payment issues; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from assigned supervisory or management personnel. Exercises no direct supervision over staff.

CLASS CHARACTERISTICS

This journey level classification is responsible for independently performing clerical accounting duties. Positions at this level exercise judgement and initiative in their assigned tasks, receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit.

EXAMPLE OF TYPICAL JOB FUNCTIONS *(Illustrative only)*

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Performs routine clerical accounting support duties including posting, balancing, adjusting, and maintaining accounting and financial records according to established policies and procedures.
- Reviews and processes checks and payments; prepares documentation for payment; coordinates management review and approval of batches; contacts department and/or vendors to make corrections or request additional information when necessary; enters and verifies data into the financial management system to produce payment; prints checks; prepares electronic funds transfer and submits to the bank; attaches copies of checks and backup documentation to vouchers and purchase orders.

- Responds to customer inquiries and complaints; provides information regarding water consumption and billing issues; resolves customer billing issues; responds to customer requests to start new water accounts and turn water services on and off; prepares and distributes customer service orders to field staff.
- Researches and answers questions regarding the status of accounts and payments, the proper coding of transactions, and related accounting issues.
- Assists in the preparation of monthly, quarterly, and year-end financial, summary, and technical reports.
- Reviews, verifies, and processes various request for cash and payment such as petty cash and reimbursement requests; verifies proper approval, account numbers, and amounts; ensures compliance with District policy and procedure; prepares receipts.
- Maintains contracts, purchasing cards, and purchase orders in compliance with purchasing policies; follows up on contract insurance requirements and documentation; and provides support to the request for proposal process.
- Maintains and updates Internal Revenue Service W-9 information of vendors for year-end tax reporting and processing.
- Performs a variety of administrative office support duties such as sorting and distributing mail and ordering and maintaining office and other related supplies.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Terminology and practices of financial and accounting document processing and record keeping, including cash receipts and disbursements, accounts payable, and/or accounts receivable.
- District metering and billing categories.
- Cash handling techniques.
- Business arithmetic and basic financial techniques.
- District accounting transaction methods, policies and procedures.
- Methods and techniques of researching and resolving billing or accounting transaction issues.
- Record keeping and filing systems and methods.
- Business letter writing and the standard format for reports and correspondence.
- District and mandated safety rules, regulations, and protocols.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Ability to:

- Perform detailed accounting and financial office support work accurately and in a timely manner.
- Research and resolve customer issues and/or refer to higher level staff.
- Maintain accurate databases, records, and files.
- Perform arithmetic computations accurately.

Accounting Assistant

- Organize own work, set priorities, and meet critical time deadlines.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to completion of the twelfth (12th) grade and two years of clerical accounting and/or utility billing experience.

Licenses and Certifications:

- None.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

ENVIRONMENTAL CONDITIONS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

ENVIRONMENTAL RESOURCES ANALYST

Class Title: Environmental Resources Analyst

Bargaining Unit: Independent/Non-Contract

Class Code: TBD

Salary: TBD

FLSA: Non-Exempt

Revised: September 2021

DEFINITION

Under direction, performs a wide range of environmental and regulatory compliance duties including, but not limited to, wastewater pre-treatment programs, source control inspection, and implementation of regulatory compliance programs, policies, and procedures; inspects and monitors a wide variety of commercial and industrial businesses to evaluate their operations and compliance with District and regulatory requirements; conducts compliance audits; prepares regulatory reports; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from assigned supervisory or management personnel. Exercises no direct supervision over staff.

CLASS CHARACTERISTICS

This journey level professional classification provides environmental and regulatory compliance support to the District's water and wastewater operations and systems. Incumbents regularly perform tasks of work complexity which require discretion and independent judgement. Assignments are given within general guidelines and incumbents are responsible for establishing objectives, timelines, and methods to complete assignments. Work is typically reviewed upon completion for soundness, appropriateness, and conformity to policy and requirements.

EXAMPLE OF TYPICAL JOB FUNCTIONS *(Illustrative only)*

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Performs a wide range of environmental and regulatory compliance duties in the District's water and wastewater operations including but not limited to, environmental protection, pre-treatment programs, and source control inspection; works with field operations to identify environmental impacts of District operations and actions needed to avoid or mitigate those impacts.

Environmental Resources Analyst

- Implements regulatory compliance programs, policies, and procedures designed to ensure the District's compliance with all applicable federal, state, and local regulations; ensures all mitigation plans are implemented and reported to relevant agencies; prepares required notices for publication and dissemination to the public.
- Assists with the development and implementation of new or revised environmental resource programs, policies, procedures, and methods of operation; assists with recommending and implementing enhancements to ensure effective systems and services are in place.
- Compiles data and generates technical reports and Board letters; provides input into formal legal actions to obtain compliance with source control and industrial waste regulations and ordinances.
- Analyzes and evaluates proposed environmental legislation and regulation for its impact on District operations; provides recommendations and proposed actions on strategies for complying with proposed environmental legislation.
- Conducts source control inspections on commercial and industrial dischargers into the system; evaluates operations and preventive measures taken to control pollutants; collects samples and analyzes results prepared by contracted laboratory services; informs organization of results including the presence of toxic and hazardous materials and other permit violations; identifies actions needed for voluntary compliance with regulations; re-inspects facilities for compliance and identifies District options for enforcement for management and legal review; implements agreed upon actions.
- Checks plans, specifications, and documentation of new businesses for conformance with District regulations and standards and federal pretreatment requirements; communicates requirements for pretreatment and monitoring equipment to the businesses; performs onsite inspections to ensure compliance with approved plans for pretreatment systems and monitoring stations.
- Investigates and traces sources of illegal discharges entering the sewage or stormwater system; maintains accurate records and files of actions taken.
- Conducts a variety of studies; performs a broad range of professional scientific research and work; collects, computes, and analyzes data; and prepares findings and recommendations.
- Organizes, controls, and prepares or coordinates with consultants on regulatory reports required by applicable law and regulation.
- Determines appropriate sampling methods; collects representative samples of water, wastewater and stormwater from specific system locations including commercial, residential and industrial; sends samples to laboratory for testing; analyzes lab reports to determine what actions may be needed.
- Performs inspections of commercial and industrial construction projects associated with sewer connections for billing purposes; performs count of plumbing fixtures in commercial buildings to determine correct sewer connection fees.
- Serves as an ongoing liaison and represents the District with governmental agencies, industry, community groups, and organizations; attends meetings, answers questions, and provides information on assigned projects.
- Maintains current knowledge of trends and best practices in environmental issues and regulations through conferences and publications.
- Observes and complies with District and mandated safety rules, regulations, and protocols.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Applicable federal, state, and local laws, rules, regulations, and procedures relevant to assigned areas of responsibility.
- Processes and practices of wastewater treatment/pretreatment and distribution, recycled water and potable water systems.
- Industrial waste inspection and pretreatment reporting methods, techniques, and practices.
- Principles of microbiological and chemical testing.
- Sample collection techniques.
- Mitigation measures for source control non-compliance issues.
- Mathematical and statistical techniques.
- Principles and procedures of record keeping and report preparation.
- District and mandated safety rules, regulations, and protocols.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Ability to:

- Provide professional support to the District's environmental resources program through investigative and analytical work.
- Assist in developing and implementing goals, objectives, practices, policies, procedures for environmental resource programs .
- Identify problems, research, and analyze relevant information, and develop and present recommendations and justification for solutions.
- Conduct and provide recommendations on a diverse range of pretreatment and source control inspections and investigations.
- Review legislative initiatives on environmental regulations and provide analysis on the District's response to proposed legislative actions.
- Collect samples in accordance with proper protocols.
- Conduct independent research studies; analyze trends and issues and make sound recommendations and/or alternative options.
- Write source control corrective action reports to comply with Environmental Laboratory Accreditation Program (ELAP) regulations.
- Interpret, apply, explain, and ensure compliance with applicable federal, state, and local policies, procedures, laws, and regulations.
- Effectively represent the District in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.
- Establish and maintain a variety of filing, record-keeping, and tracking systems.
- Independently organize work, set priorities, meet critical deadlines, and follow-up on assignments.

- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a bachelor's degree in environmental science, chemistry, microbiology, or a related field and four years' experience of professional environmental program compliance.

Licenses and Certifications:

- Possession of a valid California Driver's License to be maintained throughout employment.
- California Water Environmental Association (CWEA) Environmental Compliance Inspector Certification is highly desired.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

When assigned to field inspection, must possess mobility to work in changing site conditions; possess the strength, stamina, and mobility to perform light physical work; to operate a motor vehicle and visit various District sites; to sit, stand, and walk on level, uneven, or slippery surfaces; to reach, twist, turn, kneel, and bend; vision to inspect site conditions and work in progress. The job involves fieldwork requiring walking in operational areas to identify problems or hazards, with exposure to hazardous materials in some site locations.

ENVIRONMENTAL CONDITIONS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees also work in the field and are exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

OPERATIONS MANAGER

Class Title: Operations Manager
Bargaining Unit: Independent/Non-Contract
Class Code: TBD
Salary: TBD
FLSA: Exempt
Revised: September 2021

DEFINITION

Under general direction, assumes management responsibility for the operations, services, and activities of staff performing environmental compliance, wastewater source control, and potable water, wastewater, and recycled water system distribution and maintenance; oversees and manages the work of contractors performing specialized services; prepares and administers the field operations budget; ensures compliance with regulatory requirements in all service areas; provides technical support in the planning, design, and construction of field operations capital improvement projects; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the General Manager. Exercises direct supervision over technical and/or administrative staff; directs the work of consultants, and contractors.

CLASS CHARACTERISTICS

This management classification is responsible for planning, organizing, and directing the operations, services, and activities of the District's water, wastewater, and recycled water system distribution and maintenance. Incumbents are responsible for performing diverse, specialized, and complex work involving significant accountability and decision-making responsibilities which include administration, evaluation, and the recommendation and implementation of policies, procedures, goals, objectives, priorities, and standards. The work involves a high-level of problem-solving requiring analysis of unique issues without precedent and/or structure, and formulating, presenting, and implementing strategies and recommendations for resolution. Employees serve as a specialist and liaison with other public agencies, private organizations, regulatory agencies, and members of the public. Performance of the work requires the use of considerable independence, initiative, and discretion within broad guidelines.

EXAMPLE OF TYPICAL JOB FUNCTIONS *(Illustrative only)*

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Assumes management responsibility for water/wastewater infrastructure operations and services including water distribution, electrical/instrumentation, paintings and coatings, mechanical, and

Operations Manager

collection systems maintenance; plans, organizes, directs and coordinates preventive, predictive and corrective maintenance programs.

- Directs and oversees regulatory compliance services needed to properly maintain the District's facilities and fleet, including any permitting requirements.
- Secures, monitors and manages service contracts for the operation and maintenance of the potable water, recycled water and wastewater systems.
- Selects, trains, motivates and directs assigned personnel; evaluates and reviews work for acceptability and conformance with standards, including program and project priorities and performance evaluations; works with employees to correct deficiencies; implements discipline and termination procedures; responds to staff questions and concerns.
- Interprets District ordinances, policies, and applicable laws and regulations, and ensures services comply with the policies and strategic direction set by the General Manager, Board of Directors, and mandated regulations; coordinates the work of operations staff with other departments, agencies, contractors, and individuals.
- Participates in the development and implementation of goals, objectives, policies, and priorities for assigned operations; identifies resource needs; recommends and implements policies and procedures, ensuring alignment with the District's strategic and operational plans.
- Develops methods and recommendations to improve operation and maintenance services; analyzes maintenance and operating costs and takes necessary action to ensure efficient operation.
- Manages and participates in the development and administration of the operations annual budget; directs the forecast of additional funds needed for staffing, consultants, contractors, equipment, materials, and supplies; directs the monitoring of and approves expenditures; directs and implements adjustments as necessary.
- Prepares and presents staff reports, documents or correspondence to boards, groups and/or committees; remains current on issues, trends and best practices in water/wastewater services.
- Prepares, negotiates, and manages Request for Qualifications and Request for Proposals for District projects; develops and technical specifications and plans for projects, equipment purchases, and consultant services; administers and manages contracts ensuring compliance with all requirements.
- Provides support in the planning, design, and construction of capital improvements in District infrastructure.
- Proposes and implements safe working practices and associated safety requirements; coordinates staff safety training; makes certain safety reports are properly prepared and submitted in a timely manner.
- Attends meetings, conferences, workshops, and training sessions; reviews publications and related materials to remain current on best practices and new developments in water/wastewater operations.
- Ensures that staff observe and comply with District and mandated safety rules, regulations, and protocols.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.
- Principles and practices of leadership.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned area of responsibility.

- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Principles and practices of preventive, predictive and corrective maintenance.
- Principles and practices of contract negotiation and management.
- Principles and practices of budget development and management.
- Regulatory requirements for District operations.
- Principles, practices, methods, and maintenance requirements involved in water and wastewater system distribution, pumping, storage facilities, and related equipment.
- Methods and techniques of preparing technical and administrative reports, and general business correspondence.
- General principles of risk management related to assigned areas of responsibility.
- Mathematical skills.
- Record-keeping principles and procedures.
- District and mandated safety rules, regulations, and protocols.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Ability to:

- Plan, direct, oversee, and manage the staff and operations of a comprehensive water and wastewater distribution system.
- Develop and implement goals and objectives, practices, policies, procedures, and work standards.
- Provide administrative, management, and professional leadership for the District's field operations.
- Prepare, administer, and monitor assigned budgets.
- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively and evaluate performance in an objective and positive manner.
- Research, analyze and evaluate new service delivery methods, procedures, and techniques.
- Effectively administer special projects with contractual agreements and ensure compliance with contractual obligations.
- Analyze complex operational and administrative problems, evaluate alternatives, and recommend or implement effective courses of action.
- Prepare clear and concise reports, correspondence, policies, procedures, and other documentation.
- Interpret, apply, explain, and ensure compliance with applicable federal, state, and local policies, procedures, laws, and regulations.
- Effectively represent the District in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.
- Direct the establishment and maintenance of a variety of filing, record-keeping, and tracking systems.
- Independently organize work, set priorities, meet critical deadlines, and follow-up on assignments.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.

Operations Manager

- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to a bachelor's degree in civil engineering, public administration or a related field and five years of increasingly responsible experience in managing water and/or wastewater plant and distribution operations, maintenance, and repair function, two of which should be in a supervisory or management capacity.

Licenses and Certifications:

- Possession of a valid California Driver's License to be maintained throughout employment.
- Possession of, or the ability to obtain, a Grade IV Distribution Operator Certificate to be maintained throughout employment.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

When working in a field environment, must possess mobility to work in changing site conditions; possess the strength, stamina, and mobility to perform light to medium physical work; to operate a motor vehicle and visit various District sites; to sit, stand, and walk on level, uneven, or slippery surfaces; to reach, twist, turn, kneel, and bend; vision to inspect site conditions and work in progress. Fieldwork may require walking in operational areas to identify problems or hazards, with exposure to hazardous materials in some site locations.

ENVIRONMENTAL CONDITIONS

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. When working in a field environment, employees are exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, vibration, chemicals, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

WATER/WASTEWATER OPERATIONS SUPERVISOR

Class Title: Water/Wastewater Operations Supervisor

Bargaining Unit: Independent/Non-Contract

Class Code: TBD

Salary: TBD

FLSA: Non-Exempt

Revised: September 2021

DEFINITION

Under direction, supervises, oversees, reviews, and participates in the work of staff performing semi-skilled and skilled tasks on the District's water/wastewater infrastructure systems; recommends preventative, predictive and corrective maintenance requirements; oversees construction projects such as pipe replacement and excavation projects; ensures staff comply with District and mandated safety requirements; plans and executes the protective coating program; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Operations Manager. Exercises direct and general supervision over technical and maintenance staff.

CLASS CHARACTERISTICS

This is the full supervisory-level classification in the Water/Wastewater Worker series. Incumbents are responsible for planning, organizing, supervising, reviewing, and evaluating the work of operations, maintenance, and repair functions of the District's potable and reclaimed water production and associated facilities. Performance of the work requires the use of considerable independence, initiative, and discretion within established guidelines.

EXAMPLE OF TYPICAL JOB FUNCTIONS *(Illustrative only)*

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Supervises, oversees, reviews, and participates in the work of staff performing semi-skilled and skilled tasks in the operation, maintenance, and repair of the District's potable and reclaimed water production, storage, pumping equipment, and distribution systems; oversees construction projects such as pipe replacement and excavation projects.
- Oversees the District's preventative, predictive and corrective maintenance programs; estimates time, materials, and equipment necessary for the successful completion of projects; researches new operational methods, techniques, and equipment, and recommends their applications; reviews and updates written maintenance instructions and schedules; and maintains records of work performed.

- Maintains inventory of materials, parts, and supplies; identifies and requisitions replacements as necessary.
- Responds to, and oversees, maintenance and repair on system breaks and leaks in accordance with safety guidelines; places safety signs and traffic-control barricades; establishes alternate routes and system operations to meet emergency demands; sets up temporary water where needed; coordinates activities with other District departments, outside agencies, and contractors.
- Responds to questions and concerns from the general public and/or clients; provides information as appropriate and resolves complaints or refers to management.
- Plans and executes the District's protective coating program; conducts corrosion surveys of water distribution and wastewater plant facilities to determine preventive maintenance requirements; monitors contracts; researches procedures, regulations, and technical reference materials; complies with mandated requirements for hazardous materials handling and application.
- Assists in the training of lower-level staff in the areas of assigned work; ensures adherence to safe work methods, procedures, and practices; identifies training opportunities and needs; makes recommendations to management.
- Operates and maintains specialized vehicles and a variety of light, medium, and heavy equipment; inspects vehicles in preparation for transit to facilities for their respective duties/assignments; operates a variety of hand and power tools and equipment related to work assignment as instructed.
- Ensures staff observe and comply with all District and mandated safety rules, regulations, and protocols.
- Backfills Water/Wastewater Worker activities including water distribution system and collection system operation, mechanical maintenance and repair, construction, and painting and coating services.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of employee supervision, including work planning, assignment review and evaluation, discipline, and the training of staff in work procedures.
- Principles, methods and techniques for operating pumps, valves, electric motors, and electronic, computerized, and manual control systems.
- Functions and servicing requirements of the equipment used in water and wastewater distribution systems.
- Principles and practices of preventive, predictive and corrective maintenance.
- Methods and techniques of estimating staff resources and funds needed for assigned projects.
- Operational characteristics of a diverse range of systems, such as water distribution, process control, and pumping systems.
- Methods and techniques of conducting inspections on system plant, equipment, and infrastructure.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility
- Principles, methods, techniques, tools, and equipment used in the installation, maintenance and repair of electrical and mechanical equipment and machinery common to water and wastewater systems.
- Mathematical concepts.
- Principles and practices of record keeping.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.

- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Ability to:

- Plan, organize, and coordinate the work of professional and technical staff.
- Effectively provide staff leadership and work direction.
- Assist in developing and implementing goals, objectives, practices, policies, procedures, and work standards.
- Operate a variety of pumping, control, and transmission equipment and machinery, including digital control equipment.
- Oversee the work of contractors engaged in District construction or coating protection projects.
- Analyze complex maintenance problems, evaluate alternatives, and recommend or adopt effective courses of action.
- Develop and implement work standards.
- Accurately read meters, gauges, valve books, blueprints, and schematic drawings.
- Make accurate mathematic calculations.
- Prepare records and reports of work performed.
- Properly and safely operate light-medium and heavy-duty construction equipment and operate and maintain hand and power tools pertaining to the work.
- Properly utilize Operate Personal Protective Equipment (PPE).
- Interpret, apply, explain, and ensure compliance with applicable federal, state, and local policies, procedures, laws, and regulations.
- Independently organize work, set priorities, meet critical deadlines, and follow-up on assignments.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural, guidelines.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade with three (3) years of increasingly responsible experience in the operation, maintenance, mechanical, or electrical repair of wastewater facilities and/or water production/delivery with training in budgeting, supervision, and management practices highly desirable.

Licenses and Certifications:

- Possession of a valid California Driver's License to be maintained throughout employment.
- Possession of a Distribution Operator III certificate at time of hire. Distribution Operator IV certificate within one year of date of employment.

PHYSICAL DEMANDS

Must possess mobility to work in the field; strength, stamina, and mobility to perform medium to heavy physical work; to sit, stand, and walk on level, uneven, or slippery surfaces; frequently reach, twist, turn, kneel, bend, stoop, squat, crouch, grasp and make repetitive hand movement in the performance of daily duties; possible entry into confined spaces and the use of confined entry equipment, to climb and descend ladders, to operate varied hand and power tools and construction equipment, and to operate a motor vehicle and visit various District sites; and vision to inspect and operate equipment. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards, which may include working on live electrical wires. Finger dexterity is needed to operate and repair tools and equipment. Employees must possess the ability to lift, carry, push, and pull materials and objects averaging a weight of 50 pounds or heavier weights, in all cases with the use of proper equipment and/or assistance from other staff. Employees must wear and use the proper Personal Protective Equipment (PPE).

ENVIRONMENTAL CONDITIONS

Employees work in the field and are exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, hazardous physical substances and fumes, dust, and air contaminants. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

WORKING CONDITIONS

May be required to work evenings, weekends, and holidays in the event of after-hour emergencies or for stand-by shift coverage. Must wear prescribed District safety equipment and adhere to strict safety procedures and work habits.

WATER/WASTEWATER WORKER

Class Title: Water/Wastewater Worker

Bargaining Unit: Independent/Non-Contract

Class Code: TBD

Salary: TBD

FLSA: Non-Exempt

Revised: September 2021

DEFINITION

Under general supervision, performs semi-skilled to skilled duties in operating, monitoring, inspecting, and maintaining potable and reclaimed water production, storage, pumping equipment, and distribution systems; inspects production, treatment, storage and distribution facilities for maintenance and cleaning needs; performs preventative maintenance program tasks on pumps, valves, engines, motors, and related system, equipment and facilities; performs a variety of field customer service-related tasks to ensure accurate recording of water usage; responds to water leak and emergency repair situations; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives supervision from assigned supervisory or management personnel. Exercises no direct supervision over staff.

CLASS CHARACTERISTICS

This journey level classification is responsible for independently performing technical duties in support of the District's field maintenance and operations functions. Positions at this level exercise judgement and initiative in their assigned tasks, receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit.

EXAMPLE OF TYPICAL JOB FUNCTIONS *(Illustrative only)*

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Receives and responds to inquiries; diagnoses and resolves water and wastewater system maintenance and repair situations; documents and maintains a variety of records and logs on overall system operations, shutdowns and actions taken.
- Provides assistance in surface preparation and coating application on overground and underground pipes, as well as tanks, well casings, and plant equipment.

Water/Wastewater Worker

- Operates and maintains specialized vehicles and a variety of light, medium, and heavy equipment; inspects vehicles in preparation for transit to facilities for their respective duties/assignments; operates a variety of hand and power tools and equipment related to work assignment as instructed.
- Observes and complies with all District and mandated safety rules, regulations, and protocols.
- Performs other duties as assigned.

When Assigned to Distribution and Collection Systems:

- Performs technical duties in the operation of systems through monitoring, inspecting, and maintaining the potable and reclaimed water production, storage, pumping equipment, and distribution systems.
- Conducts sewer line inspection for proper flow, restrictions, water and root intrusion, vector control, manhole and cover condition; removes debris from lines and manholes; cleans sewer line using hydrorodder, hydro/vacuum unit and rod unit; operates video system to inspect sewer line.
- Interprets and determine problems in the system from information on gauges, meters, charts, and graphs; operates pumps, valves, and related equipment to regulate flows and pressures.
- Performs operational adjustments to the distribution system to ensure compliance with quality and regulatory requirements, including but not limited to, flushing trouble areas.
- Responds to and confirms the existence of water main breaks, leaks, hydrants, etc.; contains and repairs minor leaks in accordance with safety guidelines; places safety signs and traffic-control barricades, isolates main breaks by operating distribution system valves; makes emergency shut-downs.

When Assigned to Mechanical Maintenance

- Performs a variety of skilled duties involved in the inspection, diagnosis, troubleshooting, preventive maintenance, repair and servicing of field and plant machinery used in the operation of water, reclaimed water, and wastewater facilities.
- Maintains a diverse range of mechanical equipment and appurtenances in sewage lift stations and pumping stations including but not limited to pipes, tubes, rods, seals, shafts, stuffing boxes, gears, motors, bearings, couplings, chemical production, storage and feed systems, valves, and pumps.
- Performs lift station operational duties; responds to all alarms; performs regular site inspections; examines lift operations and identifies maintenance and repair needs.
- Installs and/or rebuilds existing pumps and valves at lift stations, tanks, ponds, pumping plants and water process facilities; fabricates and installs piping for new pump installations which may include plumbing, pipe fitting, welding, and machine tool operations.

When Assigned to Water Meter Program:

- Performs a variety of field customer service-related tasks to ensure accurate recording of water usage for billing purposes; turns on new water service; responds to customer requests for information and works with customers on any assigned service-related issues.
- Retrieves data from water meters in accordance with an assigned schedule and route including taking transfer and final readings; notes any unusual computer messages and takes appropriate actions to remedy issues.
- Observes condition of meter or other unusual conditions relative to need for repair; maintains meters, boxes, lids, and landscape around meter boxes; conducts checks to identify leaks or non-operational

meters; makes routine meter repairs and/or replaces them; reports water-use violations; assists customers in resolving water volume and pressure problems.

- Delivers delinquency and past-due notices; turns off water service for non-payment; assists customers with requests for payment extensions; submits customer request for credit arrangements to avoid service termination.
- Reviews meter readings to ensure accuracy of readings and that high- and low-usage amounts recorded fall within historical consumption limits and performs re-reads.
- Performs minor valve maintenance and leak-detection tasks, reports meter or service defects, unusual water flow, or unauthorized fire hydrant use.

QUALIFICATIONS

Knowledge of:

- Principles, methods, techniques, tools, and equipment used in the installation, maintenance (predictive, preventive, and corrective) and repair of industrial/ mechanical equipment and machinery used in the operation of water, reclaimed water, and wastewater distribution systems.
- Principles, methods and techniques for operating pumps, valves, electric motors, and electronic, computerized, and manual control systems.
- Methods and techniques of water meter reading including the use of automated systems.
- Methods and techniques of compiling and evaluating water use data.
- Mathematical skills.
- Traffic control procedures and traffic sign regulations.
- Principles and practices of record keeping.
- District and mandated safety rules, regulations, and protocols.
- Applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.
- The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions and program, project, and task coordination, including computers and software programs relevant to work performed.

Ability to:

- Operate a variety of pumping, control, and transmission equipment and machinery, including digital control equipment.
- Install, diagnose, maintain, and repair a wide variety of industrial/mechanical equipment, systems, and machinery used in the operation of water, reclaimed water, and wastewater facilities.
- Use precision and diagnostic instruments in assigned areas of responsibility.
- Make mathematical calculations.
- Read and interpret maps and schematics.
- Operate a diverse range of tools and equipment in multiple trades areas.
- Read and perform maintenance and repair work on a variety of types of water meters.

- Understand, interpret, and apply all pertinent laws, codes, regulations, policies, and procedures, and standards relevant to work performed.
- Maintain work records, files, and logs.
- Set up and operate traffic area construction zones, including cones, barricades, and flagging.
- Properly utilize Personal Protective Equipment (PPE).
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Effectively use computer systems, software applications relevant to work performed, and modern business equipment to perform a variety of work tasks.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.
- Cleans and picks up litter in and around plant facilities; performs landscape maintenance using manual and power equipment; removes brush, debris, and trash.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade, supplemented by two years of experience in the installation, maintenance, repair and operations of water and wastewater distribution systems, facilities, and equipment.

Licenses and Certifications:

- Possession of a valid California Driver's License to be maintained throughout employment.
- Possession of a State of California Distribution Operator Certificate, Grade II (D2) to be maintained throughout employment.
- Possession of, or ability to obtain the State of California Distribution Operation Certificate, Grade III (D3) is desirable.

PHYSICAL DEMANDS

Must possess mobility to work in the field; strength, stamina, and mobility to perform medium to heavy physical work; to sit, stand, and walk on level, uneven, or slippery surfaces; frequently reach, twist, turn, kneel, bend, stoop, squat, crouch, grasp and make repetitive hand movement in the performance of daily duties; possible entry into confined spaces and the use of confined entry equipment, to climb and descend ladders, to operate varied hand and power tools and construction equipment, and to operate a motor vehicle and visit various District sites; and vision to inspect and operate equipment. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards, which may include working on live electrical wires. Finger dexterity is needed to operate and repair tools and equipment. Employees must possess the ability to lift, carry, push, and pull materials and objects averaging a weight of 50 pounds or heavier weights, in all cases with the use of proper equipment and/or assistance from other staff. Employees must wear and use the proper Personal Protective Equipment (PPE).

ENVIRONMENTAL CONDITIONS

Employees work in the field and are exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, vibration, confining workspace, chemicals, mechanical and/or electrical hazards, hazardous physical substances and fumes, dust, and air contaminants. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

WORKING CONDITIONS

May be required to work evenings, weekends, and holidays in the event of after-hour emergencies or for stand-by shift coverage. Must wear prescribed District safety equipment and adhere to strict safety procedures and work habits.



Appendix II

Results Summary

**Triunfo Water and Sanitation District
Appendix II: Results Summary
September 2021**

Classification	Top Monthly Salary Data			# of Matches
	Top Monthly Salary	Average of Comparators	Median of Comparators	
Accounting Assistant	Proposed	\$ 5,668	\$ 5,625	7
Environmental Resources Analyst	Proposed	\$ 8,509	\$ 8,157	5
Operations Manager	Proposed	\$ 13,607	\$ 13,713	6
Water/Wastewater Worker - Distribution	Proposed single classification (Water/Wastewater Worker) with multiple functional areas	\$ 7,183	\$ 7,062	9
Water/Wastewater Worker - Electrical/Mechanical Maint		\$ 7,592	\$ 7,716	6
Water/Wastewater Worker - Meter Maint/Reader		\$ 6,148	\$ 6,209	9



Appendix III

Market Compensation Findings

**Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021**

Accounting Assistant						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Accounting Assistant	Proposed			
2	Goleta Water District	Account Clerk II	\$ 6,353	1/1/2021	unknown	unknown
3	Casitas Municipal Water District	Customer Service - Accounting Technician	\$ 5,989	12/1/2019	unknown	unknown
4	Goleta Sanitary District	Accounting Technician	\$ 5,989	7/1/2021	unknown	unknown
5	Camrosa Water District	Customer Service Representative/Accounts Payable Technician	\$ 5,625	6/26/2021	unknown	unknown
6	City of Thousand Oaks	Accounting Assistant II	\$ 5,559	7/10/2021	7/9/2022	3.25%
7	Yorba Linda Water District	Accounting Assistant I	\$ 5,377	7/1/2021	7/7/2022	1.00%
8	Ventura Regional Sanitation	Fiscal Assistant	\$ 4,786	1/3/2021	unknown	unknown
9	Rowland Water District	N/C				
10	El Toro Water District	N/C				
11	City of Agoura Hills	N/C				
12	Las Virgenes Municipal Water	N/C				
13	City of Westlake Village	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 5,668
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 5,625
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	7

N/C - Non Comparator

Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021

Environmental Resources Analyst						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Environmental Resources Analyst	Proposed			
2	City of Westlake Village	Administrative Analyst	\$ 9,821	7/1/2021	unknown	unknown
3	City of Thousand Oaks ¹	[Associate Analyst/ Environmental Compliance Inspector II]	\$ 8,923	7/10/2021	7/9/2022	1.50%
4	City of Agoura Hills	Administrative Analyst	\$ 8,157	6/18/2021	unknown	unknown
5	Ventura Regional Sanitation	Environmental Resource Analyst	\$ 7,862	1/3/2021	unknown	unknown
6	Goleta Sanitary District	Industrial Waste Control Officer	\$ 7,781	7/1/2021	unknown	unknown
7	Casitas Municipal Water District	N/C				
8	Goleta Water District	N/C				
9	Camrosa Water District	N/C				
10	Rowland Water District	N/C				
11	El Toro Water District	N/C				
12	Las Virgenes Municipal Water	N/C				
13	Yorba Linda Water District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 8,509
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 8,157
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	5

N/C - Non Comparator

1 - City of Thousand Oaks: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021**

Operations Manager						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Operations Manager	Proposed			
2	Las Virgenes Municipal Water	[Facilities Manager/ Water Systems Manager]	\$ 14,725	1/9/2021	unknown	unknown
3	Yorba Linda Water District ⁴	[Operations Manager/ Maintenance Superintendent)	\$ 14,141	7/1/2021	7/7/2022	1.00%
4	Rowland Water District ³	[Director of Operations/ Water Systems Supervisor]	\$ 13,758	7/1/2021	unknown	unknown
5	City of Thousand Oaks ¹	[Utilities Superintendent/ Utilities Maintenance Supervisor]	\$ 13,668	7/10/2021	7/9/2022	1.50%
6	Camrosa Water District	Superintendent of Operations	\$ 12,917	6/26/2021	unknown	unknown
7	Goleta Water District	Distribution System Superintendent	\$ 12,434	1/1/2021	unknown	unknown
8	El Toro Water District	N/C				
9	Ventura Regional Sanitation	N/C				
10	City of Agoura Hills	N/C				
11	Casitas Municipal Water District	N/C				
12	City of Westlake Village	N/C				
13	Goleta Sanitary District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 13,607
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 13,713
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	6

N/C - Non Comparator

- 1 - City of Thousand Oaks: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.
- 2 - Las Virgenes Municipal Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.
- 3 - Rowland Water District: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.
- 4 - Yorba Linda Water District: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021

Water/Wastewater Worker - Distribution						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Water/Wastewater Worker - Distribution	Proposed			
2	Goleta Water District	Distribution System Operator II	\$ 8,381	1/1/2021	unknown	unknown
3	El Toro Water District	Maintenance Worker III - Pump	\$ 8,112	7/1/2021	unknown	unknown
4	Rowland Water District	Water Systems Operator II	\$ 7,784	7/1/2021	unknown	unknown
5	Camrosa Water District	System Operator II	\$ 7,083	6/26/2021	unknown	unknown
6	City of Thousand Oaks	Water Systems Operator	\$ 7,062	7/10/2021	7/9/2022	3.25%
7	Casitas Municipal Water District	Distribution Technician III	\$ 7,048	12/1/2020	unknown	unknown
8	Las Virgenes Municipal Water	Water Distribution Operator II	\$ 6,777	1/9/2021	unknown	unknown
9	Yorba Linda Water District	Maintenance Worker II	\$ 6,224	7/1/2021	7/1/2022	1.00%
10	Ventura Regional Sanitation	Senior Water/ Wastewater Worker	\$ 6,178	1/3/2021	unknown	unknown
11	City of Agoura Hills	N/C				
12	City of Westlake Village	N/C				
13	Goleta Sanitary District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 7,183
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 7,062
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	9

N/C - Non Comparator

Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021

Water/Wastewater Worker - Electrical/Mechanical Maint						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Water/Wastewater Worker - Electrical/Mechanical Maint	Proposed			
2	Goleta Water District	Distribution System Operator II	\$ 8,381	1/1/2021	unknown	unknown
3	El Toro Water District	Maintenance Worker III - Pump	\$ 8,112	7/1/2021	unknown	unknown
4	Las Virgenes Municipal Water	Maintenance Mechanic II	\$ 7,947	1/9/2021	unknown	unknown
5	Rowland Water District	Water Maintenance II	\$ 7,484	7/1/2021	unknown	unknown
6	City of Thousand Oaks	Water Systems Operator	\$ 7,062	7/10/2021	7/9/2022	3.25%
7	Ventura Regional Sanitation	Water/Wastewater Electrical Mechanical Worker	\$ 6,562	1/3/2021	unknown	unknown
8	Camrosa Water District	N/C				
9	Yorba Linda Water District	N/C				
10	City of Agoura Hills	N/C				
11	Casitas Municipal Water District	N/C				
12	City of Westlake Village	N/C				
13	Goleta Sanitary District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 7,592
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 7,716
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	6

N/C - Non Comparator

Triunfo Water and Sanitation District
Appendix III: Market Compensation Findings (Sorted by Top Monthly Salary)
September 2021

Water/Wastewater Worker - Meter Maint/Reader						
Rank	Comparator Agency	Classification Title	Top Step	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Triunfo Water & Sanitation	Water/Wastewater Worker - Meter Maint/Reader	Proposed			
2	Goleta Water District	Meter Specialist II	\$ 7,367	1/1/2021	unknown	unknown
3	Rowland Water District	Meter Reader I	\$ 6,454	7/1/2021	unknown	unknown
4	Casitas Municipal Water District	Utility Worker II	\$ 6,420	12/1/2020	unknown	unknown
5	Yorba Linda Water District	Field Customer Service Representative/ Meters II	\$ 6,224	7/1/2021	7/1/2022	1.00%
6	El Toro Water District	Customer Service Field Representative II	\$ 6,209	7/1/2021	unknown	unknown
7	Las Virgenes Municipal Water	Field Customer Service Representative II	\$ 6,134	1/9/2021	unknown	unknown
8	City of Thousand Oaks ¹	[Field Service Representative/ Utilities Maintenance Worker II]	\$ 6,021	7/10/2021	7/9/2022	3.25%
9	Ventura Regional Sanitation	Water/Wastewater Worker	\$ 5,507	1/3/2021	unknown	unknown
10	Camrosa Water District	Field Service Technician II	\$ 5,000	6/26/2021	unknown	unknown
11	City of Agoura Hills	N/C				
12	City of Westlake Village	N/C				
13	Goleta Sanitary District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 6,148
% Triunfo Water & Sanitation District Above/Below	
Median of Comparators	\$ 6,209
% Triunfo Water & Sanitation District Above/Below	
Number of Matches	9

N/C - Non Comparator

1 - City of Thousand Oaks: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Appendix IV

Proposed Salary Range Schedule

**Triunfo Water and Sanitation District Appendix
IV: Proposed Salary Range Schedule
September 2021**

FACTORS
Range E8, Maximum, Annual \$81,060.00
Range Spread 30.00%
Range Increase 5.00%
Pay Periods per Year 26
Hours per Year 2,080

Salary Range	Annual		Monthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	44,314	57,608	3,693	4,801	1,704.37	2,215.69	21.305	27.696
2	46,529	60,488	3,877	5,041	1,789.59	2,326.47	22.370	29.081
3	48,856	63,513	4,071	5,293	1,879.07	2,442.79	23.488	30.535
4	51,299	66,688	4,275	5,557	1,973.03	2,564.93	24.663	32.062
5	53,864	70,023	4,489	5,835	2,071.68	2,693.18	25.896	33.665
6	56,557	73,524	4,713	6,127	2,175.26	2,827.84	27.191	35.348
7	59,385	77,200	4,949	6,433	2,284.02	2,969.23	28.550	37.115
8	62,354	81,060	5,196	6,755	2,398.22	3,117.69	29.978	38.971
9	65,472	85,113	5,456	7,093	2,518.14	3,273.58	31.477	40.920
10	68,745	89,369	5,729	7,447	2,644.04	3,437.26	33.051	42.966
11	72,182	93,837	6,015	7,820	2,776.25	3,609.12	34.703	45.114
12	75,791	98,529	6,316	8,211	2,915.06	3,789.57	36.438	47.370
13	79,581	103,455	6,632	8,621	3,060.81	3,979.05	38.260	49.738
14	83,560	108,628	6,963	9,052	3,213.85	4,178.01	40.173	52.225
15	87,738	114,060	7,312	9,505	3,374.54	4,386.91	42.182	54.836
16	92,125	119,763	7,677	9,980	3,543.27	4,606.25	44.291	57.578
17	96,731	125,751	8,061	10,479	3,720.43	4,836.56	46.505	60.457
18	101,568	132,038	8,464	11,003	3,906.46	5,078.39	48.831	63.480
19	106,646	138,640	8,887	11,553	4,101.78	5,332.31	51.272	66.654
20	111,979	145,572	9,332	12,131	4,306.87	5,598.93	53.836	69.987
21	117,577	152,851	9,798	12,738	4,522.21	5,878.87	56.528	73.486
22	123,456	160,493	10,288	13,374	4,748.32	6,172.82	59.354	77.160

**Triunfo Water and Sanitation District Appendix
IV: Proposed Salary Range Schedule
September 2021**

FACTORS
Range E8, Maximum, Annual \$81,060.00
Range Spread 30.00%
Range Increase 5.00%
Pay Periods per Year 26
Hours per Year 2,080

Salary Range	Annual		Monthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
23	129,629	168,518	10,802	14,043	4,985.74	6,481.46	62.322	81.018
24	136,111	176,944	11,343	14,745	5,235.02	6,805.53	65.438	85.069
25	142,916	185,791	11,910	15,483	5,496.78	7,145.81	68.710	89.323
26	150,062	195,081	12,505	16,257	5,771.61	7,503.10	72.145	93.789
27	157,565	204,835	13,130	17,070	6,060.19	7,878.25	75.752	98.478
28	165,443	215,076	13,787	17,923	6,363.20	8,272.17	79.540	103.402
29	173,715	225,830	14,476	18,819	6,681.36	8,685.77	83.517	108.572
30	182,401	237,122	15,200	19,760	7,015.43	9,120.06	87.693	114.001
31	191,521	248,978	15,960	20,748	7,366.20	9,576.07	92.078	119.701
32	201,097	261,427	16,758	21,786	7,734.51	10,054.87	96.681	125.686



Appendix V

Salary Range Placement Recommendations

Triunfo Water and Sanitation District
Appendix V: Salary Range Placement Recommendations
September 2021

Class Title	Current Maximum Monthly Salary	Proposed Salary Range	Proposed Maximum Monthly Salary	Study Benchmark	Rationale
Accountant	\$8,211	12	\$8,211		Market and range placement, 2020 study.
Accounting Technician	\$6,755	8	\$6,755		Market and range placement, 2020 study.
Administrative Program Manager	\$11,003	18	\$11,003		Market and range placement, 2020 study.
Clerk of the Board	\$11,003	18	\$11,003		Market and range placement, 2020 study.
Director of Finance	\$16,257	26	\$16,257		Market and range placement, 2020 study.
Engineering Program Manager	\$14,043	23	\$14,043		Market and range placement, 2020 study.
General Manager	\$19,760	30	\$19,760		Market and range placement, 2020 study.
Public Information Manager	\$12,131	20	\$12,131		Market and range placement, 2020 study.
Accounting Assistant	Proposed	4	\$5,557	X	Market and range placement.
Environmental Resources Analyst	Proposed	12	\$8,211	X	Market and range placement.
Operations Manager	Proposed	23	\$14,043	X	Market and range placement.
Water/Wastewater Operations Supervisor	Proposed	14	\$9,052		Internal alignment 15% above highest level supervised (Water/Wastewater Worker Electrical-Mechanical).
Water/Wastewater Worker - Distribution	Proposed Single Classification of Water/Wastewater Worker - Multiple Service Areas Were Surveyed	11	\$7,820	X	Market data would place this in range 9 (\$7,093); however recommendation is based on alignment with highest market functional area assigned to the classification (Electrical/Mechanical Maintenance).
Water/Wastewater Worker - Electrical/Mechanical Maintenance		11	\$7,820	X	Market and range placement.
Water/Wastewater Worker - Meter Maintenance/Reader		11	\$7,820	X	Market data would place this in range 6 (\$6,127); however recommendation is based on alignment with highest market functional area assigned to the classification (Electrical/Mechanical Maintenance).

Legend for columns:

Column 1 - Classification Title.

Column 2 - Client's current monthly maximum salaries.

Column 3 - Salary range number of the consultant's newly proposed salary range schedule.

Column 4 - Monthly maximum salary of the consultant's newly proposed salary ranges.

Column 5 - Denotes study benchmarks.

Column 6 - The rationale expresses how the consultant arrived at each proposed maximum monthly salary recommendation (i.e., the proposed range placement within the newly proposed salary range schedule).