DATE: April 13, 2017

TO: Programs and Administration Committee

FROM: Pat Cabrera, Administrative Services Director

SUBJECT: Workforce Strategy: Changes in Job Description/Work Status

SUMMARY

At the April 13, 2017 Programs and Administration (P&A) Committee meeting, staff will discuss two position reclassifications and corresponding job descriptions as part of the Agency’s workforce strategy:

- The Legislative and Regulatory Affairs Manager position would replace a recent Senior Program Manager vacancy (non-retiree) and will generate salary savings.
- The Information Services Manager position will replace the work currently performed by an independent contractor and will be at least cost neutral.

Both positions are needed to meet the ongoing needs of the Agency. Staff will recommend that the P&A Committee recommend that the Authority Board approve the job descriptions and reclassifications as part of the fiscal year 17/18 budget.

DISCUSSION

As vacancies occur, staff evaluates the need to fill the position and if so at what level, which may include downgrading the position and/or changing its scope. A recent example of this evaluation resulted in the downgrading of the Chief Financial Officer position to a Financial Services Manager position when the incumbent left the organization last fall.

Legislative and Regulatory Affairs Manager

One of the Agency’s Senior Program Managers left this year, and another Senior Program Manager is retiring in May. These vacancies have given staff another opportunity to conduct a needs assessment. An area that could benefit from a more focused effort pertains to legislative analysis and advocacy. While staff routinely takes positions on various bills based on our lobbyist’s analysis and recommendations, having an employee with specialized expertise in legislative and regulatory issues can help ensure that our Agency’s priorities are represented at the local, state and (as feasible) federal level. Developing and maintaining relationships with legislators and staff both in Sacramento and with other
local agencies will also help raise our profile and boost our effectiveness. In addition, this position will be helpful in identifying sources of governmental grant opportunities, a funding source that we have relied on more in recent years.

We are proposing to eliminate one of the Senior Program Manager positions as part of the FY 17/18 budget. With respect to the other vacancy, instead of backfilling that position with another Senior Program Manager, a separate job description/classification seems more appropriate given the specialized nature of the position. The separate classification will provide ongoing salary savings since the Senior Program Manager range (including the CPI adjustment for FY17/18 if approved) will be $11,012 – $13,379 per month while the Legislative and Regulatory Affairs Manager range will be $9,668 - $11,751 per month. The salary range for the Legislative and Regulatory Affairs Manager position was based upon review of comparable positions in the marketplace. The salary range for this type of position varied widely so we chose a range that was within the average of those ranges.

Information Systems (IS) Manager

The Agency has been using the service of an independent contractor to perform IS management. The current independent contractor has been providing this service for approximately seven years. During the organizational analysis conducted for administrative staff last year, one of the recommendations was to evaluate whether it was more feasible to have an employee perform these services. Given that the need for this support is ongoing and full time, converting this position to a regular employee makes sense for a variety of reasons. The position requires an array of skill sets from performing basic information technology support (i.e., hardware and software management and troubleshooting) to developing a data disaster recovery plan and business “intelligence” tools including reports and queries to support programs and projects, along with continued development of the Agency’s Customer Relationship Management (CRM) system and understanding and proactively responding to cybersecurity issues. We are fortunate that the incumbent has the ability to perform these functions and finding a replacement contractor with these skills will be very difficult and more costly. In addition, even if the agency downsized its workforce the need for this support will continue.

A review of our member agencies indicates that most have at least one Information Systems or Information Technology position on staff, many at the manager level. While the salary ranges for these positions (at the manager level) also vary widely, the job description for the Information Systems Manager with one of our member agencies is a very close match. The monthly salary range we are proposing (which includes the proposed CPI) is $10,160 - $12,349. This range falls within the average of those salary ranges we obtained in our survey.

The current contract for this service totals approximately $235,000. We anticipate the cost for this position (fully benefited) to total approximately $200,000, which leaves funding available for back-up support. Therefore, this conversion would at least be cost neutral. However, cost aside, converting this position from an independent contractor to an employee is more effective and practical.
RECOMMENDATION

Staff recommends that the P&A Committee recommend that the Waste Management Authority Board approve the job descriptions for the Legislative and Regulatory Affairs Manager and Information Systems Manager and the corresponding reclassifications and salary ranges. These job descriptions and salary ranges will be incorporated into the FY 17/18 budget.

Attachments:
Attachment A: Legislative Regulatory Affairs Manager job description
Attachment B: Information Systems Manager job description
LEGISLATIVE AND REGULATORY AFFAIRS MANAGER

DEFINITION
Under general direction, represents the Agency with legislative lobbyists, legislators, legislative aides and governmental staff at local, state and federal levels; initiates, prepares, reviews and monitors legislation, codes and administrative regulations; identifies and reviews potential sources of governmental funding; coordinates with project managers in applying for and pursuing public funds for projects; researches and prepares speeches and reports; prepares testimony and testifies at legislative hearings; performs related duties as required.

SUPERVISION RECEIVED AND EXERCISED
Receives general direction from the Executive Director. May receive functional direction from the Administrative Services Director, Deputy Executive Director or Communications Manager. May exercise functional direction over professional, technical and clerical staff.

CLASS CHARACTERISTICS
This is a single position professional classification responsible for the direction and administration of matters relating to legislative and regulatory affairs. The incumbent serves as a liaison to legislators and other public agencies; s/he monitors legislation, codes and administrative regulations affecting the Agency, and seeks government funds for projects. Additionally, in coordination with the Communications Manager, the incumbent may direct a comprehensive public and community relations program. The incumbent works with other government agencies engaged in similar work, industry groups, business and civic organizations on issues and projects affecting the Agency.

EXAMPLES OF ESSENTIAL FUNCTIONS
Management reserves the rights 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.

- Creates strategic opportunities to advance the Agency’s mission through the legislative, governmental and external policy processes.
- Manages, analyzes and ensures the Agency has an appropriate response to relevant state legislation, as well as regulatory actions taken at the state and federal levels.
- Develops strategic partnerships and builds support among key community leaders to achieve the Agency’s goals.
- Maintains ongoing and effective contact with legislative representatives at the local, state and federal level.
- Monitors state and local ballot initiatives, and actively works to ensure they advance the Agency’s priorities.
- Serves as a liaison and advocate for the Agency before legislative and regulatory bodies at all levels of government.
Monitors pending legislation and administrative regulations that affect the Agency.
Coordinates legislative and policy strategies with other interested parties and advocacy groups.
Works closely with and oversees the Agency’s contract lobbyist.
Obtains authors for legislation when necessary.
Presents information in support of legislation.
Identifies and reviews all potential sources of funding and coordinates with program managers pursuing government funds for projects.
Works with other agencies in preparing public grant applications.
Confers with legal counsel and boards on legislative matters as needed.
Keeps abreast of and searches for emerging issues, policy trends and changes in the political climate to ensure Agency management is aware of developments which may impact its priorities, planning and funding.
Conducts research in order to formulate the Agency’s position on relevant policy and legislative proposals and measures.
Attends and participates in professional group meetings.
Stays current with respect to new trends and innovations in the fields of government, community relations and public affairs.
Drafts and reviews complex legislative correspondence and position papers; and ensures all documents reflect the Agency’s policy guidelines.
Presents reports and updates to the Agency’s Board.
As assigned, represents the Agency at various meetings of special interest groups, including trade organizations, neighborhood organizations, and environmental groups.
Advises the Executive Director regarding the concerns of these organizations; corresponds with the organizations on a regular basis.
Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Knowledge of sound management practices.
- The legislative process and governmental operations at the local, state and federal level.
- Project and contract management techniques.
- Environmental regulations.
- Techniques and practices used in conducting effective public information or public relations programs; grant application preparation; administrative processes, decorum and lobbying protocols.
- Principles of policy letter writing and report preparation.
- Methods and techniques of legislative analysis.
- Planning practices is desirable.
- The governmental regulatory process specifically as it pertains to codes and standards

Ability to:

- Establish a network of connections with key individuals in federal, state and local governments relevant to the Agency’s agenda.
➢ Design and implement effective, multi-pronged campaigns on legislation, policy and community engagement.
➢ Effectively communicate both verbally and in writing so as to persuade others to support desired goals and objectives.
➢ Analyze and assess policies and operational needs to make appropriate adjustments.
➢ Effectively represent the Agency’s interests with legislative and government bodies
➢ Display good judgment in representing the Agency.
➢ Act independently while being a strong team player.
➢ Keep internal staff apprised of key issues that affect their programs
➢ Work with staff from other government agencies, business, industry, government, media, community and special interest groups.
➢ Apply tact, diplomacy and political savvy when dealing with divergent groups.
➢ Forge and leverage partnerships.

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

Equivalent to graduation from an accredited four-year college or university with major coursework in liberal arts, English, linguistics, political science, public administration, government, law communications, public relations or related field (master’s degree preferred) and five (5) years of verifiable experience in government relations, law, communications, public relations, including writing, reviewing and analyzing legislations and familiarity with obtaining grants.

LICENSES AND CERTIFICATIONS
➢ Possession of, or ability to obtain, an appropriate valid California’s driver’s license.

PHYSICAL DEMANDS
Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and over the telephone. 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 (generally less than 20 pounds) necessary to perform job functions.

ENVIRONMENTAL ELEMENTS
Employees work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances.
INFORMATION SYSTEMS MANAGER

DEFINITION
Under administrative direction, supervises, develops, implements and maintains the Agency’s information system (IS) which includes computer networks, telephones, and internet; performs installations, configurations, troubleshooting and maintenance of hardware, software, peripheral and related communication equipment. The incumbent coordinates the review, selection and implementation of new systems and components and continues to enhance the Agency’s Customer Relationship Management (CRM) system. Receives and responds to requests for assistance from users, researches, analyzes and provides solutions to information system problems. Proactively responds to cybersecurity issues and evaluates proposals to integrate new systems.

SUPERVISION RECEIVED AND EXERCISED
Receives general direction from the Administrative Services Director. May receive functional direction from the Executive Director, Deputy Executive Director or Communications Manager. May exercise functional direction over professional, technical and clerical staff.

CLASS CHARACTERISTICS
This is a single position professional classification responsible for the Agency’s information systems (IS) functions. The duties involve computer operations and systems administration of multiple systems with various applications. The incumbent is expected to exercise independent judgement and be capable of performing complex technical and administrative tasks.

EXAMPLES OF ESSENTIAL FUNCTIONS
Management reserves the rights 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 or oversees basic installations of cables, plugs and related communication equipment.
- Establishes schedules for system’s backup.
- Maintains records of data and programs.
- Maintains inventory of data processing equipment, supplies and materials.
- Assists in long-term planning for Agency networking and information management systems.
- Assists in the planning and acquisition of software and hardware based on Agency needs and technological advancements.
- Maintains software database and library.
- Performs tests on various IT software programs and equipment as needed.
- Assists users with IT issues and problems.
- Maintains IT equipment.
● Analyzes operating instructions and documentation related to software and hardware applications.
● Operates a variety of computer systems as needed as well as auxiliary equipment such as printers, and telecommunications equipment.
● Performs, supervises, monitors and or schedules third party equipment maintenance and repair activities.
● Provides technical assistance and training to users and trains and assists staff with various applications which include but are not limited to Microsoft Office Suite and the Agency’s CRM systems.
● Troubleshoots, investigates and addresses IS related problems.
● Runs standard diagnostic programs to identify equipment and software issues.
● Maintains an IT maintenance and support log and responds to requests in a timely manner.
● Establishes procedures related to office support, record keeping and related information systems.
● Evaluates requests for system enhancements and/or modifications and performs or oversees the performance these enhancements/modifications as appropriate.
● Develops business Intelligence tools including reports/queries to support project teams.
● Attend meetings, conferences and seminars as appropriate.
● Makes presentations as needed.
● Assists with the preparation of the annual and mid-year IS budgets.
● Tracks IS expenditures and ensures that expenditures remain within budget.
● Manages staff or outside systems consultant work and manages on call technician’s schedule for after hours or back support.
● Develops or updates Information Security Policy.
● Develop data "disaster recovery" plan and performs testing/updating of plan.
● Performs ongoing development of the Agency’s CRM system including programming and design of new system modules and any accompanying desktop or mobile device interfaces to the system.
● Remains current on cybersecurity issues and makes recommendations to address any cybersecurity issues and/or to improve current systems.
● Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

● Principles and operations of management information systems and peripheral equipment including but not limited to computers, networks, phones and mobile devices, software and hardware applications, cabling, printers, routers, data lines, the internet, etc.
● Operating systems and standard application programs.
● Techniques and practices in using standard applications software including word processing, databases, telecommunications, desktop publishing and spreadsheets.
● Principles and techniques of system analysis and development and information systems trends.
● Principles and practices of budgeting, purchasing and the maintenance of public records.
● Principles and practices of supervision and training.
● Principles and practices of sound business communication.
● Principles of good customer service.
● Federal, state and local laws and regulations applicable to assigned area of responsibility.
Ability to:

- Install, configure, administer, troubleshoot and coordinate maintenance of local area networks (LANs) and related equipment and software (e.g., file servers, computers, printers, network interface cards, routers, cabling, etc.).
- Coordinate the integration of hardware, operating systems, and applications for networked environments.
- Install, configure and maintain management information technologies for the Agency.
- Observe and solve operational and technical deficiencies, interpret and explain technical concepts to less knowledgeable individuals.
- Analyze systems data; identify and resolve various IS and application problems.
- Maintain a current understanding of technological advancements and trends.
- Establish and maintain effective working relationships with coworkers, consultants, contractors, board members, representatives of other agencies, and the general public.
- Effectively express ideas in both written and oral presentations.
- Exercise sound judgement with established guidelines.
- Manage multiple projects simultaneously, shift priorities if needed and adhere to deadlines.
- Assist with negotiations of contracts and manage consultant and vendor contracts.
- Work independently while being a strong team player.
- Assign and oversee the work of staff and/or consultants.
- Work flexible hours when needed.

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

Equivalent to graduation from an accredited four-year college or university with major coursework in computer science, management information systems or related field and three (3) years of verifiable experience administering systems networks including troubleshooting, diagnosing and solving IS related software and hardware problems, supporting Internet services and various databases. Experience supervising staff or consultant is highly desirable.

LICENSES AND CERTIFICATIONS
Possession of, or ability to obtain, an appropriate valid California’s driver’s license may be required.

PHYSICAL DEMANDS
Must possess the ability to sit for long periods of time, intermittently stand, walk, bend, climb, kneel and twist while working on computer equipment, peripherals and ancillary equipment; perform simple grasping and fine manipulation, use telephone and keyboard to communicate, discern wire colors and see small text and numbers on wiring and circuitry, routinely move equipment weighing up to 30 pounds a occasionally move equipment weighing up to 75 pounds. While performing duties, the incumbent is regularly required to use various hand tools and testing equipment to repair, adjust or identify problems with computers and related equipment; read and interpret complex data, information and documents, analyze and solve problems; interact with coworkers, board members, contractors, vendors, member agency employees and the public.
ENVIRONMENTAL ELEMENTS
Employees work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances.