

February 16, 2017

Board of Directors
Ventura Regional Sanitation District
Ventura, California

**APPROVAL OF A SALARY ADJUSTMENT FOR THE DIRECTOR OF FINANCE
CLASSIFICATION TO FACILITATE A SUCCESSFUL RECRUITMENT UPON THE
RETIREMENT OF THE INCUMBENT**

RECOMMENDATION

Approve an increase to the salary range for the Director of Finance classification to \$12,410 to \$15,143, effective upon hiring the next incumbent.

FISCAL IMPACT

The proposed increase in salary cost will be reflected in the budget for FY 2017-2018. For FY 2016-2017, any budget overage for this position will be offset by salary savings from other vacant positions, and a budget adjustment will not be necessary.

BACKGROUND/ANALYSIS

The Director of Finance, Vickie Dragan, has indicated that her retirement is imminent, and staff has undertaken an analysis of the salary and job description for this position in anticipation of commencing a recruitment as soon as possible. After close scrutiny, staff has determined that the current salary level for this director-level position is too low, and that the current salary level would be a major impediment to a successful recruitment for this important position.

The Board established the current salary range of \$10,258 to \$12,517 monthly (\$123,099 to \$150,204 annually) upon approval and adoption of the 2016 Classification and Compensation Study (the Study) at the April 7, 2016 Board meeting.

The Study utilized comparable data from a labor market of up to 15 agencies for each classification title. When the actual monthly maximum salaries were set, many were set at the labor market median monthly salary, and some were set using connections to other benchmark positions. In either case, most positions were set close to the labor market median monthly salary.

The maximum salary for the Director of Finance classification was the result of a convoluted and inappropriate set of assumptions. In particular, the maximum salary was set at a rate that is five percent below the Director of Operations salary, which was set at a rate that is 25% above the Engineering Manager Position, which was set 10% below the labor market median.

This methodology resulted in a current salary range that is approximately 17% below the labor market median. Rather than continue this approach, District staff recommends that the labor market median be given superior consideration for this classification, especially in light of the upcoming external recruitment.

The Director of Finance is extremely important to the District, which is funded and financed as an enterprise fund. The Director of Finance directly or indirectly supervises twelve employees and manages a variety of ongoing consulting contracts. In addition, both the breadth and depth of the responsibilities are tantamount to those of a larger organization, because VRSD is not just a singular special district.

The District provides services in both solid waste and water/wastewater, two divergent functions. In fact, the Finance Department actually provides financial services to four separate special districts, VRSD, Triunfo Sanitation District, Saticoy Sanitation District, and the Ventura County Regional Energy Alliance. Each of these entities has its own board of directors and has unique, separate financial documents (such as budgets and comprehensive annual financial reports), which fall under the responsibility of the Director of Finance.

Also, the four separate special districts must meet all of the same accounting and reporting guidelines and requirements as all public agencies in the state, and the Director of Finance is directly responsible for meeting many of these requirements.


With the District experiencing a period of overall financial difficulty and increasing complexity (for example, Triunfo Sanitation District is purchasing more systems and entering into more contracts), finding a competent and high performing finance professional who can contribute immediately is a paramount concern.

Therefore, at this time, staff recommends that the salary for the Director of Finance classification be set exactly at the labor market median from the Study at this time, establishing a new salary range of \$12,410 to \$15,143 monthly (\$148,924 to \$181,716 annually).

This letter has been reviewed by VRSD legal counsel as to form.

If you should have any questions or need additional information, please contact me at (805) 658-4600 or via email at christheisen@vrds.com.

APPROVED FOR FUNDS AVAILABLE: 
Vickie Dragan, Director of Finance

APPROVED FOR FEBRUARY 16, 2017 AGENDA: 
Chris Theisen - General Manager

Attachment: Current Job Description – Director of Finance

VENTURA REGIONAL SANITATION DISTRICT

DIRECTOR OF FINANCE

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

DEFINITION:

Under administrative direction, the Director of Finance will plan, manage, oversee, and direct the activities and operations of the Finance Department, including fiscal finance, accounting, budget, and planning; serve as the District's Chief Financial Officer; and provide highly responsible and complex management support to the General Manager

The Director of Finance is designated as an "at-will" position and will serve at the discretion of the General Manager.

SUPERVISION RECEIVED:

Receives administrative direction from the General Manager.

SUPERVISION EXERCISED:

The Director of Finance provides supervision to executives, management, supervisory, professional, technical, and administrative support staff, either directly or through subordinates.

ESSENTIAL FUNCTIONS:

Duties may include, but are not limited to, the following examples:

- Assume full management responsibility and leadership for the Finance Department programs, services, and activities, including accounting, budgeting and planning, purchasing. May be responsible for information systems, risk management, and human resources functions.
- Direct, plan, manage, and coordinate the development and implementation of Finance Department goals, objectives, policies, and priorities for each assigned program area; establish, within the District's policy, appropriate service, resource, and staffing levels; and allocate resources accordingly.
- Select Finance Department personnel; assign and review the work of management, supervisory, professional, technical and administrative support staff; establish employee performance expectations and evaluate performance; provide or coordinate employee training; work with employees to improve job-related skills and competencies; and may provide guidance with the implementation of discipline and performance improvement plans if necessary.
- Direct, plan, and manage the Finance Department portions of the District's budget; direct the forecasting of additional funds needed for staffing, resources, equipment, and/or supplies; direct the monitoring and approval of expenditures; and direct the preparation and implementation of budgetary adjustments as necessary.
- Represent the Finance Department to the Board of Directors, outside agencies and organizations, and/or community groups; explain and interpret financial programs, policies, and activities.

- Review and evaluate service delivery methods and systems including administrative and support systems and internal relationships; identify opportunities for improvement and implements changes to standard operating procedures to ensure optimum efficiency and economy.
- Oversee cash flow requirements and provide direction for investment of District funds and maintain banking and investment advisor relations.
- Direct, plan, coordinate, and implement the financial management information system.
- Oversee financial and compliance audits conducted by federal, state, and local governmental agencies or external financial firms; provide leadership for establishing and implementing procedures, controls and policies to ensure accurate audit trails.
- Evaluate quality and timeliness of support services through internal review and consultation with other District managers and external auditors or service providers; develop standards and provides leadership in ensuring satisfactory service delivery.
- Prepare and/or direct the preparation of reports and summaries of departmental activities; review and analyze reports, records, and other materials; and confers with appropriate personnel to obtain data required for planning, budgeting, legal analysis, human resources administration, and related activities.
- Provide complex staff assistance to the General Manager.
- Communicate and implement safety rules, policies and procedures in support of the District's safety vision and goals and maintains accountability for safety performance of all subordinate employees.
- Perform related duties and responsibilities, as assigned.

MINIMUM QUALIFICATIONS:

Experience:

Eight years of professional finance and accounting experience, including two years of supervisory and management experience.

Education:

A Bachelor's degree from an accredited college or university, with major course work in finance, accounting, or a related field.

A Master's degree is desirable.

License/Certificate:

Possession of, or ability to obtain, a valid Class C California driver's license and a driving record acceptable for insurability.

Possession of a Certified Public Accountant (CPA) certificate is desirable.

KNOWLEDGE AND ABILITIES:

The following list is a representative sample of the knowledge and abilities necessary to perform the essential duties of the position.

Knowledge of:

- Operational characteristics, practices, and activities of a comprehensive financial department.
- Various federal, state, and local laws, codes, and regulations pertaining to finance department programs, activities, and projects, including generally accepted accounting principles (GAAP) and General Accounting Standards Board (GASB) principles.
- Principles and methods of finance, accounting, budgeting, auditing, and treasury management.
- Methods of financing for public projects and services.
- Advanced and complex principles and practices of finance and accounting program development and administration.
- Long-term and short-term debt financing processes.
- Public agency investment management requirements.
- Public agency procurement and contracting practices.
- Advanced principles and practices of personnel management, including supervision, training, and performance evaluation.
- Advanced principles and practices of budget preparation and administration.
- Organizational and management principles and practices involved in strategic planning, resource allocation, leadership techniques, and coordination of people and resources.
- Various methods and techniques to reach mutually agreeable solutions and outcomes.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- 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.
- Computers and software programs (e.g., Microsoft software packages) to conduct research, assess information, and/or prepare documentation.

Ability to:

- Provide administrative, management, professional leadership, and direction for the Finance Department.
- Develop, implement, and administer goals, objectives, and procedures for providing effective and efficient Finance Department programs and services.
- Select and supervise staff, provide training and development opportunities, ensure work is performed effectively, and evaluate performance in an objective and positive manner.
- Research, evaluate, recommend and implement financial, investment, and budget strategies.
- Prepare a Comprehensive Annual Financial Report, and plan and prepare for financial audits.
- Oversee government debt financing programs, including issuance and monitoring.

- Develop and implement long-term and short-term departmental objectives for providing effective and efficient customer services.
- Evaluate debt load and reduction.
- Prepare clear and concise administrative and financial reports.
- Establish, maintain, and foster effective team spirit and collaboration between departments and employees.
- Actively listen and discern common interests to reach mutually agreeable solutions and outcomes.
- Develop, interpret, and apply the policies, procedures, laws, codes, and regulations pertaining to Finance Department programs, projects, and activities.
- Prepare and administer large and complex budgets; allocate limited resources in a cost-effective manner.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of Finance Department goals.
- Work in a fast-paced, professional office environment, and balance multiple projects and deadlines.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.

WORKING CONDITIONS:

Position requires sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, and stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement, and fine coordination in preparing statistical reports and data using a computer keyboard. Additionally, the position requires near vision in reading correspondence and statistical data, and acute hearing is required when communicating. The need to lift, drag, and push files, computer reports, or other materials weighing up to 20 pounds also is required. The employee will provide information orally or in writing, and work on numerous concurrent projects and tasks under deadlines. Typically, an employee will need to mentally process and analyze complex information, compose complex responses, interact with others, and present information and reports.

Pursuant to California Government Code Section 3100, all public employees are required to serve as disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law.