



September 7, 2017

Board of Directors
Ventura Regional Sanitation District
Ventura, California

CONSIDER RECLASSIFICATION OF MATTHEW BAUMGARDNER FROM ENGINEERING MANAGER TO DIRECTOR OF OPERATIONS

RECOMMENDED ACTIONS

- A. Approve the reclassification of Matthew Baumgardner from Engineering Manager to Director of Operations.

- B. Direct staff to hold the Engineering Manager position vacant until further action by the Board.

FISCAL IMPACT

Matthew Baumgardner currently earns a salary of \$131,851 annually as the Interim Director of Operations, which is Step 2 for that classification title. Following his reclassification to Director of Operations, his salary would remain unchanged initially; however, it would increase if step increases were awarded in the future through the annual performance evaluation process. He could potentially earn a salary of \$159,307 after being awarded 19 more step increases, because the salary range for that classification title is \$130,541 to \$159,307. Typically, five steps are awarded on an annual basis upon positive performance evaluations, so it would take over three years for the maximum salary to be achieved.

The change would not require a budget adjustment in FY 2017-2018. Future budgets would reflect additional costs associated with step increases. When comparing the cost associated with the Director of Operations at the top step to the current Interim Director of Operations situation, this action by the Board could ultimately result in an additional annual cost to the District of \$29,507, including salary and benefits.

BACKGROUND/ANALYSIS

In April 2016, the Director of Operations position became vacant upon the resignation of the incumbent. Recognizing the position's importance to ongoing operations, Matthew Baumgardner, who was the Engineering Manager at the time, was named as the Interim Director of Operations.

Mr. Baumgardner has now functioned in this role for over a year, and he has performed exceptionally well. During this time, Mr. Baumgardner has proven that he is capable and willing to hold this important position, and it is thus appropriate to reclassify him into that position.

On December 15, 2016, Mr. Baumgardner presented the Board with a solid waste staffing reorganization which the Board approved. In essence, this plan reclassified three positions (two to higher positions, one to a lower position), and held two positions vacant (Director of Operations and a Senior Engineer) until further action by the Board.

Mr. Baumgardner and his staff assumed a large portion of the duties that were previously performed by three positions: Director of Operations, Engineering Manager, and Senior Engineer. This reorganization, for which there was an estimated annual savings of \$388,868, has proven to be successful.

Consistent with the reorganization plan approved by the Board in December 2016, the Engineering Manager is fully funded and the Director of Operations is unfunded in the FY 2017-2018 Budget. The recommendation that staff is proposing will effectively swap the funding of the two positions, thereby funding only the Director of Operations.

If you should have any questions or need additional information, please contact me at (805) 658-4645 or via email at melissagrisales@vrsd.com



MELISSA GRISALES - HUMAN RESOURCE MANAGER

APPROVED FOR FUNDS AVAILABLE: 
Vickie Dragan, Director of Finance

APPROVED FOR SEPTEMBER 7, 2017 AGENDA 
Chris Theisen - General Manager

Attachments: Job Description for the Director of Operations

VENTURA REGIONAL SANITATION DISTRICT
DIRECTOR OF OPERATIONS

*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 Operations will plan, manage, oversee and direct the services of the Operations Department, including solid waste, engineering, water, and wastewater; coordinate department activities with other District officials or outside agencies; and provide highly responsible and complex management support to the General Manager

The Director of Operations is designated as an “at-will” position and will serve at the discretion of the General Manager.

SUPERVISION RECEIVED:

This position receives administrative direction from the General Manager.

SUPERVISION EXERCISED:

The Director of Operations exercises direct and indirect supervision over professional, technical, maintenance, and clerical staff.

ESSENTIAL FUNCTIONS:

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

- Assume full management responsibility and leadership for Operations programs, services, and activities, including solid waste, water, and wastewater.
- Direct, plan, manage, and coordinate the development and implementation of Operations goals, objectives, policies, and priorities for each assigned program area; establish, within the District’s policy, appropriate service, resource, and staffing levels; allocate resources accordingly.
- Select Operations 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; provide guidance with the implementation of discipline and performance improvement plans, if necessary.
- Direct, plan, and manage the Operations 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; direct the preparation and implementation of budgetary adjustments, as necessary.
- Represent the Operations Department to the Board of Directors, outside agencies and organizations, and/or community groups; explain and interpret Operations Department programs, policies, and activities.

- Confer with officials of other agencies regarding permitting, regulatory compliance and other such matters.
- Develop, present and defend the District's position, and negotiate closure on such issues.
- Evaluate the need for capital improvement and equipment replacement.
- Review engineering, environmental, and operational reports and recommendations prepared by staff and/or consultants.
- Represent the Operations Department and establish positive working relationships with appropriate community leaders and representatives of community organizations, state/local agencies and associations, members of District client agencies, management, and the public.
- Implement and ensure safe work practices and policies appropriate for department operations; provide for safety training and required reporting.
- Stay current on issues relative to the field of waste management and related service delivery responsibilities.
- 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; maintain accountability for safety performance of all subordinate employees.
- Perform related duties and responsibilities, as assigned.

EDUCATION AND/OR EXPERIENCE:

Any equivalent combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Eight (8) years of increasingly responsible, professional engineering, construction or water/wastewater experience, including two (2) years of supervisory and management experience.

Education:

A Bachelor's degree in public administration, civil engineering, or related field and six (6) years of progressively responsible management experience in public works/utility management. 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 valid certification in wastewater treatment, water distribution, and/or solid waste management is desirable.

Possession of Professional Engineer Registration in the State of California.

KNOWLEDGE AND ABILITIES:

The following are a representative sample of the knowledge, skills and abilities necessary to perform the essential duties of the position.

Knowledge of:

- Operational characteristics, practices, and activities of a comprehensive Operations department.
- Various federal, state and local laws, codes and regulations pertaining to the operation of a solid waste landfill, water distribution system, and wastewater treatment facility, including environmental protection reporting and compliance.
- Theory and practice of civil engineering as related to solid waste, water and wastewater services.
- Site closure requirements and responsibilities.
- Safety requirements and procedures relative to water and wastewater facility and landfill operations; marketing strategy applicable to public services.
- 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 technique, 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, program and project coordination, and task coordination.
- Computers and software programs (e.g. Microsoft software packages) to conduct research, assess information, and/or prepare documentation.

Ability to:

- Provide administration, management, professional leadership, and direction for the Operations Department.
- Develop, implement, and administer goals, objectives, and procedures for providing effective and efficient operations programs and services.
- Select and supervise staff; provide training and development opportunities; ensure work is performed effectively; evaluate performance in an objective and positive manner.
- Plan, organize, and direct solid waste, water, and wastewater operations and related engineering services.
- Administer engineering and construction projects, contracts, and consultants; ensure quality assurance.
- Understand, interpret and explain federal, state and local laws, regulations and policies governing solid waste, water, and wastewater program operations.
- Formulate, promote and implement a variety of solid waste, water, and wastewater programs.

- Review and evaluate engineering plans and drawings.
- 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 Operations 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 Operations 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.
- Establish and maintain cooperative working relationships with those contacted in the course of business, including agencies, community groups, and the public.
- Effectively use computer systems, applications, and modern business equipment to perform a variety of work tasks.

WORKING CONDITIONS:

The standard office position requires an employee to access their work location, attend meetings, utilize computerized workstations, and lift paperwork and light-weight equipment or resources (less than 20 pounds). Typically, an employee will need to walk, stand, sit, use a keyboard, see, hear, bend, lift, and twist. The employee obtains information from oral instructions, conversations, written reports, e-mail, the Internet, and professional publications, and will process and analyze the information obtained. 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.