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Board Report

Legistar File Number: BC 19-188

February 04, 2019

Introduced: 1/18/2019

Current Status: Agenda Ready

Version: 1

Matter Type: Budget Committee

- a. Support amending the FY 2018-19 Resource Management Agency (RMA), General Fund 001, Unit 8170- Building Services, Appropriation Unit RMA011 Budget to reallocate one (1) Principal Office Assistant position to one (1) Supervising Office Assistant II position, as indicated in the attached Resolution;
- b. Support amending the FY 2018-19 RMA, General Fund 001, Unit 8196 - Development Services, Appropriation Unit RMA010 Budget to reallocate one (1) Engineering Technician position to one (1) Civil Engineer position and one (1) RMA Services Manager to one (1) Management Analyst II, as indicated in the attached Resolution;
- c. Support amending the FY 2018-19 RMA, General Fund 001, Unit 8475 - Parks Operations, Appropriation Unit RMA102 Budget to reallocate one (1) Sanitation Worker position to one (1) Parks Utilities and Water Systems Specialist position, as indicated in the attached Resolution;
- d. Support amending the FY 2018-19 RMA, Road Fund 002, Unit 8195 - Public Works Engineering, Appropriation Unit RMA012 Budget to reallocate one (1) Project Manager II position to one (1) Project Manager III position, as indicated in the attached Resolution;
- e. Support amending the FY 2018-19 RMA, Road Fund 002, Unit 8443 - Public Works Maintenance, Appropriation Unit RMA012 Budget to create a new allocation for a Road Superintendent position, as indicated in the attached Resolution; and
- f. Support authorizing the Auditor-Controller, Human Resources Department and the County Administrative Office to incorporate these changes in the FY 2018-19 Budget.

RECOMMENDATION:

It is recommended that the Budget Committee:

- a. Support amending the FY 2018-19 Resource Management Agency (RMA), General Fund 001, Unit 8170- Building Services, Appropriation Unit RMA011 Budget to reallocate one (1) Principal Office Assistant position to one (1) Supervising Office Assistant II position, as indicated in the attached Resolution;
- b. Support amending the FY 2018-19 RMA, General Fund 001, Unit 8196 - Development Services, Appropriation Unit RMA010 Budget to reallocate one (1) Engineering Technician position to one (1) Civil Engineer position and one (1) RMA Services Manager to one (1) Management Analyst II, as indicated in the attached Resolution;
- c. Support amending the FY 2018-19 RMA, General Fund 001, Unit 8475 - Park Operations, Appropriation Unit RMA102 Budget to reallocate one (1) Sanitation Worker position to one (1) Parks Utilities and Water Systems Specialist position, as indicated in the attached Resolution;
- d. Support amending the FY 2018-19 RMA, Road Fund 002, Unit 8195 - Public Works Engineering, Appropriation Unit RMA012 Budget to reallocate one (1) Project Manager II position to one (1) Project Manager III position, as indicated in the attached Resolution;
- e. Support amending the FY 2018-19 RMA, Road Fund 002, Unit 8443 - Public Works

Maintenance, Appropriation Unit RMA012 Budget to create a new allocation for the Road Superintendent position, as indicated in the attached Resolution; and
f. Support authorizing the Auditor-Controller, Human Resources Department and the County Administrative Office to incorporate these changes in the FY 2018-19 Budget.

SUMMARY:

The Resource Management Agency (RMA) is requesting to amend positions within the fiscal year (FY) 2018-19 budget to better serve the operational needs of the department. There are five (5) positions vacant, or soon to be vacant, which RMA has assessed would provide added value in different capacities within the organization. In addition, RMA has identified the need to create a new allocation for one (1) Road Superintendent.

There are four (4) positions in the General Fund proposed as follows:

- Reallocate one (1) Principal Office Assistant position to one (1) Supervising Office Assistant II position;
- Reallocate one (1) Engineering Technician position to one (1) Civil Engineer position and one (1) RMA Services Manager position to one (1) Management Analyst II in Developmental Services; and,
- Reallocate one (1) Sanitation Worker position to one (1) Parks Utilities and Water Systems Specialist position in Parks Operations.

There are an additional two (2) in the Road Fund proposed as follows:

- Reallocate one (1) Project Manager II position to one (1) Project Manager III position in Road and Bridge Engineering; and
- Create new allocation for one (1) Assistant Road Superintendent position in Road and Bridge Maintenance.

DISCUSSION:

RMA reviewed vacant (current or pending within 1-5 months) positions across the organization to determine if each area was appropriately allocated staffing resources given current and anticipated departmental operations and initiatives. As a result of this review, the department determined the following:

- RMA has two (2) Principal Office Assistant (POA) positions that support the Permit Center. Due to the number of Office Assistant (OA) staff for that team, RMA finds that it would be better served in reallocating one (1) POA position to a Supervising Office Assistant II (SOA II) position to provide day-to-day supervision of the department's consolidated pool of Office Assistants (OA) in the Permit Center. One of the existing POAs filed for retirement effective May 2019. As an interim measure, RMA shifted the POA to a vacant Permit Technician II position so there is no impact to an incumbent as a result of this action. An SOA II is desirable, rather than an SOA I, as the position will be responsible for a large group, exceeding 15 staff, that are assigned to multiple work units. Under the Permit Center's current organizational structure, the Permit Center Manager is responsible for the management and supervision of approximately 30 staff, including a team of OAs as well as a team of Permit

Technicians. The SOA II position would relieve the Permit Center Manager of the daily oversight and supervision of 17 staff assigned to the Call Center & Parks, Reception & Cashiering, Scanning, Routing, Records, as well as support for the other units in RMA (Building, Planning, Parks, Public Works, Facilities, etc.). Without the SOA II, there is an unmet need in the Permit Center's leadership structure.

- In 2015, RMA reorganized to address revenue shortfall in the Road Fund. The Development Services Unit combined surveyor with encroachments as part of the Land Use and Community Development Division. As part of this shift, RMA underfilled a vacant RMA Services Manager position with an existing Civil Engineer. These two (2) positions have identical salary tables, so the result has been a net wash for budget purposes. RMA has sought to reallocate the RMA Services Manager position to a Civil Engineer; however, the Civil Engineer employee was on the position, which limited RMA's ability to reallocate it. In addition, RMA felt there was a need to retain the Manager position. Now, with the vacation of an Engineering Technician position in that Unit, and the addition of Measure X and SB1 funding, RMA has an opportunity to request the reallocation of an Engineering Technician to a Civil Engineer. The Civil Engineer position is needed to provide higher level technical support to the traffic engineering section, which provides the appropriate level of support for land use projects as well as public works projects. This level of professional responsibility is justified because of the degree of public safety that is entrusted in the technical planning, analysis, and directions required of the position. This also releases the RMA Services Manager position, which is then being proposed for reallocation to a Management Analyst II position based on current needs as discussed below.
- Reallocating the RMA Services Manager to a Management Analyst II better aligns with the duties and responsibilities needed for the management operations of the Land Use and Community Development Division. With the assumption of the land use permitting responsibilities from the Monterey County Water Resources Agency, the RMA has assumed the role of Floodplain Manager. While RMA noted there was no need for new staff, there is a need to augment current staff with a Management Analyst II position to assist with various administrative and analytical tasks that are associated with Flood Plain Management, the National Flood Insurance Program Community Rating System (CRS), National Pollution Discharge Elimination System, Building, Grading, and Encroachment Permits in order to free up the technical staff for the plan review, permit, and inspection responsibilities, and also, focus on providing the technical guidance needed to supplement these reporting requirements.
- The Sanitation Worker position has been steadily phased out of RMA with efforts to dispose of Sanitation Districts. With the addition of Parks, RMA accepted a number of new systems/facilities served by Park Utilities and Water Systems Specialist positions. There is currently a Senior System Specialist (filled) and two Specialist positions (vacant). This position is the last remaining Sanitation Worker position in RMA and is proposed to be converted to the Park Utilities and Water Systems Specialist position and charged with maintaining and repairing all Utility and Water Systems for all parks, public works and county-wide facilities.

- There are four Road Districts. The Road District Superintendent position is the lead for each District. However, one of the Road District Superintendent positions was removed in 2015 because, based on reductions in the Road Fund, RMA-Public Works was evaluating the possibility of combining two crews in south county into one crew under a single Road District Superintendent. However, further analysis of this model has shown that two separate crews are required based on the geographic distance between work sites, the total amount of roadway to be maintained, and the amount of potential lost work hours travelling between a consolidated meeting point and the actual location of the work sites. With the addition of Measure X and SB1 to the Road Fund, RMA is requesting to create a new allocation for a Road Superintendent now for budget planning purposes.
- During the FY 2018-19 budget development, RMA requested an augmentation for two (2) Project Manager II's to be funded with new Road Fund revenue [Senate Bill 1 (SB1)/ Road Maintenance and Rehabilitation Account (RMRA) and Measure X]. RMA Road Fund currently has one (1) PMIII position that is assigned the most complex projects. After further review, RMA anticipates many of the projects in the five-year forecast are beyond the complexity of a Project Manager II, and more suitable to a Project Manager III. Therefore, RMA is requesting to reclassify one (1) of the two (2) Project Manager II's to a Project Manager III.

OTHER AGENCY INVOLVEMENT:

The Human Resources Department has reviewed and approved these proposed actions. County Counsel has approved to form.

FINANCING:

For FY 2018-19, RMA estimates the reallocations could result in an increase in cost up to \$14,678, which includes a cost reduction in the General Fund of \$30,632 and a cost increase in the Road Fund of \$45,310. The General Fund will experience a savings with these reallocations due to the current funding arrangement for the Civil Engineer position. Currently, The Civil Engineer is filling an RMA Services Manager position, so the budget includes adequate funding for the Civil Engineer position. However, since the Engineering Technician, which is being reallocated to the Civil Engineer, was expected to be filled in March 2019, RMA will realize a savings from reallocating this position totaling \$36,444. This will offset the nominal increase for the reallocation of the Principal Office Assistant to the Supervising Office Assistant II of \$2,577 and the reallocation of the Sanitation Worker to the Parks Utilities and Water Systems Specialist of \$3,235. The Road Fund, which will incur an increase will utilize either SB1/RMRA or Measure X funds to support the additional cost of \$45,310. The Road Fund 002, Appropriation Unit RMA012 has sufficient appropriations available in both Unit's 8195 and 8443 to cover this additional cost. (Refer to Attachment B - FY 2018-19 Proposed Reallocated Position Cost Analysis)

Moving forward into FY 2019-20, there will be an overall annual increase in salary and benefit costs of \$213,207 to reallocate five (5) positions and add one (1) new allocation. The annual cost to the General Fund and the Road Fund is \$56,481 and \$156,727, respectively. RMA will address the

increased cost in the General Fund during the Baseline Budget process, as part of the overall, department-wide operations and resource evaluation. The Road Fund has sufficient revenue from SB1/RMRA and Measure X to cover the increased cost of reallocating the Project Manager II to a Project Manager III, as this position will be working solely on capital projects. These new revenue streams are freeing up discretionary funds in the Road Fund, which will then provide additional revenue for positions in the Road and Bridge Maintenance side. (Refer to Attachment C - FY 2019-20 Proposed Reallocated Position Cost Analysis)

Prepared by: Jessica Cordiero-Martinez, Finance Manager II

Reviewed by: Shawne Ellerbee, Director of Administrative Services

Approved by: Carl P. Holm, AICP, RMA Director

Attachments:

Attachment A - Resolution

Attachment B - FY 2018-19 Proposed Reallocated Position Cost Analysis

Attachment C - FY 2019-20 Proposed Reallocated Position Cost Analysis