



FALLBROOK PUBLIC UTILITY DISTRICT
MEETING OF THE PERSONNEL COMMITTEE

AGENDA

WEDNESDAY, MAY 31, 2017
9:30 A.M.

FALLBROOK PUBLIC UTILITY DISTRICT
990 E. MISSION RD., FALLBROOK, CA 92028
PHONE: (760) 728-1125

If you have a disability and need an accommodation to participate in the meeting, please call the Secretary at (760) 728-1125 for assistance so the necessary arrangements can be made.

Writings that are public records and are distributed during a public meeting are available for public inspection at the meeting if prepared by the local agency or a member of its legislative body or after the meeting if prepared by some other person.

I. PRELIMINARY FUNCTIONS

CALL TO ORDER / ROLL CALL

PUBLIC COMMENT (*limit 3 minutes*)

II. ACTION / DISCUSSION -----(ITEM A)

A. REVIEW OF DISTRICT ADMINISTRATIVE FUNCTIONS

III. ADJOURNMENT OF MEETING

DECLARATION OF POSTING

I, Mary Lou Boultinghouse, Secretary of the Board of Directors of the Fallbrook Public Utility District, do hereby declare that I posted a copy of the foregoing agenda in the glass case at the entrance of the District Office located at 990 East Mission Road, Fallbrook, California, at least 72 hours prior to the meeting in accordance with Government Code § 54954.2(a).

I, Mary Lou Boultinghouse, further declare under penalty of perjury and under the laws of the State of California that the foregoing is true and correct.

May 25, 2017
Dated / Fallbrook, CA

Mary Lou West
Secretary, Board of Directors

MEMORANDUM

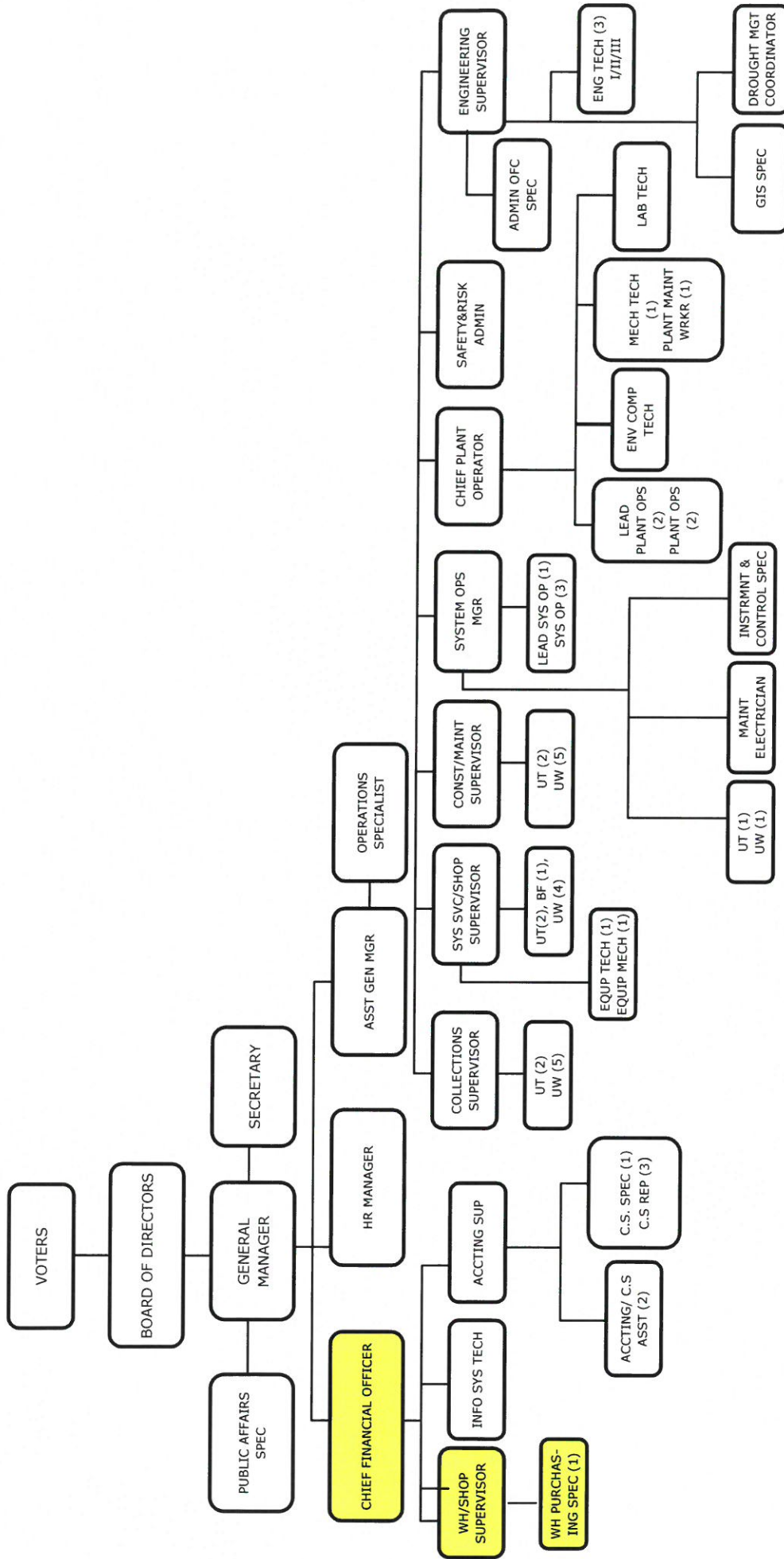
TO: Personnel Committee
FROM: Brian J. Brady, General Manager *BJB*
DATE: May 31, 2017
SUBJECT: Review of District Administrative Functions

President Wolk directed staff to schedule a Personnel Committee meeting to review and evaluate the organization and personnel of the administration function of the District to determine if any changes in the structure or staff positions may be beneficial.

The following materials are attached for the Committee's use in the review process:

1. Proposed Organization Chart
2. Administrative Services Manager/Treasurer job description
3. Chief Financial Officer proposed job description
4. CFO/Finance Comparisons

**FALLBROOK PUBLIC UTILITY DISTRICT
PROPOSED
MAY 2017**



68 Total Positions

ADMINISTRATIVE SERVICES MANAGER/TREASURER

Definition

Under administrative direction, to plan, direct and supervise the administrative support activities of the Administrative Services Department risk management of the District; to perform a variety of professional accounting, fiscal, analytical and systems analyses; to provide administrative support to the General Manager; and to perform related work as required.

Class Characteristics

This one-position class has managerial responsibility for the planning and administration of the programs, services and staff of the Administrative Services Department (fiscal, customer service, risk management, and information systems). The incumbent provides District Treasurer duties including management of the cash assets of the District and investment of surplus and reserve public funds in accordance with Board policy and State legal requirements. The incumbent is responsible to the General Manager relative to the efficient administration of the Administrative Services Department. The incumbent exercises supervision over specialized accounting employees, and information system employees making assignments, setting priorities, training and reviewing work. The incumbent is expected to demonstrate a high level of professional administrative expertise in establishing and maintaining effective departmental operations consistent with Board policies and administrative guidelines established by the General Manager. The incumbent is responsible for preparing evaluations, recommending employment, recognizing employees and effectively recommending disciplinary action. The incumbent has considerable independence in selecting and developing work methods and procedures. Instructions from the General Manager usually consist of direction or approval to institute programs or services or to accomplish assignments in accordance with given goals and deadlines. Most work is not reviewed directly by the supervisor; and when work is reviewed, the review is directed toward final outcomes and results. The incumbent is expected to develop methods and procedures and to solve problems encountered, using professional judgment and the application of precedent, except where deviations from established policy are required. The incumbent functions as a member of the District's management team and participates in addressing issues of concern to the District which may not have a direct impact on the incumbent's area of specialization.

Examples of Duties

Plans, organizes, monitors and administers the work of Administrative Services Department (fiscal, risk management, and information systems activities) employees, selecting, making assignments, setting priorities for and training personnel¹; develops standards of performance for each position supervised; advises subordinates of performance standards, observes and documents performance and prepares periodic and special evaluations of performance; prepares supporting documentation, and recommends employee recognition and discipline; counsels employees on matters related to performance and employment status; develops work procedures and practices; modifies work assignments of employees in accordance with Administrative Services Department needs; makes oral and written directives; **interprets, enforces and applies policies and regulatory requirements controlling fiscal processes¹**; monitors and provides guidance to technicians who coordinate and control the information systems and risk management programs; **advises and consults with the General Manager on policy-level and technical aspects of**

¹-The performance of this function is the reason the job exists.

assigned programs¹; provides staff support to assigned committees and other study groups; **establishes internal control³**; maintains supporting records of financial transactions; **analyzes and recommends water and sewer rates, fees and other charges³**; **directs preparation of District budget³**; **prepares schedules, forms and instructions for annual budget development by District divisions and departments³**; reviews, analyzes, summarizes and compiles budget requests; serves as a resource to divisional and departmental staff in budget development and administration; **prepares budget drafts and final budget in accordance with directives³**; directs the preparation of requests for proposals and specifications; prepares schedules and coordinates the work of auditors and acts as resource person for them; reviews finance-related legislation and ensures that the District is in compliance; **develops and modifies financial systems¹**; **solves accounting problems identified by departmental staff and auditors³**; **directs the preparation of computer applications for fiscal processes³**; **supervises the preparation of timely financial management information to departments³**; **reconciles cash, investment, receivable and payable accounts¹**; **prepares cash flow and income statements¹**; **reconciles annual payroll records and submits federal and state reports¹**; **monitors and audits payroll, accounts payable, accounts receivable and water billing processing¹**; **administers the District's liability and property insurance programs³**; **supervises the processing of liability and property loss claims³**; **performs risk management related functions¹**; **attends risk management meetings and seminars³**; acts as the liaison for the District safety program, insuring that the system for safety alertness is responsive to the activities of the District; **serves as a District-wide technical resource on data processing³**; **analyzes computer hardware requirements, evaluates available hardware and recommends purchases³**; **approves recommended computer hardware purchases¹**; **flowchart requirements for new programs and modifications to existing programs³**; **trouble shoots user problems and serves as a training resource to users³**; **directs mainframe backup; administers assigned contract services; prepares journal entries¹**; **maintains records of departmental payroll-related information, ensuring proper reporting of leave usage²**; **schedules vacation in accordance with personnel policies²**; **represents the District in Small Claims Court, or delegates staff, when the District is attempting to collect on overdue receivables²**; attends Board of Director meeting; attends meetings, conferences and seminars; conducts staff meetings; conducts studies and investigations, preparing correspondence and reports of findings and recommendations; meets and confers with groups and organizations concerning District accounting, customer service and risk management; **serves as acting General Manager, as assigned¹**; chairs and participates in technical and professional meetings, representing the District and making presentations; makes media appearances and prepares statements and articles to express the District's policy and official position in matters relating to the District; and performs related work as required.

Qualifications:

Knowledge of:

Advance principles of public administration and governmental finance;
Principles of supervision, analytical procedures, procurement methods, and modern office management methods and practices;
Automated equipment, systems, and software including those utilized for utility billing, fiscal and accounting functions;

1-The performance of this function is the reason that the job exists.

3-This function is highly specialized. Employees are hired for the skill/ability to perform this.

2-There are limited employees among whom the performance of this function can be distributed.

Current practices and developments in the field of computer operations, software applications, and telecommunications technology;
Principles and techniques of systems analysis and development;
Principles of budget preparation and control;
Laws affecting the operation of the Administrative Services Department;
Principles of supervision and training;
Advanced mathematics and statistics.

Ability to:

Manage programs, services and staff of the Administrative Services Department effectively and efficiently;
Plan, organize and maximize available resources to meet program and service goals;
Analyze, develop, revise and improve upon accounting records and procedures;
Forecast revenue and cash flow;
Read, understand, interpret and apply laws, rules and regulations to specific accounting and financial situations;
Prepare accurate financial reports;
Conduct studies, analyze data, draw sound conclusions from data and prepare reports of findings and recommendations;
Operate a computer terminal and utilize office support software to prepare documents, reports and to input and retrieve data;
Make accurate mathematical and statistical computations;
Act as General Manager in the General Manager's absence;
Communicate effectively orally and in writing;
Exercise tact and deal effectively with officials and representatives of other jurisdictions, departments and the general public;
Operate a vehicle observing legal and defensive driving practices;
Understand and carry out oral and written instructions;
Establish and maintain effective relationships with those contacted in the course of work.

Licenses and Certification

Possession of a valid and appropriate California Driver's License;
Possession of a Master's degree in business or public administration is desirable.
Possession of a certification as a California Certified Public Accountant is desirable.

Training and Experience

Any combination of training, education and experience which demonstrates possession of the knowledge and abilities stated above and the ability to perform the duties of the position. A typical qualifying entrance background is managerial-level experience performing responsible administration of financial operations involving cash flow, enterprise, accounting, budgeting, financial reports, internal controls and management information services;

and

Completion of coursework leading to a baccalaureate-level major in accounting, finance or a closely related field;

or

Certification as a California Certified Public Accountant.

Physical Demands

Sitting: Remains in seated position for up to 8 hours per day.
 Lifting: Picks up boxes of computer paper up to 50 lbs.
 Talking: Expresses ideas and shares information by means of spoken word in person and by telephone.
 Hearing: Hears well enough to receive communication in person and by telephone.
 Hands/Arms: Operates computer for up to 8 hours per day.
 Vision: Reads written or video messages for up to 8 hours per day and operates vehicle.

Reasonable accommodations will be considered.

Board Approved Effective Date 5/06	59
Board Approved Revision Date 8/06 12/11 2/15	

CHIEF FINANCIAL OFFICER

Definition

Under direction of the General Manager (GM), directs plans and coordinates the District's finance operations. Ensures the efficient and effective use of facilities, finances, personnel and equipment for the Finance, Customer Service, Information Systems, Purchasing and Warehouse Departments; participates in Board of Directors and related meetings. Plans, organizes, and directs the Finance Division including the financial, budget, accounting, grant administration, treasury management, purchasing and warehousing functions, Information Systems, and customer service of the District. This includes protection of the District assets and the maintenance of budget controls, perform the most complex accounting functions, to invest District funds, to complete long and short term capital borrowing, strategic planning, policy recommendations and shall perform related work as required.

Class Characteristics

This one-position class is a management level classification with responsibility for directing a District Division providing major and critical internal and external services. Responsibilities include organizational, budget personnel administration for the assigned departments. Positions at this level report to the GM and direct the efforts of multiple department supervisors and other support staff. This classification is in the management group and "at-will".

Examples of Duties

- Serves as Treasurer for the District
- Direct all activities related to financial matters including management of staff and oversight of consultants to ensure that results are accomplished efficiently and in accordance with acceptable standards for quality and integrity, compliance with applicable laws, regulations, policies and procedures
- Review and evaluate work methods, procedures, services, and products; establish evaluation standards and criteria; monitor effectiveness and efficiency
- Ensure compliance with District operational and personnel policies and procedures at the Division level
- Hire, supervise, train, and evaluate assigned staff; establish work standards and expectations; administer training and performance evaluations for assigned staff; counsel and discipline employees of assigned area as required
- Sets and monitors Customer Service policies and procedures
- Develop and monitor short and long range financial planning, protection of District assets, and maintenance of budget controls
- Direct the District's annual budget development activities and budget control systems; monitor appropriations and expenditures; conduct quarterly updates with District management; make mid-year adjustments as necessary
- Oversee the annual review and revision of the District's rates and changes, the review and development of the rate structures; attends and leads public meetings and rate hearings and the implementation of new rates
- Direct the development, preparation, and presentation of financial reports and statements, providing strategic and tactical advice to the GM and the Board of Directors regarding financial issues, including debt and asset management policies and rate and revenue structures

- Develop and implement investment policies and practices to ensure that the District's financial resources are appropriately utilized; monitor legislative activities accounting promulgations, and tax regulations and legislation that will affect that District's financial reporting, debt management, investment, and accounting practices. Develop and work with other agencies to protect the District's financial interests
- Work with rating agencies, advisors and outside bond counsel in the issuance of revenue bonds, certificates of participation or other external financing; prepares financial data and reviews all bond documents and information prepared for the public, rating agencies and bond covenants; tracks compliance with debt service coverage ratios; monitors the interest rate market to remain alert for refunding opportunities; complies with all debt reporting requirements.
- Oversee the administration and monitoring of related contracts with consultants
- Direct the District's centralized purchasing program, which includes material and services purchases, professional contracts, requests for proposal development and competitive bidding; ensure compliance with District and governmental regulations. Ensure that purchasing procedures; activities and specification meet District requirements
- Ensure compliance and security is met in Information Systems areas. Perform related duties as assigned.

1-The performance of this function is the reason that the job exists.

3-This function is highly specialized. Employees are hired for the skill/ability to perform this. 2-There

Qualifications:

Knowledge of:

Principles and practices of budgeting, accounting, finance, investment and the development and maintenance of fiscal controls in a government setting.

Laws, rules, ordinances and legislative process controlling District financial functions and operations

Principles of public debt issuance

Principles and practices of auditing

Principles and practices of investments

Principles of supervision and management

Principles and practices of Customer Service

Principles and practices of Information Systems

Principles and practices of Purchasing and Waterhouse management

Principles of automated equipment, systems, and software including those utilized for utility billing, fiscal and accounting functions

1-The performance of this function is the reason the job exists.

Ability to:

- Plan, organize, direct, and coordinate the work of managerial, supervisory, professional, and technical staff; and delegate the authority and responsibility.
- Provide administrative and professional leadership and direction.
- Select, supervise, train, and evaluate personnel.
- Identify and respond to the General Manager (GM), and Board of Directors' issues, concerns and needs.
- Develop, implement, and administer goals, objectives, and procedures for providing effective and efficient department services.
- Apply advanced methods of report preparation and presentation.

- Prepare and administer large and complex budgets; allocate limited resources in a cost-effective manner.
- Direct advisors and outside bond counsel in the issuance of revenue bonds, certificates of participation or other external financing.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendation in support of goals.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare, review, and approve comprehensive administrative and financial analyses and reports.
- Interpret and apply Federal, State, and local policies, procedures, laws, and regulations.
- Conduct thorough investigations
- Analyze a variety of complex technical and administrative problems and make sound policy and procedural recommendations in accordance with laws, regulations and policies.
- Understand and carry out oral and written instructions.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain cooperative working relationships with all levels of employees and customers, including District and other government officials.
- Interface effectively with all levels of employees and customers.
- Follow established codes, policies, and guidelines.
- Perform work in accordance with safety regulations, guidelines and practices.
- Devise and operate effective internal control procedures
- Analyze a variety of complex technical accounting, finance, customer service, information systems, and purchasing problems and make sound policy and procedural recommendations.
- Administer contract services.
- Manager and administer procurement card program

Licenses and/or Certifications:

Possession of a valid and appropriate California Driver's License required;

Possession of a certification as a California Certified Public Accountant is desirable.

Minimum Experience, Education, and Training:

Experience:

Seven years (7) management-level experience in accounting and finance to include purchasing, investments, cash management, internal audit control, and debt issuance.

Education:

- Bachelor's degree in Business Administration, Accounting, Finance or related field.
- Master's Degree in Business Administration, Accounting, Finance or related field highly desirable.

Physical Demands:

Sitting: Remains in seated position for up to 8 hours per day.

Lifting: Picks up boxes of computer paper up to 50 lbs.

Talking: Expresses ideas and shares information by means of spoken word in person and by telephone.

Hearing: Hears well enough to receive communication in person and by telephone.

Hands/Arms: Operates computer for up to 8 hours per day.

Vision: Reads written or video messages for up to 8 hours per day and operates vehicle.

Reasonable accommodations will be considered.

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Board
Approved
Effective
Date

CFO/FINANCE COMPARISON

AGENCY	TITLE	SALARY RANGE
WESTERN MUNICIPAL WATER DISTRICT	ASSISTANT GM/CFO	\$13,617 - \$18,724
VALLECITOS WATER DISTRICT	ASSISTANT GENERAL MANAGER	\$12,682 - \$18,737
OTAY WATER DISTRICT	CHIEF FINANCIAL OFFICER	\$12,561 - \$15,707.02
SAN DIEGO COUNTY WATER AUTHORITY	DIRECTOR OF FINANCE/TREASURER	\$12,484.86 - \$16,854.45
SWEETWATER AUTHORITY	DIRECTOR OF FINANCE/TREASURER	\$12,447 - \$15,130
FALLBROOK PUBLIC UTILITY DISTRICT	CHIEF FINANCIAL OFFICER/TREASURER	\$12,159 - \$15,184
RANCHO CALIFORNIA WATER DISTRICT	DIRECTOR OF FINANCE/TREASURER	\$11,859 - \$15,417
RAMONA WATER DISTRICT	CHIEF FINANCIAL OFFICER	\$11,641.07 - \$14,852.93
PADRE DAM	CHIEF FINANCIAL OFFICER	\$10,346 - \$15,789