



**Government Relations and Public
Affairs Committee**
Meeting Date: 10/8/2018
Agenda Item No.: 2018-October-4.

Subject: Proposed Changes to Senior Staff Positions, Structure and Salary Schedule (Est. time: 5 minutes)

Action

Prepared by: James Corless

Approved by: James Corless

Attachments: Yes

1. Issue:

The Chief Executive Officer (CEO) is proposing a restructuring of SACOG's senior staff leadership.

2. Recommendation:

The CEO recommends that the Government Relations and Public Affairs Committee recommend that the Board of Directors:

1. modify employment agreements for the Chief Executive Officer (CEO) and Chief Operating Officer/General Counsel (COO/GC);
2. amend the Classification Plan to add a Deputy Executive Director classification and a Senior Advisor classification;
3. amend the Salary Schedule;
4. allow the CEO to make two appointments to the new position of Deputy Executive Director;
5. delegate authority to the CEO to update any agreements, policies or other documents to implement the changes in title from CEO to Executive Director; and
6. authorize the CEO to delegate in his discretion any duties to a Deputy Executive Director.

3. Background/Analysis:

For the past year, Kirk Trost, Chief Operating Officer/General Counsel, has been actively working with the CEO on a succession plan to prepare the organization for the future. Since joining SACOG in 2011, Mr. Trost has played a significant role overseeing the operations of SACOG, overseeing outside counsel and providing specialized counsel to the CEO and Board of Directors, developing program and policy initiatives, and serving in an executive capacity on several complex projects, including the Downtown/Riverfront Streetcar Project, the Connect Card Universal Fare Card project, and Regional Bike Share.

As a first step in implementing the succession plan, Mr. Trost will transition to a Senior Advisor position, relinquishing his day-to-day operations responsibilities. In the near

term, he will retain General Counsel responsibilities, will advise senior leadership, and continue certain projects and policy work.

4. Discussion/Analysis:

Upon joining SACOG as CEO, James Corless desired to focus on external partnerships and strategic priorities, helping to better connect SACOG with its member jurisdictions and helping the region become a leader in government innovation and the next generation of mobility. Mr. Corless is proposing a restructuring of the senior management roles at SACOG, effective October 2018, that will better align the staff to allow for successful implementation of that vision and build overall staff capacity to execute the agency work plan.

After consulting with board leadership, Mr. Corless proposes reverting to the longstanding title of Executive Director, eliminating the title of Chief Executive Officer. He is also proposing to eliminate the position of Chief Operations Officer and create two Deputy Executive Director positions. Erik Johnson, who has led the agency's non-financial operations for the past four years, and who joined SACOG in 2005, will become the Deputy Executive Director for Operations. Kacey Lizon, who joined SACOG in 2002 and has helped develop and implement the Blueprint and oversaw the past three MTP cycles, will become the Deputy Executive Director for Planning & Programs. Because these are new positions, but being filled by existing staff, the CEO is requesting that the board authorize the permanent appointment of existing highly qualified staff into these positions.

In addition to the two new Deputy positions, Mr. Corless is also working with Monica Hernandez and Matt Carpenter to rescope and redefine their roles. Ms. Hernandez will be assuming a new leadership role focused on external partnerships and civic engagement. Mr. Carpenter will be transitioning to a new leadership role that allows him to focus more of his time on innovative finance and implementation strategies for SACOG programs beyond his current focus on transportation services. In order to allow for this, he will be shedding some of his current responsibilities as part of a more incremental transition over the next 12-18 month period. Finally, the promotion of Ms. Lizon leaves a vacancy in her current position as Planning Manager. In order to fill that in the near term, Clint Holtzen will serve as Interim Planning Manager through the end of this calendar year.

While the CEO has broad discretion over staff restructuring and compensation, the board needs to act on the following items:

- The Board of Directors has directly entered into employment agreements with James Corless and Kirk Trost, and so board action is required to modify those agreements.
- For other positions, the Board of Directors has delegated the selection of personnel and administration of the Personnel Rules to the CEO, except that the Board of Directors is required to approve any new classifications not covered by the Classification Plan it adopted in October 2015.
- The Board of Directors adopted Personnel Rules that normally would require an individual appointed without competition serve in an Acting capacity for 12 months. However, the board has the authority to waive this requirement which is not a legal requirement.
- California Code of Regulations Section 570.5 requires the adoption of a Salary Plan in

order to account for any modifications to salary.

- The Board of Directors has broadly delegated authority to the CEO, however some board-adopted policies reference the positions of Chief Executive Officer and Chief Operating Officer, and so board action is required to modify such references.

5. Fiscal Impact/Grant Information:

The attached Salary Schedule shows the creation of a Deputy Executive Director pay range that is higher than the existing Manager pay range. Mr. Corless has authority to negotiate and execute employment agreements with management employees and intends to negotiate agreements with Mr. Johnson and Ms. Lizon that are within the adopted budget. Mr. Corless and Mr. Trost have discussed a reduction in his schedule which, when implemented, would reduce overall management costs, in addition to a prospective shift to more grant-funded work.

6. This staff report aligns with the following SACOG Work Plan Goals:

10. Strengthen Internal Functions and Protocols

ATTACHMENTS:

Description

Attachment A - Salary Plan

Attachment B - Deputy Executive Director Position Description

Attachment C - Senior Advisor Position Description

Sacramento Area Council of Governments

Monthly Salary Schedule - Effective October 22, 2018

Position	Salary Range	A			B			C			D			E		
		Monthly	13 years longevity	18 years longevity	Monthly	13 years longevity	18 years longevity	Monthly	13 years longevity	18 years longevity	Monthly	13 years longevity	18 years longevity	Monthly	13 years longevity	18 years longevity
Staff Assistant	1	3,083	3,160	3,239	3,237	3,318	3,401	3,399	3,484	3,571	3,569	3,658	3,750	3,747	3,841	3,937
Administrative Assistant I	2	3,747	3,841	3,937	3,935	4,033	4,134	4,131	4,235	4,341	4,338	4,446	4,558	4,555	4,669	4,786
Administrative Assistant II	3	4,555	4,669	4,786	4,783	4,902	5,025	5,022	5,147	5,276	5,273	5,405	5,540	5,537	5,675	5,817
Accounting Specialist		4,555	4,669	4,786	4,783	4,902	5,025	5,022	5,147	5,276	5,273	5,405	5,540	5,537	5,675	5,817
Research Technician		4,555	4,669	4,786	4,783	4,902	5,025	5,022	5,147	5,276	5,273	5,405	5,540	5,537	5,675	5,817
Analyst I	4	4,783	4,902	5,025	5,022	5,147	5,276	5,273	5,405	5,540	5,537	5,675	5,817	5,813	5,959	6,108
Analyst II	5	5,537	5,675	5,817	5,813	5,959	6,108	6,104	6,257	6,413	6,409	6,569	6,734	6,730	6,898	7,070
Graphic Designer		5,537	5,675	5,817	5,813	5,959	6,108	6,104	6,257	6,413	6,409	6,569	6,734	6,730	6,898	7,070
Accountant	6	6,409	6,569	6,734	6,730	6,898	7,070	7,066	7,243	7,424	7,419	7,605	7,795	7,790	7,985	8,185
Associate Analyst		6,409	6,569	6,734	6,730	6,898	7,070	7,066	7,243	7,424	7,419	7,605	7,795	7,790	7,985	8,185
Executive Assistant		6,409	6,569	6,734	6,730	6,898	7,070	7,066	7,243	7,424	7,419	7,605	7,795	7,790	7,985	8,185
Clerk of the Board	7	7,419	7,605	7,795	7,790	7,985	8,185	8,180	8,384	8,594	8,589	8,804	9,024	9,018	9,244	9,475
Information Technology Administrator		7,419	7,605	7,795	7,790	7,985	8,185	8,180	8,384	8,594	8,589	8,804	9,024	9,018	9,244	9,475
Procurement Officer		7,419	7,605	7,795	7,790	7,985	8,185	8,180	8,384	8,594	8,589	8,804	9,024	9,018	9,244	9,475
Senior Analyst		7,419	7,605	7,795	7,790	7,985	8,185	8,180	8,384	8,594	8,589	8,804	9,024	9,018	9,244	9,475
Manager		8,589	8,804	9,024	10,121	10,374	10,633	11,935	12,233	12,539	13,748	14,092	14,444	15,562	15,951	16,350
Steps within this range are for illustrative purposes only; salaries are determined by individual employment agreement within the range.																
Deputy Executive Director		13,074	13,401	13,736	14,848	15,219	15,600	16,036	16,437	16,848	17,319	17,752	18,196	18,704	19,172	19,651
Steps within this range are for illustrative purposes only; salaries are determined by individual employment agreement within the range.																
Streetcar Project Manager		16,036	16,437	16,848	17,988	18,438	18,899	19,939	20,437	20,948	21,891	22,438	22,999	23,842	24,438	25,049
Steps within this range are for illustrative purposes only; salaries are determined by individual employment agreement within the range.																
Senior Advisor/General Counsel		17,319	17,752	18,196	19,147	19,626	20,117	20,976	21,500	22,037	22,804	23,374	23,958	24,632	25,248	25,879
Steps within this range are for illustrative purposes only; salaries are determined by individual employment agreement within the range.																
Chief Executive Officer and Executive Director		19,148	19,627	20,117	20,680	21,197	21,727	22,337	22,896	23,468	24,123	24,726	25,344	26,051	26,702	27,370

Notes:

Regular full-time employees are paid a monthly salary based on this schedule.

Longevity pay is 2.5% for employees with 13 years of FTE service and 2.5% + 2.5% for employees with 18 years of FTE service.



DEPUTY EXECUTIVE DIRECTOR

DEFINITION

Under administrative and policy direction, incumbents are accountable for accomplishing agency-wide planning and operational goals and objectives within legal and general policy and regulatory guidelines. Incumbents are responsible for the efficient and economical performance of the organization's operations, including coordinating services and activities among SACOG staff, the Board of Directors, advisory committees, member agencies, partner organizations. Incumbents also provide highly responsible and complex executive support to the Chief Executive Officer.

Performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Has administrative responsibility for organizational programs, projects, and operations and reports to the Chief Executive Officer. Provides supervision to executives, management, supervisory, professional, technical, and administrative support staff, either directly or through subordinates.

CLASS CHARACTERISTICS

This is an executive management classification that oversees, directs, and participates in all activities of SACOG's operations, including enforcement of all SACOG policies and procedures and local, state, and federal regulations, the conduct of all financial activities, and the efficient and economical performance of SACOG's operations.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right 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.

These functions may not be present in all positions in this classification. When a position is to be filled, the essential functions will be noted in the announcement of position availability. Functions performed in two illustrative Deputy Executive Director positions are described below.

Deputy Executive Director for Operations: Lead on the administration of all aspects of the organization's operations, including finance, legal, compliance, human resources, information technology, administrative support, board support, and procurement and contracting.

Deputy Executive Director for Planning & Programs: Lead on the administration of all aspects of the organization's programmatic work, including data and analysis, planning, legislative affairs, modeling, communications, and transportation services.

All Positions:

- Assumes executive responsibility and leadership in assigned activities of SACOG's operations.
- Coordinate with Chief Executive Officer and other Deputy Executive Directors to formulate appropriate policies and strategies, both at the Board of Directors and administrative levels.
- Serves as Acting Chief Executive Officer as delegated by the Chief Executive Officer.
- Maintains ongoing communication, collaboration, and coordination with Chief Executive Officer and others in SACOG management to promote the development of systems and policies to improve service delivery and SACOG management; provides leadership in decision making, conflict resolution and team building.
- Provides support and consultation to subordinate managers to ensure key responsibilities are fulfilled including compliance with state and federal regulations; implementation of SACOG's goals; sound fiscal management; effective use of technology, facilities and equipment; and responsive human resources programs.
- Participates in board-, executive-, and management-level discussions providing input on the formulation and implementation of the goals, policies, and directives of the Board of Directors; provides input on project and program issues, policy, and strategic direction.
- Conducts special projects assigned by the Chief Executive Officer that may include research and policy development, implementation of specific programs or projects, and/or assisting staff in the implementation of their programs and projects.
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- Develops and directs the development and implementation of goals, objectives, policies, procedures, and work standards for the assigned activities.
- Selects, trains, motivates, and directs personnel; evaluates and reviews work for acceptability and conformance with SACOG standards; works with employees on performance issues; implements discipline and termination procedures; responds to staff questions and concerns.
- Directs, plans, manages, and participates in the development and administration of SACOG's budget; directs the forecast of additional funds needed for staffing, equipment, materials, and supplies; directs the monitoring of and approves expenditures; directs and implements adjustments as necessary.
- Oversees the overall quality of the assigned areas of responsibility by directing, planning, developing, reviewing, and implementing policies and procedures to meet legal requirements and SACOG's needs; continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies opportunities for improvement; directs the implementation of change.
- Advises Chief Executive Officer and other Deputy Executive Directors, and consultants on and provides strategic input, data and analysis, and technical oversight for assigned areas of responsibility.
- Oversee the preparation of Board of Directors and its committees' agendas; ensure board members are adequately briefed prior to meetings; ensure adequate support for the conduct of meetings.
- Oversees the development of consultant requests for proposals for professional services and the advertising and bid processes; evaluates proposals and recommends project award; coordinates with legal counsel to determine SACOG's needs and requirements for contractual services; negotiates contracts and agreements and administers same after award.
- Represents SACOG, including on behalf of the Chief Executive Officer in state and regional meetings and serves as a liaison with local agencies, elected officials, outside agencies, and the public; oversees and makes presentations to the public, community groups, various committees, elected boards, and the SACOG Board of Directors.

- Prepares, reviews, and presents staff reports, various management and information updates, and reports on special projects as assigned by the Chief Executive Officer and Board of Directors.
- Monitors changes in laws, regulations, and technology that may affect SACOG or team operations and programs; implements policy and procedural changes as required.
- Responds to public inquiries and complaints and assists with resolutions and alternative recommendations.
- Participate on a variety of committees and task forces; attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of regional governance.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Administrative principles and practices, including goal setting and program development, implementation, and evaluation.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Budget development, contract administration, administrative practices, and general principles of risk management related to the functions of the assigned areas.
- Organizational and management practices as applied to the analysis and evaluation of projects, programs, policies, procedures, and operational needs.
- Principles and practices of assigned areas of responsibility.
- Recent and on-going developments, current literature, and sources of information related to assigned programs and services, including issues affecting the Sacramento region related to program areas managed by SACOG, as well as the general issues affecting SACOG's member organizations.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned areas of responsibility.
- Record keeping principles and procedures.
- Modern office practices, methods, and computer equipment and applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing SACOG in contacts with governmental agencies, community groups, various business, professional, educational, and regulatory organizations, and the public.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and SACOG staff.

Ability to:

- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls for the team and assigned activities.
- Provide administrative and professional leadership and direction for assigned activities.
- Develop, plan, coordinate, and implement a variety of assigned activities suited to the needs of the community and SACOG.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare effective technical reports.

- Effectively represent the team and SACOG in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.
- Prepare and administer SACOG budget and Overall Work Program; allocate limited resources in a cost-effective manner.
- Interpret, apply, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Deal with the Board of Directors, elected officials, government agencies, and other outside agencies, and the public to advance and represent the priorities and interests of SACOG and member jurisdictions, provide policy direction, and/or negotiate solutions to difficult problems.
- Plan, organize, direct, and coordinate the work of team staff; delegate authority and responsibility.
- Select, train, motivate, and evaluate the work of staff and train staff in work procedures.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that 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 assigned area of responsibility and ten (10) years of broad and progressively responsible program management experience including at least five (5) years of supervisory experience.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

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 SACOG meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office classification although standing in and walking between work areas may be required. 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 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 up to 25 pounds.

ENVIRONMENTAL ELEMENTS

The employee works in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. The employee interfaces with staff, management, member jurisdictions, government officials, community representatives, and the general public in explaining SACOG policies and requesting and providing information.

EFFECTIVE: October 22, 2018

REVISED:

FLSA: Exempt

SENIOR ADVISOR

DEFINITION

Under general direction, plans, organizes, manages, and provides oversight of assigned teams, programs, and projects; recommends and implements policies, procedures, and practices; coordinates assigned activities with those of other teams; provides highly responsible and complex professional assistance to the Executive Director or Deputy Executive Director(s) in areas of expertise; and performs related work as required. Executive Director may assign additional specialized work requiring specialized training and education, including General Counsel.

General Counsel (Illustrative)

In addition to the general duties of a Special Advisor, provides expert legal counsel and representation to the Board of Directors and the Executive Director or Deputy Executive Director(s).

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Executive Director or Deputy Executive Director(s). As a Team Manager exercises direct and general supervision over assigned team members.

CLASS CHARACTERISTICS

This is a specialized classification responsible for providing substantive analysis and highly complex assistance to the Executive Director or Deputy Executive Director(s) in development of both long term strategy and short term tactics for advancing SACOG programs and initiatives. This classification also manages all activities related to assigned teams, programs, and projects including short- and long-term planning and development and administration of team policies, procedures, and services. This class provides assistance to the Executive Director or Deputy Executive Director(s) in a variety of administrative, coordinative, analytical, and liaison capacities. Successful performance of the work requires knowledge of public policy, SACOG functions and activities, and the ability to develop, oversee, and implement multiple programs, projects, and services in assigned area of responsibility. Responsibilities include coordinating the activities of assigned teams with those of other teams and outside agencies and managing and overseeing the complex and varied functions of assigned teams. The incumbent is accountable for accomplishing team planning and operational goals and objectives and for furthering SACOG goals and objectives within general policy guidelines.

General Counsel

In addition to the characteristics of a Senior Advisor, acts as chief legal counsel for SACOG. Responsibilities include handling sensitive and complex legal matters and involvement in litigation, negotiation and settlement agreements in all legal matters involving SACOG.

The incumbent applies expertise in national, state and local environmental policy and legislation, as well as an understanding of political and media dynamics, to provide sound advice and counsel to the Executive Director or Deputy Executive Director(s) and the Board of Directors. Successful performance of the work requires the use of sound judgment and initiative.

EXAMPLES OF TYPICAL JOB FUNCTIONS (Illustrative Only)

Management reserves the right 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.

These functions may not be present in all positions in this classification. When a position is to be filled, the essential functions will be noted in the announcement of position availability.

General Counsel:

- Serves as legal representative for SACOG, advising management on legal matters; attends departmental meetings and meets with management staff to advise on legal issues and problems.
- Conducts litigation, including preparation of legal pleadings and memoranda of law, negotiation and settlement of legal proceedings and conduct of trials.
- Reviews the sufficiency of legal document to which SACOG is a party; reviews agreements, memoranda of understanding and contracts for SACOG and prepares for their execution.
- Prepares drafts and final resolutions, ordinances, rules and regulations for consideration and adoption by the Board of Directors and various boards and committees.
- Monitors proposed legislation and court decisions related to SACOG activities; evaluates their impact on SACOG operations and recommends appropriate action.
- Prepares, reviews, and presents staff reports, various management and information updates, and reports on special projects as assigned by the Executive Director and Board of Directors.
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All Positions:

- Provide leadership in conducting substantive analysis and assist in devising substantive and policy strategy for SACOG's programs and initiatives.
- Assist in the development of SACOG's strategic plan and managing its implementation
- Researches national, state and local policy and prepares opinions and recommendations on issues related to SACOG's programs and initiatives.
- Directs and/or leads staff as assigned.
- Manages personnel and resources as assigned.
- Develops and directs the implementation of goals, objectives, policies, procedures, and work standards for the assigned functions.

- Manages and participates in the development and administration of assigned team budget; directs the forecast of additional funds needed for staffing, equipment, materials, and supplies; directs the monitoring of and approves expenditures; directs and implements adjustments as necessary.
- Contributes to the overall quality of the assigned areas of responsibility by developing, reviewing, and implementing policies and procedures to meet legal requirements and SACOG's needs; continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies opportunities for improvement; directs the implementation of change; prepares various staff reports on operations and activities.
- Advises Executive Director or Deputy Executive Director(s), other staff, and consultants on, and provides strategic input, data and analysis, and technical oversight for assigned areas of responsibility.
- Oversees the development of consultant requests for proposals for professional services and the advertising and bid processes; evaluates proposals and recommends project award; coordinates with legal counsel to determine SACOG's needs and requirements for contractual services; negotiates contracts and agreements and administers same after award.
- Represents SACOG in state and regional meetings and serves as a liaison with local agencies, elected officials, outside agencies, and the public; oversees and makes presentations to the public, community groups, various committees, elected boards, and the SACOG Board of Directors.
- Provides input to the Executive Director or Deputy Executive Director(s) on implementation of the goals, policies, and directives of the Board of Directors; provides input on project and program issues, policy, and strategic direction.
- Monitors changes in laws, regulations, and technology that may affect SACOG operations and programs; implements policy and procedural changes as required.
- Responds to public inquiries and complaints and assists with resolutions and alternative recommendations.
- Performs other duties as assigned.

QUALIFICATIONS

General Counsel:

Knowledge of:

- Principles and procedures of civil law.
- Principles, methods, and techniques of legal research and investigations.
- Judicial procedures and the rules of evidence.
- Pleadings and practices and effective techniques in the presentation of cases.
- Responsibilities and obligations of public officials and administrative agencies.
- State and federal laws affecting SACOG's operations.

Ability to:

- Train and serve as a technical resource for staff performing complex legal research, analyze complex problems, evaluate alternatives and make sound recommendations.
- Prepare clear, concise and complete legal documentation and reports, correspondence and other written materials.

- Develop, implement and interpret goals, objectives, policies, procedures, work standards and internal controls.
- Analyze and apply legal principles and precedents to specific issues.
- Represent SACOG effectively in hearings, courts of law and meetings with others.

All Positions:

Knowledge of:

- Administrative principles and practices, including goal setting and program development, implementation, and evaluation.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Budget development, contract administration, administrative practices, and general principles of risk management related to the functions of the assigned area.
- Organizational and management practices as applied to the analysis and evaluation of projects, programs, policies, procedures, and operational needs.
- Principles and practices of assigned areas of responsibility.
- Recent and on-going developments, current literature, and sources of information related to assigned programs and services.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Record keeping principles and procedures.
- Modern office practices, methods, and computer equipment and applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing SACOG in contacts with governmental agencies, community groups, various business, professional, educational, and regulatory organizations, and the public.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and SACOG staff.

Ability to:

- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls for the team and assigned program areas.
- Provide administrative and professional leadership and direction for assigned teams, programs, and projects.
- Develop, plan, coordinate, and implement a variety of assigned programs and services suited to the needs of the community and SACOG.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare effective technical reports.
- Effectively represent the team and SACOG in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations, and in meetings with individuals.
- Prepare and administer team budgets; allocate limited resources in a cost effective manner.
- Interpret, apply, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Plan, organize, direct, and coordinate the work of team staff; delegate authority and responsibility.
- Select, train, motivate, and evaluate the work of staff and train staff in work procedures.

- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that 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 assigned area of responsibility and five (5) years of broad and progressively responsible program management experience including at least two (2) years of supervisory experience.

General Counsel:

Equivalent to graduation from a four-year college or university plus an appropriate law degree and significant experience in the active practice of law in the State of California which has included management or supervision of a professional staff. Extensive experience in a public agency setting and in the active practice of environmental law are desirable.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

General Counsel:

- Possession of an active license to practice law with the State Bar of California.

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 SACOG meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. This is primarily a sedentary office

classification although standing in and walking between work areas may be required. 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 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 up to 25 pounds.

ENVIRONMENTAL ELEMENTS

The employee works in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. The employee interfaces with staff, management, member jurisdictions, government officials, community representatives, and the general public in explaining SACOG policies and requesting and providing information.

EFFECTIVE: October 22, 2018

REVISED:

FLSA: Exempt