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Classification Study/Position Review – Cybelle Immitt – Senior Planner Final Report

County of Humboldt

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EXECUTIVE SUMMARY

Background

In June 2018, the County of Humboldt (“County”) contracted with Koff & Associates (“K&A”) to conduct a classification study for the Senior Planner position allocated to the Environmental Services Division of the Public Works Department encumbered by Cybelle Immitt. All findings and recommendations are included in this report.

This position review process was precipitated by the incumbent’s assertion that the preponderance of her duties and responsibilities are not aligned with the current classification allocation, and therefore the County requested that the position be studied.

The goal of the study was to:

- Obtain detailed information about the position encumbered by Ms. Immitt through a variety of techniques, including a written Job Analysis Questionnaire (JAQ) as well as interviews with the incumbent and her supervisor (Hank Seemann);
- Analyze the work assigned to the position to identify the major duties and responsibilities;
- Analyze the County’s current description for Senior Planner; and
- Make a recommendation regarding the appropriateness of the current classification allocation of the position relative to the duties performed by the incumbent.

CLASSIFICATION FINDINGS AND RECOMMENDATION

Findings

When positions are classified, the focus is on assigned job duties and the job-related requirements for successful performance, not on individual employee capabilities or volume of work performed. Positions are thus evaluated and classified on the basis of such factors as the nature and level of work performed, the complexity of the work, the authority delegated to make decisions and take action, the responsibility for the work of others and/or for budget expenditures, contacts with others (both inside and outside of the organization), the impact of the position on the organization, and the knowledge, skills, and abilities required to perform the work. Narrative on some of these factors is presented below.

- Major duties and responsibilities of the position as detailed in the Job Analysis Questionnaire completed by the incumbent (Of note, the incumbent did not provide percentages of work time associated with each duty/responsibility):
 - Program Management – The incumbent coordinates the implementation and administration of Natural Resources Planning programs including the North Coast Resources Partnership programs and the Humboldt County Fire Safe Council programs. Ms. Immitt is responsible for reviewing and interpreting regulatory



requirements, determining how they apply to County operations and functions relative to Natural Resources Planning, developing and recommending amendments to County programs to ensure compliance, and coordinating the implementation of amendments. The agreements for which Ms. Immitt has responsibility to oversee and administer are often impacted by regulatorily-required program amendments, and she oversees grant agreement amendments and provides guidance to subgrantees related thereto. Specific to her work with the Humboldt County Fire Safe Council programs, Ms. Immitt is responsible for serving as a technical and professional resource to the Fire Safe Council (FSC), maintaining a current County Wildfire Protection Plan (CWPP) updating the plan as necessary, securing funding for and implementing specific measures of the CWPP, and ensuring that the FSC remains on-target with CWPP initiatives and mandates.

- **Grant and Contract Management and Administration** – The functions and programs of the Natural Resources Planning unit are heavily funded by grants, and Ms. Immitt is responsible for the administration of these grants which includes tracking and adhering to reporting and invoicing deadlines, advising subgrantees and others on grant rules and requirements, reviewing progress reports and invoices submitted by subgrantees and contractors to ensure compliance with grant provisions, invoicing and reporting to grantors, and administering grant budgets. An example of Ms. Immitt’s grant management responsibility is her work with the North Coast Resources Partnership. The County serves as the Regional Grant Administrator for the Partnership which is a seven-county partnership designed, in part, to support and invest in projects for improving water and wastewater infrastructure particularly in economically disadvantaged communities. In her capacity as the County’s administrator of the Partnership and the County’s role as the Regional Grant Administrator, Ms. Immitt is tasked with the responsibility of coordinating and administering grant provisions across a complex network of outside agencies, contractors, community groups, and other stakeholders.

To this end, Ms. Immitt also performs contract management and administration relative to the work performed by third-party consultants and other contractors in the completion of the projects managed and undertaken by the Natural Resources Planning unit either directly or through subgrantees. Ms. Immitt develops Requests for Proposal (RFP) and Requests for Qualifications (RFQ); develops scopes of work, project schedules, and budgets; reviews proposals; and administers the selection process. She is responsible for ensuring compliance with agreement provisions and modifying agreements as necessary to comply with changing rules, regulations, and statutory requirements.

- **Overall Administration** – Ms. Immitt is responsible for the overall operation and administration of the Natural Resources Planning unit which includes managing



the workflow of the unit including making work assignments to unit staff, ensuring that project deadlines are met, assisting with the development and administration of the unit budget, and training and evaluating the work of unit staff.

- Decision making – Ms. Immitt is responsible for developing and recommending policies, practices, objectives, and goals for the area of assignment. She has responsibility for making decisions and providing direction to others based on interpretation of a broad framework of guidelines. In the absence of rules or guidelines, Ms. Immitt is responsible for formulating recommendations for consideration by her supervisor.
- Contacts – The position has contacts internally with coworkers, staff, and Public Works department management as well as management and staff from other County departments. Externally, the incumbent has contact with other municipalities, regulatory bodies, contractors and third-party service providers, and project stakeholders.

Classification Recommendation

It is our assessment that the duties and responsibilities of this position are outside of the scope of Senior Planner, and it is our recommendation that the position be reclassified to Natural Resources Planning Manager. Ms. Immitt has responsibility for the overall management of the programs, functions, and projects of the work unit which is staffed by professional level staff at the journey- and advanced-journey levels. Very little of Ms. Immitt's work time is spent on the technical aspects of the work, and instead she has overarching responsibility for the functions and operations of the natural resources planning unit which includes managing workflow and projects, administering budgets, identifying and sourcing revenue streams, writing and administering grants, supervising and evaluating assigned staff, and other administrative aspects of the work. The classification description for her current classification of Senior Planner describes the class as "the advanced, lead level" which provides "lead direction to planners and support staff" and performs "highly specialized and difficult planning work." The duty and qualifications statements of the Senior Planner classification do not adequately capture the scope of responsibility, level of complexity, and level of independent judgment exercised by the incumbent. We recommend that the position be reallocated to a new classification titled Natural Resources Planning Manager which includes a description of duties performed and level of responsibility that is better aligned with the work performed by the incumbent. The class description for the new classification is attached hereto as Appendix I.

When evaluating the allocation of a position, it is necessary to: (i) identify the duties that the incumbent is currently being required to perform; (ii) determine if those duties are captured in the current job description; and (iii) identify the percentage of duties being performed, if any, which are outside of the current classification. The test is not whether or not the current incumbent possesses the knowledge, skills, and qualifications for a given classification. Rather, the test is determining the duties performed and the level and scope of responsibility of the position itself regardless of who encumbers it.



Recommendation: Reallocate the Senior Planner position encumbered by Cybelle Immitt to Natural Resources Planning Manager.

Salary Recommendation

We recommend that the salary for Natural Resources Planning Manager be internally aligned to the Environmental Permitting and Compliance Manager classification since the scope of responsibility, level of complexity, and minimum qualifications for the two classifications are equivalent.

Recommendation: Set the salary for Natural Resources Planning Manager at Range 460 (\$5187.46 - \$6656.68/month).

CONCLUSION

This Final Report presents the process, methodologies and findings with respect to the Senior Planner position encumbered by Cybelle Immitt. We want to thank the County and its staff for their cooperation and participation in study activities to ensure the study is a success.

Once the County has had an opportunity to review this report, we can arrange to discuss any comments, concerns or issues within the report. In the meantime, should you require any clarification on the contents of this report, please do not hesitate to contact me.

Respectfully submitted by,
Koff & Associates

Kari Mercer
Senior Consultant



APPENDIX I

Classification Description

Natural Resources Planning Manager

NATURAL RESOURCES PLANNING MANAGER

DEFINITION

Under general direction, plans, organizes, oversees, coordinates, and reviews the work of staff performing difficult and complex professional and technical work related to all programs and activities of the natural resources planning unit of the Environmental Services Division of the Public Works Department; manages the effective use of the County's resources to improve organizational productivity and customer service; provides highly complex and responsible support to the Deputy Public Works Director-Environmental Services in areas of expertise; and performs related work as assigned.

DISTINGUISHING CHARACTERISTICS

This is a management level class that manages the programs, projects, and activities of the natural resources planning unit of the Environmental Services Division of Public Works. Responsibilities include performing diverse, specialized, and complex work involving significant accountability and decision-making responsibility. The incumbent organizes and oversees day-to-day activities and is responsible for providing professional-level support to the Deputy Public Works Director-Environmental Services in a variety of areas. Successful performance of the work requires an extensive professional background as well as skill in coordinating departmental work with that of other County departments and public and regulatory agencies. This class is distinguished from the Deputy Public Works Director-Environmental Services in that the latter has responsibility for the overall management of the Environmental Services Division of the Public Works Department.

EXAMPLES OF DUTIES (Illustrative Only)

- Plans, manages, and oversees the daily functions, operations, and activities of the natural resources planning work unit, including the programs and activities associated with the North Coast Resource Partnership and the Humboldt County Fire Safe Council.
- Manages and participates in the development and implementation of goals, objectives, policies, and priorities for the division; recommends within departmental policy, appropriate service and staffing levels; recommends and administers policies and procedures; integrates best management practices.

- Develops and standardizes procedures and methods to improve the efficiency and effectiveness of services, projects, and activities; assesses and monitors workload and administrative and support systems; identifies opportunities for improvement and recommends to the Deputy Public Works Director-Environmental Services.
- Manages and participates in the development and administration of and oversees assigned budgets.
- Participates in selection, trains, motivates, and evaluates assigned personnel; provides or coordinates staff training; and works with employees on performance issues.
- Provides highly complex staff assistance to the Deputy Public Works Director-Environmental Services; develops and reviews staff reports related to natural resources planning activities, projects, and services.
- Coordinates activities of the Humboldt County Fire Safe Council (FSC); organizes, facilitates, and sets agendas of quarterly meetings of the FSC; coordinates implementation of FSC initiatives and tracks progress thereof; serves as a technical advisor to the Council.
- Secures funding for and implements initiatives of the Humboldt County Community Wildfire Protection Plan (CWPP); ensures that the Fire Safe Council makes appropriate progress toward CWPP initiatives and goals.
- Coordinates the County's efforts in the North Coast Resource Partnership; reviews new and emerging mandates of the California Department of Water Resources (DWR) and ensures that North Coast Resource Partnership sub-grantee contracts and operations are compliant; explains new and revised contract provisions to sub-grantees as necessary.
- Researches and develops grants; administers grants; tracks and ensures expenditures are compliant with grant provisions; interprets and explains grant provisions and guidelines to sub-grantees.
- Coordinates with other Public Works divisions and programs, County departments and State and federal agencies; reviews projects and activities to ensure compliance with applicable laws and requirements, including the applicability of the California Environmental Quality Act (CEQA) and National Environmental Protection Act (NEPA); directs project-specific analysis and prepares supporting documentation.
- Develops Requests for Proposal (RFPs) and Requests for Qualifications (RFQs) and administers selection process; develops and administers professional services agreements.
- Monitors and directs work performed by consultants and integrates consultant work product into Public Works project development processes.

- Compiles data and information and prepares reports, including complex science-based reports.
- Represents the County in meetings with State, federal and regulatory agencies as well as local professional and community groups.
- Performs other related duties as assigned.

QUALIFICATIONS

Knowledge of:

Administrative principles and practices, including goal setting, program development, implementation, and evaluation, and project management.

Principles and practices of budget development and administration.

Principles and practices of employee supervision, either directly or through subordinate levels of supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.

Applicable Federal, State, and local laws, rules, regulations, ordinances, and organizational policies and procedures relevant to assigned area of responsibility.

Principles, practices, and methods of natural resources planning.

Practices, procedures, and provisions of California State Integrated Regional Water Management programs.

Principles and practices of grant development administration, and sourcing.

Community fire planning processes, procedures, and standards.

Working knowledge of tribal governance structures and legal status.

Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned division.

Principles and practices of County procurement and contracting procedures.

Methods and techniques of effective technical report preparation and presentation.

Methods and techniques of geographic information systems (GIS) data collection, analysis, and interpretation.

Modern office practices, methods, and computer equipment and applications.

English usage, grammar, spelling, vocabulary, and punctuation.

Techniques for effectively representing the County in contacts with governmental agencies, community groups, various business, professional, educational and regulatory organizations, and with property owners, developers, contractors, and the public.

Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and County staff.

Skill in:

Recommending and implementing goals, objectives, and practices for providing effective and efficient services.

Administering complex, technical, and sensitive environmental resource planning and related programs in an independent and cooperative manner.

Planning, organizing, assigning, reviewing, and evaluating the work of staff; training staff in work procedures.

Evaluating and developing improvements in operations, procedures, policies, or methods.

Researching, analyzing, and evaluating new service delivery methods, procedures, and techniques.

Preparing clear and concise reports, correspondence, policies, procedures, and other written materials.

Analyzing, interpreting, summarizing, and presenting administrative and technical information and data in an effective manner.

Interpreting, applying, explaining, and ensuring compliance with applicable Federal, State, and local laws, rules, regulations, policies, and procedures.

Conducting complex research projects, evaluating alternatives, making sound recommendations, and preparing effective technical staff reports.

Effectively representing the department and the County in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations and in meetings with individuals.

Establishing and maintaining a variety of filing, record keeping, and tracking systems.

Operating office equipment and computer applications related to the work.

Organizing and prioritizing a variety of projects and multiple tasks in an effective and timely manner; organizing own work, setting priorities, and meeting critical time deadlines.

Making sound, independent decisions within established policy and procedural guidelines.

Using English effectively to communicate in person, over the telephone, and in writing.

Using tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.

Establishing, maintaining, and fostering positive and effective working relationships with those contacted in the course of work.

Other Requirements:

Must possess a valid California driver's license.

Desirable Education and Experience:

A typical way to obtain the knowledge and skills outlined above is:

Equivalent to graduation from a four year college or university with major coursework in environmental studies, natural resources, environmental planning or a closely related field, and three years of increasingly responsible management and/or administrative experience in professional natural resources planning or closely related work.

Physical Demands

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to inspect various construction sites; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification, although the job involves field work requiring frequent walking at inspection sites to monitor performance and to identify problems or hazards; standing 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 occasionally 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 weighing up to 25 pounds.

Environmental Elements

Employees work in an office environment with moderate noise levels and controlled temperature conditions; but may occasionally be exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, road hazards, vibration, mechanical and/or electrical hazards, and hazardous physical substances and fumes. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.