



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

October 2, 2015 (Revised October 6, 2015)

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

Dear Committee Members: Re: Common Council File Number **150730**

The following classification and pay recommendations will be submitted to the City Service Commission on **October 6, 2015**. We recommend these changes subject to approval by the City Service Commission.

In the Department of Administration – Information and Technology Management Division, one position of Applications Development Manager, PR 11X is recommended for reclassification to Systems Integration Manager, PR 11X.

In the Department of Public Works - Infrastructure Services – Transportation Operations, three new positions are recommended for classification to Locator Technician, PR 8DN and one new position is recommended for classification to Locator Technician Crew Leader, PR 8IN.

In the Department of Public Works - Water Works, one position of Water Business Manager, PR 1HX is recommended for reclassification to Water Financial Manager, PR 11X.

The job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Deborah Ford, Victoria Robertson, Sharon Robinson, Richard Watt, Nancy Olson, Ghassan Korban, Preston Cole, Jeffrey Polenske, Dan Thomas, Arvis Williams, Dawn Crowbridge, Bill Christianson, Carrie Lewis, and Laura Daniels



JOB EVALUATION REPORT

City Service Commission Meeting: October 6, 2015

Department of Administration – Information and Technology Management Division

| Current | Request | Recommendation |
|---|---|--|
| Applications Development Manager PR 1IX (\$75,478 - \$105,669) | Systems Integration Manager PR 1IX (\$75,478 - \$105,669) Recruitment Flexibility | Systems Integration Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment may be at any rate in the pay range with the approval of DER and Chair of Finance and Personnel. |

Action Required

In the Salary Ordinance, under Pay Range 1IX, delete the title "Applications Development Manager" and under Pay Range 1IX, add the title "Systems Integration Manager (2)" with footnote "2" attached.

In the Positions Ordinance, under the Department of Administration, Information and Technology Management Division, Applications and Development Section, delete one position of "Applications Development Manager (Y)" and add one position of "Systems Integration Manager (Y)."

Background

The Department of Administration has requested the position of Application Development Manager be retitled and that additional flexibility be provided in recruiting for this position. The Department submitted a new job description and discussions were held with Rich Watt, Policy and Information Manager. The current recruitment for the position has yielded a limited number of viable candidates.

Duties, Responsibilities and Requirements

The Systems Integration Manager plans, coordinates, serves as architect and supervises all activities related to the integration of software programs, applications and third-party solutions as required to meet the requirements of the City's enterprise IT systems. The Systems Integration Manager will develop and maintain an application integration architecture blueprint for the organization, overseeing testing of the interoperability of application modules, including those under development in-house, commercial off-the-shelf software, and with external third parties as necessary. Duties, responsibilities and requirements include:

- Responsible for design, architecture, tools and methodologies for E-Gov integration and development in the City of Milwaukee on an enterprise level.
- Define system and application architecture and provides vision, problem anticipation, and problem solving ability to the organization.
- Direct the software integration function by integrating, developing and maintaining software applications.
- Manage a team of programmers to architect, implement and maintain enterprise-level software products including the monitoring, scheduling, prioritizing and delivery of integration activities and individual projects of team members.
- Establish and direct the strategic long term goals, policies and procedures for E-Gov and City-wide application deployment.
- Determine long-term systems needs to accomplish the City's E-Gov business objectives.

- Serve as member of the division's senior staff which advises and supports the activities of the Chief Information Officer and helps in developing strategic and operational direction for division activities.
- Perform various administrative duties, including various personnel-related functions such as staff management, performance reviews, timecard approvals, staff scheduling, etc.
- Prepare budget for support/upgrade activities and match resource requires to budget.

Minimum requirements include a Master's Degree from an accredited college or university with a major in Computer Science, Mathematics, Business or closely related field with an emphasis in Information Systems and Information Technology and four years of experience in the Information Technology field. Equivalent combinations of education and experience may be considered.

Analysis and Recommendation

A preliminary assessment of labor market rates in southeastern Wisconsin using data from the Economic Research Institute (ERI) and Bureau of Labor Statistics (BLS) indicates that the City's recruitment/appointment rates are not competitive for this position.

A discussion regarding pay levels for information technology positions has yielded the conclusion that a comprehensive review of information technology job classifications and pay levels across city department is needed. In order to assist the department in recruiting well qualified individuals for this position during the time the study is being planned and executed, it is recommended that ITMD have more flexibility in the appointment rate.

Further, the department has requested the title of Systems Integration Manager to more accurately describe the duties and responsibilities of this position in managing the process of integrating software programs, applications and third-party solutions for the City's enterprise IT systems.

In order to effectively recruit well-qualified individuals for this position it is therefore recommended that the position be retitled to Systems Integration Manager in Pay Range 11X (\$75,478 - \$105,669), and that recruitment be allowed at any point in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: October 6, 2015

DPW-INFRASTRUCTURE SERVICES-TRANSPORTATION OPERATIONS

| Current | Request | Recommendation |
|-----------------|--|--|
| 3 New Positions | Locator Technician 3 positions TBD | Locator Technician 3 positions PR 8DN (\$33,607 - \$40,450) FN: probationary increment \$36,843 |
| 1 New Position | Locator Technician Crew Leader TBD | Locator Technician Crew Leader PR 8IN (\$41,700 - \$47,077) |

Action Required

In the Salary Ordinance, under Pay Range 8DN, add the title "Locator Technician (16)" with footnote "16" to read: "(16) Recruitment is at \$1,292.58 biweekly (\$33,607.09) and Probationary increment is at \$1,417.02 biweekly (\$36,842.52)"; under Pay Range 8IN, add the title "Locator Technician Crew Leader (7)" with footnote "7" attached.

Background

City Engineer Jeffrey Polenske has requested the initial classification of four new positions and positions dedicated to field-marking City utilities for the Diggers Hotline process. These positions are proposed for creation in a separate Common Council File #150823. This work is currently performed by Electrical Workers in Pay Range 7FN (\$39,138 - \$48,402) that have responsibility for assisting Electrical Mechanics in installing, repairing, and maintaining the City communication Systems, networks, and equipment serving City buildings, agencies and the public. It is the Department's request to create a lower job classification to perform the Locator Technician duties and responsibilities as well one position at a crew leader level. New job descriptions were reviewed with the department.

Duties, Responsibilities, and Requirements

A Locator Technician is responsible for identifying underground facilities including water, sanitary sewer, communication lines, duct packages, traffic cables, and street lighting circuits within the city limits. This position also proved these services to surrounding suburban area that receive the water supply from the City of Milwaukee. Incumbents of the positions must be available during the construction season to work overtime and have a rotating emergency call-in schedule for nights/weekends. The duties and responsibilities include:

- Researching prints and gathering materials for the daily locates. This includes research via the internet and GIS programs.
- Painting in the location marks of underground utilities, including emergency locates or relocates.

Minimum requirements include a CDL without air brake restriction. The position requires the ability to read prints, use locating equipment, ability to work under stressful work conditions, strong mathematical skills, strong verbal and written communication skills and the ability to work independently.

The Locator Technician Crew Leader is also responsible for:

- Reviewing locator request tickets every morning and assigning to the appropriate locator

- Reviewing all new tickets and assigning personnel for emergency locates
- Assign personnel to cover for absent locators, when necessary
- Ensuring that work is being completed in a timely manner
- Investigate damages as needed
- Oversee training and assigning new personnel to trainers
- Review time sheets for accuracy

The Locator Technician Crew Leader is expected to keep abreast of new technologies, equipment, and methods which could increase efficiency and/or decrease costs, and to keep managers aware of the same. Minimum requirements include experience performing locating responsibilities.

Analysis

Locator Technician responsibilities include identifying underground facilities including water, sanitary sewer, communication lines, duct packages, traffic cables, and street lighting circuits within the city limits. This job is similar in responsibility and level of work to that of a City Laborer (PR 8DN \$31,409 - \$40,450). City Laborers perform light to heavy manual work in the Department of Public Works. The position performs manual labor to assist in construction and maintenance of the city's streets and bridges, sewers, and electrical infrastructure. The position assists sanitation workers and water utility investigators, may serve as a mason, electrician, carpenter, or painter helper, performs general clean-up of boulevards and green spaces, and participates in snow and ice removal. Minimum requirements for City Laborer include being at least 18 years of age at time of application and a valid Commercial Driver License without Air Brakes restriction.

Based on the comparability in responsibility we recommend classifying this position as a Locator Technician in Pay Range 8DN with a minimum recruitment rate of \$33,607. This rate is consistent with increment paid to City Laborer's that have passed the initial probationary period. We also recommend an increment of \$36,843 for Locator Technicians that successfully pass probation.

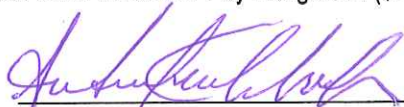
Locator Technician Crew Leader responsibilities include reviewing and assigning work to locators, ensuring that work is completed in a timely manner, investigating damages and overseeing training of new personnel. These responsibilities are similar in responsibility and level of work to that of an Infrastructure Repair Crew Leader (PR 8IN \$41,700 - \$47,077) in Infrastructure Services. These positions are responsible for leading a Street and Bridge maintenance crew involved in pavement repairs, alley repairs, crack filling pavements, concrete sawing operations, minor concrete repairs or bridge maintenance projects.

Based upon the comparability in responsibilities we recommend classifying this position as a Locator Technician Crew Leader in Pay Range 8IN.

Recommendation

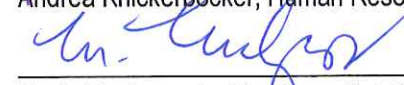
Based upon this analysis we recommend classifying three new positions of Locator Technicians in Pay Range 8DN (\$33,607 - \$40,450) with a probationary increment of \$36,843. We further recommend classifying one new position of Locator Technician Crew Leader in Pay Range 8IN (\$41,700 - \$47,077).

Prepared by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 6, 2015

DPW-Water Works

| Current | Request | Recommendation |
|--|-------------------|--|
| Water Business Manager PR 1HX (\$70,827 - \$99,154) | Study of Position | Water Financial Manager PR 1IX (\$75,478 - \$105,669) FN: Recruit at any point in the range with approval of DER Director and Chair of Finance and Personnel |

Action Required

In the Salary Ordinance, under Pay Range 1HX, delete the title "Water Business Manager" and under Pay Range 1IX, add the title "Water Financial Manager (2)" with footnote "2" attached.

In the Positions Ordinance, under the Department of Public Works-Water Works, Business Organization, Accounting Services Section, delete one position of "Water Business Manager (X)(Y)" and add one position of "Water Financial Manager (X)(Y)."

Background

Employee Relations has received a recent request from Laura Daniels, the Milwaukee Water Works' Administration and Projects Manager, to review the pay level for the current Water Business Manager. The position has evolved from operating as a section manager for the Accounting, Commercial Services and Meter Services work units to become the financial officer for the Milwaukee Water Works. The Milwaukee Water Works is an enterprise fund within the Department of Public Works and is the largest water utility in the State of Wisconsin. The most recent incumbent of this position retired in late September, 2015, and the current recruitment for the position has yielded a limited number of viable candidates.

Duties, Responsibilities and Requirements

The basic function of this position is to manage the financial activities of the Milwaukee Water Works to ensure the financial health of the utility and direct the activities of the Water Works Business Section. This position is a strategic resource and financial expert to the Water Works Superintendent. Duties, responsibilities and requirements include:

- Act as the utility's fiduciary.
- Coordinate with Comptroller, Budget and Treasurer's Offices to develop financial picture and balance sheets for the MWW.
- Manage, oversee and direct the annual \$80 million O&M budget.
- Utilize full life-cycle cost of utility to establish and maintain an effective balance between debt, operations and maintenance expenses, capital needs and operating revenues.
- Prepare projections for future years and develop strategy for optimally meeting financial needs.

- Develop and justify MWW request for rate adjustments to maintain the financial health of the utility and oversee rate case.
- Manage grant applications and reimbursements.
- Ensure general accounting principles are understood, followed and appropriately documented.
- Ensure compliance of the utility with State of Wisconsin Public Service Commission administrative Code.
- Direct and administer the business activities of the MWW to ensure the financial viability of the utility by coordinating activities in the following areas: Accounting Rates and Finance, Revenue, and Meters & Service.
- Conduct the overall planning for the business section efficiency and optimization of functions.
- Conduct personnel administration for the business section.
- Represent the utility with other public and private agencies and regulatory bodies, and before various Common Council committees as assigned.

Minimum requirements include a Bachelor's degree in Accounting, Business Administration, Economics or closely related field and five years of supervisory experience in finance or accounting.

Analysis

The Water Works has found over the years an increased need for analysis of the utility's financial condition and planning to assure long-term fiscal sustainability. Water usage has decrease 2.5% per year for the past 10 years, decreasing revenue. With the high fixed costs typical of a large water system, expenses do not proportionately decline with water usage, creating additional financial pressure. The Water Works is capital-intensive, investing in infrastructure that is expected to last 30 to 100 years. Deft management is needed to position the Water Works with the financial security necessary to meet the complex, long-term needs of its 861,000 ratepayers in Milwaukee and 15 neighboring communities.

Upgraded key responsibilities for the Water Business Manager reflect the increased emphasis on directing the long-term financial activities of the utility. This incumbent of this position will utilize historical financial data to analyze operating expenses, capital expenses and revenues for the utility, develop models to project income needs for future years and develop a strategy to balance expenditure restraint, increase debt, and rate adjustments. The position will need to forecast when rate adjustments are necessary, develop and justify rate requests and oversee the rate case process. Until recently, the Water works capital program was cash-financed, but the larger amounts needed now for capital is requiring both cash and issuance of debt, including the Water Work's applications to the Safe Drinking Water Loan Program Fund.

Long term financial forecasting is enormously important and particularly complex in the highly-regulated municipal water utility environment. The incumbent of this position must act as the utility's fiduciary and have expertise in financial reporting and analysis, methods of financial control and reporting, and interpreting financial statements. In addition the position has managerial oversight of these units within the Business Section:

- Accounting, Rates and Finance: This unit performs accounting functions in compliance with the Public Service Commission, government Accounting Standards Board, and the City of Milwaukee requirements as well as timekeeping and purchasing activities.

- Revenue: This work unit includes meter reading, billing, collection and customer service operations for over 160,000 accounts and the collection of over \$200 million annually. The work unit administers the municipal and Milwaukee Municipal Sewerage District charges and fees that are included on the Municipal Service Bill.
- Meter Services: This work unit purchases installs, replaces, repairs, and tests water meters to ensure that revenue generated from water sales is based upon accurate water metering data.

The increasing emphasis on directing the long-term financial activities of the Water Works have increased the level of responsibility for this position. In comparing the position to others in City government, the duties and responsibilities of this position are now comparable to that of the Finance and Administration Manager in the Department of City Development (DCD) and the ERS Chief Financial Officer in the Employee's Retirement System.


The Finance and Administration Manager in DCD (PR 11X) manages the division responsible for budgeting, accounting, financial administration, procurement and payroll for DCD, The Redevelopment Authority (RACM), the Neighborhood Improvement Development Corporation (NIDC), the Century City Redevelopment Corporation (CCRC), and City programs.

The ERS Financial Officer (PR 11X) manages the operations of the accounting and finance sections of the ERS that oversee all accounting, record keeping, benefit calculations and reporting requirements of a multi-employer retirement plan with assets of \$4.7 billion and 26,840 active and retired members.

Recommendation

This position is now responsible for acting as the utility's fiduciary and must have expertise in financial analysis and forecasting. Based on these higher level duties and responsibilities we recommend reclassifying the position to Water Financial Manager in Pay Range 11X (\$75,478 - \$105,669). To assist in recruiting for the position we also recommend a footnote that allows recruitment at any rate in the pay range with approval of the DER Director and Chair of Finance and Personnel.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director