



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

October 27, 2014

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

Dear Committee Members: Re: Common Council File Number **140991**

The following classification and pay recommendations were approved by the City Service Commission on **October 7, 2014**.

In the Department of Neighborhood Services, eight positions of Building Codes Enforcement Supervisor, Pay Range 1DX and one position of Environmental Code Enforcement Supervisor, Pay Range 1DX was recommended for reclassification to District Code Enforcement Supervisor, Pay Range 1EX; and one position of Condemnation Program Coordinator, Pay Range 2HX was recommended for reallocation to Pay Range 2IX.

In the DPW-Water Works, various positions in the Plants, Business, and Engineering Sections were recommended for reclassification.

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: 2 Job Evaluation Reports
1 Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, Deborah Ford, Arthur Dahlberg, Thomas Mishefske, Lynne Steffen, David Krey, Ronald Roberts, Donalds Schaewe, Jumaane Cheatham, Kenneth Garbisch, Mario Hernandez, Peter Laritson, Michael Mannan, Melissa O'Neill, Thomas Wessel, Anthony Goodman, Peter Schwartz, Archie Blunt, Angela Ferrill, Carrie Lewis and Laura Daniels



JOB EVALUATION REPORT

City Service Commission Meeting Date: October 7, 2014

DEPARTMENT OF NEIGHBORHOOD SERVICES

Current	Request	Recommendation
Building Codes Enforcement Supervisor (Eight Positions) PR 1DX (\$54,865 - \$76,806)	To Be Studied	District Code Enforcement Supervisor (Nine Positions) PR 1EX (\$60,868 - \$81,844) Minimum recruitment at \$63,810
Environmental Code Enforcement Supervisor (One Position) PR 1DX (\$54,865 - \$76,806)		
Condemnation Program Coordinator (One Position) PR 2HX (\$54,865 - \$76,806)	To Be Studied	Condemnation Program Coordinator (One Position) PR 2IX (\$60,868 - \$81,844) Minimum recruitment at \$63,810

Note: Rates are effective Pay Period 14, 2014 (June 22, 2014)

Action Needed – Effective Pay Period 9, 2014 (April 13, 2014)

In the Salary Ordinance, under Pay Range 1DX, delete the title "Environmental Code Enforcement Supervisor"; under Pay Range 1EX, add the title "District Code Enforcement Supervisor (3)" with footnote "3" to read as follows: "3. Recruitment is at \$2,429.93 (\$63,178.20);" under Pay Range 2HX, delete the title "Condemnation Program Coordinator"; and under Pay Range 2IX, add the title "Condemnation Program Coordinator (7)" with footnote "7" to read as follows: "7. Recruitment is at \$2,429.93 (\$63,178.20)."

In the Positions Ordinance, under the Department of Neighborhood Services, under Commercial Inspection Division, Commercial Inspection Section, delete two positions of "Building Codes Enforcement Supervisor(X)" and add two positions of "District Code Enforcement Supervisor(X)"; under Residential Inspection Division, Code Enforcement Section, delete five positions of "Building Codes Enforcement Supervisor (X)" and add five positions of "District Code Enforcement Supervisor(X)"; under Environmental Health Section, delete one position of "Environmental Code Enforcement Supervisor(X)(Y)" and add one position of "District Code Enforcement Supervisor (X)(Y)"; under Targeted Enforcement (A), delete one position of "Building Codes Enforcement Supervisor(A)(X)" and add one position of "District Code Enforcement Supervisor (A)(X)."

Background

The Department of Neighborhood Services (DNS) requested a classification study of several supervisory positions including nine positions of Building Codes Enforcement Supervisor and one position of Environmental Code Enforcement Supervisor. One of the Building Codes Enforcement Supervisor has different duties and responsibilities that are focused on the foreclosure program and will be included in a separate report. The position of Condemnation Program Coordinator was later added to the classification study request.

The Department of Employee Relations received a communication from Neighborhood Services, a letter dated May 15, 2013 from the incumbents in the supervisory positions along with a questionnaire that was completed by the group of employees. A new job description was

also provided. Job audits were conducted in-person or over the phone with employees Archie Blunt, Angela Ferrill, Anthony Goodman, and Michael Mannan. Discussions were held with the supervisors of these positions including David Krey, Resident Code Enforcement Manager; Ronald Roberts, Commercial Code Enforcement Manager; Donald Schaewe, Environmental Code Enforcement Manager; and with Thomas Mishefske, Neighborhood Services Operations Director.

Current:	Building Codes Enforcement Supervisor (8 positions)	1DX
	Environmental Code Enforcement Supervisor (1 position)	1DX
Recommended:	District Code Enforcement Supervisor (9 positions)	1EX
	Minimum Recruitment Rate Footnote	

The basic function of these ten positions is to direct, coordinate, develop, and supervise inspection and administrative personnel to ensure neighborhoods are maintained to prevent deterioration, to keep and improve the health, safety, and overall quality of life for the citizens and business owners, and to preserve property values; be responsible for developing strategies to proactively address neighborhood issues that have been determined by surveys, knowledge and experience, and input from community stakeholders, political office holders, and other City departments through the effective use of code enforcement; provide leadership, supervision, motivation, and training to new and current inspectional staff to ensure consistency and accuracy; interpret and apply city, state and national codes and regulations, technical specifications, and Administrative law; and interact with citizens, property owners, and business owners promoting exceptional and diplomatic customer service. Duties and responsibilities include the following:

- 25% Plan, coordinate, and supervise code enforcement staff in assigned areas and districts; document employee performance; and prepare necessary reports.
- 15% Review paperwork, computer records, and work in progress for adherence to department policies.
- 15% Coordinate and conduct training and educational programming for new hires and current inspectional and administrative staff.
- 15% Review applications for permits and licenses.
- 10% Conduct quality control reviews of new and current staff, document employee performance, prepare necessary reports, and take corrective action as necessary.
- 10% Develop plans of action using input from community groups, neighborhood organizations, aldermanic staff, the Milwaukee Police Department, the Department of Public Works, and others to plan and implement strategies to improve safety and quality of life, and to enhance property values; and represent DNS at public hearings, community meetings, and other public forums.
- 5% Prepare written and statistical reports on program accomplishments, policy matters, etc.
- 5% Provide backup supervision, as needed for the Condemnation Section, the Court Division, the Special Enforcement Division, and the Outreach Division.

Requirements include a Bachelor's Degree in Urban Planning, Architecture, Natural Science, or related field or an Associate's Degree in a related field, current status as a Code Enforcement Inspector and two years of code enforcement experience or current status as a Code Enforcement Inspector and four years of code enforcement experience. Other requirements include certifications, within one year for International Property Maintenance and Housing Inspector I, International Fire Inspector I, Wisconsin Commercial Building Inspector, Wisconsin Uniform Dwelling Code (UDC) – Construction Inspector and Wisconsin UDC - HVAC (Heating, Ventilating and Air Conditioning).

Equivalent combinations of education and experience may also be considered. Please note that these requirements have not yet been assessed for staffing purposes.

Changes in the Positions

There have been a number of changes in these supervisory positions including those listed below:

- In 2009 and 2010 several new programs and procedures were adopted including the Fire Prevention Permits Program, Vacant Building Program, Residential Rental Inspection Program, Occupancy Permit Reviews and Code Enforcement Section Sign-Offs, Façade Inspections, and the Structure Mapping Project on the Neighborhood Services System (NSS) computer system. These positions have had to provide training to Inspectors on these changes, develop new applications, brochures, contact letters and permits, and continually monitor data and inspections related to these new programs.
- In 2009 a new Quality Control (QC) Program was developed that requires these positions to perform a more extensive review and oversight of staff work including field inspections, conferences, and implementing corrective action when necessary. This information is used when the Department determines whether an Inspector can move up the career ladder.
- In 2010 the License Division of the Common Council/City Clerk's Office implemented a new computer system that requires DNS approval for additional licenses. These positions now monitor Committee Meeting agendas and attend meetings as necessary to place holds or objections to license applications.
- In 2012 the Nuisance and Residential Sections were combined so that these supervisory positions now need to be familiar with both areas and be able to provide training and supervision. The work in the Department was reorganized into geographical areas that coincide with the Police Districts in the City. A greater emphasis was placed on developing ways to improve neighborhoods in addition to responding to complaints.
- In 2012 the Foreclosure Crisis Initiative was developed that included a minimum maintenance standard and more frequent inspections. These positions monitor the data and frequency of inspections.

Analysis and Recommendation

These positions were last studied in 2007 along with several other management positions in DNS. These positions were reclassified from various titles including Building Construction Inspection Assistant Supervisor, Code Enforcement Assistant Supervisor, Grant Monitor, and Nuisance Control Supervisor. One position was reclassified to Environmental Code Enforcement Supervisor, Pay Range 1DX and six positions were reclassified to Building Code Enforcement Supervisor, Pay Range 1DX.

The 2007 classification report indicated the following reasons for the reclassifications.

- Wide-scale organizational changes
- Continuous use and expansion of information technology
- Changes in pay relationships between supervisors and subordinates and pay compression for some positions
- An increase in the level of responsibility, knowledge and skill required to perform the work

The report also stated that as a result of eliminating higher-level management positions over the past several years, additional duties and responsibilities were given to first and second line supervisors including the following:

- Meeting with business owners and their representatives, elected officials, and other stakeholders to provide advice regarding codes and to solve problems.
- Planning, prioritizing, and overseeing the inspectional services for a distinct section of the department such as electrical inspection, plumbing inspection, and Court enforcement.
- Proactively coaching, training, and when necessary, disciplining employees.
- Writing changes to code.

In 2012, as part of a reclassification study of several positions in DNS, one position of Nuisance Control Supervisor in Pay Range 1CX and two vacant positions of Code Enforcement Inspector II in Pay Range 3JN were reclassified to Building Code Enforcement Supervisor in Pay Range 1DX and there are now nine positions. One of these positions performs different work that is focused on the foreclosure program and will be included in a separate report.

To study these positions, comparisons were made to other positions including the following:

Classification	Pay Range	Department
Communicable Disease and Immunization Supr.	1DX (\$54,865 - \$76,806)	Health
Consumer Environmental Health Supervisor	1DX (\$54,865 - \$76,806)	Health
Electrical Services Supervisor I	1EX (\$58,462 - \$81,844)	DPW – Infrastructure
Building Construction Inspection Supervisor	1FX (\$62,338 - \$87,270)	Neighborhood Services
Commercial and Residential Rehabilitation Mgr.	1FX (\$62,338 - \$87,270)	Neighborhood Services
Communicable and Infectious Disease Prog. Mgr.	1FX (\$62,338 - \$87,270)	Health
Electrical Inspection Supervisor	1FX (\$62,338 - \$87,270)	Neighborhood Services
Home Environmental Health Manager	1FX (\$62,338 - \$87,270)	Health
Plumbing Inspector Supervisor	1FX (\$62,338 - \$87,270)	Neighborhood Services
Special Enforcement Supervisor	1FX (\$62,338 - \$87,270)	Neighborhood Services
Building Codes Court Administrator	1GX (\$66,435 - \$93,010)	Neighborhood Services
Building Codes Enforcement Manager	1GX (\$66,435 - \$93,010)	Neighborhood Services
Environmental Code Enforcement Manager	1GX (\$66,435 - \$93,010)	Neighborhood Services

The rates of pay of the following direct reports, who are inspectors, were also reviewed due to concerns about pay compression.

Classification	Pay Range	Department
Commercial Code Enforcement Inspector	3LN (\$42,539 - \$59,095)	Neighborhood Services
Residential Code Enforcement Inspector	3LN (\$42,539 - \$59,095)	Neighborhood Services
Environmental Risk Officer	2EN (\$49,344 - \$61,952)	Neighborhood Services

Our analysis indicates that there have been numerous changes to these positions since they were last studied in 2007. Several new programs and procedures, such as the Fire Prevention Permits Program, Vacant Building Program, Residential Rental Inspection Program, Occupancy Permit Reviews and Code Enforcement Sign-Offs, and Façade Inspections have all resulted in these positions having a broader scope of responsibility in the community with an emphasis on helping to improve the neighborhood and not just respond to complaints. For example, the Fire Prevention Permits Program requires a permit for buildings with a higher degree of risk due to a large occupancy or the handling of hazardous materials. This new program required additional training for staff and the International Fire Inspector II certification.

With reorganizing the work into geographical areas that correspond with Police Districts these positions now work more with the community to focus more on education and not just on enforcement. This involves attending neighborhood meetings, working with community groups and being more proactive regarding problems in their district. Combining the Nuisance and Residential Sections added the responsibility to be familiar with the work in both Sections and the new quality improvement program requires a more extensive review and oversight of staff including redoing their routes and checking with residents on a periodic basis.

In recognition of these more extensive duties and responsibilities we recommend these positions be upgraded to Pay Range 1EX. A review of the duties and responsibilities of higher-level positions in Pay Ranges 1FX and 1GX indicates that there should still be a difference in pay range between these positions and the positions under study. For example, the Special Enforcement Supervisor in Pay Range 1FX oversees work that requires resources from multiple agencies to resolve issues with the worst problem properties. We also recommend changing the titles of Building Codes Enforcement Supervisor and Environmental Codes Enforcement Supervisor to District Code Enforcement Supervisor. This recommended change would provide a more general title that can be used by all the supervisory positions. The title would also reflect that the work is organized by geographical districts.

We further recommend a new recruitment rate of \$2,454.23.07 (\$63,809.98 annually) for these positions. Our analysis confirms that there is pay compression between these positions and positions they supervise including Commercial Code Enforcement Inspectors, Residential Code Enforcement Inspectors, and Environmental Risk Officers. The recommended recruitment rate is 3% above the maximum rate for the Environmental Risk Officers.

Current:	Condemnation Program Coordinator	PR 2HX
Recommended:	Condemnation Program Coordinator	PR 2IX
	Minimum Recruitment Rate Footnote	

The basic function of this position is to assist in the coordination of demolition activity under the Mayor's Strong Neighborhood Investment Program; be responsible for monitoring the inventory of active raze files to assure timely progression of cases through the condemnation process; oversee the condemnation inspector activity as well as distribution of workloads between inspectors; and ensure the timely updating of raze file activity in the Neighborhood Services System (NSS) and other tracking databases for reporting purposes.

Duties and Responsibilities

- 30% Assist in the planning and coordination of demolition activity under the Mayor's Strong Neighborhood Investment Program.
- 20% Inspect and evaluate demolition candidates, make recommendations for assignment of parcels to the DPW demolition program, deconstruction, asset recovery program, or other program; assist in the identification of demolition candidates in target neighborhoods, seek demolition approval from DCD and the alderperson, verify demolition specifications are complete and adequate photographs are taken that document the condition of the property; and obtain Commissioner's approval of raze file.
- 10% Be responsible for the oversight of condemnation inspector field activity, coordinate and implement special condemnation projects, and assign work to condemnation inspectors assuring an even distribution of workload.
- 10% Assist in the preparation of demolition specifications, bid packages and contracts for demolition work including environmental assessment contracts, abatement contracts, landscaping contracts, tank removal contracts, and other contracts necessary to raze buildings.
- 10% Review inspector work product for consistency and adherence to program requirements, policies, and procedures.
- 5% Respond to referrals; inspect and issue condemnation orders; enforce orders; prepare raze cases; conduct permit inspections; and sign-off on completed demolition or rehabilitation work.
- 5% Approve and issue demolition and erosion control permits; and obtain required signatures from authorized parties.
- 5% Respond to complaints and other inquiries.
- 5% Work with the City Attorney on cases appealed to circuit court and perform other duties as assigned.

Minimum requirements include current status as a regularly appointed employee in the Department; and five years of experience as a certified building construction inspector; journey-level carpenter, mason, steamfitter, or sheet metal worker; construction superintendent, or contractor; or a Bachelor's Degree in Architecture, Engineering, Building Construction or related field and one year of experience in building construction or related field; or an Associate's Degree in Architecture, Engineering, Building Construction or related field and three years of experience in building construction or related field. Equivalent combinations of education and experience may be considered.

Analysis & Recommendation

This position was created and classified earlier this year as Condemnation Program Coordinator in Pay Range 2HX. Pay Range 2HX has the same rates of pay as Pay Range 1DX, the pay range for the classification of Building Codes Enforcement Supervisor. The classification report stated that the duties and responsibilities of this position are similar in level to the first-line supervisory position of Building Codes Enforcement Supervisor.

The basic function of the Building Codes Enforcement Supervisor position includes program oversight, training and supervision of staff, and coordination with other managers to assist in the completion of program activities. Other duties include outlining, reviewing and evaluating work of staff. The position under study does not have direct reports but does have extensive oversight and coordinating responsibilities related to the inspector positions in conjunction with the Mayor's Strong Neighborhood Investment Program.

It is recommended that this position be treated in a comparable manner to the Building Code Enforcement Supervisor and therefore we recommend an upgrade to Pay Range 2IX, which has the same rates of pay as 1EX, and a minimum recruitment rate of \$2,454.23 (\$63,809.98).

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORTCity Service Commission Meeting: October 7, 2014**MILWAUKEE WATER WORKS**

Current	Requested	Recommendation
New Position (In place of Water Plant Operations Manager-North)	Water Plants Manager PR 1JX (\$80,442 - \$112,627)	Water Plants Manager PR 1JX (\$80,442 - \$112,627)
Water Plant Manager-North Water Plant Manager-South PR 1HX (\$70,827 - \$99,154)	Water Plant Operations Manager 2 positions PR 1HX (\$70,827 - \$99,154)	Water Plant Operations Manager 2 positions PR 1HX (\$70,827 - \$99,154)
Water Plant Operations Manager-South PR 1FX (\$62,338 - \$87,270)	Water Plant Operations Supervisor 1 Position PR 1FX (\$62,338 - \$87,270)	Water Plant Operations Supervisor 1 position PR 1FX (\$62,338 - \$87,270)
Water Maintenance Manager 2 positions PR 1CX (\$51,469 - \$72,063)	Water Plant Maintenance Manager 2 positions PR 1DX (\$54,865 - \$76,806)	Water Plant Maintenance Manager 2 positions PR 1DX (\$54,865 - \$76,806)
Civil Engineer IV PR 2KX (\$75,408 - \$93,010)	Management Civil Engineer-Senior PR 1IX (\$75,478 - \$105,669)	Management Civil Engineer-Senior PR 1IX \$75,478-\$105,669)
New Position (In place of Water Meter Project Mgr.)	Water Business Operations Manager PR 1GX (\$66,435 - \$93,010)	Water Business Operations Manager PR 1GX (\$66,435 - \$93,010)
Water Distribution Business Systems Supervisor PR 1CX (\$51,449 - \$72,063)	Water Systems and Project Manager PR 1DX (\$54,865 - \$76,807)	Water Systems and Project Manager PR 1DX (\$54,865 - \$76,807)
Water Field Supervisor - 13 positions PR 1BX (\$56,643 - \$67,616) Water Distribution Supervisor I Underfill title PR 1AX (\$44,857 - \$63,426) \$75 biweekly footnote	Water Field Supervisor 13 positions PR 1BX (\$56,643 - \$67,616) Water Distribution Supervisor I Underfill title PR 1AX (\$44,857 - \$63,426) 4.8% biweekly footnote	Water Field Supervisor -13 positions PR 1BX (\$56,643 - \$67,616) Water Distribution Supervisor I Underfill title PR 1AX (\$44,857 - \$63,426) 4.8% biweekly footnote
Water Quality Operations Manager PR 1DX (\$54,865 - \$76,806)	Water Quality Operations Manager PR 1FX (\$62,338 - \$87,270)	Water Quality Operations Manager PR 1FX (\$62,338 - \$87,270)
Meter Reader-Commercial -3 positions PR 6LN (\$41,487 - \$46,724) Water Meter Investigator - 4 positions PR 8IN (\$41,487 - \$47,077)	Water Utility Investigator 7 positions PR 8IN (\$41,487 - \$47,077)	Water Meter Investigator 7 positions PR 8IN (\$41,487 - \$47,077)
Water Distribution Operations Manager PR 1GX (\$66,435 - \$93,010) Water Distribution Scheduling Manager PR 1FX(\$62,338 - \$87,270) Water Distribution Construction Manager (2 positions) PR 1EX (\$58,462 - \$81,844) \$100 biweekly footnote	Water Distribution Operations Manager PR 1GX (\$66,435 - \$93,010) Water Distribution Scheduling Manager PR 1FX(\$62,338 - \$87,270) Water Distribution Construction Manager (2 positions) PR 1EX (\$58,462 - \$81,844) Eliminate \$100 biweekly footnote	Water Distribution Operations Manager PR 1GX (\$66,435 - \$93,010) Water Distribution Scheduling Manager PR 1FX(\$62,338 - \$87,270) Water Distribution Construction Manager (2 positions) PR 1EX (\$58,462 - \$81,844) Eliminate \$100 biweekly footnote

BACKGROUND

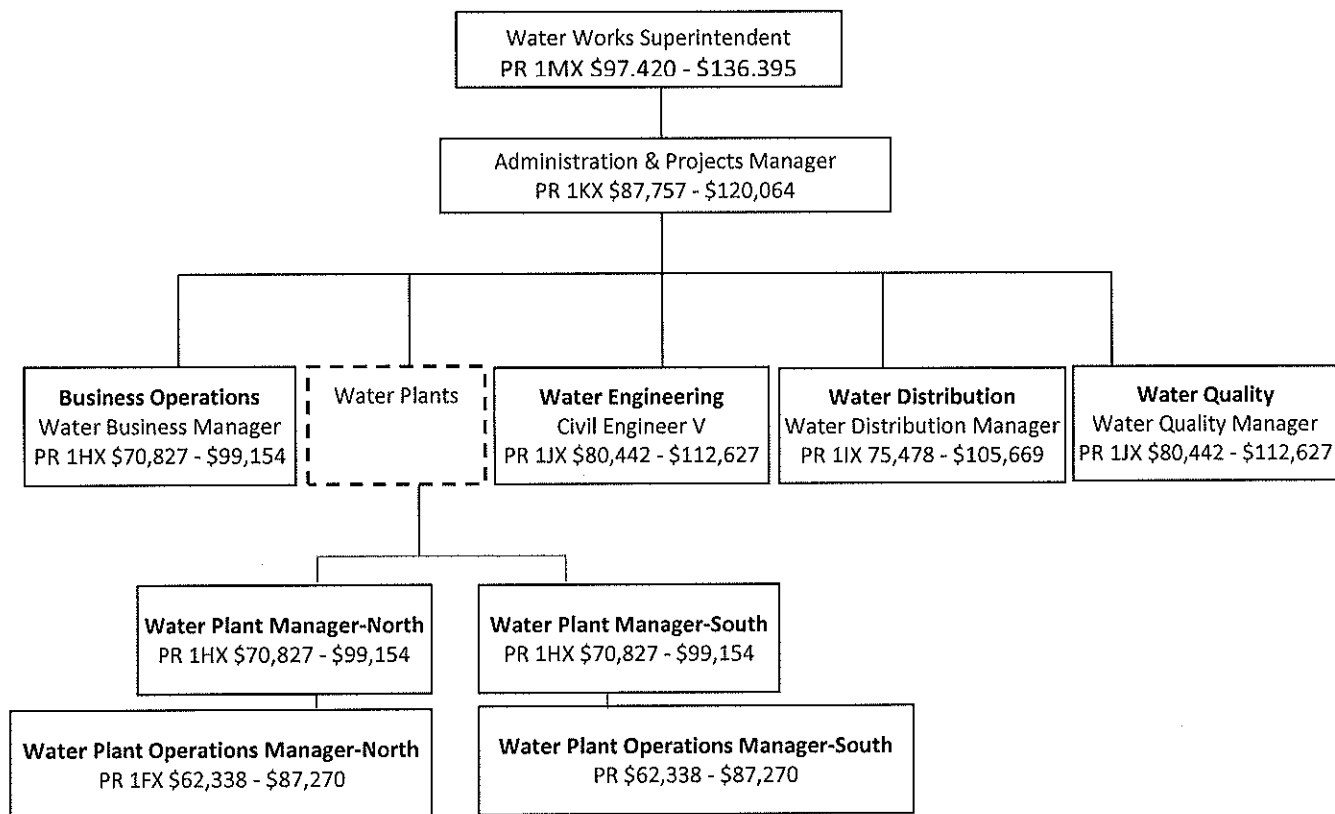
At various times during the recent past, the Milwaukee Water Works submitted requests to study a number of positions in its Plants, Business, and Engineering Sections. Organizational changes including a realignment of managerial/supervisory responsibilities due to retirements and additional work responsibilities were the primary drivers of these requests. It should be noted that all of the recommendations included in this report were originally reflected in the 2014 budget.

The materials submitted by Laura Daniels, the Administration and Projects Manager of the Milwaukee Water Works included current and proposed organizational charts, revised job descriptions, completed job analysis questionnaires, budget information, personnel rosters, and a rationale for each requested change in job title change, salary, and position reclassification. In studying these requests, all documentation submitted was reviewed and a number of discussions were held with Ms. Daniels. In addition, a meeting was held with all managers and supervisors in the Plants Section and Water Quality Section and the Water Quality Operations Manager was interviewed at her worksite. This interview included a tour of the laboratory facilities at the Linnwood Plant and examination of work products from the Water Quality Operations Manager.

ORGANIZATIONAL STRUCTURE

The following organizational chart shows the major sections and managers of the Milwaukee Water Works.

Current Structure – Milwaukee Water Works



As may be seen in the above chart, there is currently no single manager with responsibility for the Water Plants. Following is a discussion of that position for purposes of compensation.

Current:	New Position	
Requested:	Water Plants Manager	PR 1JX (\$80,442 - \$112,627)
Recommended:	Water Plants Manager	PR 1JX (\$80,442 - \$112,627)

At the present time the Water Works employs two managers, with the titles of Water Plant Manager-North and Water Plant Manager-South, who oversee water treatment operations at two different plants, one located on Linnwood Avenue on Milwaukee's east side and the other located on Howard Avenue on the City's south side. As may be seen in the organizational chart on the previous page, unlike other major Sections of the utility, the Water Plants Section does not have one manager who is responsible for all water plant operations. Instead, four managers/supervisors report directly to the Administration & Project Manager.

In order to enhance accountability for water plant operations and streamline the organization, a new Water Plants Manager position was included in the department's 2014 budget. This new position will manage all water treatment operations, construction projects, personnel and budgets for two water treatment plants, three major pumping stations, seven booster pumping stations, and six water storage facilities. This manager will supervise nine managers and who in turn are responsible for approximately 74 employees. A more detailed organizational chart may be found in Appendix F.

As stated in the job description created by the department, the position requires a bachelor's degree in chemistry, engineering, environmental science or related area and five years of work experience in water treatment, water quality or water engineering. The description further states that a master's degree in engineering or other relevant area is desirable.

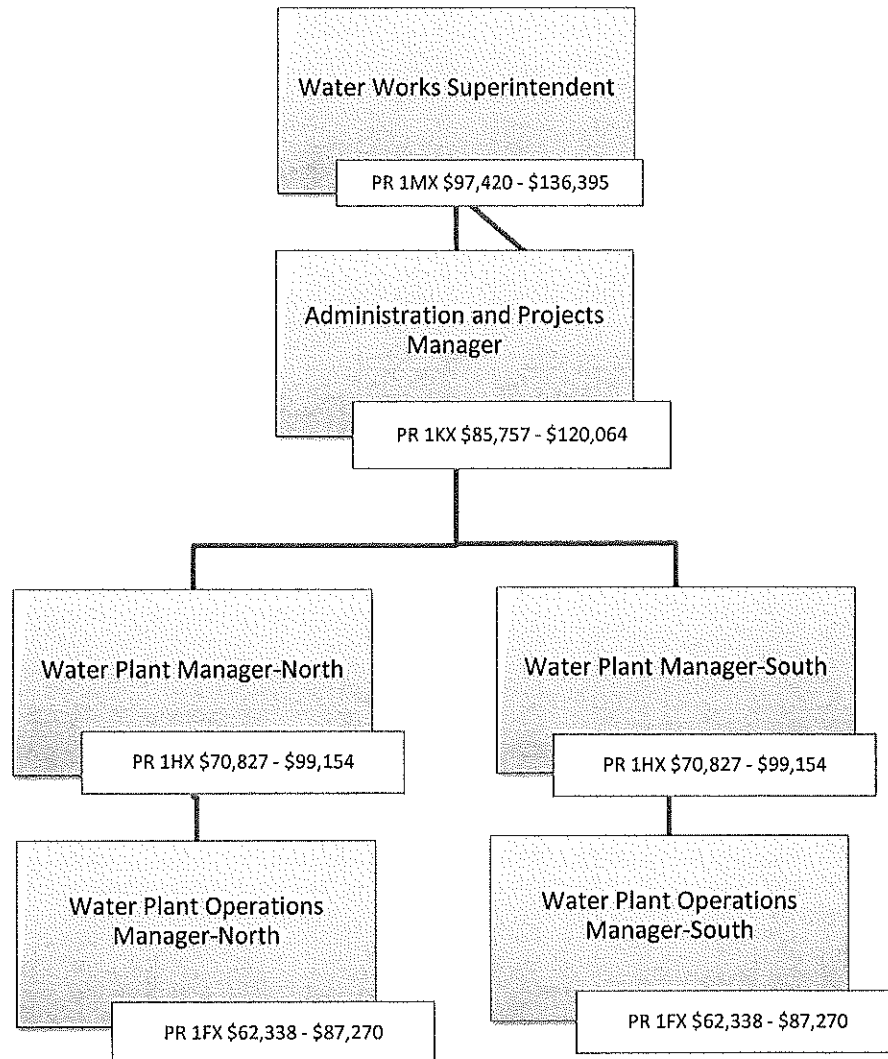
The employee performing the job must be knowledgeable in state and federal regulations, and water treatment processes such as chemical feed systems and dosing, ozone generation, filtration and sedimentation processes, and water storage and pumping. Skill in creating and monitoring budgets, managing employee relations, analyzing data, planning and coordinating projects, communicating well orally and in writing, and understanding plant automation systems are also required for successful job performance. It should be noted, however, that these requirements have not been assessed by the Staffing Division for purposes of employee selection.

Considering the level of knowledge and skill required, and scope of responsibility, particularly the consequence of error or effects of substandard job performance, it appears appropriate to equate this position with other high-level managers in the Water Works and elsewhere in City government such as Civil Engineer V, Electrical Services Operations Manager, Fleet Operations Manager, Sanitation Services Manager, and Forestry Operations Manager, Pay Range 1JX. These higher level managers have responsibility for a major section or division.

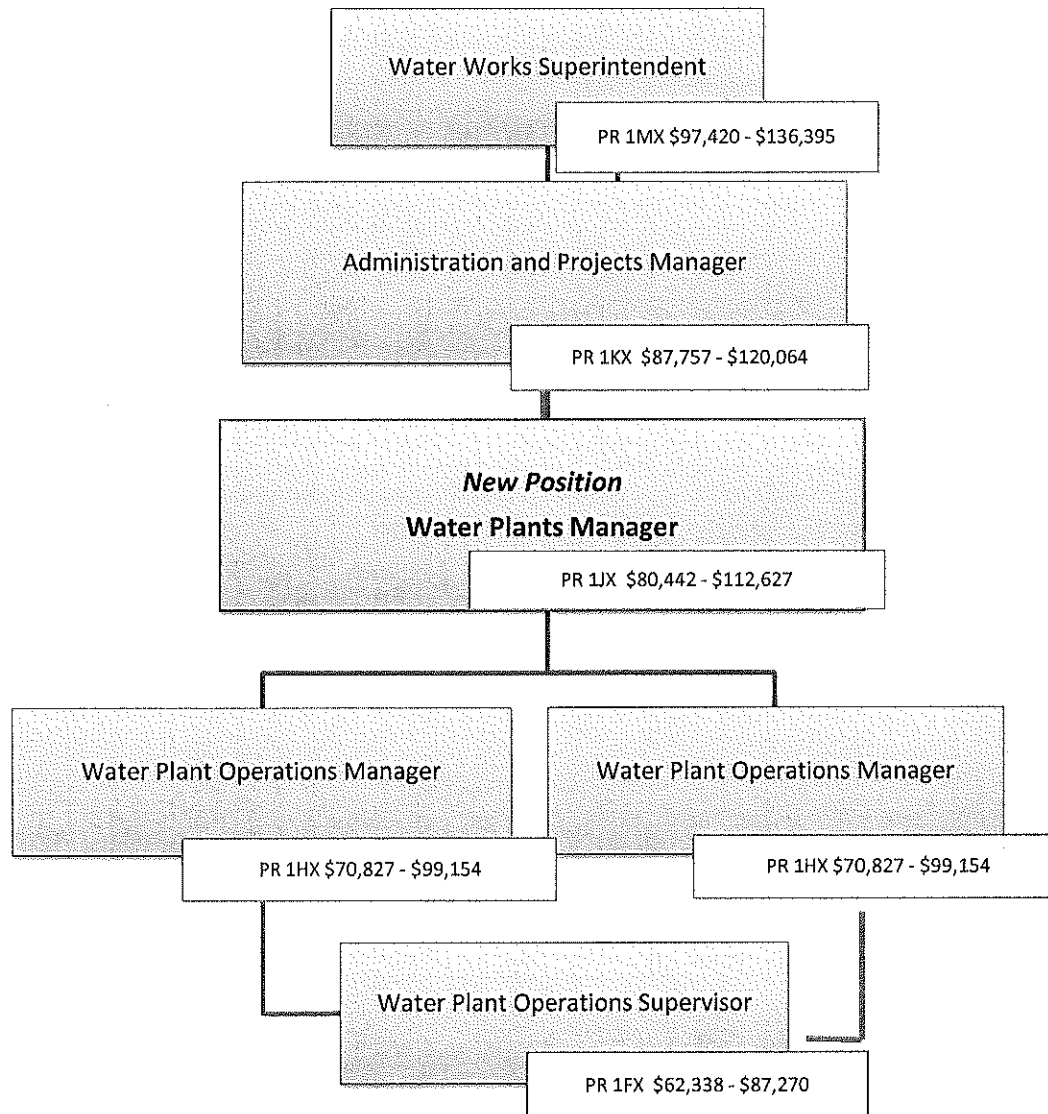
We therefore recommend this new position be created as Water Plants Manager in Pay Range 1JX (\$80,442 - \$112,627).

WATER PLANTS

The following charts show the current and proposed management structure of the Water Plants Section. A more detailed organizational chart may be found in Appendix A.

Current Water Plants Organization

Proposed Water Plants Organization



Current:	Water Plant Manager-North		PR 1HX (\$70,827 - \$99,154)
	Water Plant Manager-South		PR 1HX (\$70,827 - \$99,154)
Requested:	Water Plant Operations Manager	2 positions	PR 1HX (\$70,827 - \$99,154)
Recommended:	Water Plant Operations Manager	2 positions	PR 1HX (\$70,827 - \$99,154)

These two Managers will report to the new Water Plants Manager (PR 1JX) recommended above. The purpose of each position is to ensure the continuous, safe, economical, and efficient operation and maintenance of either water treatment plant as each Manager has responsibility for all water treatment operations and maintenance, and related pumping stations and water storage facilities. Each plant employs approximately 37 employees, many of whom work rotating shifts. Specific responsibilities and duties of each job include the following:

- Managing all operations related to water treatment, storage, pumping and distribution from a water plant.

- Supervising employees (and in the case of the Manager at Linnwood working with the Water Plant Operations Supervisor), including managing rotating shifts, work schedules, paid leaves of absence, including FMLA and sick leave, and monitoring job performance and assignments.
- Analyzing, preparing, and reviewing all required regulatory records and reports to the State's Department of Natural Resources, and other regulatory agencies
- Reviewing technical plans, specifications, and reports from Water Engineering and other sources and providing feedback on the feasibility and adequacy of such.
- Monitoring and enforcing all safety policies in collaboration with the department's Safety Specialist
- Assisting the Water Plants Manager with annual budget preparation and the capital improvement plan
- Directing projects for the Water Plant Operations Supervisor

The job description created by the department provided the following minimum qualifications: a bachelor's degree in environmental science, engineering, chemistry or related area and a minimum of five years of work experience in water plant design, water treatment operations or equivalent water industry experience. These requirements have not been assessed for purposes of staffing.

The department has requested to retitle these positions and we therefore recommend that the position of Water Plant Manager-North and Water Plant Manager-South be retitled to Water Plant Operations Manager, Pay Range 1HX (\$70,827 - \$99,154).

Current:	Water Plant Operations Manager-North	PR 1FX (\$62,338 - \$87,270)
	Water Plant Operations Manager-South	PR 1FX (\$62,338 - \$87,270)
Requested:	Water Plant Operations Supervisor	PR 1FX (\$62,338 - \$87,270)
	1 position	
Recommended:	Water Plant Operations Supervisor	PR 1FX (\$62,338 - \$87,270)
	1 position	

Prior to the reorganization of the Water Plants Section, two positions of Water Plants Operations Managers existed. One position has now been eliminated and the remaining supervisory position now works with staff at both treatment plants. Reporting to both Water Plant Operations Managers, the primary purpose of this job is to supervise, coach, train, and schedule some 36 water treatment operators on rotating shifts on a 24/7 basis with the authority to effectively recommend hiring decisions and disciplinary action.

The position will, in addition, perform a number of management duties such as preparing reports required by regulatory agencies; analyzing plant performance; developing operating procedures and action plans; developing, planning, and implementing projects to improve the effectiveness and efficiency of water treatment operations; ensuring the availability of water treatment chemicals; and reviewing technical plans and specifications from water engineering. In this sense, this job will perform a quality control function. The employee performing this job will also substitute for either Manager in his/her absence.

The requirements for the position, as stated on the job description provided by the department, include a bachelor's degree in environmental science, engineering, chemistry or related area and a minimum of two years of experience in water treatment operations or related work. These requirements have not been assessed for purposes of hiring.

The department has requested that this remaining position be retitled to Water Plant Operations Supervisor, PR 1FX (\$62,338 - \$87,270) and we recommend such.

Current:	Water Maintenance Manager	2 positions	PR 1CX (\$51,469 - \$72,063)
Requested:	Water Plant Maintenance Manager	2 positions	PR 1DX (\$54,865 - \$76,806)
Recommended:	Water Plant Maintenance Manager	2 positions	PR 1DX (\$54,865 - \$76,806)

The Water Works employs two Water Maintenance Managers, each of whom are responsible for planning, coordinating, and directing all the maintenance, repairs, and projects at one of two water purification plants.

These Managers plan, organize, direct, and coordinate the installation, repair, overhaul, upgrade, and maintenance of all water treatment facilities and equipment via preventive maintenance schedules, emergency repairs, and planned upgrades/overhauls. This requires developing budgets, calculating estimates, and writing bid specifications. They directly supervise skilled trades' employees and others who perform the work, which requires directing work, coaching employees, coordinating work, and prioritizing work and managing employee relations. They also provide input to engineers in planning capital improvement projects and coordinate work with regulatory officials, other City personnel (including the engineering staff), and outside contractors. The job requires the purchase of all material, equipment, and tools required according to procurement and purchasing standards established by the City.

A number of changes have occurred in the Water Works that have affected the duties and responsibilities of these jobs. Firstly, during the past 20 years the Milwaukee Water Works has placed a tremendous emphasis upon upgrading its water facilities, having invested more than \$417 million in its infrastructure, as reported to the Public Service Commission. The utility has introduced new processes and equipment in its treatment facilities, laboratories, pumping and water storage facilities, equipment, water mains, hydrants, and meters.

As a result, jobs engaged in water engineering or the repair, maintenance, upgrade, and overhaul of facilities and equipment in water facilities have, over time, assumed a higher profile and gained more responsibility. It is important to note that the type of work being planned and managed involves facilities and equipment of a very large scale equivalent to those found in industrial plants. Planning and managing these projects is complex, carries a large financial impact, and directly affects the utility's ability to provide abundant and safe drinking water.

Secondly, the amount of work that is being contracted out has increased during the recent past. These managers consequently develop specifications, research products and materials, award contracts, and oversee the work of contractors. Although some construction/repair work has always been contracted out, the frequency of outside contracting has increased, thus broadening the scope of responsibility of these jobs and requiring a higher level of knowledge and skill. Thirdly, managers now directly purchase the materials, tools, and equipment required for projects and repairs, something formerly done by the City's purchasing department. The managers performing these jobs also reported that, due to a reduction of skilled construction trades personnel and a resulting loss of institutional knowledge, employees now require more direction and coaching to perform their jobs. Although this is more of a productivity issue than a factor in job classification, it is mentioned because it was important to these managers.

There are a number of other job classifications in City government that have responsibility for managing the maintenance, repair, overhaul, and upgrade of buildings and facilities. The following chart indicates the relative compensation levels of these positions.

Building and Facilities Managers

Title	Department	PR	Minimum	Maximum
Facilities Manager	DPW-Infrastructure	1KX	\$85,757	\$120,064
Police Facilities Manager	Police	1GX	\$66,435	\$93,010
Port Facilities Supervisor	Port of Milwaukee	1EX	\$58,462	\$81,844
Library Facilities Supervisor	Library	1EX	\$58,462	\$81,844
Water Maintenance Manager	Water Works	1CX	\$51,469	\$72,063

The first position listed, that of Facilities Manager, has City-wide responsibility for all buildings and facilities services by the Department of Public Works. This job's scope of responsibility and degree of knowledge and skill required are at a high level, which is reflected in its level of compensation. Other management positions, which have responsibility for one department, are compensated according to their relative scope of responsibility and degree of knowledge and skill required for successful job performance. As may be seen, the compensation level of the Water Maintenance Manager is lower than all other maintenance-related management jobs. The explanation for this lies partially in the historical placement of this position in the Plants Section of the Water Works. This study, however, indicates that the profile of these positions has been raised considerably and their degree of responsibility has increased.

Due to the changes that have taken place in the level of responsibility of this job, as previously discussed, it is recommended that the job of Water Maintenance Manager, PR 1CX, be reclassified to Water Plant Maintenance Manager, PR 1DX (\$54,865 - \$76,806).

WATER ENGINEERING

Current:	Civil Engineer IV	PR 2KX (\$75,408 - \$93,010)
Requested:	Management Civil Engineer-Senior	PR 1IX (\$75,478 - \$105,669)
Recommended:	Management Civil Engineer-Senior	PR 1IX (\$75,478 - \$105,669)

The Water Engineering Section, which is headed by a Civil Engineer V, is divided into two parts: projects in water plants and projects associated with water mains. At the current time, a Management Civil Engineer manages the work processes and personnel associated with the design of water mains. A counterpart position of Civil Engineer IV that is the subject of this report occupies the same place in the Section's organizational structure and is responsible for managing the projects in the department's water plants. The primary issue associated with this request is the Civil Engineer's lack of authority to supervise employees. A proposed organization chart is detailed in Appendix B.

As indicated in the job description proposed for the Civil Engineer IV, this position will now supervise four engineers (two Electrical Engineers III, one Civil Engineer III, and one Mechanical Engineer III) and an Engineering Drafting Technician. Supervisory responsibilities will include the following: assigning work, monitoring work in progress, coaching employees, inspecting completed work, and making effective recommendations regarding employee discipline and hiring. In other words, this position will now function as a *bona fide* first-level supervisor.

In the City's job classification structure, the title of Civil Engineer IV is defined as a project leader or lead worker, as opposed to a full-fledged supervisor with the authority to direct employees, whereas the Management Civil Engineer-Sr. denotes a *bona fide* supervisor. The recommended reclassification of this position to Management Civil Engineer-Sr. will bring this position to the same level as its counterpart in the Water Engineering Section and provide the manager in the job with the authority required to successfully carry out his work. For these reasons, we recommend that this position be reclassified from Civil Engineer IV to Management Civil Engineer-Senior, PR 1IX (\$75,478 - \$105,669).

BUSINESS OPERATIONS

Current:	New Position	
Requested:	Water Business Operations Manager	PR 1GX (\$66,435 - \$93,010)
Recommended:	Water Business Operations Manager	PR 1GX (\$66,435 - \$93,010)

This new position, established with the adoption of the 2014 City budget, will report to the Water Business Manager, PR 1HX and supervise a Water Revenue Manager, Water Meter Service Manager, Water Accounting Manager, and Water Claims Specialist. A proposed organization chart is detailed in Appendix C. In conjunction with these supervisory responsibilities, this manager will have responsibility for the following operations and processes:

- the Customer Information System;
- procurement of certain items such as chemicals, uniforms, and equipment;
- productivity of meter service operations;
- oversight of water claims;
- the permit process for new water service;
- the cross-connection program;
- creation and communication of changes in work processes and work rules.
- acting as the Water Business Manager in that person's absence.

The minimum requirements for the job, as stated on the position's job description are a bachelor's degree in business, engineering, accounting or related area and three years of management experience. Considering the duties and responsibilities of the job, it seems more likely that a bachelor's degree in business, accounting or public administration would be the most relevant. The minimum requirements stated on the job description have not, however, been assessed by the Staffing Division for purposes of employee selection.

Considering the level of subordinate managers reporting to this position and scope of responsibility associated with the job, the requested level, which is approximately half way between the Water Business Manager and lower level managers listed above, the requested pay level appears appropriate.

We therefore recommend this new position be classified as Water Business Operations Manager in Pay Range 1GX (\$66,435 - \$93,010).

Current:	Water Distribution Business Systems Supervisor	PR 1CX (\$51,449 - \$72,063)
Requested:	Water Systems and Project Manager	PR 1DX (\$54,865 - \$76,807)
Recommended:	Water Systems and Project Manager	PR 1DX (\$54,865 - \$76,807)

The nature of work performed by this position falls into the broad category of jobs performing information technology and telecommunications work. Prior to January of 2014, the focus of this position was to manage all data associated with the work carried out by the Distribution Section of the Water Works. Since that time, the position has been reassigned to the new Administration Section and its scope of responsibilities has broadened considerably. The job now encompasses planning, overseeing, and managing information and production technologies throughout the Water Works. Systems and projects for which this position is responsible include the following: the wireless work order system, Itron system, enQuesta support, a geographic information system, GPS, the Distribution Section's work order and hydrant database systems, software integration, training, and the maintenance of hardware. This position's placement in the Administration Section is shown in the organization chart in Appendix D.

The job description created by the Water Works indicates that the position requires a bachelor's degree in computer science/technology and two years of experience in information technology, five years of supervisory experience, certification in GIS software and experience with ESRI software and applications associated with personal computers. These requirements have not been assessed for purposes of staffing.

Due to the expansion of the job, we recommend that it be reclassified one grade higher, to Water Systems and Project Manager, in Pay Range 1DX (\$54,865 - \$76,806).

WATER DISTRIBUTION – FIELD OPERATIONS

Current:	Water Field Supervisor	PR 1BX	\$75 biweekly footnote
	13 positions		
	Water Distribution Supervisor I	PR 1AX	\$75 footnote
	Underfill title		
Requested:	Water Field Supervisor	PR 1BX	4.8% biweekly footnote
	13 positions		
	Water Distribution Supervisor I	PR 1AX	4.8% biweekly footnote
	Underfill title		
Recommended:	Water Field Supervisor	PR 1BX	4.8% biweekly footnote
	13 positions		
	Water Distribution Supervisor I	PR 1AX	4.8% biweekly footnote
	Underfill title		

The primary purpose of the job of job of Water Field Supervisor, which was recently created as a combination of first-line supervisors in the areas of water distribution and meters, is to supervise crews performing repairs. This change provides the Water Works with greater flexibility in scheduling personnel, thus expanding its capacity to respond to water emergencies.

These first-line Water Field Supervisors (including 1 employee underfilling as a Water Distribution Supervisor I) are scheduled for on-call duty for 12 weeks during a calendar year for one week at a time. During their on-call week they continue to perform their regular job and must remain available on a 24/7 basis to take calls and, if necessary, travel to a water emergency to manage the situation. During this on-call period, they must be able to report for duty within 20 minutes. When called to an emergency, which occurs an average of 6 hours during an on-call week, for a total of 72 hours during a year, they decide a course of action; cordon the site from traffic; ensure that the crew has materials and tools needed; direct the crew's work; keep law enforcement and others informed of the situation; and communicate with customers and the public.

At the present time, Water Field Supervisors and the Water Distribution Supervisor I receive \$75.00 biweekly for this around-the-year job requirement, a rate that has not been reviewed for many years. This payment is an anomaly, in that other supervisors in the Department of Public Works who are required to be on-call during the winter and respond to snow and ice control emergencies during that time receive an additional 4.8% of base pay. It should be noted that three jobs in the same pay range as Water Field Supervisor—Street Operations Supervisor, Parking Operations Supervisor, and Field Operations Inspection Specialist— receive a 4.8% premium for being on-call and working significant hours beyond 40 in one week.

In order to be eligible to receive this payment, employees must be certified by their department head and the Commissioner of Public Works as being required to be on-call according to a fixed schedule and respond to emergencies in the field. Based upon the recommendation of the Department of Public Works and the

Department of Employee Relations, the Common Council authorizes this payment for specific job titles via the Salary Ordinance. The job titles (and affected employees) eligible for this payment change from time to time according to the operational needs of Public Works.

Considering the recent change in the duties of this newly combined group of first-line supervisors, which expanded the duties of the job, the fact that the current \$75 biweekly payment is an anomaly, and this rate has not been reviewed for a considerable amount of time, it appears that a change in the amount and manner of compensation for on-call and emergency work is appropriate. In order to promote consistency in payment among supervisors in Public Works with the same job demands for on-call and emergency work, bring the rate of payment for Water Field Supervisors more up-to-date, It is recommended that the Water Field Supervisors and the Water Distribution Supervisor I receive a payment of 4.8% of base pay, in lieu of the \$75 biweekly currently received, if certified by the Commissioner of Public Works as being regularly involved in emergency restoration of water service to affected customers which results in an excessive amount of overtime work.

WATER QUALITY

Current:	Water Quality Operations Manager	PR 1DX (\$54,865 - \$76,807)
Requested:	Water Quality Operations Manager	PR 1FX (\$62,338 - \$87,270)
Recommended:	Water Quality Operations Manager	PR 1FX (\$62,338 - \$87,270)

This position, which reports to the Water Quality Manager, PR 1JX, plays a critical role in assuring that the Water Works meets or exceeds all water all quality standards required by the Environmental Protection Agency, State of Wisconsin, local water quality standards, and OSHA. This is accomplished by managing all day-to-day operations of two water quality laboratories; supervising a staff of 16 scientific and technical personnel on multiple shifts for 24/7 coverage; training all employees, including a Water Quality Chemist and Water Quality Lead Chemist in laboratory analysis using established standards; ensuring that quality standards and employee certifications are in place, without which the laboratories cannot operate; identifying and implementing changes in operations, protocols, and equipment to enhance the efficiency and effectiveness of the laboratories; assisting with writing the specifications for purchasing equipment and securing contracts; and meeting deadlines for the submission of data to regulatory agencies.

This Manager enforces strict work protocols, processes, and work rules; assesses employee job performance; creates work schedules, oversees the use of paid and unpaid leaves of absence, trains and coaches individual employees, conducts group training sessions, and ensures that required employee certifications are in place. As previously stated, without these certifications, the water laboratories are not permitted to operate.

This position also develops new work methods; codifies protocols; researches new equipment and technology; and personally performs some of the most complex and specialized quality analyses. The Water Quality Manager also produces the official measures of water quality reported to the Environmental Protection Agency and included in the Water Works' Consumer Confidence Reports mailed to all Water Works' customers annually. From a scientific viewpoint, these measures are extensive and complex.

The requirements for the position, as stated on the description prepared by the department, include a bachelor's degree in chemistry, microbiology, environmental science or related field and five years of experience in water analysis or environmental chemistry. The description further states that a master's degree in a relevant area is preferred, in addition to significant supervisory experience in a laboratory setting. The position requires knowledge of microbiological/chemical water quality distribution system issues, microbiological/chemical methods for the analysis of drinking water, field sampling, and monitoring methods, and laboratory instrumentation. Proficiency with IT systems and software is required to perform water quality analysis, data management, and report writing using MS Office products, proprietary software, and specialty software. This

Manager must also have supervisory and employee relations skills, and good written and oral communication skills. These requirements, however, have not been assessed for purposes of hiring. When a job analysis is conducted for that purpose, these requirements may be revised.

This Manager's pay level was based upon the original design of the Water Quality Section established some 20 years ago. Since that time, the level of professionalism and accountability of the Water Quality Section as a whole has significantly increased. These changes have especially impacted the Water Quality Operations Manager, elevating the level of knowledge/skill and responsibility exercised by the position. Stated in non-scientific terms, the number and types of water samples have increased, requiring the establishment of stricter controls; the types of tests conducted are more varied and complex; higher-level technology is now employed, and a greater depth of water quality chemistry is required to successfully perform the job. A proposed organizational chart is detailed in Appendix G.

Considering the responsibility associated with this job, which includes all the day-to-day operations of two laboratories and supervision of a staff of 16 scientific employees, it appears appropriate to upgrade this position to the level requested by the department, to Pay Range 1FX, which will equate the job with the level proposed for the Water Plants Operations Supervisor. It is therefore recommended that the Water Quality Operations Manager be reallocated from Pay Range 1DX (\$54,865 - \$76,806) to Pay Range 1FX (\$62,338 - \$87,270).

BUSINESS OPERATIONS - METER SERVICES

Current:	Meter Reader-Commercial	3 positions	PR 8IN (\$41,487 - \$47,077)
	Water Meter Investigator	4 positions	PR 8IN (\$41,487 - \$47,077)
Requested:	Water Utility Investigator	7 positions	PR 8IN (\$41,487 - \$47,077)
Recommended	Water Meter Investigator	7 positions	PR 8IN (\$41,487 - \$47,077)

These two jobs have been redesigned and combined to accommodate the changing needs of the water utility to perform more field investigations. A proposed organization chart is detailed in Appendix C. As reflected in the job description, the duties and responsibilities of the job now focus on reading large commercial accounts and investigating unusual situations of water consumption and distribution, some of which may involve fraudulent activity. The employees in these two job classifications have in fact been performing the duties and responsibilities of the redesigned job for some time and the Water Works reports that the change has been a positive one. We therefore recommend that the titles of Water Meter Investigator, PR 8IN, and Meter Reader-Commercial, PR 8IN, be abolished and replaced with the title of Water Meter Investigator in Pay Range 8IN (\$41,487 - \$47,077).

DISTRITUTION OPERATION

Current:	Water Distribution Operations Manager	PR 1GX \$100 biweekly footnote
	Water Distribution Scheduling Manager	PR 1FX \$100 biweekly footnote
	Water Distribution Construction Manager	PR 1EX \$100 biweekly footnote
	2 positions	
Request:	Water Distribution Operations Manager	PR 1GX Eliminate footnote
	Water Distribution Scheduling Manager	PR 1FX Eliminate footnote
	Water Distribution Construction Manager	PR 1EX Eliminate footnote
	2 positions	
Recommendation	Water Distribution Operations Manager	PR 1GX Eliminate footnote
	Water Distribution Scheduling Manager	PR 1FX Eliminate footnote
	Water Distribution Construction Manager	PR 1EX Eliminate footnote
	2 positions	

The Water Works has requested the elimination of the \$100 biweekly payment for on-call duty pay for these positions. Accordingly the incumbents of these positions will no longer be scheduled for on-call duty weeks. However, these positions as well as all other Water Works supervisory positions in Pay Range 1EX (\$58,462 - \$81,844) and above will continue to respond to after-hours calls as emergency needs require.

ACTION REQUIRED

In the Salary Ordinance,

Effective Pay Period 1, 2015 (December 21, 2014),

under Pay Range 1EX, delete footnote "1" in its entirety and designation "1" from the title "Water Distribution Construction Manager".;

under Pay Range 1FX, delete footnote "3" in its entirety and designation "3" from the title "Water Distribution Scheduling Manager"; and

under Pay Range 1GX, delete footnote "3" in its entirety and designation "3" from the title "Water Distribution Operations Manager".

Effective Pay Period 21, 2014 (September 28, 2014),

under Pay Range 1AX, delete footnote "4" in its entirety and replace footnote "4" to read as follows:

- (4) The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in the emergency restoration of water service to affected customers which results in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work.

under Pay Range 1BX, delete footnote "2" in its entirety and replace footnote "2" to read as follows:

- (2) The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in the emergency restoration of water service to affected customers which results in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work.

Effective Pay Period 1, 2014 (December 22, 2013)

under Pay Range 1CX, delete the title "Water Maintenance Manager" and "Water Distribution Business Systems Supervisor";

under Pay Range 1DX, delete the title "Water Quality Operations Manager", and add the titles "Water Plant Maintenance Manager" and "Water Systems and Project Manager";

under Pay Range 1FX, delete the titles "Water Plant Operations Manager – North" and "Water Plant Operations Manager – South" and add the titles "Water Plant Operations Supervisor" and "Water Quality Operations Manager";

under Pay Range 1GX, add the title "Water Business Operations Manager";

under Pay Range 1HX, delete the title “Water Plant Manager – North” and “Water Plant Manager – South” and add the title “Water Plant Operations Manager”;

under Pay Range 1JX, add the title “Water Plants Manager”; and

under Pay Range 6LN, delete the title “Meter Reader – Commercial”;

In the Positions Ordinance,

Under Department of Public Works – Water Works, Business Organization, Administration, add one position of “Water Systems and Project Manager”; under Meter Services, delete seven positions of “Water Meter Reading Specialist” and add seven positions of “Water Meter Investigator”; under Engineering Organization, Engineering Design, delete one position of “Civil Engineer IV (X)” and add one position of “Management Civil Engineer-Sr. (X)(Y)”; under Distribution Organization, Field Operations, delete one position of “Water Distribution Systems Manager (X)”; and delete the headings “Plants – North Organization and “Plants - South Organization and replace with the following:

PLANTS ORGANIZATION

Water Plants Manager (X) (Y).....	1
Water Plant Operations Manager (X).....	2
Water Plant Operations Supervisor (X).....	1

North Operations

Water Plant Maintenance Manager (X)	1
Office Assistant IV.....	1
Senior Water Treatment Plant Operator	12
Water Plant Steamfitter/HVAC Specialist.....	3
Machine Repair Person.....	8
Water Treatment Plant Operator.....	7
Water Plant Laborer	4

Auxiliary - Emergency

Senior Water Treatment Plant Operator (0.25 FTE) (A)	1
Water Plant Laborer (0.5 FTE).....	2

Electrical and Instrumentation

Electrical Services Supervisor II (X)	1
Electrical Mechanic.....	6
Water Plant Instrumentation Specialist	5

South Operations

Water Plant Maintenance Manager (X)	1
Office Assistant IV.....	1
Senior Water Treatment Plant Operator	12
Water Plant Steamfitter/HVAC Specialist.....	2
Machine Repairperson	9
Metal Fabricator.....	1
Water Treatment Plant Operator.....	6
Water Plant Laborer	2

Howard Control Center

Water Systems Operator.....	6
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Auxiliary

Water Systems Operator (0.25 FTE)	1
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Plant Automation

Water Plant Automation Manager (X)	1
Automated Systems Supervisor (X)	1
Automated System Specialist.....	3
Program Assistant II	2

(A) For assignment as relief to 24-Hour Duty Stations at both Linnwood and Howard Avenue Purification Plants to minimize the need for double shifting.

(X) Private automobile allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.

(Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

Prepared by: 
Laura Sutherland, Human Resources Representative

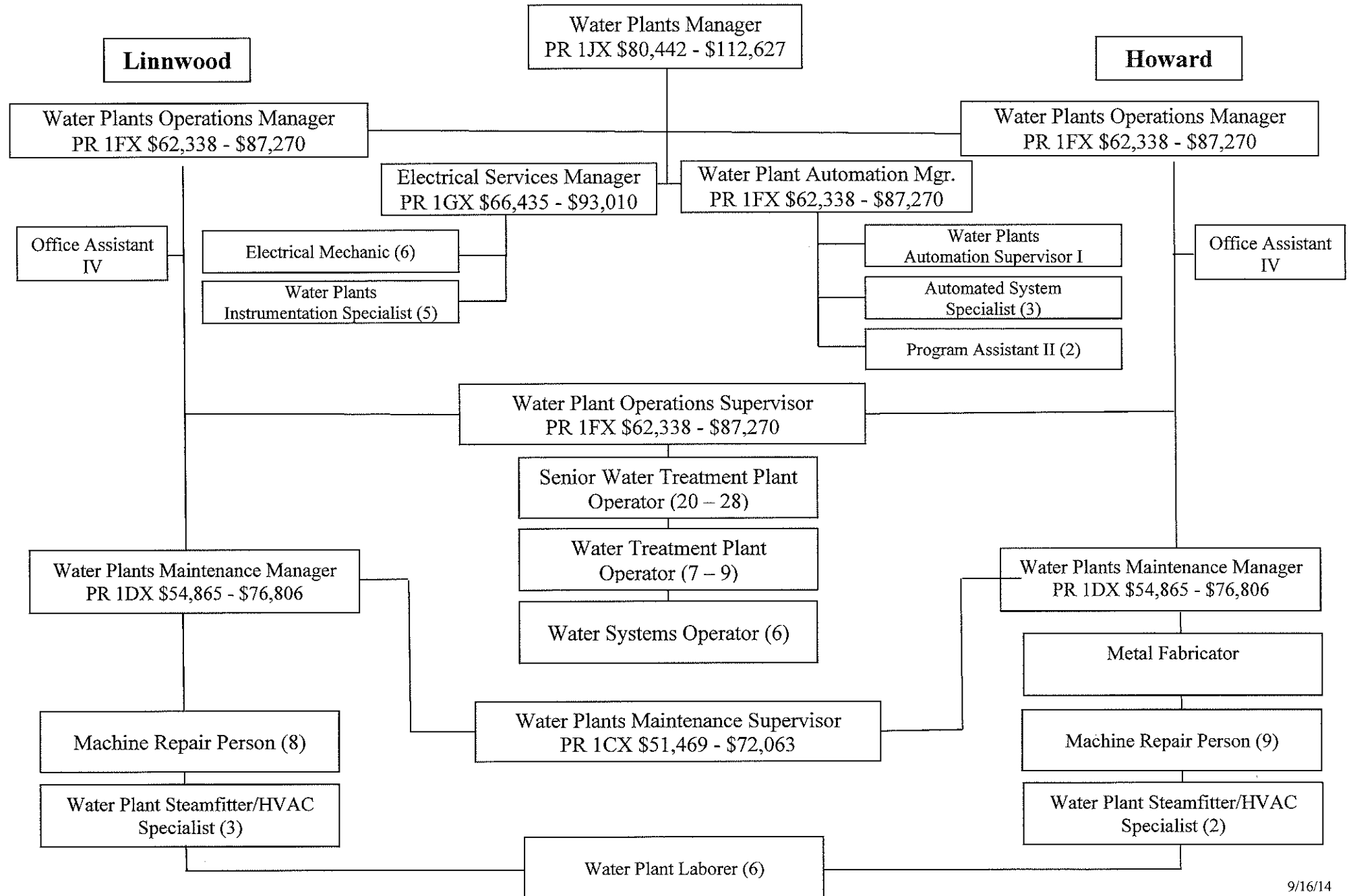
Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

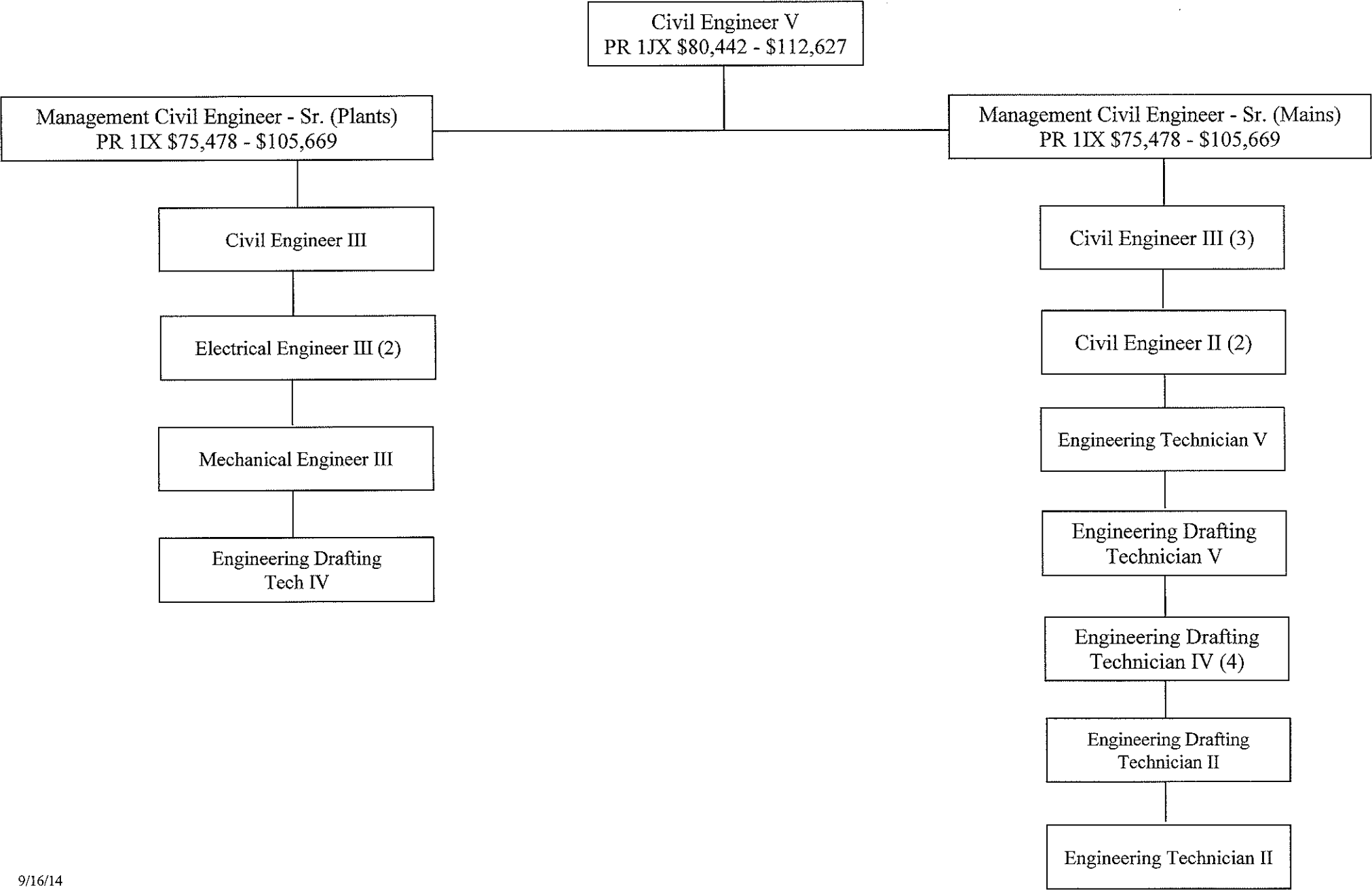
Appendices:

- Appendix A – Plants Organization
- Appendix B – Engineering Organization
- Appendix C – Business Organization
- Appendix D – Administration Section
- Appendix E – Distribution Organization
- Appendix F – Organization Managers
- Appendix G – Water Quality Organization

Appendix A Plants Organization

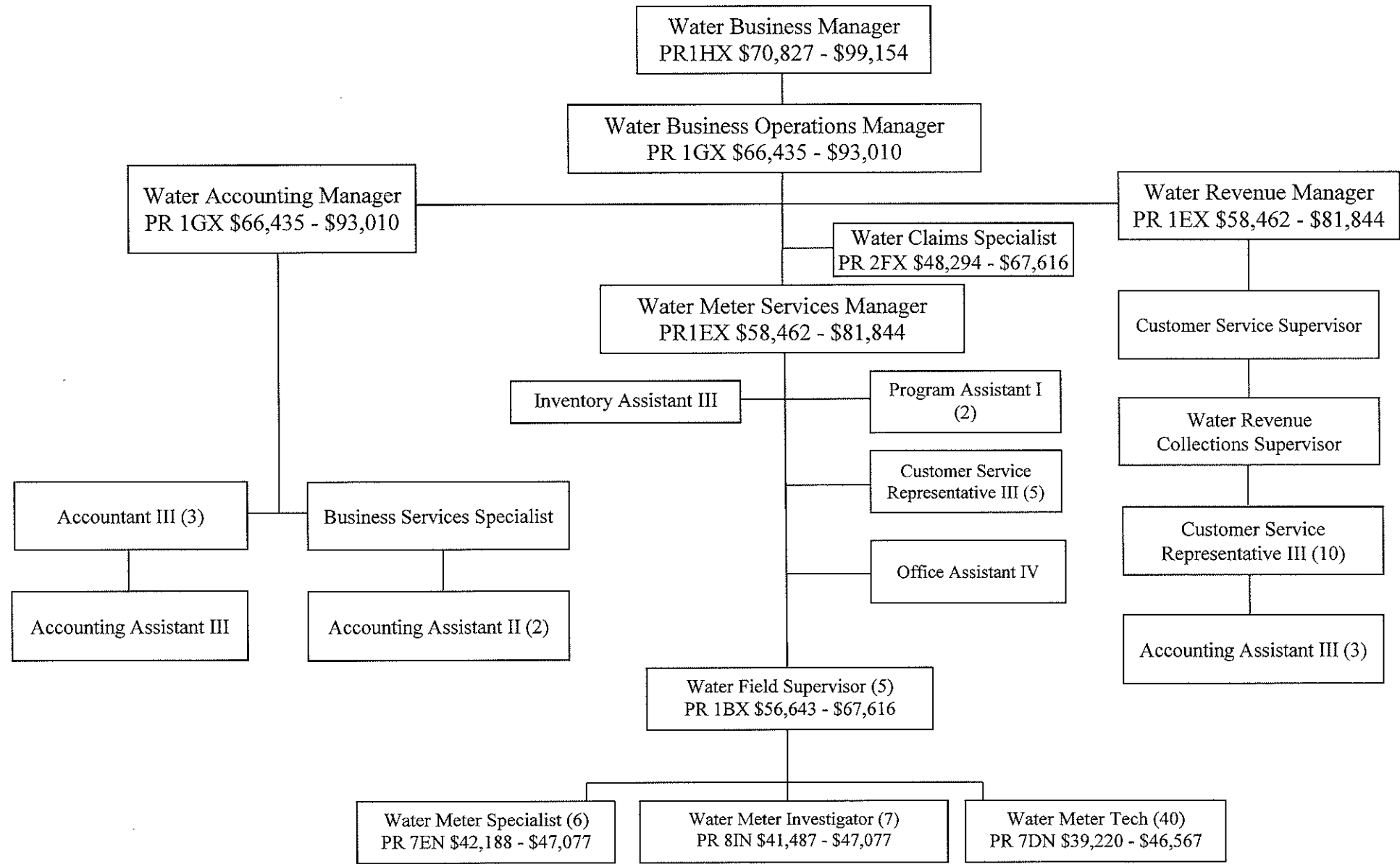


Appendix B Engineering Organization



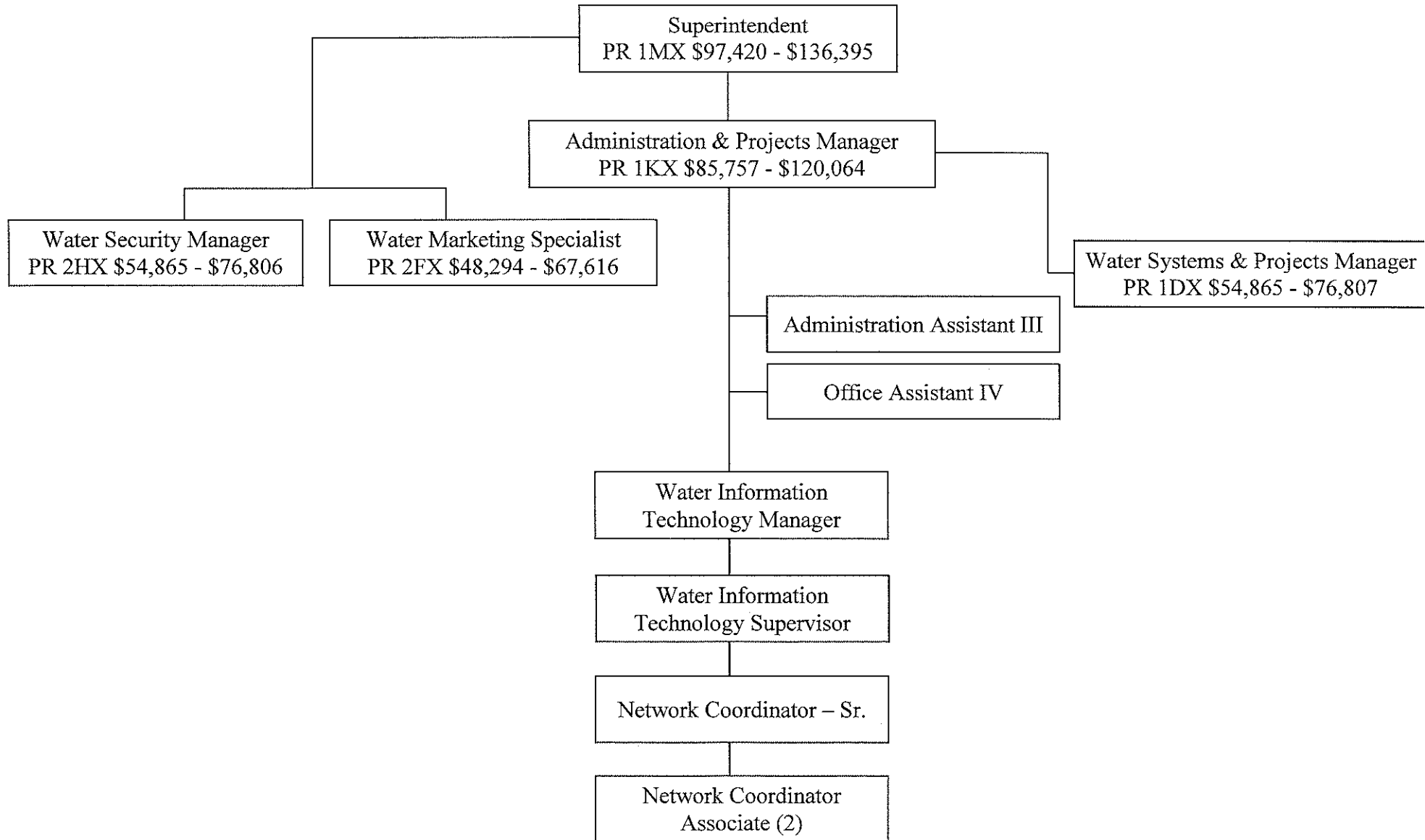
Appendix C

Business Organization

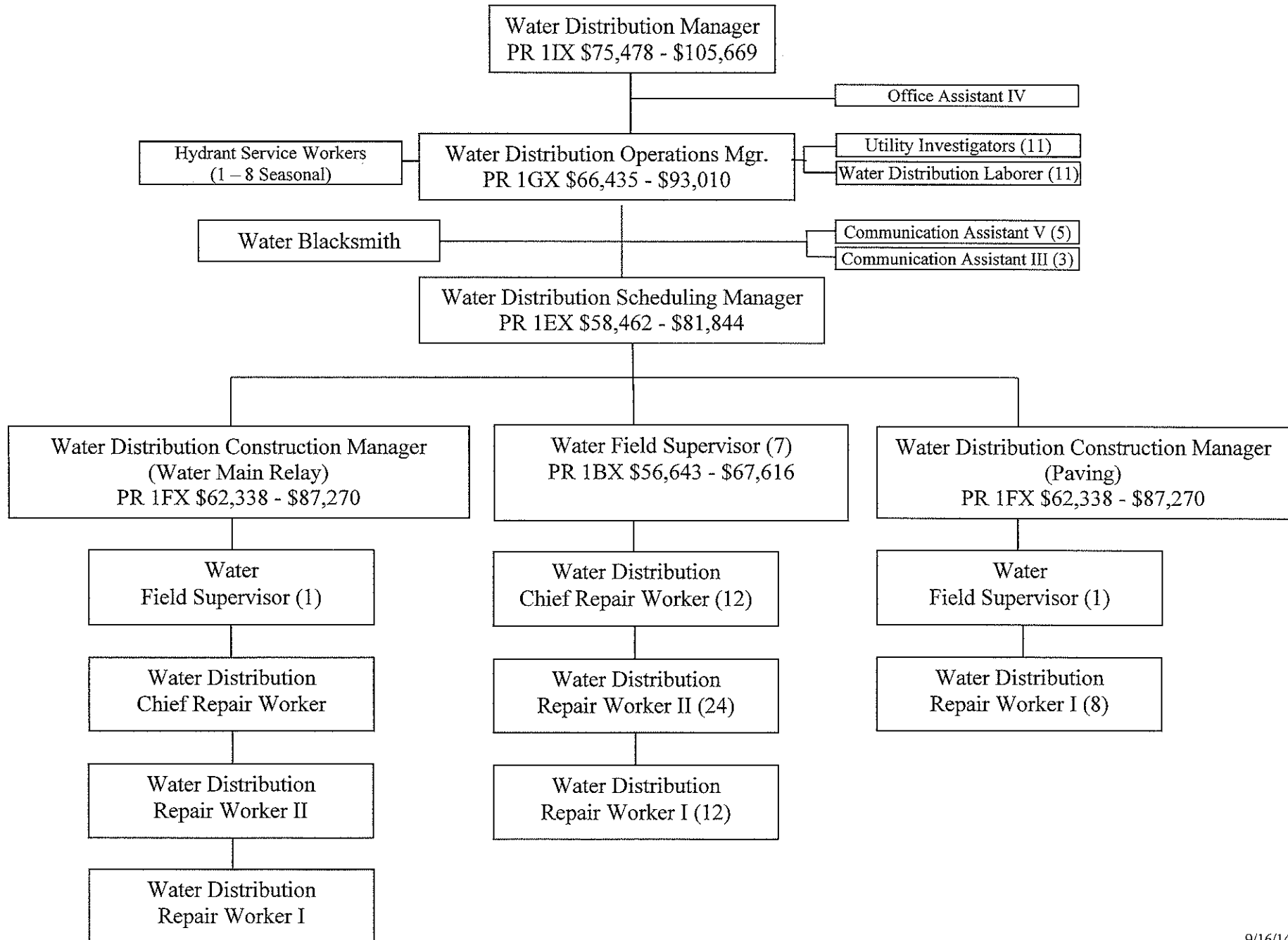


Appendix D

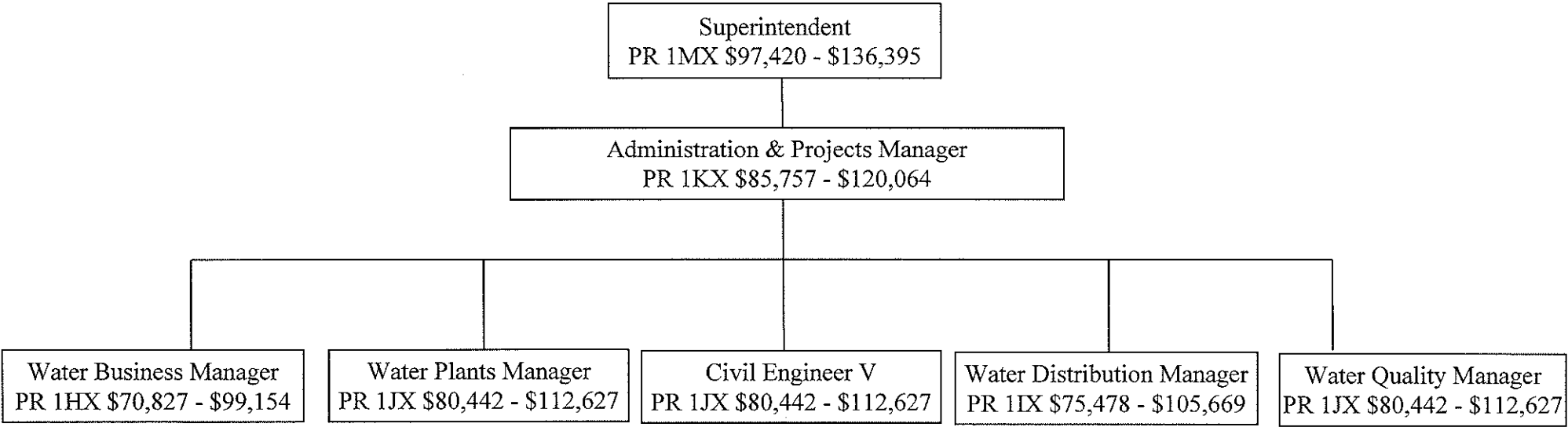
Administration Section



Appendix E Distribution Organization



Appendix F Organization Managers



Appendix G Water Quality Organization

