

No. _____

SALARY PROPOSAL REQUEST FORM

INSTRUCTIONS: Submit only one proposal per form. Each proposal should contain specific justification as requested below. Proposals requiring Mayoral review must be submitted to the Human Resources Department by July 24, 2019. All proposals must be forwarded to the Personnel Department no later than July 31, 2019. **LATE PROPOSAL WILL NOT BE ACCEPTED.**

Individual employees cannot submit a proposal for their own position or on behalf of a group of employees or an entire classification.

PROPOSAL: Please indicate the type of salary proposal by placing a check in the appropriate box below.

Special salary adjustment for existing classification(s):

List classification(s) Assistant Management Analyst (a); Associate Management Analyst (b); Senior Management Analyst (c)

Current Monthly Salary (Step E) (a) \$4,825; (b) \$5,830; (c) \$6,404 Percentage of Adjustment _____

Basis for adjustment: (Check appropriate box(es) below and attach additional pages as needed.)

- Significant change in duties and responsibilities (Please describe in detail.)
- Inappropriate supervisory differential.
- Turnover (indicate the number of individuals who have left along with names, dates, and reasons for leaving, if possible.)
- Recruiting problems (Provide a detailed explanation of problems experienced.)
- Other Variants in classifications

New Classification:

Proposed classification title _____ Proposed monthly salary _____

Basis for request: Explain below why a new classification is necessary and how the duties of the proposed new class differ from those of existing classes.

Deletion of Existing Classification:

Classification title _____

Basis for request: Explain below why this classification is no longer needed.

Title Change:

Current title of classification _____

Proposed new title _____

Basis for request: Explain below why the proposed title is more appropriate than the current title.

SUPPORTING JUSTIFICATION FOR PROPOSAL: It is your responsibility to provide detailed and specific documentation to support this request. Unless detailed justification is submitted to support each of the items checked above, the Civil Service Commission may deny the request to study the proposal. Attach additional pages if more space is needed.

Nick Wright
Proposed by: (Please print name)

Senior Labor Relations Representative
Title

7/30/2019
Date

MEA
Department Head or Employee Organization

[Signature]
Signature

7/30/2019
Date

Management Analyst Series

SSA Proposal

The Management Analyst series within the City of San Diego has evolved into an all-encompassing toolbox for Departments to delegate work to in the absence of an appropriate classification to handle independent requests. The Civil Service Class Specifications, when the Administrative Analyst series was changed to Management Analyst, identified 20 years ago that this series would primarily perform analysis and studies of budgetary, fiscal and organizational items as well as crime analysis. From this broad representation of duties, was born the series that would become the backbone of City administrative structure.

The Management Analyst series was last studied in the 1990's. As such, it has been allowed to evolve and morph into autonomous positions in each Department until they've become unrecognizable from each other. Meant to establish a career advancement path, the intent of the Management Analyst positions was to foster education and institutional knowledge by providing a stepping-stone class system from the Administrative Aide and Management Trainee classifications. These two classifications have historically underfilled the Assistant Management Analyst classification at the sub-journey level until promotion to the Associate Management Analyst classification, or the full journey level class.

The City began to waiver from the intent of the creation of this classification series as Departments needed more from less. Management analysts, seen as the catchall due to the broad brush used to note their distinguishing characteristics and examples of duties, became the destination for many of these new "special" projects or new duties and responsibilities. These new duties, coupled with the inadequate definition for their positions, and lack of appropriate compensation has led to high turnover and ambiguous career path due to the variants in specificity for their divisions.

Turnover

Turnover can be a difficult metric to understand within the City as it relates to the Management Analyst series. Historically this position has been a career advancement path, and as such has resulted in high turnover through relocation within the City or promotional opportunities within the City. However, in the last 5 years, turnover has become significant for positions outside of the City to other municipalities. The Associate Management Analyst position has been hit the hardest in this regard while losing 37 personnel over the last 5 years, of which **11** have left for other jobs.

A turnover percentage of **30%** can be detrimental to a series, and it is more so because this is a career advancement classification. The turnover percentage doesn't improve as you move beyond the journey level classification however as Senior Management Analysts have lost 24 personnel and Supervising Management Analysts have lost 12, of which 5 have left for other jobs from each classification. That is a turnover rate of **20%** and **41%** respectively.

Management Analyst Turnover: Last 5 Years

Position	Total Count	Total "Other Job"	Turnover Percentage
Assistant Management Analyst	3	1	33%
Associate Management Analyst	37	11	29.7%
Senior Management Analyst	24	5	20%
Supervising Management Analyst	12	5	41%
Average			30.9%

Many of these analysts have been lost to local municipalities, again allowing the City of San Diego to continue to be a training ground for other cities to grow and prosper from. This series was intended to be a training ground **for the City of San Diego**, however due to significant lags in compensation and lack of study for this position the following personnel have left over the last 5 or more years:

Assistant Management Analysts

Name	Title	Department	Other Job
Susan Vega	Assistant Management Analyst	Library	City of Chula Vista
Katia Garcia-Verboonen	Assistant Management Analyst	Public Utilities	US Navy
Patrick McAnany	Assistant Management Analyst	City Attorney	<i>Undisclosed</i>

Associate Management Analysts

Name	Title	Department	Other Job
Efren Lopez	Assoc Management Analyst	Public Utilities	County Water Auth.
Jan Vierola	Assoc Management Analyst	Public Utilities	County Water Auth.
Lois Yum	Assoc Management Analyst	Public Utilities	City of Carlsbad
Steve Fragoso	Assoc Management Analyst	Public Utilities	Tesla
Emily Wilson	Assoc Management Analyst	Public Utilities	Clipper Oil
Edward Prendell	Assoc Management Analyst	Economic Development	City of National City
William Nguyhen	Assoc Management Analyst	Financial Management	<i>Undisclosed</i>
Sue Reynolds	Assoc Management Analyst	Public Utilities	City of Carlsbad
Jose Cervantes	Assoc Management Analyst	Public Utilities	<i>Undisclosed</i>
Leslie Hayes	Assoc Management Analyst	Police Department	Heyward PD
Peter Villaver	Assoc Management Analyst	Police Department	County DA Office
Samantha Gwinn	Assoc Management Analyst	Police Department	San Diego School PD
Fiona Everett	Assoc Management Analyst	Police Department	Carlsbad PD
Barbarah Torres	Assoc Management Analyst	Purchasing&Contracting	Port of San Diego
Victoria Carillo	Assoc Management Analyst	Purchasing&Contracting	Jacobs Center
Daniel Pizano	Assoc Management Analyst	Purchasing&Contracting	<i>Undisclosed</i>
Maecel Mathis	Assoc Management Analyst	Purchasing&Contracting	State of California
Albert Pudilo	Assoc Management Analyst	Purchasing&Contracting	State of California
Dawnn Jackson	Assoc Management Analyst	Public Utilities	City of Murrieta
Whitney Roux	Assoc Management Analyst	Arts & Culture	<i>Undisclosed</i>
J. Noland	Assoc Management Analyst	Arts & Culture	UCSD

Kimberly Patton	Assoc Management Analyst	Purchasing&Contracting	<i>Undisclosed</i>
Deborah Levenson-Cruz	Assoc Management Analyst	City Clerks	<i>Undisclosed</i>

Senior Management Analysts

Name	Title	Department	Other Job
Kyrsten Burr-Rosenthal	Senior Management Analyst	Public Utilities	County Water Auth.
Tania Serhan	Senior Management Analyst	Police Department	SD City College
Candace Fogle	Senior Management Analyst	Public Utilities	Federal
Christopher Gehrki	Senior Management Analyst	Public Utilities	City of Meniffee
Kent McDowell	Senior Management Analyst	Fire-Rescue	<i>Undisclosed</i>
Iovanka Todt	Senior Management Analyst	Library	Port of San Diego
Aubrey Koehn	Senior Management Analyst	T&SW	<i>Undisclosed</i>
Aaron Moreno	Senior Management Analyst	Public Utilities	City of Chula Vista
Beth Raguine	Senior Management Analyst	Public Utilities	<i>Undisclosed</i>
Kymeshia Morris	Senior Management Analyst	Purchasing&Contracting	<i>Undisclosed</i>
Angie Fife	Senior Management Analyst	Public Works	<i>Undisclosed</i>
William Crane	Senior Management Analyst	Facilities	City of Santee

Supervising Management Analyst

Name	Title	Department	Other Job
Joseph Walker	Supv Management Analyst	Public Works	City of Chula Vista
Anita Pyle	Supv Management Analyst	Environmental Services	San Francisco
Christopher Robbins	Supv Management Analyst	Public Utilities	<i>Undisclosed</i>
Slam Hasenin	Supv Management Analyst	City Retirement	<i>Undisclosed</i>
Meredith Dawson	Supv Management Analyst	Parks & Recreation	<i>Undisclosed</i>
Annette Larson	Supv Management Analyst	City Retirement	<i>Undisclosed</i>
Mahoe Nakanelua	Supv Management Analyst	Fire-Rescue	<i>Undisclosed</i>

These classifications have experienced, and will continue to experience, turnover that is detrimental to the running of Department operations. These previously invested employees, established in the career and training path through the Management Analyst Series, are leaving in droves. In the journey level classification of Associate Management Analyst alone 10 employees have left for other local municipalities.

These positions are vital as most of these employees began their careers with the City as Clerical Assistants, Administrative Aides, Interns and Management Trainees. When you take into account the hours and cost of training for these employees to career advance to the Associate Management Analyst position, the amount of money the City has provided to these employees in the forms of tuition reimbursement to gain schooling while employed by the City to meet the minimum requirements for the Management Analyst Series, and the on the job experience of the minute details of the departments they serve, the continued loss is catastrophic.

The City Auditor's Human Capital Factbook released in July 2018 notes these issues in Section 3 of their findings. While Management Analysts aren't specifically mentioned in the Auditor's Retention and Separations findings, the data that they present is clearly mirrored in the above departures by employees that historically were long-term/life-service employees for the City of San Diego.

In Separations from the City from 2015-2017, the City saw almost 50% of their voluntary separations come from employees with less than 5 years of experience. **(ATTACHMENT A)** This is the traditional timeline for an Associate Management Analyst to career advance and gain 2 years of working experience in the classification and highlights the 15% turnover rate for the City's Millennials in 2016.

The succession planning by the City years ago in the creation of the series of Management Analysts is being decimated by the loss of younger employees. This becomes even more problematic as the classifications continue to diverge into separate areas of expertise made up of varying disparate duties that continue to evolve apart from their once symbiotic relationships within the classifications. This is clear in the number of employees failing probation, being discharged or quitting in lieu of discharge from 2010-2017. **(ATTACHMENT B)**

These factors directly impact the cost of turnover to the City. Even as one considers that the City Auditor didn't consider tuition reimbursement, and the cost to the City of promoting a healthy academic evolution for their employees. The potential coast of voluntary separation was valued at \$39M. **(ATTACHMENT C)** However, one must also look at the loss in productivity and the impact these decisions have on individual departments. Purchasing & Contracting alone has lost 7 Management Analysts alone in the last few years, consider the fiscal impact of the loss of productivity when your department is incapable of retaining trained individuals for a multi-billion-dollar business.

Variants

Turnover is further complicated by the variants in duties of the Management Analyst series. There is a clear deviation from expected duties which has created a glass cage for Management Analysts within their own departments.

An example of this would be the Management Analysts within the Police Department. They are Management Analysts, more commonly referred to as "Crime Analysts" although without an option title. These Management Analysts because of the nature of their duties and responsibilities, have little to no budgetary or fiscal experience. As such a barrier is created by the department that prevents them from promoting to other higher paying classifications within the City. This fully encapsulates the duality of the "broad class specifications" and the narrow "job specifications/typical requirements". The class has out classed itself due to departmental requirements.

An Assistant Management Analyst or Administrative Aide II within the Police Department would never be able to promote to an Associate Management Analyst position within Arts and Culture for example, although this is a defined career advancement per Personnel Regulation D-3. The "typical requirements" belie the intent of a career advancement program.

"TYPICAL REQUIREMENTS:

You must meet the following requirements on the date you apply, unless otherwise indicated.

EDUCATION/EXPERIENCE: *You must meet ONE of the following options:*

1. *Bachelor's Degree in Arts History, Visual/Performing Arts, Arts Administration, Business Administration, Nonprofit Management, or a closely related field AND one of the following:*
 - *Two years of full-time experience in the development and implementation of an arts and culture program.*
 - *Two years of professional-level budget and/or administrative experience which must include ONE or both of the following as primary duties: Preparing, tracking and analyzing budget requests and/or conducting administrative studies, including research and analyses of data and determining appropriate courses of action.*
2. *Bachelor's Degree or equivalent education (i.e., minimum completed units = 120 semester/180 quarter) AND two years of full-time experience in the development and implementation of an arts and culture program." (ATTACHMENT D)*

The narrative of Associate Management Analyst positions alone, which have become each individually unique, continues in all job postings for the City of San Diego going back at least a decade.

(ATTACHMENT E)

These variants are not indicative of a working system, but a broken system. The Management Analyst Series has 8 option titles alone:

Assistant Management Analyst

- ❖ Assistant Dispute Resource Officer
- ❖ Literacy Tutor/Learning Coordinator
- ❖ Retirement Financial Specialist 1
- ❖ Senior Victims Services Coordinator
- ❖ Trainer

Associate Management Analyst

- ❖ Arts Management Associate
- ❖ Records Management Analyst
- ❖ Retirement Financial Specialist 2
- ❖ Trainer

Senior Management Analyst

- ❖ Homeland Security Coordinator
- ❖ Retirement Financial Specialist 3

These option titles, which are almost their own series inherently considering the specificity in their monikers, show a divergence of the classification which **directly impacts turnover as it limits the ability to promote within the City.**

There have been, anecdotally, an increased number of PC1's for Management Analysts processed by the Personnel Department. While not all have come to the appropriate conclusion of reclassifying the positions, they are limited to the narrow scope of the positions. While these PC1's show that Associate Management Analysts are doing increasingly higher-level work, and more pointed/complex duties specific to their departments, the impetus for change has no drive. Personnel is limited in the classification specifications. It must be continually stressed that these inefficiencies in the Classification structure for the Management Analysts as it stands today, are **directly impacting turnover and specifically sending qualified personnel to other municipalities for higher pay.**

New Duties

Due to the specific nature of the Management Analyst Series as it deviates in scope and becomes narrower and more focused through the "departmental need" filter, the duties and responsibilities have changed over the last five or more years:

Department of Sustainability

- Additions of the CIP Budget Monitoring, Narratives, Project Building, funding and fiscal maintenance. Five new grants with more to be added over the coming years, diverging from the original complex five-year grant originally managed.

Purchasing & Contracting

Turnover: 6 Associate Management Analysts, 1 Senior Management Analyst

- Addition of the Prevailing Wage monitoring within EOC, which includes periodic site visits of all City projects by Management Analysts. This includes visiting construction sites to interview staff on-site, assisting contractors with the technical aspects of PRISM through the online web portal, underpayment calculations for construction workers, knowledge of construction work/tools/machinery and labor code familiarity.

Police Department

Turnover: 4 Associate Management Analysts, 1 Senior Management Analyst

- Investigate and recommend for certification or denial, all domestic violence related U-Visa certifications. The nonimmigrant status (**U visa**) is set aside for victims of certain crimes who have suffered mental or physical abuse and are helpful to law enforcement or government officials in the investigation or prosecution of criminal activity. (Added 2016)

- Investigate and recommend for approval or denial of all domestic violence related requests to seal arrest records and related crime reports. Decisions are based on factual innocence as defined by California law. (Added 2017)
- Testify as a court certified domestic violence subject matter expert on DV symptomology. (Added 2019)
- Serve as an executive board member/SDPD representative for the San Diego Domestic Violence Council. (Added 2018)
- Serve as SDPD representative for the county High Risk Team related to domestic violence. (Added 2018)
- Serve as SDPD Domestic Violence Unit representative to the San Diego County fatality review team. (Added 2018)
- Provides advanced level analytical support to the Neighborhood Policing Division; performs complex analytical studies, data searches and mapping services; assists in implementing new and improved automated systems to capture and consolidate police related quality of life data and information; conducts research, monitors trends, develops analytical reports and produces statistical information to support innovative programs that assist the Department in addressing quality of life issues throughout the City.

Real Estate Assets

See PC1 for Associate Management Analyst (**ATTACHMENT F**)

Fire-Rescue

Turnover: 1 Senior Management Analyst, 1 Supervising Management Analyst

- Contract Administration on oversight of department contracts, including initiating formal bid processes (ITB/RFP), amendments, contract extensions which includes but is not limited to billing for revenue generating contracts.
- Oversees sole-source requests for the Department. Reviews, edits & routes all divisional sole-source requests, including procurement.
- Administration and management of the “False Alarms Program”, which works in conjunction with the Police Department to manage alarm permits for monitored systems which are required for all monitored alarm systems for both residential and commercial properties.
- Oversees all department CIP projects, including development/monitoring of annual publications and participation in CIP budget processes to ensure project completion.
- Oversees fire inspection/permit billing, action items for routing/docketing in OnBase system and the administration/management of department grants. This also includes monitoring procurement for grant standards and compliance.

City Clerks

Turnover: 1 Associate Management Analyst

- Passport Acceptance Agent:
 - Interviewing applicants to ensure accuracy and authenticity for passport application processing.
 - Outreach opportunities and requirements, emergency services and important contact information.
 - Meet all requirements of US Department of State's rules and regulations including allocation of authorized fees as established by the DOS.
- Develop and implement best practices for the lifecycle management of record and information in SharePoint and other platforms such as OpenText. Including advising and assisting all City Departments in records management techniques and procedures, records protection, storage, retrieval, elimination and preservation, and automated records process applications.
- Review disposition authorization notices to verify disposition eligibility or records according to approved retention schedule.
- Directs and oversees the operation of the City Archives and Records Center.
- Development and implementation of the Master Records Schedule.

Public Works

Turnover: 1 Senior Management Analyst, 1 Supervising Management Analyst

- Oversee Accounts Payable Group, which was centralized in 2018. Resolving complex issues and acting as a liaison for the group including reviewing/updating document processes for increased efficiency. Creating and conducting training for engineers and staff.
- Preparing FMBB Review Report due to the consolidation and creation of Department of Finance. This was primarily performed by Financial Management in previous years. **(ATTACHMENT G)**
- Processing JE's, which includes moving expenses between projects and preparing templates and adding back-up documentation.
- Creating new projects in Project Building, preparing PSFs, processing RTCs and approving new vendors.

Library

Turnover: 1 Assistant Management Analyst, 1 Senior Management Analyst

- Supervision of the Payroll Office, including the creation of the monthly E3-High School bill for shared services.
- Run and disseminate of Monthly Invoice Statistics report and track challenges that prevented section from achieving City's mandatory 80%-on time-payment of invoices.
- Management of WEBMIS online payment with staff.

- Prepared after school meals are served by Tutor/Learning Coordinators to children at the Library Branch during the time allotted for homework help. Legal aspects and requirements of the additional duties, the additional record keeping, surveying, and programming with the addition of a Food Handler's license.

City Treasurer

- Management of the Parking Meter Operations Program, which includes direct supervision of the Parking Meter Supervisors and their direct staff.

Public Utilities

Turnover: 1 Assistant Management Analyst, 8 Associate Management Analysts, 5 Senior Management Analysts, 1 Supervising Management Analyst

- 1) Within the past year: Public Utilities / Employee Services and Quality Assurance (ESQA) -and-
2) Within the past 5-2 years: Public Utilities / Environmental Monitoring and Technical Services (EMTS)
 - 1.) Conduct monthly & quarterly budget reports (using Business Objects, SAP and Ariba) | Develops and revises Department Service Level Agreements | Produces vacancy tracking reports to executive team | Performs audits on Department processes in order to detect and ensure quality internal controls
 - 2.) Liaison between Departments for Labor Relations | Trained and supervised subordinate staff | Performed as interview chair for hiring of classifications and/or fact finding | Storeroom Laboratory Management of staff and supplies (stocked and monitored <\$50K of supplies for laboratory storeroom and supervised staff)
- Managing grants and loans for CIPs, which includes an addition of grants per staff member due to turnover.
- Associate Management Analyst (Procurement & Contracts Team)
 - When I took over, I supervised/train 2 staff – 1.0 Admin Aide I (on leave since April 2017 through January 2019) and 1.0 WPO. I do the quarterly evals, monitor and train on duties.
 - Since AAI is out, I perform his duties and serve as the backup for the Financial Services staff composed of Supervising Management Analyst, Senior Management Analyst, Procurement Specialist, AAI, and CA II underfill WPO.
 - I have been tasked to prepare the 1472 for Emerson Process Management; prepare the draft for Kemira Water Solutions 1472 and performed research/report on Public Records Act Request.
 - This FY19, I lead the year ending Encumbrance Report on all PO/PR/Comptrollers' Certificate reduce or close.
 - Train staff on PO renewal process and troubleshoots on all financial services/procurement related issues, requests, and inquiries.
- With the merger of Wastewater & Water:

- Wastewater SRF loans in additions to current Water duties.
- Legal implications of the mismanagement of the treatment and financials of water and wastewater, which are different, and can pose public health issues. New tasks of wastewater (funds 700000 and 700001) vs water systems (fund 700011). Budget entries now have the added work of having to formulate allocations that properly represent the work being done by the department. Department also shares a portion of the general fund, which complicate funding and are unique to PUD:
 - Metro/Muni funds and how they're used. The legal implications of taxpayer money being used for services that are already covered by other revenues.
 - Allow the vessel for funding and investigation to prevent public health/public safety disasters from occurring. Likened to the Flint, Michigan public health crisis and currently involving the City suing the state over the costs for tests for toxic lead in schools (**ATTACHMENT H**)
 - The implementation of EAM which requires a deviation from the tried and true method of budget monitoring, and instead creates a Department wide threshold on project implementation/work. EAM forces out of established forecasting and instead creates the implementation of reverse engineered budget processing.

Compensation

The overall impact of Turnover, New Duties, and the divergence from standard practices or the idea of "equal pay for equal work" is tenfold when compensation for these positions is considered.

The Compensation Findings, from the City's own Total Compensation Survey from 2015 shows that the Management Analyst Series is severely undercompensated. (**ATTACHMENT I**)

- Associated Management Analyst: Overall Rank 14 of 15 at -36.5% Total Compensation
- Senior Management Analyst: Overall Rank 20 of 20 at -37.7% Total Compensation

With lower turnover numbers the Personnel Analysts were granted an SSA request of 25% on April 6, 2017.

Additional Salary Study Rankings from the most recent approved SSA's pale in comparison to the Management Analyst Series:

Salary Study Ranking	
OVERALL	
Associate Mgmt. Analyst	23 of 25
Senior Mgmt. Analyst	20 of 20
2017	
Chemist	11 of 14
Lab Tech	12 of 13
Biologist	9 of 13
Parking Enforcement	14 of 19
Accountant	18 of 22
Airport Manager	10 of 10
Payroll Specialist	20 of 21
Assoc Planner	22 of 25
Snr Planner	23 of 24
Supv Work Comp CR	7 of 7
2018	
Librarian	20 of 21
Surveying Assistant	11 of 15
Biologist	9 of 13

Current Management Analysts can find higher compensation in local municipalities as outlined in the Turnover data provided. (ATTACHMENT J)

Compared to the Associate Management Analyst Classification

MUNICIPALITY	TITLE	COMPENSATION	DIFFERENCE
City of Chula Vista	Management Analyst	\$40.40/hr	20.5%
City of La Mesa	Management Analyst	\$39.84/hr	18.8%
City of Poway	Management Analyst	\$42.42/hr	26.5%
County of San Diego (*)	Admin Analyst III	\$39.12/hr	16.7%

**: The County of San Diego utilizes multiple titles for Analysts within their system, unlike the City of San Diego that groups all Management Analysts together. There are considerable compensation differences between option titles in the City of San Diego and full titles within the County (Crime Analyst, etc.)*

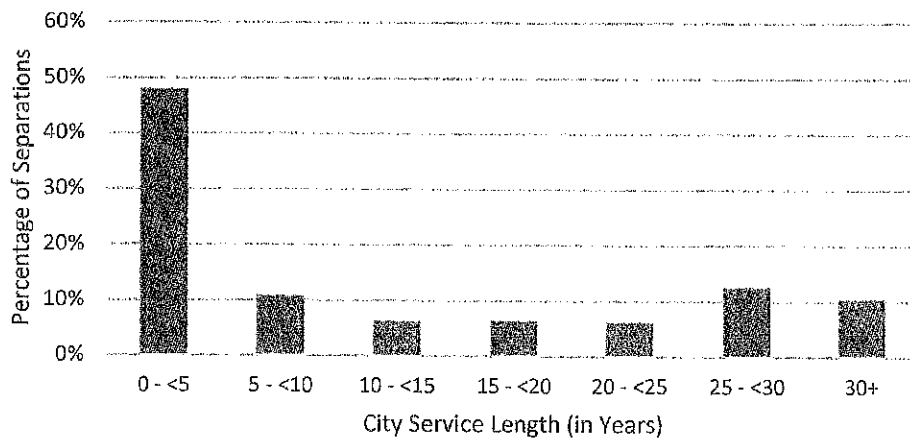
Considering the totality of the information provided, including the new duties but also the significant amount of turnover, we respectfully request that the series be studied by the Personnel Department and a Special Salary Adjustment of 30% be applied to the series.

Section 3: Retention and Separations

Are we losing a lot of new people? And Millennials?

By far, the most common level of experience for people who separate is between 0 and 5 years of experience with the City.⁷ After that, separations are distributed fairly evenly among experience levels.

Exhibit 14. How Experienced are the People Who are Leaving?
(Separations from the City, 2015–2017)



Sources: OCA, based on SAP separation data provided by the Personnel Department and workforce information within SAP.

Millennials leave City employment at a moderately higher rate than the City’s overall workforce.⁸ However, that appears to be simply because they are currently relatively young, and more likely to change jobs in general. For example, the US Bureau of Labor Statistics has found that median tenure with an employer among young people today is actually comparable to what it was for young people in the 1980’s.

10% City’s overall turnover rate, 2016

15% Turnover rate of the City’s Millennials, 2016

Sources: OCA, based on separation data provided by the Personnel Department and workforce information within SAP.

⁷ “Service Length” is measured as service length with the City in years. Due to the nature of the data from SAP, auditors used the field “Most Recent Hire Date” as a measuring point until the employee’s date of separation. Note that this methodology is inexact in that it undercounts the official pension-eligible “years of service” among those employees with multiple hire dates. Auditors do not believe the information or comparison is materially compromised; it is presented here to show a general pattern of employee service length Citywide based on the information available in the City’s main SAP database. Additionally, note that this is experience with the City of San Diego; many of these employees likely have accrued relevant work experience with other employers.

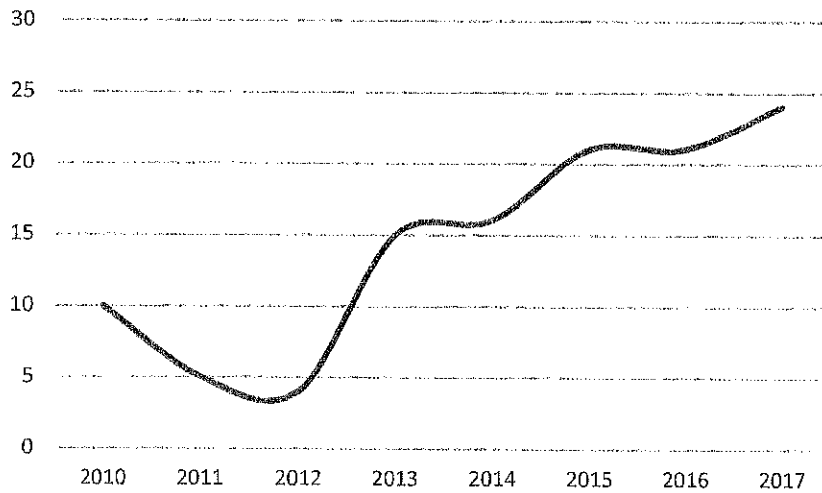
⁸ According to the Pew Research Center, the Millennial generation includes people born between 1981 and 1996.

Section 3: Retention and Separations

Does the City generally hire employees who meet the City's service standards?

The number of employees failing probation each year is relatively small compared to the City's 11,000+ person workforce.

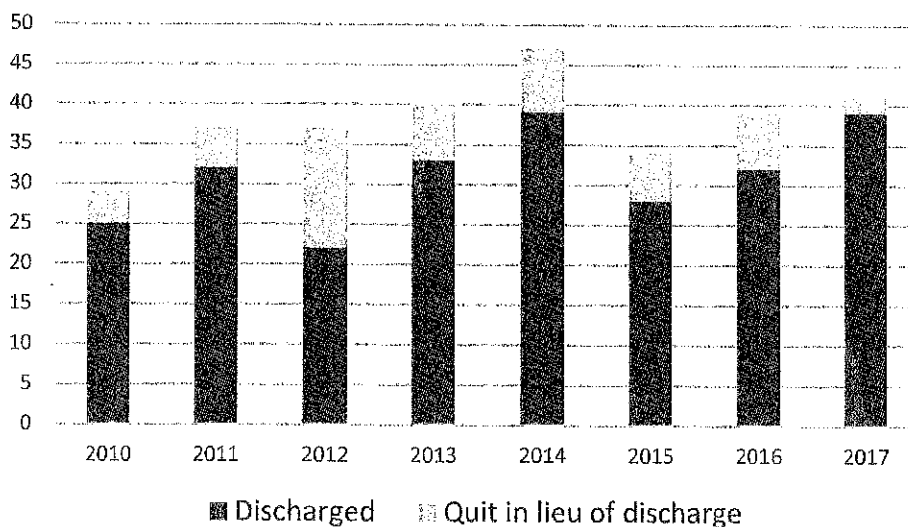
Exhibit 20. Number of Employees Failing Probation, 2010–2017



Source: OCA, based on SAP separation data provided by the Personnel Department.

Several dozen employees are discharged—or quit in lieu of discharge—each year.

Exhibit 21. Number of Employees Discharged, 2010–2017



Source: OCA, based on SAP separation data provided by the Personnel Department.

Section 3: Retention and Separations

What does turnover cost the City?

Estimates of true turnover costs can vary widely depending on the nature of the position and quality of the departing worker, expected new workers, etc. Using a rough estimate of replacement costs, the cost to the City of recent voluntary employee turnover may be around \$39 million annually.¹⁰

Additional “soft costs”—such as impact to team morale, disruption to continuity of service, loss of institutional knowledge, etc.—can exist as well.

\$39M

Potential cost of voluntary employee turnover to the City in 2017

\$8.3M

Potential annual cost savings from decreasing the City's voluntary turnover rate by 1%

Sources: OCA, based on review of literature related to turnover costs, City workforce data within SAP, separations data provided by the Personnel Department, and Adopted Budgets.

¹⁰ Auditors utilized a voluntary turnover cost model developed by Deloitte with City-specific information regarding the size of the workforce, voluntary turnover rate, City revenues, and personnel expenditures per employee to produce the estimates above. We supplemented that estimate with a less rigorous rule of thumb of 6–9 months of an employee’s salary and wages, which produced a figure of around \$24 million annually. We note a range of debate of true costs and estimation with both models and in other literature on turnover costs.



**Associate Management Analyst (Arts
Management Associate)**

Class Code:
1218M

CITY OF SAN DIEGO

Established Date: Jul 1, 1995

Revision Date: Oct 29, 2018

SALARY RANGE

\$26.85 - \$32.45 Hourly

\$2,148.00 - \$2,596.00 Biweekly

\$55,848.00 - \$67,496.00 Annually

JOB INFORMATION:

Arts Management Associate positions perform a variety of arts administration duties associated with performing arts center management, public art project management, and arts and culture funding program management; draft funding proposals or requests for proposals; conduct studies; respond and resolve customer concerns; plan and coordinate special events and perform a variety of arts administration and project management duties; coordinate community participation and visual/performing artist selection processes; prepare and negotiate contracts with visual/performing artists; oversee the fabrication and installation of commissioned artwork; serve as a liaison with visual/performing artists, architects, engineers, other City departments and community groups; oversee maintenance of City-owned artwork; manage databases; draft press releases and public service announcements; process incoming applications or project proposals for panel review; analyze data and draft management reports; make public presentations and prepare informational materials regarding programs; process incoming applications or project proposals for panel review; prepare, track and analyze budgets; and perform other duties as assigned.

TYPICAL REQUIREMENTS:

You must meet the following requirements on the date you apply, unless otherwise indicated.

EDUCATION/EXPERIENCE: You must meet ONE of the following options:

1. Bachelor's Degree in Arts History, Visual/Performing Arts, Arts Administration, Business Administration, Nonprofit Management, or a closely related field AND one of the following:
 - Two years of full-time experience in the development and implementation of an arts and culture program.
 - Two years of professional-level budget and/or administrative experience which must include ONE or both of the following as primary duties: Preparing, tracking and analyzing budget requests and/or conducting administrative studies, including research and analyses of data and determining appropriate courses of action.
2. Bachelor's Degree or equivalent education (i.e., minimum completed units = 120 semester/180 quarter) AND two years of full-time experience in the development and implementation of an arts and culture program.

NOTES:

- Additional qualifying experience developing and implementing an arts and culture program may be substituted for education lacked in Option 2 above on a year-for-year basis. One year of full-time experience = 30 semester/45 quarter college-level units.
- City of San Diego employees using Out-of-Class Assignment (OCA) experience to qualify must submit written documentation signed by their appointing authority or payroll specialist, detailing the work performed, dates, and total number of qualifying OCA hours. OCA experience without the required documentation will NOT be considered.

LICENSE: A valid California Class C Driver License may be required at the time of hire.

HIGHLY DESIRABLE:

- Experience with visual/performing artist contract negotiations and knowledge of intellectual property law.
- Experience with writing and publishing manuals, reports, or policies for a specific audience.
- Experience with planning and producing special events.
- Experience with speaking to groups in public for training, promotional or educational purposes.
- Experience with grant writing and grant making.
- Proven track record of regular, sustained engagement with the arts and culture community.

REQUIRED DOCUMENTS (MUST SUBMIT WITH APPLICATION):

- Proof of degree/transcripts, if utilized to meet the minimum requirements.
- For City of San Diego employees, proof of Out-of-Class Assignment (OCA), if utilized to meet the minimum requirements.

Required documents should be attached electronically to your application. If you are unable to attach at the time of application submittal, you must submit them as soon as possible via fax: (619) 533-3337; or to the Employment Information Center: City of San Diego Personnel Department, 1200 Third Avenue - Suite 300, San Diego, CA 92101. Include your name and the title of the position for which you are applying.

TYPICAL SCREENING PROCESS:

Please ensure all information is complete and accurate as the responses you provide on the supplemental questions will be reviewed using an automated evaluation system. If you are successful in this initial screening process, your application will be reviewed for applicable education, experience, and/or training to ensure all minimum requirements have been met. Successful candidates will be placed on a list which will be used to fill position vacancies during the next six months (180 days). For each vacancy, only those candidates with the most appropriate qualifications will be contacted by the hiring department for an interview.

SUPPLEMENTAL INFORMATION:

PRE-EMPLOYMENT REQUIREMENTS: Employment offers are conditional pending the results of all screening processes that are applicable to this job, which may include but are not limited to the following: Confirmation of citizenship/legal right to work in the United States; completion of a pre-employment medical review/exam (which may include drug/alcohol testing); reference checks; and a fingerprint check. The fingerprints will be submitted to the Federal Bureau of Investigation and the California Department of Justice for a conviction record report. Certain positions may require additional screening processes which may include a polygraph examination and/or background investigation. All of these processes must be successfully completed before employment begins. A positive test for alcohol, illegal drugs, including marijuana, or inadequately explained prescription

drugs, misrepresentation, falsification, or omission of pertinent facts in any step of the screening/selection process may be cause for disqualification and/or termination of employment. Nothing in this job posting constitutes an expressed or implied contract for employment with the City of San Diego. Applicants must notify the Personnel Department of any changes in their name, address (home, email), or phone number or they may miss employment opportunities.

Associate Management Analyst (Option Title: Arts Management Associate)
Rev. 3 – September 21, 2018 (New Recruitment Date)

JOB CATEGORIES:

Arts

ATTACHMENT E



CITY OF SAN DIEGO
Established Date: Aug 1, 2000

**Associate Management Analyst
(Literacy Analyst)**

Class Code:
1218S

SALARY RANGE

\$26.85 - \$32.45 Hourly
\$2,148.00 - \$2,596.00 Biweekly
\$55,848.00 - \$67,496.00 Annually

JOB INFORMATION:

Literacy Analyst positions coordinate the recruitment, assessment, training, placement and matching of learners with tutors; evaluate the progress of adult learners; develop curricula and training programs; make recommendations on resources and materials required for adult literacy education; lead or supervise the work of Literacy Tutors/Learner Coordinators and volunteer staff; assist in the preparation of the program budget, grant applications and fund raising activities; coordinate events and activities with outside agencies; generate status reports on program activities; complete other special projects related to adult literacy program development; and perform other duties as assigned.

TYPICAL REQUIREMENTS:

You must meet the following requirements on the date you apply, unless otherwise indicated.

EDUCATION: Bachelor's Degree or equivalent education (i.e., minimum completed units = 120 semester/180 quarter).

EXPERIENCE: Two years of full-time professional experience working in a literacy or adult basic education program, one year of which must have been in a lead or supervisory capacity coordinating the work of volunteers or paid staff who provide adult literacy instruction and/or program support.

LICENSE: A valid California Class C Driver License is required at the time of hire.

HIGHLY DESIRABLE:

- Supervisory experience.
- Experience operating a Macintosh computer.

REQUIRED DOCUMENTS (MUST SUBMIT WITH APPLICATION):

- Proof of degree/transcripts, if utilized to meet the minimum requirements.

Required documents should be attached electronically to your application. If you are unable to attach at the time of application submittal, you must submit them as soon as possible via fax: (619) 533-3337; or to the Employment Information Center: City of San Diego Personnel Department, 1200 Third Avenue - Suite 300, San Diego, CA 92101. Include your name and the title of the position for which you are applying.

TYPICAL SCREENING PROCESS:

The screening process will consist of a comprehensive evaluation of the application for applicable education, experience, and/or training to ensure all minimum requirements have been met. Successful candidates will be placed on a list which will be used to fill position vacancies during the next one year. For each vacancy, only those candidates with the most appropriate qualifications will be contacted by the hiring department for an interview.

SUPPLEMENTAL INFORMATION:

PRE-EMPLOYMENT REQUIREMENTS: Employment offers are conditional pending the results of all screening processes that are applicable to this job, which may include but are not limited to the following: Confirmation of citizenship/legal right to work in the United States; completion of a pre-employment medical review/exam (which may include drug alcohol testing); reference checks; and a fingerprint check. The fingerprints will be submitted to the Federal Bureau of Investigation and/or the California Department of Justice for a conviction record report. Certain positions may require additional screening processes which may include a polygraph examination and/or background investigation. All of these processes must be successfully completed before employment begins. A positive test for alcohol, illegal drugs or inadequately explained prescription drugs, misrepresentation, falsification, or omission of pertinent facts in any step of the screening/selection process may be cause for disqualification and/or termination of employment. Nothing in this job posting constitutes an expressed or implied contract for employment with the City of San Diego.

MEDICAL EXAMINATION: A City medical examination including drug screening and documentation of medical history may be conducted following a conditional offer of employment or promotion. Medical condition must enable the applicant to perform the essential duties of the position. The City of San Diego is committed to a drug and alcohol free work place.

JOB CATEGORIES:

- Library

**Associate Management Analyst
(Records Management Analyst)**Class Code:
12180

CITY OF SAN DIEGO

Established Date: Jun 15, 1998

Revision Date: Feb 23, 2018

SALARY RANGE

\$26.85 - \$32.45 Hourly
\$2,148.00 - \$2,596.00 Biweekly
\$55,848.00 - \$67,496.00 Annually

JOB INFORMATION:

Records Management Analyst positions plan, organize and implement all document control procedures for an automated records control system; analyze paper and document flow patterns and recommend changes and improvements to work processes to control and optimize document processing; oversee and coordinate the collection, indexing, imaging, storage and traceability of documents; prepare flow charts and procedures manuals depicting the steps for document control and storage; study and develop records retention schedules based on legal, historical, departmental and other requirements; ensure the access and availability of documents to appropriate parties while maintaining the security of documents and the records management system; study administrative problems with the records management unit; make appropriate recommendations and alterations to unit configuration and procedures; provide technical expertise in the development of vital records listing; compile and maintain records system documentation; develop and maintain the division or department technical libraries; act as a liaison between the division or department and others on records matters; respond to subpoenas and other official requests for records; serve as the records expert in litigation processes and establish protocols to handle attorney/client and other proprietary documents; review, evaluate and select various records management program software and hardware; coordinate data systems analysis and hardware purchases with consultants and department data systems staff; prepare cost benefit and other analyses for system development, upgrade and process improvement; supervise records management and technical staff; manage the records management unit budget; and perform other duties as assigned.

TYPICAL REQUIREMENTS:

You must meet the following requirements on the date you apply, unless otherwise indicated.

EDUCATION/EXPERIENCE: You must meet ONE of the following options:

1. Bachelor's Degree or equivalent education (i.e., minimum completed units = 120 semester/180 quarter) AND two years of full-time professional records management experience in at least ONE of the following: Management of a Records Management program; records creation and use; active records systems; inactive records systems; records appraisal, retention and disposal; records protection; records and information management technology.
2. A valid certification as a Certified Records Manager (C.R.M.) from the Institute of Certified Records Managers (I.C.R.M.).

NOTES:

- Additional qualifying experience may be substituted for education lacked on a year-for-year basis. One year of full-time experience = 30 semester/45 quarter college-level units.
- A Master's Degree in Records Management or Library Science may be substituted for a MAXIMUM of one year of the required experience.
- City of San Diego employees using Out-of-Class Assignment (OCA) experience to qualify must submit written documentation signed by their appointing authority or payroll specialist, detailing the work performed, dates, and total number of qualifying OCA hours. OCA experience without the required documentation will NOT be considered.

HIGHLY DESIRABLE:

- Membership in the California Law Enforcement Association of Records Supervisors (CLEARS).
- Experience with Geographic Information Systems (GIS) and mapping.

REQUIRED DOCUMENTS (MUST SUBMIT WITH APPLICATION):

- Proof of degree/transcripts, if utilized to meet the minimum requirements.
- Proof of certificate, if utilized to meet the minimum requirements.
- For City of San Diego employees, proof of Out-of-Class Assignment (OCA), if utilized to meet the minimum requirements.

Required documents should be attached electronically to your application. If you are unable to attach at the time of application submittal, you must submit them as soon as possible via fax: (619) 533-3337; or to the Employment Information Center: City of San Diego Personnel Department, 1200 Third Avenue - Suite 300, San Diego, CA 92101. Include your name and the title of the position for which you are applying.

TYPICAL SCREENING PROCESS:

Please ensure all information is complete and accurate as the responses you provide on the supplemental questions will be reviewed using an automated evaluation system. If you are successful in this initial screening process, your application will be reviewed for applicable education, experience, and/or training to ensure all minimum requirements have been met. Successful candidates will be placed on a list which will be used to fill position vacancies during the next six months (180 days). For each vacancy, only those candidates with the most appropriate qualifications will be contacted by the hiring department for an interview.

SUPPLEMENTAL INFORMATION:

PRE-EMPLOYMENT REQUIREMENTS: Employment offers are conditional pending the results of all screening processes that are applicable to this job, which may include but are not limited to the following: Confirmation of citizenship/legal right to work in the United States; completion of a pre-employment medical review/exam (which may include drug/alcohol testing); reference checks; and a fingerprint check. The fingerprints will be submitted to the Federal Bureau of Investigation and the California Department of Justice for a conviction record report. Certain positions may require additional screening processes which may include a polygraph examination and/or background investigation. All of these processes must be successfully completed before employment begins. A positive test for alcohol, illegal drugs, including marijuana, or inadequately explained prescription drugs, misrepresentation, falsification, or omission of pertinent facts in any step of the screening/selection process may be cause for disqualification and/or termination of employment. Nothing in this job posting constitutes an expressed or implied contract for employment with the City of San Diego. Applicants must notify the Personnel Department of any changes in their name, address (home, email), or phone number or they may miss employment opportunities.

Associate Management Analyst (Option Title: Records Management Analyst)

JOB CATEGORIES:

- Records Management



CITY OF SAN DIEGO

Established Date: Aug 7, 1998

**Associate Management Analyst
(Vehicle Abatement)**Class Code:
1218P**SALARY RANGE**

\$26.85 - \$32.45 Hourly
\$2,148.00 - \$2,596.00 Biweekly
\$55,848.00 - \$67,496.00 Annually

JOB INFORMATION:

Abandoned Vehicle Abatement Analyst positions coordinate the City of San Diego's Abandoned Vehicle Abatement program, review, evaluate and process participating jurisdictions' requests for expenditures, claims and reimbursements for jurisdiction and accuracy; act as a liaison between the County Service Authority and the California Highway Patrol, the State Controller's Office and the Department of Motor Vehicles; provide fiscal analysis for the program including budget proposals, expenditure monitoring, and cost projections; prepare agendas, documentation packages, correspondence, reports, etc. for the Board of Directors; perform functions such as contract management, fiscal analysis of unit budgets, revenue and expenditure analysis, special and grant fund administration and cost recovery for special police services provided to other groups or agencies; and perform other duties as assigned.

TYPICAL REQUIREMENTS:

You must meet the following requirements on the date you apply, unless otherwise indicated.

EDUCATION: Bachelor's Degree or equivalent education (i.e., minimum completed units = 120 semester/180 quarter).

NOTE:

- Additional qualifying experience may be substituted for education lacked on a year-for-year basis. One year of full-time experience = 30 semester/45 quarter college level units.

EXPERIENCE: Two years of full-time experience coordinating an abandoned vehicle abatement program for a governmental agency or jurisdiction.

LICENSE: A valid California Class C Driver License is required at the time of hire.

REQUIRED DOCUMENTS (MUST SUBMIT WITH APPLICATION):

- Proof of degree/transcripts, if utilized to meet the minimum requirements.

Required documents should be attached electronically to your application. If you are unable to attach at the time of application submittal, you must submit them as soon as possible via fax: (619) 533-3337; or to the Employment Information Center: City of San Diego Personnel Department, 1200 Third Avenue - Suite 300, San Diego, CA 92101. Include your name and the title of the position for which you are applying.

TYPICAL SCREENING PROCESS:

The screening process will consist of a comprehensive evaluation of the application for applicable education, experience, and/or training to ensure all minimum requirements have been met. Successful candidates will be placed on a list which will be used to fill position vacancies during the next one year. For each vacancy, only those candidates with the most appropriate qualifications will be contacted by the hiring department for an interview.

SUPPLEMENTAL INFORMATION:

PRE-EMPLOYMENT REQUIREMENTS: Employment offers are conditional pending the results of all screening processes that are applicable to this job, which may include but are not limited to the following: Confirmation of citizenship/legal right to work in the United States; completion of a pre-employment medical review/exam (which may include drug alcohol testing); reference checks; and a fingerprint check. The fingerprints will be submitted to the Federal Bureau of Investigation and/or the California Department of Justice for a conviction record report. Certain positions may require additional screening processes which may include a polygraph examination and/or background investigation. All of these processes must be successfully completed before employment begins. A positive test for alcohol, illegal drugs or inadequately explained prescription drugs, misrepresentation, falsification, or omission of pertinent facts in any step of the screening/selection process may be cause for disqualification and/or termination of employment. Nothing in this job posting constitutes an expressed or implied contract for employment with the City of San Diego.

MEDICAL EXAMINATION: A City medical examination including drug screening and documentation of medical history may be conducted following a conditional offer of employment or promotion. Medical condition must enable the applicant to perform the essential duties of the position. The City of San Diego is committed to a drug and alcohol free work place.

JOB CATEGORIES:

Code Enforcement

ATTACHMENT F

No. _____

CITY OF SAN DIEGO REQUEST FOR POSITION CLASSIFICATION

(Read the instructions and suggestions on page 6 before completing this questionnaire. Type or print all entries legibly.
Attach additional sheets if more space is needed.)

BACKGROUND INFORMATION

• **Reason for the Request:**

- Classification of New Position
- Reclassification of Existing Position. If known, when was position last studied? Unknown
 - Currently Vacant Prior Incumbent (Name) _____
Job Title: _____
 - Currently Filled Incumbent (Name) _____
Job Title: _____ Work Phone No. _____

If this is an existing position, the request is based on (Check one):

- Reorganization of Work Unit
- Significant change in duties/responsibilities
- Other: _____

NOTE: An increase in workload or the length of time an incumbent has been in the position is NOT a valid reason for a classification study.

- **Descriptive Position Title:** Associate Management Analyst
- **Department Name /Personnel Area No.:** Real Estate Assets
Position is Budgeted as (job) 1218 Overbudget (Attach approval) Limited (Indicate Duration) _____ Grant Funded
- **Immediate Supervisor:** (Name) Susan Taylor Work Phone No. (619) 236-6304
(Job Title) Supervising Management Analyst
- **Organization Chart:** Attach a copy of a current organization chart showing, by job title, this position and its functional relationship to others in the work unit (e.g., position(s) it reports to directly; positions which it supervises; similar positions).
- **Organizational Management Position Action Request:** Attach a completed copy (CS-1529).

1. **EQUIPMENT USAGE:** List key equipment, machines or motor vehicles the position is regularly required to use in performing assigned duties. Indicate how often used (D - Daily, W - Weekly, M - Monthly, Y - Yearly), and for what purpose. See example below.

<u>MACHINE/EQUIPMENT</u>	<u>TECHNICAL DESCRIPTION</u>	<u>HOW OFTEN USED</u>	<u>PURPOSE</u>
<i>Ex: Dump Truck</i>	<i>Series 1900, 2-axle, 5-speed, 5 cu. yd., 28k GVW</i>	<i>D</i>	<i>Haul debris and soil.</i>
Computer - SAP	Personal computer with SAP software	D	Budgets and payments
Computer - MS Office	Personal computer with Microsoft Applications	D	Calculations and documents
Computer - REPortfolio	Personal Computer with REPortfolio	D	Lease database

2. Briefly describe the **major purpose(s)** or **objective(s)** of the position. (Example: To serve as secretary to a department director, and supervise a small clerical support staff.)

To administer operations and financially manage the City's real estate properties Community Concourse, Evan V Jones Parkade, and San Diego Theatre Central Plant. Additionally, develop and monitor the City's annual rent expense budget and pay monthly rent invoices for Real Estate Assets Department corporate services division.

3. **DESCRIPTION OF DUTIES:** The next section is the most important part of this form. Think about the whole position, consider the work done in the course of a day, week or month. Divide the position into major functional areas (e.g., supervision, budget administration, program administration, equipment operation/repair, accounting, payroll, general clerical, maintenance/custodial, etc.). Assign the approximate percentage of total work time spent performing each function, making sure to account for 100% of the position. Under each function, list the duties required to perform the function. Be as specific as possible to allow someone unfamiliar with the position to get a clear idea of the work that is done.

% of time spent on each function	Functional Area/Description of each duty
<i>Example:</i> 40%	<i>Interview Training</i> <i>Schedule interview training classes by reserving training rooms and notifying participants in writing of their scheduled classes. Conduct interview training classes for first-level supervisors in the City, using lectures, group exercises and video presentations</i>
40%	Community Concourse Budget Administration: See Attachment 1
30%	Corporate Services Non-Discretionary Rent Budget Administration: See Attachment 1
14%	License Agreement Administration: See Attachment 1
8%	San Diego Theatre Central Plant Budget Administration: See Attachment 1
5%	Parking Pass Administrator: See Attachment 1
3%	Personnel: See Attachment 1
TOTAL SHOULD BE 100%	(If more space is needed, attach additional sheets)

4. Of the duties described in Item 3, which is the most difficult/complex part of the position? Why? Give an example.
The Non-Discretionary Rent budget and payment process because the City has 21 leases/landlords with various expenses that are paid by 23 different City dept./funds. See Attachment 2 for examples of the most difficult and complex parts of the position.

5. PROBLEM SOLVING

To what extent is problem solving a regular part of the position? What does the position involve in terms of the following:

- choosing solutions from a set of established instructions, procedures, rules or regulations.
- interpretation or analysis of data, standards, procedures, and policies
- development of solutions.
- developing methods, procedures, long-range plans, and/or special programs.

Please explain and give an example of this position's problem solving responsibilities:
A common problem is freeing up funds for unexpected expenses on urgent matters. A solution is developed by analyzing year to date actual expenses, projecting expenses for the remainder of the fiscal year, and budgeting the surplus funds to offset the unexpected expense. Another annual problem is the rent payment due on the first day of the fiscal year. See Attachment 3 for examples of problem solving.

6. INDEPENDENCE OF ACTION

To what extent does the position require independent action and/or decision making? How is work assigned and reviewed in terms of the following?

- methods procedures and techniques used.
- handling of exceptions.
- nature of the review exercised by the position's supervisor.

Please explain and give an example to illustrate the level of independence that this position regularly exercises:

The READ analyst makes independent decisions on supply orders and services rendered at the Concourse and Parkade facilities. Quotes are submitted by vendors, funding is identified, and a dept appointing authority signs. See Attachment 4 for examples of independence of action.

7. CONSEQUENCE OF ERROR

What would be the probable effect of an error or poor judgment, action or decision by this position in terms of the following?

- money, time, equipment, materials and supplies.
- production or service output.
- impact on major programs/projects.
- public relations and image.

Please explain and give an example of the impact this position's actions or decisions may have on others:

Some of the effects of poor decisions by the READ analyst could be the City being in default and paying a substantial late fee, miscalculation of rent charges, or revenue lost from missed Golden Hall events.

See Attachment 5 for examples of consequences of error.

8. CONTACTS

What is the nature of the position's contact with individuals inside and/or outside the City as required by the job (other than contact with the supervisor or those supervised)? Consider the following in answering this factor:

- the person/agency the position has contact with.
- the purpose of the contact.
- whether the contact involves the discussion and negotiation of issues which have an impact on policy guidelines
- the authority of the position in making agreements, commitments, etc. on behalf of for his/her unit, division, department, the City.

Please explain and give an example of the nature of this position's regular contacts with others:

READ analyst regularly contacts several City dept liaisons to discuss budgets, licenses, rent, and parking. READ analyst also contacts outside entities such as licensees, building landlords and property management companies. READ analyst has represented READ that impacts City Policy. See Attachment 6 for examples of contacts.

9. Does the position have supervisory or lead responsibility? Yes No

If "YES," fill out the "Supplement for Supervisory or Lead Positions Only" section of the form. If "No" sign below.

I hereby certify that the answers to these questions are my own and that to the best of my knowledge they are complete and correct.

Jeffrey Wallace
Name of Person Preparing Responses

Associate Management Analyst
Job Title

Signature of Person Preparing Responses

Date

SUPPLEMENT FOR SUPERVISORY OR LEAD POSITION ONLY

(If not applicable, skip this section and go on to the Certification and Signature Section at the bottom of this page.)

This supplement includes most of the common supervisory and lead functions; however, be sure to include any additional information about the responsibilities of the position, which may assist Personnel in evaluating the job.

1. The position directly supervises or leads (check appropriate box, and list class title and names of incumbents):

Name Class Title
Vidya Singh Clerical Assistant II

2. Please clarify the position's responsibility for the following supervisory or lead responsibilities and decisions. Check the box ("Yes" or "No") which applies to each identified duty, and provide additional information in the spaces provided.

- Interview and select employee's to fill vacancies? Yes No
- Determine how subordinates are to be trained? Yes No
- Participate in training these employees? Yes No
- Evaluate employee's grievances? Yes No
- Initiate disciplinary action? Yes No
- Plan and assign work to these employees? Yes No
- Initiate promotions and discharges? Yes No
- If not, who does? (Title) _____
- Answerable for the quality and quantity of work produced by these employees? Yes No
- If "Yes," to whom? (Title) Roswitha Sanchez, Supervising Property Agent
- If "No," who is? (Title) _____
- Review their work? Yes No
- If "Yes," to what extent? Approve items in SAP and Ariba, oversee other items
- Does anyone else review their work? Yes No
- If "yes," who does? (Title) _____
- Does the position determine the method by which work is performed? Yes
- If "yes," how? Account Clerk uses READ established templates, forms, spreadsheets, and systems
- Does the position determine the priority of work to be performed? Yes No
- Does the position approve time-off for subordinates, i.e. vacation, sick leave? Yes No
- If not, who does? (Title) _____
- Is the position required to determine equipment, material and personnel needs of the unit? Yes No
- Is the position expected to evaluate and approve/recommend changes in work flow and procedures for the unit?
 Yes No Indicate if approval or recommendation: recommendation
- Does the position assist in developing departmental policy? Yes No
- If "yes," give an example: _____
- Does the position participate in the evaluation of subordinates? Yes No
- If "yes," check the box(es) which best describe the role of this position:
 - Observe performance, prepare the formal employee evaluation form, conduct the performance evaluation review, and sign the performance report as the supervisor.
 - Initiate appropriate disciplinary action and discuss with subordinate.
 - Observe performance and report to supervisor.
 - Assist supervisor in filling out the formal employee evaluation form and in conducting the performance evaluation interview.

3. Additional information about this position:

I hereby certify that the answers to these questions are my own and that to the best of my knowledge they are complete and correct.

Jeffrey Wallace
Name of Person Preparing Responses

Associate Management Analyst
Job Title

Signature of Person Preparing Responses

Date

(AFTER COMPLETING THIS QUESTIONNAIRE, GIVE IT TO YOUR SUPERVISOR FOR REVIEW. KEEP A FILE COPY.)

SUPERVISOR'S STATEMENT

(Please verify that a current organization chart is attached.)

IMMEDIATE SUPERVISOR OF POSITION DESCRIBED

1. If this request describes an existing position, why is the current job no longer appropriate? The level of responsibility and consequence of error has risen significantly due to added and modified duties to the position.

a. Have the duties significantly changed? Yes No If "yes," what changes affect this position? Duties have been added with a higher level of responsibility and greater consequence of error, especially in the area of the non-discretionary rent budget.

2. What job do you recommend for this position? Senior Management Analyst

3. Are you aware of other existing positions in your department or other departments that appear to be comparable? Yes No If "yes," which positions, and in what units? _____

4. What is the typical training period for a new employee to perform satisfactorily the duties described on page 2 (Item 3)? In order to be fully trained in all the functions of the position, one year would be required, i.e., a full budget cycle.

5. I have reviewed the information in this Request, and unless noted below, I find it accurate and complete.

Susan Taylor
IMMEDIATE SUPERVISOR'S NAME & JOB TITLE

619-236-6304, M.S. 51A
PHONE # AND MAIL STATION

IMMEDIATE SUPERVISOR'S SIGNATURE

6/28/2019
DATE

DIVISION HEAD'S STATEMENT

I have reviewed the information in this Request, and unless noted below, I find it accurate and complete.

Division Head's Signature and Job Title

619-236-7031
Phone Number

6/28/2019
Date

- Check all that apply: I prefer that the Personnel Department discuss this classification request with me.
 I prefer that the Personnel Department contact me with classification results.
 I prefer that the Personnel Department contact the following to discuss this classification study.

Name and Job Title

Phone Number

Name and Job Title

Phone Number

DEPARTMENT HEAD'S STATEMENT

I have reviewed the information in this request, and unless noted below, I find it accurate and complete.

Department Head's Signature and Title

Phone Number

Date

- Check all that apply: I prefer that the Personnel Department initially contact me for the initial job audit.
 I prefer that the Personnel Department contact me with the classification results.

INSTRUCTIONS AND SUGGESTIONS FOR COMPLETING REQUEST FOR POSITION CLASSIFICATION
(All entries should be typed or printed legibly)

The information requested will be used to evaluate the duties and responsibilities of the position being reviewed in order to help determine the position's proper classification. A Classification Analyst may need to discuss this information further with you, your supervisor or other City staff before arriving at a conclusion.

For new or vacant positions, the department head or a designated representative (usually the immediate supervisor of the position being studied) completes the questionnaire. For positions that are currently filled, the incumbent typically describes the duties and responsibilities of the job.

Keep in mind that the questions asked are about the JOB, not about the individual who performs or will perform the duties listed. The classification of a position is not based on how well an employee performs the work, how well that employee is qualified, or how long the employee has been on the job. Neither is an increased volume of work a basis for a classification study. Classification is based on the duties and responsibilities which are assigned to a particular position, not on how it is budgeted.

IMPORTANT:

Attach an up-to-date organization chart to the request. The chart should show the functional relationship of each position within the work unit by class title. Attach a completed Org. Mgmt. Position Action Request – (CS-1529).

Read the entire questionnaire first, then complete the form as indicated. Where asked to describe or explain, use your own words. Do not copy statements from class specifications.

BACKGROUND INFORMATION:

Check the appropriate boxes and fill in the appropriate spaces, starting with why the request for position classification is being submitted. Depending on whether the position to be studied is currently filled or vacant, indicate the complete name of the incumbent or prior incumbent.

The "descriptive work title" is the title by which the position is usually known in your department. Example: Senior Clerk/Typist could be known as "Office Manager."

For assistance in determining whether and how the position is budgeted, and for the applicable program element number, consult your division or department budget analyst.

ITEM 1 - EQUIPMENT USAGE: List all major items of equipment which are indispensable for the proper performance of duties. Give kind and type of model of each item, together with any technical description which would help the analyst identify the equipment used.

ITEM 2 - MAJOR PURPOSE: What is the overall purpose of the job? Describe it in one or two short sentences. Do not describe the tasks that are performed, but rather the basic reason why the job exists.

ITEM 3 - DESCRIPTION OF DUTIES: Be specific and complete in describing duties. Avoid technical jargon and acronyms. If they are unavoidable, briefly explain each one. Attach additional sheets if more space is needed. Do not use words like "assist," "handle," and "process" without explaining them. For instance, both a Clerical Assistant I and a department director may "handle" correspondence. Therefore, it is best to explain the processes used and procedures followed. In estimating percentages of time spent on various functions, only rough estimates are needed; however, total time should add up to 100%.

Examples of Duty Statements:

Good: Transcribe, using an electric typewriter, narratives from dictated tapes. Type the narrative only in final form and do minor editing to improve grammar. Erasures or strike-overs are acceptable.

Bad: Perform steno-typing for the Division.

Good: Mow lawns with power and hand-mower. Hand-mowers are used for small areas such as narrow parkways. Ninety percent of mowing time is spent on a triplex mower, which is a small tractor with gang-reel type attachments.

Bad: Mow lawns.

ITEM 4 - Refer to the duties described in Item 3 and identify what you consider the most difficult or complex part of the job. Briefly explain why.

ITEM 5 - 8 - Read the statements carefully and then give an example which will clearly illustrate the nature and level of each function performed

SUPPLEMENT FOR SUPERVISORY/LEAD POSITIONS:

Complete this portion only if applicable. Supervisory responsibility for others usually includes planning and assignment of work, instruction on how to do the work, checking quality and quantity of work performed, preparing evaluation/performance reports, administering discipline, and accountability for results. If the position does not have complete responsibility, check only those statements that apply, and explain the exact nature of the responsibility.

SUPERVISOR'S STATEMENT:

After completing the questionnaire, give it to your supervisor for review. Supervisors are requested to verify the accuracy of statements of their employees.

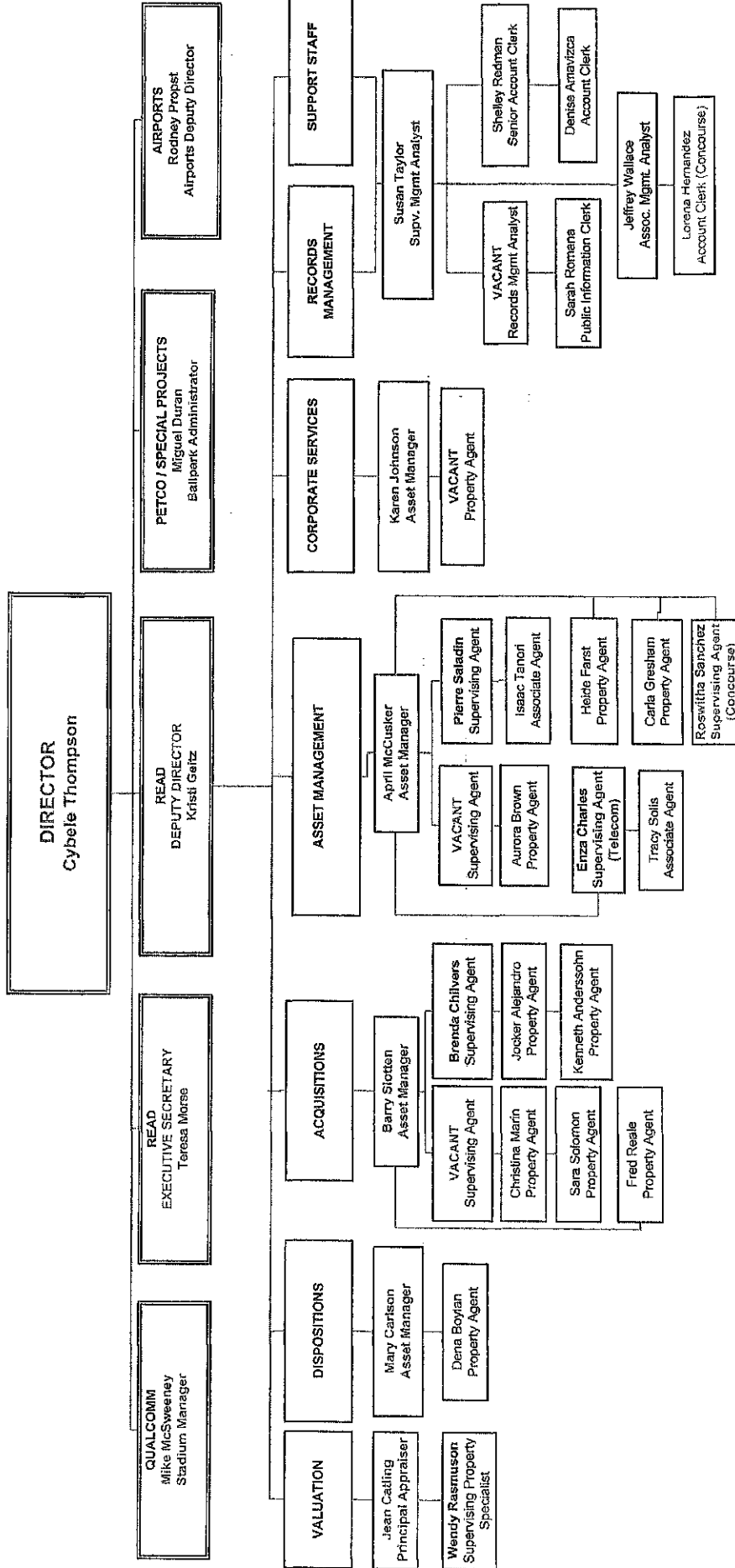
Supervisors should discuss with the employee any disagreement regarding the answers the employee has given so that revisions may be made. If necessary, under the Supervisor's Section or on an attached memorandum, make any comments regarding any unresolved disagreements regarding the answers provided.

Whether or not disagreements are resolved, the signed original should be forwarded to the Personnel Department. The requesting department should also keep a copy.

Remember - the signatures of the supervisor and division/department head are essential. These signatures indicate that the responses to the questionnaire have been reviewed by department management.

To facilitate processing, department and division heads may, if preferred, designate a specific contact person that the Personnel Department's assigned analyst may call to discuss the answers to the questionnaire. This contact person's name/title and phone number should be indicated in the spaces provided. If such a person is designated, a Classification Analyst will communicate directly with him/her to arrange for an audit/job study. If not, the analyst will call the department or division head.

Your cooperation in providing the necessary facts about this position is greatly appreciated. If help is needed, the employee should ask his/her supervisor. Then, if necessary, call the Personnel Department's Classification and Compensation Section for further clarification (236-6400).



% of time spent on each function	Functional Area/Description of each duty
40%	<u>Community Concourse Budget Administration:</u> Prepare, analyze, and institute the City's \$4 million Concourse and Evan V Jones Parkade garage operating funds. The budget process entails creating and analyzing budget versus actual financial data downloaded from SAP or Business Objects, calculating budget to actual figures by creating an Excel spreadsheet, preparing accurate projections, and responding to requests from Other City departments using Outlook. Those correspondences include, but not limited to, Concourse staff, EVJ Parkade staff, and the City's Department of Finance. Prepare fiscal year financial reports to the City's Department of Finance and any other City department throughout the year. Monthly verification of funds by reviewing each facility's revenue and expenditures in SAP or Business Objects.
30%	<u>Corporate Services Non-Discretionary Rent Budget Administration</u> Develop and monitor the City's \$31 million budget for non-discretionary rent and utility expenses on 21 office building leases to occupy City employees. The budget process involves calculating projected expenditures by researching expenses found in lease agreements, property management letters or emails, and analyzing budget versus actual data from prior fiscal years. Next, determine each department square footage by researching the premises found in each lease agreement or create a dollar per square footage allocation with appraisals or rent letters. Multiply the square foot allocation percentage against the total rent and all operating expenses per floor for each department in the building for the fiscal year. Create a monthly cash flow payment plan for the upcoming fiscal year and review with the departments paying rent. After budgets have been approved, create purchase orders for each of the 21 buildings to pay monthly rent and operating expenses. On a monthly basis pay the rent and operating invoices due at the start of each month. On an annual basis, review any credit or deficit reconciliations due with the building landlords.
14%	<u>License Agreement Administration:</u> I create and finalize License and Services Agreements for the City's Community Concourse Center in MS Word. I am the liaison between the Licensee, City Attorney's Office, and facility building management. I ensure all legal and financial requirements are met on behalf of the City.
8%	<u>San Diego Theatre Central Plant Budget Administration:</u> Prepare, analyze, and institute the City's \$1.2 million Central Plant/Civic Center budget. Using Excel, calculate and allocate utility expenses between individual City departments based on the department's office space square footage occupied. I budget for expenditures, resolve tasks, respond to any personnel, repair, maintenance, service requests, and approve improvement projects at the Civic Center Theatre.
5%	<u>Parking Pass Administrator:</u> Supervise the Parking Pass Distribution Program for four parking garages. Monitor the monthly revenue generated from the parking passes distributed by reviewing the monthly operating expense statement from EVJ Parkade management Ace Parking. Respond to questions and requests from City employees regarding parking at EVJ Parkade, Civic Center Plaza garage, 101 Ash St. and Horton Plaza garage. Using MS Power Point, conduct presentation to City staff for new procedures or new parking opportunities. Enforcing rules and regulations in place and responsible for maintaining an optimal level of parkers.
3%	<u>Personnel:</u> Supervise one Account Clerk. Manage the assignments assigned, sign off on payments, create goods receipts, review vendors to approve for the City Concourse jobs, and

Attachment 1

	assist with some of the technical aspects of the Account Clerk duties. Train new Account Clerks on the work related to the Concourse and Parkade Fund. Conduct performance reviews and performance plans on an annual basis. Sit as the Chair during the interview processes for Real Estate Assets Dept.
100%	TOTAL SHOULD BE 100% (if more space is needed, attach additional sheets)

4. Of the duties described in Item 3, which is the most difficult/complex part of the position? Why? Give an example.

The most difficult and complex part of the position is the \$31 million Non-Discretionary Rent budget and payment process because the City has 21 leases/landlords with various expenses that are paid by 23 different City depts/funds. In the spring the READ analyst and landlord must first come to an agreement on all building expenses based on the terms of the lease agreement. The READ analyst reviews the rent and operating expense terms in the lease agreements to create a monthly cash flow in Excel to total all expenses for the upcoming fiscal year. Those calculations are shared with the landlord for their review and interpretation of the lease terms. Eventually the calculations are finalized and in the fall the READ analyst must justify to each City department and Dept of Finance their rent expenses and building space allocation. Normally the dept analyst will request source documentation, excel calculations, and summary of the expenses. READ analyst needs to answer all questions, work with the dept analyst's own calculations, and obtain approval from each department before the budget deadline. In the summer READ analyst needs to create a new purchase order in SAP before the start of the upcoming fiscal year using the budgeted funds from the occupying department. The City is subject to late fees if payment is not received in a timely manner. An example of the complexity of this project is the rent calculations for 525 B St.

The lease at 525 B St. has 5 depts funds, 3 lease amendments, and 2 different allocations on 5 types of expenses. For the \$3 million FY20 budget, the landlord provides a letter containing the monthly payment amount itemized for each floor. The READ analyst must cross reference these floor amounts with the lease agreement that has three amendments. These lease amendments itemize payments by description, month, and amount. This process is very time consuming and complex because of the language in the amendments, various annual increase dates contained in each amendment, and assigning charges to applicable depts. Once monthly payments are finalized with the landlord READ analyst must allocate the payments by square footage for each department. READ analyst begins by verifying the depts on each floor and the square footage each dept occupies. Next, READ analyst assigns one of five Public Works or Public Utility funds to the square footage on the floor and creates the percentage allocation using building floor data found in REPortfolio and calculating the square footage against the monthly total due. Using the percentage allocation, READ analyst calculates the monthly charge for each floor, per dept fund, per month. READ analyst repeats the process for rent, utilities, operating expenses, and tenant improvements. This lease also has storage charges that uses a 50% allocation between the two main depts Public Works and Public Utilities. READ analyst allocates storage charges between the 5 dept funds but instead of calculating by actual space occupied READ analyst starts with the 50% amounts and allocates by the space occupied percentages used on the rent calculation. All charges are summed up to create a budget for each dept fund. Next Dept of Finance reviews all rent calculations. 525 B St. seems to require the most attention in order for Dept of Finance to understand the multiple layers of calculations. Dept of Finance, Public Works, and Public Utilities will conduct their own review. Often times Dept of Finance and Public Utilities will review the lease documents and create their own calculations. Those calculations will have to be compared and reconciled with the READ/Landlord calculations. Finally, after all deadlines have been met and rent budget has been approved, in July a Purchase Order must be created before the start of the fiscal year. Normally depts will require a summary of how the budget was created before they approve the

Attachment 2

Purchase Order. READ analyst normally has to go over all the calculations again and obtain approval before the July 1st due date.

5. Problem Solving

In FY18 the Concourse trash compactor seized up. This trash compactor collects trash from Concourse, Theatre, Parkade, and City Administration Building. If a solution is not quickly developed trash would build up in the Concourse loading dock. The consequences would be an expensive daily haul away service by a local disposal company, exposed trash attracting gnats swarming throughout the building, and potentially Occupational Safety and Health Administration violations.

This problem was solved by the READ analyst following procedure of contacting City Facilities to repair the compactor. Facilities did not have staff with the expertise to repair the trash compactor. READ analyst developed a contingency plan for management to consider. A short-term solution of utilizing the building management engineering staff to get the compactor running again was selected. READ analyst purchased specialized oil requested by the engineers with available surplus funds. Management also approved a long-term solution of READ analyst purchasing a new compactor by following Purchase and Contract established instructions. READ analyst obtained five quotes, shared the information with Environmental Services, met with all parties to share each other's input, budgeted for the expense in the upcoming fiscal year, and will choose a vendor to purchase a trash compactor from.

The position also requires the READ analyst to assist with unplanned events such as converting a portion of the Concourse building into a temporary homeless shelter in Spring 2019. READ analyst is expected to provide input to management in developing solutions and research City rules and regulations. READ analyst is also expected to handle any adverse licensee situations caused by City management's decision at the Concourse building. READ analyst provided the Mayor's office a workable timeline, provided input for use of the Concourse space, and made alternative arrangement with outside licensees who had contracted events or reservations in the same Concourse space. READ analyst provided a parking solution that didn't violate City or Union regulations. The homeless shelter resulted in the Concourse only losing one event out of ten scheduled for this three month period.

During the Executive Complex evacuation READ analyst provided various building occupancies to READ management using data found in REPortfolio, expedited emergency vendor payments in SAP, and accelerated new lease purchase orders by communicating the emergency situation to Dept. of Finance. Regarding the temporary homeless shelter.

An annual problem for the READ analyst to solve is the July rent payment. The City's SAP/Ariba system won't allow the creation of a new purchase order until July 1st. Rent is due July 1st and some landlords can begin charging substantial late fee after the seventh day of the month. Fortunately, a solution has been developed after years of working closely with occupying departments, Dept. of Finance, and Purchasing and Contracts. READ analyst will provide purchase order account information and rent calculations to the occupying department for review. READ analyst will answer any questions or make adjustments requested by the occupying department prior to data being entered into SAP/Ariba. On July 1st occupying departments, Dept. of Finance, and Purchasing & Contracts staff are on stand-by waiting for 21 purchase requisitions in their SAP/Ariba queue. READ analyst communicates the status of each purchase requisition with the exact language requested by Dept. of Finance and Purchasing & Contracts in order to expedite the approval process. Once the purchase order is created the READ analyst processes payments by creating a goods receipt in SAP immediately in hopes of making the 10 AM deadline for same day payments.

6. Independence of Action

One example of independence of action and decision making is when there was a gnat problem in the Concourse building. READ analyst received complaints of flying gnats from City staff during their meetings, from the San Diego Opera staff during their rehearsals, and building management. READ analyst and building manager investigated the facility, identified the source of the gnats, and identified additional trouble areas. READ analyst decided to increase the trash dump/wash to a bi-weekly schedule and ordered commercial fly traps to be placed around the facility.

Another example of independent actions is the administration of the monthly parking passes to EVJ Parkade and Civic Center Plaza Garage. Requests for parking passes are received daily to a group email address in Outlook. READ analyst used READ established procedures to identify which garage the requesting staff member qualified for and responded accordingly. READ analyst responds to staff who feel they've been waiting for parking for a long time or have special circumstances that require a parking pass immediately. READ analyst coordinates monthly parking pass distribution meetings with City staff and parking garage management. Occasionally READ analyst creates Power Point presentation for meetings that involve a change in procedures. An example would be EVJ Parkade having walk up kiosk installed that resulted in parking stamps being replaced. READ analyst coordinated the exchange of \$112,756 worth of parking stamps for parking tickets.

7. Consequence of Error

A rent payment calculation error or missed payment can result in the City being in default and paying a substantial late fee. For example, the lease at 9370 Chesapeake has a 10% fee on the delinquent amount or \$4,809 on a full month missed payment. The late fee would be paid by the general fund and Transportation and Storm Water department.

An error in the rent allocation calculations will result in incorrect payments of space occupied in any of the five office buildings where general fund and non-general fund departments share the same office space. READ analyst must obtain department square footage and divide that square footage by the total floor square footage to create a dollar per square footage allocation. That allocation percentage is multiplied against the total rent, operating expenses, utilities, reserves, and tenant improvement payments per floor for each department in the building for the fiscal year. A miscalculation of any excel formulas, data entries, or lease interpretation by the READ analyst and corrected by a non-general fund dept analyst or property manager will result in the reconciliation of the account. General fund or other departments will be asked to pay the unbudgeted difference in the middle of the fiscal year. Depending on the severity of an error, the Citywide account would have to submit an appropriation adjustment to fund the shortage. The funding would hopefully come from unencumbered surplus rent budgets but if necessary, reserve funds may need to be accessed. Those surplus funds would not be available for unexpected City emergency expenses like we experienced recently with building evacuations, new facilities, or virus outbreaks. Surplus funds would not be available to contribute towards City programs or projects like homeless shelters or Clean San Diego. To put these calculations into perspective, the annual rent payment at 525 B St. is over \$3,000,000. A square footage error or allocation error of the 3rd floor between Engineering & Capital Project and Public Utility Dept funds may result in an appropriation adjustment to their annual payment that ranges between \$51,000 to \$323,000.

A poor decision by the READ analyst with regard to Concourse License Agreements can lead to lost revenue from potential Golden Hall events and possible damaging media exposure. For example, READ analyst contracts approximately 40 events each year at \$6,250 or more per day. Some events are high profile such as Election Central, Salvation Army Christmas Dinner, Naturalization Ceremony, Project Homeless Connect, and CA State Bar exam. Any error such as listing the wrong date, services not being fulfilled, or insurance requirements not being met can affect the event. Licensees often request money returned or a discount on future reservations. Licensee may decide to use a different location if they become frustrated with the City and READ analyst. If the media is in attendance, such as Election Central or Naturalization Ceremony, negative press coverage may occur if, for instance, the internet is not ordered or the audio-visual vendor isn't paid and does not show up at the event.

8. Contacts

READ analyst contacts internal City Dept of Finance to discuss one of three budgets, Concourse and Parkade, Non-Discretionary Rents, or San Diego Theatre Central Power. READ analyst and Dept of Finance liaison budget expenses, anticipate project costs, and forecast revenues. READ analyst contacts external commercial building managers, landlords, and central power engineers to calculate the upcoming year's expenses. These internal and external discussions set the priorities for the upcoming fiscal year. An example would be the FY20 budget for Civic Center Plaza capital expenditures. READ analyst is in contact with Civic Center Plaza building management CBRE. CBRE provided a list of projects they needed the City to budget for. The list included replacing fire alarms at \$100,000, security camera upgrades at \$125,000, HVAC controls at \$125,000, and an elevator project estimated at \$3,116,000. READ analyst communicated the need to budget for these items to the City's Dept of Finance. CBRE, READ analyst, and Dept of Finance prioritized each project and agreed on a budgeting timeline over the next two fiscal years. These discussions impacted City facility operations and committed the City to complete these projects.

The READ analyst position is the City's liaison for approximately forty events throughout the fiscal year at the Concourse facility. READ analyst creates a draft license agreement and submits an LSR requesting City Attorney's Office liaison to review the license agreement. READ analyst will answer any City Attorney questions regarding the event or forward the questions to the licensee. The READ analyst will communicate deadlines, fees, and insurance requirements to finalize the license agreement.

The READ analyst position is the City's liaison for non-discretionary lease payments at 21 office buildings the City rents for City staff. READ analyst budgets the monthly payments for each building by calculating expenses with Dept of Finance and discussing the existing lease agreement language with the landlord/property manager to generate a quote. Throughout the fiscal year the READ liaison monitors and discusses any monthly expense variances with the landlord/property management company and reconciles the balance due when necessary.

The READ analyst position is the main contact for all matters regarding City monthly parking passes at EVJ Garage and Civic Center Plaza garage. READ analyst communicates to City staff READ procedures for parking pass distribution and provides interpretation of the MOU regarding parking subsidies. READ analyst has created and given several group presentations to City staff for new parking pass procedures or parking opportunities. READ analyst has provided parking input for City Attorney labor negotiations, parking input for Human Resources when new parking opportunities become available, and IT when PCI compliance was required for credit card machines. READ analyst contacts the parking garage manager on behalf of the City when any changes need to be made to the parking garage such as upgrades, revenue and expenditures, or parking capacity levels.

BusinessObjects Training Guide

FMBB Review Report

Updated: 10/3/2018

Purpose

To help departments review the financial impact of a pre-posted budget adjustment submitted in SAP (FMBB) and catch any errors before posting.

Layout of this Training Guide

1. Menu Path: where to find the report
2. Prompts: how to enter selection criteria and run the report
3. Navigation: how to view the results

Go to the next page to begin the guide or click one of the links above to jump to that section.

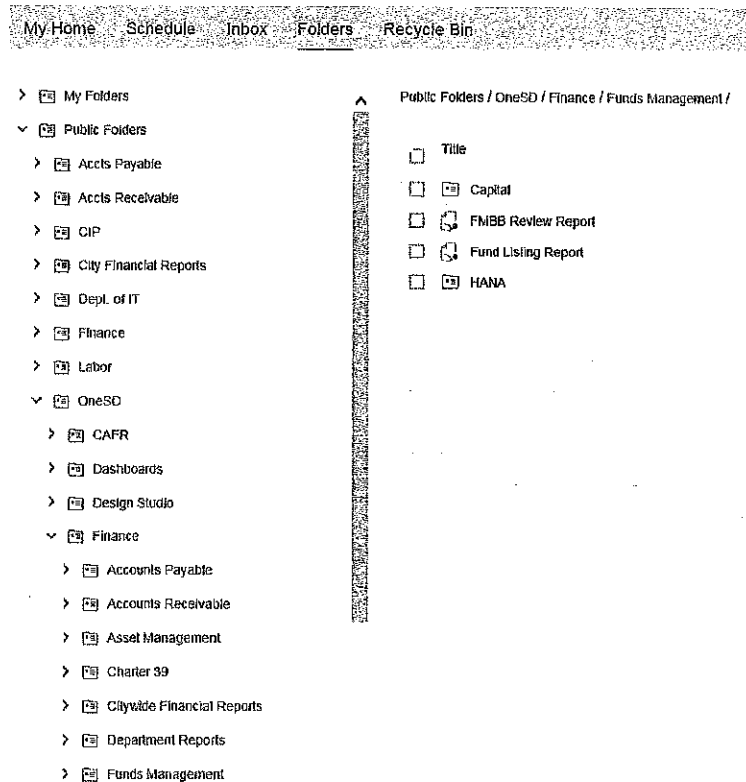
BusinessObjects Training Guide

FMBB Review Report

Menu Path

To login:

1. Within the OneSD portal, click on **BusinessObjects Reports** tab > **Launch BO** button.
2. Click on **Folders** at the top
3. On the left-hand side panel, navigate to **Public Folders > OneSD > Finance > Funds Management**
4. Click on the **FMBB Review Report**
5. The Prompts window will appear next






BusinessObjects Training Guide

FMBB Review Report

Prompts

1. Enter the fiscal year and pre-posted FMBB document number in the two fields: **Fiscal Year** and **FMBB Docs**.
 - a. Note: You may run the report for multiple FMBB documents at a time by separating the values with a semi-colon.
2. Click **Run** when ready to execute the report

Prompts 		
Search		
<input checked="" type="checkbox"/>	Fiscal Year 2019	>
<input checked="" type="checkbox"/>	FMBB Docs 100181852	>

Run Reset All Cancel

BusinessObjects Training Guide

FMBB Review Report

Navigation

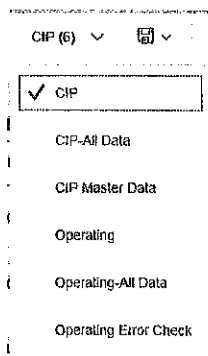
Report Layout

To resize the report layout to see the entire width of the report, hover towards the bottom-center of the screen until the following panel appears and click on the red highlighted button.



There are six tabs of this report accessible via the drop-down menu on the top left-hand corner of the screen. The defaulted tab is CIP.

If the FMBB is related to CIP, use only the first 3 CIP tabs. If the FMBB is related to operating, use only the last 3 Operating tabs.



The following describes the purpose and description of each tab.

- **CIP:** used to review the impact of a pre-posted CIP FMBB on the current budget of a CIP project. The budget, encumbrances, and actuals that are displayed reflect live-data for the CIP funded program and fund within the pre-posted FMBB. The report subtotals by funded program, fund, and CI type.
- **CIP-All Data:** displays the same information as the CIP tab but does not subtotal. This report is ideal for downloading into Excel.
- **CIP Master Data:** displays master data related to the CIP funded programs on the FMBB including the parent project, user status, annual allocation number, and subproject.
- **Operating:** used to review the impact of a pre-posted operating FMBB on the current budget of a General Fund department or Non-General Fund. The budget, encumbrances, and actuals that are displayed reflect live-data for the General Fund department or Non-General Fund within the pre-posted FMBB. The report subtotals by business area, fund, and commitment item type (expenses/revenues).

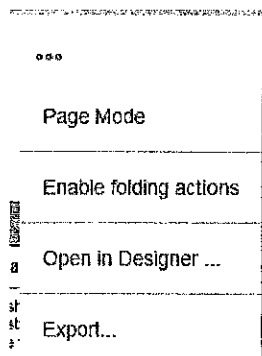
BusinessObjects Training Guide

FMBB Review Report

- **Operating-All Data:** displays the same information as the Operating tab, except adds all the budgetary accounting elements, and does not subtotal. This report is ideal for downloading into Excel.
- **Operating Error Check:** reviews and flags any potential errors of the FMBB with an X. Refer to the Instructions table for the logic that creates the potential error. For example, Sending Period and Receiving Period will show an X if the sending period and receiving period do not match, OR, if the current period does not equal to the sending or receiving period. This is flagged as a potential error because FMBBs are supposed to be applied to the same period as the current period. However, due to timing delays with submission of FMBBs to Department of Finance, the current period may differ from the actual period.

Other Features

To export the report, click on the icon with 3 dots and navigate to Export...






Ensure the All checkbox is ticked if you require all tabs to be exported to Excel, otherwise, it defaults to the currently viewed tab. Click the Export button to execute.

BusinessObjects Training Guide

FMBB Review Report

Excel

EXPORT TO	EXPORT SELECTION	SHEET SETTINGS
<input checked="" type="radio"/>  Excel	Select one or several reports	
<input type="radio"/>  PDF	Search <input type="text"/> <input type="button" value="Q"/>	
<input type="radio"/>  HTML	<input checked="" type="checkbox"/> All	
	<input checked="" type="checkbox"/> CIP	
	<input checked="" type="checkbox"/> CIP-All Data	
	<input checked="" type="checkbox"/> CIP Master Data	
	<input checked="" type="checkbox"/> Operating	
	<input checked="" type="checkbox"/> Operating-All Data	
	<input checked="" type="checkbox"/> Operating Error Check (Current Report)	

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SAN DIEGO

San Diego suing state over costs of tests for toxic lead in schools



City says unfunded mandate by state could set a troubling precedent for taxpayers.

By DAVID GARRICK

JULY 21, 2019
7:01 AM



SAN DIEGO — San Diego is suing the state for refusing to cover the costs of lead tests at hundreds of local schools. The city says it's an unfunded state mandate that could set a troubling precedent for city taxpayers.

The state decided in 2017 to require cities and other water agencies to test for lead in water at schools. The requirement came in response to a national outcry over lead in drinking water at schools in Michigan.

Lead in drinking water can damage the cognitive development of children.

San Diego applied in early 2018 for reimbursement from the state for testing costs its utilities department incurred which climbed to \$443,000 last month, which is when City Attorney Mara Elliott filed the lawsuit.

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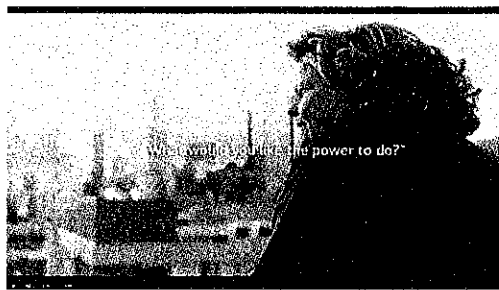
inRead invented by Teads

Elliott said in the suit that this is a classic example of a new requirement for which the state should cover the costs.

“A local agency has specifically been ordered to provide a new service to customers at no charge,” Elliott said in court documents. “It opens the door for local taxpayer dollars to be diverted to whatever free services the state decides the public should receive.”

City officials argued that reimbursement is appropriate because the state’s Water Resources Control Board is requiring the tests, which are not required by state or federal law.

They also argued that the city is unable to cover the testing costs with higher fees because of Proposition 2018, a ballot measure California voters approved in 1996 that limits taxes and fees governments can charge.



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Transforming LA [↗](#)

By Bank of America Merrill Lynch

The city also argued that lead testing fits the definition of programs eligible for reimbursement in California. Such programs must carry out a government function that serves the public, and they must impose unique requirements on local governments that don’t apply to all people and businesses.

In response, the state water board argued last August that the lead testing is not a new program nor is it a higher level of service, which are requirements for reimbursement.

The water board also argued that providing water isn’t a government function because private agencies also perform it in some areas. Private water agencies also faced the same mandate for lead testing at schools they serve, the board said.

In addition, state officials argued that the city could have potentially charged customers to cover the lead tests, contending that a protest by water customers under Proposition 218 was only a “possibility.”

They said passing the costs to non-school customers might even be allowed under Proposition 218, partly because everyone benefits from healthy water at schools and the higher property values that likely come with it.

In March, the Commission on State Mandates rejected the city’s claim, citing the state water board’s argument that the tests were not a government function because private water agencies also had to perform them.

The commission said government functions include providing gear for firefighters, educating disabled children and reducing school segregation, but the lead tests were more akin to non-government functions, like providing unemployment insurance to workers.

While the commission agreed that ensuring safe drinking water at schools is a government function, it said that it is the responsibility of the schools, not the water agencies.

In response to the commission’s ruling, the city filed a lawsuit last month contending the commission abused its discretion and ignored legal precedents.

In the suit, the city argues government functions can be performed by private companies and still remain government functions, citing as examples trash collection and prison operations.

The suit also notes that the U.S. Supreme Court ruled in 1936 that water service is a government function in a case involving New York City.

The city also argues that discontinuing water service to the city’s 1.3 million residents isn’t a realistic option, noting that it has been providing that service since 1901.

The suit says that while roughly 75 percent of water agencies in the state are private, government-run water agencies are much larger and serve about 81 percent of California residents.

The state requires water agencies to test five drinking fountains or other water fixtures at each school campus, with school officials choosing the fixtures.

If a campus is found to have elevated levels of lead, the schools are required to fix the problem, and water agencies are required to conduct follow-up tests.

Of the schools tested by San Diego, only four exceeded the level of lead where California law requires them to take action.

In the San Diego Unified School District, three affected campuses — Co-Operative Charter School 2, Emerson-Bandini School and Birney Elementary School — have fixed their problems.

The fourth school was a French-English learning academy called La Petit Ecole in Clairemont. That school removed the water fixture that was problematic.

- SAN DIEGO
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SAN DIEGO

Outlet mall at border sues to block 5-story parking garage

July 22, 2019

SAN DIEGO



ATTACHMENT I

Final Report – Total Compensation Survey City of San Diego

Classification Title	Entry Step Salary % above/below Median	Overall Rank	Top Step Base Salary % above/below Median	Overall Rank	Total Compensation % above/below Median	Overall Rank
Customer Services Representative	-11.8%	14 of 16	-23.5%	15 of 16	-36.6%	15 of 16
Water Production Superintendent	-15.3%	11 of 15	-23.7%	13 of 15	-35.0%	13 of 15
Recreation Center Director III	-18.6%	15 of 19	-23.7%	17 of 19	-33.1%	17 of 19
Clerical Assistant II	-11.6%	21 of 25	-23.8%	23 of 25	-33.4%	23 of 25
Police Dispatch Supervisor	-18.5%	20 of 23	-23.8%	21 of 23	-32.1%	21 of 23
Workers' Compensation Claims Representative II	-15.8%	13 of 16	-24.1%	15 of 16	-31.8%	15 of 16
Wastewater Operations Supervisor	-15.0%	10 of 13	-24.4%	12 of 13	-28.6%	12 of 13
Safety Officer	-16.6%	10 of 12	-25.5%	12 of 12	-34.6%	12 of 12
Account Clerk	-16.7%	21 of 24	-27.0%	22 of 24	-37.8%	23 of 24
Senior Civil Engineer	-18.7%	23 of 24	-27.1%	24 of 24	-35.2%	24 of 24
Senior Management Analyst	-18.0%	19 of 20	-27.3%	20 of 20	-37.7%	20 of 20
Principal Procurement Specialist	-19.0%	13 of 15	-27.5%	14 of 15	-36.5%	14 of 15
Associate Management Analyst	-8.9%	20 of 25	-27.7%	23 of 25	-35.7%	23 of 25
Associate Engineer - Civil	-18.2%	23 of 24	-28.5%	24 of 24	-33.8%	22 of 24
Junior Engineer - Civil	-20.8%	11 of 13	-29.2%	12 of 13	-36.5%	12 of 13
Hazardous Materials Inspector II	-22.8%	8 of 9	-29.2%	8 of 9	-33.6%	8 of 9
Senior Planner	-13.0%	19 of 24	-30.4%	23 of 24	-39.8%	23 of 24
Plan Review Specialist III	-21.6%	17 of 19	-30.5%	19 of 19	-33.7%	18 of 19
Fire Dispatcher	-27.0%	16 of 18	-31.0%	17 of 18	-37.0%	16 of 18
Information Systems Analyst II	-19.2%	20 of 22	-31.7%	20 of 22	-40.2%	20 of 22
Associate Property Agent	-15.4%	19 of 20	-31.8%	19 of 20	-37.6%	17 of 20
Police Property and Evidence Clerk	-28.0%	24 of 25	-32.6%	25 of 25	-46.1%	25 of 25

POSITION TITLE	PCN	BARG	STEP	BI-WEEKLY RATE*
MAINT WORKER I	6377	ACE	A	\$1,544.49
MAINT WORKER I	6377	ACE	B	\$1,621.71
MAINT WORKER I	6377	ACE	C	\$1,702.80
MAINT WORKER I	6377	ACE	D	\$1,787.95
MAINT WORKER I	6377	ACE	E	\$1,877.34
MAINT WORKER I	6379	UCHR	A	\$1,544.49
MAINT WORKER I	6379	UCHR	B	\$1,621.71
MAINT WORKER I	6379	UCHR	C	\$1,702.80
MAINT WORKER I	6379	UCHR	D	\$1,787.95
MAINT WORKER I	6379	UCHR	E	\$1,877.34
MAINT WORKER II	6373	ACE	A	\$1,698.95
MAINT WORKER II	6373	ACE	B	\$1,783.89
MAINT WORKER II	6373	ACE	C	\$1,873.10
MAINT WORKER II	6373	ACE	D	\$1,966.75
MAINT WORKER II	6373	ACE	E	\$2,065.09
MAINT WORKER II	6381	UCHR	A	\$1,698.95
MAINT WORKER II	6381	UCHR	B	\$1,783.89
MAINT WORKER II	6381	UCHR	C	\$1,873.10
MAINT WORKER II	6381	UCHR	D	\$1,966.75
MAINT WORKER II	6381	UCHR	E	\$2,065.09
MAYOR	2001	MY	A	\$0.00
MAYOR	2001	MY	B	\$0.00
MAYOR	2001	MY	C	\$0.00
MAYOR	2001	MY	D	\$0.00
MAYOR	2001	MY	E	\$4,863.99
MECHANIC ASST	6550	ACE	A	\$1,697.01
MECHANIC ASST	6550	ACE	B	\$1,781.87
MECHANIC ASST	6550	ACE	C	\$1,870.98
MECHANIC ASST	6550	ACE	D	\$1,964.51
MECHANIC ASST	6550	ACE	E	\$2,062.76
MGMT ANALYST	0223	CONF	A	\$2,659.54
MGMT ANALYST	0223	CONF	B	\$2,792.52
MGMT ANALYST	0223	CONF	C	\$2,932.14
MGMT ANALYST	0223	CONF	D	\$3,078.75
MGMT ANALYST	0223	CONF	E	\$3,232.68
MGMT ANALYST	0225	ACE	A	\$2,659.54
MGMT ANALYST	0225	ACE	B	\$2,792.52
MGMT ANALYST	0225	ACE	C	\$2,932.14
MGMT ANALYST	0225	ACE	D	\$3,078.75
MGMT ANALYST	0225	ACE	E	\$3,232.68
MKTG & COMM MGR	2781	SM	A	\$4,600.00
MKTG & COMM MGR	2781	SM	B	\$0.00
MKTG & COMM MGR	2781	SM	C	\$4,729.75
MKTG & COMM MGR	2781	SM	D	\$0.00
MKTG & COMM MGR	2781	SM	E	\$5,591.33

Class Title	Step A (Minimum)		Step B		Step C		Step D		Step E (Maximum)		Step F		Step G		Payroll Group	Class Code	WC Code	Range #
	Month	Hour	Month	Hour	Month	Hour	Month	Hour	Month	Hour	Month	Hour	Month	Hour				
Fire Engineer w/ PM Cert	6,694	27.59	7,001	28.85	7,323	30.18	7,662	31.57	8,018	33.04					Fire	1188	7706	9
Fire Inspector I	4,565	26.28	4,783	27.59	5,022	28.97	5,273	30.42	5,537	31.94					LMCEA	1052	9410	36
Fire Inspector II	5,011	28.91	5,262	30.36	5,525	31.88	5,801	33.47	6,091	35.14					LMCEA	1053	9410	49
Fire Marshal	9,376	54.09							11,397	65.75					Mgmt	1183	9410	
Firefighter / Paramedic	6,056	24.96	6,359	26.20	6,677	27.52	7,011	28.89	7,362	30.34					Fire	1190	7706	3
Fleet Maintenance Supervisor	5,005	28.88	5,255	30.32	5,518	31.83	5,794	33.43	6,084	35.10					LMCEA	1226	9420	47
General Service Worker		12.00		12.00		12.00		12.00		12.00					Temporary	1192	9410	2
Heavy Equipment Operator	4,085	23.57	4,289	24.74	4,503	25.98	4,728	27.28	4,964	28.64					LMCEA	1195	9420	27
Human Resources Analyst	5,546	32.00	5,823	33.59	6,114	35.27	6,420	37.04	6,741	38.89					Confidential	1203	8810	3
Human Resources Assistant	3,252	18.76	3,415	19.70	3,586	20.69	3,765	21.72	3,953	22.81					Confidential	1205	8810	4
Human Resources Manager	7,987	46.08							9,707	56.00					Mgmt	1201	8810	
Human Resources/Risk Manager	8,789	50.71							10,682	61.63					Mgmt	1200	8810	
Human Resources Technician	4,315	24.89	4,531	26.14	4,758	27.45	4,996	28.82	5,248	30.27					Confidential	1202	8810	1
Human Services Manager	5,728	33.05	6,014	34.70	6,315	36.43	6,631	38.26	6,963	40.17					LMCEA	1204	9410	55
Information Technology Manager	7,987	46.08							9,707	56.00					Mgmt	1207	9410	
Information Technology Analyst	5,697	32.87	5,982	34.51	6,281	36.24	6,595	38.05	6,925	39.95					LMCEA	1208	9410	54
Information Technology Specialist I	4,750	27.40	4,988	28.78	5,237	30.21	5,499	31.73	5,774	33.31					LMCEA	1210	9410	44
Information Technology Specialist II	5,225	30.14	5,486	31.65	5,760	33.23	6,048	34.89	6,350	36.63					LMCEA	1213	9410	52
Intern/Student Worker I		12.00		12.00		12.00		12.00		12.00					Temporary	1216	9410	3
Intern/Student Worker II		13.01		13.66		14.34		15.06		15.81					Temporary	1219	9410	7
Irrigation Technician	3,712	21.42	3,898	22.49	4,093	23.61	4,298	24.80	4,513	26.04					LMCEA	1222	9420	20
Juvenile Services Officer		20.55		21.58		22.66		23.79		24.98					Temporary	1118	9410	28
Lead Lifeguard		15.31		16.08		16.88		17.72		18.61					Temporary	1230	9410	25
Lead Mechanic	4,717	27.21	4,953	28.58	5,201	30.01	5,461	31.51	5,734	33.08					LMCEA	1225	9420	43
Lifeguard Aide		12.00		12.60		13.23		13.89		14.58					Temporary	1227	9410	5
Lifeguard/Instructor		13.92		14.62		15.35		16.12		16.93					Temporary	1228	9410	9
Live Scan Operator		12.00		12.60		13.23		13.89		14.58					Temporary	1229	8810	6
Management Analyst	5,682	32.78							6,906	39.84					Mgmt	1231	8810	

**City of Poway
Management / Confidential Salary Schedule**

Effective March 20, 2019

Classification Title	Range Number	Approx. Monthly Salary Range	Step A	Step B	Step C	Step D	Step E
City Manager		20,787					
Group 1 Exempt At-Will							
Asst. City Manager	92.5	13,981 - 16,994	80,6623	84,6955	88,9300	93,3767	98,0420
Director of Community Services	87.5	11,612 - 14,115	66,9951	70,3449	73,8622	77,5553	81,4331
Director of Development Services	88.5	12,665 - 15,393	73,0694	76,7229	80,5591	84,5869	88,8056
Director of Finance (current)	87.5	11,612 - 14,115	66,9951	70,3449	73,8622	77,5553	81,4331
Director of Finance (effective July 1, 2019)	88.5	12,665 - 15,393	73,0694	76,7229	80,5591	84,5869	88,8056
Director of Human Resources & Risk Management	85.5	11,060 - 13,443	63,8049	66,9951	70,3450	73,8622	77,5553
Director of Public Works	88.5	12,665 - 15,393	73,0694	76,7229	80,5591	84,5869	88,8056
Director of Safety Services	88.5	12,665 - 15,393	73,0694	76,7229	80,5591	84,5869	88,8056
Group 2A Exempt At-Will							
Asst. Director of Public Works Operations	82.5	9,937 - 12,080	57,3277	60,1939	63,2037	66,3639	69,6909
Asst. Director of Public Works Utilities	82.5	9,937 - 12,080	57,3277	60,1939	63,2037	66,3639	69,6909
City Clerk	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
City Engineer	84.5	10,436 - 12,687	60,2097	63,2202	66,3812	69,7002	73,1918
City Planner	82.5	9,937 - 12,080	57,3277	60,1939	63,2037	66,3639	69,6909
Community Services Manager	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
Construction Project Manager	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
Deputy Fire Chief	84.5	10,436 - 12,687	60,2097	63,2202	66,3812	69,7002	73,1918
Finance Manager	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
Fire Battalion Chief (not at-will/2912 hrs/yr)	78.5	8,778 - 10,670	36,1722	37,9809	39,8799	41,8739	43,9701
Information Technology Manager	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
Public Works Operations Manager	78.5	8,778 - 10,670	50,6411	53,1732	55,8319	58,6235	61,5582
Group 2B Exempt							
Associate Civil Engineer	71.5	7,261 - 8,826	41,8893	43,9837	46,1827	48,4920	50,9165
Associate Planner	64	5,902 - 7,174	34,0517	35,7528	37,5413	39,4178	41,3896
Budget Administrator	75	7,744 - 9,413	44,6789	46,9109	49,2574	51,7195	54,3067
Community Outreach Coordinator	65	6,050 - 7,354	34,9030	36,6466	38,4798	40,4032	42,4243
Customer Services Supervisor	69	6,678 - 8,117	38,5265	40,4510	42,4745	44,5975	46,8285
Economic Development Administrator	75	7,744 - 9,413	44,6789	46,9109	49,2574	51,7195	54,3067
GIS Analyst	65	6,050 - 7,354	34,9030	36,6466	38,4798	40,4032	42,4243
Information Technology Analyst	65	6,050 - 7,354	34,9030	36,6466	38,4798	40,4032	42,4243
Management Analyst	65	6,050 - 7,354	34,9030	36,6466	38,4798	40,4032	42,4243
Network & Computer Systems Administrator	69	6,678 - 8,117	38,5265	40,4510	42,4745	44,5975	46,8285
Senior Accountant	68	6,515 - 7,919	37,5868	39,4644	41,4385	43,5098	45,6863
Senior Civil Engineer	78.7	8,871 - 10,782	51,1773	53,7360	56,4230	59,2440	62,2062
Senior Code Compliance Officer	62	5,618 - 6,829	32,4109	34,0300	35,7324	37,5184	39,3952
Senior Fire Safety Inspector	66	6,201 - 7,537	35,7756	37,5628	39,4418	41,4133	43,4849
Senior Human Resources Analyst	69	6,678 - 8,117	38,5265	40,4510	42,4745	44,5975	46,8285
Senior Management Analyst	69	6,678 - 8,117	38,5265	40,4510	42,4745	44,5975	46,8285
Senior Planner	70	6,845 - 8,320	39,4897	41,4623	43,5364	45,7124	47,9992
Special Projects Engineer	69	6,678 - 8,117	38,5265	40,4510	42,4745	44,5975	46,8285
Senior Recreation Supervisor	62	5,618 - 6,829	32,4109	34,0300	35,7324	37,5184	39,3952
Water Treatment Plant Supervisor	72	7,191 - 8,741	41,4888	43,5614	45,7404	48,0266	50,4292
Water Utilities Distribution Supervisor	72	7,191 - 8,741	41,4888	43,5614	45,7404	48,0266	50,4292
Group 3 Non-Exempt							
Assistant Engineer	65	6,050 - 7,354	34,9030	36,6466	38,4798	40,4032	42,4243
Assistant Planner	61	5,481 - 6,662	31,6204	33,2000	34,8609	36,6033	38,4343
Code Compliance Officer	58	5,090 - 6,186	29,3627	30,8295	32,3718	33,9898	35,6900
Construction Maintenance Supervisor	62	5,618 - 6,829	32,4109	34,0300	35,7324	37,5184	39,3952
Facilities Maintenance and Special Districts Supervisor	62	5,618 - 6,829	32,4109	34,0300	35,7324	37,5184	39,3952
Fire Safety Inspector	58	5,090 - 6,186	29,3627	30,8295	32,3718	33,9898	35,6900
Fleet Maintenance Supervisor	64	5,902 - 7,174	34,0517	35,7528	37,5413	39,4178	41,3896
Management Assistant	61	5,481 - 6,662	31,6204	33,2000	34,8609	36,6033	38,4343
Parks Maintenance Supervisor	64	5,902 - 7,174	34,0517	35,7528	37,5413	39,4178	41,3896
Recreation Supervisor	56	4,844 - 5,888	27,9478	29,3440	30,8119	32,3520	33,9702
Senior Parks Maintenance Crew Leader	56	4,844 - 5,888	27,9478	29,3440	30,8119	32,3520	33,9702
Utility Systems Supervisor	70	6,845 - 8,320	39,4897	41,4623	43,5364	45,7124	47,9992
Wastewater Utilities Supervisor	70	6,845 - 8,320	39,4897	41,4623	43,5364	45,7124	47,9992

Job Code	Job Description	Job Short Description	Union Code	Plan/Grade	O/T Elig	Vari Entry	Prob Mos	Ben Pgm
35072	Residential Care Worker II	ResidCrwk2	HS	HS/026	N	Y	6	NHS
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
16.72	2,898.13	3,043.73						
1337.60	34,777.60	1404.80						
		36,524.80						
		1476.80						
		38,396.80						
		40,310.40						
		42,806.40						
35073	Residential Care Worker Tr	ResidCrwkt	HS	HS/027	N	Y	6	NHS
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
14.11	2,445.73	2,568.80						
1128.80	29,348.80	1185.60						
		30,825.60						
		1244.80						
		32,364.80						
		15.56						
		2,697.07						
		16.32						
		2,828.80						
		1305.60						
		33,945.60						
		36,025.60						
35074	Residential Care Worker I	ResidCrwkt1	HS	HS/028	N	Y	6	NHS
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
15.53	2,691.87	2,827.07						
1242.40	32,302.40	1304.80						
		33,924.80						
		1370.40						
		35,630.40						
		17.13						
		2,969.20						
		18.00						
		3,120.00						
		1440.00						
		37,440.00						
		39,769.60						
35075	Residential Childcare Spec	ResidCrsp	HS	HS/030	N	Y	6	NHS
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
18.10	3,137.33	3,295.07						
1448.00	37,648.00	1520.80						
		39,540.80						
		1596.80						
		41,516.80						
		20.98						
		3,636.53						
		1678.40						
		43,638.40						
		46,300.80						
32302	Admin Analyst III	AdnAnalyst3	MA	MA/002	N	Y	12	MGT
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
32.19	5,579.60	5,858.67						
2575.20	66,955.20	2704.00						
		70,304.00						
		2839.20						
		73,819.20						
		35.49						
		6,151.60						
		37.26						
		6,458.40						
		2980.80						
		77,500.80						
		81,369.60						
32338	Departmental Safety Coord	DeptSfYcOrd	MA	MA/228	N	Y	12	MGT
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
32.19	5,579.60	5,858.67						
2575.20	66,955.20	2704.00						
		70,304.00						
		2839.20						
		73,819.20						
		35.49						
		6,151.60						
		37.26						
		6,458.40						
		2980.80						
		77,500.80						
		81,369.60						
32347	Capital Project Coordinator	CapProjCrd	MA	MA/012	E	Y	12	MGT
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
38.17	6,616.13	6,947.20						
3053.60	79,393.60	3206.40						
		83,366.40						
		3366.40						
		87,526.40						
		42.08						
		7,293.87						
		44.18						
		7,657.87						
		3534.40						
		91,894.40						
		96,491.20						
32355	Behavioral Hlth Program Coord	BHRHPrjCrd	MA	MA/014	E	Y	12	MGT
Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1	Step Hrly/Bwky Mctly/Ann1						
39.13	6,782.53	7,122.27						
3130.40	81,390.40	3287.20						
		85,467.20						
		3451.20						
		89,731.20						
		43.14						
		7,477.60						
		45.30						
		7,852.00						
		3624.00						
		94,224.00						
		98,945.60						