

TO: Personnel Board

FROM: Sarah Olson, Human Resources

DATE: 10 October 2014

SUBJECT: Engineering Operations Manager

At the request of City Engineer Rob Phillips and Assistant City Engineer Mike Dailey, I conducted a position study of the Engineering Operations Manager classification (CG18-14), currently occupied by Kathy Cryan in the Engineering Division. Their request for this classification to be studied is due to the expansion of duties and responsibilities in the last five years. After meeting with Rob and Mike, as well as the incumbent, I recommend that the Engineering Operations Manager classification be recreated in Range 15, and the incumbent reallocated to the new position for the reasons outlined in this memo.

The analysis of this position study included a review of the class specification for Engineering Operations Manager (see attached) which shows:

... responsible professional and managerial work in supervising, planning, directing, coordinating, and implementing the programs, operations, and administration of the Engineering Division's Operations Section. The Operations Section is responsible for operation and maintenance of the City's wastewater (Madison Sewer Utility), storm water (Madison Storm Water Utility) and closed landfill infrastructure, utility-owned fleet, and City facilities maintenance and custodial services.

The Engineering Operations Manager oversees four distinct areas within the City Engineering on the Operations side. Those areas and the 2014 budgets under Ms. Cryan's direct control and responsibility are Facilities Maintenance, Madison Sewer Utility, Madison Storm Water Utility and Landfills. Ms. Cryan manages a total of 4 operating budgets that equate to over \$12 million and includes supervision of about 75 employees.

Prior to 2007, Facilities Maintenance was not assigned to City Engineering. Facilities Maintenance includes the oversight of all the plumbing, HVAC design and upgrades, and the supervision of staff who specialize as Mechanics performing the facilities maintenance. Ms. Cryan now directly supervises this unit, with its \$1.9 million budget. The City, through the Facilities Maintenance unit is now more involved in the design stage of new and remodeled City facilities, which has resulted in efficiencies and quality improvement. Most recently, an Engineer 4 was transferred to the Facilities Maintenance section and is reporting directly to Ms. Cryan. Every other Engineer 4 in the Engineering Division is supervised by an employee in CG18, R15 or above.

The Sewer Utility has expanded to a more advanced program for televising sewers, including a rating of condition, and maintaining a database of 750+ miles of gravity sewers. The technology of the CCTV cameras requires skilled staff to be able to maneuver them through the miles and miles of City sewers. Ms. Cryan has led the shift to using higher-quality CCTV cameras to document the sewer conditions. In addition, Ms. Cryan initiated the capability of Operations staff to perform point repair of sewers using lining technology which results in no excavation.

The annual capital budget for the sewer lining program is over \$1,000,000 and oversight of this budget is directly managed by Ms. Cryan. The introduction of this new trenchless rehabilitation process saves the City tremendous dollars and eliminates a major inconvenience to the public.

In addition, Ms. Cryan has undertaken the lead and oversight of the City's Capacity, Maintenance, Operations and Management (CMOM) compliance. Development and implementation of a CMOM program is a new requirement of the Wisconsin Department of Natural Resources that must be in place for compliance by August 1, 2016. This is similar to a DNR Stormwater permit which is assigned to a Principal Engineer I (CG18, R15).

Ms. Cryan has created numerous initiatives to advance efficiencies and budget savings including: Accela permit implementation; reworking of the sidewalk and bike path snow removal areas for all City agencies; bus stop snow routes; employee sharing with the Streets department; moving \$200,000 of Capital Improvement construction work to her section, development of "on-call" procedures and handbook; and contracting sewer services to other municipalities.

When reviewing other classifications within range 15, we found a comparison of Ms. Cryan's position with the Traffic Operations Manager and the Parking Operations Manager in terms of their scope and level of responsibility over a large area with high budgetary, managerial and programmatic authority. The Traffic Operations Manager manages the overall Field Operations of the Traffic Engineering Division's Electrical, Communications, and Signs and Marking sections including the development, presentation, implementation and monitoring of operating and capital budgets for the Traffic Engineering Division, especially relating to the Sayle St. facility. The Parking Operations Manager is responsible for the planning, directing, coordinating and implementing the finances, programs, operations, and administration of the Parking Utility. In addition, within Engineering, the work that Ms. Cryan is completing with the CMOM compliance and the Engineer 4 she is now supervising within the Facilities Maintenance section has historically been assigned to a Principal Engineer I which is in CG18, R15.

Given the increased responsibility and complexity of the duties in the sections that Ms. Cryan fully manages, I recommend a reclassification of Engineering Operations Manager currently in CG18, Range 14, to a Range 15.

The necessary resolution to implement this recommendation have been drafted.

Editor's Note:

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum + 12% longevity
18/14	\$72,482	\$87,258	\$97,734
18/15	\$75,944	\$91,439	\$102,414

cc: Rob Phillips – City Engineer
Kathy Cryan – Engineering Operations Manager
Mike Lipski – HR Services Manager