



# Agenda Report

April 24, 2017

**TO:** Honorable Mayor and City Council  
**FROM:** Department of Human Resources  
**SUBJECT:** ESTABLISH NEW CLASSIFICATIONS AND SALARIES

## **RECOMMENDATION:**

It is recommended that the City Council:

1. Find that the action proposed herein is not a "project" as defined in the California Environmental Quality Act (CEQA), Public Resources Code Section 21065 and Section 15378(b)(2) of the State CEQA Guidelines and, as such, is not subject to environmental review; and
2. Adopt a resolution, establishing new classifications and setting salary control rates and step schedules.

## **BACKGROUND:**

Periodically there is a need to update job classifications and control rates as duties change over time and the market place adjusts. Several factors have resulted in the need to establish new classifications in multiple departments.

First, the City has been working with the Pasadena Management Association (PMA) and American Federation of Service and Municipal Employees Local 858 (AFSCME) to update requirements, certifications and market salaries for the Water Construction and Operations division of the Water and Power Department. The outcome of that effort seeks to establish new classifications with updated state of California certifications to work on critical infrastructure and ensure water quality. Although current employees meet the state requirements of their jobs, maintaining and recruiting adequate staffing is an ongoing challenge. Recruitment and retention of individuals with the required certificates is especially difficult. These new classification titles, requirements and salaries will provide a foundation for staff succession and improved recruitment and retention outcomes that will ensure the City has the staff in place to operate a safe and modern water system.

In addition to the Water Series, several other classifications are being brought forward in this report that impact the following departments: Water and Power, Planning and Community Development, Police, City Clerk, City Attorney and Finance. As a result of terminating the unit-wide classification study with PMA in 2016, a special review period was established last year for positions within PMA. Because the regular process of classification review was put on hold when the citywide classification study was pursued, a major backlog of requests was submitted for Human Resources for review during the special period. The proposed action represents those classification changes that Human Resources recommends after studying more than fifty requests from department directors. Many of the requests submitted by departments did not warrant a change. However, in other cases, adjustments to job duties, titles and salaries were long overdue.

Soon after the PMA classification review period closed, Human Resources began accepting classification review requests for other unions and non-represented groups on an as-needed basis and in accordance with City policy. Some of the recommendations herein were the result of that effort as well.

The proposed action represents a large-scale effort to catch up on classification work that had been on hold for various reasons for years. Going forward after this, classification review will be incorporated as part of the regular Human Resources function, and requests to establish new classification titles and salaries will be intermittent. City policy provides a comprehensive process for classification submission, review and approval, and Human Resources has been following that policy now that the citywide classification study is terminated.

For a summary of all recommended changes, attachment "A" illustrates the existing positions and their classification titles that are recommended to transition into new titles and salaries. In some cases, existing classification titles will be obsoleted, and in others, the new titles and job series will augment the existing body of classification titles to provide more specific and descriptive duties and requirements.

## **I. Department of Water and Power**

The Department of Water and Power represents the vast majority of new classification recommendations. Changes in the way that utilities operate has lead staff to redefine many of the titles and work requirements. Efforts to recruit and retain qualified personnel have been hampered by outdated job titles, salary ranges and qualifications in a very competitive industry.

### **Water Construction and Operations Series**

Establish the following titles, annual salary control rates and/or step schedules for the Water Construction and Operations job series in the Department of Water and Power:

**AFSCME Classifications**

Classification	Step 1	Step 2	Step 3	Step 4	Step 5
Water System Trainee	\$ 22.5017	\$ 23.6268	\$ 24.8081	\$ 26.0485	\$ 27.3510
Water System Mechanic I	\$ 24.3530	\$ 25.5707	\$ 26.8492	\$ 28.1917	\$ 29.6013
Water System Mechanic II	\$ 28.1566	\$ 29.5644	\$ 31.0427	\$ 32.5948	\$ 34.2245
Lead Water System Mechanic	\$ 31.6535	\$ 33.2362	\$ 34.8980	\$ 36.6429	\$ 38.4750
Water Treatment Operator	\$ 29.2228	\$ 30.6839	\$ 32.2181	\$ 33.8290	\$ 35.5205
Senior Water Treatment Operator	\$ 33.2196	\$ 34.8806	\$ 36.6246	\$ 38.4558	\$ 40.3786
Chief Water Treatment Operator	\$ 36.0344	\$ 37.8361	\$ 39.7279	\$ 41.7143	\$ 43.8000
Water System Technician	\$ 31.1067	\$ 32.6620	\$ 34.2951	\$ 36.0099	\$ 37.8104

**Pasadena Management Association Classifications**

Water Distribution and Construction Crew Supervisor	\$ 99,512
Water Operations and Treatment Crew Supervisor	\$ 107,233
Water Distribution and Construction Manager	\$ 140,154
Water Operations and Treatment Manager	\$ 140,154

As discussed above, reclassification of the Water Construction and Operations crews is essential in order to maintain the integrity of the water system by recruiting and retaining qualified staff, as well as by providing an effective succession plan. Due to current staffing shortages, special equipment is unable to be utilized fully. The titles, job descriptions and salaries presented above represent thorough discussion and agreement with AFSCME and PMA.

This action does not authorize any additional FTE. The long-term plan (over the next five to ten years) is to reclassify all fifty-one existing budgeted positions to this new classification series as incumbents meet the new certification requirements. Immediately, there are twenty-three employees who qualify and whose positions will be reclassified. This will result in an implementation cost of approximately \$76,287 in salary and benefits for those employees who currently meet the upgraded certification requirements. These changes will create an additional \$231,783 in potential for salary growth (including projected PERS costs) over the next three to five years as these employees move through the new salary schedules. There will be incremental salary and benefits costs as more employees meet the new requirements and transition to the new classification structure. The resources to reclassify the positions already exist within the adopted Fiscal Year 2017 operating budget through appropriations from the Water Fund (402).

**Customer Relations Series**

Establish the following titles and annual salary control rates for the Customer Relations job family in the Department of Water and Power:

Customer Relations Manager	\$138,463
Customer Relations Program Manager	\$120,528

Conservation Programs Analyst \$80,993

The Customer Relations division of Water and Power has evolved and grown over recent years due to changes in legislation and requirements of public utilities to promote energy and water conservation, sustainability and efficiency. The duties of the employees in this division have changed and grown to accommodate new programs such as Distributed Generation, Demand Side Management, Research Development and Demonstration, Rate Assistance, and Sustainable Development. The new titles and job descriptions for these functions reflect the changes and allow recruiting efforts to target critical competencies, education and knowledge. These classifications will be accreted to the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. Five existing budgeted positions will be reclassified to these new classifications. This will result in an increase to the salary and benefit costs of approximately \$26,254, which will be funded through existing appropriations primarily from the Public Benefit Fund (410). Two positions are charged 50% to the Light and Power Fund (401) and 50% to the Water Fund (402). This difference represents an average increase of 2.3% from the control rates of the existing positions.

### **Electrical Engineering Series**

Establish the following titles and annual salary control rates for the Electrical Engineering job family in the Department of Water and Power:

Assistant Electrical Engineer	\$100,930
Associate Electrical Engineer	\$117,453
Electrical Engineer	\$132,983
Principal Electrical Engineer	\$152,113

The Water and Power Department utilizes Civil Engineers, Environmental Engineers, Mechanical Engineers and Electrical Engineers. The City currently has active job descriptions for Civil, Environmental and Mechanical Engineering job functions. However, the City does not have job descriptions that capture the job functions, experience or education requirements specifically for the electrical engineering series of classifications. Electrical Engineers must have an engineering degree specific to the electrical field as well as registration as a Professional Electrical Engineer with the state of California. The theories, principals and technology used by electrical engineers are unique to the research, analysis and design of electrical and power distribution systems and facilities. The absence of job descriptions specific to Electrical Engineering and corresponding market salaries has negatively impacted the City's recruitment and retention efforts. Several key vacancies have been left unfilled due to the City's inability to recruit qualified electrical engineers. These new classifications will augment the existing engineering series and allow more targeted recruiting efforts. Once established, these classifications will be accreted to the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. Seventeen existing budgeted positions will be reclassified to this new series. This will result in an increase to the position salary and benefit costs of approximately \$123,920, which will be funded through existing appropriations from the Light and Power Fund (401). This increase represents a 4.58% increase from the control rates of the existing positions.

### **Energy Trader**

Establish the following title and annual salary control rate:

Energy Trader      \$152,374

Many classifications in the Water and Power Department were eliminated during the short-lived deregulation of the electric industry in the years 1999-2001. Energy Traders were in the group of eliminated classes, but the job functions did not go away. The incumbents were placed in Principal Power Dispatcher vacancies since the salary range was similar to the Energy Traders at that time. This action seeks to establish a new classification and market salary rate for the Energy Trader function. This classification will be accreted to the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. Three existing budgeted positions will be reclassified to this new classification. This will result in an implementation cost of approximately \$25,900 in salary and benefits, and an additional long term increase to the position salary and benefit costs of approximately \$66,713, which will be funded through existing appropriations from the Light and Power Fund (401). This represents a 17.88% increase to the control rate of the existing positions.

## **II. Single-Position Classifications**

In addition to reviewing and recommending classification series, Human Resources reviewed certain single-position classifications throughout the City. These classifications below have only one position allocated to them, and serve critical roles in their respective departments. Many had not been studied in several years.

### **Building Official**

Revise the job description and establish the annual salary control rate:

Building Official      \$164,000

As a single-position classification in the Department of Planning and Community Development, the classification of Building Official, job responsibilities and work performed have changed over time. This action aligns the position with market average for compensation and revises the job description to include revised job duties. This classification will remain in the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be provided an updated job description and adjusted to this new control rate. This will

result in an implementation cost of approximately \$35,286 in salary and benefits, which will be funded through existing appropriations from the Building Services Fund (204). This represents a 19.2% increase to the control rate of the existing position.

**Cultural Affairs Manager**

Establish the following title and annual salary control rate:

Cultural Affairs Manager \$142,000

As a single-position classification in the Department of Planning and Community Development, the Cultural Affairs Manager is responsible for managing the planning, budgeting, development, acquisition, maintenance and personnel responsible for public art, cultural events and education programs throughout the City. Assignments are broad in scope and allow for a high degree of administrative discretion in their execution. Employees in this class typically report to the Director of Planning and Community Development Department and manage the work of staff and contractors assigned to the Cultural Affairs division. The Film Office and supervision of two full-time staff will be reassigned to this position. The Film Office coordinates all on-location production in the City, including the permitting process, marketing of Pasadena to the film industry, and increasing awareness of Pasadena as an innovative, eventful and fun city in the LA metropolitan area. This classification will be accreted to the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be reclassified to this new position. This will result in an implementation cost of approximately \$26,705 in salary and benefits, which will be funded through existing appropriations from the General Fund (101). This represents a 16.40% increase to the control rate of the existing position.

**Customer Service Field Representative III**

Establish the following title and salary schedule:

Customer Service Field Representative III

Step 1	Step 2	Step 3	Step 4	Step 5
24.1298	25.3363	26.6031	27.9333	29.3299

The method of reading electric and water meters has changed and continues to evolve as newer technologies are created and implemented. The single-position classification of Customer Service Field Representative III will assist the Customer Service Field Supervisor I with training of new employees and existing employees on new and upgraded equipment, policies and procedures. This position will provide the opportunity for upward mobility for employees by adding data and usage analysis to the field functions. This classification will be accreted to the AFSCME bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be reclassified to this new classification. No additional appropriations are needed, as they were approved during the FY17 Budget adoption.

### **Deputy City Clerk**

Establish the annual salary control rate of \$67,225 for the classification of Deputy City Clerk.

This single-position classification performs varied routine to difficult administrative and operational support functions in the City Clerk's Office. The incumbent assigned to this class assists in coordinating and directing departmental activities and may perform official duties in the absence of the Senior Assistant and City Clerk. Incumbents require the skill to work cooperatively and extensively with the public, responding to official and public inquiries relative to the conduct of elections, city documents, council actions and other administrative matters. Errors in judgment may adversely impact the department and the City's public image. The position engages in extensive contacts, most frequently with the general public, candidates for elected office, and City staff at all levels. There is a need to increase the control rate of this position in order to improve recruitment and retention and align the classification appropriately with similar classifications in the Pasadena Management Association.

This action does not authorize any additional FTE. One existing budgeted position will be adjusted to this new control rate. This will result in an implementation cost of approximately \$4,077 in salary and benefits, and an additional long term cost of approximately \$4,170, which will be funded through existing appropriations from the General Fund (101). This represents a 10.11% increase to the control rate of the existing position.

### **Insurance and Claims Administrator**

Establish the following title and annual salary control rate:

Insurance and Claims Administrator      \$119,278.02

This single-position classification administers the claims management program involving liabilities for damages and injuries to the public arising out of City operations. This position also administers the citywide insurance program, including purchasing or renewing insurance policies, reviewing vendor insurance for compliance with purchasing policies, and negotiating with vendors to protect the City's resources. The incumbent makes decisions based on established policy and law. Errors in judgment can be significant and seriously impact the public image and fiscal resources of the City. This classification will be accreted to the Pasadena Management Association bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be reclassified to this new classification. This will result in an implementation cost of approximately \$7,189 in salary and benefits, and an additional long term cost of

approximately \$8,371, which will be funded through existing appropriations from the General Liability Fund (507). This represents a 10.82% increase to the control rate of the existing position.

**Materials and Warehouse Lead**

Establish the following title and salary schedule:

**Materials and Warehouse Lead**

Step 1	Step 2	Step 3	Step 4	Step 5
29.7000	31.1850	32.7443	34.3815	36.1005

The single-position classification of Materials and Warehouse Lead will assist the Materials and Warehouse Manager in the day-to-day operations of the Water and Power Warehouse by providing supervisory responsibility and assuming a lead role in the inventory management and warehouse activities.

A lead position for inventory management and warehouse functions previously existed, but was eliminated as part of the response to the deregulation of the electric industry. There is currently no classification dedicated to providing front line supervision and training to the warehouse operations staff. This classification will ensure continuity and efficiency of operations and establish accountability and visibility of leadership in the warehouse and at the yards facilities. This classification will be accreted to the AFSCME bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be reclassified to this new position. No additional appropriations are needed, as they were approved during the FY17 Budget adoption.

**III. Additional Recommendations**

The following recommendations have more than one position allocated to them currently or may have more than one allocated in the future.

**Principal Accountant**

Revise the job description and establish the annual salary control rate of \$117,046.59 for the classification of Principal Accountant.

The Principal Accountant positions function as section heads in managing the administration of the City's accounting systems and fiscal management for one or more major functions. There is a need to increase the control rate of this classification in order to improve recruitment and retention, strengthen requirements, and align the classification appropriately with classifications that exercise similar scope of responsibility and expertise. Incumbents assigned to this class are required to have specialized expertise in accounting system operations and financial management which is applied to the administration of large, complex or diverse city projects and programs. Incumbents exercise considerable independence and make judgments/decisions within

broadly defined procedures and practices. Decisions, errors in judgment or recommendations may critically impact the achievement of goals and objectives of the organization to which assigned. Effects could be long-lasting and heavily influence the City's fiscal operations.

This action does not authorize any additional FTE. Two existing budgeted positions will be adjusted to this new control rate. This will result in an implementation cost of approximately \$13,825 in salary and benefits, and an additional long term cost of approximately \$15,105, which will be funded through existing appropriations from the General Fund (101). This represents a 10.2% increase to the control rate of the existing positions.

### **Senior Forensic Specialist**

Establish the following title and hourly salary schedule:

#### **Senior Forensic Specialist**

<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>	<b>Step 7</b>	<b>Step 8</b>	<b>Step 9</b>	<b>Step 10</b>
\$35.03	\$35.91	\$36.80	\$37.72	\$38.67	\$39.63	\$40.62	\$41.64	\$42.68	\$43.75

As a non-sworn classification in the Police Department, the Senior Forensic Specialist performs the full range of complex and technical crime scene investigation duties. Recruitment and retention efforts have been challenging due to the absence of an advanced classification in this series. The addition of the Senior level to the Forensic Specialist classification series enables the City to retain qualified fingerprint experts critical to advanced crime scene analysis. This level classification is fully qualified to work in the field, independent of supervision, even on the most complex cases, and is expected to give expert testimony in court. This classification will be accreted to the Laborer's International Union of North America bargaining unit.

This action does not authorize any additional FTE. One existing budgeted position will be reclassified to this new classification. This will result in an implementation cost of approximately \$4,473 in salary and benefits, and an additional long-term cost of approximately \$9,029, which will be funded through existing appropriations from the General Fund (101). This represents a 12.5% increase to the control rate of the existing position.

### **FISCAL IMPACT:**

Approval and implementation of the revised classifications and salary schedules will have an overall fiscal impact of approximately \$343,916 in FY 2017, the majority being absorbed by the Light and Power Fund (401) and Water Fund (402). The FY17 impact to the General Fund for this recommendation is approximately \$49,080. The resources to reclassify the positions already exist within the adopted Fiscal Year 2017 operating budget.

In addition, these changes will create an additional \$335,171 in potential for salary growth (including projected PERS costs) over the next three to five years as employees move through the new salary ranges. Upon implementation, incumbents may receive a modest increase at the discretion of their department director. Future salary growth is merit-based and available on an annual basis as part of the performance evaluation process.

The majority of the future cost in salary and benefits will be allocated to the Light and Power Fund (401) and Water Fund (402). Approximately \$28,304 this future cost will be charged to the General Fund (101). The current General Fund Five Year Forecast does not currently anticipate these increases. As the Forecast is updated, the potential future salary growth will be included in the model.

Respectfully submitted,



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ATTACHMENT A – Classification and Salary Transition