

# **WATER RECLAMATION**

## **BUSINESS SECTION REVIEW**

Exit Conference Date: October 1, 2018

Release Date: December 19, 2018

Report No. 19-06

### **City of Orlando**

#### **Office of Audit Services and Management Support**

George J. McGowan, CPA  
Director

Co-source Partner  
RSM



## MEMORANDUM OF TRANSMITTAL

**To:** David Bass, Water Reclamation Division Manager

**From:** George J. McGowan, CPA  
Director, Office of Audit Services and Management Support

**Dates:** Exit Conference: October 1, 2018  
Release: December 19, 2018



**Subject:** Water Reclamation Division Business Section Review (Report No. 19-06)

At your request, the Office of Audit Services and Management Support, with major assistance from our co-source partner RSM, performed a review of the organizational structure, job descriptions, and standard operating procedures of the Water Reclamation Division's Business Management function.

This review consisted of inquiries of City personnel and examinations of supporting documentation. It is substantially less in scope than an audit made in accordance with generally accepted government auditing standards. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters may have come to our attention that would have been reported to you and our conclusions may have needed to be modified.

The following report contains the results of the review procedures and a proposed future state organizational chart for your consideration. We are happy to continue to consult with you as you consider the implementation of changes in your division's structure and reporting.

We appreciate the cooperation and courtesies extended by the management and staff of the Water Reclamation Division during the course of this review.

GJM

c:

The Honorable Buddy Dyer, Mayor  
Jody Litchford, Deputy City Attorney  
Richard Howard, Public Works Director  
Ana Palenzuela, Human Resources Director



December 12, 2018

George McGowan  
Director, Audit Services and Management Support  
City of Orlando  
400 S. Orange Ave.  
Orlando, Florida 32801

**RSM US LLP**

800 N Magnolia Avenue  
Suite 1700  
Orlando, Florida 32803-3270  
O +1 407-898-2727  
[www.rsmus.com](http://www.rsmus.com)

Pursuant to the approved Service Authorization dated April 25, 2018, we hereby present our Water Reclamation Business Management – Human Capital Assessment report.

The primary objective of the engagement was to identify opportunities for structural and process improvements within the City of Orlando's Water Reclamation Business Management function. The following items were included within the scope of our assessment:

- Organizational structure
- Personnel / job positions and descriptions
- Policies / standard operating procedures

Our approach and procedures consisted of the following:

We held an entrance conference with the Water Reclamation Division to discuss the scope and objectives of our work, obtain preliminary data, and establish arrangements prior to scheduling field work. Our field work and reporting were disaggregated into the following phases:

Phase One: Discovery

The primary objective of this phase was to obtain a detailed understanding of the Division's current operating environment. This was accomplished through a combination of interviews and review of existing policies, procedures, and operating manuals.

Phase Two: Assessment of structure and process

In this phase, we documented the Division's current state, performed gap analysis, and conducted benchmarking of Business Management with other City of Orlando Divisions and jurisdictions.

Phase Three: Evaluation of incumbent positions

During this phase of our work, we evaluated the alignment of current Business Management positions to the optimized future state of the function. The objectives of this evaluation were to assist management in identifying potential modifications to the duties and responsibilities of each position, additional positions, or positions for repurpose.

At the conclusion of our analysis, we summarized the results of our procedures and conducted an exit conference with the Water Reclamation Division Manager and Office of Audit Services to discuss the details of our review.

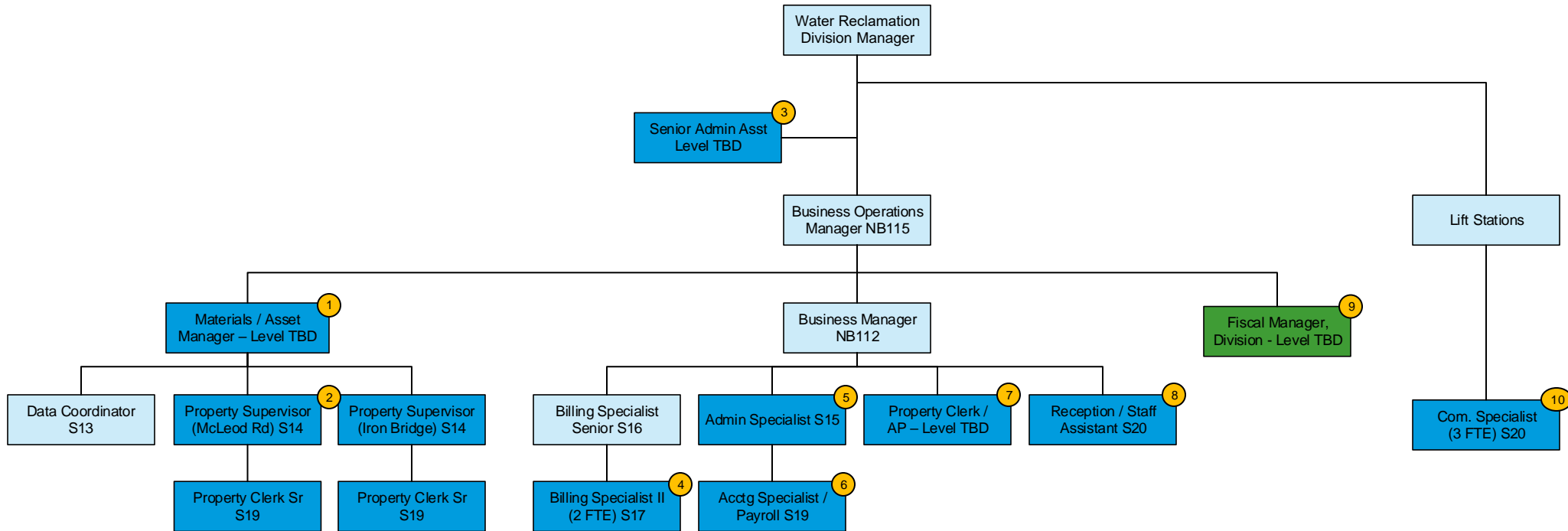
We would like to thank the staff and all those involved in assisting us during with this review.

Respectfully Submitted,

**RSM US LLP**

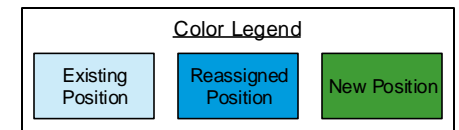
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**CITY OF ORLANDO**  
**WATER RECLAMATION DIVISION**  
**BUSINESS OPERATIONS DEPARTMENT – FUTURE STATE**

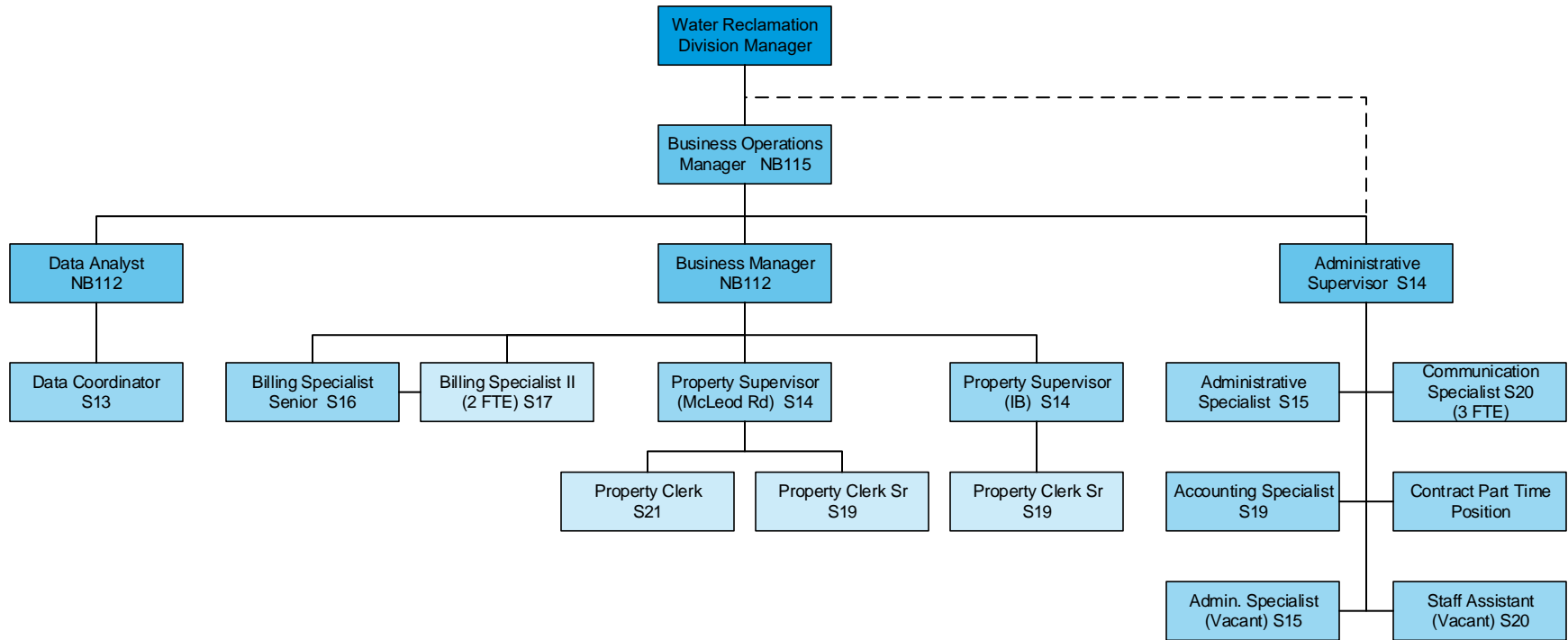


**Future State Organizational Chart Notes:**

1. Elevate Data Analyst position to head of Materials / Asset Management branch (may require job description change and/or level increase)
2. Reassign warehouse / inventory activities (4 FTE Property Supervisor and Property Clerk Sr. positions) to Asset Management branch
3. Reassign 1 FTE Admin Supervisor to Senior Admin Assistant role reporting to Division Manager (may require job description change and/or level decrease)
4. Assign 2 FTE Billing Specialist II positions reporting directly to Billing Specialist Sr.
5. Reassign 1 FTE Admin Specialist to supervisory role reporting to Business Manager
6. Reassign 1 FTE Accounting Specialist reporting to Admin Specialist under Business Management branch
7. Assign 1 FTE Property Clerk position to Accounts Payable function (may require job description change and/or level increase)
8. Fill 1 FTE Staff position for Reception function reporting to Business Manager
9. Add 1 FTE Fiscal Manager, Division position reporting to Business Operations Manager
10. Reassign 3 FTE Communication Specialist group reporting to Lift Stations operations department. Alternately, report to Business Operations Manager



**CITY OF ORLANDO**  
**WATER RECLAMATION DIVISION**  
**BUSINESS OPERATIONS DEPARTMENT – CURRENT STATE**



## City of Orlando

### Water Reclamation Business Operations Review

#### Future State Job Position Summaries

	Position	FTE Count	Level	Future State Description Summary
1	Business Operations Manager	1	NB115	Reports to: Division Manager Direct Reports: 3 Responsibilities: Oversee material/asset, business, and fiscal managers and provide support at a high level.
2	Senior Administrative Assistant	1	TBD	Reports to: Division Manager Direct Reports: 0 Responsibilities: Supports Division Manager in administrative and clerical responsibilities. Performs HR liaison responsibilities. <i>Recommend level NB105</i>
3	Materials / Asset Manager	1	TBD	Reports to: Business Operations Manager Direct Reports: 3 Responsibilities: Oversee the management of asset and materials management. Oversee CMMS system use, activities of Data Coordinator and Property Supervisors. <i>Recommended level NB113</i>
4	Data Coordinator	1	S13	Reports to: Materials / Assets Manager Direct Reports: 0 Responsibilities: Manage CMMS system use, provide training.
5	Property Supervisor	2	S14	Reports to: Materials / Assets Manager Direct Reports: 1 Responsibilities: Manage warehouse inventory. Perform cycle counts. Order materials. Record purchase orders.
6	Property Clerk Senior	2	S19	Reports to: Property Supervisor Direct Reports: 0 Responsibilities: Support Property Supervisor by managing warehouse inventory. Perform cycle counts. Order materials. Record purchase orders.
7	Business Manager	1	NB112	Reports to: Division Manager Direct Reports: 4 Responsibilities: Prepare Division budget. Oversee billing, accounts payable, payroll, and administrative activities.
8	Utility Billing Specialist Sr.	1	S16	Reports to: Business Manager Direct Reports: 2 Responsibilities: Prepares and processes wholesale billing. Interfaces with customers. Oversees residential billing specialist.
9	Utility Billing Specialist	2	S17	Reports to: Utility Billing Specialist Sr. Direct Reports: 0 Responsibilities: Prepares and processes residential billing. Interfaces with customers.
10	Administrative Specialist	1	S15	Reports to: Business Manager Direct Reports: 1 Responsibilities: Performs travel requisitions. Conducts and monitors training within the Division. Oversees and reviews payroll activities.
11	Accounting Specialist	1	S19	Reports to: Administrative Specialist Direct Reports: 0 Responsibilities: Reviews time punches by Division staff. Communicates issues to Division management. Facilitates entry and weekly review with Division management.
12	Property Clerk / Accounts Payable	1	TBD	Reports to: Business Manager Direct Reports: 0 Responsibilities: Receives, reviews, and enters invoices generated by Warehouse operations. <i>Recommend upgrading from current level S21</i>

## City of Orlando

### Water Reclamation Business Operations Review

#### Future State Job Position Summaries

	Position	FTE Count	Level	Future State Description Summary
13	Staff Assistant	1	S20	Reports to: Business Manager Direct Reports: 0 Responsibilities: Front desk reception. Answers and routes incoming calls to the Division. WOM representative for Business cost center. Performs clerical duties.
14	Fiscal Manager, Division	1	TBD	Reports to: Business Operations Manager Direct Reports: 0 Responsibilities: Develops and monitors capital budget for Division; Performs analysis on budget and expenditures; Coordinates with City fiscal department to achieve Divisions financial goals; Researches and develops alternative financing strategies including grant funding and assesses their feasibility, Assists in developing and implementing performance based measures; Assists with special review/investigation/projects Perform analysis on budget and expenditures.
15	Communication Specialist	3	S20	Reports to: Lift Station TBD Manager. Alternately, report to Business Operations Manager. Direct Reports: 0 Responsibilities: Supports Lift Station operations

## City of Orlando

### Water Reclamation Business Operations Review

#### Comparison of Current and Future States

Business Area	Current State	Future State	Variance	Future State Org Chart Reference
Business Operations Manager	1	1	0	
Division Manager Assistant	0	1	1	See comment 3
Assets	2	6	4	See comments 1, 2, 6
Business Management	9	8	(1)	See comments 2, 4, 5, 6, 7
Administration	8	0	(8)	See comments 3, 4, 5, 7, 9
Fiscal Manager	0	1	1	See comment 8
Totals	20	17	(3)	See comment 9



<b>Job Title</b>	Wastewater Business Operations Manager
<b>Job Level</b>	NB115
<b>Job Classification</b>	2G - Professional Employees
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Coordinates preparation of annual budgets by analyzing expenditure trends, forecasting fiscal requirements, evaluating budget requests for priority, quantity, and cost, and reviewing completed budget requests for consistency and completeness in order to facilitate development of a functional budget for the division.	✓	X
2	Supervises, coordinates, and evaluates the work of professional, accounting and clerical staff engaged in accounting, payroll, inventory control, purchasing, contract administration, and sewer billing operations.	✓	X
3	Conducts interviews of job applicants and recommends employment.	✓	✓
4	Conducts employee performance reviews and administers discipline to subordinate employees when necessary.	✓	✓
5	Assesses employee performance and recommends appropriate actions.	✓	✓
6	Conducts orientation and training of new employees in their job responsibilities.	✓	No
7	Supervises employees engaged in the preparation and maintenance of computerized and manual fiscal files, reports and payroll documents by assigning and reviewing work and resolving operational problems using knowledge of City/Department policies, procedures and union contracts.	✓	✓
8	Facilitates development of a functional budget for the Wastewater Division.	✓	✓
9	Prepares budgets for presentation to Program Managers and Division Management.	✓	X
10	Monitors budgeted expenditures by reviewing statement of operations and fiscal ledgers to avoid cost overruns.	✓	✓
11	Locates available funds for unanticipated fiscal needs using knowledge of Divisions' current spending trends and encumbrances.	✓	X
12	Prepares budgetary transfer requests and represents the Wastewater Division at meetings concerning fiscal matters.	✓	✓
13	Reviews and approves requisitions for services and materials ensuring adequate funds and proper codes.	✓	✓
14	Meets with various vendors, sales representatives, and supervisor of various companies for possible purchase of supplies, services, and materials.	✓	X

Auditor notes / comments
Overlapping function with Business Manager. Business Manager pulls up the reports for 13 cost centers and sends to managers. Reviews with Business Manager, coordinates preparation
Currently all Business Ops employees except Administrative Supervisor and staff under the admin branch.
Yes
Yes
Yes
There is a citywide new employee orientation. Administrative Supervisor conducts Wastewater orientation.
Yes
Yes - Operating budget
See #1
Division has quarterly meetings to review reports. Business Manager prepares monthly reports and uploads to share drive.
Yes for business operations No for capital funds (dictated from City fiscal group)
Attends Fiscal Managers meetings Ex. performing JEs to move the \$16M (Business Manager approving the JEs)
Needs 2 managers involved - Business Manager/ Data Analyst and Water Reclamation Division Manager (delegates to Business Ops. Manager)
Contract management support provided when there are issues, primarily under Business Manager

	Responsibilities:	Per Job Description	Per Actual Duties
15	Provides guidance to managers engaged in the preparation and maintenance of computerized and manual fiscal files, reports, and payroll documents.	✓	✓
16	Performs monthly, quarterly and annual reconciliations of program budget to ensure proper documentation and use of funds and prepares reports for manager's review.	✓	X
17	Serves as division liaison regarding payroll, property and supply matters.	✓	No
18	Provides support for contract administration activities.	✓	X
19	Provides guidance with regard to sewer billing, which includes preparation of necessary documents, customer billing and accounts receivable controls and preparation of necessary reports.	✓	✓
20	Utilizing the HiperPM program, activate the asset cost control module and monitor the anticipated asset replacement frequency.	✓	No
21	Performs other duties as assigned.	✓	
22	CIP - taking over what downtown Fiscal Manager does	No	✓
23	Looking at funds held by Permitting Office that relate to Water Reclamation	No	✓

Auditor notes / comments
Currently all Business Ops employees except Administrative Supervisor and staff under the admin branch.
Business Manager perform this on a monthly basis, Business Ops. Manager reviews
Performed by Administrative Supervisor
Contract management support provided when there are issues, primarily under Business Manager
Yes - Business Manager directly oversees Billing Clerks but any credits, etc. are handled by Business Ops. Manager
HiperPM - this is the old CMMS system This falls under Data Analyst
Taking over the \$30M permit account at City

<b>Job Title</b>	Data Analyst
<b>Job Level</b>	NB112
<b>Job Classification</b>	2G - Professional Employees
<b>Interview Date</b>	8/8/2018

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No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Coordinates duties for the operation of asset management.	✓	✓
2	Ensures accurate asset control for entire Wastewater Division.	✓	✓
3	Ensures accurate inventory control for the entire Wastewater Division.	✓	✓
4	Works with Property Custodians from all 13 cost centers on proper management of new and old assets.	✓	✓
5	Develops and implements procedures and standards for management of property.	✓	X
6	Develops and manages catalog of all assets.	✓	✓
7	Performs other related duties as assigned.	✓	
8	Conducts orientation and training of new employees in their job responsibilities.	No	✓

Auditor notes / comments
Sources of data - all require manual entry into CMMS 1. Manual cataloging. Go out to field, list of assets we think is out there. Take photos of the assets, record the actual assets. Process the actual info into CMMS once back in the office. Scheduling based on 2. Submission of forms by employees - EEs submit new / moving / disposal asset, through spreadsheet. Process in CMMS 3. Obtain from Workday - transfers and disposals of assets (ex. Fleet transfers vehicle to WW). 4. CIP (capital projects) - required to electronically give list of assets they are building. Not importable into CMMS yet.
See #1
Warehouses - there are 2 warehouses. Each truck has shop stock. Also have random stuff stored that need to catalog. 1. Manual review of what is on the shelf, reconciling to the system, correcting BIN location 2. Data Coordinator is performing the physical count, Data Analyst takes notes
In last couple months - contacted Property Control. Asset tag sent directly to property control instead of Data Analyst, and never received a notice of new asset. So - new process, Asset tag goes to Data Analyst first, then able to enter into system Makes sure list of assets in Maintenance Connection is accurate.
Training - see below Hasn't had the authority to implement/enforce completion and use of form
- Creates videos used in Wastewater orientation - Training in CMMS use, specific purposes (i.e. inventory function) - Maintenance Connection

	Responsibilities:	Per Job Description	Per Actual Duties
9	Utilizing the CMMS program, activate the asset cost control module and monitor the anticipated asset replacement frequency.	No	✓
10	Data Analysis of assets and buildings / property	No	✓
11	Kronos - Create reports for management / users. Troubleshoot and manage software with City main group	No	✓

Auditor notes / comments
<p>Developed set of reports - sent to property custodians and any manager of a cost center requested.</p> <p>1. out of service report: emails every 2 weeks showing marked out of service assets. Determine if appropriate status or should be replaced?</p> <p>2. Assets for replacement report: Monthly reports. each asset has a replacement date. Tasked managers to review and update the expiration dates. Allows for managers to identify if asset is to be replaced.</p> <p>3. Budget for replacement: Monthly. pulled from #2 identified for replacement. estimate cost of replacement.</p> <p>#2 and #3 are bogged down because not managed by report users as it should be.</p>
<p>Use the drone technology to determine assets, (ex quantity of dirt in the pile on site)</p> <p>Plan the flight, prepare equipment, perform flight, upload imagery, identify measurable</p> <p>Or, identify location of assets. For use for monitoring construction activities</p> <p>Has drone license</p>
Have maintenance connection linked with Kronos

<b>Job Title</b>	Data Coordinator
<b>Job Level</b>	S13
<b>Job Classification</b>	3J - Technicians: General Eyes
<b>Interview Date</b>	8/8/2018

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No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Manages and administers duties in the operation of asset management.	✓	✓
2	Ensures accurate asset control for entire Wastewater Division.	✓	✓
3	Ensures accurate inventory control for the entire Wastewater Division.	✓	✓
4	Works with Property Custodians from all 13 cost centers to educate and train them on proper asset accountability procedures involving receiving, transferring, and disposal of assets.	✓	✓
5	Develops and implements procedures and standards for management of property.	✓	✓
6	Develops and manages catalog of all assets.	✓	✓
7	Cooperates with the Business Data Analyst in support of the divisions Asset Management program and the Computerized Maintenance Management software.	✓	✓
8	Performs other related duties as assigned.	✓	
9	Cyber Key system – primarily performed by data coordinator. About 250 locks plus keys to manage. Report on access logs.	No	✓
10	Zonar vehicle tracking / fleet management	No	✓
11	Technical support and training	No	✓
12	Automation of programs	No	✓
13	Data Analysis of assets and buildings / property	No	✓

Auditor notes / comments
See Data Analyst's notes for #1
Takes a large amount of time. Currently preparing for accounting audit of warehouse - perform counts of warehouse stock with Data Analyst and Business Manager.
Utilize a form to update CMMS New process (recent) - Forms go to Data Analyst/ Data Coordinator to have correct asset info and communicate with property custodians.
Have best practices for asset entry (naming convention), how to handle different assets. Generate forms for proper asset capture This team is doing 90% of the assets themselves, and teach others how to properly enter. Procedures communicated to others are written out.
Updates records: CMMS has everything Workday has some things (dollar threshold) or things City wants to track
Across all cost centers. Manage the locks, access groups, repair, ordering of new keys, programming, troubleshooting
Every 2 weeks, check that all vehicles are reporting correctly, perform installs, replacements, order units, make sure correctly reflected in CMMS. Run ad-hoc reports
Every morning - Data Coordinator is with Lift Station - doing technical reports, making sure computers are working Significant amount of training for CMMS users
Developing automations within programs - i.e. having one work order completed that automatically populates several work orders
Assists with drone activities Has drone license (2 year renewal)

<b>Job Title</b>	Wastewater Business Manager
<b>Job Level</b>	NB112
<b>Job Classification</b>	2G - Professional Employees
<b>Interview Date</b>	8/8/2018

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X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Supervises, coordinates, and evaluates the work of professional, clerical, and accounting staff, engaged in accounting, payroll, inventory control, purchasing, contract administration, and sewer billing operations.	✓	X
2	Conducts interviews of job applicants and recommends employment; conducts employee performance reviews and administers discipline to subordinate employees when necessary.	✓	✓
3	Coordinates preparation of annual budgets by analyzing expenditure trends, forecasting fiscal requirements, evaluating budget requests for priority, quantity, and cost, and reviewing completed budget requests for consistency and completeness.	✓	✓
4	Facilitate development of a functional budget for the Wastewater Division.	✓	No
5	Prepares budgets for presentation to Program Managers and Division Management.	✓	✓
6	Monitors budgeted expenditures by reviewing statement of operations and fiscal ledgers to avoid cost overruns.	✓	✓
7	Locates available funds for unanticipated fiscal needs using knowledge of Division' current spending trends and encumbrances.	✓	No
8	Prepares budgetary transfer requests and represents the Wastewater Division at meetings concerning fiscal matters.	✓	X
9	Reviews and approves requisitions for services and materials ensuring adequate funds and proper codes.	✓	✓
10	Authorizes payment of invoices.	✓	✓
11	Meets with various vendors, sales representatives, and supervisor of various companies for possible purchase of supplies, services, and materials.	✓	✓
12	Provides guidance to managers engaged in the preparation and maintenance of computerized and manual fiscal files, reports, and payroll documents.	✓	X

Auditor notes / comments
Yes, except payroll group Takes escalated customer calls within Billing
Yes, except payroll group
Overlap function with Business Ops. Manager Business Manager pulls up the reports for 13 cost centers and sends to managers. Business Ops. Manager reviews and coordinates preparation
Each manager does their own budget - Business Ops. Manager pulls together the budgets for the remaining division managers
Overlap with Business Ops. Manager (see #3) Division has quarterly meetings to review reports. Business Manager prepares monthly reports and uploads to share drive.
Yes - performs for business cost center Review monthly, overall responsibility is with cost center managers
Business Ops. Manager or the budget analyst for this division
Business Ops. Manager prepares budgetary transfer requests. Business Manager attends quarterly fiscal manager meetings to represent Water Reclamation division.
Warehouse enters invoice for payment, verifies using right budget line and vendor info, and approve in Workday. Billing sends out customer & supplier invoices, approves these also
Warehouse enters invoice for payment, verifies using right budget line and vendor info, and approve in Workday. Billing sends out customer & supplier invoices, approves these also
When a contract is up for renewal, meets with the internal WW person who is requesting the goods/service. Sits in pre-bid meetings.
No - payroll Yes - monthly budget reports, billing, ad-hoc reports (delegate to billing)

	Responsibilities:	Per Job Description	Per Actual Duties
13	Performs monthly, quarterly and annual audits of program budget is to ensure proper documentation and use of funds and prepares reports for manager's review.	✓	No
14	Serves as division liaison regarding payroll, property and supply matters.	✓	X
15	Provides support for contract administration activities.	✓	✓
16	Provides guidance with regard to sewer billing, which includes preparation of necessary documents, customer billing and accounts receivable controls and preparation of necessary reports.	✓	✓
17	Utilizing the CMMS program, activates the asset cost control module and monitors the anticipated asset replacement frequency. Performs other functions as required to facilitate accomplishment of section goals and objectives.	✓	X
18	Performs other duties as assigned.	✓	
19	Office management, including creation of work orders	No	✓
20	Managing warehouse inventory	No	✓
21	Review and approve procurement cards. Acts as p-card administrator (sets limits, allowable expenditures)	No	✓
22	Receives and processes expense reports for Division.	No	✓
23	Prepares request and supporting documents for employee certifications. May require manually obtaining check from City Hall for certification.	No	✓
24	Employee training for new systems	No	✓
25	Review and approve journal entries	No	✓
26	Administer the annual shirt purchases for the Division. Coordinate with managers for employees' orders, vendor coordination, payroll coordination. Distribute shirts.	No	✓
27	OUC service requests	No	✓
28	Taft meter readings	No	✓
29	Review and submit revenue checks sent directly to Water Reclamation	No	✓

Auditor notes / comments
Business Ops. Manager? Not sure who does this
No for payroll (Administrative Supervisor) No for property (Data Analyst) Yes for supplies
Downtown sends monthly aging reports, and billing sends out 30/60/90 day late notices.
Very little on asset replacement as Business Manager's cost center has very little assets for replacement
Overlap with Administrative Supervisor - Enter work orders into CMMS for repair, etc. of building Vending machines, fence needs repair - Set max/min reorder levels - Update CMMS records (assist adding part number, updating cost, updating suppliers) - Performing inventory in preparation of upcoming audit (2x a week)
Reviews only to verify support included. Does not review for sales tax or other City policy compliance
Does not track expirations, just processes new requests Overlap with Administrative Supervisor's travel/training? Could be combined?
For Business Manager's employees only. Occasional
All of Business Ops. Manager's journal entries come to Business Manager for 2nd approval
Does all ordering, creates spreadsheet and determines tax and amounts to payroll, distributes t-shirts.
Lift stations may have service requests - Business Manager is completing the service requests and sending downtown to accounting.
Takes the meter readings - makes sure the address matches the Taft list - compares to previous month - then send to OUC to bill
Completes deposit - makes sure right account to be deposited



<b>Job Title</b>	Utility Billing Specialist Sr.
<b>Job Level</b>	S16
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Reviews, reconciles, tracks, and maintains accounting, financial, and billing data related to wastewater and stormwater services using specialized software programs such as JDE, AS400/OMIS, Tidemark, and other related software.	✓	✓
2	Trains less experienced utility billing specialists and other staff, provides lead direction, and handle non-routine issues.	✓	✓
3	Researches and analyzes annexation requests by utilizing specialized software system, city and county maps, microfiche, and legal records.	✓	✓
4	Responds to commercial and residential customer inquiries on billing errors by performing in-depth research, complex analysis, audit, and reconciliation to remedy account errors by OUC and Orange County.	✓	✓
5	Posts corrections on appropriate software systems as necessary.	✓	✓
6	Proactively researches and analyzes OUC and Orange County billing trends to reduce errors.	✓	✓
7	Responds to commercial and residential customer inquiries and complaints regarding billing and credits (pool fill, leak, vacancy, etc.) if needed after in-depth research and complex analysis are performed.	✓	✓
8	Prepares and maintains ledger accounts and related activities for the production of financial statements and fiscal reports.	✓	✓
9	Analyzes, prepares and submits financial statements and reports such as income and inventory statements, balance sheets, and statements of financial position.	✓	X
10	Prepares and maintains records of amounts owed and ensures prompt payment of invoices.	✓	✓
11	Processes and verifies invoice coding of expenses, prepares vouchers and issues reimbursement checks.	✓	X
12	Prepares and maintains records of accounts receivable, including receipts, claims and overdue invoices.	✓	✓
13	Computes interest charges, processing of refunds, and related items.	✓	No
14	Evaluates current financial and management reporting systems and recommends, develops, and implements new practices, procedures, and systems to improve operating efficiency and internal controls.	✓	No
15	Formulates and administers the City's overall accounting and financial policies.	✓	X

Auditor notes / comments
Yes - no JDE (Workday); co-worker has access to AS400 but Rosemary does not have access. Does wholesale billing. Can do the billing - but hasn't done surcharge in a long time (could be crossed trained).
Yes - no JDE (Workday); co-worker has access to AS400 but Rosemary does not have access. Does wholesale billing. Can do the billing - but hasn't done surcharge in a long time (could be crossed trained).
Makes adjustments - to Workday - invoice is created in Workday
Yes - has previous month in front and looks at trends Does not perform / utilize analysis for year-over-year trends
Yes - receives report from OUC of all monies received, and prepares the JE against A/R
No - inventory; Yes - financial reports
Weekly activity
Sometimes - yes, when client overpaid; No on coding of expenses
Monthly receive report from City Hall on old accounts, 30/60/90 late payment. Follow up with customer. Don't have a standard letter form to send to customers
No, system will calculate
No, brought to Business Manager's attention that they want a procedures manual. There is not a recorded procedure to reference (City Code, published procedure), so nothing reference with customers.
Does not formulate / create policy. Just administer policy.



	Responsibilities:	Per Job Description	Per Actual Duties
16	Develops, recommends, and implements accounting and financial reporting process and policy changes.	✓	No
17	May train and supervise subordinates.	✓	No
18	Performs other related duties as assigned.	✓	
19	Manage the manifest from oil / grease.	No	✓

Auditor notes / comments
Can update some reports but overall no
Has to go through Business Manager. Senior does not supervise the Specialist II, they report to Business Manager.
City code that all restaurants put grease in a special trap - all documents come to utility billing - all go to the billing specialist 3 - when she's out specialist sr and specialist II enter in system. Billed through OUC

<b>Job Title</b>	Utility Billing Specialist II
<b>Job Level</b>	S17
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018 -- <i>Responsibilities discussed with Utility Billing Specialist Sr.</i>

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Reviews, reconciles, tracks, and maintains accounting, financial, and billing data related to wastewater and stormwater services using specialized software programs such as JDE, AS400/OMIS, Tidemark, and other related software.	✓	✓
2	Researches and analyzes annexation requests by utilizing specialized software system, city and county maps, microfiche, and legal records.	✓	✓
3	Responds to commercial and residential customer inquiries on billing errors by performing in-depth research, complex analysis, audit, and reconciliation to remedy account errors by OUC and Orange County.ost corrections on appropriate software systems as needed.	✓	✓
4	Posts corrections on appropriate software systems as needed.	✓	✓
5	Researches and analyzes OUC and Orange County billing trends to reduce errors.	✓	✓
6	Responds to commercial and residential customer inquiries and complaints regarding billing and credits (pool fill, leak, vacancy, etc.) if needed after in-depth research and complex analysis are performed.	✓	✓
7	Prepares and maintains ledger accounts and related activities for the production of financial statements and fiscal reports and then analyzes, prepares and submits financial statements and reports such as income and inventory statements, balance sheets, and statements of financial position.	✓	✓
8	Prepares and maintains records of amounts owed and ensure prompt payment of invoices.	✓	✓
9	Processes and verifies invoice coding of expenses, prepares vouchers and issues reimbursement checks.	✓	X
10	Prepares and maintains records of accounts receivable, including receipts, claims and overdue invoices.	✓	✓
11	Computes interest charges, processing of refunds, and related items.	✓	No
12	Evaluates current financial and management reporting systems and recommends, develops and implements new practices, procedures, and systems to improve operating efficiency and internal controls.	✓	X
13	Formulates and administers the City's overall accounting and financial policies.	✓	No
14	Develops, recommends, and implements accounting and financial reporting process and policy changes.	✓	X
15	May train and supervise subordinates.	✓	No

Auditor notes / comments
Yes - no JDE (Workday); co-worker has access to AS400 but Rosemary does not have access. Billing Spec II does surcharge billing. She could do the wholesale billing.
Yes
Yes - has to go through OUC "general line" instead of having a direct employee to call regarding billing issues.
Yes
Yes - has previous month in front and looks at trends
Yes
Yes - receives report from OUC of all monies received, and prepares report to see reports
Yes - weekly activity
Sometimes - yes, when client overpaid; No on coding of expenses
Receives report from City Hall on old accounts, does not have a standard 30, 60, 90 days dunning letter
System will generate interest charges
Sometimes - would like a manual on how to handle situations
Does not formulate City accounting policy
Can update some reports but overall no
Does not supervisor or train

	Responsibilities:	Per Job Description	Per Actual Duties	Auditor notes / comments
16	Performs other related duties as assigned.	✓		

<b>Job Title</b>	Property Supervisor
<b>Job Level</b>	S14
<b>Job Classification</b>	3J - Technicians: General Ees
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Property supervisor	Per Job Description	Per Actual Duties
1	Maintains proper required inventory items to meet department's needs at the most effective cost possible.	✓	✓
2	Maintains perpetual inventory control files, and coordinates with management to establish proper stock levels and reordering points.	✓	✓
3	Maintains and uses computerized inventory control systems.	✓	✓
4	Plans, assigns, trains, supervises and reviews work of subordinates engaged in receiving, inspecting, storing, issuing supplies and the sale of confiscated material.	✓	✓
5	Promotes/Markets all public auctions through press releases, media advertising, community and special interest groups.	✓	No
6	Prepares budgets, monitors expenses, and prepares monthly and quarterly reports.	✓	No
7	Maintains time and attendance records for payroll functions.	✓	No
8	Supervises and participates in initial, special and annual inventories to include capital assets and identifies inventory and capital equipment by categorizing and determining value and physically tags inventory/equipment for control purposes.	✓	X
9	Supervises auction activities by obtaining and assigning personnel for various functions, briefs and assists auctioneer before and during sale, completes necessary documents upon sale of items, and handles all banking functions.	✓	No
10	Investigates and recommends action concerning loss or theft of fixed assets. Composes memoranda to department heads on loss and/or misplacement of fixed assets.	✓	No
11	Receives confiscated and surplus items to make necessary preparation for sale or disposal and prepares for sale of confiscated/surplus items through actions or sealed bid sales by obtaining appraisals; prepares and solicits charitable organizations for donations of clothing, eyeglasses, etc.; solicits for public action concessionaire, portable toilets and land or buildings.	✓	X
12	Prepares and solicits charitable organizations for donations of clothing, eyeglasses, etc. and solicits for public action concessionaire, portable toilets and land or buildings.	✓	No
13	Performs other related duties as assigned.	✓	
14	Accounts Payable	No	✓
15	Ordering parts	No	✓

Auditor notes / comments
Yes - With Business Manager and different cost center supervisors
CMMS only
No confiscated material - Yes Provides supervision to Senior clerk; no written SOPs
Handled be purchasing / property control
Budget and monitoring expenses is Business Manager and Business Ops. Manager
Does not do payroll - only leave request; no access to Kronos - only Business Manager and payroll
Own inhouse inventory - every 6 months; only tagging warehouse assets
No auction activity
Have never done this before
Sending to property control at City Hall
no such activity
Receives invoices for multiple cost centers (water bills, parts, etc.) - enters invoices

	Property supervisor	Per Job Description	Per Actual Duties
16	Creating POs	No	✓
17	May operate forklift and related warehouse equipment.	No	✓

Auditor notes / comments
In CMMS for stock, if it comes in, accept items in CMMS; then PO's in workday which are things in excess of \$5K. In stock items - supervisor will get quote, otherwise other managers will get quote. Enter into system - then supervisor gets PO and sends to vendor. Also does desktop and laps - technology.

<b>Job Title</b>	Property Clerk
<b>Job Level</b>	S19
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018 -- <i>Responsibilities discussed with Property Supervisor</i>

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Receives, stores and issues uniform items such as clothing, belts, vehicles and parts, holsters, badges, etc. to personnel; prepares individual's property records.	✓	X
2	Prepares inventory control cards and lists for capital inventory items, radios, batteries, flashlights, etc., by posting GOAA identification number, item description, serial number and location.	✓	No
3	Maintains an accounting log for expendable items along with their quantities, reordering when necessary.	✓	✓
4	Determines stock level and monitors inventory of supplies and equipment reordering when necessary and accepts requisitions for and orders special office items or police equipment.	✓	✓
5	Maintains accounting logs of traffic citation books and parking ticket books received from the Orlando Police Department by posting book number and to whom issued.	✓	No
6	Picks up supplies etc., daily from Material Control, vendors.	✓	✓
7	Resolves problems with vendors on delivery dates, shipping discrepancies, quality acceptance of items ordered.	✓	✓
8	Assists GOAA Properties Department representatives with annual inventory of capital inventory items and then prepares proper documentation for disposal and returns items when no longer required by Department.	✓	X
9	Enters requisitions/receiving information and researches purchase order numbers using a Digital UT102 computer.	✓	✓
10	Delivers reports and evidence to the Orlando Police Department daily.	✓	No
11	Ensures the good working order of equipment such as radios, batteries, vehicles, personal computers, software and programs, copier, etc.	✓	✓
12	Operates the copier.	✓	✓
13	Conducts mail runs within the Orlando International Airport facilities.	✓	X
14	Maintains Special Notice Books, Required Reading Books, Report Books, etc.	✓	✓
15	Shuttles vehicles for repairs and maintains calibration and detailing of fleet, coordinates vehicles down time, and completes daily, weekly, monthly vehicle readiness reports.	✓	✓
16	May operate forklift and related warehouse equipment.	No	✓

Auditor notes / comments
Job description more for ODP than Property Clerk. Have uniforms, but no badges, vehicles.
Location for items is in CMMS (radio is in a manual)
In CMMS - reorder list
Yes - not police equip
none
Pick up parts from home depot or city storage or vendors
Would be involved in inventory counts. Not in disposals. No GOAA activity
With regard to CMMS and Workday only
not OIA/GOAA; has picked up mail at City Hall
have the MSDS
Drop off vehicles - but fleet will come out to do oil/changes, etc.

<b>Job Title</b>	Property Clerk
<b>Job Level</b>	S21
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018 -- <i>Responsibilities discussed with Property Supervisor</i>

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Maintains stock, parts, and other supplies in departmental storeroom and keeps storage areas organized and clean.	✓	✓
2	Receives and places products or property in their assigned storeroom or warehouse location in an organized manner and logs as appropriate.	✓	✓
3	Requisitions and receives parts, materials, supplies, and chemicals.	✓	✓
4	Prepares for public auctions, sealed bids, and City sales, minor repairs of material, clean and organize sale sites and materials and assists the Property Control Supervisor.	✓	No
5	Maintains records incident to the procurement, inventory, receipt, and issuance of materials, tools, and equipment. Recommends the type and amount of inventory items.	✓	No
6	Assists with inventory control of stocks, supplies, equipment and other material stores using manual and computerized logs and documents.	✓	✓
7	Inspects grounds and facilities to ensure they are in a safe and clean condition.	✓	✓
8	Inspects items received or supplies against delivery tickets and checks that purchase orders are in conformance with quantity and specifications requested.	✓	✓
9	May operate forklift and related warehouse equipment.	✓	✓
10	Performs other related duties as assigned.	✓	
11	May operate forklift and related warehouse equipment.	No	✓

Auditor notes / comments
receive parts - requisition per work order
senior or supervisor
all warehouse positions licensed

<b>Job Title</b>	Wastewater Administrative Supervisor
<b>Job Level</b>	S14
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Coordinates and assigns work for clerical staff to ensure workload evenly distributed; monitors work through direct observation and quality control audits. Trains clerical staff in office procedures and use of all equipment; informs staff of policy and procedure changes, provides technical assistance and reviews work for completeness and compliance with established guidelines. May compile information and prepare reports as required.	✓	No
2	Assists in budget preparation; monitors expenditures, prepares various reports and consults with accounting, budget or purchasing personnel to resolve problems with invoices, budget transfers, requisitions, and related issues. Acquires information, compiles quarterly reports and may prepare and/or review related reports and documents.	✓	No
3	Receives revenue or collects monies from state grants, liens, occupational licenses, fees, fines and other monies from various sources; insures that all documents reflecting amounts of money are accurate; maintains petty cash balances receipts each day.	✓	No
4	Requisitions supplies and equipment for large department having diverse inventory; verifies accuracy of statements and invoices, may monitor and maintain expenditure records.	✓	✓
5	Confers, in person or by telephone with persons, requesting service or making complaints; conducts or directs necessary research and recommends appropriate action. May independently resolve problems or answer inquiries.	✓	X
6	Explains functions and services of the department; answers difficult inquiries and customer complaints in addition to collecting, preparing, and printing of informative material relating to services provided.	✓	No
7	Participates in the selection, training, counseling, evaluation and/or discipline of employees, explains policies and procedures to personnel, prepares departmental payroll and maintains union contracts.	✓	No
8	Conducts research for special studies and projects; collects and analyzes data and provides recommendations regarding the appropriate course of action to solve problems and/or development of new programs; may use personal computer in analyzing data.	✓	X
9	Appraises, classifies and determines importance of records.	✓	✓
10	Responsible for the storage and retrieval, <i>microfilming</i> , inventory, retention schedules and destruction of records.	✓	✓

Auditor notes / comments
Not currently overseeing clerical staff
Business Ops. Manager and Business Manager do the budget
Business Manager and billing
Requisitions office supplies
Handle ad hoc inquiries or complaints - not new service
Payroll - by others Training - annual Division safety training (with risk management); WW new hire orientation, use Data Analyst's videos
Ad-hoc only
In coordination with city hall



	Responsibilities:	Per Job Description	Per Actual Duties
11	Operates computer terminal and other office machines and duplicating equipment.	✓	✓
12	Performs other related work as assigned.	✓	✓
13	Kronos - payroll, tracking family leave, modified work, disciplinary letters	No	✓
14	HR Activities: - Coordinate position requisitions and terminations with HR - Prepare new applicant packages, verify proper paperwork obtained and route to HR - Enter employee info (emergency contact, etc.) into CMMS	No	✓
15	Reporting: - Accident and incident reports / coordinate with risk management - Notice of injury / track modified time - Sewer overflow / print and review reports	No	✓
16	Performs travel and training requisitions. Routes to appropriate managers and City Hall for approval.	No	✓
17	Tracks and coordinates staff annual physicals	No	✓
18	Office management, including creation of work orders	No	✓

Auditor notes / comments
Performs clerical work for Division Manager and Asst. Managers
Data Analyst has helped automate these reports, reduces human error
Sewer overflows: - Receive email from CMMS - Print report and route to Asst Division Mgr - Review report for grammar and formatting - Route report to division manager for approval - send report to EPA - update CMMS status
Training requisition - overlap with Business Manager? Could be combined?
go into CMMS, printout who has physicals – gets with Centracare and sets up physicals –
Overlap with Business Manager - Enter work orders into CMMS for repair, etc. Order office supplies

<b>Job Title</b>	Administrative Specialist
<b>Job Level</b>	S15
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Coordinates and assigns work for clerical staff to ensure workload evenly distributed and monitors the work through direct observation and quality control audits.	✓	X
2	Trains clerical staff in office procedures and use of all equipment, informs staff of policy and procedure changes, provides technical assistance and reviews work for completeness and compliance with established guidelines. May compile information and prepare reports as required.	✓	✓
3	Assists in budget preparation, monitors expenditures, prepares various reports, and consults with accounting, budget or purchasing personnel to resolve problems with invoices, budget transfers, requisitions, and related issues. Acquires information, compiles quarterly reports and may prepare and/or review related reports and documents.	✓	No
4	Receives revenue or collects monies from state grants, liens, occupational licenses, fees, fines and other monies from various sources, insures that all documents reflecting amounts of money are accurate, and maintains petty cash balances receipts each day.	✓	No
5	Requisitions supplies and equipment for large departments having diverse inventory and verifies the accuracy of statements and invoices. May monitor and maintain expenditure records.	✓	X
6	Confers, in person or by telephone with persons, requesting service or making complaints then conducts or directs necessary research and recommends appropriate action.	✓	X
7	May independently resolve problems or answer inquiries.	✓	✓
8	Explains functions and services of the department and answers difficult inquiries and customer complaints in addition to collecting, preparing, and printing of informative material relating to services provided.	✓	No
9	Assists the Division Manager and acts with delegated authority as assigned.	✓	No
10	Studies operations and consults with supervisory personnel on methods to improve programs, methods and services.	✓	X
11	Develops internal operating procedures.	✓	X
12	Attends various meetings as a representative of the Chief Administrator Officer.	✓	No
13	Participates in the selection, training, counseling, evaluation and/or discipline of employees, explains policies and procedures to personnel, prepares departmental payroll, and maintains union contracts.	✓	X

Auditor notes / comments
Not a supervisor "per-se" however reviews Donejah's work; review work from a QC aspect; some follow up but not everyday supervision
Reviews work for completeness - see above
no budget activity - Business Manager and Business Ops. Manager
No cash handling
Only requisition is office supplies - on form signed by Administrative Specialist
Will route calls - pre-screen calls into the department and routes calls appropriately
Overflow reports completed by section manager and go to Administrative Specialist
None
On occasion - work with supervisors especially on payroll related items
update SOPs when appropriate
Union contracts - maintained through labor relations; disciplinary is if someone is tardy/absent "Notice of Pending" to administer, reviewed by Administrative Specialist

	Responsibilities:	Per Job Description	Per Actual Duties
14	Conducts research for special studies and projects, collects and analyzes data, and provides recommendations regarding the appropriate course of action to solve problems and/or development of new programs. May use personal computer in analyzing data.	✓	X
15	Appraises, classifies and determines importance of records. Responsible for the storage and retrieval, microfilming, inventory, retention schedules and destruction of records.	✓	X
16	Operates computer terminal and other office machines and duplicating equipment.	✓	✓

Auditor notes / comments
At times collects data but not to do things better - usually to just see if an employee issue with lates/tardies/absences
Once a month, scan payroll in a single record, saved on hard drive. Hard copies boxes up. Annually, put into storage. Dispose of copies as needed.

<b>Job Title</b>	Accounting Specialist I
<b>Job Level</b>	S19
<b>Job Classification</b>	5M- Paraprofessional Employees
<b>Interview Date</b>	8/8/2018

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	Responsibilities:	Per Job Description	Per Actual Duties
1	Reviews financial transaction documents such as vouchers, invoices, payroll records, contract receiving reports, payment requests, property leases, etc. for accuracy, completeness and compliance with accounting procedures.	✓	X
2	Researches various manual and computerized records and files to resolve problems involving payroll variances/exceptions, incomplete documentation, payment of invoices, collection of fees, reporting of information, verification of tax rolls, and/or preparation of reports; provides information and technical assistance to other departments regarding the proper processing of assigned transactions; may design query applications.	✓	X
3	Provides information and technical assistance to other departments regarding the proper processing of assigned transactions.	✓	X
4	May design query applications.	✓	No
5	Posts data such as income, payments, charges, disbursements, fixed assets, etc. to proper accounts and maintains various detailed ledgers, journals or related fiscal records and prepares and submits journal entries and necessary adjustments	✓	No
6	Proofs and verifies payroll reports, various journal entries, and other related financial documents.	✓	Yes
7	Compiles and tabulates statistical data for various reports.	✓	Yes
8	Participates in the revision and/or development of uniform procedures relating to payroll processing, accounts receivable, accounts payable, property management and/or financial reporting activities.	✓	X
9	May oversee the work of and provide direction to clerical accounting personnel.	✓	No
10	Assists with collection of data and research for special projects as assigned.	✓	No
11	Performs other related work as assigned.	✓	

Auditor notes / comments
Only payroll
only payroll
Only payroll
only payroll
only payroll
only payroll

<b>Job Title</b>	Communication Specialist
<b>Job Level</b>	S20
<b>Job Classification</b>	6S - Clerical/Admin Support
<b>Interview Date</b>	8/8/2018 -- <i>Responsibilities discussed with Accounting Specialist I (former Communication Specialist)</i>

✓ = Performs the responsibilities currently  
X = Partially performs this function  
No = Does not perform the function

	<b>Responsibilities:</b>	<b>Per Job Description</b>	<b>Per Actual Duties</b>
1	Receives and screens calls for all units in service, operates two-way radio to receive and transmit information to field personnel, and calls the Orlando Police Department (OPD), the Orlando Fire Department (OFD), cable and/or phone companies to request service call then informs the client that service has been requested and dispatched.	✓	X
2	Participates in the development and revision of Standard Operating Procedures and required reports.	✓	No
3	Types incident reports, updates emergency numbers file, and maps, maintains log of truck movements and run reports for each incident; may perform basic mathematical calculations.	✓	X
4	Answers multi-line telephones and takes messages and logs calls.	✓	✓
5	Receives and responds to non-emergency calls, referring persons to appropriate agencies using knowledge of City streets and phone numbers of numerous agencies.	✓	✓
6	Performs other related duties as assigned.	✓	

<b>Auditor notes / comments</b>
May need to call other City departments; OUC
records activity log, does not generate reports
Receive internal and external calls- direct the customer calls and log the internal calls.