

**REPORT NO: 14 46**  
**DATE: 10/21/2014**  
**ANALYST: Michael Hebner**

**CLASSIFICATION REPORT**

**PROPOSED TITLE:** Assistant Director Treasury

**CURRENT TITLE:** Manager Treasury Operations

**INCUMBENT:** Vacant

**REASON FOR REQUEST:** Change in duties and desire to convert to appointed

**DATE QUESTIONNAIRE SUBMITTED:** 10/6/2014

**DATE OF PREVIOUS STUDY:** 2008

**DISPOSITION OF PREVIOUS STUDY:** Reclassified from Manager Utility Billing, Grade 11 of the Accounting and Fiscal Planning Promotional Line to Manager Treasury Operations Grade 12, with no change in Promotional Line

**PERSONS INTERVIEWED:** Ray Morales, Current Incumbent Retiring  
Bruce Plante III, Director Treasury Operations

**RECOMMENDATION:** Establish the position as Assistant Director Treasury Appointed, Grade 12, 553 Points

The Treasury Director has requested a review of the Manager Treasury Operations and a title change to Assistant Director Treasury, with the position converting to the appointed service. The new position will entail all the work that was identified in the original review of the Manager Treasury Operations plus it will have responsibility for managing the Accounts Payable function and will assume the responsibility of the Treasury Director in the Directors absence. The position will manage activities of the City's Finance Treasury Operations (FTO) division for enterprise wide billing, receivable management, accounts payable management, cash receipting and customer service functions. This includes managing at least six (6) business units with 42 employees and approximately twelve (12) computer systems to collect over \$300 million in revenue and make \$400 million in vendor payments. Revenue is generated from services provided by various City Departments to over 100,000 commercial and residential properties within the City of Minneapolis. Invoices are paid for all City Departments.

The proposed duties and responsibilities are as follows:

- Manage inter-departmental relationships across the City with respect to cash receipting, billing, accounts receivable, and accounts payable management services provided by the Treasury Division.
- Act as the Director in the Director's absence.
- Ensure that departmental business requirements are being met and strategically work with departments to ensure continued best practices with respect to billing, the rapid collection of receivables and timely payment on invoices.
- Develop, implement and administer citywide policies and procedures, consistent with best practices and in compliance with GASB accounting rules, all applicable laws and City ordinances, for City-wide billing, receivable management, payables management and cash receipting functions.
- Analyze new products, methods and technologies applicable to City-wide billing, receivable management, cash receipting, payables management and customer service functions, and direct the implementation of process and/or technology changes that enhance and support operations.
- Manage staff recruitment, development and performance reviews in compliance with Civil Service Rules and union contracts, to ensure that Treasury Operations has adequate staffing levels and competent personnel to serve the public.
- Manage contract compliance and relationships with vendors using computerized and verbal reports from customers and employees to ensure the City receives appropriate service and is not adversely affected.
- Oversee processes to ensure timely response to constituent queries, requests and complaints submitted through the Mayor, Council Members, other City Departments and the public.
- Manage the Treasury Operations annual budget of \$6.2 million by utilizing the City's Financial System, HRIS and with assistance from accounting personnel to ensure city funds are sufficiently appropriated and utilized to support city-wide revenue collection, cash receipting and accounts payable functions.
- Oversee the billing dispute and tax assessment processes by using computer generated and staff reports, resulting in the annual assessment of more than \$400,000 of unpaid utility and other City service charges to Minneapolis property taxes.
- Collaborate with other City Departments, public utilities, government agencies and non-profit organizations in joint ventures to serve the public or respond to current events.
- Ensure adequate representation of the Treasury Operations division at legal hearings to testify on City policies, and attend council committee meetings to present reports and offer recommendations for action regarding billing concerns and activities that affect Minneapolis citizens and business owners.

## **POSITION ANALYSIS**

### **PREREQUISITE KNOWLEDGE**

The position requires a Bachelor's Degree in Finance, Business, or Accounting or equivalent and five years of management experience including conflict resolution, performance evaluation,

personnel development, and oversight of multiple work units. The position requires knowledge of business operations, project planning, management, and budgeting.

A rating of **60 points** is appropriate for the education and experience required and will be applied.

## **DECISIONS AND ACTIONS**

The position under review will be responsible for overseeing receivable management, cash receipting and payables management for all City Departments. Responsibilities include developing, implementing and communicating operating procedures to all City staff that perform duties in the areas noted above. The position will independently make decisions on operational issues that arise regarding personnel, billing, customer service, revenue collections, and accounts payable functions. It will analyze financial and production reports, consider customer input and City goals, apply pertinent rules, regulations, ordinances, statutes, and potential outcomes, and decide on the appropriate action required. Errors in making these decisions can result in revenue loss, untimely payments to vendors, fines, litigation initiated by customers or employees, and/or embarrassment through complaints to the media.

The Treasury Division utilizes various contractors for collection, electronic payment processing, and telephone and computer services. The position under review will be responsible for managing the relationship with these vendors and ensuring contracted services meet expectations. It must recognize when a vendor is not complying with the specifications of a contract and protect the City's welfare by resolving the discrepancy. In addition, whenever these services require updates, it will be the responsible for negotiating a 'Statement of Work' and overseeing the project implementation.

The position will be responsible for responding to the media, State legislators, or the Attorney General's office when inquiries are made on customer complaints or City operations. This can include interviews by telephone, in person, or through written correspondence.

The position will be responsible for decisions on how to effectively utilize budgeted resources to meet objectives. It will work with staff and adopt industry standards to establish performance metrics, then maneuver and acquire resources such as personnel, equipment, and contracted services to accomplish the objectives. This requires continuous monitoring and analysis of available funds and production reports. Failure to meet goals could cause a decline in production and services to the public such as untimely payment of invoices, long delays in responding to customer requests, lost revenue caused by ineffective receivable collections and special assessment processes, or embarrassment by public criticism.

The position will be responsible for negotiating resolutions of customer disputes. It will review City records, consider facts and arguments presented by the customer, and apply City ordinance and applicable regulations to determine an equitable resolution that is consistent with past practices.

Decisions requiring supervisory review from the Division Director include any investment in software and computer or technical equipment decisions, all discipline and other major personnel decisions, and any actions to amend City policy or ordinances regarding accounts receivable,

accounts payable, or utility billing especially if the change impacts the operations of Finance and other City Departments. The position will be responsible for ensuring that thorough analysis, testing, documentation, staff training and notice to affected parties is done prior to implementing changes in policy or procedure.

A rating of **60 points** will be applied. Jobs at this level are managers over technical, analytical, and related professional activities. At this level these jobs lead significant units and initiatives in the City. They are responsible for planning and organizing work functions and are under pressure to deal with problems that arise in units under them. These jobs deal with significant challenges. There are deadline pressures based on business cycles, City Council cycles, and a need to provide attention to detail in contracting, negotiating, reviewing financial information, creating reports, managing risk, and dealing with customer concerns.

### **SUPERVISORY RESPONSIBILITY**

The position will directly supervise the Manager Accounts Payable, Manager Accounts Receivable, and the Utility Billing Manager and have more than 40 positions under its management authority. A rating of **40 points** is appropriate and will be applied.

### **RELATIONSHIPS RESPONSIBILITY**

Within the Treasury Division the position will interact with the Manager Accounts Payable, Manager Accounts Receivable, and Utility Billing Manager daily to provide direction, facilitate operations, coordinate work activities, and exchange information related to customer and personnel issues. It will work frequently with the Director Treasury to exchange information, receive assignments, and discuss strategy and report on projects. It will have weekly contact with the Cash Manager regarding operational strategies and to coordinate work activities.

Within the Finance and Property Services Department the position will work with staff from the Budget area regarding budget issues, and with staff from Controllers unit regarding sales and receivables and accounting processes. It will work with Contract Management and Purchasing regarding contracts and when purchasing goods and equipment. The position will attend the standing management meeting to get direction and participate in department wide planning and communication efforts lead by the Finance Officer.

A major challenge to this job is responding to numerous parties (internal and external) at various levels, interests, opinions, and expectations on the same or similar issues.

Relationships within City Departments include a variety of City Department Directors to collaborate on billing, receivable management, accounts payable, and cash receipting processes and provide status reports. The position will be in contact with City Council Members for constituent issues, and to report on the management of City billing and receivable activities. Relationships with other City Departments also include the City Attorney's Office to seek legal advice and to seek assistance in responding to legal requests and proceedings. The position will work with the Information Technology Department regarding coordination of project

management and collaboration on technical services. The position will work with the Inspections Department to coordinate inter-department activities to enforce City ordinances.

Relationships with contacts from outside the City organization include State and Federal agencies to exchange information regarding customers, employees, statutes, and ordinances. The position will work with outside attorneys who are representing their clients regarding appeals and challenges to City processes. It will work with realtors and property managers on utility billing and other City bills and coordination of payments and service. It will work with business and property owners to exchange information and resolve complaints and coordinate service and/or payment of invoices. It will work with vendors to coordinate service requests, product delivery, or in addressing contract compliance. The position will have contact with citizen clients/customers of the City to answer questions and deal with concerns.

A rating of **55 points** will be assigned. Jobs at this level are supervisory over major areas of responsibility or have special communication responsibility related to the duties of the job, including high level coordination or operational analysis or specialized consultation. At this level the incumbents have to work with a wide variety of contacts, both internal and external of the system to communicate issues, and deal with problems. They must exercise discretion in release of information. They are responsible for coordination of major efforts, and are expected to enlist cooperation and collaboration from various agencies and groups. These jobs may be involved in technical issues of major importance in the areas where they are assigned and have important liaison duties with other staff, divisions and departments, they also are charged with coordination of vendor activities, and oversight over consultants.

## **WORKING CONDITIONS**

The position will work in normal office environment and will have exposure to the typical equipment in an office including computer keyboarding, copiers, and phones. A rating of **20 points** is appropriate and will be applied.

## **EFFORT**

The position works under pressure to assure performance standards and deadlines are met for billing activities, receivable management, accounts payable, and cash receipting. There is primarily a need for mental effort in managing the collection of revenues and accurately accounting for and processing cash received, and assuring proper handling of payables. The work of the unit including billing, receivable management, paying vendors, customer service, and call center functions all require significant coordination to meet timelines and performance metrics. Billing must occur as quickly as possible after completion of service to ensure timely collection of revenue. Delays in collecting revenue increase the chance that revenue will be lost. Scheduling service appointments must be precise to utilize resources efficiently yet must be flexible enough to meet customer demands. Phone calls must be answered quickly while maintaining quality of service. Timely payment of invoices is required to comply with state regulations and benefit from vendor discounts. Failure to properly manage or meet any of these timelines may result in customer complaints, council inquiry, media scrutiny, loss in revenue

and/or litigation. These activities directly impact the health of the organization, relating to the cash flow for the City.

A rating of **60 points** will be assigned. Jobs at this level are managers over technical, analytical, and related professional activities. At this level these jobs lead significant projects and initiatives in the City. They are responsible for planning and organizing work functions and are under pressure to deal with problems that arise in units under them. These jobs deal with significant challenges. There are deadline pressures based on business cycles, City Council cycles, and a need to provide attention to detail in contracting, negotiating, reviewing financial information, creating reports, managing risk, and performing related activities.

**According to the Finance Officer the position meets the criteria for appointed positions under the Minneapolis Code of Ordinance, Section 20.1010 as follows:**

1. The person occupying the position must report to head of the designated City Department or the Designated City Department Head's Deputy.

The position will report to the Director Treasury who Reports to the Finance Officer

2. The person occupying the position must be part of the designated Department Head's management team

The position will be part of the Treasury Division Management team and will participate in management meetings lead by the Finance Officer dealing with Department wide planning and communications

3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation, or implementation of City or department policy

The position will develop, implement and administer Citywide policies and procedures, consistent with best practices and in compliance with GASB accounting rules, all applicable laws and City ordinances, for City-wide billing, receivable management, payables management and cash receipting functions.

4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.

The position does require a level technical expertise in finance and treasury operations, however the ability to provide strong leadership and the ability to foster collaboration with City Departments, government agencies, businesses, and the general public is crucial in the job rather than longevity in the position.

5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.

The person the position will be report to the Director Treasury and the Finance Officer, who are loyal to and accountable to the City Council and Mayor, and in turn will be accountable and loyal to the City Council and Mayor.

**RECOMMENDATION:**

Establish the position as Assistant Director Treasury Appointed, Grade 12, 553 Points

<b>CLASSIFICATION FACTOR WORKSHEET</b>								
<b>Benchmark Classifications</b>	<b>Factors</b>						<b>Total Points</b>	<b>Grade Level</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>		
Manager Treasury Operations	60	60	35	55	20	60	548	12
Director Financial Accounting and Reporting	60	60	25	60	20	65	550	12
Director Treasury	70	65	45	65	20	60	623	13
<b>PROPOSED CLASSIFICATION</b>								
Assistant Director Treasury	60	60	40	55	20	60	553	12

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort

**Executive Exemption**

The position will qualify for the exemption from the Fair Labor Standards Act. The position will be responsible for directing the work of three full time employees – a Manager Accounts Payable, a Manager Accounts Receivable, and a Utility Billing Manager, and will have management authority over an additional 39 employees that report up through those positions.

The position will oversee the operational aspects of the Finance and Property Services Department's Treasury Division, overseeing the significant Accounts Payable, Accounts Receivable, and Utility Billing functions. The position will have the authority to effectively recommend personnel decisions for the positions that report to it, including hiring, and status changes, discipline, dismissal, and its recommendations will be given particular weight in the City organization. The position will be paid at rate exceeding the minimum \$455/00 per week required.