



Department of Employee Relations

December 20, 2006

Tom Barrett
Mayor

Maria Monteagudo
Director

David Heard
Fire and Police Commission
Executive Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

Dear Committee Members: Re: Common Council File Number 061081

The following classification and pay recommendations were approved by the City Service Commission on December 19, 2006:

Seven positions created or changed in conjunction with the implementation of the 2007 budget were classified in the Health Department, Port of Milwaukee and Department of Employee Relations.

In the Department of Public Works-Administrative Services Division/Parking:

One position of Parking Financial Manager in Salary Grade 007, held by Cindy Angelos, was reallocated to Salary Grade 009.

One position of Parking Operations Assisnant in Pay Range 621, held by Sharon McGuire, was reclassified to Parking Operations Coordinator in a revised Pay Range 621.

The Job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, are attached.

Sincerely,


Maria Monteagudo
Employee Relations Director

MM:pb

Attachments: 2 Job Evaluation Reports
Fiscal Note

c: Mark Nicolini, Renee Joos, Marianne Walsh, Troy Hamblin, Betty Schraith, Bevan Baker, Vivian Chen, Michelle Stein, Victoria Robertson, Judy Thorsheim (SNC), Eric Reineit, Hattie Billingsley, Burma Hudson, Niisa Rosado-Jurkiewicz, Jeffrey Mantes, James Purko, Dorinda Floyd, Dan Thomas, Cindy Angelos, Sharon McGuire, Roger Reed, (TEAM); Richard Abelson, John English, Paula Dorsey, Bill Mollenhauer, and James Fields (DC 48)

JOB EVALUATION REPORT

City Service Commission Meeting: December 19, 2006

This report recommends appropriate classifications and compensation levels for seven positions created or changed in conjunction with the implementation of the 2007 City of Milwaukee Budget. This report contains recommendations for positions in the Health Department, Port of Milwaukee and Employee Relations.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

HEALTH DEPARTMENT

Current	Request	Recommendation
New Position	Public Health Nurse Supervisor SG 007 (\$51,440-\$72,013)	Public Health Nurse Supervisor SG 007 (\$51,440-\$72,013)
3 New Positions	Public Health Nurse (3 positions) PR 666 (\$43,182-\$53,026)	Public Health Nurse (3 positions) PR 666 (\$43,182-\$53,026)

PORT OF MILWAUKEE

Current	Request	Recommendation
Office Assistant II (2006)	Study of New Job Description	Accounting Program Assistant III PR 475 (\$38,241-\$45,901)
New Position	Port Facilities Manager SG 008 (\$54,813-\$76,746)	Port Facilities Supervisor SG 008 (\$54,813-\$76,746)

EMPLOYEE RELATIONS

Current	Request	Recommendation
Management Services Adjuster SG 003 (\$39,848-\$55,783) Incumbent: Nilsa Rosado-Jurkiewicz	Management Services Adjuster SG 005 (\$45,280 - \$63,396)	Management Services Adjuster SG 005 (\$45,280 - \$63,396)

Action Required – Effective Pay Period 1, 2007

In the 2007 Salary Ordinance:

Under Salary Grade 003, delete the title “Management Services Adjuster” and under Salary Grade 005, add the title “Management Services Adjuster”.

Under Salary Grade 008, add the title “Port Facilities Supervisor”.

In the 2007 Positions Ordinance:

Under Port of Milwaukee, Administrative Section, delete one position of “Office Assistant II” and add one position of “Accounting Program Assistant III”; under Operations Division, delete one position of “Port Operations Assistant Supervisor (X)” and add one position of “Port Facilities Supervisor (X)”.

HEALTH DEPARTMENT

The Milwaukee Health Department has been awarded a new grant from Columbia-St. Mary's, for the creation of an intensive nurse home visiting project. This project funds four new positions: one Public Health Nurse Supervisor and three Public Health Nurses. Two of the Public Health Nurse positions are intended to be bilingual positions to serve the Spanish-speaking population. These nurses will provide direct services to at-risk families. The project aims to improve the health, wellbeing and self-sufficiency of at-risk low-income parents and their children through an intensive, long-term home-visiting regime. The Public Health Nurses will work intensively with these mothers and their children to improve maternal health, prenatal care, and early childhood health.

Current:	New Position	
Request:	Public Health Nurse Supervisor	SG 007
Recommended:	Public Health Nurse Supervisor	SG 007

This position of Public Health Nurse Supervisor is assigned to the Milwaukee Nurse Family Partnership (NFP) program and provides leadership of an intensive home-visiting project. This includes achievement of project goals and objectives, regular reports, supervision of NFP staff, ensuring home visiting protocols are effective and standardized, and ensuring the project has adequate resources. This position provides nursing support, training supervision and consultation to Public Health Nurses who visit clients in their homes under this project. The position requires a Bachelors Degree in Nursing and three years of progressively responsible experience in public health, health education, nursing, social work or related field. Two years of this experience must include program management or supervision. A related Masters Degree is preferred.

The job description for this new position is comparable to current positions of Public Health Nurse Supervisor in the Milwaukee Health Department. We therefore recommend classifying this new position as a Public Health Nurse Supervisor in Salary Grade 007.

Current:	Three New Positions	
Request:	Public Health Nurse (3 positions)	PR 666
Recommended:	Public Health Nurse (3 positions)	PR 666

These three new positions of Public Health Nurse will be assigned to the Milwaukee Nurse-Family Partnership (NFP) program and will conduct home visits and work intensively with at-risk, first-time mothers to improve maternal health, prenatal care, and early childhood health and well-being.

The positions require a Bachelor's Degree in Nursing. Recent experience in home visiting, maternal and child health is preferred.

The job description for these three new positions is comparable to current positions of Public Health Nurse in the Milwaukee Health Department. We therefore recommend classifying these three new positions as Public Health Nurse in Pay Range 666.

PORT OF MILWAUKEE

Current: Office Assistant II PR 410
Request: Study of New Job Description
Recommended: Accounting Program Assistant III PR 475

The basic function of this position is to process, generate and maintain financial and personnel records for the Port of Milwaukee. A major emphasis of the position will be to assist the Port

Finance Officer with the Port's Capital Projects Program. Duties, responsibilities, and requirements include:

- 30% Capital Projects Program
Assist Port Finance Officer in maintaining Port's Capital Projects Program. Set up job codes for labor on capital projects, maintain records to verify the Port's capital additions, coordinate with staff to finalize Port Assets for year end closing, work with Port Engineer and Port Finance Officer to ensure timely filing of grant requests with the Common Council, maintain capital records and grant files. Administer recordkeeping for Port's permit program for dockwall construction and dockline variance programs, set up public hearings, send out public notices, and process payment for permits.
- 25% Accounts Receivable
Generate Port of Milwaukee accounts receivable invoices within FMIS; monitor daily receipts through the City Treasurer's Office; assist in preparing monthly closings, assist in resolving accounts receivable inquiries; and maintain filing records.
- 25% Accounts Payable
Process accounts payable invoices within FMIS; process purchase requisitions and purchase orders for the Port of Milwaukee; respond to related inquiries from vendors and Port personnel.
- 10% Payroll
Process the Port of Milwaukee payroll; enter and/or review entries for staff; prepare payroll adjustments; process auto allowances; and attend related meetings.
- 10% Other
Assist with gathering financial information for the budget process; assist Port Finance Officer and Port Harbor Engineer with contract preparation and bid processes, back-up the Port Marketing Analyst; and provide back up for issuing permits.

The position requires four years of clerical experience, at least one of which is at the level of Accounting Assistant II. A related Associates degree is preferred.

This position will provide support to the Port Finance Officer in maintaining the Port's Capital Projects Program as well as accounts payable, accounts receivable, budgeting, and payroll. The position will also provide support in preparing contracts, issuing permits, and substituting for the Port Marketing Analyst when needed.

The hierarchy of accounting related positions is illustrated below, beginning with the most basic level of Accounting Assistant, continuing to Accountant I, which requires a bachelor's degree (or equivalent work experience) and ending with the journey-level Accountant II, which is the highest professional accounting job classification represented by a bargaining unit.

Accounting Related Positions

	Pay Range	Minimum	Maximum
Accounting Assistant I	435	\$ 33,316	\$ 36,708
Accounting Program Assistant I	440	\$ 34,077	\$ 37,568
Accounting Assistant II	445	\$ 34,767	\$ 38,474
Accounting Assistant III	460	\$ 37,221	\$ 41,715
Accounting Program Assistant II	460	\$ 37,221	\$ 41,715
Accounting Program Assistant III	475	\$ 38,241	\$ 45,901
Accountant I	545	\$ 42,594	\$ 48,825
Accountant II	594	\$ 43,281	\$ 52,516

To reflect the level of responsibility associated with this position, it is recommended that this position be classified as Accounting Program Assistant III, Pay Range 475, which is the highest paraprofessional accounting classification in City government.

Current: **New Position**
Request: **Port Facilities Manager SG 008**
Recommended: **Port Facilities Supervisor SG 008**

The basic function of this position will be to plan, execute, and supervise all day-to-day work needed to maintain the Port's facilities, including marine facilities, railroads, grounds, equipment, cranes, and buildings. In addition, the employee in this position will be designated as the Port's Facility Security Officer in accordance with Homeland Security requirements. When first hired, it is anticipated that the employee will work very closely with the Port Operations Manager, his or her immediate supervisor. As experience is gained, this employee will exercise an increased amount of authority for planning and supervising the work of others and eventually enter into contracts with vendors and oversee their work.

Most Noteworthy Knowledge and Skill

The following information is provided to give a general overview of the level of knowledge and skill required by the position. The Port of Milwaukee and the Staffing Division of the Department of Employee Relations will develop a final list of minimum requirements. The most noteworthy knowledge, skills, abilities, and competencies required to perform this job are:

- Ability to read engineering drawings and property maps
- Ability to plan and carry out maintenance and repair work of marine and land facilities, buildings, grounds, railroad tracks, and grounds.
- Knowledge of mechanical repairs, machinery operation, electrical maintenance and repair
- Ability to supervise mechanics, maintenance employees, and crane operators.
- Knowledge of the principles and practices of ensuring security and safety in a business.
- Knowledge of commercial port operations and shipping

Well-qualified candidates would be expected to possess a bachelor's degree in civil engineering, mechanical engineering, logistics, or related field and have a minimum of approximately 4 years of experience working in a large complex business with responsibility for large-scale maintenance projects or logistics. Experience with commercial port operations would of course be ideal, however equivalent combinations of education and experience will be considered.

Comparison with Other Positions

This position will report to the Port Operations Manager, SG 12. The following chart indicates the relative classification and compensation of other management positions at the Port of Milwaukee.

**Selected Management Positions
 Involved with Facilities Repair, Maintenance, and Management**

Job Title	Current Salary	Salary Grade	Minimum	Maximum
Municipal Port Director	\$103,502	017	\$97,360	\$136,308
Management Civil Engineer-Senior	\$99,074	012	\$70,767	\$99,074
Port Operations Manager	\$70,767	012	\$70,767	\$99,074
Port Marketing Manager	\$66,407	011	\$66,407	\$92,966
Port Finance Officer	\$70,219	009	\$58,448	\$81,824

The nature of work performed by this position indicates that it is closely related to others that manage the repair and maintenance of buildings and facilities. One difference, however, is that this position is responsible for marine facilities and large-scale equipment, in addition to port security. The following chart shows the hierarchy of job classifications within City government involved with the repair and maintenance of facilities.

Job Title	Department	Salary Grade	Minimum	Maximum
Buildings and Fleet Superintendent	DPW	016	\$91,340	\$127,883
Facilities Manager	DPW	014	\$80,405	\$112,571
Management Civil Engineer Senior	Port	012	\$70,767	\$99,074
Architectural Project Manager	DPW	012	\$70,767	\$99,074
Mechanical Engineer IV	DPW	012	\$70,767	\$99,074
Port Operations Manager	Port	012	\$70,767	\$99,074
Bridge Maintenance Manager	DPW	011	\$66,407	\$92,966
Operations & Maintenance Manager	DPW	010	\$62,288	\$87,205
Police Buildings & Fleet Manager	Police	009	\$62,288	\$81,823
None		008	\$54,813	\$76,736
Building Maintenance Manager	Library	007	\$51,441	\$72,013
Mechanical Maintenance Supervisor	Health	005	\$45,280	\$63,396

Other relevant salary comparisons are engineering jobs at the II and III level in City government.

Engineer II and III Job Classifications in City Government

Job Title	Pay Range	Minimum	Maximum
Civil Engineer II, Electrical Engineer II, Mechanical Engineer II Architectural Designer II	626	\$53,646	\$63,981
Civil Engineer III, Electrical Engineer, III, Mechanical Engineer III, Architect III	628	\$60,954	\$72,671

Recommendation

Considering the relatively high qualifications for this job; rates of pay associated with Engineering III job classifications; other jobs in City government with responsibility for the repair and maintenance of facilities; and other management jobs at the Port of Milwaukee, we recommend this position be classified as Port Facilities Supervisor in Salary Grade 08.

The profile for this position in terms of job evaluation factors is as follows.

Factor	Level	Points
Impact and Accountability	9	138
Knowledge and Skill	8	111
Relationship Responsibilities	6	38
Working Conditions	2	7
Total Points		294
Salary Grade = 08		
Range of points for 08 is 266 to 305		

EMPLOYEE RELATIONS

Current: Management Services Adjuster SG 003
Request: Management Services Adjuster SG 005
Recommended: Management Services Adjuster SG 005

This position is responsible for coordinating, monitoring, and responding to all pending Worker's compensation reports as required by the State. Answers disputes and provides resolutions to contested costs related to Worker's Compensation. Answers records requests, negotiates subrogative and lien settlements with attorneys and insurance carriers. Coordinate benefits in cost recovery from insurance carriers. Duties, responsibilities and requirements include:

- 30% Responsible for ensuring timely response for all State Department of Workforce Development mandated reports including monitoring and responding to State requests.
- 10% Coordinate return to work updates with City Departments.
- 30% Provide support to the Worker's Compensation Manager on by providing a quality review auditing files and coordinating improvements to work procedures.
- 5% Records Requests – ensure appropriate authorization is provided, conduct research and provide response.
- 15% Manage claims with a high degree of complexity—primarily stress claims and claims that can result in long and chronic disabilities.
- 10% Review and research on Permanent Partial Disability Payments.

Requirements include a Bachelor's Degree in Health Science, Health Care Administration, Business Administration or related degree and three years experience adjusting Worker's Compensation claims.

Changes to the Position

When this position was created in 2003 it was responsible for claims adjusting as well as for providing mandated timely information to the State of Wisconsin Department of Workforce Development (DWD) related to Worker's Compensation Claims. Changes to the position since it was created in 1993 include:

- Recommend changes and improvements to the adjusting workflow process for adjusters and clerical support staff on an ongoing basis.
- Responsible for the Duty Disability application process. Assure that legal matters and appropriate facts are presented to the Employee Retirement Medical Panel.
- Liaison to the State of Wisconsin Department of Workforce Development and various providers to avoid/reduce or alleviate cost disputes on worker's compensation claims.
- Conduct quality audits on adjuster's files. Provide recommendations for appropriate action and follow-up by staff.
- Coordinate and respond to all Records Requests.
- Negotiate with insurance carriers and attorneys to recover City costs for all third party claims.
- Coordinate return-to-work information with City Departments.

A number of duties new to this position were previously completed by the Workers Compensation Manager and the Claims Adjuster Specialist and include responsibility for managing staff workflow improvements, responsibility for the Duty Disability application process and assuring that appropriate facts are presented to the Medical Panel.

A number of these new duties are new to the Worker's Compensation workflow or are the result of centralizing a function to create efficiencies in the Section. This would include acting as a liaison with the State and providers to reduce or alleviate disputes and State of Wisconsin fines, performing quality audits on adjusting files, responding to all records requests, coordinating return to work information with City departments, and negotiating with attorney and providers to recover costs on third party claims.

Analysis

As a result of these changes, the position has not only taken on more complex adjusting work but is now responsible for managing the administrative aspects of the Workers Compensation Claims Adjusting process.

Position classifications and levels of claims adjusting staff in the Worker's Compensation Section include:

Title	Salary Grade	Range
Worker's Compensation & Safety Manager	012	\$70,767-\$99,074
Claims Adjuster Specialist	005	\$45,280-\$63,396
Claims Adjuster-Senior	004	\$42,478-\$59,468
Management Services Adjuster	003	\$39,848-\$55,783
Claims Adjuster	002	\$37,392-\$52,341
Claims Representative	532	\$37,235-\$44,341
Claims Assistant Representative	508	\$33,714-\$38,840
Claims Processor II	435	\$33,316-\$36,708

The Management Services Adjuster is currently adjusting claims with a high degree of complexity, characteristic of the level of a Claims Adjuster Specialist in Salary Grade 005. This would include the responsibility for Duty Disability requests and responsibility for stress claims and claims that can result in long and chronic disabilities.

The Management Services Adjuster is also reviewing the adjusting work of all levels of adjusting staff within the section and recommending improvements to workflow as well as individual

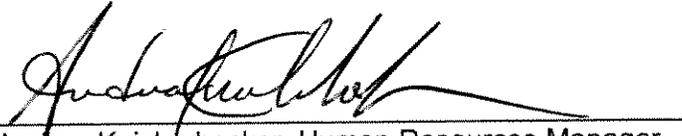
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adjuster's work performance on specific files through quality audits. This position also ensures that all adjusting staff members are meeting all State of Wisconsin DWD report deadlines, and if there is any issue in compliance, intervenes to ensure information is provided to the State in a timely manner to prevent or alleviate fines.

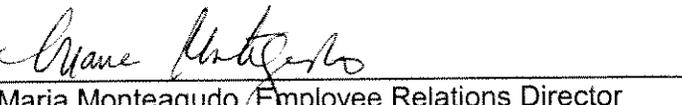
Recommendation

Because of the responsibility for adjusting claims at the level of a Claims Adjuster Specialist and for the increased responsibility for managing the administrative aspect of the Workers Compensation adjusting process, the level of responsibility of the position is more comparable to that of a Claims Adjuster Specialist in Salary Grade 005. We therefore recommend that this position be reclassified to Management Services Adjuster is Salary Grade 005.

Prepared by:


Andrea Knickerbocker, Human Resources Manager

Reviewed by:


Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: December 19, 2006

Incumbents: A. Cindy Angelos
B. Sharon McGuire

Department: Public Works – Administrative Services

Present	Request
Title: A. Parking Financial Manager B. Parking Operations Assistant	Title: Study of Positions
Salary: A. Salary Grade 007 (\$51,440 - \$72,013) B. Pay Range 621 (\$47,199 - \$56,333)	Salary: Study of Positions
Step: A. Step 12 (\$72,013) B. Step 5 (\$56,333)	Source: Department
Recommendation: A. Title: Parking Financial Manager Salary: Salary Grade 009 (\$58,448 - \$81,824) New Rate: Step 9 (\$74,647) B. Title: Parking Operations Coordinator Salary: Pay Range 621 (\$51,405 - \$60,929) (Revised by deleting the first two steps of the Pay range and adding two steps at the top to provide an 8% increase at the Maximum.) New Rate: Step 4 (\$58,586)	
Rationale: A. The duties and responsibilities of this position have increased greatly with all the changes and innovations in the area of Parking. With the size of the budget, \$45 million, and the extensive amount of contract work and research and implementation of new technologies we recommend a reallocation for Parking Financial Manager from Salary Grade 007 to Salary Grade 009. B. The duties and responsibilities of this position have changed as this position no longer assists the previous Parking Operations Coordinator but rather works very independently and directly oversees the parking operations at all five parking facilities and over fifty parking lots. The position has more responsibility for preventive maintenance, and hiring and overseeing the work of contractors who perform a variety of services for the parking structures and lots.	

Action Required

In the Salary Ordinance, under Salary Grade 007, delete the title of "Parking Financial Manager" and under Salary Grade 009, add the title of "Parking Financial Manager".

Under Pay Range 621, delete the current biweekly rates of pay and the title "Parking Operations Assistant" and add the new biweekly rates of "\$1,977.13, \$2,063.29, \$2,166.64, \$2,253.31 and \$2,343.44" and the title "Parking Operations Coordinator".

In the Positions Ordinance, under Department of Public Works, Parking Fund, Parking Administration/Meters, delete one position of "Parking Operations Assistant" and add one position of "Parking Operations Coordinator".

Background

In a letter dated April 11, 2005, Jeffrey Mantes, Commissioner of Public Works, requested a study for reclassification of several positions in the Administrative Services Division and Parking Operations. Several of the positions have already been studied and reported on. This particular report focuses on two positions located in Parking Administration of the Administrative Services

Division. A Job Analysis Questionnaire was completed by both incumbents and discussions were held with the incumbents and Dorinda Floyd, Administrative Services Director.

A. Parking Financial Manager

The basic function of this position is to be responsible for the operating and capital budget for the Parking Fund and to assist the Administrative Services Director in all matters pertaining to the management of the City's parking operations including but not limited to on and off-street parking, parking permits, parking meters, and the citation processing contract. The duties and responsibilities are as follows:

- 30% Prepare annual operating and capital budget totaling over \$45 million dollars and provide financial management and administration of the Parking Fund – manage and monitor operating and capital expenditures for the City's parking operations and revenues generated from parking related activities; analyze and make recommendations to maximize revenues while minimizing expenditures; and prepare reports as requested to track and analyze parking related activities.
- 30% Manage the City's Citation Processing Contract which totals over \$5 million dollars – manage all aspects of the contract which includes the Violations Bureau and three payment centers, parking, municipal, and traffic citation processing, primary and secondary collections including the Wisconsin Tax Intercept Program and vehicle registration holds, maintenance of the night parking permit database and tow system, customer service, scheduling of appearances to dispute citations and/or tows, operation of the kiosks, online and Interaction Voice Response (IVR) payment of parking citations, and maintenance of the hand held machines, Autocites, that are used by Parking Checkers; respond to inquiries and complaints from the Mayor's Office, Aldermen, and the general public about any of the above functions; investigate complaints and follow-up with contractor; act as a liaison between the contractor and the City Attorney's Office, Municipal Court, Milwaukee Police Department, and Wisconsin Department of Transportation relating to citation processing, adjudication and collection; work with the contractor to implement new technology to improve customer service and enhance productivity and on legislation to improve enforcement, collection and adjudication processes and procedures; assist in the negotiation of contract amendments for the provision of services and equipment; and monitor contractor performance and ensure compliance with contract provisions.
- 15% Prepare and administer the contracts and leases for City-owned parking facilities – manage all contracts and leases of City-owned parking facilities including the parking structure management contract, the contract with a business for exclusive use of one parking structure, a restaurant lease, a condominium association agreement, and various other agreements; manage all easements of City-owned parking lots/spaces and ensure compliance with contract provisions; oversee security issues, bidding services for snow removal, operations to ensure compliance with contract terms and agreements to provide parking for designated City employees; and meet with community organizations, businesses and citizens to address specific issues relating to parking availability in City-owned structures and lots, to develop validation programs and/or to provide special parking arrangements.
- 10% Oversee the management of the City's parking meter program with over 6,400 meters – prepare and oversee the contract for weekly collection from the meters and the contract for coin counting and bank deposit; and oversee legislative changes regarding parking meter rates, time restrictions, and the installation and removal of meters.
- 15% Act as a liaison to public officials, community organizations, and citizens regarding parking related issues and conduct studies and analysis and prepare reports as directed – attend neighborhood meetings at the request of the Mayor or Aldermen; meet with developers, businesses, and civic organizations to discuss and resolve parking-related issues; assist the

Citation Review Manager in the review of disputed parking citations or tows; work with the City Attorney's Office, Municipal Court, and the Milwaukee Police Department on specific complaints and/or to improve the enforcement, adjudication, and collection processes; analyze, propose, and, if necessary, testify on changes in state legislation and City ordinances related to parking; prepare requests for proposals (RFP) and bid documents for the provision of parking-related services and equipment; and participate in audits of parking operations.

Requirements for this position include a bachelor's degree in Public Administration, Business, Finance, or other related areas of study and five years of experience in management, municipal budgeting and policy analysis. This position also requires strong communication, analytical, decision-making and dispute resolution skills and the ability to multi-task and exercise independent judgment. Equivalent combinations of education and experience may also be considered.

Changes in the Position

The changes in the position include the following:

- Manages the Parking Fund which has grown over the past fifteen years from \$15 million to \$45 million and now supports over 125 positions in the areas of Parking Administration, Parking Enforcement, and the Tow Lot.
- Shares in the oversight of the Parking Citation Review Manager position in Salary Grade 006 which was created in 2002, is located in the City Attorney's Office at the Municipal Court, and is funded by the Parking fund. Developed an extensive two week training program and assists in reviewing and resolving disputes. The duties of the Parking Citation Review Manager were previously handled by Assistant City Attorneys.
- Monitors, analyzes, and reports on all parking-related statistics including citation issuance, primary and secondary citation collections, internet collections, and number of parking permits sold. This information is used to enhance operations and service delivery while minimizing costs.
- Assists the Administrative Services Director in the investigation and implementation of all new parking technologies that enhance customer service and operations. This includes researching new technologies, developing bid specifications, negotiating modifications to existing contracts and conducting pilot projects.
- Administers the Citation Processing Contract which is worth \$5 million dollars and assists elected officials and their constituents in resolving parking citations and tow disputes. This was previously done by a Contract Liaison Officer position in Salary Grade 006 that was eliminated in 2003.
- Works to find creative solutions to public parking availability. Public parking availability was handled more uniformly in the past but now requires creative solutions to meet the needs of various users. As a result this position meets more often with community groups and businesses to discuss parking needs and with the Department of City Development to work on parking issues for various business and residential developments.
- Oversees the Parking Meter Program, including the automation of all parking meter installation designs, coin counting and collection contracts, and expenditures and revenue associated with the program. This was previously done by the Tow Lot Manager in Salary Grade 008 but was delegated to this position in 2001 due to the large workload of the Tow Lot Manger.

Analysis

This position was reclassified in 1990 from Management and Accounting Officer in Salary Grade 006 to Parking Financial Manager in Salary Grade 008 and was moved from the Division of Traffic Engineering and Electrical Services to the DPW General Office as part of a reorganization. The

position was studied again in 1991 and the title was changed from Parking Financial Manager to Parking Operations Manager. As part of another reorganization in DPW in 2000 this position was downgraded to Salary Grade 007 since it no longer would be responsible for the City's parking meter system and would no longer supervise four positions of Parking Services Worker II which install, replace, and service the City's parking meters. This position is now responsible for this function and these positions of Parking Meter Technicians as well as the positions of Parking Operations Supervisor, Parking Operations Assistant, and Accounting Program Assistant III.

A review of the changes listed above indicates that some are due to additional duties that were performed by a position in a lower salary grade such as administering the Citation Processing Contract and assisting with towing and citation disputes. Other changes, however, have greatly expanded the duties and responsibilities of this position. For example, with moving the function of Parking Enforcement to the Department of Public Works the demand for monitoring, analyzing, and reporting the data increased. The budget grew dramatically at this time since 20 additional Parking Checker positions were created and parking ordinances were more heavily enforced. Instead of losing money the Parking Operation began to generate revenue for the City and is currently paying \$15.8 million into the general fund. The position under study not only researches different options for improving efficiencies, service delivery and productivity but is actively involved with the implementation of new technologies such as the electronic kiosks to sell night parking permits and pay parking citations. With these expanded duties and responsibilities noted we compared this position under study to positions in Salary Grade 008, 009, and 010 including the following:

Business Operations Managers (Salary Grade 008)

Six positions of Business Operations Manager exist throughout the City Service. Three of the positions are located in the Department of Public Works – Administrative Services Division. Business Operations Managers generally are responsible for areas such as budgeting, accounting, billing, material procurement and disbursement, personnel and payroll, accounts payable and receivable, recordkeeping, and supervision of administrative staff.

Business Operations Manager – Health (Salary Grade 009)

The basic function of this position is to direct the administrative services of the Health Department including budget and finance, buildings and grounds services, purchasing and administrative office services. The 2006 budget for the Health Department is \$31 million dollars which includes several grants. This position oversees the work of four management positions and fifteen staff.

Accounting Manager (Salary Grade 010)

The basic function of this position is to be responsible for the design, configuration, implementation and management of a uniform accounting system for the recording and reporting of all accounting transactions for the City of Milwaukee. This includes directing and managing the general accounting division staff in this process including accounts payable, City debt payments, budgetary controls, revenues, expenditures, assets, liabilities and fund equities of all governmental, proprietary, fiduciary funds and the accounts group. This position oversees the work of six management positions and eight positions of Accounting Program Assistant.

The position under study oversees the Parking Fund budget of \$45 million dollars which is one of the largest budgets in City government and has a diverse revenue base. The position is also responsible for preparing both the operating and capital budgets in the Parking Fund and managing numerous contracts for various functions such as Citation Management, Parking Structure Management, Parking Meter Collection, Coin Counting, snow plowing and various ad hoc contracts for repairs. As the position has responsibility now for the Parking Meters, which was the reason the position was downgraded in 2000 to Salary Grade 007, the position should be upgraded at least to Salary Grade 008. With the size of the budget, however, and the extensive amount of contract work and research and implementation of new technologies, we recommend Salary Grade 009. The position of Accounting Manager in Salary Grade 010 seems stronger and wider in scope as it designs and implements policies city-wide for the reporting and recording of accounting transactions.

A review of the management job evaluation factors indicates that the levels should be increased. Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	10	158
Knowledge and Skill	8	111
Relationships Responsibility	8	55
Working Conditions	1	5

Total Points: 329
(Salary Grade 009: 306 – 352 points)

Recommendation

Based on the above analysis we recommend this position of Parking Financial Manager in Salary Grade 007 be reallocated to Salary Grade 009.

B. Parking Operations Assistant

The basic function of this position is to be responsible for the management and administration of all City owned off-street parking facilities, including parking structures and lots, to ensure they are clean, safe, operating effectively and efficiently, and responsive to customer needs. This position also serves as a primary back-up to the Parking Citation Review Manager who reviews parking citations and towing disputes. The duties and responsibilities are as follows:

- 45% Oversee the comprehensive operation of all five parking facilities, that operate 24 hours per day, seven days a week, including maintenance, operations, customer service, and city claims – observe, identify, and initiate maintenance of mechanical, electrical, safety, and structural problems; oversee all routine, preventive, and emergency maintenance for parking structures and assure work is complete; hire contractors and review inspections required by law for mechanical, fire, elevator, stand-pipe, dry sprinkler system, etc to make sure parking structures are in compliance with codes; act as the City liaison to the restaurant tenant and the management operations company which runs four of the five parking structures; review and investigate damage claims made to the City Clerk's Office regarding parking structure issues; make recommendations to the City Attorney's Office and appear before the Judiciary and Legislative Committee and/or Circuit Court, if required; meet daily with hired contractors and City inspectors to ensure proper notification to operations management and parking patrons and to address various problems such as water leakage and dust and noise control; participate in the implementation of new revenue control and access equipment at four parking structures; and develop signage needs to educate public about new technology.
- 25% Hire and oversee contractors, and consult and work with other city employees to address needs at the parking structures and lots – consult with mechanical or structural engineers to determine the type of contractor needed to address a problem; obtain bids and award contract; meet regularly with contractor to ensure proper compliance with contractual requirements; request reviews by structural engineers to verify that contractors are complying with code requirements and engineering standards; and request evaluations, repairs and maintenance by other city staff.
- 15% Oversee the maintenance of over 50 City parking lots that are operated with parking meters, permits, or leases – conduct regular field observations to determine condition and operation of each of the parking lots; respond to aldermanic service requests regarding citizen complaints or lot conditions; order the snowplowing of lots and determine routes and schedules; survey night lighting outages and produce work orders for problems observed; contact parking enforcement personnel regarding abandoned, disabled, and possibly stolen

vehicles on lots; conduct parking occupancy surveys; and oversee all design, layout, and painting of parking stall lines.

10% Oversee and administer parking leases related to the parking structures and lots - act as liaison to those who have leases to parking spaces to a business with a lease for an entire parking structure; request, review, and maintain insurance certificates required by each contractor/lessee; address maintenance concerns related to a restaurant which leases space within a parking garage; and assist the Parking Financial Manager in the creation, renewal and execution of leases.

5% Serve as a primary backup to the Parking Citation Review Manager and review parking citation and towing disputes – investigate citizen claims regarding broken meters, missing/temporary signs, and reason for citations or tows; confirm the existence of overnight or other permits; weigh evidence and determine whether citation is valid; assist citizens with documentation to continue dispute or arrange for payment plan with Municipal Court; and record decision and forward information to citation processing contractor.

Requirements for this position include two years of experience in facility management and parking operations; an ability to multi-task, work independently and in stressful situations, communicate with contractors and lessees regarding the safe operation of off-street parking facilities and be on call to respond to various emergency situations. Equivalent combinations of education and experience may be considered.

Changes in the Position

The changes in the position are as follows:

- Investigates proactively for repairs that will prolong the life of the parking structure and save money. Confers with Engineers to determine the best solutions to prolong the life of the parking structure.
- Determines the size, location, and written message for signs in the parking structures.
- Inspects and arranges repairs for all wheelstops, fences, bollards, and guard rails in DPW parking lots.
- Developed and is implementing crackfilling and surface sealant programs for DPW parking lots.
- Monitors parking contracts and leases for insurance obligations and extensions.
- Works as a liaison between the contractors/lessees and DPW management staff to address compliance issues.
- Identifies problems and initiates proactive investigations by engineering staff to address capital improvement needs.
- Serves as a backup to the Citation Review Manager in the City Attorney's Office. This position reviews disputes by citizens regarding parking citations and towing disputes.

Analysis

In 1991 this position was reclassified from Engineering Tech IV in Pay Range 620 to the present title and level of Parking Operations Assistant in Pay Range 621 to reflect the distinct duties and responsibilities related to parking. Another position was reclassified to Parking Operations Coordinator in Pay Range 627. The intent was for the position under study to be a backup and assistant to that position. Over time, however, the duties and responsibilities have changed. The Parking Operations Coordinator position now manages the City's Parking Meter Program and was recently reclassified to Parking Operations Supervisor in Salary Grade 005. The position under study no longer assists this position but rather works very independently and directly oversees the parking operations at all five parking facilities and over fifty city parking lots. The parking facilities are valued at over \$55 million dollars and this position works to protect the City's investment in these

properties by planning routine, preventative and emergency maintenance along with assisting with the planning and managing of capital improvement projects. This position works closely with the Structural Engineer who determines what needs to be done. This position also serves as the backup for the Parking Citation Review Manager in Salary Grade 006.

A comparison to a previous job description indicates that this position was working in many of the above areas. The position has changed, however, in that the position has much more responsibility in the areas of preventive maintenance, and hiring and overseeing contractors to perform a variety of services for the parking structures and lots. Also, the position is no longer assisting another position in this area but rather is working more independently. With these changes the position has grown in responsibility. As the general nature of the work is the same and there is no bona fide supervisory responsibility we recommend the position stay in the 600 pay series. The maximum of the current pay range is between Salary Grades 003 and 004 of the Management Pay Plan. To determine an appropriate level of pay we made comparisons to other City positions including the following:

Parking Enforcement Supervisor in Salary Grade 004 (\$42,478 - \$59,468)

The basic function of this position is to, under the direction of the Parking Enforcement Assistant Manager, be responsible for the supervision of Parking Checkers who are engaged in the enforcement of city parking regulations, the towing of illegally parked and abandoned vehicles, and responding to citizen complaints. The position also assists with coordinating the City's 24 hour tow desk which processes requests for towing services and dispatches tow equipment.

Parking Operations Supervisor in Salary Grade 005 (\$45,280 - \$63,396)

The basic function of this position is to manage the City's on-street parking program which includes about 6,400 parking meters which generate over \$4 million dollars in annual revenue. Duties include the supervision of four Parking Meter Technicians, oversight of the coin collection and cash deposit contracts, design of on-street angle parking and parking meters, administration of the City's employee parking permit program, investigation and response to complaints, and coordination of multi-jurisdictional parking/traffic activities.

Facilities Maintenance Coordinator in Pay Range 627 (\$58,427 - \$69,649)

The basic function of this position is to be responsible for coordinating and assisting with the design and management of installation, maintenance, repair, and construction projects for City facilities; inspecting and supervising project work; preparing engineering reports and cost estimates; and supervising, implementing and coordinating all preventative maintenance and demand work orders. Requirements include a four year degree in engineering or architecture with two years of general construction and/or building renovation experience.

The Parking Enforcement Supervisor in Salary Grade 004 has extensive supervisory responsibility but does not have the responsibility of overseeing contractors and their work. The Parking Operations Supervisor in Salary Grade 005 oversees contractors and their work but also has some supervisory responsibility and oversees various projects. The position under study does not have any direct supervisory responsibility. The emphasis is more on the coordination of work and getting things done whether that is by contractors or city employees. The Facilities Maintenance Coordinator also is responsible for preventative maintenance but on a larger scale and requires a degree in engineering or architecture and experience in general construction and/or building renovation.

In recognition of these changes we recommend that there be an increase in pay. A comparison to other positions in the 600 pay range series indicates that this position is unique. Since the position under study is the only position and title in Pay Range 621 we recommend changing the pay range so that it will have two additional steps at the top of the range and the first two steps are eliminated. At the maximum this will provide an eight percent increase in pay and will place it between Salary Grades 004 and 005. The steps would be as follows: \$1,977.13; \$2,063.29; \$2,166.64; \$2,253.31; and \$2,343.44. We further recommend that the title be changed from Parking Operations Assistant to Parking Operations Coordinator to better reflect the nature of the work.

Recommendation

Based on the above analysis we recommend this position of Parking Operations Assistant in Pay Range 621 be reclassified to Parking Operations Coordinator in Pay Range 621. We further recommend that Pay Range 621 be changed to the following rates \$1,977.13; \$2,063.29; \$2,166.64; \$2,253.31; and \$2,343.44.

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