



Department of Employee Relations

Tom Barrett
Mayor

Makda Fessahaye
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

Makda Fessahaye
Department of Employee Relations
City of Milwaukee
200 E Wells St, Room 706

December 3, 2021

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 211102 – Communication from the Department of Employee Relations relating to classification studies submitted for the December 7, 2021 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations have been submitted for review at the City Service Commission meeting on December 7, 2021.

Department of City Development

Current	Recommended
City Planning Manager PR 1IX (\$75,478 - \$105,669) (1 Position)	City Planning Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (1 Position)
Long Range Planning Manager PR 1GX (\$66,435 - \$93,010) (1 Position)	Long Range Planning Manager PR 1GX (\$66,435 - \$93,010) FN: Recruitment is at \$78,455 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (1 Position)
Strategic Development Manager PR 2JX (\$62,338 - \$87,270) (1 Position)	Urban Design Coordinator (1 Position) Principal Planner (2 Position) PR 2JX \$(62,338 - \$87,270) FN: Recruitment is at \$74,819 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification. (2 Positions)
Principal Planner PR 2JX (\$62,338 - \$87,270) FN: Recruitment is at \$70,334. (2 Positions)	

Senior Planner – Architectural Design (1 Position) Senior Planner (3 Positions) PR 2HX (\$54,865 - \$76,806) FN: Recruitment is at \$60,000.	Senior Planner – Urban Design (1 Position) Senior Planner (3 Positions) PR 2IX (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Real Estate Specialist PR 2GX (\$51,469 - \$72,063) (3 Positions)	Real Estate Specialist (3 Positions) Environmental Project Coordinator Senior (2 Positions) PR 2GX (\$51,469 - \$72,063)
Environmental Project Coordinator Senior PR 2GX (\$51,469 - \$72,063) (2 Positions)	FN: Recruitment is at \$66,595 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Associate Planner PR 2EX (\$48,670 - \$63,426) FN: Recruitment is at \$51,358. (1 Position)	Associate Planner PR 2EX (\$48,670 - \$63,426) FN: Recruitment is at \$56,494 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification. (1 Position)

Note: Residents receive a rate that is 3% higher.

Common Council – City Clerk

Current	Recommended
Senior Planner (City Clerk) PR 2HX (\$54,865 - \$76,806) FN: Recruitment is at \$60,000. (2 Positions)	Senior Planner (City Clerk) PR 2IX (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. FN: Additional 3% for APT Recognized Professionals. (2 Positions)

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Health Department

Current	Recommended
Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) Recruitment at any point DER/FPC Chair approval (One Position)	Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) Recruitment at \$83,444/any point DER/FPC Chair approval (One Position)
Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) Recruitment at \$68,274 (One Position)	Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) Recruitment at \$73,226/any point with DER approval (One Position)
Doula Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$63,807 (One Position)	Doula Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)
WIC Program Manager PR 1EX (\$58,462 - \$81,844) (One Position)	WIC Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)
Strong Babies Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment is at \$68,021 (One Position)	Strong Baby Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)

Health Project Supervisor - DADS PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000 (One Position)	Health Project Supervisor - DADS PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval (One Position)
Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000 (Three Positions)	Health Project Supervisor – Empowering Families of Milwaukee PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval (Three Positions)
Doula Program Coordinator PR 2GN (\$51,469 - \$72,063) Recruitment at any point with DER approval (One Position)	Doula Program Coordinator PR 2GN (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval (One Position)
Health Project Coordinator – WIC PR 1AX (\$48,670 - \$63,426) (Two Positions)	Health Project Supervisor – WIC PR 1CX (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval (Two Positions)
Healthcare Access Program Coordinator PR 1AX (\$48,670 - \$63,426) Recruitment at any point with DER approval (One Position)	Healthcare Access Program Coordinator PR 2FN (\$48,670 - \$67,615) Recruitment at \$52,805/any point with DER approval (One Position)

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Respectfully Submitted,



Makda Fessahaye
Employee Relations Director



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: December 7, 2021

Department of City Development

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Background

The Department of Employee Relations (DER) has received a request from the Department of City Development (DCD) to conduct a cost of labor analysis for titles in the departments Planning Section. DER has also received a request from Common Council – City Clerk to conduct a cost of labor analysis for the department’s Senior Planner positions. These request are due to concerns of current rates of pay for the applicable titles in comparison to market rates of pay for similar positions in Southeastern Wisconsin. Job descriptions were analyzed and discussions were held with Vanessa Armstrong – Human Resources Officer, Samuel Leichtling – City Planning Manager, Jim Owczarski – City Clerk, and Dana Zelazny – Deputy City Clerk. New rates of pay for these positions are based on an assessment of the cost of labor for comparable positions within Southeastern Wisconsin.

Duties and Responsibilities

City Planning Manager

The City Planning Manager manages staff and resources assigned to the Planning Division. The Division is responsible for the design and administration of the City’s land use regulations; the development of City-wide, Area and Neighborhood plans; development and implementation of legislation related to these activities, and the operation of the City Plan Commission. This position represents the City of Milwaukee in collaborative local and regional planning activities.

- Manage the City Planning division of the Dept. of City Development. Hire, orient and evaluate staff. Oversee day-to-day operations. Assign work, set priorities and expectations, and evaluate work product. Organize staff assignments and responsibilities for maximum efficiency. Manage the division’s budget. Develop partnerships (with, for example, UWM SARUP) to augment the City planning staff with qualified interns. Establish a positive culture within the planning division that demands a high degree of staff responsiveness; encourages creativity; and supports professional growth. Serve as a member of the senior management team of DCD. Participate actively in staff meetings; coordinate the work of the planning division with other sections of the department.
- Ensure high-quality representation of the City of Milwaukee in collaborative local and regional planning activities. Vet and present City position and perspectives to bodies such as the Southeast Wisconsin Regional Plan Commission, Near West Side Partners, Harbor District, Choice Neighborhood project, etc.
- Ensure the effective functioning of the City Plan Commission. Approve meeting agendas, minutes, and public notices. Determine staff recommendations to be presented to CPC. Oversee staff interaction with the CPC such that the Commission has timely and accurate information needed to make decisions. Ensure that CPC notices and meetings are conducted in accordance with State of Wisconsin open meetings law. When vacancies occur, vet and recommend CPC nominees to the Mayor.
- Work closely with internal project managers and developers of the highest-profile projects to ensure high-quality design and coordinated entitlement processes.
- Ensure that planning activities are well-informed by public input.
- Ensure that policy-makers are well-informed regarding planning division activity, including requests for entitlements, forthcoming legislation, and plan development.
- Oversee development of legislation and implementation of technology solutions to improve Milwaukee’s land use regulation practices.

Long Range Planning Manager

This position is responsible for managing the Long Range Planning section within the Planning Division of the Department of City Development. This position supervises professional staff on long range planning activities, carries out special projects, consults with and provides technical assistance to other DCD staff members, Plan Commission, Housing Authority, Redevelopment Authority, and various other city, state federal and private agencies, organizations and developers.

- Manage and supervise the staff of the Long Range Planning Division. This includes responsibility for assigning and reviewing work, supporting professional development and growth, and hiring and training new staff.
- Develop and manage public engagement strategies that maximize stakeholder engagement during planning projects, reduce barriers to participation, and meaningfully engage under-represented groups.
- Carry out special planning projects that may include drafting neighborhood plans, economic and community development planning, leading strategic planning initiatives, redevelopment planning, researching regulatory and other techniques for implementing the comprehensive plan, developing design guidelines and zoning code updates, and related planning initiatives.
- In consultation with the Planning Manager, set goals and develop and implement the annual work plan for the Long Range Planning Section. This includes creating project scopes of work, budgets, and timelines for major projects to ensure the activities of the Division advance Departmental goals and priorities.
- Oversee the review of public and private development proposals that are subject to discretionary review for compliance with the objectives of the City's Comprehensive Plan and neighborhood goals, as well as relevant design guidelines and city ordinances.
- Develop collaborative relationships with internal and external partners to further the implementation of the recommendations of the Comprehensive Plan. Convene stakeholder groups in support of Long Range Planning initiatives. Serve as the Department's liaison to external groups working on related initiatives.
- Reply to requests for information from the Mayor's Office, Legislative Reference Bureau, Council members, other City Departments, residents, business owners, and developers.
- Pursue grant funding and external partnership opportunities that generate additional resources to support Long Range Planning projects.

Strategic Development Manager

The Strategic Development Manager manages and coordinates responsibilities of the Planning Administration Section, to ensure prompt and accurate review and appropriate staff recommendations for actions of the City Plan Commission and Board of Zoning Appeals. This position also serves as the liaison between the CPC and Common Council members and the public.

- Coordinate the Design Review process for projects seeking zoning changes, Board of Zoning Appeals (BOZA) approvals, city real estate sales, and other discretionary city approvals. This includes coordinating the activities of DCD's Design Review Team, including developing design recommendations and communicating them to developers and applicants.
- Coordinate with architects, developers and Development Center staff regarding development proposals to ensure that new development will conform to the City's comprehensive plan and various special district requirements, including compliance with City's Principals of Urban Design and economic development goals.
- Develop periodic updates to the zoning code that advance urban design goals.
- Provide project management for urban design and development related projects including the development of design guidelines and standards, and support area planning and economic development projects with a focus on urban design. This may include developing proposals and scopes of work for professional services, and managing consultant performance on specific contracts.
- Research and recommend changes to processes and ordinances to improve land use planning processes. Maintain knowledge of best practices in the design field, including relevant design standards and techniques, and professional practices.
- Provide zoning and urban design information to developers, City staff and public.
- Attend and represent the Department at neighborhood meetings and Common Council committee meetings, as needed.

Principal Planner

This position manages and coordinates responsibilities of the Planning Administration Section, to ensure prompt and accurate review and appropriate staff recommendations for actions of the Board of Zoning Appeals (BOZA). Serves as the liaison between BOZA and Common Council members and the public.

- Oversee zoning code text changes and annual zoning code updates.
- Oversee planning review of Board of Zoning Appeals (BOZA) applications and serve as Department representative at BOZA meetings.
- Coordinate planning division review of complex projects seeking zoning changes during entitlement process. Coordinate ongoing project review activities with Development Center staff.
- Research and recommend changes to processes and ordinances to improve land use planning processes. Maintain knowledge of best practices in the planning field, including legislation, case law, and professional practices and techniques
- Provide zoning information to developers, City staff and public.
- Attend and represent the Department at neighborhood meetings and Common Council committee meetings, as needed

Principal Planner

- Oversee processing of applications for zoning changes, planned development creation, overlay zone creation and developments, and other items requiring review of the City Plan Commission. Serve as liaison between the CPC and the Common Council and members of the public. Provide staff support and represent the Department to CPC at meetings. Develop staff reports that communicate findings and recommendations to CPC.
- Coordinate with architects and developers regarding development proposals to ensure that new development will conform to the City's comprehensive plan and various special district requirements, including compliance with City Urban Design goals.
- Coordinate planning division review of complex projects seeking zoning changes during entitlement process. Coordinate ongoing project review activities with Development Center staff.
- Research and recommend changes to processes and ordinances to improve land use planning processes. Maintain knowledge of best practices in the planning field, including legislation, case law, and professional practices and techniques.
- Provide zoning information to developers, City staff and public.
- Attend and represent the Department at neighborhood meetings and Common Council committee meetings, as needed.

Senior Planner – Architectural Design

The Senior Planner (Architectural Design) provides urban design services in support of various planning projects and programs and is responsible for the preparation and update of citywide, area and neighborhood plans, redevelopment plans, and studies for the development and redevelopment of districts and project areas within in the City.

- Provide architectural and design review and analyze land use and development proposals including urban design, architectural, and landscape characteristics thereof and recommend appropriate treatment and/or alternate solutions.
- Prepare detailed conceptual, schematic, and preliminary urban design plans including large-format presentation drawings, graphics, cost estimates, and narrative for planned and/or potential projects.
- Conduct research relevant to urban design and zoning code analysis assignments; provide written/oral reports and recommendations as directed.
- Lead preparations as project manager of area comprehensive plans, neighborhood action plans, redevelopment plans, and similar studies, which includes all aspect of plan preparation: writing work scopes, hiring and supervising consultants, leading engagement and design charrette processes (including outreach for and facilitation of advisory committees and public meetings), editing reports, making land use and urban design recommendations, organizing coordination and implementation efforts, and drafting final plan documents.

- Undertakes projects and initiatives related to implementation of plans noted above, including coordination and technical assistance as a DCD liaison to other City departments/divisions/sections, and various government, community, and stakeholder groups.
- Research and recommend changes to public policy and regulations to achieve land use goals. Maintain knowledge of best practices in the planning field, including legislation, case law, and professional practices and techniques. Establish and maintain project files, graphics and other relevant urban design reference and “hand-out” material.
- Coordinate annual Mayor’s Design Awards, including the nomination, selection, and awards process.

Senior Planner (DCD)

- Lead preparations as project manager of area comprehensive plans, neighborhood action plans and similar studies, which includes all aspect of plan preparation: writing work scopes, hiring and supervising consultants, leading engagement processes (including outreach for and facilitation of advisory committees and public meetings), editing reports, making land use and urban design recommendations, organizing coordination and implementation efforts, and drafting final plan documents.
- Access, analyzes and conveys demographic, economic, and land use data used in a variety of planning efforts.
- Undertake projects and initiatives related to implementation of plans noted above, including coordination and technical assistance as a DCD liaison to other City departments/divisions/sections, and various government, community, and stakeholder groups.
- Prepare redevelopment plans and other studies for districts and project areas in which the City or Redevelopment Authority has a special role in the promotion of development or redevelopment or in land use regulation. Districts of this type may include: renewal areas, tax increments districts, business improvement districts, commercial corridors, the Citywide Policy Plan, and other areas of special interest.
- Review and prepares reports related to proposed land use and zoning changes, urban design projects, and development proposals to ensure consistency with comprehensive and area plan.
- Research and recommend changes to public policy and regulations to achieve land use goals. Maintain knowledge of best practices in the planning field, including legislation, case law, and professional practices and techniques.

Senior Planner (DCD)

- Manage housing, demographic and economic data analysis projects to support comprehensive and strategic planning and economic development efforts throughout the department. This includes identifying appropriate data sources, analyzing data, trend and market analysis, presenting findings, and making recommendations based on findings.
- Lead GIS mapping activities for the Planning Division. This includes using GIS software to create maps and conduct geospatial analysis to support planning and development projects. Serve as liaison to City of Milwaukee Information Technology Management Division to coordinate the availability and updating of DCD data for inclusion on City-wide mapping and data platforms.
- Manage planning projects which rely on data analysis and projections to inform land use, development planning, and policy recommendations. This may include conducting market studies, preparing data summaries for public use, and developing neighborhood indicators.
- Research data and draft reports for use in grant applications, policy planning, and other departmental initiatives. Research and recommend changes to public policy and regulations to achieve land use goals. Maintain knowledge of best practices in the planning field, including legislation, case law, and professional practices and techniques.
- Manage or serve on project teams carrying out neighborhood planning projects. This includes managing consultants, interns, and clerical staff on specific assignments and carrying out public engagement. Prepare and deliver presentations to neighborhood groups, public bodies, and community partners. Disseminate planning information for use in decision-making.

Senior Planner (City Clerk)

The Senior Planner is responsible for supervising, implementing and managing activities related to historic preservation, including staff support for the Historic Preservation Commission, research and environmental review, and Certificates of Appropriateness for construction work on locally-designated historic structures.

- Provide staff support to Historic Preservation Commission.
- Undertake research of individual buildings, neighborhood histories and specified other historic topics are required to prepare historic designation study reports in response to nomination of historic structures and districts. Compile building and neighborhood histories for publications and promotional materials.
- Ensure timely review and comment on architectural plans for projects affecting historical buildings and to conduct Section 106 reviews following federal requirements
- Ensure timely response to applications for Certificate of Appropriateness and applications for local historic designation Ensure timely preparation of staff reports.
- Formulate architectural guidelines for the rehabilitation of historic buildings.
- Oversee the work of consultants, student interns and staff responsible for drafting National Register nominations, conducting building inventories, documenting historic buildings through photography, etc.
- Produce public information on historic preservation topics, including appropriate sections of the department's web site publications and displays.
- Participate in enforcement process to ensure compliance with historic preservation ordinance and conditions of Certificates of Appropriateness.

Real Estate Specialist

The Real Estate Specialist manages real estate disposition initiatives, with a particular emphasis on sale of vacant lots; renovation and sale of historically significant improved properties, and coordination of redevelopment projects involving vacant land sales.

Manage City of Milwaukee Housing Infrastructure Preservation Fund.

- Budget \$3.2 million in funds from 2010 to present for the restoration of historic structures the City acquires in tax foreclosure.
- Supervise contractors hired to restore historic homes from the City's tax foreclosure inventory.
- Solicit bids, draft contracts, review bids and produce scopes of work, create historic restoration plans in consultation with the Historic Preservation Commission, review restoration work for appropriateness.
- Coordinate all aspects of Housing Infrastructure Preservation Fund with appropriate City departments and relevant community groups.
- Evaluate program effectiveness, initiate proper policy and ordinance changes and hold regular presentations to common council, regulatory boards and commissions.
- Implement marketing plans for sale of renovated homes and coordinate community and press outreach to reach sales goals.

Manage City of Milwaukee Land Bank

- Directly supervise a half-time, contract employee charged with disposal of vacant lot sales under the \$1 Lot Initiative. Assign duties, outline methods, direct work in process, inspect completed work, approve work, prepare performance appraisal and take disciplinary action if required.
- Lead Vacant Land Re-use initiatives with research, policy evaluation and implementation, community outreach.
- Collaborate with diverse governmental entities, non-profits and private landowners on redevelopment plans for blighted areas of City.
- Appraise property; evaluate offers to purchase and development proposals ensuring consistency with market data, adopted plans, design guidelines and City policies.
- Develop and implement marketing strategies for the disposal of City-owned property.
- Prepare Common Council resolutions and reports and present to legislative committees and other regulatory boards and commissions.

- Create designs and construction plans for appropriate residential and commercial development on varied City properties.

Urban Planning and Major Redevelopment Project Management

- Coordinate all aspects of multimillion dollar redevelopment projects from property evaluation, appraisals, issuing request for proposal, evaluating development proposals, coordinate environmental review, draft legal documents, close sales, review completed projects.
- Liaison with the development community to foster development of City-owned property.
- Consult and participate with DCD staff on urban planning initiatives.
- Evaluate development projects as part of DCD Design Review Team.
- Provide reports, technical advice and creative solutions to City elected officials, commissions, department heads and community leaders.
- Manage and complete large scale projects, sales of land for redevelopment. Assist developers with meeting City requirements and permit needs, in concert with other City Departments, including City Attorney, Department of Public Works, and DCD Planning.
- Lead new construction development process from initial inquiry through compliance after construction. Promote and enforce sustainable and universal design principles.

Property Inventory sales and marketing

- Inspect all properties that come into City ownership through tax foreclosure as needed.
- Recommend demolition of unsafe and deteriorated City property after extensive coordination with appropriate City departments and environmental review.
- Engage in extensive field work for ongoing inventory and monitoring of City-owned property.

Urban Agriculture Initiatives

- Coordinate initiative with Milwaukee community groups and City departments to enact major ordinance changes to foster urban agriculture in the City of Milwaukee.
- Collaborate with appropriate and political impact of proposed changes.
- Organize outreach and community input planning sessions to ensure Milwaukee resident's needs are met by new ordinances and policy initiatives.
- Create community education plans for new beekeeping, chicken and urban agriculture changes.
- Implement new legal documents in consultation with City Attorney's office such as permit, lease, and adopt-a-lot programs to activate vacant land across the City.
- Monitor program effectiveness and enact changes as necessary.

Environmental Project Coordinator

Manage the city's environmental liability associated with foreclosure properties. Manage Phase I site assessments, manage Phase II and Phase III environmental activities, manage environmental consultant contracts, prepare grant applications, manage federal and state grants, and facilitate environmental planning and development activities for various city department and agencies. Provide technical expertise related to environmental policy development. Provide technical guidance on a broad range of environmental issues to various departments and represent Redevelopment Authority – City of Milwaukee (RACM) as a member of assigned workgroups, task forces, committees or advisory groups at local, state and regional levels.

- Manage complex environmental activities and compliance for technically complicated projects, including demolition of contaminated buildings, stormwater planning, urban agriculture, and large-scale infrastructure and redevelopment projects.
- Apply for and manage Brownfield grant money from various sources including the state and federal governments. With this comes frequent correspondence and reporting with the regulatory agencies.
- Coordinate and manage consultant contracts for Phase II investigations and Phase III remediation activities, including on-site inspections, institute cost management practices, and record keeping.
- Assist the department of coordinating planning efforts with redevelopment activities.
- Research and stay abreast of legislative and regulatory issues and changes.

- Participate in assigned local, state and regional workgroups, committees, task forces, and advisory groups related to brownfield development and environmental issues.
- Assist with tax foreclosure deferral process for environmentally impacted property.
- Assist with environmental contract administration and cost and data management.
 - Solicit proposals for professional engineering and other services related to site assessment and remediation work.
 - Make recommendations for hiring consultants and perform field inspections as may be required to effectively administer professional service contracts.
 - Review and approve consultant invoices.
 - Evaluate City bid specifications and consultant methods to reduce cost and increase efficiency.

Associate Planner

The Associate Planner is responsible for processing the daily work activities of land use planning and participating in the execution and completion of various comprehensive planning, design or research and development projects.

- Process Certified Survey Maps and public right of way vacation requests.
- Coordinate with applicants, their representatives, and other City departments to review applications, track project statuses, make recommendations, prepare and present files for Common Council review and provide ongoing technical assistance.
- Support Long Range Planning projects including the development of comprehensive area plans, commercial corridor plans, neighborhood plans, redevelopment plans and studies.
- Participate in community engagement activities to support neighborhood planning projects. This includes attending neighborhood meetings, conducting stakeholder interviews, and using email and social media to share and solicit information.
- Collect, analyze, and convey demographic, economic, survey and land use data for a variety of planning projects.
- Write and edit planning documents including sections of area planning documents, and reports or memorandum on staff findings and recommendations on land use planning issues.
- Participate in the execution and completion of various planning, urban design, zoning or related research projects to support ongoing plan development and plan implementation projects.

Market Rates of Pay

DER conducted an analysis of market rates of pay from the Economic Research Institute (ERI) a salary survey service to which the Department of Employee Relations subscribes.

Urban Planner

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
7	60,337	65,380	72,129	78,722	85,460
6	58,227	63,077	69,574	75,903	82,389
5	56,030	60,680	66,916	72,970	79,188
4	53,764	58,208	64,176	69,947	75,886
3	51,450	55,682	61,377	66,862	72,513
2	49,107	53,124	58,543	63,739	69,100
1	46,760	50,557	55,699	60,605	65,679

Source: ERI. Data as of Q4 October 1, 2021

ERI defines Urban Planner as a position that is responsible for the following: Plans and develops short- and long-term comprehensive programs and plans for development, growth, revitalization, and utilization of land and physical facilities of cities, counties, and metropolitan areas to maximize quality of life for the community and its residents.; Collects and analyzes data on economic, social, and physical factors affecting land use, projects future community needs, and prepares or requisitions graphic and narrative reports on data.

Urban Renewal Manager

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
7	70,689	77,146	85,672	94,204	102,741
6	68,573	74,818	83,077	91,339	99,628
5	66,375	72,400	80,378	88,356	96,381
4	64,109	69,909	77,595	85,274	93,020
3	61,791	67,363	74,751	82,119	89,573
2	59,443	64,783	71,870	78,920	86,072
1	57,083	62,192	68,979	75,706	82,550

Source: ERI. Data as of Q4 October 1, 2021

ERI defines Urban Renewal Manager as a position that is responsible for the following: Manages short- and long-term urban renewal programs and plans; Collects and analyzes data on economic, social, and physical factors affecting land use, projects future community needs, and prepares or requisitions graphic and narrative reports on data. Oversees work of urban planners.

Real Estate Specialist

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
7	52,861	55,943	60,310	64,059	68,131
6	51,420	54,405	58,648	62,281	66,236
5	49,825	52,700	56,802	60,305	64,129
4	48,087	50,837	54,780	58,139	61,818
3	46,235	48,847	52,614	55,814	59,335
2	44,298	46,776	50,349	53,378	56,730
1	42,306	44,670	48,049	50,895	54,069

Source: ERI. Data as of Q4 October 1, 2021

ERI Defines Real Estate Specialist as a position that is responsible for the following: Assists the real estate team during the site acquisition process.; Assesses and qualifies potential real estate assets and administrates property portfolios.; Ascertaines property ownership and land rights through examination of real estate documents including deeds, wills, and court files.; Secures approval for site modification from property owners.; Negotiates leases and purchase agreements.; Enforces lease terms and verifies payment of rents.

Analysis and Recommendation

The Department of City Development (DCD) indicated that the positions in the Planning Section of the department were last studied for market rates of Pay in 2016. Currently, the department has concerns about retention due to rates of pay for these titles being below market rates of pay for comparable positions. The City Clerk’s Office indicated that as more properties and districts are recommended for permanent historic designation, the Historic Preservation Commission's portfolio of designated properties continues to expand. As a result Senior Planner’s in the department are under increased pressure to manage workflow.

The Department of Employee Relations (DER) compared current rates of pay for similar titles to other Metropolitan areas in Wisconsin, and to other major cities in the Midwest. The following was determined:

WAUKESHA COUNTY			
SENIOR PLANNER	MIN	MID	MAX
	\$ 73,632	\$ 85,509	\$ 97,365

CITY OF DETROIT		
TITLE	MIN	MAX
PLANNER URBAN DESIGN 1	\$46,525	\$54,578
PLANNER URBAN DESIGN 2	\$55,421	\$74,382
PLANNER URBAN DESIGN 3	\$70,231	\$87,227
PLANNER URBAN DESIGN 4	\$76,840	\$100,781
PLANNER MGR URBAN DESIGN 3	\$96,588	\$126,680
PLANNING MGR URBAN DESIGN 4	\$108,291	\$142,029

In addition to the above comparison, DER has determined that the Senior Planner positions in DCD and the City Clerk’s Office are comparable to the Senior Transportation Planner positions in DPW which are in PR 2IN (\$58,462 - \$81,844) with a recruitment rate of \$71,323 and a 3% incentive rate for incumbents in this title that have earned an AICP certification.

American Institute of Certified Planners (AICP) Certification

The American Institute of Certified Planners (AICP) certification is a credential that professional planners can earn to demonstrate their commitment to ethical standards of practice. This credential is beneficial to those in the planning profession as it keeps professional planners current with changes in advances in the field. An AICP Certification can be earned by those in the planning profession that are current members of the American Planning Association (APA), are or have been engaged in professional planning, and have achieved a combination of professional planning education and experience. Professional planners must also maintain their AICP certification through mandatory Continuing Education Credits in Law and Ethics, Equity, and Sustainability and Resilience. A three percent incentive for this credential will demonstrate the departments’ support of professional development leading to retention within the applicable titles.

Association for Preservation Technology International

The City Clerk’s office has requested a three percent incentive for the departments Senior Planners that have completed the APT Recognized Professional program. The APT Recognized Professional, is a program designed to recognize the expert skill level of individuals in the various fields of preservation technology. An APT Recognized Professional is a person who has obtained and demonstrated specialized knowledge, supported by a combination of formation training and/or work experience, in the use of preservation technology in conservation and stewardship of cultural heritage. An ATP Recognized professional adheres to international technical and APT ethical standards and works in accordance with the regulations and guidelines of the holder’s specialty preservation field and appropriate jurisdictions of their practice.

Based on the above analysis the Department of Employee Relations recommends the following:

Title	New Title	Current	Recommendation
City Planning Manager (1 Position)	No Change	PR 11X (\$75,478 - \$105,669)	PR 11X (\$75,478 - \$105,669) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel.
Long Range Planning Manager (1 Position)	No Change	PR 1GX (\$66,435 - \$93,010)	PR 1GX (\$66,435 - \$93,010) FN: Recruitment is at \$78,455 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel.

Strategic Development Manager (1 Position)	Urban Design Coordinator	PR 2JX (\$62,338 - \$87,270)	PR 2JX (\$62,338 - \$87,270) FN: Recruitment is at \$74,819 and may be at any point in the range with DER approval.
Principal Planner (2 Positions)	<i>No Change</i>	PR 2JX (\$62,338 - \$87,270) FN: Recruitment is at \$70,334.	PR 2JX (\$62,338 - \$87,270) FN: Recruitment is at \$74,819 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Senior Planner – Architectural Design (1 Position)	Senior Planner – Urban Design	PR 2HX (\$54,865 - \$76,806) FN: Recruitment is at 60,000.	PR 2IX (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Senior Planner (DCD) (3 Positions)	<i>No Change</i>	PR 2HX (\$54,865 - \$76,806) FN: Recruitment is at 60,000.	PR 2IX (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Senior Planner (City Clerk) (2 Positions)	<i>No Change</i>	PR 2HX (\$54,865 - \$76,806) FN: Recruitment is at 60,000.	PR 2IX (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. FN: Additional 3% for APT Recognized Professionals.
Real Estate Specialist (3 Positions)	<i>No Change</i>	PR 2GX (\$51,469 - \$72,063)	PR 2GX (\$51,469 - \$72,063) FN: Recruitment is at \$66,595 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Environmental Project Coordinator Senior (2 Positions)	<i>No Change</i>	PR 2GX (\$51,469 - \$72,063)	PR 2GX (\$51,469 - \$72,063) FN: Recruitment is at \$66,595 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.
Associate Planner (1 Position)	<i>No Change</i>	PR 2EX (\$48,670 - \$63,426) FN: Recruitment is at \$51,358.	Associate Planner PR 2EX (\$48,670- \$63,426) FN: Recruitment is at \$56,494 and may be at any point in the range with DER approval. FN: Additional 3% for holding an AICP certification.

Action Required – Effective Pay Period 7, 2021 (March 21, 2021)

In the Salary Ordinance
Under Pay Range 1GX:

- Create footnotes (13) (14) (27) and (28) and apply to the title ‘Long Range Planning Manager’.
Renumber footnotes accordingly.

(13) Recruitment is at:

Biweekly	3,017.50
Annual	78,455.00

(14) An employee possessing an AICP certification to be paid an additional 3%.

(27) Recruitment is at:

Biweekly	3,108.03
Annual	80,808.78

(28) An employee possessing an AICP certification to be paid an additional 3%.

- Add footnotes (2) and (16) to the title ‘Long Range Planning Manager’

Under Pay Range 1IX:

- Delete footnotes (8) and (18) in their entirety.
- Repurpose footnotes (8) and (18) and apply to the title ‘City Planning Manager’:

(8) Recruitment is at:

Biweekly	3,474.58
Annual	90,339.08

(18) Recruitment is at:

Biweekly	3,578.82
Annual	93,049.32

- Create footnotes (9) and (19), apply to the title ‘City Planning Manager’ and renumber accordingly:

(9) An employee possessing an AICP certification to be paid an additional 3%.

(19) An employee possessing an AICP certification to be paid an additional 3%.

- Apply footnotes (1) and (11) to the title ‘City Planning Manager’.

Under Pay Range 2EX:

- Create footnotes (4) (5) (9) and (10), apply to the title ‘Associate Planner’ and renumber accordingly:

(4) Recruitment is at:

Biweekly	2,172.85
Annual	56,494.10

(5) An employee possessing an AICP certification to be paid an additional 3%.

(9) Recruitment is at:

Biweekly	2,238.04
Annual	58,189.04

(10) An employee possessing an AICP certification to be paid an additional 3%.

- Add footnotes (3) and (8) to the title ‘Associate Planner’.

Under Pay Range 2GX:

- Delete footnotes (8) (9) (17) and (18) in their entirety.
- Repurpose footnotes (8) (9) (17) and (18) and apply to the titles ‘Real Estate Specialist’ and ‘Environmental Project Coordinator – Senior’:

(8) Recruitment is at:

Biweekly	2,561.35
Annual	66,595.10

(9) An employee possessing an AICP certification to be paid an additional 3%.

(17) Recruitment is at:

Biweekly	2,638.19
Annual	68,592.94

(18) An employee possessing an AICP certification to be paid an additional 3%.

- Add footnotes (7) and (16) to the titles ‘Real Estate Specialist’ and ‘Environmental Project Coordinator – Senior’

Under Pay Range 2HX:

- Delete the title ‘Senior Planner – Architectural Design’
- Delete the title ‘Senior Planner’
- Delete footnotes (3) and (10) in their entirety and renumber accordingly.

Under Pay Range 2IX:

- Add the title ‘Senior Planner’
- Add the title ‘Senior Planner – Urban Design’
- Create footnotes (6) (7) (8) (14) (15) and (16) apply to the titles ‘Senior Planner’ and ‘Senior Planner – Urban Design’:

(6) Recruitment is at:

Biweekly	2,743.19
Annual	71,322.94

(7) An employee possessing an AICP certification to be paid an additional 3%.

(8) An employee who is an APT Recognized Professional shall be paid an additional 3%.

(14) Recruitment is at:

Biweekly	2,825.49
Annual	73,462.74

(15) An employee possessing an AICP certification to be paid an additional 3%.

(16) An employee who is an APT Recognized Professional shall be paid an additional 3%.

- Add footnotes (4) (6) (7) (8) (12) (14) (15) and (16) to the title ‘Senior Planner’.
- Add footnotes (4) (6) (7) (12) (14) and (15) to the title ‘Senior Planner – Urban Design’.

Under Pay Range 2JX:

- Delete the title ‘Strategic Development Manager’
- Add the title ‘Urban Design Coordinator’
- Delete footnotes (3) (7) (8) (11) (15) and (16) in their entirety and renumber accordingly.
- Create footnotes (6) (7) (13) and (14) and apply to the titles ‘Urban Design Coordinator’ and ‘Principle Planner’:

(6) Recruitment is at:

Biweekly	2,877.65
Annual	74,818.90

(7) An employee possessing an AICP certification to be paid an additional 3%.

(13) Recruitment is at:

Biweekly	2,963.98
Annual	77,063.48

(14) An employee possessing an AICP certification to be paid an additional 3%.

- Add footnotes (4) and (11) to the titles ‘Urban Design Coordinator’ and ‘Principle Planner’.

In the Positions Ordinance

Under the Department of City Development – General Management and Policy Development Decision Unit, Planning Section,

Delete one position of “Strategic Development Manager”
Add one Position of “Urban Design Coordinator”

Delete one position of “Senior Planner – Architectural Design”
Add one position of “Senior Planner – Urban Design”

Prepared By: *Arielle Ewing*
Arielle Ewing, Human Resources Representative

Reviewed By: *Andrea Knickerbocker*
Andrea Knickerbocker, Human Resources Manager



Reviewed By: _____
Makda Fessahaye, Employee Relations Director



Department of Employee Relations

Tom Barrett
Mayor

Makda Fessahaye
Director

Renee Joos
Director
Employee Benefits

Nicole Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: December 7, 2021

Health Department

Current	Recommended
Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) Recruitment at any point DER/FPC Chair approval (One Position)	Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) Recruitment at \$83,444/any point DER/FPC Chair approval (One Position)
Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) Recruitment at \$68,274 (One Position)	Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) Recruitment at \$73,226/any point with DER approval (One Position)
Doula Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$63,807 (One Position)	Doula Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)
WIC Program Manager PR 1EX (\$58,462 - \$81,844) (One Position)	WIC Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)
Strong Babies Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment is at \$68,021 (One Position)	Strong Baby Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval (One Position)
Health Project Supervisor - DADS PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000 (One Position)	Health Project Supervisor - DADS PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval (One Position)
Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000 (Three Positions)	Health Project Supervisor – Empowering Families of Milwaukee PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval (Three Positions)
Doula Program Coordinator PR 2GN (\$51,469 - \$72,063) Recruitment at any point with DER approval (One Position)	Doula Program Coordinator PR 2GN (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval (One Position)
Health Project Coordinator – WIC PR 1AX (\$48,670 - \$63,426) (Two Positions)	Health Project Supervisor – WIC PR 1CX (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval (Two Positions)
Healthcare Access Program Coordinator PR 1AX (\$48,670 - \$63,426) Recruitment at any point with DER approval (One Position)	Healthcare Access Program Coordinator PR 2FN (\$48,670 - \$67,615) Recruitment at \$52,805/any point with DER approval (One Position)

Note: Residents receive a rate that is 3% higher.

The Milwaukee Health Department (MHD) has requested a study of various leadership positions within the Community Health Division. Job descriptions were provided and discussions were held with Erica Olivier, Maternal and Child Health Division Director and Sarah Wangerin, Human Resources Analyst – Senior.

It was noted that there is some pay compression between staff - coordinator positions, manager positions and the director – and that there is a need to better align positions within the Community Health Division. It was also noted that the “coordinator” positions have taken on more of a supervisory role within their programs and our recommendations include a title change for the “coordinator” positions to “supervisor”. Further, the department has had to request several special rate letters to be able to recruit individuals at a rate above the minimum and is requesting that some positions have a new or changed recruitment rate.

To study these positions, comparisons were made based on various factors including:

- Duties and responsibilities of the positions
- Educational and experience requirements
- Scope of coordination and program areas
- Number of direct and indirect reports
- Type and level of staff they are supervising

Market pay data for similar positions in southeastern Wisconsin were also reviewed from the Economic Research Institute (ERI), a service to which the Department of Employee Relations subscribes.

Below are the market rates of pay for the title of “Program Director” with three years of experience.

Program Director

10%	25%	Mean	75%	100%
\$83,444	\$89,988	\$98,652	\$106,998	\$115,405

Plans the delivery of the overall program and its activities; implements long-term goals and objectives to achieve the successful outcome of the program; confirms that the program operates within the policies and procedures of the organization; coordinates the delivery of services among the different program activities to increase the effectiveness and efficiency; and identifies the risks associated with the program activities and manages the risks.

Below are the market rates of pay for the title of “Program Manager” with three years of experience.

Program Manager

10%	25%	Mean	75%	100%
\$73,226	\$78,952	\$86,615	\$93,995	\$101,509

Manages program to ensure that implementation and prescribed activities are carried out in accordance with specified objectives. Plans and develops methods and procedures for implementing programs, directs and coordinates program activities, and exercises control over personnel responsible for specific functions or phases of programs

Below are the market rates of pay for the title of “Program Supervisor” with two years of experience.

Program Supervisor

10%	25%	Mean	75%	100%
\$55,445	\$59,748	\$65,576	\$71,083	\$76,772

Facilitates and monitors the scheduling, pricing, and technical performance of company programs; prepares changes to improve process efficiencies and alleviate process inaccuracies and duplication; leads assigned projects by developing project plans; audits project plans on an ongoing basis and provides reports to manager; ensures adherence to master plan and schedule; and generates solutions to problems.

The following recommendations in this report are made to address the issues of pay compression and pay equity, raise minimum recruitment rates, and provide recruitment flexibility based on education, experience, and credentials. Requirements for these positions have not all been assessed yet by the Staffing Division.

Current	Maternal and Child Health Director	PR 11X (\$75,478 - \$105,669) Recruitment at any rate DER/FPC Chair approval	One Position
Recommended	Maternal and Child Health Director	PR 11X (\$75,478 - \$105,669) Recruitment at. \$83,444/any point with DER/FPC Chair approval	One Position

The Maternal and Child Health Director (MCH) helps develop, implement, manage, and evaluate programs for the City of Milwaukee Health Department (MHD) Community Health Branch (CH). Community Health Branch - MCH programs include home visiting services to families impacted by health, social, and economic disparities, the Women, Infant and Children (WIC) supplemental nutrition program, the Strong Baby Title V program, the Newborn Hearing Screening, Congenital Disorders Screening, Healthy Start Fatherhood Engagement, the Community Healthcare Access Program (CHAP) and the BOMB Doulas. The MCH Director will support the Deputy Commissioner of Community Health by providing daily supervision to MCH program managers, and by working to assure impact, quality, and efficiency within each internal MCH process. This position will work closely with program managers, the MCH epidemiologist, the business operations manager, and the chief medical officer. This position will also forge partnerships within the Milwaukee community and represent the Milwaukee Health Department in area coalitions and networks. Duties and responsibilities include the following:

45% Operations Management and Administration

Assist the Deputy Commissioner of Community Health in program management, which includes independently overseeing all the MCH programs in the branch; ensure that MCH programs are in compliance with internal and external deliverables and expectations; conduct quality assurance/ quality investigations on MCH programs, and work to improve and streamline internal MCH processes and administration; write, edit, and proofread reports to foundation and government funding sources, and internal reports; ensure that MCH program grant deliverables are finalized and submitted in a timely manner; work with CH Directors and Managers and graphics team to ensure that CH web pages are up to date and accurate; develop and oversee MCH contracts/ subcontracts, including negotiating terms, drafting documents, authorizing payments, and monitoring overall performance of contractors/ subcontractors; participate in internal committees related to MCH; oversee collection and review of data from MCH programs; and contribute to strategic planning for CH and MCH objectives and goals, budgeting, intra-divisional synergies and cooperation, and work with external divisions.

30% Staff Supervision and Administration

Help hire, train, support, supervise, and evaluate MCH staff as assigned; monitor and approve time off for MCH management level staff (vacation, sick, FMLA, etc.); approve and monitor student/ intern program placements within the MCH division; conduct performance evaluations for MCH management level staff; oversee performance including: performance evaluations, improvement plan development, and disciplinary measures as needed; and contribute to efforts to build morale, enforce accountability and discipline, and improve performance.

10% Grant Writing and Program Development

Identify and research corporate, foundation, and government sources of funding for MCH and CH activities; contribute to the planning and preparation of proposals for grants or contracts; and establish and nurture relevant community partnerships.

10% Community and Department Leadership

Represent the MHD through participation on and collaboration with external groups and consortia; participate in community planning concerning health and social welfare; respond to internal and external requests for information about MCH activities; and prepare talking points, presentations, and ad-hoc reports as needed by the Health Commissioner, Deputy Commissioner, Mayor, and Common Council.

5% Other Duties

Other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a master’s degree in nursing, public health, healthcare management, administration, social work, community health, or related field; three years of experience in public health care program planning, policy development, community health assessment or health administration; experience in areas of program planning, budget development and monitoring, contract/grant development, staff development, outcome measurement and performance evaluations, and team management of quality assurance; and at least two years of program management or supervision. Equivalent combinations of education and experience may be considered.

This position was last studied in 2019 when it was reclassified from Family and Community Health Operations Manager in Pay Range 1FX (\$62,338 - \$87,270) with a recruitment rate of \$69,381 to Maternal and Child Health Director in Pay Range 1IX (\$75,478 - \$105,669) with recruitment at any point in the range with approval of DER (Department of Employee Relations) and the Chair of Finance and Personnel. Expanded duties and responsibilities at that time included leadership of Maternal Child Health programs within Community Health and a focus on the many national and local efforts related to this public health function.

The market data supports a higher recruitment rate, which will assist with the issues of pay compression and pay equity. We also recommend continuing the provision of recruitment anywhere in the range with the approval of DER and the Chair of Finance and Personnel, which gives additional recruitment flexibility to the department.

We therefore recommend adding the recruitment rate of \$3,209.39 (\$83,444.14) and continuing recruitment flexibility at any point in the range with the approval of DER and the Chair of Finance and Personnel for the position of Maternal and Child Health Director in Pay Range 1IX (\$75,478 – \$105,669).

Current	Empowering Families of Milwaukee Program Manager	PR 1FX (\$62,338 - \$87,270) Recruitment at \$68,274	One Position
Recommended	Empowering Families of Milwaukee Program Manager	PR 1FX (\$62,338 - \$87,270) Recruitment at \$73,226/any point with DER approval	One Position

This position is the program manager of the Empowering Families of Milwaukee (EFM) program – a long-term home visitation program targeting pregnant mothers in the City of Milwaukee, and the Direct Assistance for Dads (DAD) Project – a long-term home visitation program for fathers with children up to 3 years old at the point of enrollment. Both programs are focused on curtailing issues of infant mortality, enhancing parent-child interactions, building parental knowledge of child development, improving birth outcomes, and improving family well-being of at risk families. The programs are comprised of Health Project Coordinators/Supervisors, Public Health Nurses, Public Health Social Workers, and Fatherhood Involvement Specialists, who adhere to the Parents as Teachers (PAT) evidence-based home visitation model. Under the direction of the Maternal and Child Health Director, the Empowering Families of Milwaukee Program Manager provides management, leadership, oversight and coordination of the EFM and DAD Project intensive home-visiting programs. This position also supports the subcontract for Fatherhood Engagement services through the Healthy Start Grant as this connects to the Fatherhood work of the DAD Project, creating a hybrid and customized approach to serving fathers in the City of Milwaukee and County. Duties and responsibilities include the following:

40% Program Management

Develops, integrates and monitors program goals, objectives and outcomes; coordinates services of program staff to meet identified needs of the population; implements appropriate evaluation processes related to Empowering Families of Milwaukee (EFM) and Direct Assistance to Dads (DAD) Project services; coordinates the development of standardized case management and home visitation protocols; provides leadership, support and training for coordinators/supervisors and home visitors; analyzes evaluation data to assure achievement of outcomes with assistance from the MCH Director, Deputy Commissioners of Community Health and Policy, Innovation, and Engagement Branches; in tandem with the MCH Director, monitors and prepares budgets, contracts and program reports; may be present at pertinent Civil Service related/ Common Council hearings for topics impacting EMF/DAD Project and the Healthy Start Grant including but not limited to: grant renewals, grant petitions, employee/ staffing

relations, and finance and procurement; maintains financial oversight of the programs' funding expenditures by creating/ managing budget tracking mechanisms, monitoring and approving payroll, and coordinating with the MHD Accounting Division on reporting; assures implementation of quality improvement strategies, and develops and maintains community referral sources for the project; and monitors and prepares budgets, contracts and program reports.

30% Supervision

Directs and supervises home visitors, supportive staff and coordinators/ supervisors of EFM and DAD Project/ Healthy Start; oversees hiring of program staff, including being on interview panels and collaborating with MHD Human Resources and the City's Department of Employee Relations to navigate the staffing process; completes annual performance appraisals and provide mentoring, coaching, staff development, and on-going training; trains, orients, and develops new staff and supervisors; promotes professional development and accountability in a supportive environment; and assures that staff members are following EFM/ DAD Project and MHD policies and procedures and implements progressive discipline when appropriate.

15% Program Development

Facilitates the collection of data and analyzes the data for program development; provides professional expertise to related MHD projects, proposals and undertakings; identifies grant-funding opportunities to support MHD projects; writes proposals using program data and data from other sources to obtain new funding; evaluates and revises case management and home visitation protocols, policies and procedures based on emerging research and program evaluations; and communicates with Grantor(s) and National Model Representatives on standards of practice, meeting performance measures and quality improvement of the programs.

10% Community Collaboration

Collaborates with a variety of external networks including community based organizations, Wisconsin Department of Children and Families, the Department of Health Services, Children's WI, managed care organizations, physician networks, early childhood entities, non-traditional partners, and other organizations to integrate EFM and DAD Project services in the Milwaukee community; serves as primary spokesperson for EFM and DAD Project on behalf of the MHD; identifies, recruits, develops, supports, and maintains primary partners around healthy pregnancy and birth outcomes, infant mortality reduction, and home visiting service delivery; assures implementation of quality improvement strategies, and develops and maintains community referral sources for the projects; collaborates with MHD managers, MHD directors and officers, and multiple organizations that work with case management teams to provide necessary services and support to target families; and participate on committees related to the reduction of infant mortality and in other coalitions/initiatives to coordinate home visiting services and support long-term infrastructure improvements.

5% Other Duties

Other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in a human services field such as health education, public health, nursing, social work, public administration, or related field; and four years of progressive leadership/ management experience coordinating public or community health programs including community organizing and/or collaboration of health program planning, supervision, development, oversight, implementation, and evaluation. Equivalent combinations of education and experience may be considered.

This position was last studied in 2019 when it was reallocated from Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807 to the current Pay Range 1FX (\$62,338 - \$87,270) with a recruitment rate of \$68,274 due to expanded duties and responsibilities related to the MHD reorganization. These new duties and responsibilities included oversight responsibilities for the Direct Assistance to Dads Program (DADs) with six additional staff members.

This is the highest-level Program Manager position included in this study and the market data supports a higher recruitment rate. We further recommend recruitment anywhere in the range with approval of DER. These

recommended changes will provide a higher minimum rate for the position and additional recruitment flexibility for the department.

We therefore recommend an increase in the recruitment rate of \$2,625.92 (\$68,273.92) to \$2,816.39 (\$73,226.14) and recruitment at any point in the range with the approval of DER for the position of Empowering Families of Milwaukee Program Manager in Pay Range 1FX (\$62,338 - \$87,270).

Current	Doula Program Manager	PR 1EX (\$58,462 - \$81,844) Recruitment at \$63,807	One Position
Recommended	Doula Program Manager	PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval	One Position

The Doula Program Manager position promotes, conducts, coordinates, reports upon, and evaluates public health interventions on individual, group, and community levels; and ensures implementation of high-quality health care activities by staff. In a unique approach, this role supports staff in ‘mothering the mother’ through her pregnancy and postnatal experiences by ensuring intention, client-centered, trauma-informed programming. Particular emphasis will be placed on those most at risk for poor health and birth outcomes. This role oversees a team of City of Milwaukee employed Doulas, community-based Doulas, and a Doula Program Coordinator, and works in partnership with other programs within the Maternal and Child Health Division to provide comprehensive pre and postnatal care to birthing people in the City of Milwaukee; particularly those most at risk of infant and maternal mortality. Duties and responsibilities include:

40% Coordinate Staff and Programming

Develop strong relationships through appropriate communication and the use of professional, courteous, an ethical interpersonal interaction; ensures that program staff (comprised of city-employed Doulas, community based Doulas, and a coordinator) have adequate training and knowledge necessary to be successful in their role – this minimally includes: doula certification and a lactation consultant certification; oversee both case and outreach assignments for staff; provide quality assurance around the maintenance of well documented, accurate, organized, and up-to-date case notes in order to serve program participant in the most expedient, organized, and knowledgeable manner; schedule and coordinate health education sessions and social support groups building capacity for individuals on topics such as natural childbirth preparation, managing side effects or chronic pregnancy-related issues, medical options-including patient’s rights and responsibilities, exercise, nutrition, and self-care; and assist the division director in coordination of activities related to the smooth operation of the program, including but not limited to, attending meetings on behalf of the program manager, organizing locations for staff to fulfill their duties, and creating and maintaining community contracts.

20% Public Health Education and Social Support

Engage staff and clients around concepts of ‘mothering the mother’, emphasizing the dyadic and transitional nature of early social interaction; create learning environments where participants feel secure, valued, successful, and happy to nurture maternal sensitivity and responsiveness; implement both innovative and pre-identified evidence-based protocols in a culturally competent way; based upon client need, provide education and ongoing support around labor and delivery, creating birth plans, breastfeeding, preparing for baby to come home, and help with emotional and physical recovery after a client gives birth; develop, identify, teach, evaluate, and/ or provide technical assistance related to education methods and materials appropriate for target audience; and when needed, provide appropriate referrals and comprehensive information to clients regarding general health, prevention, required process for applying health and human service benefits, and support services for low income families (including housing, employment, AODA, parenting support services, violence prevention, etc.).

15% Data Collection and Reporting

Streamline data collection, program evaluation, and preparation of events tracking for the departmental reporting pertinent to program (or contract) objectives, or as assigned by MHD and City of Milwaukee leadership; coordinate data collection and maintenance in accordance with program and departmental standards; present data and provide feedback around areas in need of services; and prepare and input

monthly documentation in the division dashboard, and complete annual reports to ensure data quality on a continual basis.

- 10% Establish and Maintain Collaborative Relationships and Training in the Community
 Establish and maintain collaborative relationships with MHD programs and outside service agencies (healthcare providers, public and private schools, community groups, parenting programs, housing programs, employment consultants, and other relevant organizations) involved in the provision of child and health care services to recruit and enroll clients; design activities to recruit new community partners into MHD maternal and child health programming and oversee systems to document efforts, client participation, referrals, and follow-up; introduce best practices, pilot new activities, and adopt innovated approaches to recruiting and maintaining community stakeholders aligned with our objectives; implement both innovative and pre-identified evidence-based protocols within the community in a culturally competent way; fulfill requests and conduct trainings focused on ‘mothering the mother’ for entities seeking information, presentations, and participation at community health events- prioritizing those that serve communities with the greatest need; and collaborate with all MHD divisions to ensure MCH programmatic representation is at applicable events (which may include weekends).
- 10% Outreach and Program Promotion
 Using data for guidance, create and outreach strategy targeting diverse and non-traditional locations to strengthen and increase programmatic reach; write, design (utilizing the MHD designer), and distribute marketing materials, flyers, program information, reports, and a programmatic newsletter to targeted audiences; and conduct site visitation, establish relationships, build rapport with the site staff, and provide education, technical assistance, and capacity building activities to partners in need
- 5% Other Duties
 Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor’s degree in public health, social work, nursing, community health, or a related field from an accredited four-year college or university; four years of related experience and/ or training in public health community outreach, program development, and/ or other community organizing, including two years of progressively responsible and/ or supervisory experience; and training as a community health outreach worker, doula and/ or certified lactation consultant. Equivalent combinations of education and experience may be considered.

This position was last studied in 2019 when it was created and placed in the current Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807. Based on the market data, we recommend increasing the recruitment rate to \$69,739 and adding recruitment flexibility anywhere in the range with the approval of DER. These recommended changes will provide a higher minimum rate for the position and additional recruitment flexibility for the department.

We therefore recommend an increase in the recruitment rate of \$2,454.12 (\$63,807.12) to \$2,682.28 (\$69,739.28) and recruitment at any point in the range with the approval of DER for the position of Doula Program Manager in Pay Range 1EX (\$58,462 - \$81,844).

Current	WIC Program Manager	PR 1EX (\$58,462 - \$81,844)	One Position
Recommended	WIC Program Manager	PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval	One Position

The WIC Program Manager for the Women, Infants, and Children Supplement Nutrition Program (WIC) provides program service development, fiscal management, direction, guidance, monitoring, coordination, and evaluation of the MHD Northwest, Keenan, and Southside Health Center WIC programs. This includes providing support, training, mentoring, consultation, and supervision to WIC Health Project Coordinators, Nutritionists, Dietetic Technicians, Program Assistants, Clinic Assistants, and Breastfeeding Peer Counselors; oversight and coordination of the WIC program; assuring compliance with state and federal regulations and policies; collaborating with community partners, and other department managers to provide comprehensive client services that meet the

department's goals and objectives; completing regular WIC reports and MHD dashboards; ensuring that clinic flow and services are effective; providing nutrition and breastfeeding support, leadership, orientation, ongoing training to ensure staff are competent and that they accurately document information related to the certification process; and collaborating with community partners and agencies to continuously improve services to families and assure that outreach is conducted to non-participating, eligible families. Duties and responsibilities include the following:

50% Program Management, Development, Fiscal and Vendor Management

Develop, integrate and monitor program goals, objectives and outcomes for the MHD WIC program, and provide direction to ensure that the programs' goals, objectives and outcomes are achieved; assure timely and accurate implementation and compliance of policies and procedures in the State WIC Operations Manual; assess MHD WIC project's needs and participants' health and nutrition status by using the information collected to improve WIC services; consult with WIC Health Project Coordinators regarding overall WIC services including clinic flow, outreach, Farmers Market Nutrition Program (FMNP), Breastfeeding Peer Counselor services, and nutrition/ breastfeeding education and support; institute quality assurance measures within the program to assure quality and consistency of services; complete weekly, monthly, and annual reports as requested for the MCH Division; assure that WIC computer reports are utilized for program evaluation, quality assurance, need assessment, coordination/ integration, and other management purposes; assure timely completion and submission of reports and surveys as requested to the State WIC Office; plan annual budget, track monthly fiscal expenditures and submit reports in a timely manner and revise budgets as needed; consult with WIC Health Project Coordinators on budget needs for nutrition/ breastfeeding staffing, nutrition assessment equipment, nutrition/ breastfeeding education materials; time for policy development, materials development, planning, implementation, evaluation, staff development, and coordination of services; assure all local USDA WIC expenses claimed are allowable according to WIC policy; assure compliance with the WIC Grant Agreement; work closely with other MHD managers, including the MCH Division Director and other MCH Program Managers; assure that a vendor and participant complaint procedure is in place and complaints are followed up; and provide professional expertise to related MHD projects, proposals, and undertakings as needed.

30% Staff Supervision

Interview potential candidates for all WIC positions, and make hiring and assignment recommendations; provide program supervision and evaluation of WIC Health Project Coordinators, Nutritionists, Dietetic Technicians, Program Assistants, Clinic Assistants, and Breastfeeding Peer Counselors; assure that Civil Rights and Nondiscrimination / Equal Opportunity policies are practiced with respect to hiring staff, annually training staff and treatment of participants; assure WIC staff correctly issue WIC benefits and enter certification data/ care plans into ROSIE computer system; assure Clinic Assistants utilize state approved screening techniques and nutrition assessment equipment is properly maintained; assure all CPA staff are adequately trained and annually monitored for risk factor identification, nutrition/ breastfeeding education, benefit issuance, referral procedures, documenting, and confidentiality; assure that nutrition and breastfeeding services are adequately represented and addressed by having regular and frequent communications with the WIC Health Project Coordinator – Nutrition; assure implementation of WIC nutrition and breastfeeding policies in the WIC Operations Manual; hold regular staff meetings that promote education, training, service provision, and program accountability; advise MCH Division Director and/ or HR on staffing problems or concerns; develop methods for ongoing assessment of staff development needs; keep abreast of current public health/ nutrition best practices and incorporate them into the planning of staff development programs; assure that own practice and ongoing professional and personal development needs are addressed; attend required WIC sponsored state and regional meetings, and assure that appropriate staff attend meetings and trainings as required; complete all mileage, FMLA papers, time cards, and other needed paper work in an accurate and timely manner; and approve employee time off, schedules and schedule changes to assure adequate staffing.

10% Community Collaboration

Develop and maintain community referral resources; participate in community coalitions, task forces, and advisory committees that affect services to WIC-eligible families; provide leadership for assuring nutrition services are available for WIC participants through the coordination and integration with other MHD programs; identify, support and maintain primary partners around healthy pregnancy and birth outcomes, infant mortality reduction, clinic services, and home visiting service delivery; represent the MHD at

meetings, committees, programs, and in other community efforts related to the reduction of infant mortality, and other initiatives in the department as assigned; and assure outreach is conducted to non-participating eligible families.

5% Other Duties
Perform other duties as assigned.

Minimum qualifications include a bachelor’s degree in nutritional sciences, dietetics, community nutrition or public health; five years of management experience, with at least two years of experience in a WIC or comparable health or human service program; and meet the qualifications and requirements specified for a competent professional authority (CPA) per State WIC Policy 10.21 Nutritional Staff. Equivalent combinations of education and experience may be considered.

This position was last studied in 2019 when it was reallocated from Pay Range 1DX (\$54,865 - \$75,806) to Pay Range 1EX (\$58,462 – 81,844) due to expanded duties and responsibilities related to the MHD reorganization. These new duties and responsibilities included responsibility for establishing a breastfeeding peer support project, and six additional staff; working with several community-based individuals to help provide these services; and with the new clinic, at that time, at St. Joseph’s Hospital, there would be an increase in the number of clients and the additional oversight.

This position currently does not have a recruitment rate. We recommend creating the recruitment rate of \$69,739, the same recruitment rate for Doula Program Manager, which is in the same pay range. This recruitment rate is supported by the market data and will make these two positions in the same pay range consistent. We further recommend recruitment flexibility anywhere in the range with the approval of DER.

We therefore recommend adding the recruitment rate of \$2,682.28 (\$69,739.28) and recruitment flexibility at any point in the range with approval of DER for the position of WIC Program Manager in Pay Range 1EX (\$58,462 – 81,844).

Current	Strong Babies Program Manager	PR 1EX (\$58,462 - \$81,844) Recruitment at \$68,021	One Position
Recommended	Strong Baby Program Manager	PR 1EX (\$58,462 - \$81,844) Recruitment at \$69,739/any point with DER approval	One Position

This position provides overall leadership and coordination of the Title V Maternal Child Health Programming including oversight of achievement for all program goals and objectives. This involves outreach and education to community groups, data collection, quality improvement, and analysis; the provision of regular reports on project goals and objectives; supervision of program staff; managing the budget and any subcontracts with professionals and community-based providers; overseeing a team of Community Outreach specialists designated to specific tenets under the Title V Grant including Breastfeeding, Adolescent Suicide, Health Equity, Perinatal Depression, and Developmental Screening; overseeing the Cribs for Kids Safe Sleep Program for MHD; ensuring that grant protocols are effectively implemented and standardized and that the program is adequately resourced for sustainability; working closely with the Maternal and Child Health Director and other Maternal Child Health program managers, epidemiologists, and community-based organizations; forging partnerships within the Milwaukee community; and representing the MHD in area coalitions and networks. Duties and responsibilities include the following:

55% Program Management, Development and Administration
Develop, integrate and monitor program goals, objectives, outcomes and impact; provide direction to ensure that the program achieves its objectives and outcomes; coordinate the services of program staff to meet the identified needs of the population and implement appropriate evaluation processes related to the maternal child health program and services; coordinate the development of standardized outreach, presentation and data collection protocols; analyze evaluation data to ensure achievement of outcomes with assistance from the Maternal Child Health epidemiologist, director and other MHD leadership; monitor and prepare budgets, contracts and program reports for MHD, the Common Council, Title V Grantors, and

relevant stakeholders; conduct standard and routine quality assurance of program data collection and input and establish plans to improve program data quality over time; plan, execute, and monitor subcontracts and other formal and informal relationships with community partners; develop and maintain community referral sources for the project; facilitate the collection of data and analyze the data to further program development and strategy; provide professional expertise to related MHD projects, proposals, and undertakings as needed; seek out supportive grant funding opportunities; write proposals using program data and data from other sources to obtain new funding; develop program protocols and continually evaluate and review those protocols based on emerging research, data, and program evaluations; and develop creative outreach methods with the Strong Baby Team to best reach niche/targeted populations to provide accurate, evidence-based health education.

20% Supervision

Direct and supervise all Strong Baby Program staff; hold monthly staff meetings and individual supervision sessions with team members to promote the provision of excellent service and program accountability; monitor and implement staff professional development with support from appropriate partners and resources; monitor and implement staff supervision that ensures the development of realistic and effective plans to grow the program and reach more community members; assess and develop strategies to address knowledge and skills of all program staff; work with MHD leadership regarding personnel issues; and conduct staff hiring, interviewing and evaluation according to established MHD protocols.

20% Community Collaboration

Collaborate with MHD programs, community-based organizations, the State of Wisconsin, the Department of Health Services, managed care organizations, physician networks and other non-traditional partners to integrate Strong Baby services into the Milwaukee community; serve as the primary spokesperson for the Strong Baby Program on behalf of MHD; identify community events pertinent to the program, such as health fairs, to provide health education, resources, and information; identify, recruit, develop, support and maintain primary partners around healthy pregnancies and birth outcomes, infant mortality reduction, developmental screening, breastfeeding, adolescent suicide and health equity; and participate on the Fetal Infant Mortality Review, Child Death Review, and other communities of practice relevant to the work.

5% Other Duties

Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a bachelor's degree in public health, social work, nursing, community health or related field; and four years of experience in public health community outreach, program development, and/or community organizing with two years of supervisory experience. Equivalent combinations of education and experience may be considered.

This position was last studied in 2019 when the title was changed from Public Health Nurse Supervisor in Pay Range 1EX (\$58,482 - \$81,844 with a recruitment rate of \$68,021) to Strong Babies Program Manager in Pay Range 1EX (\$58,482 - \$81,844 with a recruitment rate of \$68,021). The new title was recommended to better reflect the duties and responsibilities of the position. The work had changed from an individual home visiting model to a systems approach involving more community outreach and education. The position no longer supervised nurses but rather Community Outreach Specialists in Pay Range 2EN (\$45,306 - \$63,426 with a recruitment rate of \$53,044). These professional level positions are similar in level to the Public Health Nurse 2 classification in Pay Range 2EN (\$55,696 - \$63,426).

Based on the market data, we recommend increasing the recruitment rate to \$69,739 and adding recruitment flexibility anywhere in the range with the approval of DER. These recommended changes will provide a higher minimum rate for the position and additional recruitment flexibility for the department; and be consistent with other Program Manager positions at this level. The department has also requested a slight title change from "Strong Babies Program Manager" to "Strong Baby Program Manager" to be more consistent with the name of the program. The department also noted that there have been some fluctuations in the duties and responsibilities of this position, and we recommend that they be reviewed when this position is studied in the future.

We therefore recommend a title change from "Strong Babies Program Manager" in Pay Range 1EX (\$58,462 - \$81,844) to "Strong Baby Program Manager" in Pay Range 1EX (\$58,462 - \$81,844), an increase in the recruitment

rate of \$2,616.19 (\$68,020.94) to \$2,682.28 (\$69,739.28) and recruitment at any point in the range with the approval of DER.

Current	Health Project Supervisor - DADS	PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000	One Position
Recommended	Health Project Supervisor - DADS	PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval.	One Position

The Health Project Supervisor – DADS provides day-to-day coordination of the DADS (Direct Assistance to Dads) Project staff and activities and supports the Healthy Start Fatherhood Engagement subcontract. Both programs focus on fatherhood, and this position serves as a liaison for outreach strategy, referral management and cross-collaboration between the program areas. This position is also responsible for intake and assignment of all referrals made to the program, monitoring clients in outreach, tracking all enrolled families and ensuring that program services are provided; providing direct supervision, field support, and oversight to case management teams using project protocols; ensuring case management teams are trained and have the skills to work with diverse communities with multiple health and social service needs; conducting quality assurance and improvement activities for the programs and reflective supervision with project staff; maintaining a relationship with the grant funder teams; and completing reports for MHD leadership, as needed. Duties and responsibilities include the following:

40% Program Coordination and Administration

Manage intake of referrals of fathers contingent on eligibility criteria such as age of the child, zip code, and identified needs, and assign cases to appropriate home visiting staff utilizing an equitable process; maintain the program's databases to track enrolled families and current staff caseloads to ensure home visitor acuity is sustained and program capacity is maximized; develop, maintain, and update policies and procedures to align with funding sources and evidence-based model; assure the teams' adherence and fidelity to applicable models and curriculum; assist with the hiring process; provide oversight, support and training for home visitors; work with the Wisconsin Child Welfare Professional Development Services (WCWPDS) and other agencies to provide staff training; monitor expenditure of flexible funds; coordinate with other MHD programs, such as WIC and CHAP, on cross-collaborative enrollment; conduct quality assurance and improvement activities for the DADS Project and the Healthy Start programs; and assist with program reports and grant writing as needed.

40% Supervision

Provide regular reflective, administrative and clinical supervision to staff based on evidence-based model and guidelines and individual staff needs; assure appropriate case management documentation and data collection for home visitors and hold staff accountable to job expectations; monitor home visitor caseloads to track services provided to clients; perform quality assurance activities such as case reviews, field audits, and chart audits; evaluate and continually improve staff skills based on best practices; provide input into hiring of program staff using practice standards for home visitors; complete annual performance appraisals and provide mentoring, coaching, staff development and ongoing training; assure that staff members are following DADS Project/Healthy Start and MHD policies and procedures and implement corrective action and/or progressive discipline when appropriate; and promote professional development and accountability in a supportive environment.

15% Community Collaboration

Establish, develop, and maintain referral relationships with multiple organizations that work with case management teams and serve the target population including health maintenance organizations, hospitals and their Neonatal Intensive Care Units, family practice doctors, pediatricians, OB/GYNs, Healthy Beginnings Project, Head Start, and community agencies; collaborate with community organizations that work with case management teams to provide necessary services and support to target families; coordinate efforts with other community agencies to identify available resources that meet the needs of target families; support the coordination and execution of community groups, and targeted outreach in collaboration with pertinent community partners; and maintain a relationship with the State funder and other home visiting programs in the city and state.

5% Other Duties

Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor’s degree in health education, public health, nursing, social work, or related field; and two years of experience in coordination of public or community health programs that may include community organizing and/or collaboration, health program planning, development, implementation, and evaluation. Equivalent combinations of education and experience may be considered.

This position was last studied in October of 2019 when it was reallocated from Pay Range 1AX (\$48,670 - \$63,426) to Pay Range 1DX (\$54,865 - \$76,808 with a recruitment rate of \$62,000). This was due to the department utilizing the position at a higher level and the management and supervisory responsibilities being more comparable to other MHD positions in Pay Range 1DX (\$54,865 - \$76,808 with a recruitment rate of \$62,000). The report also noted that like the positions of Health Project Coordinator – Empowering Families of Milwaukee (EFM) this position reports to the Empowering Families of Milwaukee Program Manager and supervises a staff that includes a Public Health Nurse and/or Public Health Social Worker.

To assist with recruitment and to be consistent with other leadership positions in Community Health, we recommend adding recruitment flexibility anywhere in the range with the approval of DER.

We therefore recommend adding recruitment flexibility at any point in the range with the approval of DER for the position of Health Project Supervisor - DADS in Pay Range 1DX (\$54,865 - \$76,806 with a recruitment rate of \$62,000).

Current	Health Project Coordinator – Empowering Families of Milwaukee	PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000	Three Positions
Recommended	Health Project Supervisor – Empowering Families of Milwaukee	PR 1DX (\$54,865 - \$76,806) Recruitment at \$62,000/any point with DER approval.	Three Positions

Empowering Families of Milwaukee (EFM) is a long-term home visitation program that serves pregnant women and families with young children, utilizing an evidence-based model to improve outcomes for Milwaukee's families, and collaborates with community partners to facilitate access to health, social, and child development support for families.

The Health Project Supervisor of the Empowering Families of Milwaukee (EFM) Program provides day-to-day supervision and coordination of the EFM staff—comprised of Public Health Nurses and Public Health Social Workers.

This role is responsible for intake and assignment of all referrals made to the program, monitoring clients in outreach, tracking all enrolled families and ensuring that program services are provided to all enrolled families. The supervisor provides direct supervision, field support and oversight for case management teams using program protocols; and assures training to ensure that case management teams are skilled to work with diverse communities with multiple health and social service needs. Duties and responsibilities include:

40% Program Coordination and Administration

Manages intake of referrals of pregnant mothers in the City of Milwaukee in need of comprehensive health and social services, and assigns cases to appropriate home visiting staff utilizing an equitable process; maintains the program’s databases to track enrolled families, and current staff caseloads to ensure home visitor acuity is sustained and program capacity is maximized; develops, maintains, and updates EFM policies and procedures to align with funding sources and evidence-based model (handbook, policies and procedures, tools, guides, workflow, etc.); assures the teams’ adherence and fidelity to applicable models and curriculum; recruits staff who represent the families and communities that EFM seeks to serve, assist with hiring process, and assures appropriate program staff composition; provides oversight, support, and training for home visitors; works with Wisconsin Child Welfare Professional Development Services

(WCWPDS) and other facilities to provide staff training; monitors expenditures of flexible funds; collaborates with the other Health Project Supervisors to ensure consistency and continuity of service provision across all EFM home visitors; conducts quality assurance and improvement activities for the EFM program; coordinates with internal MHD programs on cross-collaborative enrollment with WIC, CHAP, Doulas, Lead, etc.; and assists with program reports and grant writing as needed.

40% Supervision

Provides regular reflective, administrative and clinical supervision to EFM home visitors based on evidence-based models guidelines and individual staff needs; assures appropriate case management documentation, data collection, and billing for home visitors and holds staff accountable to job expectations; monitors home visitors caseloads to track service provision to clients in outreach and enrolled clients; performs quality assurance, activities such as case reviews, field audits, and chart audits; evaluates, and continually improves staff skills based on best practices; provides input into hiring of program staff, using practice standards for home visitors; trains, orients, and develops new staff; completes annual performance appraisals and provides mentoring, coaching, staff development, and on-going training; assures that staff members are following EFM and MHD policies and procedures and implements corrective action and/ or progressive discipline when appropriate; and promotes professional development and accountability in a supportive environment.

15% Community Collaboration

Establishes, develops and maintains referral relationships with multiple organizations that work with case management teams and serve the target population – these organizations should include but not be limited to: health maintenance organizations, hospitals and their Neonatal Intensive Care Units (NICU), family practice doctors, pediatricians and OB/GYNs, Head Start and community agencies, and others; collaborates with community organizations that work with case management teams to provide necessary services and support to target families; coordinates efforts with other community agencies to identify available resources that meet the needs of targeted families; supports the coordination and execution of community groups and targeted outreach in collaboration with pertinent community partners; and maintains a relationship with the state funder and other home visiting programs in the city and state.

5% Other Duties

Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in health education, public health, nursing, social work, or a related field; and two years of experience in coordinating public or community health programs. Experience may include community organizing and/or collaboration, health program planning, development, implementation, and evaluation. Equivalent combinations of education and experience may be considered.

These three positions were last studied in 2019 when the title was changed from Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program (MCHVP) in Pay Range 1DX (\$54,865 - \$76,806 with a recruitment rate of \$62,000) to Health Project Coordinator – Empowering Families of Milwaukee (EFM) In Pay Range 1DX (\$54,865 - \$76,806 with a recruitment rate of \$62,000). Previously, in 2017 these positions were reallocated from Pay Range 2EX (\$48,670 - \$63,426) to Pay Range 1DX (\$54,865 - \$76,806 with a recruitment rate of \$62,000). The reallocation and new recruitment rate were recommended because these positions supervise Public Health Nurse positions whose pay had been increased through a study and the creation of a career ladder.

This report recommends a title change only from “Health Project Coordinator – EFM” to “Health Project Supervisor – EFM” to better reflect the supervisory role of these positions and adding recruitment flexibility anywhere in the range with the approval of DER.

We therefore recommend the title of three positions of “Health Project Coordinator – Empowering Families of Milwaukee” in Pay Range 1DX (\$54,865 - \$76,806) with a recruitment rate of \$62,000 be changed to “Health Project Supervisor – Empowering Families of Milwaukee” in Pay Range 1DX (\$54,865 - \$76,806) with a recruitment rate of \$62,000.12 and recruitment at any point in the range with the approval of DER.

Current	Doula Program Coordinator	PR 2GN (\$51,469 - \$72,063) Recruitment at any point with DER approval	One Position
Recommended	Doula Program Coordinator	PR 2GN (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval	One Position

The Doula Program Coordinator position will be responsible for a high-level coordination for City and Community-based doula services. This position provides recruitment, training and onboarding of Doulas. This position will be the point of coordination for referral disbursement, data entry of referrals, maintenance of client records, and day-to-day operations support of the Doula Program Manager and team. In addition, this position will provide outreach and education/training opportunities in the City of Milwaukee. This program requires a significant amount of coordination between the MHD Doulas, Community Doulas, MHD programs and community stakeholders and is integral to the functionality of service provision, onboarding of Doulas and administrative support to the team.

Duties and responsibilities include:

35% Program Coordination and Administration

Maintain referral process by assigning referrals based on acuity, estimated due dates (EDDs), and level of care; supports Doula Program Manager and team in regular field audits, case reviews, and quality improvement; assures appropriate case management documentation, data collection, and billing of MHD Doulas along with community-based Doulas; tracks and documents training delivered to MHD and subcontracted community-based Doulas for compliance; late evening/ on-call responsibilities in coordinating/ triaging labor/ delivery coverage of Doulas in conjunction with the program manager; and assist the program manager in coordination of activities related to the smooth operation of the program, including attending meetings on behalf of the program manager, organizing locations for staff to fulfill their duties, creating and maintaining community contacts, etc.

20% Data Collection and Reporting

Participate in data collection, program evaluation, and preparation of events tracking for the departmental reporting pertinent to program (or contract) objectives, or as assigned by the program supervisor; coordinate data collection and maintenance in accordance with program and departmental standards; and present data and provide feedback around areas in need of services, and prepare monthly documentation and annual reports to monitor and pursue quality assurance and improvement on a continual basis.

20% Community Collaboration

Establish and maintain collaborative relationships and conduct trainings with MHD Doulas, community Doulas, MHD programs and outside service agencies (i.e. healthcare providers, public and private schools, community groups, parenting programs, housing programs, employment consultants, and other relevant organizations etc.) involved in the provision of child and health care services to recruit and enroll clients; design activities to recruit new community partners into MHD maternal and child health programming and oversee systems to document efforts, client participation, referrals, and follow up; introduce best practices, pilot new activities, and adopt innovative approaches to recruiting and maintaining community stakeholders aligned with our objectives; implement both innovative and pre-identified evidence-based protocols within the community in a culturally competent way; fulfill requests seeking information, presentations, and participation at community health events; collaborate with all MHD division to staff events (which may include later evenings and/ or weekends); and collaborate and lead educational meetings, attend and present at events related to the work, especially those that aim to serve communities with the greatest need.

10% Outreach and Program Promotion

Using data for guidance, create an outreach strategy targeting diverse and non-traditional locations to strengthen and increase programmatic reach; help write, design (utilizing the MHD graphic designer), and distribute marketing materials, flyers, program information, reports, and relevant promotional media to targeted audiences; and partner with MHD programs- particularly MCH programs (i.e. Strong Baby, Home Visitation, Healthcare Access, WIC) to provide comprehensive program promotion to best serve the compounding needs of families in the City of Milwaukee.

10% Home Visiting Services
 Provide Doula support and backup services including field support and coverage of home visiting services as identified by the program manager; develop and maintain supportive, trusting relationships with clients and their families to promote maternal and child health and positive birth outcomes; provide home visits and contact using phone/ digital messaging, based upon need; utilize professional training and judgement to complete assessments and screening of client’s physical, social, psychological, and environmental health status, and make appropriate referrals and in-person connections to community resources; act as an advocate regarding client needs from government, community, medical, and private entities; provide individualized health education around promoting the adoption of safe and healthy behaviors – including health parent – child interactions and self-care practices; collaborate with private care providers, allied professionals, and other MHD personnel regarding needs of clients; develop and implement care plans for resolution of assessed needs; document all client interactions following MHD policy, model, and Medicaid requirements; and provide consultation and support to other team members as needed.

5% Other Duties
 Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor’s degree in public health, social work, community health, or a related field; two years of supervisory, lead worker or program coordinator experience with mom and babies, maternal and child health, labor and delivery, doula/birth work, and/ or public health; and performing duties closely related to the essential functions listed above. Equivalent combinations of education and experience may be considered.

This position was last studied in 2020 when it was created and placed in the current Pay Range 2GN (\$51,469 - \$72,063) with recruitment at any point in the range with the approval of DER.

Based on the market data, we recommend adding the recruitment rate of \$55,455 and continuing the recruitment flexibility anywhere in the range with the approval of DER. This will provide a higher minimum rate for the position and continue recruitment flexibility for the department.

We therefore recommend adding a new recruitment rate of \$2,132.50 (\$55,445.00) to the classification of “Doula Program Coordinator” in Pay Range 2GN (\$51,469 – \$72,063) and continue recruitment flexibility at any point in the range with the approval of DER.

Current	Health Project Coordinator - WIC	PR 1AX (\$48,670 - \$63,426)	Two Positions
Recommended	Health Project Supervisor - WIC	PR 1CX (\$51,469 - \$72,063) Recruitment at \$55,445/any point with DER approval	Two Positions

These two positions provide day-to-day coordination of the Women, Infants and Children Program (WIC) nutrition, breastfeeding, and/or clinic operations. This includes providing support, training, mentoring, consultation, and supervision to WIC Program Assistants, Clinic Assistants, Nutritionists, Dietetic Technicians, and Breastfeeding Peer Counselors. These positions have a critical role in managing the program effectively, and providing nutrition/breastfeeding support, leadership, orientation, and ongoing training to ensure staff are competent and that they accurately document information related to the certification process. Duties and responsibilities include:

60% Staff Supervision and Administration
 Provide nutrition and program supervision and evaluation of Nutritionists, Dietetic Technicians, Program Assistants, Clinic Assistants, and/ or Breastfeeding Peer Counselors; assist with the development, integration and monitoring of program goals, objectives, and outcomes are achieved; assure implementation and compliance of policies and procedures in the State WIC Operations and System Manuals related to nutrition, breastfeeding, and clinic operations; assure WIC staff correctly issue WIC benefits and enter certification data/ care plans into ROSIE computer system; assure health screening staff

utilize state approved screening technique and nutrition assessment equipment is properly maintained; assist WIC Program Manager with regular staff meetings that promote education, training, service provision, and program accountability; assist management team with preparing clinic, receiving calls, arrange for staff coverage; advise WIC Program Manager on staffing matters or concerns; develop methods for ongoing assessments of staff development needs; interview potential candidates for WIC positions, and make hiring and assignment recommendations; assist in coordination of vital clinic services and grant programs such as clinic flow, outreach, Farmer's Market Nutrition Program (FMNP), the Breastfeeding Peer Counselor (BFPC) Program lead prevention, dual protection (DPPI), outreach, and community nutrition and breastfeeding education; institute quality assurance measures within the program to assure quality and consistency of services; assure that WIC computer reports are utilized for program evaluation, quality assurance, needs assessment, coordination/integration, and other management purposes; keep abreast of current public health/ nutrition/ breastfeeding best practices and incorporate them into the planning of staff development programs; attend required WIC sponsored state and regional meetings, and assure that appropriate staff attend meetings and trainings as required; evaluate performance and conduct annual chart reviews for WIC nutrition staff; train and/ or mentor students and interns on nutrition and breastfeeding concepts; administer and oversee Breastfeeding Peer Counselor Program (if applicable), train and evaluate peer staff, and conduct annual chart reviews and evaluations; conduct annual nutrition and/ or breastfeeding training for WIC staff; provide oversight of nutrition and/ or breastfeeding classes within MHD WIC; and manage breast pump program per State of Wisconsin WIC Program Policy (if applicable).

30% Client Services/ Nutrition Education Services

Perform complete WIC certifications including, but not limited to: intake/ registration, anthropometric measurement, hemoglobin test, nutrition/ breastfeeding assessment, counseling, benefit issuance, immunization assessment, and referral to community agencies as needed; conduct nutrition and breastfeeding counseling and follow up for high risk participants; support Nutritionists in providing a thorough assessment and appropriate support of long term breastfeeding and/ or nutrition plans and educational needs; mentor and train all staff to be competent breastfeeding and/or nutrition counselors and advocates; encourage and support breastfeeding education and training for staff to pursue advanced credentials in breastfeeding; ensure that the appropriate food prescriptions are issued to breastfeeding women and infants; ensure that breastfeeding education and support is offered to all pregnant and breastfeeding women; monitor to ensure that practices and procedures are consistent with WIC regulations, policies, and initiatives; and review ROSIE breastfeeding reports for assessment and planning of breastfeeding services.

5% Community Collaboration

Participate in community coalitions, task forces, and advisory committees that affect services to WIC-eligible families as advised by the WIC Program Manager; identify, support and maintain primary partners around healthy pregnancy and birth outcomes, infant mortality reduction, clinic services, and home visitation service delivery; assure outreach is conducted to nonparticipating eligible families; provide professional expertise to related MHD projects, proposals, and undertakings, as needed.

5% Other Duties

Perform other duties as assigned.

Minimum qualifications include a bachelor's degree in nutrition, dietetics, or a human services field such as health education, public health, nursing, social work, or a related field from an accredited college or university; two years of experience of coordinating public or community health programs; job specific experience required – Health Project Supervisor – Nutrition must be a registered Dietitian and a Health Project Supervisor – Breastfeeding must have required breastfeeding training within 12 months of hire. Equivalent combination of education and experience may also be considered.

The level of these two positions was approved in 2009 when the first of two positions of Health Project Coordinator – WIC was classified in Salary Grade 04. In the report, it was noted that the nature of work, scope of responsibility and knowledge and skill required for the job were similar to other Health Project Coordinator positions in Salary Grade 04. In 2012, as part of the restructuring of the Salary Ordinance, the pay range for the first position was changed from Salary Grade 04 to Pay Range 1AX and there was no change in pay.

Since 2009, the WIC program has expanded including the establishment of a breastfeeding peer support project and working with several community-based individuals to help provide these services. The level of work is similar to that of the “Doula Program Coordinator” in Pay Range 2GN (\$51,469 - \$72,063) with a recommended recruitment rate of \$55,445. There is also a greater emphasis on supervision and we recommend a change in title to “Health Project Supervisor - WIC”. Further, these positions supervise nutritionists that are in Pay Range 2DN (\$42,500 - \$59,498 with a recruitment rate of \$47,095 and up to \$50,716 with DER approval) which has caused some pay compression.

To reflect the expansion of duties and responsibilities and assist with pay compression and recruitment, we recommend reclassifying these two positions of “Health Project Coordinator – WIC” in Pay Range 1AX (\$48,670 - \$63,426) to “Health Project Supervisor – WIC” in Pay Range 1CX (\$51,469 - \$72,063 with a recruitment rate of \$2,132.50 (\$55,445.00) and recruitment flexibility at any point in the range with the approval of DER.

Current	Healthcare Access Program Coordinator	PR 1AX (\$48,670 - \$63,426) Recruitment at any point with DER approval	One Position
Recommended	Healthcare Access Program Coordinator	PR 2FN (\$48,670 - \$67,615) Recruitment at \$52,805/any point DER approval	One Position

Under the direction of the Community Healthcare Access (CHAP) Manager, the Healthcare Access Coordinator provides high-level coordination for CHAP services, including program outreach, educational and training opportunities, the day-to-day operational support of the Milwaukee Health Department (MHD) Health Access team, and for the functionality of service provisions between the MHD Health Access Assistant team, related MHD programs, and community stakeholders. Duties and responsibilities include the following:

35% Program Coordination

Provide coordination to ensure smooth program operations, triage walk-in and appointment based clients to staff, ensure appropriate documentation and data collection, and maintain the program-specific database (i.e. QMatic, Connector) in order to track enrolled clients to staff caseloads; provide day-to-day oversight of Health Access Assistants’ assignments, including assigning duties, troubleshooting issues, outlining work methods, directing workflow and inspecting work product for efficacy; assist in coordination of the hiring processes, professional development, and administration of tasks to meet program needs; identify current intake sites for potential client population, support the program manager in conducting regular program audits, reviewing cases, and implementing quality improvement measures; provide program representation at meetings, organize and facilitate external staff worksites and locations, and create and maintain program specific community contacts; develop, maintain, and update Healthcare Access Program policies and procedures to align with funding and sources and evidence-based model; track and document training delivered to CHAP staff and/ or facilitation about the CHAP program to community-based outreach, according to Medicaid compliance; assist with program reporting and grant writing; and present data and provide feedback around areas in need of services and prepare monthly documentation and annual reports to monitor and pursue quality assurance and improvement.

20% Outreach and Program Promotion

Using data for guidance, create outreach strategies targeting diverse and non-traditional locations to strengthen and increase programmatic reach; assist in the creation, design (utilizing the MHD graphic designer), and distribution of program-related marketing materials, flyers, information, reports, and relevant promotional media to targeted audiences; partner with other MHD programs to provide comprehensive program promotion to best serve the compounding needs of the families in the City of Milwaukee; fulfill requests seeking information, presentations, and participation at community health events and collaborate with all MHD divisions to staff events; coordinate and lead educational meetings, attend and present at events related to the work, especially those that aim to serve communities with the greatest need; develop pertinent partnerships in the community; establish and maintain collaborative relationships with pertinent grantor partners, MHD programs, and outside service agencies involved in the provision of child and health care services to recruit and enroll clients; and design activities to recruit new community partners into MHD maternal and child health programming and oversee systems to document efforts, client participation, referrals, and follow up.

- 15% Staff Supervision and Administration
Provide oversight of Health Access Assistants' day-to-day work in conjunction with the program manager –this includes assigning duties, troubleshooting individual needs of staff to perform duties, outlining methods of work, directing work, and checking/inspecting work for efficacy; support the program manager in hiring processes, professional development of team, and administration of tasks; and provide coverage for the program manager in their absence for continuity of operations.
- 15% Establish and Maintain Collaborative Relationships in the Community
Develop pertinent partnerships in the community; provide representation in community events/ meetings as designated by the program manager; establish and maintain collaborative relationships with pertinent grantor partners, MHD programs, and outside service agencies (i.e. healthcare providers, public and private schools, community groups, parenting programs, housing programs, employment consultants, and other relevant organizations etc.); involved in the provision of child and health care services to recruit and enroll clients; design activities to recruit new community partners into MHD maternal and child health programming and oversee systems to document efforts, client participation, referrals and follow up; and introduce best practices, pilot new activities, and adopt innovative approaches to recruiting and maintaining community stakeholders aligned with our objectives.
- 5% Application Assistance
Meet with walk-in customers and assess their needs, and assist them in applying for programs for which they qualify (i.e. Badger Care Plus, CORE plan, Family Planning Waiver, Express Enroll eligible populations, other Medicaid programs); track enrolled clients, complete data entry to ensure related staff acuity is sustained and program capacity is maximized; make referrals to internal and external programs that would further benefit the customers' health and well-being; provide information and outreach to non-traditional populations and inform them of their potential eligibility; and conduct outreach to identify and recruit clientele in need of services.
- 5% Reporting and Other Administrative Duties
Participate in data collection, program evaluation, and preparation of events tracking for the departmental reporting pertinent to program (or contract) objectives, or as assigned by the program manager; coordinate data collection and maintenance in accordance with program and departmental standards; and present data and provide feedback around areas in need of services, and prepare monthly documentation and annual reports to monitor and pursue quality assurance and improvement on a continual basis.
- 5% Other Duties
Perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum qualifications include a bachelor's degree in public health, social work, community health, or a related field; and two years of experience working with health benefit programs for low-income families, community outreach, human services, health care services, or a related field. Equivalent combinations of education and experience may be considered.

This position was studied earlier this year when it was created and placed in Pay Range 1AX (\$48,670 - \$63,426). The Department indicated that this position has focused more on coordination and serving as a leadworker, rather than a supervisor. As a result, it would be more appropriate to place it in Part 1, Section 2 (Professionals) of the Salary Ordinance in a pay range that is nonexempt from the Fair Labor Standards Act. With the review of market data, recruitment issues and pay compression, we also recommend higher pay and reallocating the position to Pay Range 2FN (\$48,670 - \$67,615 with a recruitment rate of \$2,030.95 (\$52,804.70) and recruitment flexibility anywhere in the range.

We therefore recommend reallocating this position of "Healthcare Access Program Coordinator" in Pay Range 1AX (\$48,670 - \$63,426) with recruitment at any point in the range with the approval of DER to Pay Range 2FN (\$48,670 - \$67,615 with a recruitment rate of \$2,030.95 (\$52,804.70) and recruitment at any point in the range with the approval of DER.

Action Required – Effective Pay Period 24 (November 14, 2021)

In the Salary Ordinance:

Under Pay Range 1AX:

- Delete the title 'Health Project Coordinator – WIC'
- Delete the title 'Healthcare Access Program Coordinator'
- Delete footnotes (4) and (8) in their entirety and renumber accordingly.

Under Pay Range 1CX:

- Add the title 'Health Project Coordinator – WIC'
- Create footnotes (4) and (8), apply to the title 'Health Project Coordinator – WIC', and renumber accordingly:

(4) Recruitment is at:

Biweekly	2,132.50
Annual	55,445.00

(8) Recruitment is at:

Biweekly	2,196.48
Annual	57,108.48

- Apply footnotes (3) and (7) to the title 'Health Project Coordinator – WIC'

Under Pay Range 1DX:

- Delete the title 'Health Project Coordinator – Empowering Families of Milwaukee'
- Add the title 'Health Project Supervisor – Empowering Families of Milwaukee' and apply footnotes (1) (4) (8) and (11).
- Apply footnotes (1) and (8) to the title 'Health Project Supervisor – DADS'

Under Pay Range 1EX:

- Remove current footnotes from the title 'Doula Program Manager' and add footnotes (13) (15) (28) and (30).
- Remove current footnotes from the title 'Strong Babies Program Manager' and add footnotes (13) (15) (28) and (30).
- Add footnotes (13) (15) (28) and (30) to the title 'WIC Program Manager'

Under Pay Range 1FX:

- Update footnote (9) to read:
(9) Recruitment is at:

Biweekly	2,816.39
Annual	73,226.14

- Update footnote (19) to read:
(19) Recruitment is at:

Biweekly	2,900.88
Annual	75,422.88

- Apply footnotes (10) and (20) to the title 'Empowering Families of Milwaukee Program Manager'

Under Pay Range 1IX:

- Create footnotes (10) and (20), apply to the title 'Maternal and Child Health Director' and renumber accordingly:

(10) Recruitment is at:

Biweekly	3,209.38
Annual	83,443.88

(20) Recruitment is at:

Biweekly	3,305.66
Annual	85,947.16

Under Pay Range 2FN:

- Add the title 'Healthcare Access Program Coordinator'
- Create and add footnotes (11) and (22) to the title 'Healthcare Access Program Coordinator' and renumber accordingly:

(11) Recruitment is at:

Biweekly	2,030.95
Annual	52,804.70

(22) Recruitment is at:

Biweekly	2,091.88
Annual	54,388.88

- Add footnotes (5) and (16) to the title 'Healthcare Access Program Coordinator'

Under Pay Range 2GN:

- Create and add footnotes (17) and (35) to the title 'Doula Program Coordinator' and renumber accordingly:

(17) Recruitment is at:

Biweekly	2,132.50
Annual	55,445.00

(35) Recruitment is at:

Biweekly	2,196.48
Annual	57,108.48

- Add footnotes (16) and (34) to the title 'Doula Program Coordinator'

In the Positions Ordinance

Under Health Department, Community Health Division:

- Empowering Families of Milwaukee (EFM):
 - Delete 3 positions of "Health Project Coordinator – EFM (E)(X)(Y)"
 - Add 3 positions of "Health Project Supervisor – Empowering Families of Milwaukee (E)(X)(Y)"
- Prenatal & Reproductive Health:
 - Delete 1 position of 'Strong Babies Program Manager (X)(Y)(J)'
 - Add 1 position of 'Strong Baby Program Manager (X)(Y) (J)'
- Women, Infants & Children:
 - Delete 2 positions of "Health Project Coordinator – WIC (C)(Q)(X)(WW)"
 - Add 2 positions of "Health Project Supervisor – WIC (C)(Q)(X)(WW)"

Prepared by: Sarah Trotter
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager



Reviewed by: _____
Makda Fessahaye, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date <u>12/2/2021</u> File Number <u>211102</u> <input checked="" type="checkbox"/> Original <input type="checkbox"/> Substitute
	Subject <u>Communication from the Department of Employee Relations relating to the classification studies submitted for the December 7, 2021 City Service Commission Meeting.</u>

B	Submitted By (Name/Title/Dept./Ext.) <u>Sarah Trotter / Human Resources Representative / Employee Relations / x2398</u>
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C	This File	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.
		<input type="checkbox"/> Suspends expenditure authority.
		<input type="checkbox"/> Increases or decreases city services.
		<input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.
		<input type="checkbox"/> Increases or decreases revenue.
		<input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance.
		<input type="checkbox"/> Authorizes borrowing and related debt service.
		<input type="checkbox"/> Authorizes contingent borrowing (authority only).
	<input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.	

D	Charge To	<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
		<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts
		<input type="checkbox"/> Debt Service	<input type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify) _____	

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		\$0.00	\$0.00
		\$0.00	\$0.00
Supplies/Materials		\$0.00	\$0.00
		\$0.00	\$0.00
Equipment		\$0.00	\$0.00
		\$0.00	\$0.00
Services		\$0.00	\$0.00
		\$0.00	\$0.00
Other		\$0.00	\$0.00
		\$0.00	\$0.00
TOTALS		\$ 0.00	\$ 0.00

F**Assumptions used in arriving at fiscal estimate.** Please see attached spreadsheet.**G****For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.** 1-3 Years 3-5 Years 1-3 Years 3-5 Years 1-3 Years 3-5 Years**H****List any costs not included in Sections D and E above.****I****Additional information.****J****This Note** **Was requested by committee chair.**

**Department of Employee Relations
Fiscal Note Spreadsheet**

City Service Commission Meeting of December 7, 2021
Finance and Personnel Committee Meeting of December 8, 2021

NEW COSTS FOR 2021

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	EffPP	Multiplier	New Costs	Rollup	Total Rollup+ Sal
1	City Development	City Planning Manager	1IX	City Planning Manager	1IX	N/A	N/A	7	20	N/A Recruitment Change Only		
1	City Development	Long Range Planning Manager	1GX	Long Range Planning Manager	1GX	\$77,460	\$80,809	7	20	\$2,576	\$361	\$2,937
1	City Development	Strategic Development Manager	2JX	Urban Design Coordinator	2JX	N/A	N/A	7	20	N/A Title, Cert & Recruit Change Only		
2	City Development	Principal Planner	2JX	Principal Planner	2JX	N/A	N/A	7	20	N/A Cert & Recruit Change Only		
1	City Development	Senior Planner-Architectural Design	2HX	Senior Planner-Urban Design	2IX	\$63,834	\$73,463	7	20	\$7,407	\$1,037	\$8,444
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$60,000	\$71,323	7	20	\$8,710	\$1,219	\$9,929
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$64,333	\$73,463	7	20	\$7,023	\$983	\$8,006
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$65,869	\$73,463	7	20	\$5,842	\$818	\$6,659
1	City Development	Real Estate Specialist	2GX	Real Estate Specialist	2GX	\$65,573	\$68,593	7	20	\$2,323	\$325	\$2,648
2	City Development	Real Estate Specialist	2GX	Real Estate Specialist	2GX	N/A	N/A	7	20	N/A Cert & Recruit Change Only		
1	City Development	Environmental Project Coord Senior	2GX	Environmental Project Coord Senior	2GX	\$55,643	\$68,593	7	20	\$9,962	\$1,395	\$11,356
1	City Development	Environmental Project Coord Senior	2GX	Environmental Project Coord Senior	2GX	N/A	N/A	7	20	N/A Cert & Recruit Change Only		
1	City Development	Associate Planner	2EX	Associate Planner	2EX	\$52,899	\$58,189	7	20	\$4,069	\$570	\$4,639
1	Comm Council/City Clerk	Senior Planner	2HX	Senior Planner	2IX	\$65,191	\$73,463	7	20	\$6,363	\$891	\$7,254
1	Comm Council/City Clerk	Senior Planner	2HX	Senior Planner	2IX	\$79,110	\$84,300	7	20	\$3,992	\$559	\$4,551
1	Health	Maternal and Child Health Director	1IX	Maternal and Child Health Director*	1IX	\$82,305	\$83,444	24	3	\$92	\$13	\$105
1	Health	EFM Program Manager	1FX	EFM Program Manager*	1FX	N/A	N/A	24	3	N/A Recruitment Change Only		
1	Health	Doula Program Manager	1EX	Doula Program Manager*	1EX	N/A	N/A	24	3	N/A Recruitment Change Only		
1	Health	WIC Program Manager	1EX	WIC Program Manager*	1EX	N/A	N/A	24	3	N/A Grant Funded Position		
1	Health	Strong Babies Program Manager	1EX	Strong Babies Program Manager*	1EX	\$70,062	\$71,831	24	3	\$82	\$11	\$93
1	Health	Health Project Supervisor - DADS	1DX	Health Project Supervisor - DADS*	1DX	N/A	N/A	24	3	N/A Recruitment Change Only		
3	Health	Health Project Coordinator - EFM	1DX	Health Project Supervisor - EFM*	1DX	N/A	N/A	24	3	N/A Title & Recruit Change Only		
1	Health	Doula Program Coordinator	2GN	Doula Program Coordinator*	2GN	N/A	N/A	24	3	N/A Recruitment Change Only		
1	Health	Health Project Coordinator - WIC	1AX	Health Project Supervisor - WIC*	1CX	N/A	N/A	24	3	N/A Grant Funded Position		
1	Health	Health Project Coordinator - WIC	1AX	Health Project Supervisor - WIC*	1CX	N/A	N/A	24	3	N/A Grant Funded Position		
1	Health	Healthcare Access Prog Coord	1AX	Healthcare Access Prog Coord*	2FN	N/A	N/A	24	3	N/A Grant Funded Position		
30										\$58,441	\$8,182	\$66,622

Assume effective date is Pay Period 7, 2021 (March 21, 2021) unless otherwise indicated.

*Assume effective date is Pay Period 24, 2021 (November 14, 2021); & the Maternal & Child Hlth Dir is 30% & the Strong Baby Prog Mgr is 60% grant funded.

NEW COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	EffPP	Multiplier	New Costs	Rollup	Total Rollup+ Sal
1	City Development	City Planning Manager	1IX	City Planning Manager	1IX	N/A	N/A	1	26	N/A Recruitment Change Only		
1	City Development	Long Range Planning Manager	1GX	Long Range Planning Manager	1GX	\$77,460	\$80,809	1	26	\$3,349	\$469	\$3,818
1	City Development	Strategic Development Manager	2JX	Urban Design Coordinator	2JX	N/A	N/A	1	26	N/A Title, Cert & Recruit Change Only		
2	City Development	Principal Planner	2JX	Principal Planner	2JX	N/A	N/A	1	26	N/A Cert & Recruit Change Only		
1	City Development	Senior Planner-Architectural Design	2HX	Senior Planner-Urban Design	2IX	\$63,834	\$73,463	1	26	\$9,629	\$1,348	\$10,977
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$60,000	\$71,323	1	26	\$11,323	\$1,585	\$12,908
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$64,333	\$73,463	1	26	\$9,130	\$1,278	\$10,408
1	City Development	Senior Planner	2HX	Senior Planner	2IX	\$65,869	\$73,463	1	26	\$7,594	\$1,063	\$8,657
1	City Development	Real Estate Specialist	2GX	Real Estate Specialist	2GX	\$65,573	\$68,593	1	26	\$3,020	\$423	\$3,443

2	City Development	Real Estate Specialist	2GX	Real Estate Specialist	2GX	N/A	N/A	1	26	N/A Cert & Recruit Change Only		
1	City Development	Environmental Project Coord Senior	2GX	Environmental Project Coord Senior	2GX	\$55,643	\$68,593	1	26	\$12,950	\$1,813	\$14,763
1	City Development	Environmental Project Coord Senior	2GX	Environmental Project Coord Senior	2GX	N/A	N/A	1	26	N/A Cert & Recruit Change Only		
1	City Development	Associate Planner	2EX	Associate Planner	2EX	\$52,899	\$58,189	1	26	\$5,290	\$741	\$6,031
1	Comm Council/City Clerk	Senior Planner	2HX	Senior Planner	2IX	\$65,191	\$73,463	1	26	\$8,272	\$1,158	\$9,430
1	Comm Council/City Clerk	Senior Planner	2HX	Senior Planner	2IX	\$79,110	\$84,300	1	26	\$5,190	\$727	\$5,917
1	Health	Maternal and Child Health Director	1IX	Maternal and Child Health Director	1IX	\$82,305	\$83,444	1	26	\$797	\$112	\$909
1	Health	EFM Program Manager	1FX	EFM Program Manager	1FX	N/A	N/A	1	26	N/A Recruitment Change Only		
1	Health	Doula Program Manager	1EX	Doula Program Manager	1EX	N/A	N/A	1	26	N/A Recruitment Change Only		
1	Health	WIC Program Manager	1EX	WIC Program Manager	1EX	N/A	N/A	1	26	N/A Grant Funded Position		
1	Health	Strong Babies Program Manager	1EX	Strong Babies Program Manager	1EX	\$70,062	\$71,831	1	26	\$708	\$99	\$807
1	Health	Health Project Supervisor - DADS	1DX	Health Project Supervisor - DADS	1DX	N/A	N/A	1	26	N/A Recruitment Change Only		
3	Health	Health Project Coordinator - EFM	1DX	Health Project Supervisor - EFM	1DX	N/A	N/A	1	26	N/A Title & Recruit Change Only		
1	Health	Doula Program Coordinator	2GN	Doula Program Coordinator	2GN	N/A	N/A	1	26	N/A Recruitment Change Only		
1	Health	Health Project Coordinator - WIC	1AX	Health Project Supervisor - WIC	1CX	N/A	N/A	1	26	N/A Grant Funded Position		
1	Health	Health Project Coordinator - WIC	1AX	Health Project Supervisor - WIC	1CX	N/A	N/A	1	26	N/A Grant Funded Position		
1	Health	Healthcare Access Prog Coord	1AX	Healthcare Access Prog Coord	2FN	N/A	N/A	1	26	N/A Grant Funded Position		
30										\$77,252	\$10,815	\$88,067

Note: Totals may not be to the exact dollar due to rounding.

