

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

City Treasurer's Office

Current	Recommendation
Deputy City Treasurer PR 1KX (\$85,757 - \$120,064) One Position	Deputy City Treasurer PR 1LX (\$91,404 - \$127,962) One Position
Investments and Financial Services Manager PR 1IX (\$75,478 - \$105,669) One Position	Investments and Financial Services Director PR 1KX (\$85,757 - \$120,064) One Position
Special Assistant to the City Treasurer PR 1FX (\$62,338 - \$87,270) One Position	Tax Billing and Collection Manager PR 1HX (\$70,827 - \$99,154) One Position
Lead Teller PR 5FN (\$42,539 - \$48,248) One Position	Revenue Collection Specialist PR 5IN (\$47,779 - \$54,669) One Position
Program Assistant II PR 5FN (\$42,539 - \$48,248) One Position	Tax Enforcement Specialist PR 6NN (\$45,013 - \$51,547) One Position
Teller PR 6HN (\$37,830 - \$41,863) One Position	Teller PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual
Accounting Assistant I PR 6GN (\$36,252 - \$39,943) One Position	Accounting Assistant III PR 5EN (\$40,501 - \$46,724) One Position
Customer Service Representative II PR 6GN (\$36,252 - \$39,943) Six Positions	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) Five Positions
	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual

Background

The City Treasurer, Spencer Coggs, has requested a study of 13 positions in the City Treasurer's Office as part of a departmental reorganization. The department indicated that there have been a number of changes that have affected how some of the work is done in the department and that the level of duties and responsibilities for several positions has increased. These changes include:

- Upgrading the iNovah cashing system and replacing the legacy tax collection system with Tyler Technologies Munis Tax System, a state-of-the-art web-based application. This includes changes in the process for collecting payments and expanding the role of the Customer Service Representative II positions.
- Enhanced tax enforcement efforts including changing how tax delinquent accounts are processed due to the large increase in "in rem" tax foreclosures over the past several years.
- Restoring responsibility to the City Treasurer's Office for investing City funds and managing long-term pooled cash portfolios.

Job audits were conducted with all incumbents of positions being considered for a reclassification or reallocation except for the classification of Customer Service Representative II where three of the seven incumbents were audited. Discussions were also held with supervisors including Richard Schmidt, Customer Services Manager; Kathleen Haass, Revenue Collection Manager; Kerry Urban, Special Assistant to the City Treasurer (who has since retired); Robyn Malone, Investments and Financial Services Manager; and James Klajbor, Deputy City Treasurer. Job descriptions, a summary chart, organizational charts, some pay data, and other materials were provided by the department.

Analysis and Recommendations

Current	Deputy City Treasurer	PR 1KX (\$85,757 - \$120,064)	1 Position
Recommended	Deputy City Treasurer	PR 1LX (\$91,404 - \$127,962)	1 Position

The basic function of this position is to serve as the Deputy City Treasurer pursuant to Wisconsin State Statutes and Section 3-15 of the Milwaukee City Charter; and on a daily basis plan, direct, and manage operations, and supervise staff. Duties and responsibilities include the following:

- Plans, directs, and manages special projects and initiatives.
- Provides oversight of the department's revenue collection, financial services, and investment portfolio management operations; tax billing, collection, and enforcement operations; and information systems operations.
- Serves as the department's budget officer, contract administrator, personnel officer, and procurement officer.
- Represents the City Treasurer before the Milwaukee Common-Council Committees, other government entities and agencies, and on special assignments.
- Serves as the City Treasurer's designee on various committees and special initiatives.

Minimum requirements include a bachelor's degree in accounting, business administration, finance, or public administration and five years of significant management experience in banking, business, finance, or government. Equivalent combination of education and experience may be considered.

This position was previously in Salary Grade 16 which became Pay Range 1LX (\$91,404 - \$127,962) in the 2012 Salary Ordinance. In 2011, a decision was made through the budget amendment process to reallocate this position to Salary Grade 15 which became the current Pay Range 1KX (\$85,757 - \$120,064). A significant part of the rationale was that investment responsibility for pooled cash was being moved to the Comptroller's Office.

In 2012, the investment responsibility was returned to the City Treasurer's Office but the pay range for this position was never changed back. These responsibilities included the investment of short-term pooled cash and oversight of an outside bank that invested the long-term pooled cash. In 2017 the average short-term pooled cash investment balance was \$172,871,412 and the general fund investment revenue realized was \$979,605.

In addition, the department indicated there have been other changes since 2012 including the following:

- In 2016 direct investment responsibility for the long-term pooled cash portfolio was brought back in-house to the City Treasurer's Office which resulted in a savings of almost \$60,000 due to no longer paying a fee to a bank for these services. In 2017 the average balance for the long term pooled cash investment was over \$73 million dollars and the general fund investment revenue realized was \$606,651. The rate of return for both 2016 and 2017 exceeded the benchmark rate of return by the Bank of America Merrill Lynch 1-3 year U.S. Government/Corporate Index AA or Better (Annualized).

- Added oversight of Munis Tax System. With this new system the department has assumed responsibility for maintaining data tables and running applications. Previously some of this work was done by the Department of Administration – Information Technology Management Division (DOA-ITMD). This new system also resulted in changing many processes in the department and the training of staff.
- Added oversight of enhanced tax enforcement efforts including allowing special assessments and charges to be placed on the City’s ten month, interest free installment payment plan and having the City’s collection law firm attempt to collect delinquent taxes for 12 months, rather than 6 months, before turning a property over for foreclosure.
- Increased oversight and reconciliation of system interfaces due to implementation of the City’s Land Management System in the Department of Neighborhood Services that allows citizens to pull permits and pay related fees.
- Increased oversight responsibilities of Deferred Compensation Plan operations and investment managers due to major restructuring of the plan and auto enrollment.

In-studying this position comparisons were made with other City positions including the following:

<p><u>Title:</u> Deputy Comptroller <u>Pay Range:</u> 1LX (\$91,404 - \$127,962) <u>Department:</u> Comptroller’s Office</p>	<p><u>Function:</u> Under general policy direction of the City Comptroller, this position is responsible for the administrative supervision and managerial control over the technical and administrative activities of the Comptroller’s Office.</p>
<p><u>Title:</u> Employee Retirement System – Deputy Director <u>Pay Range:</u> 1LX (\$91,404 - \$127,962). <u>Department:</u> Employees’ Retirement System</p>	<p><u>Function:</u> Oversee operational business units, manage ERS service provider contracts, increase efficiencies, monitor and evaluate processes, and maintain the strategic plan.</p>
<p><u>Title:</u> Financial Operations Manager <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Department of Administration – Budget and Management Division</p>	<p><u>Function:</u> Ensure that in developing the annual City budget crucial components are consistent with the Mayor’s priorities and with sound fiscal policy; serve as a primary advisor to the Budget and Management Director on these issues; have a large role in the decision-making process; and supervise and direct the work of several professional staff in their independent analysis of the annual budgets of departments, major divisions, or funds.</p>
<p><u>Title:</u> Financial Services Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller’s Officer</p>	<p><u>Function:</u> Manage the operations of the City’s debt issuance and management, annual City revenues budget, internal auditing, and capital investment and loan analysis of major economic development proposals; direct the preparation of various special reports issued by the Comptroller’s Office; and represent the Comptroller on various Boards, Committees, and Commissions.</p>

A number of changes have impacted this position so there is a greater emphasis on overseeing the money management of short term and long term investments, implementation and maintenance of new computer systems, and enhanced tax enforcement. In comparison to other positions, the classifications of Deputy Comptroller and the Employee Retirement System – Deputy Director in Pay Range 1LX (\$91,404 - \$127,962) are closest in level. These two positions also have administrative and operational oversight of a department with Citywide financial responsibilities.

We also looked at market rates for positions that had some similarities to the position under study as shown in the charts below.

Title	Source	Rates
Treasurer Corporate	ERI – 30 Mile Radius from Milwaukee	\$143,419 - \$197,950
Investment Director	ERI – 30 Mile Radius from Milwaukee	\$136,572 - \$178,966
Investment Manager	ERI – 30 Mile Radius from Milwaukee	\$98,724 - \$133,566

Rates based on the 25th and 75th percentile for \$10 million in revenue from ERI (Economic Research Institute).

Title	Source	Rates
Assistant Treasurer	Association for Financial Professionals	\$92,105 - \$157,000

Rates based on the 25th and 75th percentile for Government/Non-Profit Positions in 2016 AFP Survey.

Based on the analysis above we recommend the position of Deputy City Treasurer be reallocated from Pay Range 1KX (\$85,757 - \$120,064) to Pay Range 1LX (\$91,404 - \$127,962).

Current	Investments and Financial Services Manager	PR 1IX (\$75,478 - \$105,669)	1 Position
Recommended	Investments and Financial Services Director	PR 1KX (\$85,757 - \$120,064)	1 Position

The basic function of this position is to directly supervise daily operations of the Financial Services Division and oversee the daily operations of the Revenue Collection Division; be responsible for the safety, management, and daily investment decisions for \$650 million dollars of various City funds in the custody of the City Treasurer and the related accounting entries; supervise the annual accounting of approximately \$3 billion dollars in receipts annually from City departments that are processed through the Office of the City Treasurer and the annual disbursement of approximately \$3 billion dollars made by City departments; supervise payroll administration functions, including the submission of the direct deposit file to the bank ensuring employees are paid timely; make the necessary settlements with other governmental units of tax levy collections; be responsible for the proper accounting of all tax related transactions; and serve as Special Deputy City Treasurer. Duties and responsibilities include the following.

75% Cash, Investment, and Accounting Management

- Manage the daily investment decisions for up to \$650 million dollars of City funds, and the development and implementation of investment strategies consistent with state statutes and City policies for all cash and investments under the control of the City Treasurer; monitor the financial markets by maintaining working relationships with local financial institutions and security dealers; and prepare cash flow forecasts.
- Manage the public depository relationships including all City banking contracts, the City's Socially Responsible Investment Program, master repurchase agreements, and collateral pledge agreements.
- Appear with or represent the City Treasurer at meetings involving the setting of City investment policy or reporting on investment performance.
- Supervise the accounting of approximately \$3 billion in receipts and \$3 billion in disbursements for all City departments, including the entries in the City Treasurer's general ledger, reconciliation of all bank accounts, preparation of various investment confirmations and reports, and any other special reports as needed.
- Approve all ACH (Automated Clearing House – an electronic network for financial transactions) and Wire transfers including debt service payments, Milwaukee Public Schools (MPS) funding, tax jurisdiction settlements, employees' payroll, and all vendor payments for City departments.
- Verify funds are withdrawn or deposited to the State of Wisconsin Local Government Investment Pool (LG1P) to meet the department's daily cash requirements; ensure that state and federal payroll income tax withholding payments are made timely to insure that the City is not subject to penalties; and ensure proper funding of the accounts payable disbursement account and the City Treasurer's refund account.
- Match receipts and disbursements to ensure proper portfolio liquidity and maximize interest earnings; obtain rate quotes for maturing investments and prepare investment confirmations; prepare cash flow schedules to aid the Comptroller's Office in issuance of Revenue Anticipation Notes (RANS) and

Commercial Paper; assist MPS (Milwaukee Public Schools) in the close of their fiscal year with additional funding requests; monitor public depository collateral; and supervise various Citywide payroll functions.

- Review the monthly investment activity recorded to the City's investment portfolio management system; review and approve the monthly manual journal entry to post investment activity to the City's (FMIS); review bank reconciliations; monitor stop payments on all City disbursements and NSF (Non-Sufficient Funds) and ACH returns on all City receipts; and prepare the department's revenue estimation spreadsheet for the Comptroller's Office.

5% Tax Collection

- Analyze and summarize the tax collections of the City Treasurer's Office for all taxing jurisdictions, prepare a tax settlement recap, distribute the collections to each jurisdiction, and distribute tax collections within the City's fund structure.
- In February, close the current collection with final distribution of tax collections and purchasing of County delinquent taxes; in April, distribute lottery credits to each of the taxing jurisdictions; and in August, distribute school credits and First Dollar credits to each of the taxing jurisdictions

20% Administration, Internal Control, and Audit Services

- Serve as the Special Deputy City Treasurer and assume responsibility for the department in the absence of the City Treasurer and Deputy City Treasurer; manage relationships with the City's banks and brokers/dealers; prepare the request for bids for the department's banking service contracts and provide oversight of the transition to a new bank when required; and coordinate with the Department of Administration-Information Technology Management Division and the banks being utilized for City financial transactions, ensuring all banking files are compatible.
- Coordinate all audits performed by external and internal auditors; ensure proper internal controls are in place and followed by staff; and serve as a liaison with the City's credit card merchant processor.
- Compile and maintain Standard Operation Procedures (SOPs) for current job duties and perform other duties or special projects as assigned.

Minimum requirements include a bachelor's degree in accounting or finance and five years of significant management and supervisory experience in banking or financial management. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in the position include the following:

- Added responsibility for managing the long-term pooled cash portfolio that was brought back in-house from an outside bank in September of 2016.
- Added responsibility for overseeing the Revenue Collection Division which increases supervisory responsibility from four to eight regular employees plus ten temporary Customer Service Representative I positions.
- Now one of two employees designated as a Special Deputy City Treasurer.
- Increase in monitoring the accounting facility within the new Munis Tax System and updating accounting tables on an annual basis.
- Increased responsibility for oversight of reconciliation of transactions due to an increase in e-payments Citywide and the City's participation in the Drug Mail Back Program.

To study this position, comparisons were made to other City positions including the following:

<p><u>Title:</u> Chief Investment Officer <u>Pay Range:</u> 1NX (\$103,841 - \$145,382) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Oversight / analysis of ERS pension portfolio; manage relationships with outside investment vendors; prepare analyses; and present reports to the ERS Board.</p>
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<p><u>Title:</u> Accounts Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller's Office</p>	<p><u>Function:</u> Oversee and manage payroll, general accounting, revenue and cost, and community block grant accounting; coordinate and facilitate business needs of departments, budget office, council staff, attorneys, technology support, other Comptroller's Office Divisions, outside private entities, auditors, consultants, and state and federal agencies as it relates to function of the Comptroller's Office, business requirements, and governing authority; act as Special Deputy Comptroller to execute/administer the City's financial policies and procedural objectives; and may represent the Comptroller on Boards and Commissions.</p>
<p><u>Title:</u> Financial Services Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller's Office</p>	<p><u>Function:</u> Manage the operations of the City's debt issuance and management, annual City revenues budget, internal auditing, and capital investment and loan analysis of major economic development proposals; direct the preparation of various special reports issued by the Comptroller's Office; and represent the Comptroller on various Boards, Committees, and Commissions.</p>
<p><u>Title:</u> Pension Investment Analyst Senior <u>Pay Range:</u> 20X (\$85,757 - \$120,064) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Part of a team that monitors performance and compliance of the ERS investment portfolio; review and evaluate performance, develop appropriate recommendations, and prepare reports; ensure that ERS management and ERS Annuity and Pension Board are provided with the necessary information and analysis for their investment-related decision making.</p>
<p><u>Title:</u> ERS Chief Financial Officer <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Supervise 11 staff members and oversee operations of the Fiscal Services Division including the annual budget and the accounting associated with a multi-billion dollar investment fund, management of employer reporting, benefit calculations, retiree payroll, and budget development, management and disbursement.</p>

A number of changes have impacted this position so there is a greater emphasis on money management of long term investments, a broader area of responsibility within the department including supervisory and oversight responsibility for the Revenue Collection Division which includes four employees plus ten temporary Customer Service Representative I positions, and oversight for the reporting, accounting and reconciling of the tax roll.

In comparison to other City positions, the classification of Financial Services Director in Pay Range 1KX (\$85,757 - \$120,064) is closest in level. This position is located in the Comptroller's Office and also has broad Citywide financial oversight responsibilities. We also looked at market rates for positions that had some similarities to the position under study as shown in the charts below.

Title	Source	Rates
Investment Director	ERI - 30 Mile Radius from Milwaukee	\$136,572 - \$178,966
Investment Manager	ERI - 30 Mile Radius from Milwaukee	\$98,724 - \$133,566

Rates based on the 25th and 75th percentile for \$10 million in revenue from ERI (Economic Research Institute).

Title	Source	Rates
Manager, Treasury and Finance	Association for Financial Professionals	\$86,000 - \$119,500

Rates based on the 25th and 75th percentile for Government/Non-Profit Positions in 2016 AFP Survey.

The requested title of Investments and Financial Services Director is descriptive of the work, reflects the position's greater responsibility, and is consistent with other financial positions at this level.

Based on the analysis above, we recommend the position of Investments and Financial Services Manager in Pay Range 1IX (\$75,478 - \$105,669) be reclassified to Investments and Financial Services Director in Pay Range 1KX (\$85,757 - \$120,064).

Current	Special Assistant to the City Treasurer	PR 1FX (\$62,338 - \$87,270)	1 Position
Recommended	Tax Billing and Collection Manager	PR 1HX (\$70,827 - \$99,154)	1 Position

The basic function of this position is to directly supervise the daily operations of the Tax Enforcement Division and the IT support staff; provide oversight of the daily operations of the Customer Services Division; plan, direct, coordinate, and manage all of the information systems, tax billing and collection, and tax enforcement operations of the department; and serve as a Special Deputy City Treasurer. Duties and responsibilities include the following:

25% Supervisory Responsibilities

- Directly supervise the daily operations of the Tax Enforcement Division and the IT support staff; and provide oversight of the daily operations of the Customer Services Division.
- Serve as a Special Deputy City Treasurer and assume responsibility for managing the department in the absence of the City Treasurer and Deputy City Treasurer; and represent the department on special assignments.
- Review and approve accounts payable bill payment vouchers and payroll entries.
- Be responsible for the training of the Customer Services Division, the Tax Enforcement Division, and the IT support staff in the department's operations, methods, and procedures; and for assuring that the SOPs for the Customer Services Division, Tax Enforcement Division, and IT support staff are kept current and up to date.

40% Tax Billing, Collection, and Enforcement

- Plan, direct, coordinate, and manage the tax billing, collection, and enforcement operations of the City Treasurer's Office, including process development, calculations of the annual tax roll, verifying tax bill print files, tax account analysis and coding, referral and monitoring of accounts at the collection law firm, the pursuit of "in rem" foreclosure actions, monitoring bankruptcy operations, and servicing requests to vacate "in rem" foreclosure judgments.
- Represent the City Treasurer's Office at monthly Board of Review meetings and Common Council hearings on tax-related matters.
- Affect or audit all high-level tax account receivable changes authorized.

25% Information Systems

- Plan, direct, coordinate, and manage all information system operations of the City Treasurer's Office including information system strategic planning, design, development, testing, and implementation, as well as systems security, hardware, and software support services.

5% Cash Management, Investments, and Financial Services

- Serve as an authorized signatory for City of Milwaukee fund drafts, checks, investment instruments, the release of investment collateral, and one of three self-administrators for banking services contractor systems.
- Supervise the inventory control of accounts payable, payroll check stock, the printing of accounts payable checks, the printing and mailing of City of Milwaukee accounts receivable invoices and collection notices.
- Reconcile lock box manual deposit activity to the FM1S Customer Deposits Account.

5% Other Duties

- Serve as a backup to the Business Systems Coordinator and Tax Collection and Enforcement Coordinator.
- Perform other duties and special projects as assigned.

Minimum requirements include a bachelor's degree in business administration, public administration, information management, computer science, finance, or related field and five years of experience performing management or administrative duties including responsibility for customer services, financial services, debt collection, tax collection systems, or accounting systems. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in this position include the following:

- Serves as the Munis Tax System implementation project manager and is responsible for staff being properly trained and maintaining the operability of the system.
- Enhanced tax enforcement and the increase of "in rem" tax foreclosure actions have impacted the oversight responsibilities for processing these actions.
- Added responsibility for overseeing the Customer Service Division which increases supervisory responsibility from 8 to 16 regular employees plus 10 temporary Customer Service Representative positions.
- Now one of two employees designated as a Special Deputy City Treasurer.

Comparisons were made to other City positions including the following:

<p><u>Title:</u> Water Financial Manager <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> DPW- Water Works</p>	<p><u>Function:</u> Manage the financial activities of the Milwaukee Water Works to ensure the financial health of the utility, direct the activities of the Water Works Business Section, and serve as a strategic resource and financial expert to the Water Works Superintendent.</p>
<p><u>Title:</u> ERS Systems Manager <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Reports to the Chief Technology Officer and supervises six information technology professionals; manages all the hardware, supporting software, networks, equipment, communication devices, data centers, and facilities required to operate the pension computer system so that 25,000 pension checks and deposits are made on time.</p>
<p><u>Title:</u> Business Systems Manager <u>Pay Range:</u> 1HX (\$86,189 - \$99,154) <u>Department:</u> Assessor's Office</p>	<p><u>Function:</u> Manage the Administrative Division in the Assessor's Office including records management, the formulation of office objectives and program planning, training and instructing departmental staff on the use of the computer systems, the creation of the assessment change notices and tax bills for the City and the analysis and processing of approximately 10,000 real property transactions annually.</p>
<p><u>Title:</u> IT Support Services Supervisor <u>Pay Range:</u> 1GX (\$66,435 - \$93,010) <u>Department:</u> Municipal Court</p>	<p><u>Function:</u> Direct and manage three professional IT staff, plan the budget, and coordinate, prioritize and manage technology-related operations and projects of the Municipal Court; manage the Court's proprietary case management information system; and serve as the main information and security officer for the department.</p>
<p><u>Title:</u> Water Billing and Collections Manager <u>Pay Range:</u> 1FX (\$62,338 - \$87,270) <u>Department:</u> DPW-Water Works</p>	<p><u>Function:</u> Manage the billing and collections of revenues for the Milwaukee Water Works and City of Milwaukee fees, and the issuance of weekly bills for quarterly billings, manage the collection of delinquent accounts, and oversee the department's efforts in bankruptcy filings and proceedings, and the monitoring and following of specific court ordered collections.</p>

A number of changes have impacted this position so there is a greater emphasis on system management, a broader area of responsibility within the department including the oversight of the Customer Service Division which includes supervisory responsibility for an additional eight regular employees and 10 temporary Customer Service Representative I positions.

In comparison to other City positions the classification of Business Systems Manager in Pay Range 1HX (\$86,189 - \$99,154) is closest in level. This position is located in the Assessor's Office and also has significant system management, staff training, and oversight responsibilities. This classification has a footnote that provides a much higher recruitment rate of \$86,189 due to compression with Senior Property Appraisers. As the position under study does not have this same pay compression issue we do not recommend including this footnote.

We also looked at market rates for positions that had some similarities to the position under study as shown in the chart below.

Title	Source	Rates
Collection and Credit Manager	ERI - 30 Mile Radius from Milwaukee	\$92,939 - \$110,986
Data Processing Manager	ERI - 30 Mile Radius from Milwaukee	\$88,667 - \$108,042
Customer Service Manager	ERI - 30 Mile Radius from Milwaukee	\$78,364 - \$95,678
Systems Administrator-Cloud	ERI - 30 Mile Radius from Milwaukee	\$78,264 - \$95,121
Systems Administrator	ERI - 30 Mile Radius from Milwaukee	\$73,843 - \$89,801

Rates based on the 25th and 75th percentile for five years of experience from ERI (Economic Research Institute).

We recommend the title of Tax Billing and Collection Manager as it is more descriptive of the work and reflects the position's greater responsibility.

Based on the analysis above, we recommend the position of Special Assistant to the City Treasurer in Pay Range 1FX (\$62,338 - \$87,270) be reclassified to Tax Billing and Collection Manager in Pay Range 1HX (\$70,827 - \$99,154).

Current	Lead Teller	PR 5FN (\$42,539 - \$48,248)	1 Position
Recommended	Revenue Collection Specialist	PR 5IN (\$47,779 - \$54,669)	1 Position

The basic function of this position is to assist the Revenue Collection Manager in the performance of various revenue collection functions; assume responsibility for the supervision of the daily operations of the Revenue Collection Division in the absence of the Revenue Collection Manager; and perform support tasks in other divisions of the department as required. Duties and responsibilities include the following:

35% Supervisory Responsibilities

- Assist the Revenue Collection Manager in the supervision and training of the Revenue Collection Division staff responsible for collecting monies due the City, cashing payroll and accounts payable checks, issuing cash refunds, and distributing "special handling" accounts payable checks.
- Maintain quality control over vault operations and cash handling processes; prepare cash deposits to the bank as needed and submit required documentation; monitor cash on hand and place currency and coin orders with the bank as required.
- Assist the Revenue Collection Manager with employee performance reviews and multiple deposits to the vault.
- Ensure tellers are performing and handing "in transaction" pickups timely throughout the day and are balanced at the appropriate time; assist customers and tellers with questions pertaining to their transactions; perform lobby control when customer volume is high; and verify any refund checks over \$500.00 during the current tax collection period.

30% Revenue Collection

- Process payments through the Munis Tax System and iNovah Cashier System for real estate and personal property taxes and special improvement bonds; collect accounts receivable and water bill payments; collect and validate receipts of all deposits presented by City departments; and process garnishment fees.
- Cash payroll and personal checks for City employees; collect health, dental and group life insurance premium payments; and process City employee travel and salary advances and their reimbursement.
- Prepare a proper accounting of all cash and checks and balance receipts daily and prepare the end-of-day report; prepare all reports for City departments regarding license fee collections, accounts receivable, and health insurance; process large cash deposits from the Milwaukee Police Department Property Bureau; collect and validate license fees paid; audit, complete, prepare, match, and insert animal licenses for mailing to animal owners with appropriate license tags; prepare reports for the Treasurer, Comptroller, and City Clerk regarding license fee collections and review them upon completion; and prepare voucher requests to pay the County Treasurer for animal licenses issued.
- Prepare letters to the Internal Revenue Service when transactions over \$10,000 in cash are made by customers; and prepare letters to the United States Secret Service when counterfeit money is received.

25% Cashiering Control

- Prepare accounts payable checks for mailing and disburse pick-up items when required; prepare cash deposits to bank as needed and submit required documentation; monitor cash on hand and place currency and coin orders with bank as required; furnish daily working capital to each Teller; process daily, weekly, and monthly uploads as required; perform surprise drawer counts; and inventory currency prior to payday and order additional money if needed.
- Continually monitor the holdup alarm and video camera surveillance systems; and be responsible for opening and closing the vault each day, assuring the vault doors and locking mechanisms are kept in proper working condition, and that the vault interior is kept secure, organized, and clean.

10% Other Duties

- Scan daily paperwork for retention and destroy in compliance with record retention schedule; compile and maintain SOPs for current job duties; and perform support tasks in other divisions of the department as needed.
- Perform other duties or special projects as assigned.

Minimum requirements include an associate's degree in accounting, business administration, finance, or related field and five years of experience as a teller at a financial institution (a bank, savings and loan, credit union, or another government agency). Experience as a lead worker or supervisor is desirable. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in the position include the following:

- Additional leadworker responsibilities for teller training and oversight, cashiering control, and training of temporary employees.
- Greater responsibility in serving as a backup to the Revenue Collection Manager by running reports and uploading data as required.
- Assisting Customer Service Representative positions with processing payments due to changes in the computer system. This position and the Revenue Collection Manager are the only two positions authorized to make a correction after a payment has been processed.

Comparisons were made to other City positions including the following:

<p><u>Title:</u> Office Supervisor II <u>Pay Range:</u> 2CN (\$39,881 - \$55,825) <u>Department:</u> Police Department</p>	<p><u>Function:</u> Responsible for the supervision of MPD administrative support staff and the performance of administrative functions and duties associated with the North and South Investigations Divisions.</p>
<p><u>Title:</u> Administrative Services Specialist <u>Pay Range:</u> 2BN (\$37,425 - \$52,391) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Under the direction of the Retirement Plan Manager, is responsible for the complete administration of financial and membership functions of retiree health and dental insurance for several employee groups, surviving spouses, and dependents.</p>
<p><u>Title:</u> Paralegal <u>Pay Range:</u> 5JN (\$47,095 - \$57,144) <u>Department:</u> Employee Relations</p>	<p><u>Function:</u> Under direction of the Worker's Compensation Manager, perform a variety of services in support of worker's compensation litigation activities and functions including summarizing claim files, conducting research, collecting and organizing facts, preparing responses to applications for hearings and other litigation matters, interviewing and preparing witnesses, and responding to public records requests.</p>
<p><u>Title:</u> Program Assistant III <u>Pay Range:</u> 5IN (\$47,779 - \$54,669) <u>Department:</u> Neighborhood Services</p>	<p><u>Function:</u> Under general supervision, administer the contract clean-up program for private residential and commercial properties; ensure contractor compliance with requirements; process payments, maintain contract and billing documentation, and function as a leadworker for the administrative support work group.</p>
<p><u>Title:</u> Water Billing Specialist <u>Pay Range:</u> 5HN (\$45,013 - \$51,408) <u>Department:</u> DPW-Water Works</p>	<p><u>Function:</u> Conduct the detailed, accurate, and deadline-driven prebilling review so that over 165,000 Milwaukee Water Works accounts can be accurately billed within proper deadlines; and assist Water Billing Supervisor with the oversight of the billing process for the utility, including validation of meter readings.</p>

A number of changes have impacted this position so there are additional duties and responsibilities related to training and oversight of the Teller positions and temporary and seasonal workers. With the new computer system, this position has assisted the Customer Service Representative positions with their new role of taking payments by check in person. This position and the Revenue Collection Manager are the only two positions that can make a correction after a payment has been processed. Further, the Revenue Collection Manager has had to delegate more duties to this position including running reports and uploading data as required.

The position under study is unique but, in comparison to other City positions, the classification of Program Assistant III in Pay Range 5IN (\$47,779 - \$54,669) seems closest in level. The Program Assistant III in Neighborhood Services also functions as a leadworker and has responsibility for processing payments, maintaining documentation, and working with detailed administrative rules and requirements. This classification has a footnote that allows a higher recruitment level of \$47,779 and we recommend that this also apply to this position under study.

The requested title of Revenue Collection Specialist is descriptive of the work and reflects the greater responsibility that this position has taken on. We therefore recommend the position of Lead Teller in Pay Range 5FN (\$42,539 - \$48,248) be reclassified to Revenue Collection Specialist in Pay Range 5IN (\$46,347 - \$54,669) with a footnote designation to allow the recruitment rate of \$47,779.

Current	Program Assistant II	PR 5FN (\$42,539 - \$48,248)	1 Position
Recommended	Tax Enforcement Specialist	PR 6NN (\$45,013 - \$51,547)	1 Position

The basic function of this position is to provide administrative support to the Special Assistant to the City Treasurer and perform tasks related to tax enforcement, vacated judgements, bankruptcy administration, and customer relations. Duties and responsibilities include the following:

- 25% Delinquent Tax Enforcement
- 20% Bankruptcy Administration
- 15% Coordination and Monitoring of Collection Agent Services
- 10% Payroll Administration
- 15% Vacated Judgment Administration, Tax Billing and Collection, and Financial Services
- 15% General Office Administration, Backup Assignments, and Additional Duties

Minimum requirements include an associate's degree in business administration, finance, or legal studies and six years of office experience with at least two years at the level of Office Assistant III or above.

The department currently has two positions of Tax Enforcement Specialist in Pay Range 6NN (\$45,013 - \$51,547) that perform tasks related to tax enforcement, vacated judgments, bankruptcy administration, and customer relations. The department has experienced an increase in the volume of work related to these positions. For example, in 2003 there were 389 "in rem" tax foreclosures and in 2015 there were 1,507.

The department wishes to reclassify one of the positions of Program Assistant II in the Tax Enforcement Division to Tax Enforcement Specialist in order to have a third position performing tasks related to tax enforcement, vacated judgements, bankruptcy administration, and customer relations. As this position is performing the same duties and responsibilities as the other two positions of Tax Enforcement Specialist we recommend that one position of Program Assistant II in Pay Range 5FN (\$42,539 - \$48,248) be reclassified to Tax Enforcement Specialist in Pay Range 6NN (\$45,013 - \$51,547).

Current	Teller	PR 6HN (\$37,830 - \$41,863)	1 Position
Recommended	Teller (Bilingual Designation in Positions Ordinance)	PR 6HN (\$37,830 - \$41,863)	1 Position

The basic function of this position is to collect and validate all monies received due to the City, balance all receipts and disbursements processed on a daily basis, and perform support tasks in other divisions as required. The department has two Teller positions, one Lead Teller position, and the Revenue Collection Manager who interact with customers at the Teller windows.

The department indicated there is a need over 20 times a day for a bilingual Teller to communicate with customers and has requested that one of the Teller positions be designated as bilingual in the Positions Ordinance.

Based on the amount of bilingual services needed, we recommend one position of Teller in Pay Range 6HN (\$37,830 - \$41,863) be designated as bilingual in the Positions Ordinance.

Current	Accounting Assistant I	PR 6GN (\$36,252 - \$39,943)	1 Position
Recommended	Accounting Assistant III	PR 5EN (\$40,501 - \$46,724)	1 Position

The basic function of this position is to perform cashiering control, general fund accounting, investment portfolio management, payroll administration, and payment distribution functions at a paraprofessional level in the Investments and Financial Services Division. Duties and responsibilities include the following:

- 40% Cashiering Control
 - Prepare daily bank deposits to the City's Operating Account; scan all checks and supporting documents; verify check batch control totals against scanned checks and research and resolve variances; endorse

- checks with City Treasurer's endorsement and Revenue Collection Division staff member's identification numbers; submit all batches for deposit after they have been verified; and summarize all check batches.
- Be responsible for preparing the manual deposit of checks not qualified for electronic deposit; and prepare daily listing of receipts collected, bank deposits to the City's Operating Account, and transmittals for armored car service.
- Deliver demand account deposits to downtown area banks; and prepare separate cash / coin bank deposits and verify accuracy.

40% General Accounting

- Perform monthly credit card and ACH deposit reconciliations for all City departments accepting credit cards and online payments; maintain inventory of deposit books and depository supplies; type various reports, letters, and forms and perform data entry relative to the accounting of City funds and other financial services functions; and assist in preparing documents and investment confirmations to reflect the Treasurer's daily cash and bank activity.
- Fax, mail, or hand deliver correspondence and reports as directed; file letters, reports, forms, and canceled checks; maintain records management schedules and mark records for destruction; and send tracer letters to payees on checks outstanding more than 90 days and exceeding certain dollar amounts.
- Issue all City Treasurer's Office refund account checks and balance accounts using check-writing software; issue payroll checks for City employees' returned direct deposits; create and send check issue files to bank; update and maintain all check and ACH issue and funding spreadsheets; perform data entry to reflect all returned items from the bank and distribute to City departments; and place stop payment orders when required.
- Enter state income tax withholding deposits and assure that the corresponding accounts payable vouchers are released; and enter federal payroll withholding detail to the Electronic Federal Tax Payment System.
- Send the monthly ACH debit file for installment tax collections to the processing bank; be responsible for processing stale dated checks and redepositing funds to the general fund; download and research transactions in the iNovah Cashier System as needed; assist in performing bank account reconciliations; respond to open records requests regarding old outstanding checks; monitor the state's website for unclaimed property in the City's name and prepare and submit necessary paperwork to claim the funds; download monthly reports from the iNovah Cashier System; and reconcile monthly the City's drug mail back account.

10% Payment Distribution Services

- Serve as paymaster for the City and process all checks for the City's and Employees' Retirement System's payrolls.
- Be responsible for the distribution of deceased employees' payroll checks to the proper beneficiary, redeposit unclaimed payroll checks, and file affidavits for any forged endorsements.

10% Other Duties

- Scan division paperwork and destroy in compliance with record retention schedule; and compile and maintain SOPs for current job duties.
- Train new employees, assign duties and outline methods to complete work assigned successfully; and perform other duties or special projects as assigned.

Minimum requirements for this position include four years of office support experience with at least one year at the level of Accounting Assistant II or higher. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The department has indicated that there have been a number of changes to this position including the following:

- City departments have expanded their payment options to include online and credit card payments which has increased the volume of transactions to be reconciled each month.
- The addition of the City's Drug Mail Back Program requires this position, on a monthly basis, to reconcile debits made to the bank account with packages actually received.
- Serving as a lead worker to a part time Accounting Assistant I position and a seasonal worker assigned to the division.
- Taking on additional responsibility for overseeing workflow within the division and handling more complex work related to reconciliation of transactions.

The department also indicated that as this position's supervisor, the Investments and Financial Services Manager, has taken on additional duties and responsibilities related to investments, more work related to reconciliations, and oversight of workflow has been delegated to the position under study. The incumbent indicated that the most difficult work is the reconciliation of transactions and the daily deposit of checks which require great organization and accuracy.

The Accounting Assistant Job Series and the different levels have evolved over time but can generally be described as stated below.

Accounting Assistant Job Series

This series includes positions that perform office support and accounting-related tasks in activities such as purchasing, paying bills, receiving payments, maintaining production and budgetary records, checking payroll records, examining accounting records, and/or other related activities in accounting and financial areas.

Accounting Assistant I

Performs reoccurring office support and accounting tasks in general accounting, accounts payable, accounts receivable or a related accounting or financial area; posts journal entries, enters data into automated data bases, processes payments and purchasing documents, verifies information, and may assist in preparing accounting reports; uses microcomputer software and mainframe applications; may contact outside agencies to resolve problems; and may assist with basic payroll-related work, maintenance of personnel records, and benefits processing.

Accounting Assistant II

Performs more complex office support and accounting functions in accordance with standard procedures in such areas as balancing general or subsidiary ledgers, processing payments, purchasing supplies, materials and services and compiling monthly closings, annual reports, and other financial statements; contacts other departments and outside agencies to resolve problems; responds to questions from other employees, vendors, and customers on a regular basis; works independently; the consequence of error is higher and may involve larger sums of money than at the "I" level; prepares accounting documents and related correspondence; uses regular and advanced features of Microsoft software and mainframe applications; often functions as a group leader; may have authority to sign or countersign checks or payment certifications; and may perform the Personnel Payroll Assistant functions in addition to other accounting functions.

Accounting Assistant III

Performs the most complex office support and accounting work in the Accounting Assistant job series; exercises a definably higher level of responsibility than an Accounting Assistant II position; and may serve as a team leader for other employees. The work may include complex accounts, relatively large sums of money, responsibility for work flow in an area, a high level of independence, and a higher level of consequence to error.

With a number of changes related to the complexity of work and the addition of oversight and leadworker responsibilities, this position matches more closely the specification for the Accounting Assistant III in Pay Range PR

5EN (\$40,501 - \$46,724). This level performs the most complex office support and accounting work in the Accounting Assistant job series including complex accounts, relatively large sums of money, and responsibility for work flow in an area.

We therefore recommend the position of Accounting Assistant I in Pay Range 6GN (\$36,252 - \$39,943) be reclassified to Accounting Assistant III in Pay Range 5EN (\$40,501 - \$46,724).

Current	Customer Service Representative II	PR 6GN (\$36,252 - \$39,943)	6 Positions
Recommended	Customer Service Representative III	PR 6HN (\$37,830 - \$41,863)	5 Positions
	Customer Service Representative III - Bilingual	PR 6HN (\$37,830 - \$41,863)	1 Positions

The basic function of these positions is to provide office support relative to tax billing and collection, contemplated special improvement bonds, delinquent tax collection, direct and indirect customer service, City of Milwaukee accounts receivable, and records maintenance. Duties and responsibilities include the following:

50% Tax Billing and Collection

- Answer telephone inquiries from public, other City departments, and various government agencies regarding tax collection, contemplated special improvement bonds, delinquent tax collection, City of Milwaukee accounts receivable, and records maintenance; and answer routine written correspondence.
- Process payments through the Munis Tax System and iNovah Cashier System for real estate and personal property taxes and special improvement bonds; research, verify, document, scan, file, and send out overpayment refund checks for installment property taxes, delinquent property taxes, and special improvement bills; prepare lottery and gaming credit forms, and direct debit ACH tax payment forms; prepare tax searches for attorneys, lending agencies, abstract companies, and realtors; and issue duplicate combined property tax bills, tax receipts, payment histories, and collect any fees due.
- Research and prepare tax and special improvement bond information for Certified Survey Maps; research returned NSF checks and ACH payments tendered for tax payments; prepare FMIS transaction documents, process tax cancellations, enter account information in the NSF database, and prepare and send notices to affected taxpayers regarding payment cancellations; and research and analyze credit and debit memos received from the lock box agent and process through the computer systems.
- Process the application for, or cancellation of, state lottery and gaming credits; complete an annual audit of lottery credit multiple property owners and update computer system; and process direct debit ACH installment tax payments and send confirmation correspondence to applicants.
- Maintain Customer Services Division records according to record retention schedule; collect, document, and reconcile pre-payment of taxes; research payment application issues and make the necessary corrections; print accounts receivable invoices when required; distribute lock box deposit slips to the Financial Services Division and batch summary reports to the Tax Enforcement Division; and sort and process rejected lock box payments, process lock box manual deposits, and maintain log of deposits.
- Update and maintain the Munis Tax System mailing address file; scan delinquent tax payment envelopes, and enter into delinquent envelope database; scan payment remittance coupons and save according to records retention schedule; and time stamp, open, sort and distribute office mail.

40% Delinquent Tax Collection

- Provide office support for the collection of delinquent real estate and personal property taxes; research and resend returned delinquent tax bills and collection letters; and file delinquent tax collection correspondence and reports.
- Contact the collection agent to verify costs and judgment interest amounts.

- 5% Contemplated Special Improvement Bond System
- Update and maintain Contemplated Special Improvement Bond and files; prepare letters requesting information from the Department of Public Works (DPW)-Special Assessments, enter information into database, process special improvement bills when issued, and reconcile to database; and send out final bills and receipts after processing.
 - Update Munis Tax System with proper coding to display tax accounts where monies are escrowed; and inform DPW and the public of status of accounts regarding contemplated specials.
- 5% Other Duties
- Type correspondence for the division; and compile and maintain SOPs for current job duties.
 - Perform other duties or special projects as assigned.

Minimum requirements include four years of office support experience, including two years of experience performing customer service work at the level of Customer Service Representative II or above. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

These positions were last studied in 2008 when the department had one position of Customer Service Representative – Lead in Pay Range 530, two positions of Customer Service Representative II in Pay Range 435 and five positions of Customer Service Representative I in Pay Range 425. With the reduction of office support positions over time, the department found that the differences in functions among these positions had diminished and they wished to have them at the same level so they could be interchangeable in performing the work. The 2008 study found that they were performing work at the journey level of Customer Service Representative II in Pay Range 435 which has now become PR 6GN (\$36,252 - \$39,943).

Since 2008, there have been a number of changes to these positions due to the enhanced tax enforcement policies and the implementation of the new computer systems. These changes have made the work of responding to customers in person or on the phone more complex. The most significant change is the ability to take payments for taxes when customers are paying in person by check through the implementation of the new computer system. The process requires the surveying of several accounts and may require more research of tax accounts to determine where the payment should be applied. The employees also need to contact the law firm handling collections more often with the enhanced tax enforcement policies and may need to assess fees.

The Customer Service Representative job series and level II and III descriptions include the following:

Customer Service Representative Job Series

This series includes office support positions that provide direct service and assistance to customers, both internal and external to City government for at least 70% of the time; act as a liaison between customers and a particular public City service or program and represent the City in responding to and resolving customer problems; maintain moderately complex records, including bills and related financial records; and sometimes handle cash and other types of payments. The various levels of this job series are distinguished from each other based on the amount of independent judgment exercised, the consequence of error, the type of problems solved, and responsibility for the work of others.

Customer Service Representative II

Distinguished from the Customer Service Representative I level by a greater responsibility for solving/troubleshooting problems; working with more technically complex accounts, billings, and related systems; performing basic analysis to determine routine payment or billing adjustments; interpreting organizational and relate policies and procedures; performing more intricate mathematical calculations; and helping with training new employees.

Customer Service Representative III

Distinguished from the Customer Service Representative II level by a greater responsibility for independently determining and granting large billing adjustments, resolving more complex customer problems, issuing larger repair orders, occasionally serving as a leadworker, and calculating and issuing final billings. This level is the highest level of the Customer Service Representative series and incumbents are expected to exercise a great deal of independent judgment, give direction and guidance to other employees, and calculate and make significant adjustments to customer accounts.

With a number of changes related to the complexity of work and the addition of processing payments in person by check and conducting related research of several spreadsheets and accounts, this position matches more closely the specification for the Customer Service Representative III in Pay Range PR 6HN (\$37,830 - \$41,863). This level performs the more complex customer problems and responsibility for calculations and research. The Customer Service Representative III positions in the Department of Public Works – Water Works also perform high level customer service work including responding to inquiries, requests for services, questions about payments, and concerns about existing and new accounts; and works with customers to schedule water meter replacements. These positions also process payments and adjust charges as the result of investigations.

The department also indicated that there is need at least 10 – 12 times a day for a bilingual Customer Service Representative II positions to communicate with customers on the phone or in person and has requested that one of the six positions of Customer Service Representative be designated as bilingual in the Positions Ordinance.

We therefore recommend six positions of Customer Service Representative II in Pay Range 6GN (\$36,252 - \$39,943) be reclassified to Customer Service Representative III in Pay Range 6HN (\$37,830 - \$41,863) and, based on the amount of bilingual service needed, that one of the six positions be designated as bilingual in the Positions Ordinance.

Actions Required – Effective Pay Period 15, 2018 (July 15, 2018)In the Salary Ordinance

Under Pay Range 1FX:

Delete the title 'Special Assistant to the City Treasurer'.

Under Pay Range 1HX:

Add the title 'Tax Billing and Collection Manager'.

Under Pay Range 1IX:

Delete the title 'Investments and Financial Services Manager'.

Under Pay Range 1KX:

Delete the title 'Deputy City Treasurer'.

Add the title 'Investments and Financial Services Director'.

Under Pay Range 1LX:

Add the title "Deputy City Treasurer'.

Under Pay Range 5FN:

Delete the title 'Lead Teller'.

Under Pay Range 5IN:

Add the title 'Revenue Collection Specialist' with a footnote (1) designation.

In the Positions Ordinance

Under City Treasurer, Administration:

Delete one position of 'Investments and Financial Services Manager (Y)' and one position of 'Special Assistant to the City Treasurer'; and add one position of 'Investments and Financial Services Director (Y)' and one position of 'Tax Billing and Collection Manager (Y)'.

Under Customer Services Division:

Delete six positions of 'Customer Service Representative II (Y)' and add five positions of 'Customer Service Representative III (Y)' and one position of 'Customer Service Representative III – Bilingual (Y)'

Under Tax Enforcement Division:

Delete one position of 'Program Assistant II (Y)' and add one position of 'Tax Enforcement Specialist (Y)'.

Under Investments and Financial Services Division:

Delete one position of 'Accounting Assistant I (Y)' and add one position of 'Accounting Assistant III (Y)'.

Under Revenue Collection Division:

Delete one position of 'Lead Teller (Y)' and one position of 'Teller (Y)'; and add one position of 'Revenue Collection Specialist (Y)' and one position of 'Teller – Bilingual (Y)'.

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