



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

October 20, 2011

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

Dear Committee Members:

Re: Common Council File Number 110846

The following classification and pay recommendations were approved by the City Service Commission on **October 26, 2011**.

In DPW-Operations, one position of Technical Services Supervisor, SG 04 currently held by Ian Brown was recommended for reclassification to Urban Forestry Technical Services Manager, SG 09.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: Job Evaluation Report
Fiscal Note

C: Mark Nicolini, Renee Joos, James Carroll, Troy Hamblin, Nicole Fleck, Ghassan Korban, Preston Cole, Dan Thomas, David Sivyer and Ian Brown

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 11, 2011
Department: DPW-Operations Division

Present	Request	Recommendation
Technical Services Supervisor SG 04 (\$44,194 - \$61,871) Incumbent: Ian Brown	Study of Position	Urban Forestry Technical Services Manager SG 09 (\$60,809 - \$85,129)

Action Required

In the Salary Ordinance, under Salary Grade 09, add the title "Urban Forestry Technical Services Manager" with footnote designation "3" and under Salary Grade 04, delete the title "Technical Services Supervisor".

In the Positions Ordinance, under Department of Public Works – Operations Division, Forestry Section, Field Operations, delete one position of "Technical Services Supervisor" and add one position of "Urban Forestry Technical Services Manager".

Background

In June of last year the Forestry Services Manager, David Sivyer, requested that the position of Technical Services Supervisor be studied for appropriate pay level. The initial request was for the position to be raised to Salary Grade 07, equivalent to other first-line supervisors in the Division. After further consideration, Mr. Sivyer requested that the position be considered for reclassification to Salary Grade 9, 10, or 11 because the job's level of responsibility had increased so dramatically during the last four years, citing the following: the new responsibility of managing the City's 3,000 vacant lots at a budgeted cost of \$1 million; developing and managing a new large-scale chemical treatment program to combat the emerald ash borer encompassing a staff of 18 and a budget of \$913,000; and significantly expanding the Urban Forestry Internship Program from 6 or 8 students to 20 students annually.

In studying this request, the following documents were reviewed: a request letter from the Forestry Division; a revised request from the Forestry Services Manager regarding the position's pay level and rationale for the request; a revised job description written by the Division; a job analysis questionnaire completed by the employee performing the job and reviewed by his immediate supervisor; and examples of work completed by the employee performing the job. Following the review of these documents and an interview with the Technical Services Supervisor, discussions were also held with David Sivyer, Forestry Services Manager, the employee's immediate supervisor.

Duties and Responsibilities

This position heads the Technical Services Area of the Forestry Section and currently reports to the Forestry Services Manager ("city forester") who is responsible for planning, directing, and implementing all of the City's arboricultural and horticultural programs. The basic purpose of the job under review has evolved into one that now manages programs, incorporates best practices in arboriculture and horticulture into the Forestry Section, and expands the use of information technology. The total operating budget for which this manager is responsible is approximately \$1.8 million. The programs managed for the Forestry Section require knowledge in various

aspects of arboriculture and horticulture in addition to more technical areas such as forest inventory, remote sensing, land surveying, GPS technology, integrated forest resource management, and silviculture (the care and cultivation of forest trees). In addition, it is critical that the employee performing the job be able to develop and deliver training programs to employees.

The major areas of responsibility for the Technical Services Supervisor are as follows:

- Research and development
- Employee training and development
- Vacant lot maintenance, code enforcement, urban forest protection
- Plant health care management
- Management and administration

Research and Development: Duties associated with this area include the following:

- Designing, developing and evaluating new methods, materials, strategies for pest management, plant health care, and urban forest management
- Serving as liaison with cooperative research groups, colleges and universities, private companies, and governmental agencies
- Designing and evaluating forestry-related software
- Coordinating and managing field operations related to emerald ash borer readiness and response, including risk assessment, risk management, outreach to the public, and wood waste utilization.

Employee Training and Development - Duties in this area include the following:

- Planning, organizing, and creating field and classroom training in landscape management and arboriculture for all new Urban Forestry Specialist Trainees
- Developing, presenting, and coordinating a comprehensive in-service training program for forestry personnel
- Code Enforcement, Forest Protection, Vacant Lot Maintenance
- Supervising six full-time and four seasonal Forestry Technicians who enforce the City's noxious weed ordinance, and investigate and enforce ordinances related to public right-of-way encroachments, hazardous and diseased trees on both public and private properties.
- Supervising two full-time Program Assistants performing inspections
- Defending appeals related to code enforcement violations and orders
- Coordinating and regulating contractor activities impacting city landscaping and trees
- Developing and administering contracts for code enforcement and city-owned vacant lot maintenance

Code Enforcement, Forest Protection, And Vacant Lot Maintenance - Duties in this area include the following:

- Administers contracts related to the maintenance of City-owned vacant lots
- Supervises six full-time and four seasonal Forestry Technicians who enforce the noxious weed ordinance; investigate public right-of-way encroachments, and investigate hazardous and diseased trees on public and private properties.
- Supervision of 2 Program Assistants who perform inspections and monitor the work of contractors responsible for maintaining 3,000 City-owned vacant lots
- Represents DPW in appeals related to code enforcement violations and orders

Plant Health Care Management - Duties in this area are as follows:

- Diagnosing and treating pest problems including insects, diseases, abiotic disorders and weed identification
- Developing and recommending action plans for invasive and exotic pests
- Monitoring pest incidence and population levels
- Coordinating efforts with state and federal authorities regarding federal quarantine and control programs for exotic and invasive landscape pests
- Monitoring pesticide use; maintaining pesticide application records, current pesticide label handbooks, and pesticide manuals
- Researching and recommending pesticides and their appropriate use

Management and Administrative Support - Duties within this area include the following:

- Developing documentation to support requisitions for equipment and supplies
- Assisting District Managers with administrative and managerial duties to ensure adequate coverage at the district level
- Recruiting, interviewing, and hiring Urban Forestry Interns
- Coordinating Intern activities related to research and landscape management
- Preparing technical and administrative reports and documents
- Investigating and resolving sensitive and complex complaints and service requests from citizens and elected officials
- Participating in snow and ice control operations at the district level and coordinating responses to tree emergencies

Knowledge, Skills, Abilities, and Attributes (KSAs)

Notable KSAs needed for successful job performance include the following:

- Thorough knowledge of the modern principles, practices and techniques of urban forestry
- Good knowledge of the modern principles, practices and techniques of horticulture
- Good knowledge of the practices, tools, terminology, equipment and materials used in arboriculture including tree and shrub planting, maintenance, and removal
- Ability to respond to diplomatically and authoritatively to problems and issues from the public, state and federal representatives, managers, and elected officials
- Ability to hire, train, supervise, discipline, motivate, evaluate, and coach employees.
- Ability to research, create, coordinate, and present training program in arboriculture and horticulture
- Ability to create and administer contracts and oversee the work of contractors
- Ability to establish and maintain effective business relationships
- Ability to communicate effectively, both orally and in writing;
- Ability to use specialized industry-related software as well as standard office software and hardware

It should be noted that these KSAs represent the most notable competencies required for successful job performance and are not necessarily the same as those required for entry into the job. For that reason, they have not been assessed for purposes of staffing.

The minimum requirements for the job, as stated in the most recent job posting for the position in 2001, were a bachelor's degree in forestry, arboriculture, horticulture or closely related field, work experience in caring for trees, shrubs, ornamental plants, flowers, and laws, and work experience in forestry/arboriculture research, and employee training and development. When

the position was listed in sources targeted to arboriculture professionals, the notice stated that a master's degree was preferred.

Changes to the Position

As stated in the revised job description for the position and verified in an interview with the employee performing the job, the duties and responsibilities associated with this position have expanded significantly during the last four years. In 2001, the essential functions of the job consisted of the following:

- Developing, presenting, and coordinating in-service classroom training and field training in arboriculture and horticulture for Forestry personnel
- Serving as a liaison with universities and other agencies for cooperative research projects
- Designing, developing, and evaluating new arboricultural procedures and materials, pest management strategies, pesticide application, and safety equipment
- Disseminating information to the public through press releases
- Providing field diagnoses and remedies for pest problems using Plant Health Care principles
- Supervising certain pesticide programs and monitoring pesticide usage
- Coordinating state, and federal quarantine and control programs
- Assuring compliance with local, state, and federal pesticide and hazardous material regulations
- Advising the Forestry Division on specifications for the procurement of supplies and materials

Beginning in about 2004, the following duties and responsibilities were added to the position.

Code Enforcement and Hazard Tree Abatement

In 2004 the Technical Services Supervisor became responsible for code enforcement programs regarding noxious weeds, snow removal, and hazardous tree abatement and the addition of six Urban Forestry Technicians. At this time the reporting relationship for the position changed from reporting to a District Manager to reporting to the Forestry Services Manager. Each year, the Forestry Division cites some 3,500 properties for violations of the noxious weed ordinance and some 9,400 properties for violations of the snow removal ordinance.

Urban Forestry Intern Training Program

Prior to 2007, the Forestry Division's Intern program was relatively small, with six to eight Interns per year. Since that time, the Division has expanded its outreach for Interns and also expanded opportunities for Interns. As a result, the Forestry Division now has some 20 Interns who receive classroom and field training and perform duties such as taking inventories of trees at specified locations, speaking to residents about emerald ash borer, and injecting trees to guard against the emerald ash borer.

Maintenance of Vacant City-Owned Lots.

In 2008 the responsibility for maintaining the City's 3,000 vacant lots was transferred from the Department of Neighborhood Services to DPW and the responsibility for managing this program was assigned to the Technical Services Supervisor. The City's vacant lots are maintained by private contractors who remove snow from sidewalks, control weeds, mow lawns, remove trash, and remove hazardous trees. When this responsibility was acquired, the Forestry Services Manager and the Technical Services Supervisor made significant changes to the requirements

for contractors, performance standards for contractors, and the systems used to monitor vacant lots. As a result of these changes, 80% of violations were identified prospectively, prior to being reported by residents, thus reducing requests from residents for service by 78%.

Emerald Ash Borer (EAB) Treatment Program

During the past two years, the Technical Services Supervisor independently researched, developed, and implemented a large-scale chemical treatment program to reduce the public safety risks associated with the City's 33,000 ash trees on City streets. This program requires considerable planning with other managers and coordination of staff (18 employees) and supplies to ensure that 13,000 to 15,000 trees are injected over each growing season. This program has an annual budget of \$913,000.

Expansion of Information Technology

The employee performing the job has significantly expanded the use of information technology to streamline business processes and apply specialized software to add information regarding trees to the City's GIS information. Through creative use of GIS mapping on the part of the employee performing the job, the City now has a GIS layer that shows the location, species, and condition of all City-owned trees. In addition, through the use of software and specialized modeling, the Division calculated the economic value of the City's urban forest in terms of structural value (3.4 million trees at \$1.43 billion) pollution removal (\$2.59 million per year) and other factors.

Analysis

There is no doubt that the responsibilities associated with this position have increased dramatically during the last seven years to a degree rarely seen in the City service. In considering an appropriate pay level for this position the level of responsibility and knowledge/skill required were compared to the following positions in the Forestry Section.

- Urban Forestry District Manager, SG 11
- Greenhouse and Nursery Manager, SG 08
- Urban Forestry Manager, SG 07
- Shop and Maintenance Supervisor, SG 07

Two Urban Forestry District Managers, SG 11 are each responsible for planning and managing all arboriculture and horticultural programs for three Forestry Districts encompassing 200,000 street trees, 122 miles of boulevards, and numerous landscapes, green spaces, and beautification projects. These District Managers supervise Urban Forestry Managers, SG 07, who plan and supervise the work of crews on a daily basis. These first-line supervisors organize and assign work to crews daily; assess productivity and quality of work performed; train employees; investigate and resolve routine citizen and Aldermanic service requests; and respond to emergency conditions.

The Greenhouse and Nursery Manager, SG 08, is responsible for managing a 160-acre municipal tree/shrub nursery and its greenhouse flower production facilities. This facility provides plant material to the Forestry Section and sells materials to other City-related organizations, such as Summerfest, and local municipalities. This position supervises from 6 to 12 employees, depending upon the season and is responsible for \$2.5 million worth of plant material.

Although the nature of work performed by the Shop and Maintenance Manager differs significantly from that of the position under study, it is included because it is an integral part of

the Forestry Section's operations. As the title suggests, this position manages all repair and replacement programs for the equipment used by the Forestry Division.

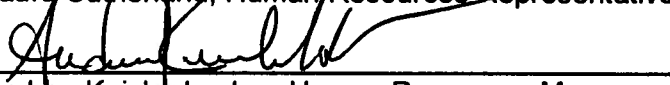
Considering the operational budget for which the Technical Services Supervisor is responsible (\$1.8 million), the operational and programmatic responsibilities of the job, supervisory responsibilities (73 employees) it appears that the position is now at a level of responsibility that exceeds that of Urban Forestry Managers, SG 07, and also exceeds that of the Greenhouse / Nursery Manager, SG 08, especially considering the variety of programs managed the number of employees supervised.

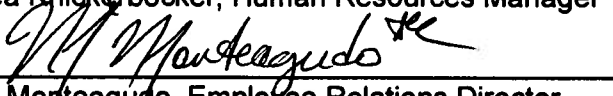
Although the Division has stated that the organizational planning and program analysis performed by Technical Services Supervisor position approximates the duties performed by Urban Forestry District Managers, SG 11, we find the overall level of responsibility exercised by Urban forestry District Managers, who essentially have responsibility for planning, managing, and implementing all of the arboricultural and horticultural programs for one-half of the City, to be higher than that of the Technical Services Supervisor.

Recommendation

In light of the foregoing analysis, it is recommended that the position of Technical Services Supervisor in Salary Grade 04, be reclassified to Urban Forestry Technical Services Manager in Salary Grade 09.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director