



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

February 17, 2014

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

Dear Committee Members:

Re: Common Council File Number 131466

The following classification and pay recommendations were approved by the City Service Commission on **February 11, 2014**.

In the Library, one new position was classified as Library Construction Project Manager, Pay Range, 2IX.

In the Mayor's Office, one new position was classified as Housing Outreach Director and one position of Interagency Housing Coordinator, Pay Range 1IX was recommended for retitle to Housing Policy Director, Pay Range 1IX.

In the Department of Public Works – Operations Division, one position of Public Works Personnel and Compliance Manager, Pay Range 1KX was recommended for reclassification to Parking Operations Manager, Pay Range 1JX.

The job evaluation report 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, James Carroll, Dennis Yaccarino, Deborah Ford, Nicole Fleck, Paula Kiely, Consuelo Hernandez, Taj Schoening, Patrick Curley, Leslie Silletti, Aaron Szopinski, Ghassan Korban, Preston Cole, Dan Thomas, and Arvis Williams



JOB EVALUATION REPORT

City Service Commission Meeting Date: February 11, 2014

This report recommends appropriate classifications and compensation levels for various positions. In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

LIBRARY

Current	Request	Recommendation
New Position	Library Facility Project Manager To be Studied	Library Construction Project Manager PR 2IX (\$57,884 - \$81,034)

MAYOR'S OFFICE

Current	Request	Recommendation
New	Housing Outreach Director PR 1IX (\$74,731 - \$104,623)	Housing Outreach Director PR 1IX (\$74,731 - \$104,623)
Interagency Housing Coordinator PR 1IX (\$74,731 - \$104,623)	Housing Policy Director PR 1IX (\$74,731 - \$104,623)	Housing Policy Director PR 1IX (\$74,731 - \$104,623)

PUBLIC WORKS - OPERATIONS

Current	Request	Recommendation
Public Works Personnel and Compliance Manager PR 1KX (\$84,908 - \$118,875)	Parking Operations Manager PR 1JX (\$79,646 - \$ 111,512)	Parking Operations Manager PR 1JX (\$79,646 - \$ 111,512)

LIBRARY

Requested: Library Facility Project Manager
Recommended: Library Construction Project Manager
To Be Studied
PR 2IX

The Library Director, Paula Kiely, requested a classification study of a new position in the 2014 budget. The primary purpose of this position, which is intended to be filled for six years, is to perform all of the development work, coordination work, and liaison work associated with building four new branch libraries in mixed-use buildings.

Duties and Responsibilities

The basic function of this position is to manage and coordinate all development aspects of the Neighborhood Library Capital Development Program to rebuild four branch libraries as part of mixed use developments between 2014-2020; function as the Facilities Development Team Project Leader and work closely with the Library Director, Library Business Operations Manager, land and property owner representatives, neighborhood organizations, community members, developers, architects, realtors, City departments and personnel, vendors and others within the Library; establish deadlines, monitor progress, develop reports, and facilitate communications; manage and facilitate teams; and act as the resource person for stakeholders. Duties and responsibilities include project development (50%), project management (35%), communication (10%), and other duties (5%).

Requirements include a Bachelor's Degree in Urban Planning, Project Management or related field and four years of relevant work experience. Equivalent combinations of education and experience may also be considered. Other requirements include strong interpersonal and communication skills to work with a wide range of user groups, Library staff, City officials and managers, contractors, and others; and knowledge of facilities construction processes and materials and real estate and property acquisition. These requirements have not yet been assessed by the Staffing Division.

Analysis and Recommendation

The process used to build the new East Library will be used for building these four libraries. As such, this position will report to the Library Director and function as the "chief liaison" between community stakeholders, Library administration, the project's architects and builders, and others. This type of liaison position is described in *The Library Renovation Maintenance and Construction Handbook* by Eric D. Scott published in 2011.

The first phase of this multi-year project will address the neighborhood libraries at Forest Home and Mill Road; the Capitol Library and Martin Luther King Library will be the subject of Phase II. Each phase is expected to last three years. Initially, this position will conduct a needs assessment involving all stakeholders including community representatives, members of the general public, Library Board, Library staff, potential developers, and others. At the same time, the Manager will be identifying potential building sites and possible funding opportunities. This position will also develop and manage the Requests for proposals (RFPs) process, facilitate the Library's Facilities Development Team and participate in design meetings, coordinate master planning schedules, monitor projects for adherence to established deadlines and costs, maintain all records, assist the Library's Marketing Department in developing communication strategies for the public, Library Board, and staff, prepare reports on the progress of the project, and respond to issues and concerns from all sources.

The level of responsibility and nature of work of this position is comparable to the position of Facilities Project Coordinator in Pay Range 2IN (\$57,884 - \$81,034) which has the basic function of planning, design, coordination and project management of projects in the Facilities Development and Management Section. This includes coordinating recreational facilities capital improvement projects; designing, coordinating, and administering facility remodeling projects; creating project drawings and specifications; coordinating and monitoring consultants' preparation of design and construction documents, and consultant's construction administration and inspection services; reviewing project cost estimates, time schedules, and quality control; and working with community groups as part of developing community-based designs. Both of these positions have a significant consequence of error in their work and high visibility. In recognition of the fact that this new position will be working with new construction, we recommend the title "Library Construction Project Manager."

Based on the analysis above we recommend this new position in the Library be classified as Library Construction Project Manager in Pay Range 2IX.

MAYOR'S OFFICE

Requested:	Housing Outreach Director	PR 1IX
Recommended:	Housing Outreach Director	PR 1IX

This new position was created to work with the Housing Policy Director, City agencies, Common Council members and external partners to prevent tax foreclosures and reduce the burden of the City's foreclosed property inventory on City neighborhoods and the City budget. This position will help to implement the Mayor's Strong Neighborhoods Investment Plan (SNIP) that is focused on the four goals of prevention, mitigation, revitalization and renewal.

Duties and Responsibilities

This position will work with the City's internal working group to prioritize allocation and deployment of resources towards the goals of SNIP with the primary objective of maintaining consistency with the goals, assets, and challenges of specific neighborhoods. This work group will include but not be limited to the Mayor's Office, City Clerk's Office, Department of Neighborhood Services, City Development, Public Works, Office of the Assessor, City Treasurer, Police and Fire Departments, the Housing Authority, and other jurisdictions and entities. Duties and responsibilities include the following:

- Act as the City's liaison between community-based organizations, foundations, faith-based communities and other partners and help to identify locally-relevant solutions; and ensure stakeholders are represented in internal planning sessions and throughout the implementation of activities.
- Engage community stakeholders in establishing opportunities for tax foreclosure prevention, disposition of property, vacant property repurposing, and loss mitigation.
- Initiate new relationships throughout the community to promote partnership opportunities and leadership capacity to help meet the goals of SNIP.
- Support the development of neighborhood-based solutions; play an essential role in coordinating SNIP with other neighborhood investments, including the Building Neighborhood Capacity Program, Byrne Innovation grant activities, Community Development Block Grant, HOME Investment Partnerships Program, and the Healthy Neighborhoods Initiatives; and apply best practices to similarly-situated neighborhoods with challenges arising from blight, crime, and community disorganization.

Analysis & Recommendation

The level of responsibility and nature of work for this new Housing Outreach Director is comparable to that of the Interagency Housing Coordinator in the Mayor's Office and the Redevelopment and Special Projects Manager in the Department of City Development. Both of these positions are in Pay Range 11X (\$74,731 - \$104,623).

The basic function of the Interagency Housing Coordinator is to design, coordinate and lead efforts by City agencies to prevent tax foreclosures and reduce the burden of foreclosed properties on City neighborhoods and the City budget; and serve as the City's representative in partnerships with other jurisdictions and organizations. This new position will be doing similar work but will focus on serving as a liaison with the community and working to ensure there is input for SNIP from all of the stakeholders. The success of SNIP depends on the participation of all stakeholders including homeowners, renters, faith-leaders and their congregations, community based organizations, foundations, and private entities.

The Redevelopment and Special Project Manager is responsible for formulating housing policy for the City of Milwaukee, and for promoting and encouraging new development and

redevelopment that creates a diversity of housing choices. The position works with City and State policymakers and other stakeholders including financial institutions, real estate and development professionals, and agencies that foster home ownership to recommend and implement policy and programs that facilitate development, financing, and City investment. The position develops tax incremental financing proposals for residential development, and seeks and manages major federal grant funds and private funds to support housing development and redevelopment, and oversees staff that implements housing programs that operate in Milwaukee neighborhoods.

Based upon the above comparisons, we recommend this new position in the Mayor's Office be classified as Housing Outreach Director in Pay Range 1IX.

Requested:	Housing Policy Director	PR 1IX
Recommended:	Housing Policy Director	PR 1IX

The Mayor's Office has requested a title change for their position of Interagency Housing Coordinator in Pay Range 1IX. To make the position parallel with the position of "Housing Outreach Director" they are requesting that the title be changed to Housing Policy Director. Like the "Housing Outreach Director" this position works to implement the Mayor's Strong Neighborhoods Investment Plan (SNIP). Specific duties include working with the Common Council to set policies, providing progress reports, and designing innovative funding, administrative, and policy solutions around the issue of vacant and tax-foreclosed property in the City. The requested title is descriptive of the duties of the position.

Based on the analysis above we recommend the Interagency Housing Coordinator in Pay Range 1IX be reclassified to Housing Policy Director in Pay Range 1IX.

PUBLIC WORKS – OPERATIONS

Requested:	Parking Operations Manager	PR 1JX
Recommended:	Parking Operations Manager	PR 1JX

The Department of Public Works has requested classification studies for a number of positions related to the reorganization of parking operations. This reorganization has included the transfer of responsibility for parking operations from the Administrative Division to the Operations Division. This position will be the top management position that has overall responsibility for parking operations.

Duties and Responsibilities

The basic function of this position is to be responsible for all administrative and field operations for the Department of Public Works Operations Division – Parking Section; administration, management and oversight of the City's Tow Lot, citywide parking Enforcement, and parking structures; and budgeting and finances for a \$50 million dollar program. Duties and responsibilities include the following:

- 30% Administer the City's on-street and off-street parking operations including parking enforcement, parking information desk, tow lot, parking structures and lots, parking meters and permits, and associated contracts including the citation processing and collection contract.
- 30% Prepare bid documents, contracts, RFP's (Requests for Proposals), and parking studies for Parking related services.

- 20% Administer and direct the budget preparation, management and monitoring, and financial management including the accounts payable and accounts receivable related to Parking Operations.
- 10% Evaluate, research and implement technological improvements related to on-street and off-street parking structures.
- 10% Coordinate Parking Enforcement staff to respond to emergency operations; and acts as snow and ice control operations administrator-in-charge.

Requirements include a Bachelor's Degree in Public Administration, Business Administration, Finance or related area and a significant amount of professional experience managing and supervising administrative and field operations in a complex organization. Other requirements include an ability to manage multiple issues and tasks simultaneously and under pressure, and an understanding of advanced parking equipment and technology. These requirements have not yet been assessed by the Staffing Division.

Analysis and Recommendation

The City's Parking programs include all on-street parking, parking lots owned by the City, city-wide parking enforcement, the City's Tow Lot, and maintenance of four City-owned parking structures. Work is performed under the general supervision of the Operations Division Director and considerable judgment and discretion is required to meet program goals and objectives. The City's parking operations has over 120 employees and this position will directly supervise the positions of Parking Financial Manager, Parking Enforcement Manager, and Tow Lot Manager. This position will also participate in snow and ice control operations.

Considering the technology, people, materials, data, and finances for which this Manager will have responsibility, the consequence of error associated with the job, and the knowledge and skill required, it appears appropriate to equate this position with other high-level managers in the Department of Public Works including the Sanitation Operations Manager in Pay Range 1JX and the Forestry Operations Manager in Pay Range 1JX, each of whom is the top manager of those functions.

Based on the analysis above we recommend the Personnel Compliance Manager in Pay Range 1KX be reclassified to Parking Operations Manager in Pay Range 1JX.

Action Required

In the Salary Ordinance,

Under Pay Range 1JX, add the title "Parking Operations Manager"; under Pay Range 1KX, delete the title "Public Works Personnel and Compliance Manager";

Effective Pay Period 1, 2014 (December 22, 2014)

Under Pay Range 2IX, add the title "Library Construction Project Manager"; and

Effective Pay Period 8, 2014 (March 30, 2014)

Under Pay Range 1IX, delete the title "Interagency Housing Coordinator" and add the titles "Housing Outreach Director" and "Housing Policy Director".

In the Positions Ordinance,

Under Department of Public Works-Parking Fund, Parking Enforcement/Information Desk, add one position of "Parking Operations Manager";


Under Department of Public Works-Administrative Services Division, Office of the Commissioner, delete one position of "Public Works Personnel and Compliance Manager";

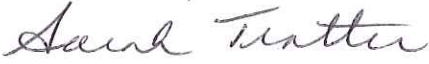
Effective Pay Period 1, 2014 (December 22, 2014)


Under Library, Administrative Services Decision Unit, add one position of "Library Construction Project Manager"; and


Effective Pay Period 8, 2014 (March 30, 2014)

Under Mayor, Administration, delete one position of "Interagency Housing Coordinator" and add one position of "Housing Policy Director (Y)".

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