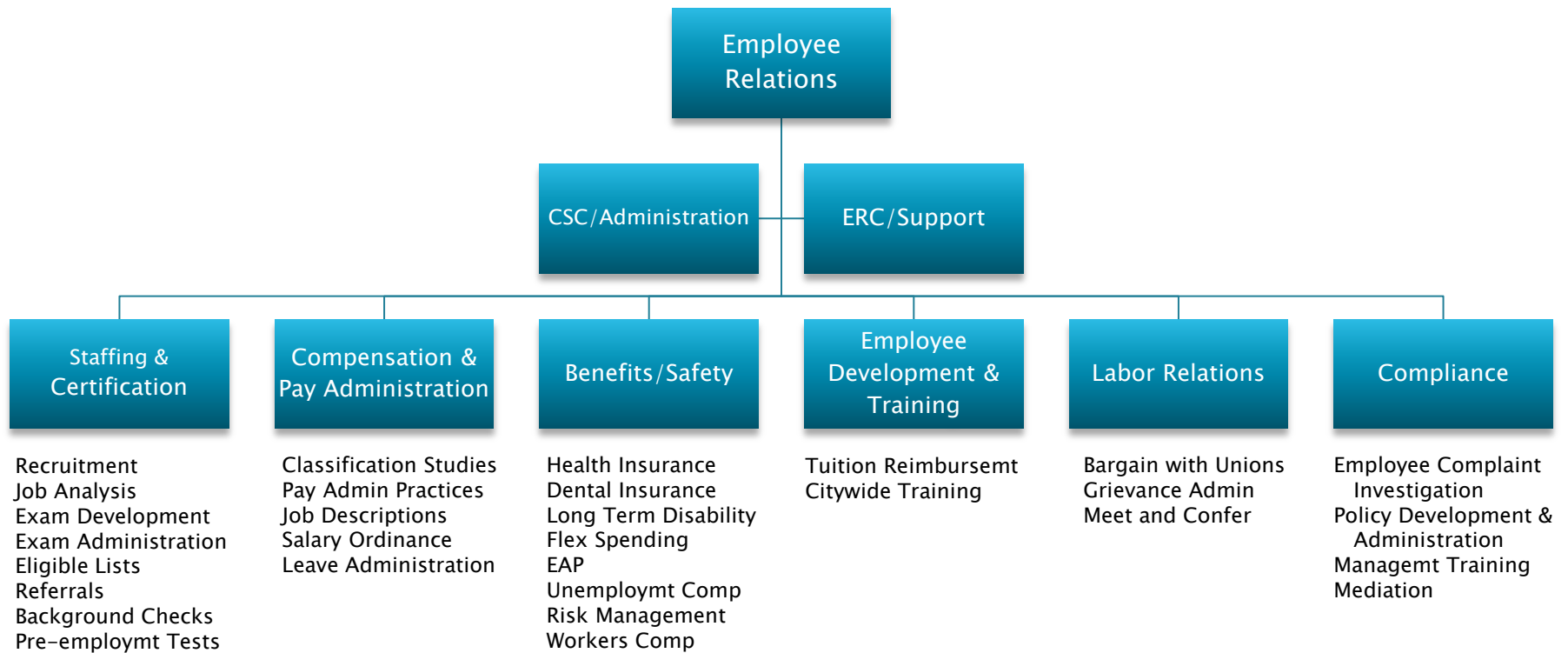


# Department of Employee Relations 2015 Proposed Budget

October 9, 2014



# DER Organization



# DER Changing Landscape

## Legal/Legislative Factors

- Act 10
- Migration of Terms of Employment Conditions to Milwaukee Code of Ordinances
- Expiration of Labor Contracts
- Meet & Confer Provisions
- Grievance Procedures
  - Required by Law or Policy
- Civil Service Rules & Protections
- Residency/Litigation/Wage Differentials
- Supreme Court Decision Regarding Member Pension Contributions

## Financial Factors

- Elimination of FTE's: 500 in 5 years
- Freezing Vacancies
- Implementation of Furloughs
- Wage Freezes/Limited Pay Progression
- Changes to Health Insurance Premiums
- Changes to Benefit Design
- Implementation of Risk Management Program to Control Worker's Compensation Costs
- Adoption of Stable Pension Contribution Policy

## Workforce Demographics

- Two Classes of Employees
- Aging Workforce & Retirement Eligible
- Expanded Scope of Responsibility—Doing more with Less
- Confused Workforce
- Greater need for Supervisor Training
- Recruitment and Retention Difficulties
- Inability to Attract Top Notch Talent to replace Current Leaders

# Highlights of 2015 Proposed DER Budget

What are Employment Relations Challenges & Opportunities Post Act 10?

How is DER streamlining processes to fill vacancies with qualified and diverse candidates?

How to ensure Healthcare Changes and Wellness Program achieve desired Outcomes?

How to continue to build upon the success of the Risk Management Program in Worker's Compensation and Safety?

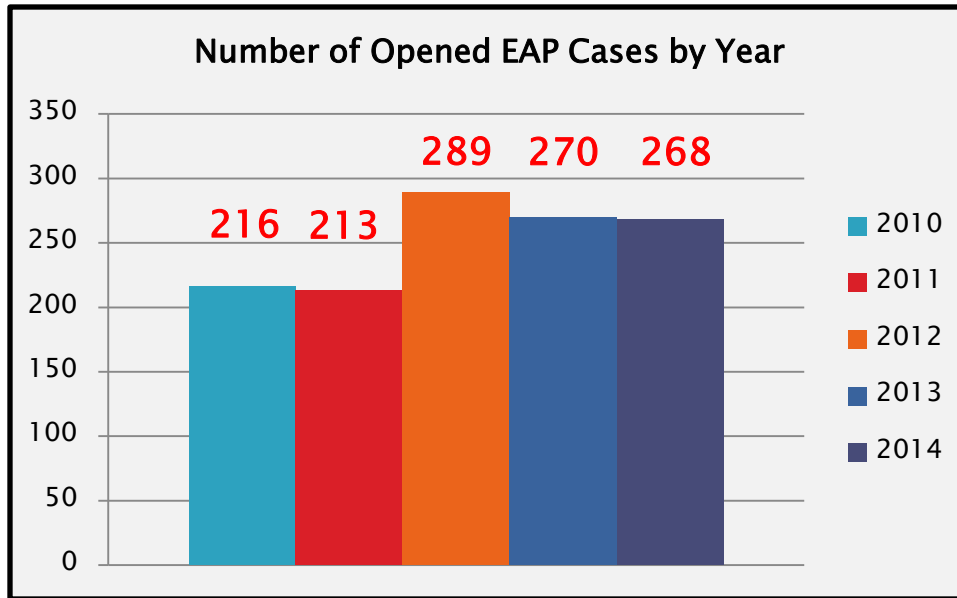
# Employment Relations Challenges and Opportunities Post Act 10

# Employee Relations Post Act 10

## Observations

- ▶ DER Staff increasingly involved in employee interventions and mediation
- ▶ Employees have been turning to elected officials when facing employee relations problems
- ▶ Meet and Confer Challenges
- ▶ Employees need to understand their rights and protections
- ▶ Supervisors need to understand their responsibilities and limitations
- ▶ Significant increase in use of EAP Program
- ▶ Voluntary Separations on the Rise

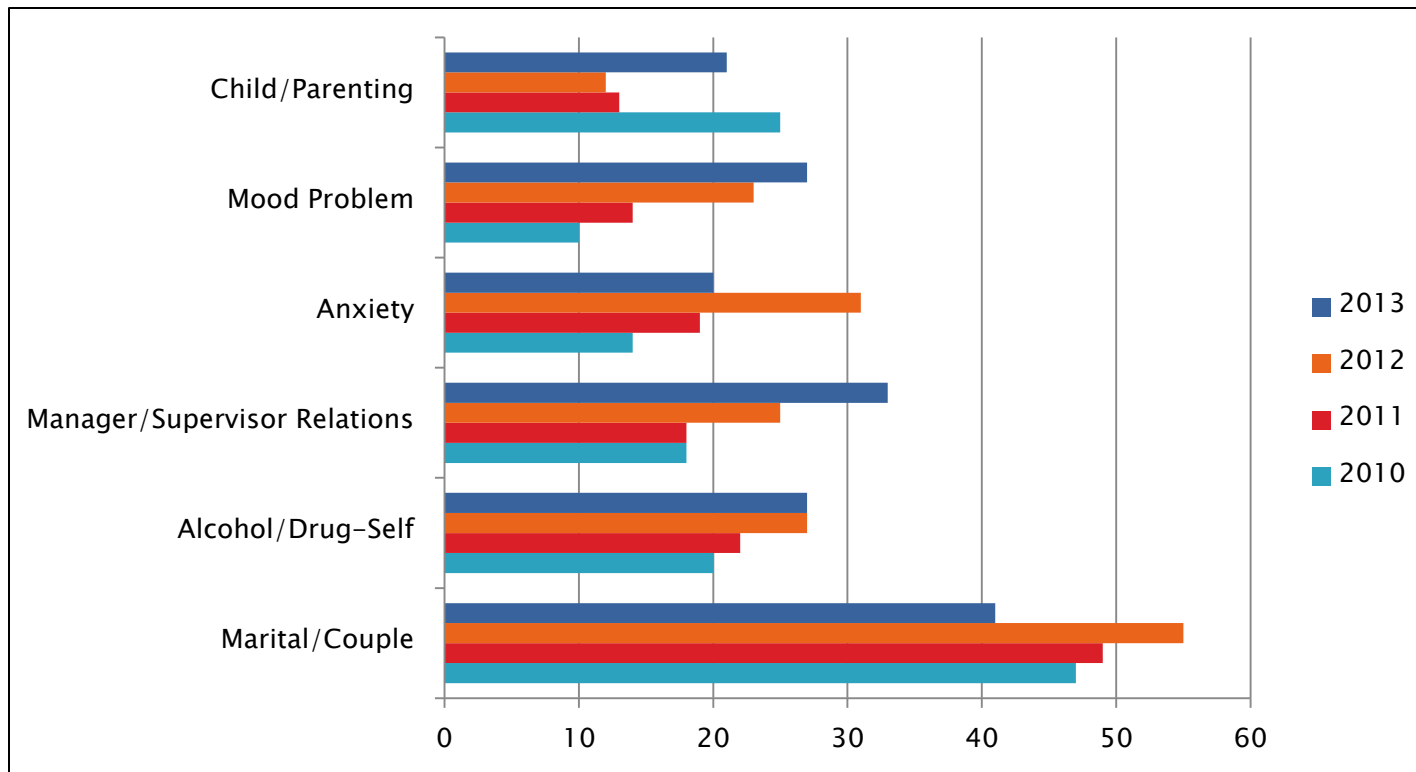
# EAP Metrics



- In 2014, EAP program is likely to surpass the number of opened cases in 2012
- 29 cases per month in 2014 compared to 22 per month in 2013

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
<b>2010</b>	14	24	22	18	23	14	17	18	17	14	22	13	<b>216</b>
<b>2011</b>	20	13	20	16	19	13	22	21	20	16	17	16	<b>213</b>
<b>2012</b>	25	20	20	23	24	23	21	24	19	28	31	31	<b>289</b>
<b>2013</b>	22	20	21	27	27	17	24	23	20	34	18	17	<b>270</b>
<b>2014 to date</b>	27	29	47	30	31	23	28	25	28				<b>268</b>

# EAP Metrics: Top Areas of Concern



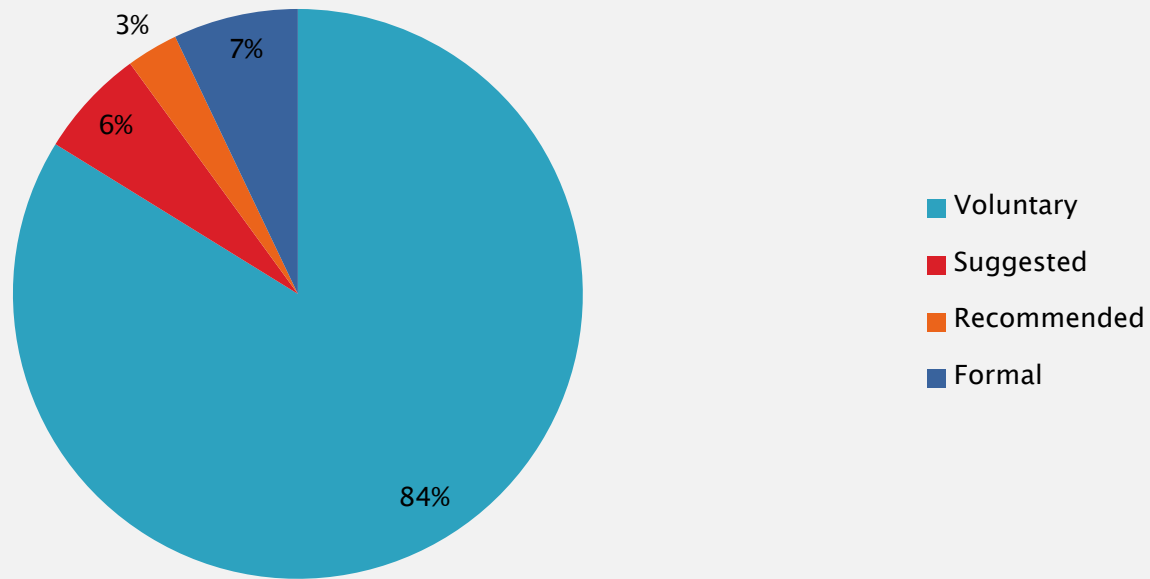
## Top Five Areas of concern in 2013:

- Marital/Couple Issues
- Manager/Supervisor Relations
- Mood Problems
- Alcohol/Drug Issues
- Child/Parenting Problems



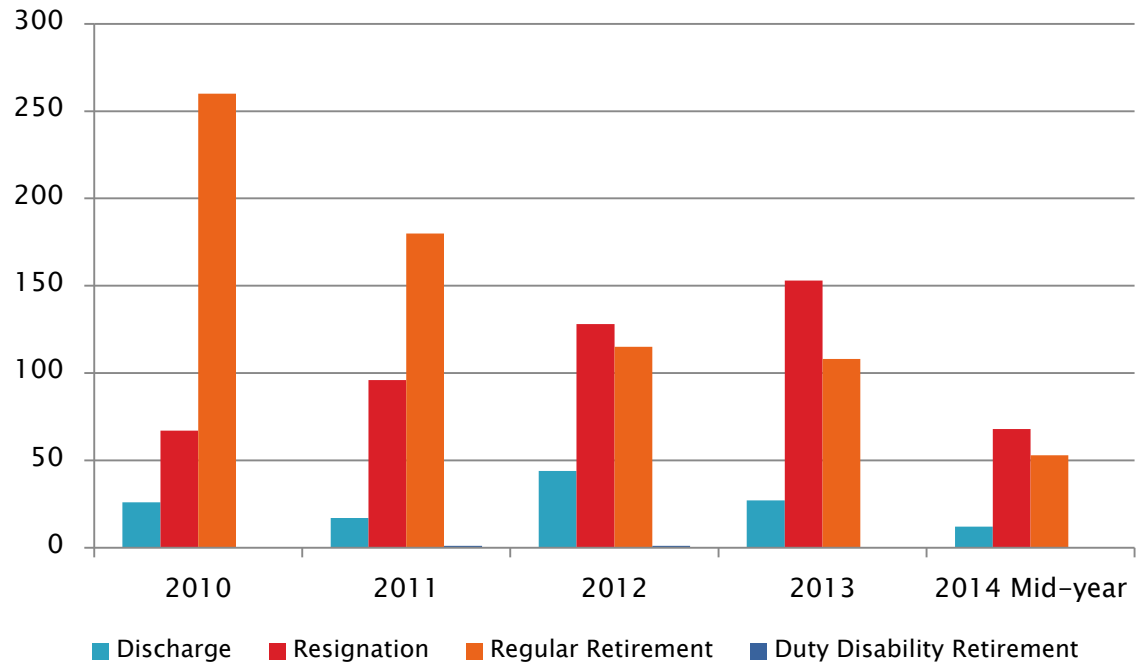
# EAP Metrics

2010 - 2013 How Services Accessed



# Separation Data

Separation Category	2010	2011	2012	2013	2014 Mid-year
Discharge	26	17	44	27	12
Resignation	67	96	128	153	68
Regular Retirement	260	180	115	108	53
Duty Disability Retirement	0	1	1	0	0
<b>TOTAL</b>	<b>353</b>	<b>294</b>	<b>288</b>	<b>288</b>	<b>133</b>



# Employee Relations Post Act 10 Challenges

- ▶ How do we respond to all the new issues while continuing to support all of our statutory required activities.
- ▶ How to ensure that Meet and Confer provisions are followed by Departments to engage employees and employees representatives appropriately
- ▶ How to identify systemic problems with departments, divisions, units and provide appropriate interventions
- ▶ How to ensure that Supervisors really understand their responsibilities and the rights and protections available to employees
  - Under the law
  - Under Civil Service
- ▶ How to help managers transition from managing contract provisions to managing people while understanding the legal framework
- ▶ How to use EAP resources to address problems and provide effective guidance to supervisors to identify/prevent issues

# Employee Relations Post Act 10 Opportunities

- ▶ Continue Cross Training of DER staff to augment capacity to respond to issues without compromising overall responsibility
- ▶ Work with department and employee representatives to clarify language under Meet and Confer
- ▶ Start keeping track of problems and concerns using data from multiple sources
  - Grievances
  - Litigation
  - Exit Interviews
  - Turnover Rates
  - Complaints: Mediation & Disciplinary Actions
- ▶ Reconvene Personnel Advisory Group
  - Regular meetings between DER and department HR Reps to share recurring problems/challenges, best practices, ongoing training, etc.
- ▶ Develop mandatory training for Supervisors
  - Employee Rights and protections
  - Managing/Supervisory skills
- ▶ Better Link EAP resources with existing programs to improve overall employee health and wellbeing
  - Include in health and wellness strategies
  - Include management training
    - Identifying Signs
    - Foster a Healthy/Positive Work Climate
    - Demonstrate Concern
    - Resources and How to Access
    - Encourage Early Access

# How to Streamline Processes to fill Vacancies with Qualified and Diverse Staff.

# JobAps Applicant Tracking and Testing Software

- ▶ JobAps, the new applicant tracking and testing software will go live on October 13<sup>th</sup>
- ▶ At that time all applications will be completed online
  - Paper applications will no longer be accepted
  - Computer stations located in DER for application completion/submission
  - Brochure and staff available to assist applicants with new process
  - Milwaukee County, MPS, and State of WI are doing the same
- ▶ The number of online applications have been increasing
  - YTD represent 81% of those submitted
- ▶ JobAps will automate and streamline the hiring process including
  - Provide online job postings and applicant tracking
  - Give departments access to online candidate information and credentials
  - Automate the requisition, certification and referral processes
  - Better automate exam planning and scoring

# Other Staffing Priorities for 2015

How to help Departments recruit and hire a qualified and diverse applicant pool

- Goals
  - Plan and Anticipate Vacancies
  - Explore Hiring Options
  - Develop Effective Recruitment Plan
    - Social Media
    - Job Fairs
  - Conduct Job Analysis in a Timely and Comprehensive Way
  - Maximize Use of Eligible Lists

# City of Milwaukee Job & Resource Fair

- ▶ DER is hosting a City of Milwaukee Resource/Job Fair for the public
  - Holding Spring of 2015 in the City Hall Rotunda
- ▶ Goals of the Fair
  - Raise awareness of resources available from City Departments
  - Provide information about current and potential career opportunities and the City hiring process
  - Allow departments to promote working for the City and why someone would want to work for that department
- ▶ Departments can provide handouts for attendees such as descriptions of career opportunities and career progression



**How to ensure that Healthcare changes and Wellness Program achieve desired outcomes.**

# Healthcare Overview

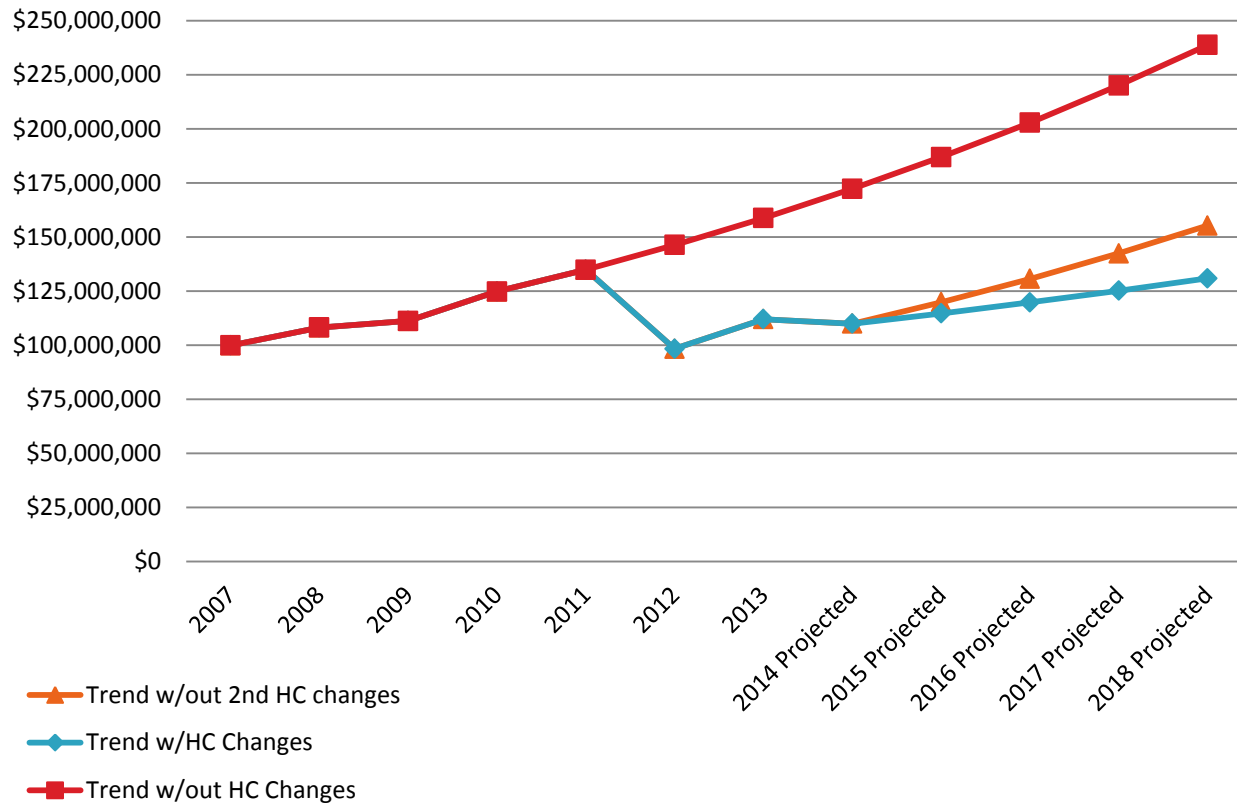
## ▶ 2014

- Completed RFP process with MPS/County for Health Plan Administrator and Drug Vendor resulting in better discounts and plan savings
- Continue to work with Labor/Management Committee to improve and expand wellness program
- Launch Healthy Rewards, Phase II of the Wellness Program

## ▶ 2015

- Implement benefit design changes to mitigate healthcare expenditure trend and encourage appropriate utilization by members
- No Rate increase in Employee Premiums—rates remain at 2012 levels
- Expand the Wellness Center and fund onsite Nurse Practitioner and Medical Assistant for 20 hours per week

# Healthcare Expenditures



# Healthcare Expenditure/Proposed Budget

	2011 Expenditures	2012 Expenditures	2013 Expenditures	2014 Projected Expenditures	2015 Proposed Budget
Basic/PPO	\$19,132,094	\$14,124,162	\$13,400,000	\$11,500,000	\$9,000,000
HMO/EPO	\$111,113,165	\$78,266,451	\$93,000,000	\$95,500,000	\$99,000,000
Dental	\$1,917,162	\$2,178,102	\$1,900,000	\$2,000,000	\$1,900,000
Admin	\$6,674,781	\$7,439,687	\$7,800,000	\$8,800,000	\$6,700,000
Wellness					\$3,200,000
<b>HC Expenditures</b>	<b>\$138,837,201</b>	<b>\$102,008,402</b>	<b>\$116,100,000</b>	<b>\$117,800,000</b>	<b>\$119,800,000</b>

- Proposed healthcare budget for 2015 increases roughly 1.5% because of benefit design changes, the onsite nurse practitioner, and Pharmacy Manager switch
- 2011 – 2015 national healthcare expenditure average trend has been 4% annual increase
- City’s healthcare expenditures projected to decrease 13.6% during same time period

# 2015 Healthcare Rates

	CHOICE PLAN (EPO) for GC ACTIVES							
	2012		2013		2014		2015	
HEALTH PLAN TIERS	City Total Monthly Premium	Employee Monthly Rate*	City Total Monthly Premium	Employee Monthly Rate*	City Total Monthly Premium	Employee Monthly Rate	City Total Monthly Premium	Employee Monthly Rate
Single	\$624	\$75	\$537	\$64	\$622	\$75	\$622	\$75
Employee + Spouse	\$1,248	\$150	\$1,074	\$129	\$1,244	\$149	\$1,244	\$149
Employee + Child(ren)	\$935	\$112	\$805	\$97	\$933	\$112	\$933	\$112
Family	\$1,872	\$225	\$1,610	\$193	\$1,865	\$224	\$1,866	\$224

*\*Employee Monthly Rates for 2012 and 2013 do not include the \$10/\$20 monthly premium reduction for wellness participation*

- ▶ Active Rates for the EPO remain the same as 2014 rates with NO increase
- ▶ Employee premium rates have remained at 12% and relatively flat since 2012
- ▶ National employee premiums average 18% for single and 29% for family coverage
- ▶ National employee deductibles average \$1,032 for single and \$2,328 for family compared to \$750 Single and \$1,500 family for the City
- ▶ Nationally the total average cost of a family premium for large firms has increased 23%
  - \$14,038 in 2010 to \$17,265 in 2014
- ▶ The City's total family premium cost has increased 2.2% during the same time period

# Phase I Wellness Your Choice Program 4 Year Data Overview from 2010 to 2013

## ▶ Positive Trends

- Program Participation remains high at 83% in 2013 compared with 85% average for 2010–2012
- Employee Tobacco Use decreased 27% since 2010, results in \$1.8 M annual savings
- Blood Pressure Normal Levels at 48.9% in 2013, increase of 9.4% over 2010

## ▶ Negative Trends

- Individuals with diabetes increased 33% since 2010 and individuals with pre-diabetes increased 48% since 2010
- Less than 22% at healthy weight, statistic worsened over last 4 years

## ▶ Increase emphasis and attention on Phase II of the Wellness program

- Shift from participatory program to year round engagement model
- Rewards employees for good or improved biometrics and activities designed to improve biometrics

# Phase II Wellness: Healthy Rewards

- ▶ 210 employees earned 100 points and received a \$150 HRA
- ▶ DER and the Wellness and Prevention Labor Management Committee conducted a survey to obtain employee feedback on the program
  - Survey Feedback was used to revamp the Healthy Rewards Program
- ▶ 2015 Healthy Rewards Program
  - Increased Reward
    - Participants earning 100 points will receive a \$250 Health Reimbursement Account
  - Expanded Point Opportunities
    - Employees/spouses/partners will have additional ways to earn points
  - Expanded Timeline
    - Program runs from August 1, 2014 through June 30, 2015
    - Point submissions begin February 1, 2015
  - Increased Program Communication
    - Announcement flyers distributed as individuals complete 3-Step coaching session
    - Program flyers also distributed via e-notify and during open enrollment
    - Postcard mailing will also be done



# Healthy Rewards Points Flyer

## Wellness Your Choice Milwaukee Phase 2: Healthy Rewards



Do you want the opportunity to earn a \$250 Health Reimbursement Account (HRA) to offset your out-of-pocket healthcare expenses? If you complete the 2014 3-step Health Assessment process, you are automatically eligible for Phase 2, the Healthy Rewards program. There is no sign up process for this program, you can start earning additional points right away! Here's how you get started:

(1) **Earn Points From Biometrics:** Key biometric results from your 3-step Health Assessment process will be used to award you points. If you are in the optimal category for each measure or have improved a category since your 2013 Health Assessment, you earn 10 points per measure. The measures are:

- Waist Circumference (*One-time recheck available at the Wellness Center*)
- Fasting Blood Glucose
- LDL
- Blood Pressure (*One-time recheck available at the Wellness Center*)
- Nicotine and Cotinine (*10 points if negative in 2014; 20 points if you tested positive in 2013 and negative in 2014*)



A minimum of 20 points must come from this section. If you earn 40 points or below for this section, you must complete a 15-minute coaching session. There's no need to submit paperwork for your lab work- we will do all of the calculations and award your points automatically! Check your point total beginning February 1, 2015 at [www.healthyrewardsmke.com](http://www.healthyrewardsmke.com).

(2) **Earn Points From Activities:** Refer to the chart on the next page to learn how you can earn activity points. There are 135 potential activity points, ranging from a variety of different categories such as athletic participation and lunch 'n learns. All activities must take place between August 1, 2014 and June 30, 2015. **Points can be submitted starting February 1, 2015.** You can submit points through e-mail to [cityofmke@froedtert.com](mailto:cityofmke@froedtert.com), by fax at 262-253-5152 or in person with an onsite health educator (at the Wellness Center in the Zeidler Municipal Building or other scheduled departmental locations).

(3) **Reach 100 Points, Collect Award:** When you reach 100 points, \$250 will be added to your Health Reimbursement Account. Unused monies roll over year to year as long as you maintain employment with the City of Milwaukee, or for 3 years after employment ends. **BONUS:** Your spouse or domestic partner is also eligible for Healthy Rewards, provided they also complete the 3-Step Health Assessment. This means your family could earn \$500 to offset healthcare expenses.

Questions? E-Mail [cityofmke@froedtert.com](mailto:cityofmke@froedtert.com) or call 414-777-3410



## Healthy Rewards Point Opportunities

Earn **100 points total** to earn a \$250 HRA

**Biometric Point Opportunities-** A minimum of 20 points must come from this section!

Name	Notes	Number of Points
Waist Circumference	Optimal category or improve a category from 2013 to 2014. <i>Eligible for a 1-time recheck at the Wellness Center.</i>	10 points
Fasting Blood Glucose	Optimal category or improve a category from 2013 to 2014.	10 points
LDL	Optimal category or improve a category from 2013 to 2014.	10 points
Blood Pressure	Optimal category or improve a category from 2013 to 2014. <i>Eligible for a 1-time recheck at the Wellness Center.</i>	10 points
Nicotine and Cotinine	Negative test for 10 points. Negative in 2014 after positive in 2013 for 20 points	10 or 20 points

Category ranges can be found on [www.healthyrewardsmke.com](http://www.healthyrewardsmke.com) or the **DER website** **Potential biometric points: 60**

## Activity Point Opportunities

Name	Notes	Number of Points
Primary Care Physician Release	Your full lab results will be sent to your PCP	10 points, maximum 10
15-Minute Coaching Session	Meet with a Workforce Health coach to discuss your health goals. May be done in person or telephonically. <b>One session required</b> if you earn less than 40 biometric points.	10 points each, maximum 30
Preventative/Wellness Exam	Show a copy of your explanation of benefits or a paid bill.	10 points, maximum 20
Annual Dental Exam	Show a copy of your explanation of benefits or a paid bill.	10 points, maximum 10
Annual Flu Shot	Show a copy of your explanation of benefits, a paid bill or sign a release when WFH provides the shots in Fall 2014.	5 points, maximum 5
Group or Department Programs	Please visit <a href="http://www.healthyrewardsmke.com">www.healthyrewardsmke.com</a> or the <b>DER website</b> for more info and the schedule of programs.	Varies, maximum 30
UHC mobile app or MyUHC.com sign up	Show a copy of your new or existing welcome page for proof.	5 points, maximum 5
Lunch 'N Learns	See the <b>DER website</b> or <a href="http://www.healthyrewardsmke.com">www.healthyrewardsmke.com</a> for a schedule.	Attend 3, receive 5 points-maximum 15
Market Box or Consumer Supported Agriculture Sign Up	Show a copy of a paid bill. To enroll, visit <a href="http://www.growingpower.org">www.growingpower.org</a> , <a href="http://www.farmfreshatlas.org">www.farmfreshatlas.org</a> or <a href="http://www.urbanecologycenter.org">www.urbanecologycenter.org</a> . Visit the Wellness Center for more information.	5 points each, maximum 5
Physical Activity	Submit proof for 2 months of physical activity within the following parameters: <ul style="list-style-type: none"> <li>• 10,000 step average per day <u>or</u></li> <li>• 150 minutes of activity per week (proof via a Fitbit/ similar device or movement tracking app) for biking, swimming, running or walking <u>or</u></li> <li>• 8 classes or general visits at an athletic club per month (or a combination of both)</li> </ul> Submit proof of an organized athletic event such as a walk, run or triathlon	5 points each, maximum 25

**Potential activity points: 155**



# Healthcare & Wellness Goals

- ▶ Engage UHC and Workforce Health to target and implement initiatives/programs aimed at key health issues
- ▶ Optimize Efforts to Manage Large Cost Claimants
  - Less than 15% of members, but more than 85% of costs
  - Members with chronic diseases and catastrophic illnesses
  - UHC heavily focused on this group with case management
  - Real time integration with new Pharmacy Manager Optum allows for more holistic care and improves outcomes
- ▶ Optimize Efforts to Manage Chronic Disease—Those with Core Gaps
  - 25% of members and 10% of costs
  - Members with pre-hypertension and pre-diabetes, overweight, but not obese
  - These members are at risk to move into High Risk Category
  - Both UHC and Workforce Health focused on this group
    - UHC provided gaps in care and case management
    - UHC/YMCA Diabetes Prevention Program
    - Workforce Health “Maintain Don’t Gain” program for weight management
    - Workforce Health Onsite Nurse Practitioner
- ▶ Keep Healthy Members Healthy
  - 50% of members and about 5% of costs
  - Focus of Workforce Health to keep this population healthy
    - Manage any medical issues with minimal intervention
    - Wellness Your Choice Milwaukee & Healthy Rewards for year round engagement

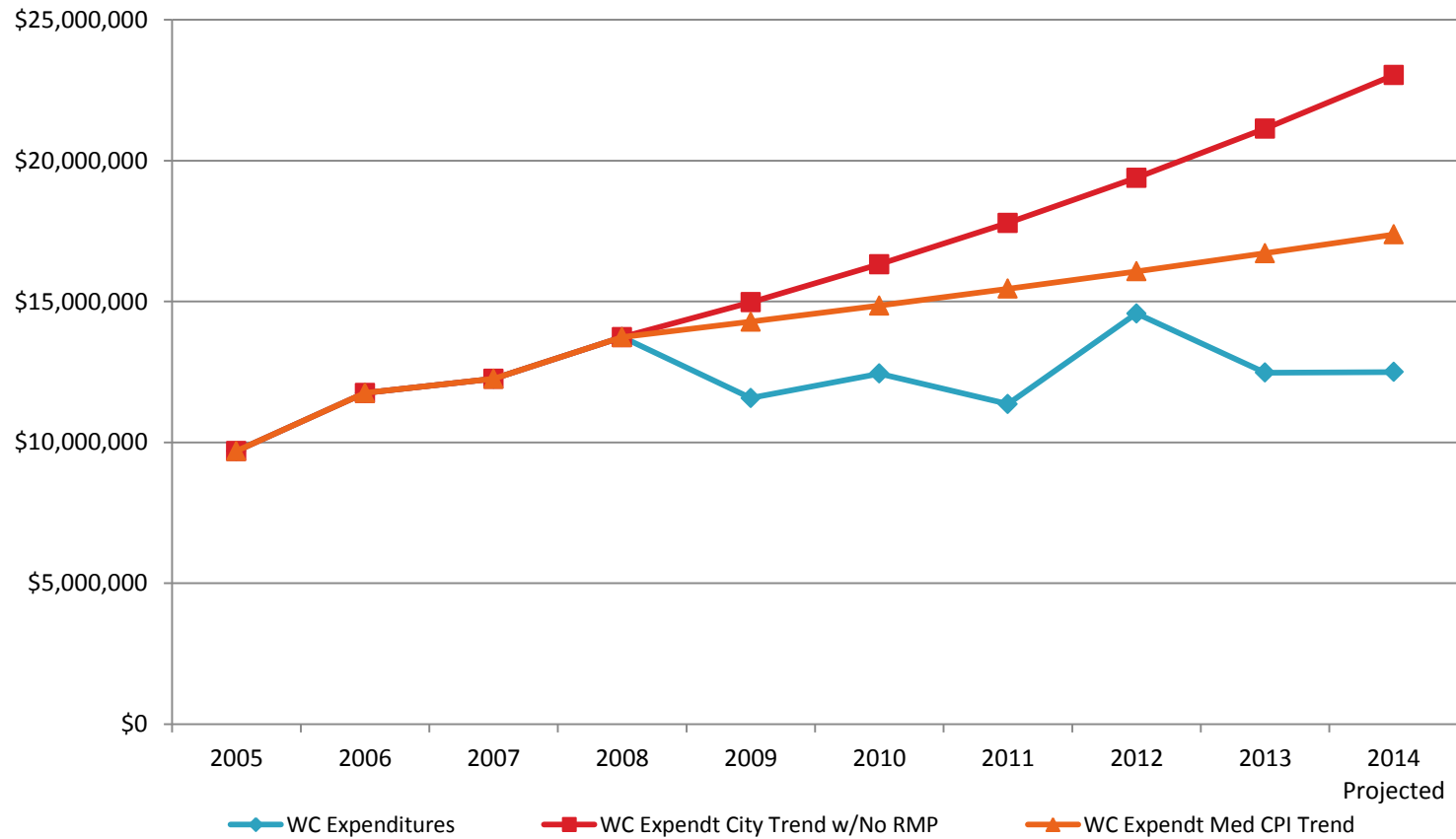
# How to continue to build upon the success of the Risk Management Program for Worker's Compensation and Safety

# Worker's Compensation Data & Budget Trends

	2008	2009	2010	2011	2012	2013	% Change Over Prior	% Change Since 2008
<b>CITY WIDE DATA</b>								
Claims	2,688	2,345	2,225	1,903	1,869	1,980	5.9%	-26.3%
Medical/Indemnity Claims	1,686	1,470	1,401	1,193	1,208	1,204	-0.3%	-28.6%
Recordable Cases	1,073	927	872	744	656	674	2.7%	-37.2%
Incidence Rate	16.01	14.22	13.82	12.14	10.69	11.12	4.0%	-30.5%
Lost Workdays	24,817	15,441	16,421	15,432	12,995	13,215	1.7%	-46.8%
Injury Hours	217,584	152,596	165,083	124,874	111,125	90,824	-18.4%	-58.3%
Injury Pay	\$4,096,525	\$3,062,781	\$3,320,411	\$2,562,425	\$2,325,391	\$1,829,217	-21.5%	-55.3%
WC Expenditures	\$13,737,635	\$11,575,195	\$12,444,770	\$11,362,821	\$14,575,235	\$12,476,141	-14.4%	-9.2%
<b>MFD</b>								
Claims	627	566	614	432	441	368	-16.6%	-41.3%
Recordable Cases	294	270	298	197	195	159	-18.5%	-45.9%
Incidence Rate	24.55	22.49	26.99	17.86	17.79	14.48	-18.6%	-41.0%
Lost Workdays	10,136	3,625	5,755	4,614	4,652	3,850	-17.2%	-62.0%
Injury Hours	107,094	72,401	86,670	52,670	43,749	35,522	-18.8%	-66.8%
Injury Pay	\$1,956,139	\$1,442,241	\$1,726,734	\$1,013,112	\$882,209	\$749,192	-15.1%	-61.7%
<b>MPD</b>								
Claims	865	775	663	636	663	680	2.6%	-21.4%
Recordable Cases	251	244	177	166	164	145	-11.6%	-42.2%
Incidence Rate	10.69	10.78	7.88	7.28	7.35	6.55	-10.9%	-38.7%
Lost Workdays	3,441	3,885	2,833	3,726	3,629	2,064	-43.1%	-40.0%
Injury Hours	35,116	32,241	29,201	34,540	40,002	23,032	-42.5%	-34.4%
Injury Pay	\$824,790	\$786,083	\$718,955	\$867,494	\$1,034,462	\$602,185	-41.9%	-27.0%
<b>DPW All Divisions</b>								
Claims	1075	887	862	740	688	840	22.1%	-21.9%
Recordable Cases	474	374	359	343	264	317	20.1%	-33.1%
Incidence Rate	26.01	21.25	20.99	21.74	16.42	21.28	29.6%	-18.2%
Lost Workdays	10,341	7,567	7,061	6,822	3,895	6,626	70.1%	-35.9%
Injury Hours	66,553	47,064	44,198	35,007	22,335	27,432	22.6%	-58.8%
Injury Pay	\$1,164,474	\$814,767	\$786,257	\$641,111	\$334,203	\$405,353	20.6%	-65.2%

# Worker's Compensation Data & Trends

WC Expenditures Trend vs Current

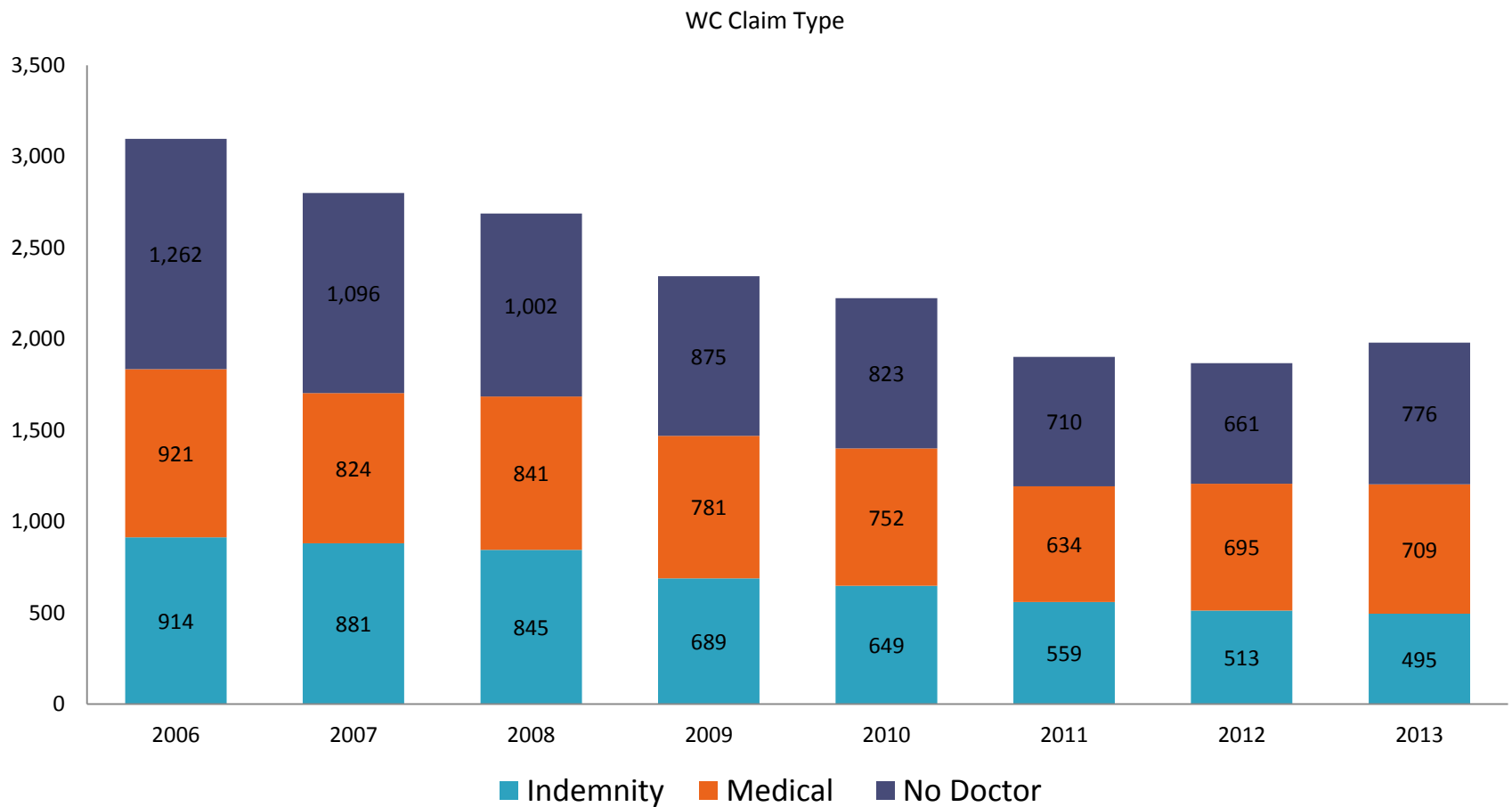


# Worker's Compensation Data & Trends

Injury Pay Trend vs Current



# Worker's Compensation Data & Trends



# Worker's Compensation/Safety Initiatives

- ▶ Identify and track operational initiatives and activities that are linked to worksite safety/injury prevention
  - Continue to share data that is meaningful and helps departments pinpoint problem areas
  - Ensure Departments understand where interventions are needed
- ▶ Create a stronger link between claims processing/management and the identification of hazards related to policies, practices, skill sets
  - Implement formal Accident Investigation Protocol
- ▶ Identify best practices utilized by other Administrators
- ▶ Assess Effectiveness of Pilot Program for Early Intervention/Injury Prevention
  - Look at possibility for expansion

# Reference Only



# Pension/Salary Issues

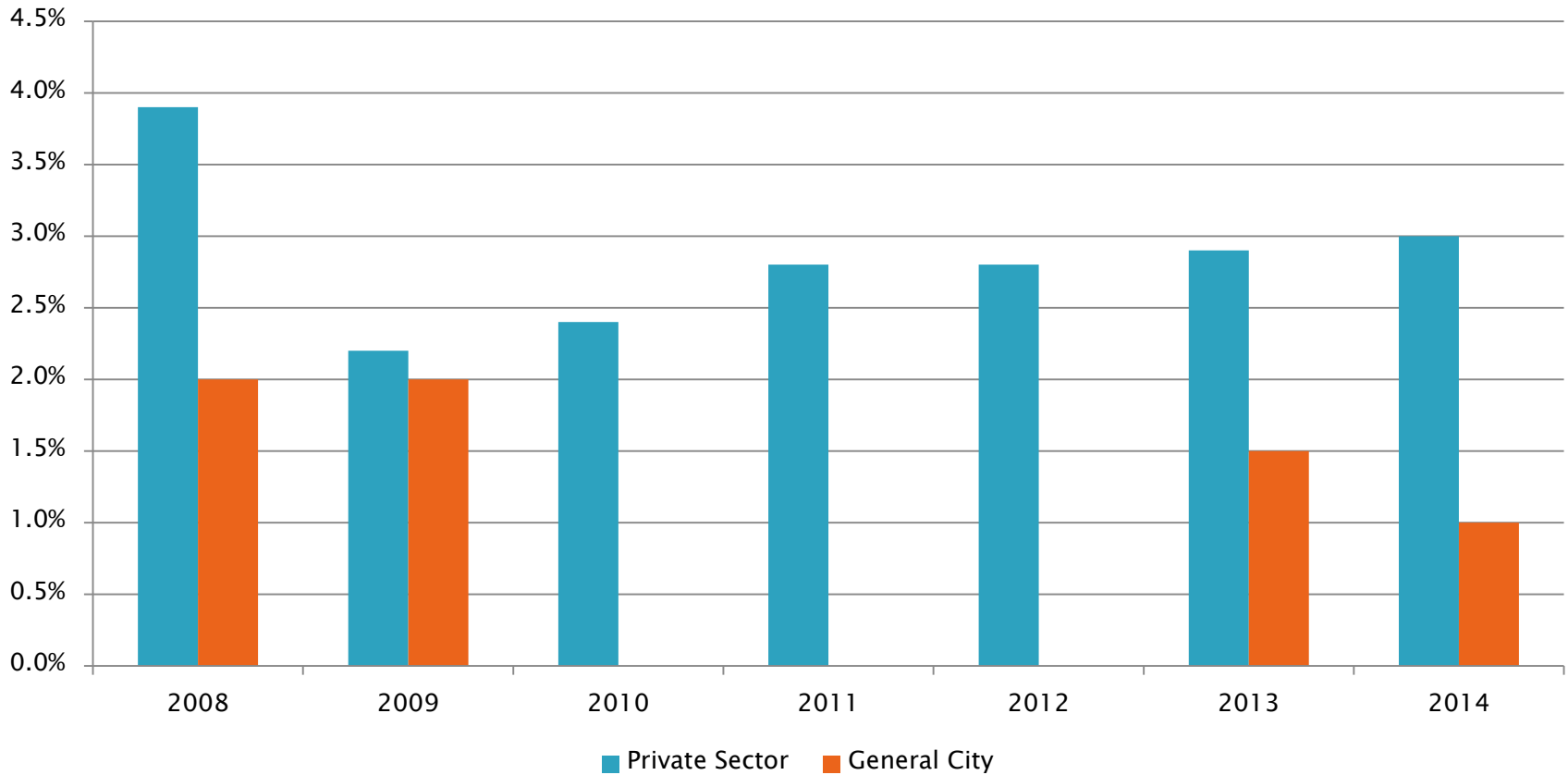
- ▶ Pension/Salary reimbursement of 3.9% based on intent to make the overall proposal budget neutral
  - Salary funds are available from what the City would have had to pay on behalf of the member
- ▶ Employees currently paying their member contribution of 4.0% or 5.5% are not eligible for increase
- ▶ They were hired with the requirement to pay the contribution
  - They knew or should have been aware of this requirement

# City Salaries Compared to Private Sector

City of Milwaukee Title	City of Milwaukee Average Annual Salary	ERI Job Title	ERI Survey Data 30-Mile Radius From Milwaukee©	Market Index Milwaukee Compared with ERI Data
Chemist II, Chemist III, Water Chemist	\$52,933	Chemist, Clinical	\$70,691	0.75
Public Health Nurse	\$52,306	Public Health Nurse	\$66,677	0.78
Programmer Analyst	\$58,116	Programmer Analyst	\$72,766	0.80
Heating and Ventilating Mechanic II, III	\$47,047	HVAC Mechanic	\$53,555	0.88
Administrative Assistant II	\$40,702	Administrative Assistant	\$41,998	0.97
Librarian II/III	\$52,255	Librarian	\$52,959	0.99
City Laborer-Regular**	\$37,588	Laborer	\$36,533	1.03
Operations Driver/Worker*	\$45,016	Garbage Truck Driver	\$43,579	1.03
Civil Engineer II/III	\$68,480	Civil Engineer	\$66,228	1.03
Accounting Assistant II	\$40,491	Account Clerk	\$38,845	1.04
Vehicle Services Technician II	\$52,360	Vehicle Services Technician***	\$49,260	1.06
Legal Assistant III, IV	\$46,452	Legal Secretary	\$42,137	1.10

# City Salary Progression Compared to Private Sector

Annal Salary Increases Private Sector vs Gen City



# Pension/Salary

<b>Single with 1 exemption for taxes</b>				
<b>Item</b>	<b>Comments</b>	<b>Option 1 - Current</b>	<b>Option 2 - Only 5.5% deduction</b>	<b>Option 3 - 5.5% deduction &amp; 3.9% increase</b>
Salary (biweekly)	Assuming \$45,000 annually	\$1,730.77	\$1,730.77	\$1,730.77
Health Insurance Deduction	Assuming Single, Choice Plan	(\$37.31)	(\$37.31)	(\$37.31)
Additional Increase (3.9%)	Increase is pensionable (contributions due)	\$0.00	\$0.00	\$67.50
Pre-tax Pension Deduction (5.5%)		\$0.00	(\$95.19)	(\$98.90)
Gross		\$1,693.46	\$1,598.27	\$1,662.05
Fed Tax	Option 1 - 25%; Option 2 - 15%; Option 3 - 25%	(\$204.29)	(\$186.46)	(\$196.44)
Social Security / Medicare		(\$129.55)	(\$122.27)	(\$127.15)
State Tax		(\$102.42)	(\$95.50)	(\$100.14)
Net		\$1,257.20	\$1,194.04	\$1,238.32
Net Pay Change From Current			-5.0%	-1.5%

<b>Married with 3 exemptions for taxes</b>				
<b>Item</b>	<b>Comments</b>	<b>Option 1 - Current</b>	<b>Option 2 - Only 5.5% deduction</b>	<b>Option 3 - 5.5% deduction &amp; 3.9% increase</b>
Salary (biweekly)	Assuming \$45,000 annually	\$1,730.77	\$1,730.77	\$1,730.77
Health Insurance Deduction	Assuming Family, Choice Plan	(\$111.92)	(\$111.92)	(\$111.92)
Additional Increase (3.9%)	Increase is pensionable (contributions due)	\$0.00	\$0.00	\$67.50
Pre-tax Pension Deduction (5.5%)		\$0.00	(\$95.19)	(\$98.90)
Gross		\$1,618.85	\$1,523.66	\$1,587.44
Fed Tax	15% bracket for all options	(\$90.82)	(\$76.54)	(\$86.11)
Social Security / Medicare		(\$123.84)	(\$116.56)	(\$121.44)
State Tax		(\$95.68)	(\$88.26)	(\$93.24)
Net		\$1,308.50	\$1,242.29	\$1,286.66
Net Pay Change From Current			-5.1%	-1.7%

# Employee Relations Post Act 10

	2010	2011	2012	2013	2014 to Date
<b>Disciplinary Actions</b>					
Discharges	13	6	12	11	8
Suspensions	92	90	99	94	86
<b>Employee Complaints</b>					
Formal Complaint Investigations	6	6	7	12	8
<b>Disciplinary Grievances</b>					
Total Gen City Grievances		60	22	42	25

- ▶ DER holding ADA training for Personnel Officers to help departments deal with these ongoing challenges
- ▶ In addition to formal complaints, DER will start tracking informal complaints (not written but investigated) and inquiries/facilitations
  - Will help DER better gauge the total annual volume of employee complaints, investigations, and facilitations
  - Improved data tracking will also help identify and address problematic trends

# Disciplinary Grievance Data

2012 Data						
Type of Discipline	Settled and/or Reduced	Withdrawn	In-Process	Denied	Untimely	Total
Written Warnings	5			3		8
Suspension 1 day				2		2
Suspension 3 day				2		2
Suspension 5 day				1		1
Suspension 10 day	2	1		2		5
Workplace Safety	2			1		3
Compensation				1*		1
<b>TOTALS</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>22</b>

\*As of Jan 1, 2012 General City Employee may not grieve compensation

2013 Data						
Type of Discipline	Settled and/or Reduced	Withdrawn	In-Process	Denied	Untimely	Total
Written Warnings	21			3	7	31
Verbal Warnings					1	1
Suspension 1 day				4	2	6
Suspension 3 day				1		1
Suspension 5 day					1	1
Suspension 10 day				1		1
Suspension 15 day				1		1
Workplace Safety						0
Compensation						0
<b>TOTALS</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>11</b>	<b>42</b>

2014 Data (to date Oct 1st)						
Type of Discipline	Settled and/or Reduced	Withdrawn	In-Process	Denied	Untimely	Total
Written Warnings	3	2	4	3		12
Verbal Warnings						0
Suspension 1 day			2	1		3
Suspension 3 day			1			1
Suspension 5 day			3	2		5
Suspension 10 day	1		2			3
Suspension 15 day						0
Workplace Safety				1		1
Compensation						0
<b>TOTALS</b>	<b>4</b>	<b>2</b>	<b>12</b>	<b>7</b>	<b>0</b>	<b>25</b>

# DER Initiatives: Applicant Tracking & Test Management System

	2011			2012			2013		
Staffing Performance Measures	City	MPS	Total	City	MPS	Total	City	MPS	Total
Applications Processed	8,927	1,666	10,593	8,553	5,202	13,755	6,026	2,076	8,102
Positions Filled from Eligible Lists	174	89	263	309	213	522	216	229	445
Original Exams	49	15	64	66	17	83	66	16	82
Promotional Exams	23	7	30	25	2	27	21	1	22
Exam Sessions	146	47	193	141	65	206	110	45	155

- In 2014, per the MPS Board of School Director's request, the City Service Commission delegated recruitment and hiring duties for MPS classified positions to the MPS Board
- DER staffing has engaged in other responsibilities in anticipation of this shift

# 2015 Healthcare Changes

## 2015 DESIGN CHANGE DETAILS

Benefit Design Components	Current Choice/EPO Benefits	2015 Choice/EPO Proposed Benefits
Deductible	\$500 Single/\$1,000 Family	\$750 Single/\$1,500 Family
Physician Co-Insurance	10% or \$500 per member	10% Premium Providers/30% Non-Premium Providers
Out-of-Pocket Maximum	\$1,000 Single/\$2,000 Family	\$1,500 Single/\$3,000 Family
Emergency Room Visits	\$150 co-pay once deductible/out of pocket maximum met	\$200 Co-Pay for Each Visit
Drug Co-Pays	\$5/\$25/\$50 Co-Pay	20% Co-insurance with \$4 Min/\$75 Max
Premiums	City pays 88% of projected monthly UHC Choice/EPO cost	City pays 88% of projected monthly UHC Choice/EPO cost
Onsite Nurse Practitioner	None	20 hrs per Week, No Cost to Participant
Healthy Rewards/Wellness HRA	\$150 per Participant (\$150 Single/\$300 Family)	\$250 per Participant (\$250 Single/\$500 Family)
Benefit Design Components	Current Choice Plus/PPO Benefits	2015 Choice Plus/PPO Proposed Benefits
Deductible	\$750 Single/\$1,500 Family	\$1,500 Single/\$3,000 Family
Physician Co-Insurance	10% or \$500 per member	10% Premium Providers/30% Non-Premium Providers
Out-of-Pocket Maximum	\$1,500 Single/\$3,000 Family	\$3,000 Single/\$6,000 Family
Emergency Room Visits	\$150 co-pay once deductible/out of pocket maximum met	\$200 Co-Pay for Each Visit
Drug Co-Pays	\$5/\$25/\$50 Co-Pay	20% Co-insurance with \$4 Min/\$75 Max
Premiums for General City	City pays 88% of projected monthly UHC Choice/EPO cost	City pays 88% of projected monthly UHC Choice/EPO cost
Onsite Nurse Practitioner	None	20 hrs per Week, No Cost to Participant
Healthy Rewards/Wellness HRA	\$150 per Participant (\$150 Single/\$300 Family)	\$250 per Participant (\$250 Single/\$500 Family)



# 2015 Healthcare Comparables

	2015 Local Government Comparison				2014 Nationwide/2013 Local	
	City*	County**	MPS***	State	Kaiser Family Foundation (Large Orgs)	HC Trends Local Large Employers
<b>Employee Premium (Monthly)</b>	12% of Premium with wellness steps	10% of premium with wellness steps	9% of premium based on income	12% of Premium/High Deduct Plan		
Employee	\$75	\$130	\$52 Avg	\$88/\$30	\$96	\$88
Family	\$226	\$350	\$137 Avg	\$219/\$73	\$361	\$255
<b>Deductibles</b>			<b>High Deduct Plan</b>	High Deduct		
Employee	\$750	\$800	\$1,750	\$1,500	\$726	\$500-\$750
Family	\$1,500	\$1,850	\$3,500	\$3,000	\$1,845	\$1,500-\$2,000
<b>Coinsurance (%) &amp; Copays (\$)</b>	<b>Premium Provider</b>					
Office Visit	10% (30% Non-Prem)	\$30	\$20	10%	18%	10%
Specialist	10% (30% Non-Prem)	20%	\$35	10%	21%	\$20
ER	\$200	\$200	\$125	\$75 w/10% Coins after		
<b>Out of Pocket Maximum (OOPM)</b>	<b>OOPM/with Employer Contribut</b>	<b>OOPM/with Employer Contribut</b>	<b>OOPM/with Employer Contribut</b>	OOPM/High Deduct Plan		
Employee	\$1,500/\$1,300	\$2,500/\$1,300	\$3,500/\$3,150	\$500/\$3,000	\$3,000	\$2,000-\$3,000
Family	\$3,000/\$2,600	\$5,000/\$3,800	\$3,000/\$6,300	\$1,000/\$6,000	\$4,000 or higher	\$3,500-\$5,500
<b>Drugs</b>	<b>\$4 min/\$75 max</b>			Part of OOPM		
Retail Generic	20% or \$4	\$10	\$8	\$5	19%	\$10
Retail Preferred Brand	20%	\$30	10% w/\$25 min	\$15	24%	\$30
Retail Non-Preferred Brand	20%	\$50	20% w/\$50 min	\$35	37%	\$50

\*City offering \$250/\$500 (single/family) HRA contribution for wellness participation and Onsite Nurse Practitioner

\*\*County doing 1:1 Medical FSA match up to \$1,200

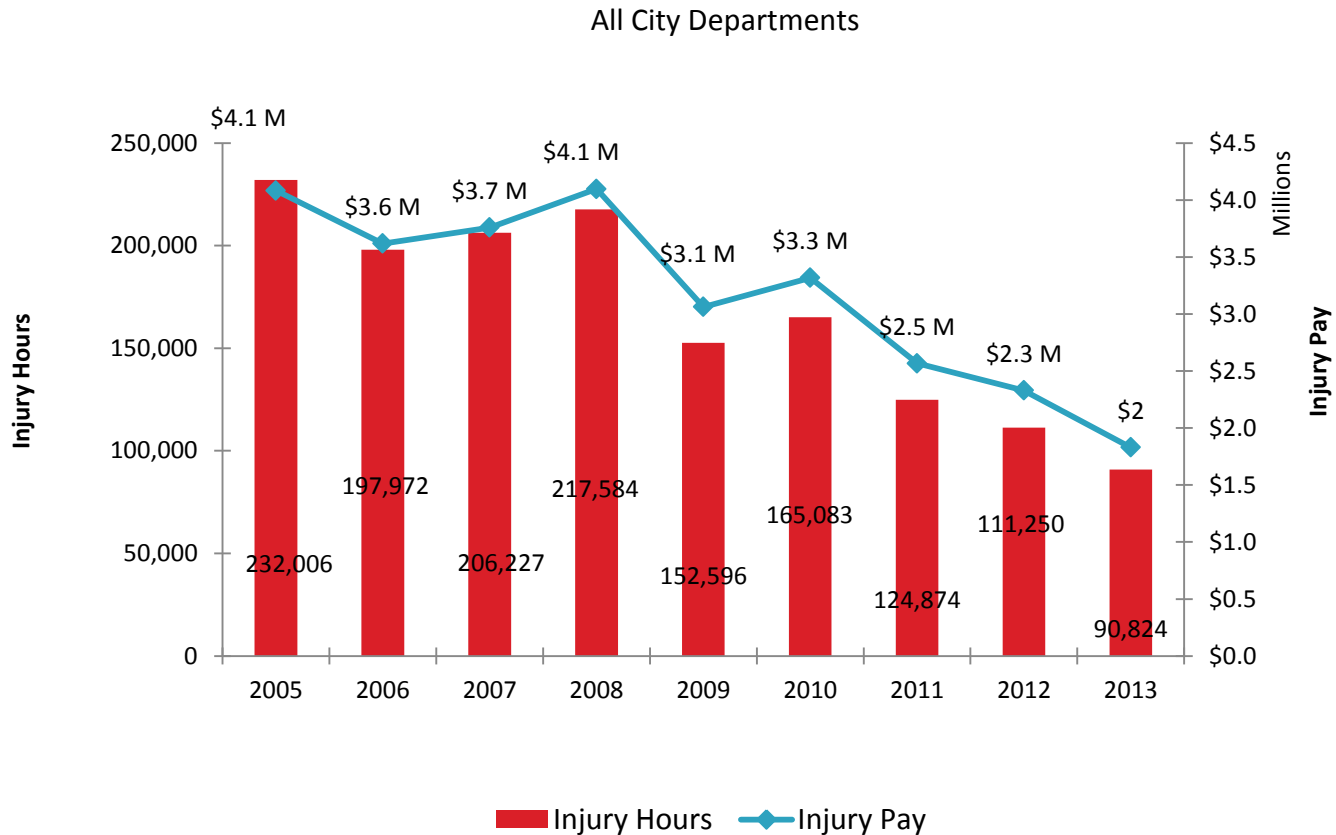
\*\*\*MPS offering \$350/\$700 (single/family) Health Savings Account

# Healthcare Enrollment Data

Healthcare Plan	2011	2012	2013	2014	% Change Over Prior
Active Choice (EPO)	5,564	5,191	5,353	5,343	-.2%
Active Choice Plus (PPO)	646	520	510	386	-24.3%
<b>Total Active</b>	<b>6,210</b>	<b>5,711</b>	<b>5,863</b>	<b>5,729</b>	<b>-2.3%</b>
Retiree Choice (EPO)	1,836	1,811	1,849	1,850	0.1%
Retiree Choice Plus (PPO)	2,456	2,288	2,177	2,041	-6.2%
<b>Total Retiree</b>	<b>4,292</b>	<b>4,099</b>	<b>4,026</b>	<b>3,891</b>	<b>-3.4%</b>
<b>TOTAL</b>	<b>10,502</b>	<b>9,810</b>	<b>9,889</b>	<b>9,620</b>	<b>-2.7%</b>
<b>*Active Enrollment as % of FTEs</b>	<b>85%</b>	<b>78%</b>	<b>82%</b>	<b>79%</b>	<b>-3.1%</b>

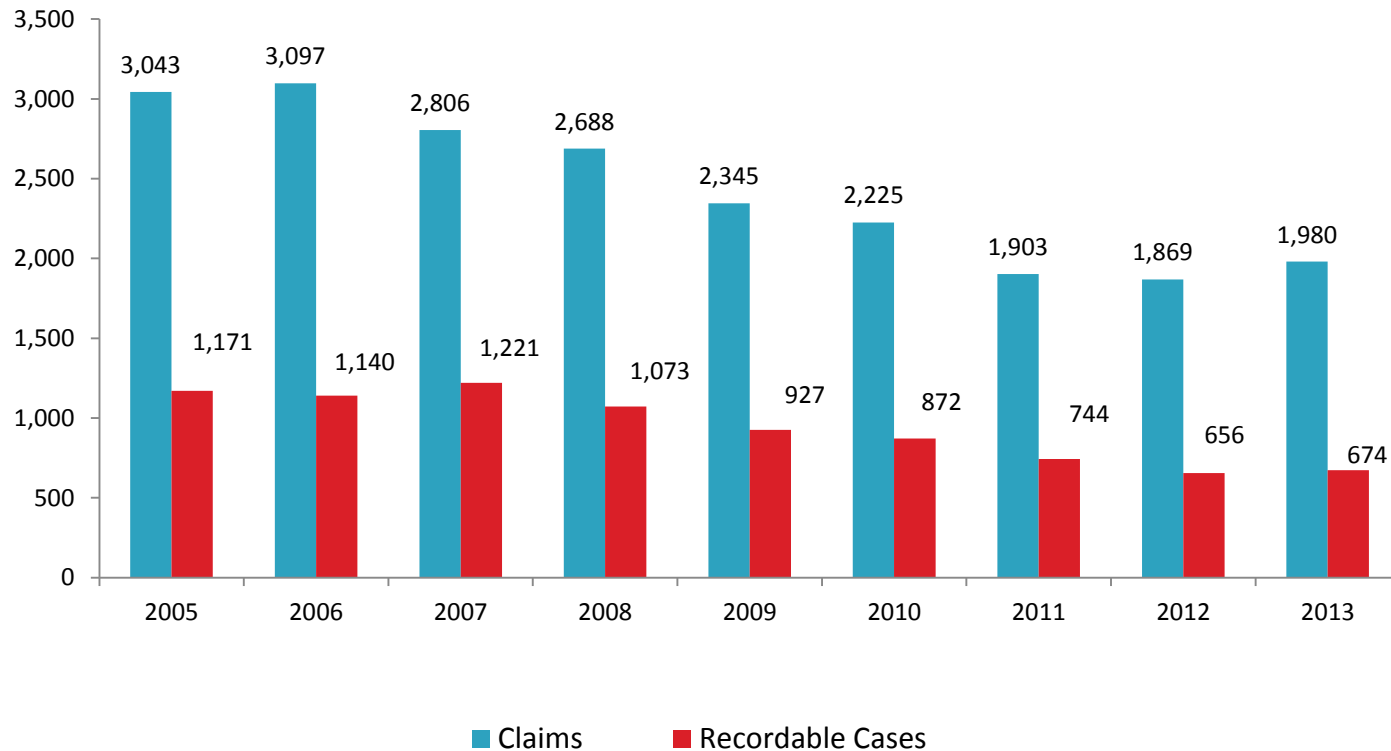
\*Employee's that waive insurance because their spouse works for the city and has HC coverage totals approximately 200 which adds 3% to the active enrollment as a % of FTEs

# Worker's Compensation Data & Trends



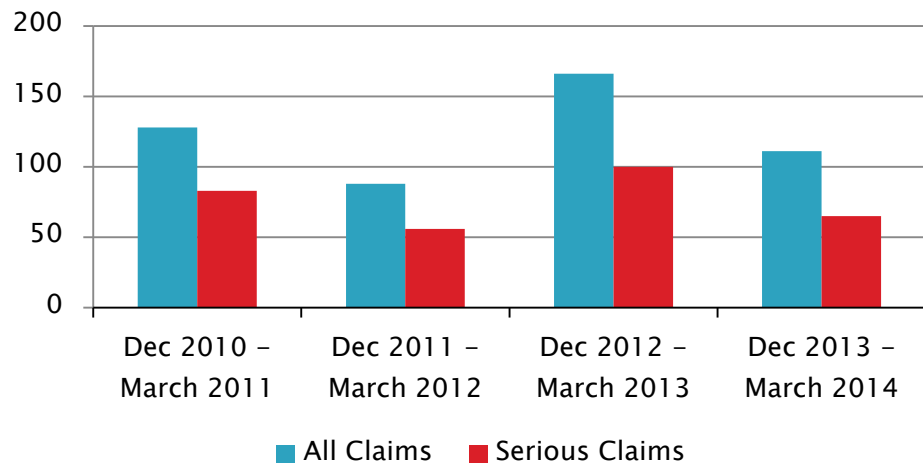
# Worker's Compensation Data & Trends

WC Claims & Recordable Cases



# DPW Data

Claims ODW & Sanitation Workers by Season



Serious Claims ODW & Sanitation Worker	Dec 2010 - March 2011	Dec 2011 - March 2012	Dec 2012 - March 2013	Dec 2013 - March 2014
Dec	20	16	16	18
Jan	21	13	16	20
Feb	21	14	40	10
March	21	13	28	17
<b>Grand Total</b>	<b>83</b>	<b>56</b>	<b>100</b>	<b>65</b>

All Claims ODW & Sanitation Worker	Dec 2010 - March 2011	Dec 2011 - March 2012	Dec 2012 - March 2013	Dec 2013 - March 2014
Dec	36	26	27	25
Jan	32	21	30	35
Feb	30	18	58	24
March	30	23	51	27
<b>Grand Total</b>	<b>128</b>	<b>88</b>	<b>166</b>	<b>111</b>

# Worker's Compensation/Safety Initiatives

## Supervisor's Incident Fact Sheet

Employee Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_  
 Department: \_\_\_\_\_ Division: \_\_\_\_\_

### Section 1 The Incident

- 1) Date/Time of Incident: \_\_\_\_\_ 2) Location of Incident \_\_\_\_\_
- 3) Description of Incident: \_\_\_\_\_
- 4) What was the Cause of the Incident: \_\_\_\_\_
- 5) Witnesses to Incident: \_\_\_\_\_  

Name	Phone Number
------	--------------
- 6) Describe the Employee's Assigned Duties \_\_\_\_\_
- 7) What specific tasks was the employee performing immediately before the incident? \_\_\_\_\_
- 8) What type of Injury Occurred? (Ex. Slip & fall, Laceration, etc) \_\_\_\_\_
- 9) What body part(s) was/were affected? \_\_\_\_\_

### Section 2 Incident Investigation

- 1) Describe any unsafe conditions: \_\_\_\_\_
- 2) Describe any unsafe Equipment: \_\_\_\_\_
- 3) What preventative action was taken? \_\_\_\_\_  
 By whom: \_\_\_\_\_ When: \_\_\_\_\_
- 4) Description of investigation findings: \_\_\_\_\_
- 5) Describe any inconsistent statements & how they were clarified: \_\_\_\_\_

### Supervisor Action Steps Taken

Yes No N/A	Yes No N/A
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Interviewed Employee	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Photos forwarded to Worker's Comp
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Interviewed Witness(es)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Was employee conveyed for medical care
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Visited Incident Site	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Removed/repared unsafe equipment
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Conducted Investigation	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Preventative Action taken
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Checked Equipment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Document results/Establish follow-up date
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Photographed scene/equip.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Conducted injury review with Employee

### Section 3 Safety Review

#### 1) Management Review

- Yes No N/A \_\_\_\_\_
- Does your Department have an active injury review program?
  - Should the employee be subject to the Injury Review Process?
  - Were consequences of continued unsafe behavior explained to employee?
  - Was employee subject to drug testing following the incident?
  - Is there any need to modify or add to existing rules or instructions?
  - Has the investigation identified any training need?
  - Has training been planned/done?
  - Were actions taken in respect to this incident? Explain: \_\_\_\_\_

#### 2) Environmental Factors

- Yes No N/A \_\_\_\_\_
- Are floors & work area free of any hazards? (water, oil, ripped carpet, overhead objects, etc)
  - Was snow or ice a factor?
  - Were weather conditions a factor?
  - Was exposure to chemicals, fumes, or dust a factor?
  - Was exposure to communicable disease a factor?
  - Was fire/electric current a factor?

#### 3) Working Conditions

- Yes No N/A \_\_\_\_\_
- Was employee working alone? Why? \_\_\_\_\_
  - Are there safety procedures in place for employees working alone?
  - Was repetitive motion a factor?
  - Were steps taken to reduce noise exposure?
  - Were excavations a factor?
  - Do workers have a way of quickly and easily contacting management or emergency personnel?
  - Is there a surveillance or security system in place?

#### 4) Equipment Safety

- Yes No N/A \_\_\_\_\_
- Was all involved machinery and equipment kept clear of obstruction and in good working order?
  - Were workers trained on safe operation of all equipment involved in the incident? If not, why: \_\_\_\_\_
  - Was safety equipment & training provided to the employee? (eyewear, footwear, hearing protection, etc)
  - Were safety rules and procedures consistently enforced?
  - Are regular safety update meetings held?

Please add any additional information or comments that you have here or call the Worker's Compensation Section at (414)286-2020. \_\_\_\_\_

Team/Crew Leader Name (Please print or type)	Telephone Number	Date
Supervisor Name (Please print or type)	Telephone Number	Date
Manager Name (and signature)	Telephone Number	Date

# Total Compensation & Benefits

## My Total Rewards

Especially Prepared for: **John Doe**

Benefit Statement Period: 01 January 2012 - 31 December 2012 / City of Milwaukee Benefits Statement 2012

This Total Benefits and Compensation Statement has been prepared especially for you and includes a summary of the value of the wages and benefits you receive as a City of Milwaukee employee.

### TOTAL COMPENSATION & BENEFITS SUMMARY

This summarizes the five main sections of the employee compensation and benefits statement.

(The statement does not include retro payments for Injury Pay, Overtime, or Wages Paid. The amounts shown here may not match the totals listed on your W2 statement.)

#### Total Compensation & Benefits Summary

Items	City Pays	Employee Contribution	City Provides
Compensation	\$63,008	\$2,752	0
Health and Wellness	\$21,207	\$3,213	0
Retirement Benefits	\$3,557	\$0	0
Other Benefits	\$432	\$4,914	232
Reimbursed Benefits	\$1,399	\$0	
<b>Summary Total</b>	<b>\$89,603</b>	<b>\$10,879</b>	<b>232</b>

### COMPENSATION

This section provides a summary breakout of your gross wages for the City.

#### Compensation

Items	City Pays	Employee Contribution	Not Applicable
Wages	\$58,489		
Overtime Compensation	\$793		
Supplemental Pay	\$0		
Injury Pay	\$0		
Medicare Employee/Employer Share	\$706	\$706	
Social Security Taxes Employee/Employer Share	\$3,020	\$2,046	
<b>Compensation Total</b>	<b>\$63,008</b>	<b>\$2,752</b>	

### HEALTH & WELLNESS

This section provides a breakout of the premium payments paid by the City and the employee for health, dental, life insurance, and long term disability.

#### Health and Wellness

Items	City Premium Payment	Employee Premium Payment	Not Applicable
Health Insurance (exclds dedctbls, co-ins, co-pays)	\$20,007	\$2,455	
Dental Insurance (exclds dedctbls, co-ins, co-pays)	\$450	\$584	
Life Insurance	\$487	\$174	
Long Term Disability	\$263	\$0	
<b>Health &amp; Wellness Total</b>	<b>\$21,207</b>	<b>\$3,213</b>	

### RETIREMENT BENEFITS

This section shows contributions the City makes on behalf of your retirement savings along with any employee payments.

#### Retirement Benefits

Items	City Pays	Employee Contribution	Not Applicable
City Pension	\$3,557		
<b>Retirement Benefits Total</b>	<b>\$3,557</b>	<b>\$0</b>	

### OTHER BENEFITS

This section captures additional benefits the City provides in addition to the wages, health and wellness, and retirement benefits shown above. Vacation and Sick leave are shown as annual hours earned.

#### Other Benefits

Items	City Pays	Employee Contribution	City Provides
Commuter Value Pass	\$390	\$414	
FSA Dependent Care	\$42	\$3,000	
FSA Medical		\$1,500	
FSA Parking			
Annual Sick Leave Earned (in Hours)			96
Annual Vacation Earned (in Hours)			136
<b>Other Benefits Total</b>	<b>\$432</b>	<b>\$4,914</b>	<b>232</b>

### REIMBURSED BENEFITS

This section shows reimbursements you have received from the City for tuition, parking, uniforms/clothing, memberships, certifications, licenses, conference registrations, mileage and other miscellaneous travel.

#### Reimbursed Benefits

Items	City Pays	Not Applicable	Not Applicable
Tuition Reimbursement	\$619		
Parking Reimbursement			
Mileage Reimbursement			
Clothing/Uniform Allowance	\$130		
Memberships, Certifications & Licenses			
Other Misc. Reimbursement (Includes Travel)	\$650		
<b>Reimbursed Benefits Total</b>	<b>\$1,399</b>		

# City Wage Information

Group Wage Averages (full time, regular/seasonal employees)	
All Employees	\$57,466
General City	\$49,326
MFD Local 215	\$67,903
Fire Management	\$89,805
MPA & Sworn	\$66,848
MPSO & Sworn Mngmt	\$82,053



# Wage Comparisons of General City and Sworn

General City Breakout	Employees in Range	% of Total General City
20,000 - 30,000	173	4.6%
30,000 - 40,000	1,010	26.8%
40,000 - 50,000	1,306	34.6%
50,000 - 60,000	555	14.7%
60,000 - 70,000	348	9.2%
70,000 - 80,000	183	4.9%
80,000 - 90,000	64	1.7%
90,000 - 100,000	49	1.3%
100,000 - 110,000	30	0.8%
110,000 - 120,000	12	0.3%
120,000 - 130,000	22	0.6%
130,000 - 140,000	9	0.2%
140,000 - 150,000	11	0.3%
<b>Total</b>	<b>3,772</b>	<b>100.0%</b>

MFD 215 Breakout	Employees in Range	% of MFD
40,000 - 50,000	54	6.7%
50,000 - 60,000	69	8.5%
60,000 - 70,000	286	35.4%
70,000 - 80,000	346	42.8%
80,000 - 90,000	52	6.4%
130,000 - 140,000	1	0.1%
<b>Total</b>	<b>808</b>	<b>100.0%</b>
MPA Breakout	Employees in Range	% of MPA
40,000 - 50,000	64	4.0%
50,000 - 60,000	25	1.6%
60,000 - 70,000	1,317	83.1%
70,000 - 80,000	177	11.2%
80,000 - 90,000	1	0.1%
140,000 - 150,000	1	0.1%
<b>Total</b>	<b>1,585</b>	<b>100.0%</b>

# Positions in the Lower Pay Ranges

POSITION TITLE	\$20,000 - \$30,000
POLICE AIDE	48
FIRE CADET	37
LIBRARY CIRCULATION ASST I	28
POLICE DISTRICT OFFICE ASST	13
CODE ENFORCEMENT INTERN	7
OFFICE ASSISTANT I	7
OFFICE ASSISTANT II-PD	6
OFFICE ASSISTANT I-PD	3

POSITION TITLE	\$30,000 - \$40,000
OPERATIONS DRIVER/WORKER	98
CITY LABORER (REG)	61
CITY LABORER (SEASON)	57
CUSTODIAL WORKER II-C L foot	52
PARKING CHECKER	51
POLICE OFFICER	48
POLICE TELECOMMUNICATOR	47
OFFICE ASSISTANT III	44
OFFICE ASSISTANT II-PD	33
LIBRARY CIRCULATION ASST I	31
CUSTODIAL WORKER II-C L	27
POLICE DISTRICT OFFICE ASST	25
WATER METER TECHNICIAN	23
OFFICE ASSISTANT III-PD	18
LABORER (ELECT SERV)	17
INFRASTRUCTURE REPAIR WORKER	16
URBAN FORESTRY SPEC TR	15
OFFICE ASSISTANT II	14
OFFICE ASSISTANT IV	13
LIBRARY REFERENCE ASSISTANT	13
SEWER LABORER I	12
FIRE EQUIP DISPATCHER	11
ACCOUNTING ASSISTANT II	11
CUSTOMER SERVICE REP III	10
LIBRARY TECHNICIAN II	10

# Residency Update

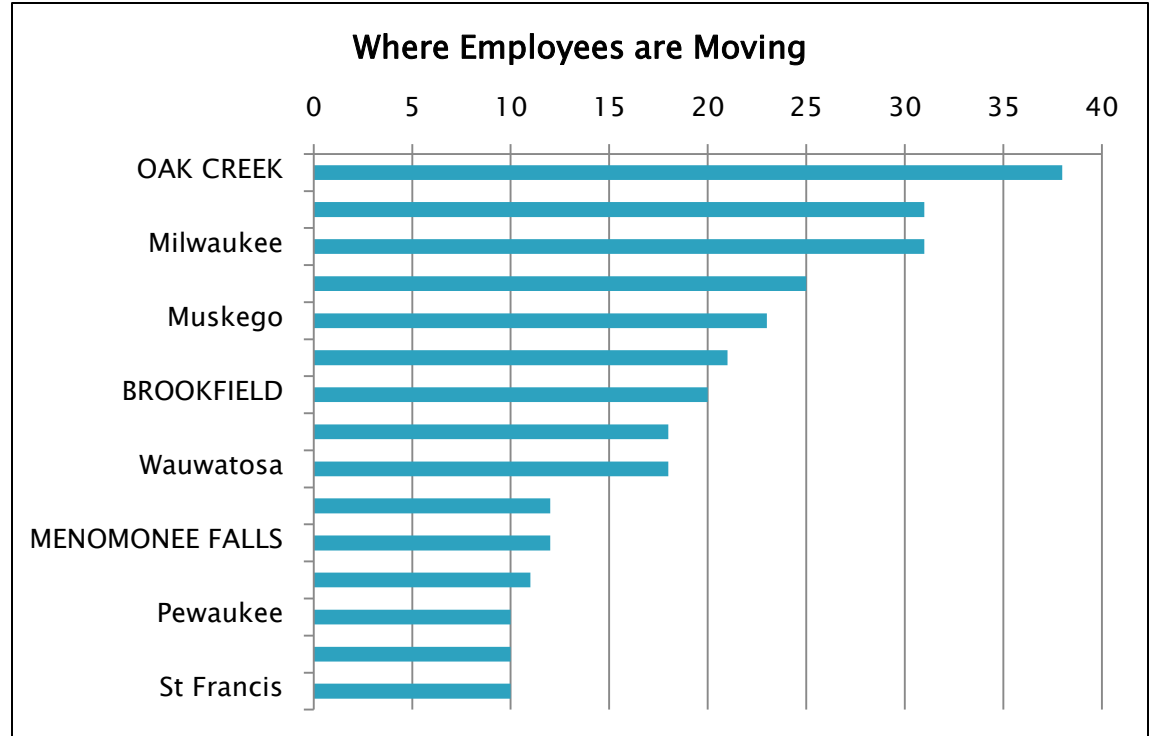
- ▶ Employees/New Hires who have moved out of the City as of 9/23/14

Employees that Live Outside City	General City	Fire & Police	Total
New Hires that Have Not Moved	58	79	137
Employees who moved after 07/02/2013	66	219	285
<b>Total Current Non-Residents</b>	<b>124</b>	<b>298</b>	<b>422</b>

Active Employees that Have Established Residency	General City	Fire & Police	Total
New Hires	21	11	32

# Residency Preliminary Analysis

Move Outs by Month	2013	2014
January		35
February		12
March		27
April		24
May		48
June		51
July	16	35
August	20	52
September	16	28
October	30	
November	19	
December	8	



# Residency Preliminary Analysis

Move Numbers by Department	
MPD	201
MFD	99
DPW	41
DNS	16
MHD	15
Water	13
City Attorney	10
MPL	7
DPW	7
ITMD	5
Assessor's Office	3
Election Commission	3
Library	3
ERS	2
Municipal Courts	2
City Clerk	2
Comptroller	2

Move Numbers by Job Title	
POLICE OFFICER	138
FIREFIGHTER	46
DETECTIVE	20
POLICE AIDE	18
FIRE LIEUTENANT	12
HEAVY EQUIPMENT OPERATOR	12
Fire Cadet	9
FIRE PARAMEDIC	8
POLICE SERGEANT	7
FIRE CAPTAIN	7
Operations Driver/Worker	7
Crime Analyst	6
Public Health Nurse	6
Assistant City Attorney I	6
Urban Forestry Specialist Trainee	4
Public Works Inspector I	3
Commercial Code Enforcement Inspector	3
Urban Forestry Specialist	3
SPECIAL ENFORCEMENT INSPECTOR	3
Water Meter Technician	3
Library Circulation Assistant I	3
Engineering Technician I	3
Plumbing Inspector I	3
Librarian III	3