



Department of Employee Relations

January 11, 2016

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

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

Dear Committee Members: Re: Common Council File Number 151297

The following classification and pay recommendations will be submitted to the City Service Commission on **January 12, 2016**. We recommend these changes subject to approval by the City Service Commission.

In the Department of City Development, two positions of DCD Accounting Specialist, PR 2HX are recommended for reclassification to DCD Accountant Lead, PR 2IX and one new position is recommended for classification to Real Estate Coordinator II, PR 2DN.

In the Department of Public Works:

Operations Division – Fleet Services Section, Several manager positions are recommended for classification and pay recommendations.

Forestry Section, one position of Urban Forestry Technical Services Manager, PR 1FX is recommended for reclassification to Urban Forestry District Manager, PR 1HX and one new position is recommended for classification to Property Maintenance and Compliance Manager, PR 1DX.

Sanitation Section, one new position is recommended for classification to Office Assistant IV, PR 6HN.

Infrastructure Service Division, one position of Traffic Control Engineer V, PR 1JX is recommended for reclassification to Traffic Engineer-Senior, PR 1IX.

Water Works, five new positions are recommended for classification to Engineering Technician IV, PR 3NN; one new position is recommended for classification to Automated Systems Specialist, PR 2GN and one vacant position of Customer Service Representative III, PR 6HN is recommended for reclassification to Communications Assistant III, PR 6HN.

In the Department of Administration, one new position is recommended for classification to Emergency Communications and Policy Director, PR 2NX.

In the Department of Employee Relations, one position of Certification and Salary Systems Administrator, PR 1DX is recommended for reallocation to PR 1EX.



In the Health Department, one position of Violence Reduction and Prevention Initiative Manager, PR 1GX is recommended for a recruitment footnote.

In the Library, one position of Assistant Director-Library Operations, PR 1HX is recommended for a recruitment footnote.

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: 3 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Deborah Ford, Nicole Fleck, Richard Marcoux, Martha Brown, David Schroeder, Lori Schmidt, Judith Allen, Robert Efinger, Ghassan Korban, Preston Cole, Dan Thomas, David Sivyer, Chuck Schumacher, Jeffery Tews, Dawn Crowbridge, Sharon Robinson, Jennifer Gonda, Paulina deHaan, Nancy Olson, Monique Lofton, Randy Krouse, Jeffery Kluslow, Ian Brown, Jeff Polenske, Rollin Bertran, Wanda Booker, Carrie Lewis, Laura Daniels, Kenneth Wischer (AFSCME32), Bevan Baker, Barbara Henry, Paula Kiely

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 12, 2016

DEPARTMENT OF CITY DEVELOPMENT

Current	Request	Recommendation
DCD Accounting Specialist PR 2HX (\$54,865 - \$76,806) (Two Positions)	Study of Positions PR 2IX (\$58,462 - \$81,844)	DCD Accountant Lead PR 2IX (\$58,462 - \$81,844) (Two Positions)

Action Required

In the Salary Ordinance, under Pay Range 2HX, delete the title "DCD Accounting Specialist" and under Pay Range 2IX, add the title "DCD Accountant Lead".

In the Positions Ordinance, under General Management and Policy Development Decision Unit, Finance and Administration, delete two positions of "DCD Accounting Specialist" and add two positions of "DCD Accountant Lead".

Background

The Department of City Development (DCD) originally requested a study of one position of DCD Accounting Specialist in March of 2015. Before the study was conducted an accounting position from RACM was eliminated and recreated in DCD. A report in September of 2015 indicated this "new" position was comparable to the position under study and recommended it also be classified as DCD Accounting Specialist. As these two positions were found comparable we are adding that position to the Department's initial request for a study. An organizational chart and job descriptions for both positions were provided. Discussions were held with David Schroeder, Finance and Administration Manager; Lori Schmidt, Budget and Management Reporting Manager; and Judith Allen, Human Resources Officer.

Duties and Responsibilities

The basic function of this position is to provide professional accounting and related financial management services for the Department of City Development economic development programs including Tax Increment Districts (TID), Business Improvement Districts (BID), Neighborhood Improvement Districts (NID); for Redevelopment Authority of City of Milwaukee (RACM) bond issues; Century City Redevelopment Corporation (CCRC), and Neighborhood Improvement Development Corporation (NIDC) activities. Duties and responsibilities include the following:

45% General Accounting for TID, BID, and NID Activities

- Act as Lead Accountant for TID, BID, NID and related City activities; and provide general accounting entries and maintenance of all accounts.
- Meet all reporting deadlines for TID activities including the Annual Report of Milwaukee's Tax Incremental Finance Districts, Tax Increment Certification, and TID closure reports.
- Meet all reporting deadlines for BID and NID activities including the Annual Review and payment of BID and NID assessments.
- Assist the Comptroller's Office in the completion of the TID annual audit; and respond to requests for information as needed.

- Provide interim financial reports to City Development Project Managers for all TID, BID and NID activities; and provide additional analysis on TID, BID and NID activities upon request.
- Determine financial liability and submit invoices between City and RACM to reimburse payroll and operating expenses.
- Take a lead role in the year-end closing of all TID, BID, NID, and related City activities for DCD accounts and for preparation of financial data; prepare closing journal entries; review ledgers; and distribute City account balances to the appropriate ledgers.
- Work with the Comptroller's Office, Treasurer's Office, Assessor's Office and the Wisconsin Department of Revenue staff to determine and analyze the financial health of the City's TIDs, BIDs, and NIDs.

35% Financial Statements for NIDC and CCRC

- Prepare year-end NIDC and CCRC financial statements including work papers, "Prepared by Client" documents, notes, income statement, balance sheets, cash flow statement and management discussion and analysis.
- Work closely with the City and external auditors and staff to ensure an efficient audit.
- Take a lead role in the year-end closing of NIDC and CCRC accounts including preparation of financial data; prepare closing journal entries; review and reconcile ledgers; and provide the DCD Accounting Manager with City account balances for the appropriate ledgers.
- Assist the DCD Accounting Specialist in the preparation of RACM financial statements and audit; and assist, as needed, in the preparation of work papers, "Prepared by Client" documents, notes, etc. and with RACM accounting especially items that impact NIDC or CCRC finances.

15% RACM Bond Issues

- Work closely with the City Attorney's Office and DCD financial officers, program managers, and developers to determine if use of the RACM bonding authority is appropriate and analyze which type of bond instrument would be of greatest benefit.
- Assist in the preparation of bond sale and issuance legislation presented to the RACM Board of Directors for adoption.
- Perform required financial analysis regarding issuance of the Preliminary Official Statement presented in the sale of RACM bonds and for any bond refinancing requests received.
- Conduct Tax Equity and Financial Responsibility Act of 1982 (TEFRA) hearings related to the issuance of RACM bonds and their intended use as mandated by the Internal Revenue Service (IRS).
- Monitor RACM bond sales to insure that bond issues are within the bonding authority established by the State of Wisconsin; monitor repayment of bonds as specified by the Cooperation Agreement, Development Agreement, etc.; and annually, or as requested, report to program managers on the status of bonds.
- Insure that principal and interest payments are made as specified for debt issued for City or RACM purposes; work with third-party bond counsel regarding reporting of bond status for conduit debt issues; and review and maintain monthly/quarterly reports from financial institutions.

5% Other Duties

Serve as a mentor to Accounting staff and train new employees; serve as the supervisor of the Section when so designated during the absence of the Supervisor; perform other

professional management responsibilities as required and perform other duties as assigned.

Requirements include a Bachelor's Degree in Accounting and three to five years of progressively responsible accounting or financial analysis experience. A Certified Public Accountant (CPA) designation is preferred and governmental, inter-agency, and complex financial organization accounting experience is desirable. Equivalent combinations of education and experience may also be considered.

Analysis and Recommendation

The Department indicated that there had been several changes to the position under study including the following:

- Serves as a "lead" position to one position of Accountant II and one position of Accountant I.
- Has responsibility for working on RACM bond issues – this includes analysis of which type of bond instrument would be of greatest benefit, financial analysis regarding issuance of the Preliminary Official Statement presented in the sale of RACM bonds; conducting Tax Equity and Financial Responsibility Act of 1982 (TEFRA) hearings related to the issuance of RACM bonds, and monitoring sales, repayment, and reporting of bond status.
- Prepares financial statements for the Neighborhood Improvement Development Corporation (NIDC)

The Department also indicated that these three "lead" positions in the Finance and Administration Division were comparable and should be at the same level of Pay Range 2IX. Currently, the two positions of DCD Accounting Specialist are in Pay Range 2HX and one position of Grant Budget Specialist is in Pay Range 2IX.

To study this position comparisons were made to several other accounting, budgeting and financial positions in the City including the following:

Title	Pay Range (Salary Grade)	Rates of Pay
Accounting Specialist	PR 2GX	\$51,469 - \$72,063
Auditor	PR 2GX	\$51,469 - \$72,063
Accountant Lead	PR 2HX	\$54,865 - \$76,806
Auditor Lead	PR 2HX	\$54,865 - \$76,806
Budget and Policy Specialist	PR 2HX	\$54,865 - \$76,806
DCD Accounting Specialist	PR 2HX	\$54,865 - \$76,806
Assistant Accounting Manager	PR 2IX	\$58,462 - \$81,844
Assistant City Payroll Manager	PR 2IX	\$58,462 - \$81,844
Assistant Grant Fiscal Manager	PR 2IX	\$58,462 - \$81,844
Budget and Management Special Asst.	PR 2IX	\$58,462 - \$81,844
Fiscal Planning Specialist	PR 2IX	\$58,462 - \$81,844
Grant Budget Specialist	PR 2IX	\$58,462 - \$81,844
Investments & Financial Services Coord.	PR 2IX	\$58,462 - \$81,844

When the DCD Accounting Specialist position was first classified in 2013 it was placed in Pay Range 2HX, above Accounting Specialist in Pay Range 2GX, as it was considered stronger due to working more independently and providing professional accounting and related financial management services to several unique programs within DCD including the Tax Increment

Districts, the Business Improvement Districts, the Century City Redevelopment Authority and Redevelopment Authority component units.

With the changes listed above of serving as a leadworker, working with the issuance of RACM bonds, and preparing financial statements for the Neighborhood Development Improvement Corporation we agree with the requested level of Pay Range 2IX. As the other position of DCD Accounting Specialist also serves as a leadworker to an Accountant II and an Accountant I, functions as the lead accountant for all RACM accounting activities, and was found comparable to the position under study we recommend that it also be reallocated to Pay Range 2IX. To reflect the leadworker responsibilities we also recommend the title be changed to DCD Accountant Lead.

Recommendation

Based on the above review and analysis we recommend the two positions of DCD Accounting Specialist in Pay Range 2HX be reclassified to DCD Accountant Lead in Pay Range 2IX.

Prepared by: *Sarah Trotter*
Sarah Trotter, Human Resources Representative

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

Reviewed by: *M. Monteagudo*
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: January 12, 2016

DPW-OPERATIONS DIVISION-FLEET SERVICES SECTION

Current	Request	Recommendation
Operations and Dispatch Manager PR 1FX (\$62,338-87,270)	Operations and Dispatch Manager PR 1HX (\$70,827-99,154)	Fleet Operations Manager PR 1HX (\$70,827-99,154)
Equipment Operations and Training Manager PR 1CX (\$51,469-72,063)	Equipment Operations and Training Manager Study of Position	Fleet Operations and Training Manager PR 1EX (\$58,462-81,844)
Equipment Operations Supervisor I PR 1AX (\$45,306-\$63,426) (Two Positions plus Five Auxiliary Positions)	Title Change	Fleet Operations Supervisor PR 1AX (\$45,306-\$63,426) (Two Positions plus Five Auxiliary Positions)
Fleet Operations Manager PR 1JX (\$80,442-\$112,627)	Title Change	Fleet Services Manager PR 1JX (\$80,442-\$112,627)
<p>Rationale: The scope of responsibility exercised by both the Operations and Dispatch Manager and Equipment Operations and Training Manager has increased significantly during the recent past, to a point where reclassification to a higher level is warranted. To promote consistency in job titles, it is also recommended that two additional positions be retitled with no change in Pay Range.</p>		

Action Required - Effective Pay Period 24, 2015 (November 8, 2015)

In the Salary Ordinance, under Pay Range 1AX, delete the title "Equipment Operations Supervisor I", and add the title "Fleet Operations Supervisor"; under Pay Range 1CX, delete the title "Equipment Operations and Training Manager"; under Pay Range 1EX, add the title "Fleet Operations and Training Manager"; under Pay Range 1FX, delete the title "Operations and Dispatch Manager"; under Pay Range 1HX, add the title "Fleet Operations Manager"; under the Pay Range 1JX, delete the title "Fleet Operations Manager" and add the title "Fleet Services Manager".

In the Positions Ordinance, under Department of Public Works – Operations Division, delete one position of "Fleet Operations Manager (X)(Y)" and add one position of "Fleet Services Manager (X)(Y)"; under Fleet Operations/Dispatch Section, delete one position of "Operations and Dispatch Manager (X)", and add one position of "Fleet Operations Manager (X)"; delete one position of "Equipment Operations and Training Manager" and add one position of "Fleet Operations and Training Manager", delete two positions of "Equipment Operations Supervisor I" and add two positions of "Fleet Operations Supervisor"; under Auxiliary Positions, delete five positions of "Equipment Operations Supervisor I" and add five positions of "Fleet Operations Supervisor".

Background

In November of 2015, the Department of Public Works (DPW) requested the evaluation of two managerial positions in its Fleet Services Division, the Operations and Dispatch Manager PR 1FX and Equipment Operations and Training Manager, PR 1CX, citing an expansion in responsibilities for both positions. In studying this position, previous and revised job descriptions for the positions were reviewed, interviews were held with the managers performing the jobs at their worksite, and discussions were held with Jeffrey Tews, Fleet Operations Manager. Each position will be discussed in the following narrative.

Operations and Dispatch Manager

The Operations and Dispatch Manager, PR 1FX reports to the manager of all Fleet Services, Jeffrey Tews, who has responsibility for all operations, services, equipment, personnel, and administration of the Fleet Services Section of the Operations Division of DPW. Due to the fact that the Operations and Dispatch Manager has responsibility for

four operations/repair garages and employee relations, snow and ice control, budgeting and administration of the Section, and all driver training programs, this position functions as the second-in-charge of the Fleet Division. At one time there was an overall manager of vehicle/equipment repairs, but that is no longer the case. Three managers report directly to the Operations and Dispatch Manager: an Equipment Operations and Training Manager (discussed later in this report), and two Equipment Operations Supervisors I.

On a daily basis, the Operations and Dispatch Manager is responsible for the work of approximately 380 employees engaged in operating all the equipment used by DPW and other city departments as well as an office staff through the aforementioned Managers and Supervisors and by communicating directly with employees. Due to the fact that this position is the first point of contact between vehicle operators and DPW, this Manager performs a significant amount of employee relations work. This includes leave administration (sick leave, the state and federal FMLA, ADA, and transitional duty program), oversight of required drug and alcohol testing, employment of approximately 140 seasonal City Laborers annually for the Department of Public Works, and management of community partnerships in which DPW hires seasonal laborers. As a result of his involvement with employee relations issues, this Manager is significantly involved with disciplinary issues including excessive absences, excessive sick leave use, tardiness, failure to follow established work rules, failure to follow operating and/or safety procedures. Following an investigation, this Manager issues an appropriate level of discipline. One noteworthy aspect of investigations includes the investigation of accidents involving City vehicles.

Perhaps the single most critical responsibility associated with this job is oversight responsibility for amassing and scheduling all the vehicles, equipment, materials, and personnel required to conduct snow and ice control operations. On a permanent basis, two Equipment Operations Supervisors I in Fleet Services hold this responsibility: during a given week, one manager is on-duty 24/7 and the other functions as the backup. This year, an additional manager has been added on a trial basis until March.

The job description for the position states that the minimum requirements for the position are an associate's degree in management, business or public administration, with a bachelor's degree preferred, and three years of experience as an Equipment Operations Supervisor. It should be noted, however, that these requirements, and the knowledge, skills, abilities, and competencies listed below have not been assessed for purposes of staffing.

Notable knowledge, skills, abilities, and competencies required for successful job performance for the employee performing this job include the following:

- Knowledge of the types vehicles and equipment used by Fleet Services, what they are used for, how they are operated, and the types of repairs performed
- Knowledge of employee relations principles and processes including work place investigations, procedures for choosing vacations and jobs, employee discipline, and leave administration
- Ability to perform and track several duties at the same time, work quickly in a fast-paced environment, and quickly recognize and set work priorities
- Ability to use standard office software and hardware
- Knowledge of the operations of other DPW divisions and other related City departments
- Ability create and monitor budgets
- Ability to communicate effectively with a wide range of individuals including, employees, managers in other divisions and departments, elected officials, and members of the public
- Ability to work long hours under stressful conditions

Analysis and Recommendations

During the recent past, there have been a number of changes to the position's duties and responsibilities that include the following:

- Responsibility for hiring between 130-150 seasonal City Laborers for DPW on an annual basis. This responsibility was formerly performed by the Department of Employee Relations. This requires interviewing potential employees who are on the eligible list for City Laborer-seasonal, conducting background checks, and administering drug tests
- Working with community groups such as the Wisconsin Community Service Program to hire and train seasonal workers. This requires interviewing, hiring, orienting, and training 100+ employees during the construction season, and then administering a layoff process.
- Introducing technology to improve operations such automating time entry for drivers and field employees and replacing drivers' pagers with cell phones
- Overseeing a new program that demolishes residential buildings, and some commercial buildings, that have been condemned by the Department of Neighborhood Services and declared uninhabitable.

The scope of this Manager's responsibility is considerable and includes the following: administering employee relations and discipline for all drivers/operators of Fleet vehicles and equipment; overseeing all operations/repair garages and operations for Fleet Services; performing a key role in the City's snow and ice control operations; planning and monitoring the Section's budget; overseeing the Division's training programs for drivers/operators; and providing oversight of new programs such as the demolition program; and serving as the second in charge for the Fleet Services Section.

The Department has stated the following concerns about the pay level of this position: pay compression between this position and the Operations Driver Workers and Tractor Operators when taking into consideration overtime compensation, and consideration that the scope of responsibility for this position is on a department-wide basis. With the current recruitment rate of \$62,338, it appears that the current pay level does not reflect the scope of the position's responsibilities and would create difficulty in motivating well qualified employees to apply for the position.

In light of the changes to duties and responsibilities, the department-wide scope of the position's responsibilities, pay compression issues, and the fact that this manager serves as the second-in-command for all of Fleet Services, it appears appropriate to recommend reclassifying the job to a higher level. Reclassification to Pay Range 1HX appears appropriate considering the growth of the job and its overall scope of responsibility. It should be noted that reclassification to Pay Range 1HX will bring the position in line with other like management positions in DPW with comparable scope and level of responsibility; specifically Sanitation Area Manager and Urban Forestry District Manager.

In addition to a change in pay level, it is also recommended that the title of the job be changed to one that more accurately reflects the current name of the Section (Fleet Services). In order to implement a title change, it will also be necessary to change the title of the current Fleet Operations Manager to Fleet Services Manager in PR 1JX. This change will incorporate the current name of the Section and be better aligned with the job titles of others managers in the Operations Division including the Forestry Services Manager and Sanitation Services Manager, all of which are allocated to PR 1JX.

This report therefore recommends the title of Operations and Dispatch Manager in Pay Range 1FX be reclassified to Fleet Operations Manager in Pay Range 1HX. Further the report recommends the current position of Fleet Operations Manager in Pay Range 1JX be retitled to Fleet Services Manager in Pay Range 1JX.

Equipment Operations and Training Manager

The Department has requested that this position, which is allocated to Pay Range 1 CX, be reclassified due to an expansion of the position's responsibilities that include managing a program that demolishes condemned residential buildings; actively expanding and continued management of the City's vehicle rental program; introducing and ongoing management of cost-effective technology to the Division's operations; and the expanding and ongoing coordination of the Division's vehicle/equipment rental program.

Reporting to the Operations and Dispatch Manager discussed in the previous narrative, the primary purpose of this management position is fourfold: to work with the Operations and Dispatch Manager in managing day-to-day operations of the Fleet Services Section; serve as one of two managers having responsibility for amassing all the people, equipment, and materials needed for snow and ice control operations; managing a residential building demolition program; and managing all programs for training employees to driver/operate vehicles.

More than 900 City employees operate or drive over 50 different types of trucks, vehicles, and equipment for which the Fleet Services Section has responsibility. The cost of these vehicles and equipment is considerable, ranging from \$25,500 for a small pickup truck to \$285,000 for a regular garbage packer to \$356,000 for an automated refuse packer. Some of this equipment is the kind of "heavy equipment" used in road construction, street lighting and signs, excavation, demolition, street cleaning, arboriculture, and large-scale cleanups. The consequences of an employee operating a piece of equipment in an incorrect, inattentive or unsafe manner can be very costly in terms of damage to property and potential injuries to people. It is the responsibility of the Equipment Operations and Training Manager to ensure that all employees receive the proper training needed to drive/operate these trucks, vehicles, and equipment efficiently and safely.

Specific training responsibilities include developing and revising training programs for new and current employees using a variety of delivery methods (video, online, one-one-one instruction, group classes); supervising eleven regular or auxiliary Driver Training Instructors; planning, coordinating and supervising training programs for drivers and operators; supervising performance tests for Commercial Driver's Licenses administered to members of the public, employees from other municipalities, and City employees; evaluating the job performance of new City Laborers, including their demonstrated level of skill in operating equipment; and providing or supervising remedial training required for current employees following a vehicular accident.

This Manager also coordinates the Section's vehicle/equipment rental program for DPW and other City departments; researches new developments in fleet management involving equipment, communications, and technology that have the potential to enhance the Section's operations. This Manager assists in the day-to-day operations of the Section by creating a daily schedule of operators and support staff, supervising contracted snow drivers at the beginning of snow operations, providing information regarding the availability and capability of operators, equipment, and vendors; participating in performance appraisals of operators, assisting with sick leave control, and assisting with aspects of employee relations work. One aspect of administration that has become more prominent is the management of the vehicle and equipment rental program for DPW and other City departments. This program has expanded to create more flexibility in operations and to conserve financial resources.

During the past two years, this Manager has taken upon the responsibility for creating and managing a program that demolishes residential buildings that have been condemned by the Department of Neighborhood Services. This work was previously performed only by private contractors. It was transferred to Fleet Services when an excessive backlog of condemned buildings requiring demolition developed. This project required the Manager to research the components of a successful residential demolition program, including environmental compliance; locate the equipment and personnel required to carry out the work; train employees; coordinate the work across multiple departments; supervise the demolitions; track the work completed; and respond to inquiries and complaints from residents and others. This project has been successful and cost effective and will continue to be an integral part of the job.

The job analysis indicates that the following knowledge, skills, abilities, and competencies are required for successful job performance:

- Knowledge of the types of vehicles and equipment used by Fleet Services, their use, operation, and repairs that may be required
- Knowledge of the principles and methods of developing and delivering training programs for adults and the ability to create training programs for drivers and operators in a variety of formats, including video and online
- Ability to research and implement technology that will enhance fleet operations
- Ability to quickly prioritize and organize one's work


- Ability to use standard office software applications, including word processing, spreadsheets, and databases
- Ability to use standard office information technology hardware
- Ability to communicate with a wide variety of individuals within and outside of City government, including other managers, elected officials, employees, and members of the public
- Ability to work long hours in stressful conditions
- Ability to stay abreast of new developments in fleet management


The minimum educational and experience requirements, as stated in the job description prepared by the department are an associate's degree in business or related field with coursework beyond two years of college highly desirable. It should be noted that neither the knowledge, skills, abilities, and competencies stated above nor these minimum requirements have been assessed for purpose of staffing.

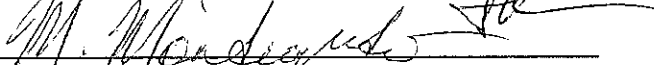
Analysis and Recommendations

The department has expressed the same concerns regarding the pay level of this position as that of the Operations and Dispatch Manager, particularly pay compression with direct reports, and the inadequacy of the position's pay level in light of the changes to duties and responsibilities. As indicated in the foregoing, the job analysis indicates that the level of responsibility and knowledge/skill has indeed increased significantly and that pay compression with direct reports is very likely to discourage well qualified employees from seeking a promotion to this position. The degree of knowledge and skill now needed for the job is particularly evident in program development, project management, and the research and application of communications and information technology to improve operations throughout Fleet Services. This enhanced degree of knowledge and skill has become a permanent aspect of the job. For these reasons it is recommended that this management job be reclassified to a higher level. Due to the department wide responsibilities and impacts of the position, this report recommends reclassifying the position to a pay range higher than positions with district or area wide responsibilities such as Sanitation District Manager and Urban Forestry Manager in Pay Range 1DX.

This report therefore recommends that the position of Equipment Operations and Training Manager in Pay Range 1CX be reclassified to Fleet Operations and Training Manager in Pay Range 1EX. For consistency in titles within the Fleet Services Section, this report also recommends that the title of Equipment Operations Supervisor I in Pay Range 1AX be retitled to Fleet Operations Supervisor in Pay Range 1AX.

Prepared By: 
Laura Sutherland, Human Resources Representative

Reviewed By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Maria Monteaquedo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 12, 2016

DEPARTMENT OF ADMINISTRATION

Current	Request	Recommendation
New Position	Emergency Communications and Policy Director Study of New Position	Emergency Communications and Policy Director PR 2NX (\$80,442 - \$112,627)

DEPARTMENT OF CITY DEVELOPMENT

Current	Request	Recommendation
New Position	Real Estate Coordinator II PR 2DN (\$46,347 - \$59,498)	Real Estate Coordinator II PR 2DN (\$46,347 - \$59,498)

DPW-OPERATIONS-FORESTRY

Current	Request	Recommendation
Urban Forestry Technical Services Manager PR 1FX (\$62,338 - \$87,270)	Urban Forestry District Manager PR 1HX (\$70,827 - \$99,154)	Urban Forestry District Manager PR 1HX (\$70,827 - \$99,154)
New Position	Study of New Position	Property Maintenance and Compliance Manager PR 1DX (\$54,865 - \$76,806)

DPW-INFRASTRUCTURE SERVICES DIVISION

Current	Request	Recommendation
Traffic Control Engineer V PR 1JX (\$80,442 - \$112,627)	Traffic Engineer-Senior PR 1IX (\$75,478 - \$105,669)	Traffic Engineer-Senior PR 1IX (\$75,478 - \$105,669)

DPW-OPERATIONS-SANITATION

Current	Request	Recommendation
New Position	Office Assistant IV PR 6HN (\$37,830 - \$41,863)	Office Assistant IV PR 6HN (\$37,830 - \$41,863)

DPW-WATER WORKS

Current	Request	Recommendation
5 New Positions	Engineering Technician IV PR 3NN (\$45,185 - \$61,296) 5 positions	Engineering Technician IV PR 3NN (\$45,185 - \$61,296) 5 positions
New Position	Automated Systems Specialist PR 2GN (\$56,767 - \$72,063)	Automated Systems Specialist PR 2GN (\$56,767 - \$72,063)
Customer Service Representative III PR 6HN (\$37,830 - \$41,863) (One Vacant Position)	Communications Assistant III PR 6HN (\$37,830 - \$41,863)	Communications Assistant III PR 6HN (\$37,830 - \$41,863) (One Vacant Position)

EMPLOYEE RELATIONS

Current	Request	Recommendation
Certification and Salary Systems Administrator PR 1DX (\$54,865 - \$76,806)	Study of Position	Certification and Salary Systems Administrator PR 1EX (\$58,462 - \$81,844)

HEALTH DEPARTMENT

Current	Request	Recommendation
Violence Reduction and Prevention Initiative Manager PR 1GX (\$66,435 - \$93,010)	Recruitment Flexibility	Violence Reduction and Prevention Initiative Manager PR 1GX (\$66,435 - \$93,010) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

LIBRARY

Current	Request	Recommendation
Assistant Director - Library Operations PR 1HX (\$70,827 - \$99,154)	Recruitment Flexibility	Assistant Director - Library Operations PR 1HX (\$70,827 - \$99,154) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

DEPARTMENT OF ADMINISTRATION

Request: Emergency Communications and Policy Director PR TBD
Recommendation: Emergency Communications and Policy Director PR 2NX

This new position will advance enterprise-wide emergency communications through the development and implementation of strategic plans that define and establish an optimal organizational structure; facilitate the consolidation of critical emergency and citywide communication systems; oversee the operations and maintenance of radios and 911 dispatch centers; and create and administer a new governance committee. Duties and responsibilities include the following:

- Develop and implement a multi-year strategic plan for citywide consolidation of emergency communications, radio systems, 911 system, dispatch, homeland security and the City-Wide Call Center.
- Oversee the operation of citywide emergency and communications activities through the development, administration and implementation of policies, rules, standards of operation, budget plans, information technology, strategic planning and goal setting.
- Oversee policy and budget decisions for the City's emergency communications.
- Work closely with the Police Department, Fire Department, Homeland Security, Department of Public Works and the Information Technology Management Division (ITMD) of the Department of Administration to advance strategic goals and objectives related to emergency and communications systems.
- Develop and administer a City emergency communications governance committee.
- Ensure compliance with federal, state, and local laws, codes and regulations.
- Research and monitor national trends in emergency communications.
- Continually evaluate the City's emergency communications systems and report to the Council and Mayor on the City's current and future needs.
- Establish and cultivate critical relationships with representatives of City departments and relevant external agencies to aid in advancing strategic plans.
- Prepare specifications for the purchase of communications equipment, evaluate bids from vendors and supervise contractors providing services related to the design, installation and maintenance of emergency communications equipment.
- Research and apply for grants to support emergency communications.

- Serve as the City's liaison and primary contact for external agencies and intergovernmental committees in addressing interoperability issues, inquiries, and discussions related to the City's emergency communications systems, policies, and procedures.

The Department of Administration indicated there is a need for more coordination of emergency communications at the City. This new position will work to develop a plan to achieve this goal and will work closely with the Police Department, Fire Department, Homeland Security, Department of Public Works and ITMD. The focus will be broad and will involve emergency communications, radio systems, 911 system, dispatch, homeland security and the City-wide Call Center. The requested title of "Emergency Communications and Policy Director" is appropriate as it reflects the focus of the position and the high level of oversight responsibilities.

In a discussion with the Department it was indicated that the position would be comparable to other positions that have oversight for City-wide issues such as the Parking Operations Manager in the Department of Public Works, the Policy Planning Coordinator in the Mayor's Office, and the Public Health Planning and Policy Director in the Health Department. All of these positions are in Pay Range 1JX (SG 13). As this position will initially not have any direct reports we would recommend that this position be placed in Pay Range 2NX (SG 13) which is at the same level but reflects that there is no supervisory responsibility.

We therefore recommend that this new position be classified as Emergency Communications and Policy Director in Pay Range 2NX.

DEPARTMENT OF CITY DEVELOPMENT

Request:	Real Estate Coordinator II	PR 2DN
Recommendation:	Real Estate Coordinator II	PR 2DN

This new position will primarily be responsible for disposition of City in rem tax foreclosed property and will design, manage, and implement the "Lease to Own Program" as a HUD (Housing and Urban Development) Certified Homebuyer Counselor; work with other City departments to connect "Lease to Own" participants with City services and grant programs and other community services; and perform a number of general real estate disposition tasks, especially for the Accelerated Tax Foreclosure Program, including property inspections, market analysis, listing price evaluations, reviews of offers to purchase, responses to questions from the public, and appearing on behalf of the City at public events.

The Department currently has two positions of Real Estate Coordinator II in Pay Range 2DN that have similar duties and responsibilities related to real estate disposition. Based upon a review of these positions we recommend that this new position also be classified as Real Estate Coordinator II in Pay Range 2DN.

DPW-OPERATIONS-FORESTRY

Current:	Urban Forestry Technical Services Manager	PR 1FX
Recommendation:	Urban Forestry District Manager	PR 1HX

Department of Public Works Commissioner Ghassan Korban has requested reclassification of a current position of Urban Forestry Technical Services Manager to the level of Urban Forestry District Manager, thereby increasing to three the number of District Manager positions in the Forestry Section. Staff reviewed an updated job description and held discussions with David Sivyver, Forestry Services Manager.

The Urban Forestry District Manager manages and oversees one of three districts within the Forestry Section. This includes daily and seasonal work scheduling, personnel administration, fiscal management, technical and safety training, long range planning, development and coordination of research projects related to forest health,

management and operations, and district responsiveness to constituent requests and complaints. The District Manager has responsibility for one-third of the Forestry Section boulevards, municipal properties, street trees, and tot lots. This position management city-wide snow and ice control operations on a rotating basis with other snow duty managers, and district emergency response to windstorms, ice, floods, etc.

The job description for this position is consistent with other Urban Forestry District Manager positions and therefore this report recommends the position of Urban Forestry Technical Services Manager in PR 1FX be reclassified to Urban Forestry District Manager in Pay Range 1HX.

Current: Study of New Position
Recommendation: Property Maintenance and Compliance Manager PR 1DX

Department of Public Works Commissioner Ghassan Korban has requested initial classification of a new position created within the 2016 budget. This position will manage programs and maintenance services for 4,600+ city-owned parcels and manage code enforcement activities for the Forestry Services Section within DPW-Operations. Duties and responsibilities include work planning, training, supervision and coordination of Urban Forestry Technicians and 8-10 contract employees performing contract compliance inspection and enforcement, property condition assessments, hazard tree and nuisance vegetation abatement, and code enforcement activities related to tall weeds and grass, sidewalk snow and ice, public right-of-way encroachments and hazard tree abatement on public and private property. The position also prepares lets and makes recommendation for award of contracts for forestry operations and property maintenance services including city lot maintenance, hazard tree removal, stump grinding, tree planting, and boulevard mowing. This position manages requests from the call center and Common Council members related to property management and code enforcement, maintains various databases and prepares related reports, provides budget estimates and related organizational support for the Forestry Services Manager, DPW Operations Director and Forestry Districts. This position also manages snow and ice operations on a rotating basis and emergency response to wind and ice storms, and construction damage to City trees.

The level and scope of responsibility for this position is comparable to that of an Urban Forestry Manager in Pay Range 1DX. An Urban Forestry Manager manages work activities within a Forestry District Arboriculture activities include planting and maintenance of street trees. Landscape activities include the planting and maintenance of landscaped and irrigated boulevard medians and green spaces. The person in this position also manages district snow and ice control operations (on a rotating basis) and emergency response to wind and ice storms as well as construction damage to City trees. Duties and responsibilities also include:

- Coordinates staff and equipment needed to conduct year-round tree and landscape operations.
- Supervises field crews, including urban forestry technicians, crew leaders, specialists, equipment operators, and regular and seasonal laborers; monitors work quality, productivity, and adherence to work rules and safe work procedures.
- Coordinates on-going training at work sites.
- Assists in developing, analyzing, and evaluating operations and programs; prepares work estimates.
- Investigates, resolves, and follows up on complex service requests from citizens and Common Council members. Prepares daily and biweekly work progress, safety, pesticide, training, and accident reports.
- Manages 24 hour snow and ice control operations and field crew responses to weather-related emergencies such as wind and ice storms and damage to trees caused by construction and other factors.

This new Property Maintenance and Compliance Manager has comparable responsibility to that of an Urban Forestry Manager in that the position will have for supervision and oversight of staff and contractors involved in the property maintenance and contracted services related to landscape and arboriculture. Minimum qualifications for the position are also comparable and require an Associate's Degree in Arboriculture or Horticulture and five years of related experience with three years of that experience in a lead or supervisory role.

Based upon this comparative analysis, this report recommends this new position be classified as Property Maintenance and Compliance Manager in Pay Range 1DX.

DPW-INFRASTRUCTURE SERVICES DIVISION

Current:	Traffic Control Engineer V	PR 1JX
Recommendation:	Traffic Engineer-Senior	PR 1IX

City Engineer Jeff Polenske has requested that the classification of Traffic Control Engineer V in Pay Range 1JX be downgraded to the classification of Traffic Engineer-Senior in PR 1IX. A new job description was provided and staff discussed the position with City Engineer Jeff Polenske and Rollin Bertran, the Engineer-in-Charge of the Transportation Operations Section. This requested change is a part of reorganization within the Transportation Operations Section intended to streamline operations by creating work groups focused on electrical engineering, traffic engineering design, and transportation planning. This classification change will create a leadership position with focus on the traffic engineering design unit.

This proposed Traffic Engineer-Senior will manage the personnel and activities of a designated Traffic Engineer Design Unit within the Transportation Operation Section. This position will coordinate activities with other City divisions and departments as well as other governmental agencies. Duties and responsibilities include:

- 50% Manage and review the activities and correspondence of the Traffic Engineer Design Unit
- 20% Provide technical engineering reviews of traffic facilities and technical engineering studies related to traffic needs
- 10% Prepare and monitor related Operating and Capital budgets, prepare and review material specifications and coordinate material purchases for traffic control devices.
- 10% Provide direct supervision for employees of the Traffic Engineer Design Unit
- 10% Monitor and review project proposals to ensure compliance with federal state and municipal regulatory codes, statutes, ordinances and laws regarding traffic safety and capacity; an respond to concerns, inquiries, and complaints.

This position will directly lead and supervise employees in the following titles within the Traffic Engineer Design Unit:

Traffic Control Assistant	1 position
Traffic Control Engineer III	1 position
Engineering Technician VI	2 positions
Traffic Control Engineer II	2 positions
Engineering Technician V	3 positions
Engineering Technician IV	2 positions

Minimum requirements proposed by the department include a Bachelor in Engineering with five years of experience in the planning, design, construction and/or traffic operations of streets and highway facilities; three years of this experience to be at the level of a Traffic Control Engineer III, Civil Engineer II, or higher. Registration as a Professional Engineer in the State of Wisconsin is required. The ability to speak to groups of constituents, business owners, and elected officials in difficult situations is essential.

This new position of Traffic Engineer-Senior is comparable in nature of work and level of responsibility to a previously used title of Traffic Control Engineer IV within the Transportation Operations Section of Infrastructure Services. Other titles with comparable level of responsibility within the Infrastructure Services Division and the Water Works in Pay Range 1IX include Sewer Services Manager, Management Civil Engineer-Senior, Management Engineer, Mechanical Engineer IV, and Structural Design Manager.

Based upon this analysis we recommend the position of Traffic Control Engineer V in Pay Range 1JX be classified down to Traffic Engineer-Senior in Pay Range 1IX.

DPW-OPERATIONS-SANITATION

Request: Office Assistant IV PR 6HN
Recommendation: Office Assistant IV PR 6HN

This new position will provide administrative support to Sanitation field managers at one of the three Sanitation yards. This includes data entry and retrieval, compiling statistical reports and general office duties. The position updates the DPW Call Center database for constituent service requests, keeps records of DNS and city-owned vacant lot cleanup orders, and updates records on salt, calcium and cart inventories. The position also maintains personnel records and assigned vehicles logs, responds to constituent requests or complaints and dispatches calls to supervisors for response.

The job description for this position is consistent with those for Office Assistants IV at the other Sanitation yards. Therefore, this report recommends classifying this new position as an Office Assistant IV in PR 6HN.

DPW-WATER WORKS

Current: Engineering Technician IV PR 3NN 5 positions
Recommendation: Engineering Technician IV PR 3NN 5 positions

These positions will perform a variety of duties and responsibilities in the field to support the repair, maintenance, and construction of the Water Works' infrastructure. Duties will include inspecting materials used in construction, inspecting construction processes, consulting with engineering staff regarding changes, conducting fire flow testing and hydrostatic tests to measure, record and verify the water pressures and flow within the water distributions system, perform field investigations to troubleshoot issues and problems, and communicating with customers regarding construction projects. A review of the job description submitted for these positions indicates that it conforms to the existing job classification of Engineering Technician IV. We therefore recommend that these five new positions be classified as such.

Current: Automated Systems Specialist PR 2GN
Recommendation: Automated Systems Specialist PR 2GN

The purpose of this information technology position is to research, design, update, program, maintain, troubleshoot, repair, and modify all information technology, communications, and automated control systems used by the Water Works. As indicated by the requirements for the job as stated on the description prepared by the department, this position performs specialized work in programmable logic controllers using ladder logic and function block programming. As such, the position's duties and responsibilities are the same as a presently existing job of Automated Systems Specialist. For that reason, we recommend classifying the position as requested.

Current: Customer Service Representative III PR 6HN
Recommendation: Communications Assistant III PR 6HN

As outlined in the revised description of the job submitted by the Water Works, this position will perform duties and responsibilities consistent with the classification of Communication Assistant III including the following: responding to telephone calls from customers, contractors, field personnel and others regarding the coordination of work activities; reviewing logs, request forms, work orders and service requests to ensure that assignments have been completed; and requesting and completing tickets for the Digger's Hotline. For that reason, we recommend classifying the position as requested.

EMPLOYEE RELATIONS

Current: Certification and Salary Systems Administrator 1DX
Recommendation: Certification and Salary Systems Administrator 1EX

Employee Relations Director Maria Monteagudo has requested a reclassification of the position of Certification and Salary Systems Administrator. Staff reviewed a new job description for the position and discussed the position with the incumbent and the DER Director.

This position oversees and supervises staff of the Certification and Pay Services Section that includes a Human Resources Representative, Certification Services Specialist, Pay Services Specialist, Program Assistants I and II, as well as the department's front line customer service staff. The position is responsible for the department's human resources information strategy, development of policies and guidelines; preparation of communications to the City Service Commission; working closely with the DER Director in preparation and implementation of human resources policies and training for city managers and supervisors; and providing guidance to DER staff, city agencies, union representatives and employees regarding civil service rules, City Ordinances, State and Federal Laws, and city policies and procedures on human resources.

Changes to this position include a greater responsibility for human resources policy development and implementation. The position now receives direction in large part from the DER Director. In addition, the position is now responsible for supervising the work of a Human Resources Representative within the Certification and Pay Services Section that is compensated at the same rates of pay as the position under study.

In consideration of these increases to position's level of responsibility and in recognition of the position's supervisory oversight this report recommends reallocating the title of Certification and Salary Systems Administrator to Pay Range 1EX.

HEALTH

Current: Violence Reduction and Prevention Initiative Manager PR 1GX
Recommendation: Violence Reduction and Prevention Initiative Manager PR 1GX
FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Health Commissioner Bevan Baker has requested flexibility in the recruitment rate for the Violence Reduction and Prevention Initiative Program Manager. This position is responsible for oversight of the City of Milwaukee Health Department's Office of Violence Prevention. This position plays a key role in the community, representing the Health Department and the Mayor in many area partnerships, coalitions, networks and activities relating to violence prevention. Oversight responsibilities include the Commission on Domestic Violence and Sexual Assault; the Safe Exchange and Visitation Center grant; the Trauma Response, Coming Together partnership; human trafficking; firearm violence reduction; and acting as a resource for city efforts to reduce heroin, opioids and other substances.

In 2016 this Manager will oversee two new positions created as a part of the budget to develop a Youth Development and Violence Prevention plan for Milwaukee. The manager will work at a high level with City, State, and Federal department, non-profits, community organizations, and local and national funders to improve Milwaukee's outcomes for youth at risk due to violence. This Manager will be the City's point person on these issues for the Mayor, Council and the public.

In order to attract a high caliber of candidates for this critical position, the report requests adding recruitment flexibility to appoint at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

LIBRARY

Current: Assistant Director-Library Operations PR 1HX
Recommendation: Assistant Director-Library Operations PR 1HX
FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

The City Librarian, Paula Kiely, has requested flexibility in the recruitment rate for the Assistant Director-Library Operation. The Assistant Director-Library Operations is responsible for overseeing all aspects of the Operations Division of the library that includes leadership and oversight in the areas of Finance, Facilities and Fleet, Security, Human Resources, and Administrative Support. The Assistant Director-Library Operations works as a member of the Leadership Team along with the Deputy Director-Public Services and the Assistant Director-Collections, Technical Services, and IT (CTI), and others reporting to the Library Director.

A recent recruitment for this position has yielded a limited number of viable candidates. Adding recruitment flexibility to appoint at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel will increase the Library's ability to attract a higher caliber of candidates for this position.

Action Required

Effective Pay Period 1, 2015 (December 21, 2014)

In the Salary Ordinance, under Pay Range 1DX, delete the title "Certification and Salary Systems Administrator" and under Pay Range 1EX, add the title "Certification and Salary Systems Administrator."

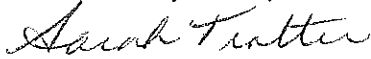
In the Positions Ordinance, under Department of Employee Relations – Operations Division, Certification and Salary Services, delete one position of "Certification & Salary Systems Manager" and add one position of "Certification and Salary Systems Administrator."


Effective Pay Period 1, 2016 (December 20, 2015)


In the Salary Ordinance, under Pay Range 1DX, add the title "Property Maintenance and Compliance Manager", under Pay Range 1FX, delete the title "Urban Forestry Technical Services Manager", under Pay Range 1GX, add footnote designation "2" to the title "Violence Reduction and Prevention Initiative Manager", under Pay Range 1HX, add designation "1" to the title "Assistant Director – Library Operations", under Pay Range 1IX, add the title "Traffic Engineer-Senior", under Pay Range 1JX, delete the title "Traffic Control Engineer V", under Pay Range 2NX, add the title "Emergency Communications and Policy Director."

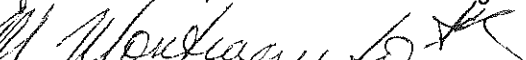
In the Positions Ordinance, under the Department of Administration, Office of the Director, delete one position of "Emergency Communications Policy Manager" and add one position of "Emergency Communications and Policy Director"; under Department of City Development, General Management and Policy Development Decision Unit, Real Estate and Development, delete one position of "Real Estate Coordinator (A)" and add one position of "Real Estate Coordinator II (A)"; under Department of Public Works – Operations Division, Forestry Section, Field Operations, delete one position of "Property Manager Program Coordinator" and add one position of "Property Maintenance and Compliance Manager"; under the Department of Public Works – Infrastructure Services Division, Transportation Operations Decision Unit, Traffic and Lighting Design, delete one position of "Traffic Control Engineer V (X)" and add one position of "Traffic Engineer – Senior (X)"; under the Department of Public Works – Water Works, Business Organization, Meter Services, delete one position of "Customer Service Representative III" and under Distribution

Organization, add one position of "Communications Assistant III"; under Engineering Organization, Engineering Design, add five positions of "Engineering Technician IV"; and under Plants – South Organization, Plant Automation, add one position of "Automated Systems Specialist".

Prepared by: 
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Reviewed by: 
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