

CITY OF MILWAUKEE
DEPARTMENT OF EMPLOYEE RELATIONS

July 19, 2019

The Honorable
 Finance and Personnel Committee
 Common Council
 City of Milwaukee

Subject: Common Council File No. 190562 – Communication from the Department of Employee Relations relating to classification studies scheduled for City Service Commission action

Dear Committee Members:

The following classifications and pay recommendations for the Health Department, DOA-Budget and Management Division, Assessor's Office, and Common Council-City Clerk's Office were submitted to the City Service Commission on July 16, 2019.

Health Department Reorganization Report

Community Health Branch	
Current	Recommended
Empowering Families of Milwaukee Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$63,807 (One Position)	Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) FN: Recruitment at \$68,274 (One Position)
WIC Program Manager PR 1DX (\$54,865 - \$76,806) (One Position)	WIC Program Manager PR 1EX (\$58,462 - \$81,844) (One Position)
Health Access Assistant II PR 6FN (\$30,664 - \$38,406) FN: Recruitment Rate of \$34,717 (Six Positions)	Health Access Assistant PR 5FN (\$40,516 - \$48,248) FN: Recruitment Rate of \$42,539 (Six Positions)
Health Access Assistant I PR 6EN (\$28,267 - \$35,922) FN: Recruitment Rate of \$30,529 (Underfill Title)	

Policy, Innovation and Engagement Branch	
Current	Recommended
Compliance Analyst PR 2GX (\$51,469 – 72,063) (One Position)	Health Strategy Director PR 1GX (\$66,435 - \$93,010) (One Position) FN: Recruitment anywhere in the Range with approval by DER and the Finance and Personnel Committee Chair
Substance Abuse Prevention and Control Program Manager PR 2IX (\$58,462 - \$81,844) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
Public Health Planner PR 2IX (\$58,462 - \$81,844) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
Office Assistant III PR 6FN (\$34,717 - \$38,406) (One Position)	Administrative Assistant III PR 5FN (\$42,539 - \$48,248) (One Position)

Health Department Reclassifications Report

Community Health Branch	
Current	Requested
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (One Position)	Lactation Counselor PR 2EN (\$45,305 - \$63,426) Recruitment Rate of \$53,044 (Two 0.5 FTE Positions)
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (Two Positions)	Community Outreach Specialist PR 2EN (\$48,670 - \$63,426) Recruitment Rate of \$53,044 (Two Positions)
Medical Assistant PR 5CN (\$34,067 - \$40,688) (One Position)	Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (Two Positions)	Community Education Assistant PR 5BN (\$30,530 - \$37,456) (Two Positions)
Environmental Health Branch	
Current	Requested
Emergency Preparedness Coordinator – Workforce Development PR 2FX (\$48,670 - \$67,616) (One Position)	Public Health Emergency Response Planning Coordinator PR 2HX (\$54,865 - \$76,806) (Two Positions)
Public Health Emergency Response Planning Coordinator PR 1DX (\$54,865 - \$76,806) (One Position)	

Department of Administration- Budget and Management Division

Current	Recommendation
Fiscal Planning Specialist-Senior PR 2KX (\$66,435 - \$93,010) One Position	Capital and Debt Specialist PR 2LX (\$70,827 - \$99,154) (One Position)

Assessor's Office

Current	Recommendation
Senior Property Appraiser PR 2HN (\$63,232 - \$75,899) One Position	Assessment Appeals Director PR 1JX (\$80,442 - \$112,627) FN: Actual Rates (\$95,800 - \$112,627) FN: Recruitment Flexibility

Common Council – City Clerk

Current	Recommendation
Community Outreach Liaison PR 2EX (\$48,670 - \$63,426) (One Position)	Events and Outreach Coordinator PR 2FX (\$48,670 - \$67,616) (One Position)

Respectfully submitted,



Maria Monteagudo
Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 16, 2019

Health Department - Community Health Branch

Current	Recommended
Empowering Families of Milwaukee Program Manager PR 1EX (\$58,462 - \$81,844) Recruitment at \$63,807 (One Position)	Empowering Families of Milwaukee Program Manager PR 1FX (\$62,338 - \$87,270) FN: Recruitment at \$68,274 (One Position)
WIC Program Manager PR 1DX (\$54,865 - \$76,806) (One Position)	WIC Program Manager PR 1EX (\$58,462 - \$81,844) (One Position)
Health Access Assistant II PR 6FN (\$30,664 - \$38,406) FN: Recruitment Rate of \$34,717 (Six Positions)	Health Access Assistant PR 5FN (\$40,516 - \$48,248) FN: Recruitment Rate of \$42,539 (Six Positions)
Health Access Assistant I PR 6EN (\$28,267 - \$35,922) FN: Recruitment Rate of \$30,529 (Underfill Title)	

Note: Residents receive a rate that is 3% higher.

Health Department - Policy, Innovation and Engagement Branch

Current	Recommended
Compliance Analyst PR 2GX (\$51,469 - 72,063) (One Position)	Health Strategy Director PR 1GX (\$66,435 - \$93,010) (One Position) FN: Recruitment anywhere in the Range with approval by DER and the Finance and Personnel Committee Chair
Substance Abuse Prevention and Control Program Manager PR 2IX (\$58,462 - \$81,844) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
Public Health Planner PR 2IX (\$58,462 - \$81,844) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
Office Assistant III PR 6FN (\$34,717 - \$38,406) (One Position)	Administrative Assistant III PR 5FN (\$42,539 - \$48,248) (One Position)

Note: Residents receive a rate that is 3% higher.

This report addresses additional classification changes as part of the Milwaukee Health Department (MHD) reorganization. In studying these positions job descriptions were analyzed and discussions were held with department representatives.

Community Health Branch

Current	Empowering Families of Milwaukee Program Manager	Pay Range 1EX (\$58,462 - \$81,844) Recruitment at \$63,807	1 Position
Recommended	Empowering Families of Milwaukee	Pay Range 1FX (\$62,338 - \$87,270)	1 Position

	Program Manager	FN: Recruitment at \$68,274	
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The basic function of this position is to provide overall leadership, oversight and coordination of the intensive home-visiting programs, EFM program and the Direct Assistance to Dads Project (DADs), the achievement of all program goals and objectives including data collection and analysis and regular reports on project goals and objectives; supervise all program staff; manage the budget and subcontracts with professionals and community-based case management/home visiting providers; and ensure home visiting protocols are effective and standardized, and that the program is adequately resourced for sustainability. Duties and responsibilities include the following.

- 40% Program Management - develop, integrate and monitor program goals, objectives and outcomes; provide direction to ensure that program achieves objectives and outcomes; coordinate services of program staff to meet identified needs of the population; implement appropriate evaluation of EFM and DADs services; coordinate the development of standardized case management and home visiting protocols; provide leadership and recommendations to develop a seamless service system; analyze evaluation data to ensure achievement of outcomes with assistance from the Milwaukee Community Health Epidemiologist and the Deputy Commissioner of Medical Services; monitor and prepare budgets, contracts, and program reports; plan, execute and monitor contracts with Community-Based Organizations (CBOs); ensure implementation of quality improvement strategies, and develop and maintain community referral sources for the project; work closely with other MHD Managers, Directors & Officers; and interact with City government units, non-City agencies, and CBOs as needed.
- 20% Program Development - facilitate the collection and analysis of data for further program development and refinement; provide professional expertise to related MHD projects, proposals and undertakings, as needed; seek out supportive grant funding opportunities; write proposals, using program data and data from other sources to obtain new funding; and continually evaluate and revise case management and home visiting protocols, policies and procedures based on emerging research and program evaluations.
- 20% Supervision - direct and supervise EFM and DADs staff; hold monthly staff meetings that promote the provision of services and program accountability; monitor and implement sufficient staff professional development with support from appropriate resources; monitor and implement sufficient staff supervision that ensures the development of realistic and effective plans to help clients; assess and develop strategies to address knowledge and skills of home visitors and support staff; work with the MHD Human Resources regarding personnel issues; and conduct staff hiring, interviewing and evaluation according to established MHD protocols.
- 20% Community Collaboration - collaborate with a variety of MHD programs, community-based organizations, the Wisconsin Department of Children and Families, the Department of Health Services, managed care organizations, physician networks, non-traditional partners, and other organizations as necessary to integrate EFM and DADs services in the Milwaukee community and ensure completion of program goals, objectives and outcomes; serve as the primary spokesperson for EFM and DADs on behalf of the MHD; identify, recruit, develop, support and maintain primary partners around healthy pregnancy and birth outcomes, infant mortality reduction and home visiting service delivery; participate on the Milwaukee Infant Mortality coalition, sub-committees and steering committee and in other community efforts related to the reduction of infant mortality; and participate in other coalitions and initiatives to coordinate home visiting services and support long-term infrastructure improvements.

Minimum requirements include a bachelor's degree in administration, public health, human services, management, health education, nursing, social work, or related field and four years of experience in public health, health education, nursing, social work, or related field including two years of program management or supervision in the areas of program planning, budget development and monitoring, contract development, research and data analysis, grant writing, staff development, team management and quality assurance. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was first created in 2006 as MCHVP Program Manager in Pay Range 07. It was responsible for providing overall leadership, oversight and coordination of the Milwaukee Comprehensive Home Visiting Program (MCHVP). This program provides services to families in need to help improve pregnancy outcomes, enhance family functioning, prevent child abuse and neglect, and assure child readiness for school. In 2012, as part of the restructuring of the Salary Ordinance, the pay range for this position was changed from 07 to Pay Range 1DX and there was no change in pay. In 2017, the position was reallocated from Pay Range 1DX (\$54,865 - \$76,806) to Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807. The changes in pay for this and other positions were recommended due to pay compression between the Public Health Nurse titles and supervisory and leadworker positions. In 2018, the title was changed to the current title of Empowering Families of Milwaukee Program Manager to more clearly state the particular home visiting program that this position works with.

The Department now has requested that the position be reallocated to a higher pay range due to expanded duties and responsibilities related to the MHD reorganization. In addition to providing oversight and leadership for the Empowering Families of Milwaukee program this position will now have oversight responsibilities for the Direct Assistance to Dads Program (DADs) including six additional staff members. Overseeing this program will involve becoming an expert on the program goals and objectives and the "Parents as Teachers" evidence-based model that is utilized to provide social-emotional support for parents and children.

To study this position, comparisons were made to other management positions in the Health Department and other City departments. With these broader duties and responsibilities the level of duties and responsibilities are more consistent with the next higher level of Pay Range 1FX (\$62,338 - \$87,270). Other management titles in Pay Range 1FX (\$62,338 - \$87,270) include Home Environmental Health Manager and Council Administration Manager. We further recommend the recruitment rate of \$68,274 to prevent pay compression with the positions that it supervises.

We therefore recommend one position of Empowering Families of Milwaukee Program Manager in Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807 be reclassified to Empowering Families of Milwaukee Program Manager in Pay Range 1FX (\$62,338 - \$87,270) with a recruitment rate of \$68,274.

Current	WIC Program Manager	Pay Range 1DX (\$54,865 - \$76,806)	1 Position
Recommended	WIC Program Manager	Pay Range 1EX (\$58,462 - \$81,844)	1 Position

The basic function of the Women, Infants and Children Supplemental Nutrition (WIC) Program Manager is to provide program and service development, fiscal management, direction, guidance, monitoring, coordination and evaluation of the WIC programs at the Northwest, Keenan and Southside Health Centers; provide support, training, mentoring, consultation, and supervision to WIC Health Project Coordinators, Nutritionists, Dietetic Technicians, Clinic Assistants, and Program Assistants; participate in community-wide consultation and collaboration activities; work with the Maternal and Child Health Director in strategic planning and outcomes planning activities; coordinate and work with other programs in relation to service delivery issues; provide overall leadership, oversight and coordination of the WIC program and assure compliance with state and federal regulations and policies; and collaborate with community partners and other MHD managers to provide comprehensive client services that meet the department's goals and objectives. Duties and responsibilities include the following.

- 50% Program Management, Development, and Fiscal and Vendor Management - develop, integrate and monitor program goals, objectives and outcomes for the MHD WIC program, and provide direction to ensure that the programs' goals, objectives and outcomes are achieved; ensure implementation and compliance of policies and procedures in the State WIC Operations and System Manuals; assess MHD WIC projects' needs and participants' health and nutrition status and use information collected to improve WIC services; consult with Health Project Coordinators regarding overall WIC services including clinic flow, outreach, the Farmers Market Nutrition Program (FMNP), and nutrition/breastfeeding education and support; plan, prepare, and justify annual budget, track monthly fiscal expenditures, submit reports, and revise budgets as needed; assure that a vendor and participant complaint procedure is in place and complaints are followed up; follow

- up with the Milwaukee County WIC Vendor Compliance Manager on issues in our service area; and provide professional expertise to related MHD projects, proposals and undertakings, as needed.
- 30% Staff Supervision – interview potential candidates for all WIC positions, and make hiring and assignment recommendations; provide nutrition and program supervision and evaluation of Health Project Coordinators, Nutritionists, Dietetic Technicians, Clinic Assistants, and Program Assistants; ensure WIC staff correctly issue WIC food benefits and enter eligibility, certification data, and care plans into the computer system; ensure staff utilize state approved screening techniques and nutrition assessment equipment is properly maintained; hold regular staff / site meetings that promote education, training, service provision and program accountability; keep current on public health/nutrition best practices and incorporate them into the planning of staff development programs; and approve employee time off and schedule changes to assure adequate staffing.
- 15% Community Collaboration - develop and maintain community referral sources; participate in community coalitions, task forces, and advisory committees that affect services to WIC-eligible families; provide leadership for assuring nutrition services are available to WIC participants through the coordination and integration of MHD programs; identify, support and maintain primary partners around healthy pregnancy and birth outcomes, infant mortality reduction, clinic services and home visiting service delivery; represent the MHD at meetings, committees, programs and in other community efforts related to the reduction of infant mortality and other MHD initiatives as assigned; and ensure outreach is conducted to nonparticipating eligible families.
- 5% Other Duties - perform other duties as assigned.

Minimum requirements include a bachelor's degree in nutritional sciences, dietetics, community nutrition, public health nutrition, or related field and five years of management experience with at least two years of experience in a WIC, or comparable health or human service program. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was last studied in 2001 when it was reclassified from WIC Program Coordinator in Salary Grade 06 to WIC Program Manager in Salary Grade 07. At that time the rationale for an upgrade was the changes in the level of supervisory responsibility for a multidisciplinary staff, implementation of performance based contracting in conjunction with budgetary responsibilities, the addition of the Farmer's Market Nutrition Program, and increased responsibility for serving on planning committees on behalf of the MHD. In 2012, as part of the restructuring of the Salary Ordinance, the pay range for this position was changed from 07 to Pay Range 1DX and there was no change in pay.

The Department now has requested that the position be reallocated to a higher pay range due to expanded duties and responsibilities related to the MHD reorganization. The Department indicated that after a recent evaluation by the state it was determined that the WIC program needed some restructuring to meet assigned objectives. As part of this restructuring this position will be responsible for the establishment of a breastfeeding peer support project and will have six additional staff to oversee. This project will also include working with several community-based individuals to help provide these services. In addition, MHD has started a small clinic at St. Joseph's Hospital which has increased the monthly number of clients that are required to be seen and additional oversight by this position.

To study this position, comparisons were made to other management positions in the Health Department and other City departments. With these broader duties and responsibilities the level of duties and responsibilities are more consistent with the next higher level of Pay Range 1EX (\$58,462 - \$81,844). Other management titles in Pay Range 1EX (\$58,462 - \$81,844) include Public Health Nurse Supervisor and Well Women's Program Manager.

We therefore recommend one position of WIC Program Manager in Pay Range 1DX (\$54,865 - \$76,806) be reallocated to WIC Program Manager in Pay Range 1EX (\$58,462 - \$81,844).

Current	Health Access Assistant II	Pay Range 6FN (\$30,664 - \$38,406) Recruitment Rate of \$34,717	6 Positions
	Health Access Assistant I	Pay Range 6EN (\$28,267 - \$35,922) Recruitment Rate of \$30,529	Underfill Title
Recommended	Health Access Assistant	Pay Range 5FN (\$40,516 - \$48,248) FN: Recruitment Rate of \$42,539	6 Positions

The basic function of these positions is to provide appropriate, comprehensive support and information to customers who are applying for Medicaid, Family Planning Waiver, Senior Care, Badger Care Plus, the CORE plan of Medicaid, and other entitlement programs such as Food Share and Wisconsin Cares programs; engage with customers to assess their needs around medical concerns; assist with applications for various programs and/or make referrals to other programs; assess customer needs related to issues with eligibility for programs and reach out to state and local officials to assist the customer in troubleshooting their particular case; and assist customer in experiencing a higher quality of life through diligent efforts. Work location and customer base will vary depending on funding, program strategy and design, outreach and partner activities, and delegation of responsibilities by leadership. Duties and responsibilities include the following.

- 50% Application Assistance - meet with walk-in customers, assess their needs for entitlement programs, apply on line with the customer for programs, staff the clinics, and work with Community-Based Organizations (CBOs); inform customers of the documents required for application; walk them through the entire process or application for Badge Care Plus, CORE plan, Family Planning Waiver, Express Enroll eligible populations, and other Medicaid programs; encourage application to other programs from which customers might benefit such as Food Share, Wisconsin Shares, WIC, Nursing programs, Milwaukee Cares, and Medication free and reduced cost clinics; make referrals to internal and external programs that would further benefit the customers health and well-being; provide information and outreach to non-traditional populations and inform them of their potential eligibility; and conduct outreach to identify and recruit clientele in need of services
- 30% Customer Advocacy and Troubleshooting - advocate on behalf of customers and non-customers including all health department populations who have an insurance coverage issue; receive and process referrals from other programs for those who have no coverage or are experiencing coverage issues or breaks in coverage; ensure that each customer receives the best quality service available; use contacts within local and state government to press for quality customer care; collaborate with community, state and local officials to have a network of advocates working to improve the quality of health in the Milwaukee community; engage in cross programming, training and referrals to ensure continuity of care for customers who come to the department; and remain abreast of administrative changes in Medicaid and other entitlement programs to ensure accuracy of application information given to customers.
- 10% Reporting and Other Administrative Duties - complete monthly reports of work productivity; enter customer information into the database daily; maintain client confidentiality; maintain and report out on all required programmatic data as assigned; complete all required agency documentation in a timely fashion; and order supplies as necessary.
- 10% Other Duties - participate in evaluating the program to ensure program compliance and quality; and complete other reports and duties as assigned by the program supervisor and agency to ensure efficiency and efficacy for the program.

Minimum requirements include one year of college or technical school credits in social work, sociology, counseling, guidance, nursing or related area and two years of experience working with low-income families and their health benefit programs or community outreach, human services, health care service, or related area. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization the Department wishes to upgrade six positions of Health Access Assistant II in Pay Range 6FN (\$34,717 - \$38,406) to a higher level. These positions were first created in the 2001 budget as Health

Access Assistant II in Pay Range 425 with an underfill title of Health Access Assistant I in Pay Range 410. The focus at that time was similar in that they were to provide appropriate, comprehensive information to clients on how to apply for Medical Assistance, Healthy Start, Child Care, WIC and other benefits. Duties included both client contact through home visits, telephone, clinic, community-based organizations or other settings, and advocacy with local and state agencies. In 2012, as part of the restructuring of the Salary Ordinance, the pay range for Health Access Assistant II was changed from 425 to 6FN and the pay range for Health Access Assistant I was changed from 410 to 6EN. There was no change in pay for either classification.

The Department now has requested that the position be reallocated to a higher pay range due to expanded duties and responsibilities related to the MHD reorganization. The Department indicated that these positions will be working with one of the epidemiologists and there will be a greater emphasis and responsibility for data entry, reporting and outreach to the public. The Department indicated that these positions are more similar now to the level of the current positions of Health Project Assistants in Pay Range 5FN (\$40,516 - \$48,248) with a recruitment rate of \$42,539. Health Project Assistants perform a variety of functions in the Health Department including community outreach, recruitment and enrollment of individuals into MHD programs, home visits, data management, and assisting with program reporting, data analysis and evaluation.

Comparisons were also made to external market rates of pay for a position with similar duties and responsibilities. The rates from ERI (Economic Research Institute) shown below reflect the minimum and maximum rates of pay at the 10th, 25th, mean, 75th and 90th percentiles of the labor market:

Health Access Counselor					
Years' Experience	10 th Percentile	25 th Percentile	Survey Mean	75 th Percentile	90 th Percentile
9	\$42,184	\$45,174	\$49,327	\$53,104	\$57,193
7	\$39,565	\$42,444	\$46,341	\$49,798	\$53,580
5	\$36,540	\$39,330	\$43,055	\$46,213	\$49,636
3	\$33,235	\$35,837	\$39,443	\$42,403	\$45,518
1	\$29,944	\$32,193	\$35,515	\$38,320	\$41,266

Source: ERI. Published Q2 of 2019. (30 Mile Radius of Milwaukee)

ERI defines a Health Access Counselor as a position that counsels and assists uninsured individuals with the process of applying for establishing eligibility and enrolling in affordable healthcare insurance programs; combines the screening and enrollment process with the requirements of organizations under the Affordable Care Act; and classifies enrollees based on federal regulations and organization standards.

With these broader duties and responsibilities we recommend that these six positions be reclassified to a higher level. The market rates above are consistent with the rates for Pay Range 5FN (\$40,516 - \$48,248) as the mean average for three to nine years of experience is \$39,943 - \$49,327. We also recommend a recruitment rate of \$42,539, which is the same recruitment rate for Health Project Assistants, and creating the title of Health Access Assistant.

We therefore recommend six positions of Health Access Assistant II in Pay Range 6FN (\$30,664 - \$38,406) with a recruitment rate of \$34,717 be reclassified to Health Access Assistant in Pay Range 5FN (\$40,516 - \$48,248) with a recruitment rate of \$42,539.

Policy, Innovation and Engagement Branch

Current	Compliance Analyst	Pay Range 2GX (\$51,469 - \$72,063)	1 Position
Recommended	Health Strategy Director	Pay Range 1GX (\$66,435 - \$93,010) FN: Recruitment Rate of \$74,823	1 Position

The basic function of this position is to provide leadership and expertise to advance community engagement, systems improvement, and policy strategies leading to the successful realization of the overall mission and goals of the department; work directly with department partners and clients to seek out new projects, engage the community in the department's work, and provide expert advice; serve as the department's public health advisor for various community-level initiatives; and represent the agency at community events and meetings. Duties and responsibilities include the following.

- 25% Strategy and Engagement - lead and direct designated community teams/coalitions, coordinating all activities, staff and volunteers associated with the projects including identifying issues, convening stakeholders, facilitating group planning processes, soliciting community input, performing literature searches, identifying best practices, and coordinating all project-related research; serve as a liaison for the department to the community and to other stakeholders; develop and implement timelines and schedules for department planning and assessment processes that assure active involvement of staff and/or community stakeholders; oversee the development and implementation of the City's Community Health Improvement Plan (CHIP) and departmental strategic plan; utilize best practice methodologies in a manner consistent with national public health accreditation standards in all assessment and planning activities; and identify new community project opportunities that advance the mission of the MHD and address emerging community needs.
- 25% Systems Improvement and Policy - manage, coordinate, and support department-wide activities that result in improvements to existing structures and systems to maximize program and administrative performance such as quality improvement, strategic planning, and accreditation; facilitate change and improvement in the organization and public health practices; provide support to department divisions with identifying, developing and advancing policy interventions to improve public health including social determinants of health; and provide analysis of public health policy with particular emphasis on the social determinants of health and achieving greater health equity.
- 25% Partnership and Resources - collaborate with other public health professionals in the development of local and regional strategies to improve the health of Milwaukee and advance health equity; develop and sustain partnerships with community-based organizations and academic institutions to maximize public health impact; monitor local, state, and federal grant opportunities and evaluate proposals for alignment with the department's mission; write proposals/grant applications to foundations, corporations, and government agencies as appropriate; and maintain relationships with foundation and corporate donors.
- 15% Supervision and Project Management - manage, direct, and supervise multiple staff to ensure work products are of high quality and completed in a timely manner; directly supervise Health Strategy team members, including delegating assignments, providing guidance, reviewing work products, providing feedback, and conducting performance evaluations.
- 10% Other Duties – perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in public health, public policy, or related field and five years of experience in public health policy or public health programming. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization the Department wishes to repurpose one vacant position of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063) to Health Strategy Director in Pay Range 1GX (\$66,435 - \$93,010). This position

oversees the administration and operations of the Health Strategy Division, which includes Public Health Strategists in Pay Range 2IX (\$58,462 - \$81,844) who advance system and policy level changes to advance health equity. This position is responsible for developing and implementing the Department's Community Health Improvement Plan, Strategic Plan, systems improvement projects, and developing relationships with community partners.

This position is similar to the Health Data and Evaluation Director in Pay Range 1GX (\$66,435 - \$93,010) that is also located in the Policy, Innovation and Engagement Branch of the MHD. The Health Data and Evaluation Director provides leadership, direction and expertise in the design, development, implementation, analysis and summary of data and evaluation projects for a broad range of programs within MHD. Both of these positions supervise high level positions and the Health Data and Evaluation Director has a recruitment rate of \$74,823 to help provide more of a differential from the positions it supervises. This is the same recruitment rate that exists for the Infectious disease Program Manager and the Sexual and Reproductive Health Program Manager. Although this position under study only has three direct reports, they are all high level positions performing critical work in developing and implementing the Department's Community Health Improvement Plan, Strategic Plan, and systems improvement projects.

We therefore recommend one position of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063) be repurposed to Health Strategy Director in Pay Range 1GX (\$66,435 - \$93,010) with a recruitment rate of \$74,823.

Current	Substance Abuse Prevention and Control Program Manager	Pay Range 2IX (\$58,462 - \$81,844)	1 Position
Recommended	Public Health Strategist	Pay Range 2IX (\$58,462 - \$81,844)	1 Position

The basic function of this position is to provide public health program leadership and management expertise, consultation, and technical support to strengthen policies, systems, and community environments that influence health and equity among City of Milwaukee residents; work on a portfolio of projects related to emerging public health issues which may include substance abuse such as e-cigarettes and opioids, food systems, built environment or other public health issues; translate community input and public health evidence from data and findings into prevention and control recommendations to ensure the appropriate public health measures are adopted; and serve as a liaison to the public health system including nonprofit agencies, schools, health care systems, and other MHD programs. Duties and responsibilities include the following.

- 40% Public Health Strategy and Policy - develop, implement and evaluate strategic and operational plans related to emerging public health issues within the City; prepare and provide public presentations related to the public health role, strategy and impact associated with emerging public health issues; develop options for policies, programs, services, ordinances, resolutions, legislative position, etc. related to public health issues; examine the feasibility and fiscal, social, political, legal and geographic implications; explain the importance of evaluations for improving policies, programs, and services; conduct health impact, community needs, and capacity-assessments; identify and champion grant opportunities within the organization, and play a lead role in writing the grants, developing the budgets, and building new or existing projects through the grants; oversee management of awarded federal and state grants, contracts and initiatives; assist in the development of media campaigns to address public health issues; and provide analysis of public health policy with particular emphasis on the social determinants of health and achieving greater health equity.
- 35% Community Engagement and Partnership Development - develop and maintain collaborative relationships with other city departments, state and federal regulatory and funding agencies, medical providers, community-based organizations, advocacy agencies and academic institutions to coordinate and consult on comprehensive city-wide efforts; participate in relevant workgroups, committees, and meetings with the City, County, Region and State; negotiate for the use of community assets and resources through MOUs (Memorandum of Understanding) and other formal and informal agreements; use facilitative group processes effectively to advance community involvement; integrate the role of governmental and non-governmental organizations in the delivery of public health services; utilize community input when developing public health policies and programs; and evaluate the effectiveness of community engagement strategies on public health policies, programs, and resources
- 15% Community Engagement Coordination - assist in implementing the MHD's community engagement strategy; process and screen community education requests that MHD receives; arrange the Department's presence

at community events and ensure that the representatives have appropriate outreach materials; and engage in evaluation and quality improvement practices to ensure that community engagement activities are effective.

10% Other Duties - perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in public health, public policy, population health, public administration, or a related field and three years of experience in assessment, planning or evaluation, preferably in a public health setting. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization MHD will have a Health Strategy Division in the Policy, Innovation and Engagement Branch of the Department. This Division will be headed by the Health Strategy Director and will include three positions of Public Health Strategist. All three positions will work on several different issues but one will focus on the MKE Elevate CHIP (Community Health Improvement Plan) and Health Equity, another on Substance Abuse Prevention and a third on Accreditation and Quality Improvement. The position that focuses on MKE Elevate CHIP and Health Equity was classified in an earlier report, dated June 25, 2019, as Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844) based on internal and external pay comparisons. This position will be performing similar duties and responsibilities at the same level and we recommend that this position also be classified as Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844).

The Department wishes to repurpose a current position of Substance Abuse Prevention and Control Program Manager in Pay Range 2IX (\$58,462 - \$81,844) to the classification of Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844). We therefore recommend a title change for one position of Substance Abuse Prevention and Control Program Manager in Pay Range 2IX (\$58,462 - \$81,844) to Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844).

Current	Public Health Planner	Pay Range 2IX (\$58,462 - \$81,844)	1 Position
Recommended	Public Health Strategist	Pay Range 2IX (\$58,462 - \$81,844)	1 Position

The basic function of this position is to provide public health program leadership and management expertise, consultation, and technical support to strengthen policies, systems, and community environments that influence health and equity among City of Milwaukee residents and to focus on managing the MHD accreditation process in accordance with the Public Health Accreditation Board's (PHAB) standards and measures, maintaining a culture of quality improvement by leading and overseeing all quality improvement projects within MHD, and assuring that the department achieves compliance with regulatory obligations, including HIPAA (Health Insurance Portability and Accountability Act), Civil Rights, Wisconsin Department of Health Services Rule 140, and other state and local ordinances. Duties and responsibilities include the following.

30% Public Health Accreditation - serve as the MHD expert on the PHAB standards and measures; create timelines and work plans to support MHD in meeting accreditation standards and measures; maintain a database of documents that demonstrate conformity to accreditation standards and measures and coordinate the completion of all required documentation; assure the development of all required work plans for PHAB such as Workforce Development, Quality Improvement, Strategic Plan, Community Health Assessment and Community Health Improvement Plan; and provide technical support to MHD leadership and staff in interpreting standards and measures, developing documentation to meet standards and measures, and ensuring documentation is PHAB compliant; and coordinate required site-visits and manage all communication with PHAB.

30% Quality Improvement (QI) - develop, implement, and evaluate a comprehensive public health quality improvement plan for the department; use performance management data to inform areas for process improvement throughout the department; identify quality improvement processes, methods, systems, and analysis by using a best practices approach and evidence informed decision making; coordinate and facilitate the department's QI committee and ensure that QI teams are implementing projects efficiently and effectively; provide technical assistance to QI teams around quality improvement best practices including

- 30% data collection, data analysis, and stakeholder communication; and train, mentor, and support staff in the development and implementation of QI projects.
- 30% Regulatory Compliance - provide leadership for the development, administration, and training for compliance policies and programs, including state and federal public health statutes, MHD policy under HIPAA, the annual Civil Rights Plan, and privacy regulations; maintain MHD policies needed to remain in compliance with state and federal public health statutes; prepare the MHD for the State DHS 140 Audit; and work with the Comptroller's Office to complete and respond to department audits.
- 10% Regulatory Compliance – perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in public health, public policy, population health, public administration, or related field and three years of experience in assessment, planning or evaluation, preferably in a public health setting. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As indicated above there will be three Public Health Strategist positions in the Health Strategy Division. All three positions will work on a variety of issues but will focus on a particular area. This position will focus on Accreditation and Quality Improvement. One of the positions was classified in an earlier report, dated June 25, 2019, as Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844) based on internal and external comparisons. This position will be performing similar duties and responsibilities at the same level and we recommend that this position also be classified as Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844).

The Department wishes to repurpose a current position of Public Health Planner in Pay Range 2IX (\$58,462 - \$81,844) to the classification of Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844). We therefore recommend a title change for one position of Public Health Planner in Pay Range 2IX (\$58,462 - \$81,844) to Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844).

Current	Office Assistant III	Pay Range 6FN (\$34,717 - \$38,406)	1 Position
Recommended	Administrative Assistant III	Pay Range 5FN (\$42,539 - \$48,248)	1 Position

This position is primarily responsible for providing confidential administrative support to the Policy, Innovation, and Engagement Branch at MHD which includes the Health Strategy, Data and Evaluation, and Communication Divisions, customer service to guests at the Zeidler Municipal Building, and processing public records, environmental records, medical records, and community education requests.

- 30% Zeidler Municipal Building Reception - greet and welcome on-site visitors, determine nature of business, and announce visitors to appropriate personnel; monitor all visitor traffic into and out of the MHD offices in compliance with building security protocols; answer incoming telephone calls, determine purpose of callers, and forward calls to appropriate staff or other agency independently and according to established protocols; respond to questions about the organization and provide callers or visitors with information such as addresses, directions, departmental services and programs, community resources, and other information; take and deliver messages or transfer calls to voicemail when appropriate personnel are unavailable, and monitor the number and nature of calls received by the department; and maintain conference room schedules.
- 30% Policy, Innovation, and Engagement Branch Administrative Support - prepare and process administrative reports, memos, correspondence and communications that may contain sensitive and/or confidential information; assist in coordination and scheduling of meetings and making travel arrangements for staff, as requested; be responsible for maintaining files needed for regulatory, grant, collaborative and administrative reporting; participate in distribution of media-related communications activities, including blast-faxing media notifications; and assist in the provision of training for other support staff in the performance of reception activities.
- 30% Public, Medical, Environmental Records, and Community Education Requests - serve as the primary contact for public record, medical record, and environmental record requests; coordinate the collection of

- data needed to fulfill these requests, in close relationship with representatives from across the department and city as needed; directly handle high-profile, difficult, or complex open records requests, including pulling records and reviewing, redacting, and responding to requests; follow local, state, and federal laws in fulfilling requests; maintain appropriate data management and filing systems for each request type; and receive and process requests for department representation at community events.
- 10% Other Duties – perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum requirements include four years of administrative experience with at least one year at the level of an Administrative Assistant II or Office Assistant IV. Equivalent combinations of education and experience may be considered.

As part of the reorganization this position will provide confidential administrative support to the Policy, Innovation and Engagement Branch and will be responsible for responding to requests for public, medical and environmental records and for department representation at community events. Previously this was done by several positions within MHD and the Department wishes to streamline this process and make it more efficient.

As this position will be providing administrative support to high level managers we recommend a classification in the Administrative Assistant Job Series which consists of office support positions performing administrative duties directly supporting the work of one or more managers or high level professionals. In reviewing the different levels the classification of Administrative Assistant III in Pay Range 5FN (\$42,539 - \$49,696) is the best match. The specification for an Administrative Assistant III is as follows.

Administrative Assistant III

Perform advanced, diversified and confidential administrative duties requiring broad and comprehensive experience, skill, and knowledge of organizational policies and practices; track and monitor correspondence and projects assigned to others by manager; prepare correspondence, memoranda, and reports from various sources of written or dictated output; compose and may initiate routine correspondence and memoranda for the manager's signature; search records and data bases for information needed by the manager for reports, speeches, and other uses; follow up on correspondence, projects, and requests from the manager to others in the organization; screen telephone calls and visitors, and resolve routine and some complex inquiries; schedule and maintain calendar of appointments, meetings, and travel itineraries, and coordinate related arrangements; prepare agendas; take minutes at board meetings and other less formal meetings; prepare minutes and meeting summaries for distribution; act as a group leader for projects and may work with others on teams to complete special projects; and use mainframe applications and advanced features of microcomputer software.

These changes in duties and responsibilities have strengthened this position and we recommend that one position of Office Assistant III in Pay Range 6FN (\$34,717 - \$38,406) be reclassified to Administrative Assistant III in Pay Range 5FN (\$42,539 - \$48,248).

Action Required – Effective Pay Period 14 (June 30, 2019)

In the Positions Ordinance

Under Health Department

Family and Community Health Services Division, Community Healthcare Access Program

Delete six positions of Health Access Assistant II (X) (HHH)

Add six positions of Health Access Assistant(X) (HHH)

Under Compliance & Finance Division

Delete one position of Compliance Analyst

Delete one Public Health Planner (X) (I)

Add one position of Health Strategy Director (X) (Y)

Add one position of Public Health Strategist (X) (Y)

Under Disease Control and Environmental Health Services Division

Delete one position of Substance Abuse Prevention and Control Program Manager (X) (Y)

Add one position of Public Health Strategist (X) (Y)

Under Communications & Public Relations

Delete one position of Office Assistant III

Add one position of Administrative Assistant III

In the Salary Ordinance

Under Pay Range 1DX

Delete the title WIC Program Manager

Under Pay Range 1EX

Delete the title Empowering Families of Milwaukee Program Manager

Add the title WIC Program Manager

Under Pay Range 1FX

Add the title and footnote Empowering Families of Milwaukee Program Manager (9)

(9) Recruitment is at \$2,625.92 biweekly, \$68,273.92 annually.

Under Pay Range 1GX

Add the title with footnote designation Health Strategy Director (2)

Under Pay Range 2GX

Delete the title Compliance Analyst

Under Pay Range 2IX

Delete the title Substance Abuse Prevention and Control Program Manager

Add the title Public Health Strategist

Under Pay Range 5FN

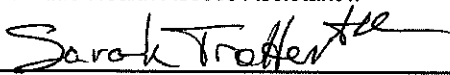
Add the title Health Access Assistant (2)


Under Pay Range 6EN

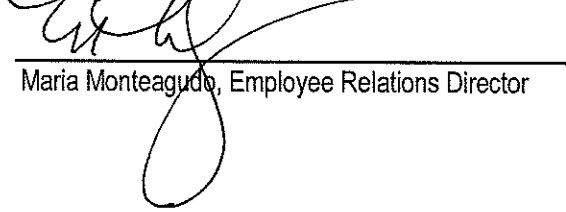
Delete the title Health Access Assistant I

Under Pay Range 6FN

Delete the title Health Access Assistant II

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 16, 2019

Health Department - Community Health Branch

Current	Requested
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (One Position)	Lactation Counselor PR 2EN (\$45,305 - \$63,426) Recruitment Rate of \$53,044 (Two 0.5 FTE Positions)
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (Two Positions)	Community Outreach Specialist PR 2EN (\$48,670 - \$63,426) Recruitment Rate of \$53,044 (Two Positions)
Medical Assistant PR 5CN (\$34,067 - \$40,688) (One Position)	Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)
Public Health Nurse 3 PR 2DN, 2EN, and 2FN (\$53,044 - \$67,616)* (Two Positions)	Community Education Assistant PR 5BN (\$30,530 - \$37,456) (Two Positions)

*Reflects Rates for Public Health Nurse, 1, 2 and 3 as Position Authority is at Public Health Nurse 3.
Note: Residents receive a rate that is 3% higher.

Health Department - Environmental Health Branch

Current	Requested
Emergency Preparedness Coordinator – Workforce Development PR 2FX (\$48,670 - \$67,616) (One Position)	Public Health Emergency Response Planning Coordinator PR 2HX (\$54,865 - \$76,806) (Two Positions)
Public Health Emergency Response Planning Coordinator PR 1DX (\$54,865 - \$76,806) (One Position)	

Note: Residents receive a rate that is 3% higher.

This report is regarding classification of several positions in the Milwaukee Health Department (MHD) that are not a part of the reorganization. In studying these positions job descriptions were analyzed and discussions were held with department representatives.

Community Services Branch

Current	Public Health Nurse 3	Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616)	1 Position
Recommended	Lactation Counselor	Pay Range 2EN (\$45,305 - \$63,426) Recruitment Rate of \$53,044	2 (0.5 FTE) Positions

The basic function of these positions assigned to the Strong Babies Program is to build relationships and conduct educational sessions with community partners on topics related to maternal-child health, including prenatal and post-partum health, breastfeeding, and safe sleep; and work collaboratively with the team and provide continuous support for internal and external partners and clients though out the year. Duties and responsibilities include the following.

- 60% Community Outreach and Education - maintain established relationships with community groups and partners, and market the Strong Babies Program; provide information and education sessions related to breastfeeding to the community and individual clients on approved identified topics, such as the Blanket of Love curriculum, in a variety of settings including community-based organizations, churches, employment service offices, and at various community sites and events; continually research and maintain knowledge around programmatic objectives; distribute educational materials in the community and participate in community activities to heighten the awareness of the Strong Babies Program; schedule workshops, classes, and support groups; attend various events; and participate in continuing education as it relates to maternal-child health work in the City of Milwaukee.
- 20% Documentation and Curriculum Development and Maintenance - assist in data collection via sign-in sheets, surveys and client health assessment forms; document and prepare planning checklists for presentations; document outreach education activities provided in accordance with established protocols and standards; enter data into appropriate databases and draft requested reports in a timely manner; utilize evaluation tools to determine effectiveness of presentations; ensure the Breastfeeding curriculum maintains the most up-to-date and medically accurate information; and implement the best practices in the field of maternal child health.
- 20% Program Collaboration - attend relevant community building events, meetings, and trainings as assigned; and advocate for participants; collaborate among the staff of the Strong Babies Program, and all Community Health program; and perform other duties as assigned including responding to a broad impact event.

Minimum requirements include a bachelor's degree in nursing, public or community health, nutrition, dietetics or related field, one year of related experience, and be a Certified Lactation Counselor (CLC). Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department wishes to repurpose this position into two part-time positions that would be classified as Lactation Counselor. Currently, the duties and responsibilities listed above are a portion of a Public Health Nurse's responsibilities but the Department needs to have staff who are dedicated to this responsibility. The Department indicated that current employees are interested in part-time work and this would be a good function to have two part-time positions as they may work outside normal business hours. Both of these positions will work a schedule that is responsive to clients' needs and will provide education to community groups across Milwaukee.

The requirements for this position is similar to but not the same as the requirements for Public Health Nurse. Minimum requirements include a bachelor's degree in nursing, public or community health, nutrition, dietetics or related field, one year of related experience and be a Certified Lactation Counselor (CLC). Equivalent combinations of education and experience may be considered. Public Health Nurse classifications include pay ranges 2DN, 2EN, and 2FN (\$53,044 - \$67,616). We recommend that this classification be placed in the middle in Pay Range 2EN (\$45,305 - \$63,426) with a recruitment rate of \$53,044 which is the same as the recruitment rate for a Public Health Nurse I.

We therefore recommend that one position of Public Health Nurse 3 in Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616) be repurposed into two part-time (0.5 FTE) positions in the classification of Lactation Counselor in Pay Range 2EN (\$45,305 - \$63,426) with a recruitment rate of \$53,044.

Current	Public Health Nurse 3	Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616)	2 Positions
Recommended	Community Outreach Specialist	Pay Range 2EN (\$45,305 - \$63,426) Recruitment at \$53,044	2 Positions

There are two positions of Public Health Nurse 3 that the Department wishes to repurpose to a different classification. One of the positions will be the primary educator on MHD's breastfeeding objectives and the other position will be the primary educator on MHD's developmental screening objectives.

The first position will promote, plan, coordinate, and analyze public health interventions, at the group and community level, with the goal of decreasing infant mortality and increasing healthy birth outcomes. This position will implement a variety of pre-identified and unique strategies to identify community stakeholders, develop collaborative efforts with community organizations, and organize and facilitate coalition meetings; and, often working with a team, conduct outreach, provide health education, and facilitate interactive trainings with community partners and groups to support their implementation of maternal-child health best practices. Duties and responsibilities include the following.

- 35% Public Health Education - maintain current knowledge of breastfeeding best practices and recommendations; develop, identify, evaluate, and provide technical assistance related to educational methods and materials that are appropriate for each target audience based on various factors such as cultural and ethnic background, age, gender, and education level; provide accurate health teaching regarding infant mortality causes and best practices for reducing infant mortality; coordinate MHD breastfeeding support groups and activities and teach classes, track and maintain inventory at each of the health center locations and complete follow-up surveys with participants.
- 25% Community Training - coordinate and conduct training in the community; develop and implement protocols to receive responses for community requests concerning information, presentations, and participation at community health events; collaborate with MHD Divisions to staff events; maintain documentation, and prepare monthly and annual reports to monitor department's participation in community educational events; implement pre-identified evidence-based protocols within the community in a culturally competent way; fulfill requests seeking information, presentations, and participation at community health events; lead educational meetings, and attend and present at events related to the work and those that may target low-income and underinsured residents and their families.
- 15% Community Relations - establish and maintain collaborative relationships in the community; cultivate community partners with a special focus on those entities serving individuals most at risk for poor health outcomes; actively seek opportunities for teaching health at various sites including childcare and health care service settings, public and private schools, and community centers; and work with organizations that provide parenting programs, housing programs, and employment information; design activities to recruit individuals and organizations into MHD prevention and health maintenance opportunities; oversee systems to document efforts, client participation, referrals, and follow-up; introduce best practices, pilot activities, and adopt innovative approaches to recruiting and maintaining a group of community stakeholders aligned with our objectives; and participate in the Fetal Infant Mortality Review facilitated by MHD.
- 15% Outreach and Promotion - assist in establishing diverse and non-traditional locations to strengthen and increase programmatic reach; write, design (utilizing the MHD designer), and distribute marketing materials, flyers, program information, reports, and a programmatic newsletter to targeted audiences; conduct site visitations, establish relationships, build rapport with site staff, and provide education, technical assistance and capacity building activities to assist in ongoing implementation.
- 10% Data Collection and Reporting - participate in data collection, program evaluation, and preparation of events Tracking for the departmental reporting pertinent to program and contract objectives, or as assigned by the program supervisor; coordinate data collection and maintain a database that demonstrates integration with agencies, community leaders and organizers, department managers and schools; provide and present data concerning areas in need of services such as targeted zip codes, day care centers, faith based organizations, fatherhood programs, and community-based organizations, food pantries, health fairs and community events; prepare monthly documentation and annual reports to monitor progress; pursue quality assurance and improvement on a continual basis; and perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum requirements include a bachelor's degree in public health education, social work, nursing, community health, or related field; one year of experience in conducting training or health teaching; and being a Certified Lactation Counselor (CLC). Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The other position will have similar duties and responsibilities but will have an emphasis on developmental screening. Both of these positions will be focused on maternal and child health and improving birth outcomes. These positions also have requirements that are similar to but not the same as the requirements for Public Health Nurse. Minimum requirements include a bachelor's degree in public health education, social work, nursing, community health or related field, one year of related experience and be a Certified Lactation Counselor (CLC). Equivalent combinations of education and experience may be considered.

The Public Health Nurse series includes pay ranges 2DN, 2EN, and 2FN (\$53,044 - \$67,616). We recommend that this classification be placed in the middle in Pay Range 2EN (\$48,670 - \$63,426) with a recruitment rate of \$53,044 which is the same as the recruitment rate for an entry level Public Health Nurse. We further recommend using the title of Community Outreach Specialist as both of these positions will be primarily reaching out to the community and providing training and education on their specialty areas.

We therefore recommend that two positions of Public Health Nurse 3 in Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616) be repurposed to the classification of Community Outreach Specialist in Pay Range 2EN (\$45,305 - \$63,426) with a recruitment rate of \$53,044.

Current	Medical Assistant	Pay Range 5CN (\$34,067 - \$40,688)	1 Position
Recommended	Program Assistant I	Pay Range 5EN (\$40,501 - \$46,724)	1 Position

The basic function of this position is to lead the daily administrative activities of the MHD Special Supplemental Nutrition Program for Women, Infants and Children (WIC) clinics and provide high-quality and efficient administrative support to WIC management; assist in ensuring the WIC program is in compliance with all policies and procedures and assist in analyzing and reporting on data used in reports and spreadsheets. Duties and responsibilities include the following.

- 35% Provide advanced administrative support to WIC management, Clinic Assistants, Dietetic Technicians, and Nutritionists; collaborate with the WIC Health Project Coordinator of Program Operations to oversee daily activities of MHD WIC clinics which may include the timely distribution of WIC appointment reminders, ensuring all WIC program forms and participant information are in stock, accurate, and up to date, all mail and/or faxes are distributed and/or responded to, and that clinics are kept tidy and appropriate cleaning schedules are being followed; report out on daily clinic activities during morning meetings and all-staff meetings; ensure WIC participants are served efficiently at all times; support WIC management with special projects such as the Dual Protection Partnership Initiative (DPPI), Lead Testing, the Fit Families program, and Quality Improvement projects; provide input on new and existing MHD WIC and State WIC policies & procedures; assist in supplies management by ordering, stocking, and inventory of clerical, medical, and nutrition supplies; fulfill and maintain WIC invoices under the direction of the WIC Program Manager; and provide and/or assist with coordinating staff training for administrative roles within MHD WIC and in coordinating applicable student or internship experiences.
- 30% Provide direct client services; assure verification of personal identification, income eligibility and residence; answer phone call, schedule WIC appointments, assure validity and availability of completed screening consent form; issue WIC benefits; and disseminate and provide follow-up for referral and relevant service information.
- 20% Provide technical support by maintaining and troubleshooting program databases, meeting coordination and other program activities; assist in coordinating staff meetings, annual employee training activities, and WIC outreach activities; assist in the collection and review of employee timecards and time-off requests and employee scheduling; and fulfill outside requests for medical records.
- 15% Attend meetings and coordinate community activities with other MHD programs, community partners, and other outside agencies; assist in providing administrative support for WIC sponsored events; and perform other duties as assigned.

Minimum requirements include four years of office experience performing duties closely related to this position. Equivalent combinations of education and experience may be considered.

The Department has requested to repurpose one position of Medical Assistant in Pay Range 5CN (\$34,067 - \$40,688) to Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724). This Program Assistant I position will provide administrative leadership to the WIC program. Currently, MHD has three WIC clinics. Two of the clinics have a Program Assistant I position that provides administrative leadership and the Department wishes to have a Program Assistant I at the third clinic. These positions are cross-trained so they can fill in for others as needed and having a third Program Assistant I position will assist in having all three clinics open every day. The Department indicated the need to have a position that has some technical knowledge and can perform more advanced administrative functions such as staff training, program coordination, inventory management, and ensuring the efficient flow of answering phone calls and assisting people who come to the clinic in person.

The job specification for Program Assistant I indicates that these positions perform a variety of office support and administrative work in support of a program or distinct area of operations within a City department, carry out duties and responsibilities independently, and consult with managers and professionals regarding unusual situations regarding the interpretation of policies. Requirements include a good working knowledge of policies and procedures associated with a particular program or area of operations and significant on-the-job experience.

The requested classification of Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724) seems appropriate for the duties and responsibilities listed above as the position will be performing office support and administrative work supporting the WIC program and will carry out duties and responsibilities independently.

We therefore recommend that one position of Medical Assistant in Pay Range 5CN (\$34,067 - \$40,688) be repurposed to Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724).

Current	Public Health Nurse 3	Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616)	2 Positions
Recommended	Community Education Assistant	Pay Range 5BN (\$30,530 - \$37,456)	2 Positions

The Department wishes to repurpose two positions of Public Health Nurse 3 to the current classification of Community Education Assistant in Pay Range 5BN (\$30,530 - \$37,456). One of these positions will be assisting with the Well Woman/WISEWOMAN program and the other will be assisting with the Strong Babies Program.

The first position will work within the Wisconsin Well Woman/WISEWOMAN program to recruit clients and increase awareness of women's health issues and programs sponsored by the MHD; instruct individuals and families in the community about breast and cervical cancer screening health education, cardiovascular disease prevention, and support resources; provide support for the activities of the Public Health Nurse; and work directly with clients to meet the objectives of MHD and the Wisconsin Well Woman Program/WISEWOMAN and other affiliated programs. Duties and responsibilities include the following.

- 40% Well Woman/WISEWOMAN Program - enroll eligible women in the Well Woman/WISEWOMAN programs and schedule them for Well Woman/WISEWOMAN services; and provide cardiovascular screening services, patient-centered risk reduction counseling and referrals (health coaching, lifestyle program and linkages to community resources) to program clients.
- 30% Community Outreach/Education/Navigation - perform outreach and recruit women for Well Woman/WISEWOMAN services from community organizations/agencies or health centers; provide information and education sessions to the community and individual clients on approved identified topics in multiple settings such as MHD offices and clinics, community-based organizations, churches, and various community sites and events to heighten awareness of the Well Woman/WISEWOMAN programs; participate in community activities to heighten the awareness of women's health and other MHD programs or community resources; help clients navigate and obtain necessary resources at MHD and other agencies; support and empower the Well Woman/WISEWOMAN clients to self-navigate the healthcare system; and provide navigation services to program clients no longer eligible for Well Woman/WISEWOMAN services.
- 20% Documentation - complete and utilize all Well Woman/WISEWOMAN program forms per program guidelines; and maintain data collection tool to document all community outreach events and presentations.

- 10% Community Meetings and Planning - establish and garner community support for MHD programs and ages and promote services; attend pre-approved community meetings and events and serve as a liaison presenting and supporting MHD interests; and perform other duties as assigned, including responding to broad impact events.

Minimum requirements include one year of experience in one or more of the following areas: community outreach, counseling, education, health services, or other work related to the above duties. Equivalent combinations of education and experience may be considered.

The second position will work collaboratively with the Community Outreach Specialists to recruit community groups and increase awareness around the Strong Babies educational modules and certification; maintain relationships with community groups and partners throughout the course of the year and track when they are due for re-certification. This position also serves as a back-up to the Community Outreach Specialists, and provides support to them and to the program manager. Duties and responsibilities include the following.

- 60% Community Outreach and Education - establish and maintain relationships with community groups and partners and market the Strong Babies Program; provide information and education sessions to the community and individual clients on approved identified topics in multiple settings such as MHD offices and clinics, community-based organizations, churches, employment service offices, and various community sites and events; continually research and maintain knowledge around programmatic objectives; distribute educational materials in the community; participate in community activities to heighten the awareness of the Strong Babies Program; schedule workshops, attend events, and participate in continuing education as it relates to maternal-child health work in the City of Milwaukee.
- 20% Documentation - assist in data collection via sign-in sheets, surveys and client health assessment forms; document and prepare planning checklists for presentations; document outreach education activities provided in accordance with established protocols and standards; enter data into appropriate databases and draft requested reports in a timely manner; utilize evaluation tools and maintain data to support the effectiveness of community outreach and to determine effectiveness of presentations.
- 20% Community Meetings and Planning - establish community support for MHD Strong Babies Program and promote Services; obtain feedback from community groups regarding education materials; assist community members and health field employees to assess, plan for and provide needed services; attend pre-approved community meetings and events; serve as a liaison representing and supporting MHD interests; and perform other duties as assigned, including responding to an emergency or broad impact event.
- Minimum requirements include one year of experience in one or more of the following areas: community outreach, counseling, education, health services, or other work related to the above duties. Equivalent combinations of education and experience may be considered.

Minimum requirements include one year of experience in one or more of the following areas: community outreach, counseling, education, health services, or other work related to the above duties. Equivalent combinations of education and experience may be considered.

These two positions will now be performing work that is consistent with the classification of Community Education Assistant in Pay Range 5BN (\$30,530 - \$37,456). There currently are no authorized positions of Community Education Assistant but in the past these positions have been at the same level as a Clinic Assistant in Pay Range 5BN (\$30,530 - \$37,456). Instead of performing general clinic duties such as conducting screening tests and a basic health history the Community Education Assistants performed community outreach and education regarding public health, attended community meetings and assisted with planning for health and related services. The duties and responsibilities listed above are consistent with those for previous Community Education Assistant positions.

We therefore recommend two positions of Public Health Nurse 3 in Pay Range 2DN, 2EN and 2FN (\$53,044 - \$67,616) be repurposed to Community Education Assistant in Pay Range 5BN (\$30,530 - \$37,456).

Environmental Health Branch

Current	Emergency Preparedness Coordinator – Workforce Development	Pay Range 2FX (\$48,670 - \$67,616)	1 Position
	Public Health Emergency Response Planning Coordinator	Pay Range 1DX (\$54,865 - \$76,806)	1 Position
Recommended	Public Health Emergency Response Planning Coordinator	Pay Range 2HX (\$54,865 - \$76,806)	2 Positions

The Department currently has one position of Public Health Emergency Response Planning Coordinator in Pay Range 1DX (\$54,865 - \$76,806). The Department wishes to reclassify one vacant position of Emergency Preparedness Coordinator - Workforce Development in Pay Range 2FX (\$48,670 - \$67,616) to this same level so that they will have two positions at this higher level that will be writing emergency response plans, hosting trainings for all staff on emergency response, and performing emergency exercises to test the department's capabilities.

The basic function of this position is to develop department written emergency plans and protocols, identify internal and external resources, perform grant and contract management as related to assigned program areas and coordinate assets that may be deployed or managed by MHD during both man-made, such as bioterrorism, or natural, such as communicable disease outbreaks, public health emergencies; assist with field supervision of Environmental and Communicable Disease Specialists and operational oversight of programs related to air and water quality, toxic materials management and emergency field response and integration with other first responder agencies and the City Office of Homeland Security; and work with other private and non-profit agencies in the City and region to improve public health emergency planning and response and provide technical and operational support during a MHD response to city and regional emergency events. Duties and responsibilities include the following.

- 60% Oversee development, review and evaluation of public health emergency preparedness and response plans as related to public health response in the City, County and region as directed; develop protocols for department staff response to emergencies requiring public health intervention; develop recommendations on necessary training of department staff to ensure effective emergency response; design, evaluate or participate in department and outside agency emergency response exercises and identify gaps in public health preparedness and planning; serve as one of two Planning or Operations Chief during activation of Incident Command System (ICS) within the department; and participate in regional, state and national planning initiatives at the direction of the Deputy Commissioner of Environmental Health.
- 20% Provide technical and operational support within the Environmental Health Branch and other departmental areas as directed; and assist in managing all field inspectional, investigative and consultative services provided to citizens, organizations and other government agencies external to the department. and as related to programs including: Occupational Health, Hazardous and Toxic Materials Control, Indoor and Outdoor Air Quality, Environmental Audits and Assessments, Surface and Drinking Water Quality Assurance and Vectorborne or Waterborne Illness.
- 20% Manage and provide administrative and technical support in the development of new or assigned grants, contracts and interagency agreements as directed by the Deputy Commissioner of Environmental Health; participate, attend and represent department on various workgroups, committees, subcommittees, task forces, coalitions and consortia as related to various emergency preparedness funding; prepare necessary compliance reports and summaries as assigned; review and prepare summaries of technical and scientific reports, literature, papers, statistical analyses, and tables as related to public health emergency preparedness and response or other relevant environmental and communicable disease topics; and perform other duties as assigned.

Minimum requirements include a bachelor's degree in chemistry, biology, physical or natural sciences, public/environmental health or related field; and three years of experience in health including two years of project management, administrative leadership or team building experience. Equivalent combinations of

education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As this position will be performing the same duties as the current classification of Public Health Emergency Response Planning Coordinator in Pay Range 1DX (\$54,865 - \$76,806) we agree with the requested classification. We recommend however, for both positions, changing the Pay Range to 2HX (\$54,865 - \$76,806) which has the same rates of pay. Although these positions have some management oversight responsibilities they will not be directly supervising any positions on a regular basis so we recommend that the classification be placed in the professional section of the Salary Ordinance in Pay Range 2HX (\$54,865 - \$76,806).

This report therefore recommend one position of Emergency Preparedness Coordinator - Workforce Development in Pay Range 2FX (\$48,670 - \$67,616) and one position of Public Health Emergency Response Planning Coordinator in Pay Range 1DX (\$54,865 - \$76,806) be reclassified to Public Health Emergency Response Planning Coordinator in Pay Range 2HX (\$54,865 - \$76,806).

Action Required – Effective Pay Period 14 (June 30, 2019)

In the Positions Ordinance

Under the Health Department, Family and Community Health Services Division
Nurse Family Partnership Program

- Public Health Nurse Supervisor (X)(Y)(J)1
- Public Health Nurse Coordinator (X)(G)(O)1
- Public Health Nurse 3 (X)(G)(J)3
- Public Health Nurse 3 (0.5 FTE)(X)(G)(J)2
- Lactation Counselor (0.5 FTE).....2
- Community Education Assistant.....1
- Community Outreach Specialist.....2

Women's Infant's and Children's Nutrition Program Grant (C) delete all and replace as follows:

- WIC Program Manager (C)(X)(Y)1
- Nutritionist (X)(C)(M) (Q)5
- Health Project Coordinator-WIC (X)(C)(Q).....2
- Medical Assistant (X)(C)(Q)(M).....5
- Dietetic Technician (X)(C)(M)(Q)6
- Program Assistant I (X)(C)(M).....3

(M) One position designated as Bilingual

Bioterrorism-CDC Public Health Preparedness Grant (A)

- Delete one position of Emergency Preparedness Coordinator – Workforce Development
- Add one position of Public Health Emergency Response Planning Coordinator (X) (Y) (A) (P)

Milwaukee Breast Cancer Awareness Program delete all and replace as follows

- Well Woman's Program Manager (X)(Y)(GG)(JJ)1
- Public Health Nurse Coordinator (X)(G)(GG)(JJ)1
- Public Health Educator II (GG)(JJ) (M)1
- Medical Assistant (X)(JJ)1
- Community Education Assistant (X).....1
- Office Assistant IV (GG)(JJ)1

In the Salary Ordinance

Under Pay Range 1DX

Delete the title of Public Health Emergency Response Planning Coordinator

Under Pay Range 2EN

Add the title and footnote Lactation Counselor (14)

(14) Recruitment is at \$2,040.15 biweekly, \$53,043.90 annual


Add the title and footnote Community Outreach Specialist (14)

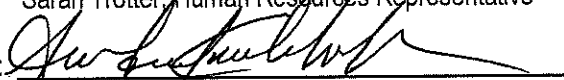
Under Pay Range 2FX

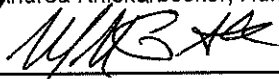
Delete the title of Emergency Preparedness Coordinator - Workforce Development

Under Pay Range 2HX

Add the title of Public Health Emergency Response Planning Coordinator

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 16, 2019

Department of Administration- Budget and Management Division

Current	Recommendation
Fiscal Planning Specialist-Senior PR 2KX (\$66,435 - \$93,010) One Position	Capital and Debt Specialist PR 2LX (\$70,827 - \$99,154) (One Position)

Note: Residents receive a rate that is 3% higher.

Background

Dennis Yaccarino, Budget and Management Director, has requested one position of Fiscal Planning Specialist-Senior be studied for classification based upon expansion of responsibility in the areas of capital and debt planning and analysis. The position will also continue to be responsible for the duties and responsibilities of a Fiscal Planning Specialist-Senior. A new job description was provided and conversations were held with Dennis Yaccarino.

Duties and Responsibilities

The basic function of this position is to propose and analyze policy direction for the city's capital improvements and debt service financial and fiscal strategies. The position will provide detailed evaluation and analysis, propose policy initiatives, and furnish reports on the status and fiscal needs capital improvements and debt. The position will also coordinate, with other analysts, the development of a capital improvement budget that meets the borrowing goals and priorities of the city. Duties, responsibilities, and requirements include:

Debt Service Budget

- Ensure that the Debt Service Budget is consistent with achieving debt service property tax levy targets and maintains compliance with statutory debt limit and locally-determined debt utilization goals which requires the responsible use of liquidity, the Debt Fund balance, and the Public Debt Amortization Fund; collaborate with the Comptroller's Office regarding multi-year debt forecasts and Debt Fund balance projections; and develop annual debt levy projections for each of the Six-Year Capital Improvement Plans.
- Provide recommendations to the Budget and Management Director and the Mayor regarding the appropriate use and levels of non-levy supported borrowing for the enterprise fund and economic development programs.
- Work with Comptroller's Office to develop a more formal debt policy that is consistent with national practices, simplifies the city's current debt structure, improves financial control of the borrowing process and is consistent with the city's capital improvement needs.

Capital Improvements

- Make recommendations to the Budget and Management Director and the Mayor regarding an annual borrowing target for property tax levy-supported borrowing for Capital Improvements Planning to ensure the budgeted expenditure levels are consistent with the borrowing program.
- Prepare six-year capital improvement plan that includes program or project results, replacement data, and other relevant information. Formulate financing plan that provides a level of debt financing consistent with debt service goals and all other types of capital improvement financing.
- Work closely with the ADA (Americans with Disabilities Act) Coordinator to assure the city complies with the Department of Justice corrective action law suit including the provision of appropriate funding in the capital improvement budget.
- Represent the Budget and Management Director on the Capital Improvements Committee.

Budget Analysis

- Independently review and make field investigations of assigned departmental budgets. Interview department and division heads in relation to budgetary requests. Develop conclusions and recommendations on assigned budgetary requests and present and explain such recommendations to the Budget and Management Director. Prepare summarizations, comparative data, budget analysis sheets, and related duties in conjunction with budget preparation and review. Assist in preparing city-wide budget summarizations as assigned. Make specific recommendations to the Budget and Management Director and summarize results and prepare data on final actions for publication.
- Prepare citywide budget summaries and budget amendments; and or carry out other special budget assignments. May direct the work of other analysts on these assignments.
- Analyze fund transfer and other funding requests that take place during the budget year and make recommendations on such requests. Analyze requests to fill vacant positions and make recommendations on such requests. Review requests for contingent fund allocations and other management and financial matters from departments and make recommendations regarding these requests.
- Appear before various committees as assigned to support recommendations.

Minimum requirements include a bachelor’s degree in political science, policy analysis, public administration or a related field and three years of experience in budget management and analysis. A related master’s degree and experience in fiscal planning is preferred. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Budget and Management Division includes the following positions with responsibility for developing the annual Executive Budget; implementing the adopted budget; conducting management analysis of City operations; and developing and analyzing fiscal policy and legislative proposals.

Title	Number of Positions	Pay Range	Minimum	Maximum
Budget and Management Director	1	1NX	\$103,841	\$145,382
Financial Operations Manager	1	1KX	\$85,757	\$120,064
Budget and Policy Manager	1	2LX	\$70,827	\$99,154
Capital and Debt Specialist-Proposed	1	2LX	\$70,827	\$99,154
Fiscal Planning Specialist-Senior	2	2KX	\$66,435	\$93,010
Budget and Management Special Assistant	3	2IX	\$58,462	\$81,844

Note: Residents receive a rate that is 3% higher.

Historically the Capital planning and Debt planning duties were performed by two separate staff. Capital planning is currently performed at the level of a Fiscal Planning Specialist-Senior; however Debt planning was previously the responsibility of the position that is now classified as the Financial Operations Manager (City Economist) in PR 2LX (\$70,827 - \$99,154). Previously the Fiscal Planning Specialist-Senior assisted in conducting research and analyses on issues of city-wide interest relating to the long term financial impact on the City, such as pensions, city debt, employee health costs and fringe benefits, revenues, environmental mandates and other operating costs. As Budget and Management Division leadership has restructured staff assignments, the Capital and Debt planning responsibilities have been combined and are now the responsibility of one position of Fiscal Planning Specialist-Senior.

The Capital and Debt duties include a high level of coordination, planning and monitoring, complex financial analysis, and extensive communications with various departments, as well as managing the work of other budget staff and representing the Budget Director on the Capital Improvements Committee. There is a high priority on controlling Debt expenditures, which requires extensive analysis and prioritization within the Capital budget as well as involvement in

high level policy recommendations and decisions. Adding these duties and expanded scope of responsibilities to the duties of the Fiscal Planning Specialist-Senior has impacted the level of this classification.

The level of responsibility for this position is now higher than that of the other Fiscal Planning Specialists-Senior with the duties and responsibilities below. It is important to note that this position under study will also retain these duties and responsibilities.

- Lead special project teams consisting of budget analysts and other division specialists to analyze and make recommendations on specific programs or evaluation projects of a unique or special nature.
- Assist in analyzing potential fiscal and other impacts of federal, state and local legislation
- Serve as a liaison to other governmental units, public interest groups, community organizations, and city departments on matters related to city fiscal condition and capital planning; independently reviewing and making field investigations of assigned departmental budgets
- Interview department and division heads in relation to budgetary requests; develop conclusions and recommendations on assigned budgetary requests and present and explain such recommendations to the Budget and Management Director
- Prepare summarizations, comparative data, budget analysis sheets, and related duties in conjunction with budget preparation and review. Assist in preparing city-wide budget summarizations as assigned.
- Make specific recommendations to the Budget and Management Director, summarize results, and prepare data on final actions for publication
- Prepare citywide budget summaries and budget amendments, and carry out other special budget assignments. May direct the work of other analysts on these assignments.
- Analyze fund transfer and other funding requests that take place during the budget year and make recommendations on such requests.
- Analyze requests to fill vacant positions and make recommendations on such requests.
- Review requests for contingent fund allocations and other management and financial matters from departments and make recommendations regarding these requests.
- Appear before various committees as assigned to support recommendations.

Analysis

The addition of responsibility for both Capital and Debt planning has increased the knowledge, level of responsibility, and impact of this Fiscal Planning Specialist-Senior position that is currently in Pay Range 2KX (\$66,435 - \$93,010). The recommendation is therefore to reclassify the position.

The changes to the duties and responsibility mean the position is now functioning at the level of the Budget and Policy Manager in Pay Range 2LX (\$70,827 - \$99,154) which has responsibility for projection and development of the annual city budget. This position directs and manages the professional budget staff in conducting budget analysis, budget administration, policy, productivity and management studies.

Therefore this report recommends reclassifying the position to Pay Range 2LX (\$70,827 - \$99,154) with the title of Capital and Debt Specialist. Other positions at this level across City government include Development Projects Coordinator in the Real Estate and Development Section of the Department of City Development, and Policy and Administration Manager in the Mayor's Office.

Recommendation

This report recommends that one position of Fiscal Planning Specialist-Senior in Pay Range 2KX (\$66,435 - \$93,010) be reclassified to Capital and Debt Specialist in Pay Range 2LX (\$70,827 - \$99,154).

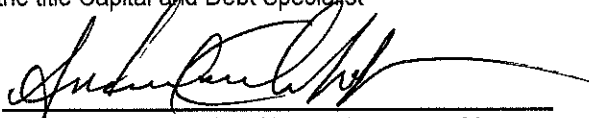
Action Required - Effective Pay Period 18, 2019 (August 25, 2019)

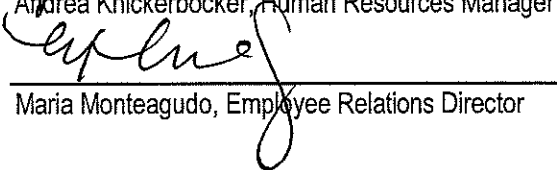
In the Positions Ordinance

Under Department of Administration – Budget and Management Division,
Delete one position of Fiscal Planning Specialist-Sr.
Add one position of Capital and Debt Specialist

In the Salary Ordinance

Under Pay Range 2LX
Add the title Capital and Debt Specialist

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 16, 2019

Assessor's Office

Current	Recommendation
Senior Property Appraiser PR 2HN (\$63,232 - \$75,899) One Position	Assessment Appeals Director PR 1JX (\$80,442 - \$112,627) FN: Actual Rates (\$95,800 - \$112,627) FN: Recruitment Flexibility

Note: Residents receive a rate that is 3% higher.

Background

The Assessor's Office has requested the classification of a new position of Assessment Appeals Director that is responsible for overseeing all assessment appeals within the Assessor's Office. This new position would repurpose a currently vacant Senior Property Appraiser. A new job description was provided and discussions were held with Steven Miner, Commissioner of Assessments; Steven Schwoerer, Assessment Operations Director; and Emmeline Maldonado, Administrative Services Supervisor.

Duties and Responsibilities

The Assessment Appeals Director will be responsible for managing all property tax assessment appeals for the Assessor's Office. In this role the position will serve as a resource to Assessment Division Managers and Property Appraisers related to the Board of Review Appeals preparation and presentations; collaborate with the Chief Assessor, Assessment Operations Director; Assessment Division Managers; and Assistant City Attorneys on appeals that become lawsuits in order to facilitate the successful processing of these cases; draft appraisal reports for complex commercial properties and high dollar claims; and be responsible for the valuation of certain Special Mercantile and Local Mercantile neighborhoods. Duties, responsibilities and requirements include:

- 15% Draft appraisal reports for high exposure cases and testify at court hearings
- 15% Develop and maintain a sound, defensible and consistent policy and approach for appraisal litigation in the City of Milwaukee Assessor's Office by staying current with legislation and determining impact on litigation, evaluating case load and type of cases, adjusting Assessor's Office practice accordingly; and communicating standards and practices throughout the Assessor's Office.
- 15% Manage the activities for all active cases including the creation and management of proper work file documentation for each case. Manage subpoenas that are being sent out from the Board of Review (as drafted by appraisers).
- 25% Train Assessment Division Managers and Property Appraisers on creation of appraisal reports for Board of Review, Board of Review presentations including practice hearings. In collaboration with the City Attorney's Office train appraisers for depositions and discovery requests.
- 5% Ensure appraisal reports for circuit court are properly prepared – prior to presentation to City Attorney's office. Coordinate expert witnesses for hearings/trials
- 10% Create and maintain case reference materials that will be shared with all appraisers. Annually create cap rate studies for the valuation of special mercantile property groups.
- 10% Perform mass appraisal duties
- 5% Help set up a time table for requesting commercial objection information; assist with reviewing commercial objection information and assist in sending subpoenas (from appraisers); review and update Request Letters as needed; negotiate settlements

Minimum requirements include a bachelor's degree in a related field and at least five years of commercial valuation experience with experience writing valuation reports and defending values at circuit court. Accreditation as a Certified Assessment Evaluator (CAE) by the International Association of Assessing or other industry standard credentials is preferred. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Assessor's Office has requested the creation and classification of this Assessment Appeals Director in order to reduce the financial impact of assessment appeals and assessment appeal court cases. This type of position is typical in a large jurisdiction and incumbents are experienced commercial appraisers, real estate attorneys, or candidates with both qualifications. While collaboration with the City Attorney's Office will continue, having an in-house expert will positively impact the quality of the Assessor's Office appraisal reports and presentations. Bringing this level of experience and knowledge in-house will allow the department to ensure the 'best case' possible before the Board of Review. If an appeal becomes a court case, this will mean the initial appraisal report will be of the appropriate quality. The level of knowledge and experience required for an Assessment Appeals Director will also impact the City of Milwaukee presentation at depositions and in circuit court.

This position will manage the work of three Division Managers and 26 Property Appraisers that is directly related to property assessment appeals. The Assessor's Office is currently comprised of the following positions directly associated with assessments:

Title	Number of Positions	Pay Range	Minimum	Maximum
Commissioner of Assessments	1	10X	\$110,689	\$154,961
Chief Assessor	1	1LX	\$91,404	\$127,962
Assessment Operations Director	1	1JX	\$95,800	\$112,627
Assessment Division Manager	3	1GX	\$86,189	\$93,010
Senior Property Appraiser-Lead Prop App	Assignment	2HN FN	\$79,694	\$83,679
Senior Property Appraiser-Project Leader	Assignment	2HN 5% FN	\$66,393	\$79,694
Senior Property Appraiser	26	2HN	\$63,232	\$75,899
Property Assessment Technician	1	3IN	\$43,298	\$51,734

Note: Residents receive a rate that is 3% higher.

Within the Assessor's Office, this new position is most comparable to that of the Assessment Operations Director in Pay Range 1JX (\$95,800 - \$112,627). The Assessment Operations Director is responsible for managing three Assessment Divisor Managers and their 26 property appraisers. The position supervises the process of determining assessments for all real and personal property and determining the status of exempt property in order to produce the assessment roll following State law, Wisconsin Property Assessment Manual, and the Uniform Standards of professional Appraisal Practice. Real property includes: vacant land, residential, apartments, condominiums, local commercial and specialty commercial properties.

Within City government other positions with similar levels of responsibility and expertise include staff of the City Attorney's Office. Currently, the Assessor's Office staff work collaboratively on property assessment appeal litigation with an Assistant City Attorney V in Pay Range 2QX (\$97,420 - \$136,395) and an Assistant City Attorney II in Pay Range 2KX (\$66,435 - \$93,010).

In terms of market rates of pay, wage data from the Economic Research Center shows the mean rates of pay for a Real Estate Attorney in the Milwaukee area in the range of \$102,861 to \$159,996.

Based upon the comparison to other positions and external wage data, this report recommends the new position be classified as comparable to the Assessment Operations Director. This new Assessment Appeals Director will have responsibility for directly managing the work of all appraisal staff that is related to assessment appeals.

To ensure the Assessor's Office has the best opportunity to recruit highly qualified candidates for this position we recommend a recruitment rate of \$95,800, which is the same recruitment rate for the position of Assessment Operations Director, and recruitment flexibility at any rate in the pay range with the approval of DER (Department of Employee Relations) and the Chair of the Committee on Finance and Personnel.

Recommendation

Therefore this report recommends reclassifying one vacant position of Senior Property Appraiser in Pay Range 2HN (\$63,232 - \$75,899) to Assessment Appeals Director in Pay Range 1JX (\$80,441.92 - \$112,627) with a recruitment rate of \$95,800. Further, this report recommends that 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.

Actions Required – Effective Pay Period 16, 2019 (July 28, 2019)

In the Positions Ordinance

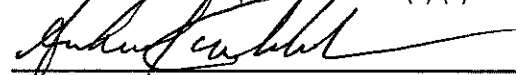
Under Assessor's Office, Real Property, delete all and replace as follows:

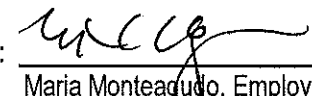
Assessment Operations Director (Y)	1
Assessment Appeals Director	1
Assessment Division Manager (X) (Y)	3
Senior Property Appraiser (A)	26

In the Salary Ordinance

Under Pay Range 1JX

Add the title Assessment Appeals Director (1) (4)

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Meeting: July 16, 2019

Common Council – City Clerk

Current	Recommendation
Community Outreach Liaison PR 2EX (\$48,670 - \$63,426) (One Position)	Events and Outreach Coordinator PR 2FX (\$48,670 - \$67,616) (One Position)

Note: Residents receive a rate that is 3% higher.

Background

City Clerk Jim Owczarski has requested a classification study of the position of Community Outreach Liaison within the Office of the Common Council – City Clerk. When this position was created it was intended to be a “liaison”, working with council offices on their events and providing a measure of logistical support. However in the two years since the position’s creation, it has become much more. The position is now responsible for assembling all pieces of event coordination for the Common Council. Duties, responsibilities, and requirements now include:

75% Event Coordination

- Responsible for planning and executing various community awareness, education and engagement events, programs, projects and initiatives. Takes a leadership role in coordinating these events with City Clerk personnel, elected and city officials, city departments, government entities, private businesses and foundations, not-for-profit organizations and community stakeholders.
- Recruits and directs the work of temporary staff, interns and volunteers in the execution of events, programs, projects, and initiatives.

25% Fundraising and Marketing

- Responsible for securing public and private funding and sponsorship in support of community awareness, education and engagement programs, projects and initiatives. Takes a leadership role in securing funding and sponsorship in collaboration with elected and city officials, city department and government entities, private businesses and foundations, not-for-profit organizations and community stakeholders to secure public and private funding and sponsorship.
- Responsible for identifying, developing and maintaining relationships with public and private funders and sponsors.
- Responsible for developing and executing marketing and sponsorship plans, and ensuring donor recognition across all print, digital and media platforms.

Minimum requirements include a bachelor’s degree in communications, arts administration, public relations or related field and two years of experience in a public, private or non-profit setting. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes to the Position

- Since the inception of this position, the nature of events has changed from town halls, block appearances, and press conferences to things like “Hip Hop MKE”, “The Big Serve”, and the ever-growing Bronzeville Week celebration.
- The incumbent must now have some knowledge of fund-raising, the management and proper treatment of sponsors, and the handling of donated money and in-kind gifts in a municipal environment. There are very

strict limits on the receipt and expenditure of gifts, and failing to be aware of these can cause significant problems.

- The incumbent must be able to review graphic designs as previously requested by council members to determine whether they comport with the original request. This also applies to promotional material created by the City Channel.
- The incumbent must have experience of "day of" event production. Lining up participants, managing sometimes delicate political matters, and ensuring all events take place on time.
- The incumbent has been asked to engage in projects that are not single-time "events" but are customer-facing development projects like the "Shark Tank" that Ald. Lewis conducted in the 9th District as well as this same council member's continued development of her "New 9th" brand. This requires experience of community-level organization as well as marketing and event brand management.

Other related titles within the Common Council-City Clerk's Office include:

Title	Pay Range	Minimum	Maximum
Public Information Manager	1FX	\$62,338	\$87,270
Fiscal Planning Specialist	2IX	\$58,462	\$81,844
Document Services Manager	1DX	\$54,865	\$76,806
Legislative Fiscal Analyst-Lead	2HX	\$54,865	\$76,806
City Channel Manager	1CX	\$51,469	\$72,063
License Coordinator	1CX	\$51,469	\$72,063
Public Relations Supervisor	1CX	\$51,469	\$72,063
Staff Assistant	2GX	\$51,469	\$72,063
Workforce Development Coordinator	2GX	\$51,469	\$72,063
Workforce Outreach Specialist	2FX	\$48,670	\$67,616
Events and Outreach Coordinator-Proposed	2FX	\$48,670	\$67,616
Community Outreach Liaison - Current	2EX	\$48,670	\$63,426
Document Services Supervisor	2CN	\$39,881	\$55,825
Legislative Assistant	2CN	\$39,881	\$55,825

Note: Residents receive a rate that is 3% higher.

Other public contact positions throughout city government include:

Department	Title	Pay Range	Minimum	Maximum
Police	Marketing and Communications Officer	2JX	\$62,338	\$87,270
Health	Health Communications Officer	1EX	\$58,462	\$81,844
DCD	Community Outreach Project Liaison	2FX	\$48,670	\$67,616
DCD	Events and Outreach Coordinator	2FX	\$48,670	\$67,616
DPW-Water	Water Marketing Specialist	2FX	\$48,670	\$67,616
Police	Media Producer	2EN	\$50,053	\$64,339
Library	Library Marketing Specialist	2EN	\$45,306	\$63,426
DCD	Community Outreach Liaison	2EX	\$48,670	\$63,426
Library	Library Volunteer Coordinator	2DN	\$42,500	\$59,498
Fire	Media Specialist	2CN	\$45,013	\$55,825

Note: Residents receive a rate that is 3% higher.

Analysis

With the changes to this position over the last two years, the duties and responsibilities of this position have become comparable to the classification of Events and Outreach Coordinator, Pay Range 2FX (\$48,670 - \$67,616) in the Department of City Development. This current title has responsibility for planning and executing special events on behalf of the Department of City Development and the Mayor's Office. The position also provides staff support to the Milwaukee Arts Board, oversees the annual Arts Board grant program and serves as a liaison to the creative community. Another position with this level of responsibility and similar duty and responsibility is the Water Marketing Specialist in Pay Range 2FX (\$48,670 - \$67,616). Within the City Clerk's Office, this will place the position at the same level as the Workforce Outreach Specialist with responsibility for the Click2Work project that is defined as a social media platform targeted towards workforce supports in outreach, intake, industry-based activities and job development for low-income unemployed and underemployed residents.


Based upon these comparisons, reclassification of the Community Outreach Liaison to an Events and Outreach Coordinator appears appropriate.

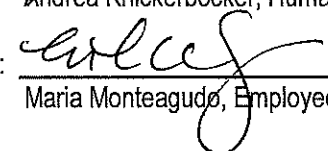
Recommendation

This report therefore recommends that one position of Community Outreach Liaison in Pay Range 2EX (\$48,670 - \$63,426) be reclassified to Events and Outreach Coordinator in Pay Range 2FX (\$48,670 - \$67,616).

Action Required - Effective Pay Period 18, 2019 (August 25, 2019)In the Positions Ordinance

Under Common Council-City Clerk, Central Administration Division
Delete one position of Community Outreach Liaison (X)
Add one position of Events and Outreach Coordinator (X)

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A Date 7/18/2019 File Number 190562 Original Substitute
 Subject City Service Commission Classifications reports from 7/16/19

B Submitted By (Name/Title/Dept./Ext.) Andrea Knickerbocker, Human Resources Manager, DER

C This File Increases or decreases previously authorized expenditures.
 Suspends expenditure authority.
 Increases or decreases city services.
 Authorizes a department to administer a program affecting the city's fiscal liability.
 Increases or decreases revenue.
 Requests an amendment to the salary or positions ordinance.
 Authorizes borrowing and related debt service.
 Authorizes contingent borrowing (authority only).
 Authorizes the expenditure of funds not authorized in adopted City Budget.

D Charge To Department Account Contingent Fund
 Capital Projects Fund Special Purpose Accounts
 Debt Service Grant & Aid Accounts
 Other (Specify) _____

E

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages			\$0.00
		\$0.00	\$0.00
Supplies/Materials		\$0.00	\$0.00
		\$0.00	\$0.00
Equipment		\$0.00	\$0.00
		\$0.00	\$0.00
Services		\$0.00	\$0.00
		\$0.00	\$0.00
Other		\$0.00	\$0.00
		\$0.00	\$0.00
TOTALS		\$ 0.00	\$ 0.00

F

Assumptions used in arriving at fiscal estimate. Information Provided on attached spreadsheet

G

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years

1-3 Years 3-5 Years

1-3 Years 3-5 Years

H

List any costs not included in Sections D and E above.

I

Additional information.

J

This Note Was requested by committee chair.

Department of Employee Relations
Fiscal Note Spreadsheet

City Service Commission Meeting of July 16, 2019
Finance and Personnel Committee Meeting of July 24, 2019

NEW COSTS FOR 2019										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sai
1	Assessor's Office	Senior Property Appraiser	2HN	Assessment Appeals Director	1JX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Comm Council/City Clerk	Community Outreach Liaison	2EX	Events and Outreach Coordinator*	2FX	\$60,609	\$64,852	\$1,469	\$206	\$1,674
1	DOA-Budget & Mgmt Div	Fiscal Planning Specialist-Sr	2KX	Capital & Debt Specialist*	2LX	\$77,379	\$85,117	\$2,679	\$375	\$3,054
1	Health	Emp Families of Milw Prog Mgr	1EX	Emp Families of Milw Prog Mgr	1FX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	WIC Program Manager	1DX	WIC Program Manager	1EX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
6	Health	Health Access Assistant II	6FN	Health Access Assistant	5FN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Compliance Analyst	2GX	Health Strategy Director	1GX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Substance Abuse & Control Prog Mgr	2IX	Public Health Strategist	2IX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Planner	2IX	Public Health Strategist	2IX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Office Assistant III	6FN	Administrative Assistant III	5FN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Nurse 3	2FN	Lactation Counselor**	2EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
2	Health	Public Health Nurse 3	2FN	Community Outreach Specialist	2EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Clinic Assistant	5BN	Program Assistant I	5EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
2	Health	Public Health Nurse 3	2FN	Community Education Assistant	5BN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Emerg Prep Coord - Workforce Dev	2FX	Public Hlth Emerg Resp Plan Coord	2HX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Hlth Emerg Resp Plan Coord	1DX	Public Hlth Emerg Resp Plan Coord	2HX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
23								\$4,147	\$581	\$4,728

*Assume effective date is Pay Period 18, 2019 (August 25, 2019).

**Assume position is split into two part time positions (0.5 FTE)

NEW COSTS FOR FULL YEAR										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sai
1	Assessor's Office	Senior Property Appraiser	2HN	Assessment Appeals Director	1JX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Comm Council/City Clerk	Community Outreach Liaison	2EX	Events and Outreach Coordinator*	2FX	\$60,609	\$64,852	\$4,243	\$594	\$4,837
1	DOA-Budget & Mgmt Div	Fiscal Planning Specialist-Sr	2KX	Capital & Debt Specialist*	2LX	\$77,379	\$85,117	\$7,738	\$1,083	\$8,821
1	Health	Emp Families of Milw Prog Mgr	1EX	Emp Families of Milw Prog Mgr	1FX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	WIC Program Manager	1DX	WIC Program Manager	1EX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
6	Health	Health Access Assistant II	6FN	Health Access Assistant	5FN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Compliance Analyst	2GX	Health Strategy Director	1GX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Substance Abuse & Control Prog Mgr	2IX	Public Health Strategist	2IX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Planner	2IX	Public Health Strategist	2IX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Office Assistant III	6FN	Administrative Assistant III	5FN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Nurse 3	2FN	Lactation Counselor	2EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
2	Health	Public Health Nurse 3	2FN	Community Outreach Specialist	2EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Clinic Assistant	5BN	Program Assistant I	5EN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
2	Health	Public Health Nurse 3	2FN	Community Education Assistant	5BN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Emerg Prep Coord - Workforce Dev	2FX	Public Hlth Emerg Resp Plan Coord	2HX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Hlth Emerg Resp Plan Coord	1DX	Public Hlth Emerg Resp Plan Coord	2HX	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
23								\$11,981	\$1,677	\$13,658

Totals may not be to the exact dollar due to rounding.



City of Milwaukee Fiscal Impact Statement

A Date 7/17/2019 File Number 190562 Original Substitute
 Subject Assessment Appeals Director Classification

B Submitted By (Name/Title/Dept./Ext.) Nick Sinram, Budget and Policy Specialist, DOA-BMD

C This File Increases or decreases previously authorized expenditures.
 Suspends expenditure authority.
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D Charge To Department Account Contingent Fund
 Capital Projects Fund Special Purpose Accounts
 Debt Service Grant & Aid Accounts
 Other (Specify) _____

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages	Add one Assessment Appeals Director	\$95,800.00	\$0.00
	Delete one Senior Property Appraiser	(\$63,232.00)	\$0.00
Supplies/Materials	Delete one College Intern	(\$9,000.00)	\$0.00
		\$0.00	\$0.00
Equipment		\$0.00	\$0.00
		\$0.00	\$0.00
Services		\$0.00	\$0.00
		\$0.00	\$0.00
Other		\$0.00	\$0.00
		\$0.00	\$0.00
TOTALS		\$23,568.00	\$ 0.00

F Assumptions used in arriving at fiscal estimate. _____

G For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

<input type="checkbox"/> 1-3 Years	<input checked="" type="checkbox"/> 3-5 Years	\$23,568	_____
<input type="checkbox"/> 1-3 Years	<input type="checkbox"/> 3-5 Years		_____
<input type="checkbox"/> 1-3 Years	<input type="checkbox"/> 3-5 Years		_____

H List any costs not included in Sections D and E above. _____

I Additional information. _____

J This Note Was requested by committee chair.