

Department of Employee Relations

John O. Norquist Mayor

Jeffrey Hansen

Florence Dukes

Deputy Director

January 23, 2002

Frank Forbes

Michael Brady

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

Dear Committee Members:

Re: Common Council File Number 011295

The following reclassifications were approved by the City Service Commission on January 22, 2002:

In the Health Department:

One position of Lead Project Inspection Supervisor, Salary Grade 005 (held by Richard Gaeta), was reclassified to Environmental Health Field Supervisor, Salary Grade 006.

One vacant position of Lead Project Coordinator (HUD), Salary Grade 005, was reclassified to Lead Hazard Prevention Manager, Salary Grade 007.

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

Sincerely

Employee Relations Director

JSH:pb

Attachments:

Job Evaluation Report

Fiscal Note

Laura Engan, Seth Foldy, M.D., Maria Monteagudo, Michelle Stein, Richard Gaeta, Amy Murphy and Bevan Baker

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 22, 2002

Incumbents: (a) Richard Gaeta; (b) Vacant Position Department: Health

Present	Request
Title: (a) Lead Project Inspection Supervisor (b) Lead Project Coordinator (HUD)	Title: (a) Environmental Health Field Supervisor (b) Lead Program Housing Manager
Pay Range: (a) 005 (\$41,182 - 57,658*) (b) 005 (\$41,182 - 57,658*)	Salary: (a) 007 (\$46,785 – 65,496*) (b) 008 (\$49,853 – 69,792*)
Step: (a) 2 (\$42,461) (b) 1 (\$41,182)	Source: Department

Recommendation:

(a) Title: Environmental Health Field Supervisor

Salary: SG 006 (\$43,889 – 61,451*)

New Rate: \$43,889

(b) Title: Lead Hazard Prevention Manager

Salary: SG 007 (\$46,785 – 65,496*)

New Rate: \$46,785

*Note: Maximum rates for the salary grades shown above are effective Pay Period 14, 2002. For Pay Periods 1-13, the maximum rates are frozen at 2001 rates of pay.

Rationale:

Both of these grant-funded positions are being recommended for reclassification based on increases in scope and level of responsibility associated with substantial growth in the Milwaukee Health Department Childhood Lead Poisoning Prevention Program. Both have experienced increases in supervisory responsibility, involvement in strategy development and implementation, and in the level and number of contacts both within and outside city government.

History of Positions:

(a) Lead Project Inspection Supervisor

This position was last reviewed for classification purposes in February of 1998. This review resulted in a title change only with no change in salary grade. Prior to that it was studied in 1991, resulting in a pay adjustment of four percent to alleviate pay compression with no change in salary grade.

(b) <u>Lead Project Coordinator (HUD)</u>
This position has not been studied for classification purposes since its creation in 1994.

Action Required:

In the Salary Ordinance, under Salary Grade 005, delete the titles "Lead Project Inspection Supervisor" and "Lead Project Coordinator (HUD)." Under Salary Grade 006, add the title "Environmental Health Field Supervisor." Under Salary Grade 007, add the title "Lead Hazard Prevention Manager." (Continued)

In the Positions Ordinance, under Health Department, Home Environmental Health Division, Childhood Lead Poisoning Prevention Program (W), delete one position of "Lead Project Inspection Supervisor (W)", and add one position of "Environmental Health Field Supervisor (W);" under Lead Pilot Project Grant (E), delete one position of "Lead Project Coordinator (HUD) (X) (E)", and add one position of "Lead Hazard Prevention Manager (X) (E)."

Background:

On May 25, 2001 and June 27, 2001, the Department of Employee Relations received requests to study two positions in the Health Department's Home Environmental Health Division (Childhood Lead Poisoning Prevention Program). The requests are based on additional responsibilities placed on these positions due to growth in the lead program. These changes include a minor reorganization within the Division in which an additional level of supervision has been added for purposes of increased efficiency and effectiveness as the Division is beginning to expand into other health issues such as asthma.

Completed Job Analysis Questionnaires and revised job descriptions accompanied the request. Since both positions are in the same program and are related, both positions are included in this report.

Separate interviews were conducted with the incumbent Richard Gaeta, Lead Project Inspection Supervisor, and former incumbent Sharon Pendleton, Lead Project Coordinator (HUD). Discussions were also held with Amy Murphy, Home Environmental Health Manager, Maria Monteagudo, Health Personnel Officer, and Bevan Baker, Health Operations Director.

Standards Used in Determining Reclassification for Management Positions

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Pay Plan separately on each of four job evaluation factors:

· Impact and Accountability	Weighted	45%
· Knowledge and Skill	Weighted	35%
· Relationships Responsibility	Weighted	15%
· Working Conditions	Weighted	5%

Once an appropriate comparison has been made, the Job Evaluation staff assigns a level and corresponding number of points according to a chart. In analyzing any position for proper classification, it is critical to assess any changes that have taken place in the nature of work performed and level of responsibility, knowledge, skill and effort required. Changes in working conditions are also assessed, although this factor is considerably less important for management positions.

Overview of the Milwaukee Health Department Childhood Lead Poisoning Prevention Program (CLPPP)

The purpose of the CLPPP program is to provide comprehensive services to lead poisoned children and their families and to engage in primary prevention efforts in order to prevent lead poisoning before it occurs.

This grant-funded program began in 1991 with the passage of the Milwaukee Lead Poisoning and Control Ordinance. In the ten years of the program's existence it has experienced continuous growth and expansion. When the program manager was hired in early 1992 she had a \$1 million dollar budget and no direct staff (but coordinated the involvement of approximately 10 Health Department employees).

Today, the program has a \$4.4 million dollar budget with approximately 40 employees who, with the exception of several lab employees, now report directly or indirectly to the program manager (Amy Murphy, Home Environmental Health Manager). Major program components include lead inspection and abatement, public health nursing, health education, and research.

The CLPPP program is nationally recognized as a leader in the development and implementation of lead poisoning prevention and abatement.

(a) <u>Lead Project Inspection Supervisor</u> Incumbent: Richard Gaeta

Duties, Responsibilities & Requirements:

The basic purpose of this position is to supervise, train and coordinate both inspection and technical staff assigned to the Childhood Lead Poisoning Prevention Program (CLPPP). This includes:

30% Staff Supervision:

- Hires, trains, and supervises program inspectors, technical and office support staff;
- Develops and oversees all work processes and functions to assure effective and efficient operation of the program. This includes quality control of inspections and work orders;
- Assigns cases, provide guidance, oversight and leadership to assure effective and standardized risk assessment and lead hazard reduction services;
- Evaluate, refine, and implement changes in field protocols to increase efficiency and effectiveness:

40% Program Management:

- Provides strategic leadership for environmental interventions that result in timely and effective services to lead poisoned children and their families. Facilitate compliance with Milwaukee's Lead Safe Housing Standard in low-income rental properties.
- Integrates primary and secondary intervention strategies through development and oversight
 of multiple program interventions that include services to poisoned children, primary
 prevention, CDBG collaboration and research initiatives.
- Collaborates with the HUD funded primary prevention program and other City housing efforts to meet the strategic goal of eliminating childhood lead poisoning in Milwaukee by 2010.
- Collaborates with city and community based agencies to instruct and provide guidance toward the goal of achieving a critical stock of lead safe housing with low-income target neighborhoods.
- Develops and implements multifaceted enforcement strategies to achieve various outcomes.
- Provides guidance and upholds standards for lead abatement contractors and property owners to assure safe and effective work in the field.

15% Data Collection / Quality Assurance:

- Oversees and refines data collection protocols to fulfill program evaluation and tracking needs
- Prepares technical reports and comparative analysis to evaluate and monitor activities and outcomes.

15% Staff and Community Outeach:

Develops and promotes educational opportunities for staff and clients;

 Motivates owners to be proactive through development and implementation of educational programs, community forums, seminars and conferences.

 Develops support among government officials for community and programmatic needs and goals.

The position requires a Bachelor's degree in Environmental Health or a related field, four years of lead risk assessment experience as a certified lead risk assessor and two years of administrative leadership, program management or coordination experience. The position also requires excellent communication, interpersonal, conflict resolution, critical thinking and analytical skills.

Changes in the Scope and Level of Responsibility:

This position is currently at the same classification level as when the program began in 1991. However, the growth and expansion of the lead program itself as described above has increased the scope and level of responsibility of this position. The most significant changes are described below.

- 1. <u>Increase in supervisory responsibility.</u> Initially, this position was responsible for supervising four Environmental Health Specialists in the lead program. As the lead program has grown, so has the number of staff. Currently, this position supervises 13 Environmental Health Specialists, one Environmental Hygienist and one Office Assistant. There has also been additional responsibility for training and integrating the staff into the implementation of new strategies as described below.
- 2. <u>Increase in the number and complexity of lead program strategies requiring oversight and monitoring.</u> The initial thrust of the lead program was to perform investigations and provide services in cases where children were found to have elevated blood lead (EBL) levels. Over time, however, the scope and the objectives of the program have grown. This position is now responsible for overseeing three additional strategies that are designed to prevent childhood lead poisoning in Milwaukee by 2010. These additional strategies require a higher level of planning, coordination, and evaluation on the part of this position.
- 3. <u>Increase in responsibility for program evaluation and policy development.</u> This change has taken place during the past year that the current incumbent has been in the position. This position is an integral part of the lead program management team that meets regularly on strategic plan development and other policy and program issues. The position also evaluates, refines, and implements field protocols to increase efficiency and effectiveness.
- 4. <u>Greater responsibility to exercise independent judgement.</u> The position is now expected to exercise a great deal of independent judgement and initiative in addressing concerns related to compliance with lead abatement work. This involves working with property owners and contractors as well as meetings with the Health Commissioner, the City Attorney's Office, other city departments, State officials, and others in developing new procedures and policies in order to improve program effectiveness.

Analysis According to Job Evaluation Factors

This position's present profile is as follows:

<u>Factor</u>	<u>Level</u>	Points
Impact & Accountability (IA)	5	79
Knowledge & Skills (KS)	5	68
Relationships Responsibility (RR)	4	26
Working Conditions (WC)	2	7
· , ,	Total D	ainta: 180

Total Points: 180

Salary Grade: 005 = 175 - 200 points

The chart below contains the profile of the positions to which the Lead Project Inspection Supervisor position was compared.

Title	SG	IA	KS	RR	WC
Lead Project Inspection Supervisor	005	5	5	4	2
Lead Project Coordinator (CDBG)	005	5	5	5	2
Environmental Health Supervisor	006	6	6	5	2
Public Health Nurse Supervisor	007	7	7	7	2
WIC Program Manager	007	7	6	7	1

Lead Project Coordinator (CDBG) - Salary Grade 005

This position functions as the coordinator of a contract with the Community Development Block Grant in response to recent federal requirements that any federally funded housing projects must be lead safe. This position coordinates the work of three inspectors but does not formally supervise them.

Environmental Health Supervisor - Salary Grade 006

These positions plan, coordinate and supervise the work of the Environmental Health Specialists with respect to inspection and enforcement of federal, state, and city codes and ordinances. The inspection and enforcement relate to food handling and food processing facilities, weighing and measuring devices, state and city fire inspection codes, and the city's convenience store safety ordinance.

Public Health Nurse Supervisor - Salary Grade 007

Public Health Nurse Supervisors typically provide program development, direction, guidance, monitoring, coordination and evaluation to Public Health Nurses, Clinic Assistants, Public Health Aides, and office support positions assigned to a health center. Responsibilities also include community-wide consultation and collaboration and providing guidance and leadership to public health initiatives on behalf of the department. An example of the latter is the Public Health Nurse Supervisor position assigned to the lead program.

Richard Gaeta
Vacant Position
Health Department . . . #6

January 22, 2002

WIC Program Manager - Salary Grade 007

This position manages the Milwaukee Health Department's Women, Infants, and Children Supplemental Nutrition Program. Responsibilities include managing a staff of 21 professional, paraprofessional, technical, and office support personnel located in three WIC clinics, preparing and managing a total operating budget of over \$960,000, developing, implementing, and evaluating program policies and procedures, and monitoring compliance with state and federal regulations and policies. It was recently reclassified from salary grade 005 to salary grade 007 on the basis of changes in scope and level of responsibility due to the growth and expansion of the program.

In comparing the position under study with this sample of other Health Department positions, it is evident that the level and scope of the Lead Project Inspection Supervisor is at a higher level than the Lead Project Coordinator (CDBG) in Salary Grade 005 on all factors except Working Conditions.

On the other hand, this position compares favorably with the three positions of Environmental Health Supervisor in Salary Grade 006 described above. These positions were reallocated from Salary Grade 005 to Salary Grade 006 in 1998. Apart from the difference in the health issues being addressed, both positions are basically responsible for inspection and enforcement of codes and ordinances for purposes of protecting the public and both supervise a staff of Environmental Health Specialists.

The changes in the position under study do not appear to bring the position up to the requested level of Salary Grade 007. Within the Health Department this level is characterized by positions that are in charge of the administration and operation of specific programs such as the WIC Program and the Breast and Cervical Cancer Awareness Program. Also in Salary Grade 007 are Public Health Nurse Supervisors who supervise a staff of degreed nurses and paraprofessional staff and coordinate health services and specific programs at the various health centers. The overall level of responsibility of positions at this level appears to be broader than the position under study.

Summary and Recommendation:

The position has more impact and accountability based on its increased involvement in policy development, strategic planning, and program evaluation as a member of the lead program management team. It now has responsibility for the implementation of four lead enforcement strategies, whereas previously it was limited to one. It is therefore recommended that the factor of Impact and Accountability be increased from 5 to 6 making it consistent with the Environmental Health Supervisors.

In terms of knowledge and skill, this position is impacted by multiple regulatory changes at the city, state and federal levels. Therefore, knowledge of current and proposed regulations affecting lead interventions is very important. In addition, this requires analytical skill to evaluate the impact of these changes on the implementation of current program strategies. This position also requires evaluation, conflict resolution, communication, and interpersonal skills. It is therefore recommended that the factor of Knowledge and Skill be increased from 5 to 6, making it the same as Environmental Health Supervisor.

This position has substantial interaction with owners, tenants, contractors, community-based organizations, aldermen, as well as state, federal and local agencies. The position also collaborates with the Commissioner of Health and other city departments on various program initiatives. It is therefore recommended that the factor of Relationships Responsibility be increased from 4 to 6 based on the extent and level of these interactions. This rating is one level higher than the Environmental Health Supervisor.

The current rating of 2 on Working Conditions remains appropriate.

The new profile for this position is as follows:

Classification	, -	act & ntability	Knowledge & Skills		_ _		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	·
Lead Project Inspection Supervisor	6	91	6	80	6	38	2	7	216

Salary Grade 6 Points: (201-230)

We therefore recommend that this position be reclassified to Environmental Health Field Supervisor in Salary Grade 006 based on the changes in responsibility and internal equity considerations associated with the classification structure of the Health Department.

(b) Lead Project Coordinator (HUD)

Vacant Position

Duties, Responsibilities and Requirements:

The basic function of this position is to provide program management and supervision to three managers and data management staff to assure achievement of the Lead Program's strategic goals related to housing interventions.

Project Management 65%:

- 1. Develops and oversees all policies and interventions related to lead hazard reduction activities in low-income properties. These activities include risk assessments, scope of work development, bidding and contracting, funding administration, field quality control issues, property compliance, and data management.
- 2. Develops, prepares, monitors and coordinates all grant agreements from the U.S. Department of Housing and Urban Development. This includes all monthly progress reports as well as all quarterly and annual reports required by HUD.
- 3. Provides daily direction to multiple programmatic strategies including: Pilot ordinance, primary prevention, secondary interventions, CDBG contract, Battelle evaluation study and other research initiatives.
- 4. Provides adequate infrastructure for ongoing development of the private sector lead abatement community.
- 5. Provides ongoing communication and problem solving opportunities with owners of substandard rental property to assure proper maintenance, and preventive involvement in lead hazard reduction.
- 6. Develops and maintains a registry of lead-safe housing eligible for certification, insurance and immunity from liability.
- 7. Generates and monitors contracts with community-based agencies for economic development activities.
- 8. Works collaboratively with members of the Lead Program Management Team to achieve project goals and objectives in a timely manner.
- 9. Coordinates activities with MHD Chemistry Laboratory.

Research/Evaluation 25%

- 1. Develops and implements all research and evaluation related to effective and efficient housing interventions.
- 2. Posts and maintains a record of research which provides fundamental understanding of lead poisoning prevention. This information pathway provides the basis for policy-making and program design within the MHD Lead Program.

3. Conducts needs assessment activities as they relate to housing and neighborhood conditions to assure effective use of program strategies and resources.

- 4. Provides guidance and oversight of the database infrastructure and data collection systems so that reliable information is available for policy-making applications within the Lead Program, and for local, regional or state related planning and evaluation efforts.
- 5. Oversees the Lead Pilot Ordinance and its nationally funded evaluation.

Policy Development 10%

- 1. Provides leadership to other city housing agencies related to childhood lead poisoning prevention policies and services.
- 2. Provides consultation to agencies outside of the City related to lead poisoning prevention, particularly housing issues as they are impacted by federal regulation.

Based on the job description provided by the department, the position requires the following or equivalent: Bachelor's degree (Master's preferred) in architecture, engineering, public health, urban planning or related field, six years of construction management experience, and two years of staff management and supervisory experience. It also requires knowledge of lead-based hazard reduction activities, legislative intent and implementation issues, housing codes and regulations, organizational and interpersonal skills and ability to establish community partnerships.

Changes in the Scope and Level of Responsibility:

This Lead Project Coordinator (HUD) position was created in 1994 in conjunction with a nationwide research project funded by the Department of Housing and Urban Development to determine the most cost effective means of removing lead-based paint from homes. This project was completed in late 1996 and the incumbent became involved with subsequent grants that have led to an expansion in the scope of this position and a steady increase in responsibility as summarized below.

- 1. Substantial increase in scope of responsibility for strategies aimed at achieving lead-safe housing in the City of Milwaukee. From coordinating a single limited term research project in 1994, this position has evolved to assume a critical leadership role in developing, implementing, and evaluating strategies to eliminate lead poisoning in children. There are now six strategies in place and this position provides the supervision, leadership, and guidance from a policy and program management perspective for all six. These strategies represent the crux of the lead program.
- 2. Addition of supervisory responsibility. When this position was created in 1994 it had no personnel/supervisory authority. This position now provides day-to-day direction and supervision to three management and two administrative employees working in inspection and lead hazard reduction. The management positions are the Environmental Health Field Supervisor (Richard Gaeta), CDBG Coordinator (Mary Smith), and the Evaluation Coordinator (Jean Wendt). Supervisory responsibility for the first two positions began in January, 2001 and began in November, 1999 for the third position. The administrative staff includes a Program Assistant II and Office Assistant II.
- 3. <u>Key role in policy development and implementation.</u> A major responsibility of this position is to develop and oversee all policies and interventions related to lead hazard reduction activities in

low-income properties. This includes providing leadership and consultation to other agencies within and outside the City related to lead poisoning prevention, particularly housing issues as they are impacted by federal legislation.

4. Expanded scope of research work. From the initial research study in 1994 that this position coordinated, it now develops and implements all lead related research and evaluation projects. This includes formal research projects administered by HUD, the National Center for Lead-Safe Housing, and the Batelle Memorial Institute. This research has contributed substantially to the base of critical knowledge of lead hazard identification and control nationally.

Analysis According to Job Evaluation Factors

This position's present profile is as follows:

Factor	Level	Points
Impact & Accountability (IA)	5,	79
Knowledge & Skills (KS)	5	68
Relationships Responsibility (RR)	5	32
Working Conditions (WC)	2	7
	Total D	inta 106

Total Points: 186

Salary Grade: 005 = 175 - 200 points

The chart below contains the profile of the positions to which the Lead Project Coordinator (HUD) position was compared.

Title	SG	IA	KS	RR	WC
Lead Project Coordinator (HUD)	005	5	5	5	2
Lead Project Coordinator (CDBG)	005	5	5	5	2
Public Health Nurse Supervisor	007	7	7	7	2
WIC Program Manager	007	7	6	7	1
Code Enforcement Inspection Supervisor	008	9	6	8	2

Lead Project Coordinator (CDBG) - Salary Grade 005

This position functions as the coordinator of a contract with the Community Development Block Grant in response to recent federal requirements that any federally funded housing projects must be lead safe. This position coordinates the work of three inspectors but does not formally supervise them.

Public Health Nurse Supervisor - Salary Grade 007

Public Health Nurse Supervisors typically provide program development, direction, guidance, monitoring, coordination and evaluation to Public Health Nurses, Clinic Assistants, Public Health Aides, and office support positions assigned to a health center. Responsibilities also include community-wide consultation and collaboration and providing guidance and leadership to public health initiatives on behalf of the department. An example of the latter is the Public Health Nurse Supervisor position assigned to the lead program.

WIC Program Manager - Salary Grade 007

This position manages the Milwaukee Health Department's Women, Infants, and Children Supplemental Nutrition Program. Responsibilities include managing a staff of 21 professional, paraprofessional, technical, and office support personnel located in three WIC clinics, preparing and managing a total operating budget of over \$960,000, developing, implementing, and evaluating program policies and procedures, and monitoring compliance with state and federal regulations and policies. It was recently reclassified from salary grade 005 to salary grade 007 on the basis of changes in scope and level of responsibility due to the growth and expansion of the program.

Code Enforcement Inspection Supervisor - Salary Grade 008

These positions serve as head of the Commercial and Residential Inspection Division in the Department of Neighborhood Services, supervising up to 56 employees including up to 8 managers. These positions are responsible for developing, planning and coordinating inspection services for the division in an effective and efficient manner.

In comparing the position under study with this sample of other positions, it is evident that the level and scope of the Lead Project Coordinator (HUD) is at a higher level than the Lead Project Coordinator (CDBG) in Salary Grade 005 on all factors except Working Conditions. In fact, the position under study currently supervises and directs the Lead Project Coordinator (CDBG). It should also be noted that this position also supervises and directs the position of the Lead Project Inspection Supervisor that is being recommended for reclassification to Salary Grade 006 in this report.

Based on this position's current duties and responsibilities, the level and scope of responsibility seem most comparable to that of the Public Health Nurse Supervisor and WIC Program Manager in Salary Grade 007. While the position under study is not in charge of a specific program such as WIC, it does provide the technical direction, expertise and leadership in the areas of research and strategy development and implementation which drives the program. Also, while this position provides leadership in the area of inspection and lead hazard reduction, a Public Health Nurse Supervisor provides the leadership in the area of medical interventions for the lead program. Both of these positions report directly to Amy Murphy, Home Environmental Health Manager.

This position does not compare favorably to the Code Enforcement Inspection Supervisor in Salary Grade 008. The latter is a division head position and the scope of managerial and supervisory responsibility appears significantly greater.

Summary and Recommendation:

The changes to this position since 1994 have significantly affected the Impact and Accountability, Knowledge and Skill, and Relationships Responsibility factors. Through its involvement in strategy development and research, this position plays a critical role in the elimination and prevention of lead poisoning in the City of Milwaukee. Therefore it is recommended that the point value for Impact and Accountability be increased from 5 to 7, consistent with the WIC Program Manager and Public Health Nurse Supervisor. Knowledge and skill requirements have increased due to the technical leadership that this position provides. It is therefore recommended that this factor be increased from 5 to 7. This position has extensive contacts both within and outside city government at a variety of levels including aldermen and the Mayor's Office. Other contacts include city agencies such as the CDBG, community-based organizations, contractors, the various funding agencies, and other agencies interested in information about the lead program. It is therefore recommended that the Reporting Relationships factor be increased from 5 to 7. The current rating of 2 on Working Conditions is still appropriate. Overall, these ratings are comparable to the WIC Program Manager and the Public Health Nurse Supervisor classifications.

The new profile for this position is as follows:

Classification	1 *	act & ntability	Knowledge & Skills		- 1		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
Lead Project Coordinator (HUD)	7	104	7	94	7	46	2	7	251

Salary Grade 7 Points: (231-265)

The Health Department recommended a new title of Lead Program Housing Manager for this position. A different title is recommended to avoid confusion with the Housing Manager positions in the Department of City Development. Given the current responsibilities of this position, a title of Lead Hazard Prevention Manager is recommended.

We therefore recommend that this position be reclassified to Lead Hazard Prevention Manager in Salary Grade 007 based on the changes in responsibility and internal equity considerations associated with the classification structure of the Health Department.

Prepared by:

Timothy J. Keeley, Human Resources Representative

Reviewed by

Jeffrey Hansen Employee Relations Director

10/17/01