



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

October 5, 2018

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

*Re: Common Council File Number 180891*

Dear Committee Members:

The following classifications and pay recommendations will be submitted to the City Service Commission meeting on October 9, 2018.

**Common Council-City Clerk**

Current	Recommendation
License Specialist III PR 5GN (\$51,120) Two Positions	License Specialist III PR 5HN (\$45,012 - \$51,408) Two Positions

**Health Department**

Current	Recommendation
New Position	Environmental Health Services Manager PR 1EX (\$63,807 - \$81,844) One Position
New Position	Public Health Nurse Supervisor PR 1EX (\$68,021 - \$81,844) One Position
Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program PR 1DX (\$62,000 - \$76,806) Two Positions	Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$62,000 - \$76,806) Two Positions
Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program PR 1DX (\$62,000 - \$76,806) One Position (0.6 FTE)	Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$62,000 - \$76,806) One Position (0.6 FTE)
MCHVP Program Manager PR 1EX (\$63,807 - \$81,844) One Position	Empowering Families of Milwaukee Program Manager PR 1EX (\$63,807 - \$81,844) One Position

Sincerely,



Maria Monteagudo  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Note

C: Jim Owczarski, Jessica Celella, Yashica Byrd, Jeannette Kowalik, Tasha Jenkins, Sarah Zarate, Tanz Robertson, Lori Hoffman, Dennis Yaccarino, Nicole Fleck, Bill Christianson, Molly King, Ken Wischer, Keren Becker, Jim Cooney, Erica Wright, Daphne Prater, Kathryn Schlipmann, Lara Sobek

**JOB EVALUATION REPORT**

City Service Commission Meeting: October 9, 2018

**Common Council-City Clerk**

Current	Recommendation
License Specialist III PR 5GN (\$51,120) Two Positions	License Specialist III PR 5HN (\$45,012 - \$51,408) Two Positions

Jim Owczarski, City Clerk, has requested a classification study for the position of License Specialist III within the License Division of the City Clerk’s Office. In studying this position, discussions were held with Jessica Celella, License Division Manager, and Yashica Byrd, License Division Assistant Manager.

**Career Ladder for License Specialists**

Title	No. of Positions	Concept
License Specialist I	0	Entry-level (Underfill title)
License Specialist II	6	Fully experienced level
License Specialist III	2	Lead worker and/or highest level of expertise

The License Specialist career ladder was implemented in 2013 when the duties and responsibilities of License Specialists were expanded upon, requiring more knowledge and skill of the employees performing the work. The table above shows a break-down of the currently established career ladder. Below are the current rates of pay for License Specialists in all tiers.

**Current Rates for License Specialists**

Title	Rates			
License Specialist I*	\$39,566			\$42,916
License Specialist II	\$42,539	\$44,241	\$46,010	\$47,850
License Specialist III	\$51,120			

\*Recruitment may be up to \$46,724 with approval of DER.

The License Specialist III is the top tier of the License Specialist series. This title doesn’t have a pay “range” but rather one constant rate of pay. Its preceding titles of License Specialist I and II do, however, have ranges. The License Specialist I underfills the title of License Specialist II before moving on to the second level (upon successful completion of a 12-month probationary period). The second level has four base-building increases throughout its Pay Range of 5EN (\$42,539 - \$47,850). Due to the fact that there is no incentive for employees in the third level of the series, a pay range for this title is requested.

**Proposed Rates for License Specialists**

Title	Rates			
License Specialist I*	\$39,566			\$42,916
License Specialist II	\$42,539	\$44,241	\$46,010	\$47,850
License Specialist III	\$45,013			\$51,408

\*Recruitment may be up to \$46,724 with approval of DER.

The above table indicates the proposed pay range. Incumbents of this proposed pay range, associated with the third tier of the License Specialist series, will adhere to the guidelines of Group A pay progression rather than step criteria as the incumbents of License Specialist II do. Group A pay progression allows for eligible employees to receive a 2% increase to their biweekly base rate up to the maximum of their allotted pay range upon a successful 26 pay period

review. Employees already at the maximum of their pay range will receive a lump sum equivalent to 2% of their biweekly base rate.

This recommended change from one-rate pay to a range will help the License Division to incentivize its current and future incumbents. This will also move License Specialist III into a pay range with more comparable titles. These titles include but are not limited to:

<u>TITLE:</u> Benefits Services Specialist II <u>PAY RANGE:</u> 5HN (\$45,013 - \$51,408) <u>DEPARTMENT:</u> Employee Relations	<u>FUNCTION:</u> Prepare/review membership reports, maintain health history files, determine eligibility, reconcile accounts, provide audits, and perform lead work for health insurance.
<u>TITLE:</u> Election Services Coordinator <u>PAY RANGE:</u> 5HN (\$45,013 - \$51,408) <u>DEPARTMENT:</u> Election Commission	<u>FUNCTION:</u> Maintain absentee voting documents, review applications, coordinate activities, oversee temporary employees, and ensure legal requirements are abided by.
<u>TITLE:</u> Pay Services Specialist <u>PAY RANGE:</u> 5HN (\$45,013 - \$51,408) <u>DEPARTMENT:</u> Employee Relations	<u>FUNCTION:</u> Act as lead for Pay Services team, review personnel transactions, compute salary changes, report violations, reconcile discrepancies, and analyze complex data.
<u>TITLE:</u> Water Billing Specialist <u>PAY RANGE:</u> 5HN (\$45,013 - \$51,408) <u>DEPARTMENT:</u> Milwaukee Water Works	<u>FUNCTION:</u> Lead (3) Accountant IIIs, conduct pre-bill processing, review the Billing Summary Journal and Rate Reports, maintain financial data, and assist in report prep.

Much like the License Specialist III, all of the positions analyzed above perform lead work in some capacity. The incumbents of these positions have several years of experience performing similar work which have allowed them to take on a lead role in their given area. They may perform some of the same duties as the positions they oversee but their level of expertise provides them with greater decision-making ability, the ability to review the work of their teammate(s), and to help answer questions and solve issues that arise. We therefore recommend that two positions of License Specialist III in Pay Range 5GN (\$51,120) be reallocated to Pay Range 5HN (\$45,012 - \$51,408).

#### Action Required – Effective Pay Period 1, 2018 (December 31, 2017)

##### In the Salary Ordinance

Under Pay Range 5GN:

Delete the title "License Specialist III (2)" and footnote (2) in its entirety.

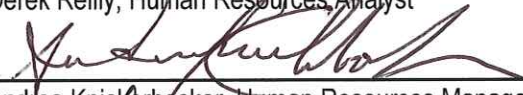
Under Pay Range 5HN:

Add the title "License Specialist III".

Prepared by:

  
Derek Reilly, Human Resources Analyst

Reviewed by:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:

  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: October 9, 2018

**Health Department**

Current	Recommendation
New Position	Environmental Health Services Manager PR 1EX (\$63,807 - \$81,844) One Position
New Position	Public Health Nurse Supervisor PR 1EX (\$68,021 - \$81,844) One Position
Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program PR 1DX (\$62,000 - \$76,806) Two Positions	Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$62,000 - \$76,806) Two Positions
Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program PR 1DX (\$62,000 - \$76,806) One Position (0.6 FTE)	Health Project Coordinator – Empowering Families of Milwaukee PR 1DX (\$62,000 - \$76,806) One Position (0.6 FTE)
MCHVP Program Manager PR 1EX (\$63,807 - \$81,844) One Position	Empowering Families of Milwaukee Program Manager PR 1EX (\$63,807 - \$81,844) One Position

Dr. Jeannette Kowalik, Commissioner of Health, has requested that several positions within the Health Department be studied for classification purposes. In studying these positions, Compensation Services staff analyzed job descriptions and discussions were held with Sarah Zarate, Public Health Planning and Policy Director; Tasha Jenkins, Family and Community Health Services Director; Tanz Robertson, Health Personnel Officer; and Lori Hoffman, Human Resources Analyst – Senior.

**Classifications**

Current	New Position		
Recommended	Environmental Health Services Manager	Pay Range 1EX (\$63,807 - \$81,844)	1 Position

This 100% grant-funded position performs professional environmental health duties involving the planning, coordination, development and implementation of environmental health programs for the Milwaukee Health Department (MHD) and provides overarching support to Housing and Urban Development (HUD)-related program activities, which include overseeing the abatement of properties with lead hazards. Duties and responsibilities are to:

30% Management, Direction, and Planning

- Participate in the hiring, training, and supervision of nurses, health services assistants, lead risk assessors, and administrative support staff.
- Develop and oversee all work processes to assure effective and efficient operation of environmental health programs including quality control/quality assurance of investigations, assessments, enforcement orders, and special investigation warrants.
- Evaluate, refine, and implement changes in field protocols to increase efficiency and effectiveness; and assure compliance with state and federal program standards.
- Evaluate staff performance in both the quantity and quality of work through use of a performance management system and assess whether criteria related to achieving career ladder steps have been met.

- Formulate, draft, and recommend City policies related to a variety of environmental issues.
- Identify national and state regulatory best practices and align programmatic activities with such.
- Prepare appropriate summaries, updates, reports, applications, memos, and other documents as needed or requested to support the Disease Control and Environmental Health Services Division.
- Prepare annual reports and required assessments as delineated in municipal and state code.

30% Technical Expert

- Provide advanced technical support for staff members.
- Review the investigation and abatement activities of program staff to assure adherence to department policies and procedures as well as federal and state standards/guidelines.
- Represent MHD in areas of technical expertise through internal and external communications.
- Develop and generate reports to monitor division and staff outcomes and recommend improvements.
- Oversee and refine data collection protocols to fulfill program evaluation and tracking needs.
- Prepare technical reports and comparative analysis to evaluate and monitor activities and outcomes.
- Provide guidance for environmental interventions that result in timely/effective services to mitigate hazards.

30% Special Projects

- Supervise staff engaged in activities related to investigation of elevated blood lead reports, drinking water quality, and toxic materials management.
- Develop and implement intervention strategies that advance department goals related to elevated blood lead levels reported in children and adults, drinking water quality, and toxic materials management.
- Supervise environmental and administrative staff engaged in the oversight of programs related to the mitigation of environmental hazards including management of lead abatement and home health hazards.
- Develop and implement intervention strategies that advance department goals related to lead paint and home hazard abatement.

10% Health Promotion / Community Outreach / Partnerships

- Provide leadership to city and state agencies related to environmental health issues.
- Collaborate with the City of Milwaukee Intergovernmental Relations Division and the Wisconsin Department of Family Services on legislative issues.
- Collaborate with department staff to provide appropriate contractor trainings as well as program trainings related to best practices for the monitoring of lead safety.
- Collaborate with the Department of City Development and the Department of Neighborhood Services on policy development of mutual concern.
- Develop health promotion and education materials used for programmatic activities.

Minimum requirements include a bachelor's degree in environmental health, engineering, physical sciences, biological or natural sciences, public or business administration or a related field; two years of experience in environmental health, preferably within a governmental agency; and two years of progressively responsible experience in program management, program planning, policy development, community health assessment, health administration or health services supervision, preferably within a governmental agency. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division for purposes of recruitment.

In the first quarter of this year, Compensation Services classified the position of Environmental Health Services Manager for the Health Department which was included within their 2018 budget-approved positions. This new position and the previously classified Environmental Health Services Manager will be performing precisely the same duties and responsibilities. One will be overseeing HUD-related program activities while the other will oversee the

response to elevated blood lead levels as they come in. We therefore recommend this new position also be classified as Environmental Health Services Manager in Pay Range 1EX (\$63,807 - \$81,844).

Current	<i>New Position</i>		
Recommended	Public Health Nurse Supervisor	Pay Range 1EX (\$68,021 - \$81,844)	1 Position

This 100% grant-funded position will be dedicated to overseeing Public Health Nurses in the Childhood Lead Poisoning Prevention Program (CLPPP) and strengthening nursing case management of children with elevated blood lead levels to ensure it is provided thoroughly, efficiently, and in accordance with state statutory requirements. The duties and responsibilities of this position are to:

45% Program Management and Development

- Develop, integrate, and monitor objectives to ensure that outcomes and grant requirements are achieved.
- Work with Home Environmental Health Manager to ensure comprehensiveness in program management and assume overall responsibility for the CLPPP clinic practice around childhood lead poisoning.
- Oversee and assure timely and accurate data input, nursing charting, case closure, and billing data.
- Monitor case management to ensure the development of realistic and effective care plans to help clients, home visiting protocols, and case management policies and procedures.
- Respond to concerns, questions, and complaints from staff, clients, and community partners.
- Complete weekly, monthly, and annual CLPPP reports as requested as well as state program reviews.
- Participate in Continuous Quality Improvement (CQI) for nursing activities.
- Provide leadership and recommend seamless service provision in routine programs and emergencies.
- Participate in various MHD committees to assist in developing programs responsive to CLPPP needs.
- Assist in developing new lead education materials in response to community health needs and trends.
- Seek out supportive grant funding opportunities.
- Provide professional expertise to related MHD projects and proposals as needed.
- Confer with physicians and other health professionals and environmental personnel regarding national best practices for identifying needs of children and families to prevent lead poisoning.
- Collaborate with various programs to integrate preventative measures into childhood wellness strategies.

40% Staff Supervision/Administration

- Interview candidates for MHD positions to make hiring and assignment recommendations.
- Orient, train, supervise, and evaluate Public Health Nurses and administrative support staff.
- Provide orientation, teaching, and guidance to staff to assure safe practice and quality of services.
- Act as advisor/mentor and supervisor for program nursing and practice issues and concerns.
- Assist with monitoring of grant applications and budgets.
- Review nursing caseloads to monitor staff ability to build and manage their client caseloads.
- Hold regular staff meetings that promote education, training, service provision and program accountability.
- Develop standards and procedures for evaluating services.
- Assume oversight relative to the quality of home visiting service delivery.
- Conduct ongoing assessment of staff development needs to maintain best practices in the field.
- Facilitate site visits for program partners and grantors.
- Manage administrative processes (i.e. payroll processing, mileage, timecards) in an accurate/timely manner.
- Manage schedules, including employee time off and schedule changes to assure adequate staffing.
- Coordinate and/or maintain services in health centers for special programs as needed/approved.

15% Community Collaboration

- Develop and maintain community referral sources.
- Participate in community coalitions and advisory groups representing public health nursing.
- Support nursing, medical and other student placements within the department.
- Identify, support, and maintain primary partners around healthy pregnancy and birth outcomes, infant mortality reduction, clinic services, and home visiting service delivery.
- Collaborate with MHD lead program management, community health centers, managed care organizations, local health departments, physician networks, and private physicians to assure program goals.
- Represent the MHD at meetings, committees, programs and in other community efforts related to the prevention of childhood lead poisoning; and other initiatives in the department as requested.

Minimum requirements include a bachelor's degree in nursing from an accredited nursing program and three years of experience in public or community health, preferably with the City of Milwaukee Health Department or similar organization. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division for purposes of recruitment.

This position will perform work comparable to the other positions of Public Health Nurse Supervisor who help to oversee other sections of the Milwaukee Health Department such as the Tuberculosis, Communicable Disease, and Immunizations Program, Nurse Family Partnership Program, and Prenatal Care Coordination/Child Care Coordination/Newborn Screening Program. We therefore recommend this new position be classified as Public Health Nurse Supervisor in Pay Range 1EX (\$68,021 - \$81,844).

**Title Changes**

Modifications are requested to the titles of Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program and MCHVP Program Manager. Both of these titles reflect the name of their funding source, Family Foundations Home Visiting (FFHV), rather than the name of the program in which they reside. Other supporting arguments against the current titles are that:

1. The Milwaukee Health Department has four home visiting programs: Empowering Families of Milwaukee, Nurse-Family Partnership, Direct Assistance to Dads, and Parents Nurturing and Caring for their Children. To designate one section's job titles to include "comprehensive home visiting program" is misleading.
2. Milwaukee Comprehensive Home Visiting Funding doesn't only fund the Empowering Families of Milwaukee Program; it also funds the Direct Assistance to Dads (DAD) Project. To name one section after its funding source when that entity provides subsidy to other programs is also misleading.

Listed below is the name of the program and once again the changes in titles necessary to reflect said program.

<u>Program Name:</u>	<u>Empowering Families of Milwaukee Program</u>
Current Title:	Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program
Recommendation:	Health Project Coordinator – Empowering Families of Milwaukee
Current Title:	MCHVP Program Manager
Recommendation:	Empowering Families of Milwaukee Program Manager



We therefore recommend that two 1.0 FTE positions and one 0.6 FTE position of Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program in Pay Range 1DX (\$62,000 - \$76,806) be retitled to Health Project Coordinator – Empowering Families of Milwaukee in the same pay range with the footnote designated to provide recruitment at \$62,000; and one position of MCHVP Program Manager in Pay Range 1EX (\$63,807 - \$81,844) be retitled to Empowering Families of Milwaukee Program Manager in the same pay range with the footnote designation that provides recruitment at \$63,807.

**Action Required – Effective Pay Period 23, 2018 (November 4, 2018)**

In the Salary Ordinance

Under Pay Range 1DX:

- Delete the title of "Health Project Coordinator – Milwaukee Comprehensive Home Visiting Program (4)".
- Add the title of "Health Project Coordinator – Empowering Families of Milwaukee (4)".

Under Pay Range 1EX:

- Delete the title of "MCHVP Program Manager (10)".
- Add the title of "Empowering Families of Milwaukee Program Manager (10)".

Under Pay Range 2EX:

- Delete the title of "Health Project Coordinator – Empowering Families of Milwaukee".

In the Positions Ordinance

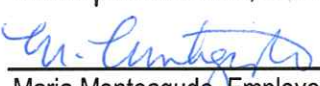
Under Health Department, Family and Community Health Services Division, Empowering Families of Milwaukee Program (E):

- Delete one position of "MCHVP Program Manager (X)(E)(Y)".
- Add one position of "Empowering Families of Milwaukee Program Manager (X)(E)(Y)".
- Delete two positions of "Health Project Coordinator-MCHVP (X)(E)(Y)".
- Add two positions of "Health Project Coordinator – Empowering Families of Milwaukee (X)(E)(Y)".
- Delete one position of "Health Project Coordinator-MCHVP (0.6 FTE) (X)(E)(Y)".
- Add one position of "Health Project Coordinator – Empowering Families of Milwaukee (0.6 FTE) (X)(E)(Y)".

*\*Please see Common Council File No. 180955 for Environmental Health Services Manager and Public Health Nurse Supervisor action required language.*

Prepared by:   
Derek Reilly, Human Resources Analyst

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

## A

**Date** 10/5/18 **File Number** 180891  
**Subject** Classification and pay recommendations submitted to the City Service Commission for October 9, 2018 meeting.

## B

**Submitted By (Name/Title/Dept./Ext.)** Sarah Trotter, Human Resources Representative  
Dept. of Employee Relations/X2398.

## 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

- This Note**  Was requested by committee chair.

## E

- Charge To**
- Department Account
  - Capital Projects Fund
  - Debt Service
  - Other (Specify) \_\_\_\_\_
  - Contingent Fund
  - Special Purpose Accounts
  - Grant & Aid Accounts

**F**

Assumptions used in arriving at fiscal estimate.

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**G**

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
<b>TOTALS</b>			

**H**

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

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**I**

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

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**J**

Additional information.

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**Department of Employee Relations  
Fiscal Note Spreadsheet**

City Service Commission Meeting of October 9, 2018  
Finance and Personnel Committee Meeting of October 10, 2018

**NEW COSTS FOR 2018**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
2	Comm Coun-City Clerk	License Specialist III	5GN	License Specialist III*	5HN	N/A	N/A	N/A	PR Change Only	
1	Health	New Position	N/A	Environmental Health Services Mgr**	1EX	N/A	N/A	N/A	Included in 2018 Budget	
1	Health	New Position	N/A	Public Health Nurse Supervisor**	1EX	N/A	N/A	N/A	Included in 2018 Budget	
2	Health	Hlth Proj Coord-Milw Comp Home Visiting Prog	1DX	Hlth Proj Coord-Empowering Families of Milw**	1DX	N/A	N/A	N/A	Title Change Only	
1	Health	Hlth Proj Coord-Milw Comp Home Visiting Prog	1DX	Hlth Proj Coord-Empowering Families of Milw**	1DX	N/A	N/A	N/A	Title Change Only	
1	Health	MCHVP Program Manager	1EX	Empowering Families of Milw Prog Mgr**	1EX	N/A	N/A	N/A	Title Change Only	
8								\$0	\$0	\$0

\*Assume effective date is Pay Period 1, 2018 (December 31, 2017).

\*\*Assume effective date is Pay Period 23, 2018 (November 4, 2018).

**NEW COSTS FOR FULL YEAR**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
2	Comm Coun-City Clerk	License Specialist III	5GN	License Specialist III	5HN	N/A	N/A	N/A	PR Change Only	
1	Health	New Position	N/A	Environmental Health Services Mgr	1EX	N/A	N/A	N/A	Included in 2018 Budget	
1	Health	New Position	N/A	Public Health Nurse Supervisor	1EX	N/A	N/A	N/A	Included in 2018 Budget	
2	Health	Hlth Proj Coord-Milw Comp Home Visiting Prog	1DX	Hlth Proj Coord-Empowering Families of Milw	1DX	N/A	N/A	N/A	Title Change Only	
1	Health	Hlth Proj Coord-Milw Comp Home Visiting Prog	1DX	Hlth Proj Coord-Empowering Families of Milw	1DX	N/A	N/A	N/A	Title Change Only	
1	Health	MCHVP Program Manager	1EX	Empowering Families of Milw Prog Mgr	1DX	N/A	N/A	N/A	Title Change Only	
8								\$0	\$0	\$0