

CITY OF MILWAUKEE
DEPARTMENT OF EMPLOYEE RELATIONS

Maria Monteagudo
 Department of Employee Relations
 City of Milwaukee
 200 E Wells St, Room 706

June 28, 2019

The Honorable
 Finance and Personnel Committee
 Common Council
 City of Milwaukee

Common Council File No. 190439 – 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 Department of Employee Relations were submitted to the City Service Commission meeting on June 25, 2019.

Department of Employee Relations

Current	Recommendation
New Position	Leave Administration Coordinator PR 2HX (\$54,865 - \$76,806) FN: Recruitment Flexibility

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

Department of Public Works – Water Works

Current	Recommendation
Water Quality Manager PR 1JX (\$80,442 - \$112,627) FN: Recruitment flexibility One Position	Water Quality Manager PR 1KX (\$85,757 - \$120,064) FN: Recruitment flexibility One Position
New Position	Water Microbiologist – Senior PR 2HN (\$54,865 - \$76,806) FN: Recruitment Rate of \$54,942 with recruitment flexibility
New Position	Water Quality Assurance Specialist PR 2HN (\$54,865 - \$76,806) FN: Recruitment Rate of \$54,942 with recruitment flexibility

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

Health Department Report

Clinical Services Positions

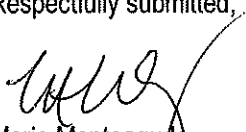
Current	Requested
Disease Intervention Specialist PR 2AN (\$42,539 - \$49,193) (Two Positions)	Disease Intervention Specialist Coordinator PR 2CN (\$39,881 - \$55,825) FN: Recruitment Rate of \$45,473 (Two Positions)

Policy, Innovation and Engagement Position

Public Health Educator II PR 2CN (\$45,473 - \$55,825) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
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Note: Residents receive a rate that is 3% higher.

Respectfully submitted,



Maria Monteagudo
Employee Relations Director

Attachments: Job Evaluation Report
Fiscal Impact Statements (One from Budget Office and one from Employee Relations)

C: Katherine Holiday, Jeffrey Polenske, Laura Daniels, Karen Dettmer, Patrick Pauly, Amy Heffer, Lucas Beversdorf, Dan Thomas, Dawn Crowbridge, Lindsey O'Connor, Shannon Goodwin, Jeanette Kowalik, Jennifer Freiheit, Kerry Mitchell, Lori Hoffman, Dennis Yaccarino, Nick Sinram, Bill Christianson, Molly King, Nicole Fleck, Ken Wischer

JOB EVALUATION REPORT

City Service Commission Meeting: June 25, 2019

Department of Employee Relations

Current	Recommendation
New Position	Leave Administration Coordinator PR 2HX (\$54,865 - \$76,806) FN: Recruitment Flexibility

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

The Department of Employee Relations (DER) has requested and been given position authority for a Leave Administration Coordinator. This position was created in lieu of the City working with a third party administrator for the administration of these benefits and the position will work closely with City department leave administrators as well as the City Attorney's Office.

The Leave Administrator Coordinator is responsible for overseeing intake, processing, administration, and compliance of all Federal and State Family Medical Act leave requests; ensures uniform and consistent tracking of leave utilization and accurate record keeping; and serves as the main point of contact for employees and Departments on all matters related to leave benefits under both Federal and State Family Medical Acts. Duties and responsibilities include the following.

- 20% Works with Departments to receive, process, and issue determination of City-wide requests for state (WFML) and Federal Family and Medical Leave Act (FMLA).
- 20% Works with Departments to communicate leave notifications to managers, providing regular updates, and return to work plans.
- 20% Manages city-wide FMLA tracking and record keeping system.
- 10% Trains and educates employees, supervisors, managers, and departmental leave administrators regarding all aspects of WFML and FMLA.
- 10% Serves as the City-wide main point of contact and WFML and FMLA subject matter expert for employee inquiries.
- 10% Manages City-wide compliance with WFML and FMLA, including notification requirements.
- 10% Hosts regular meetings with departments to ensure Departmental compliance with WFML and FMLA; updates all related forms and standard communications as needed; proposes needed changes to related policies and programs based on changes in legislation and/or court cases; works with the City Attorney's Office on FMLA and WFML matters; and performs other duties as assigned.

Minimum requirements include a bachelor's degree in human resources management, industrial relations, public administration, psychology, business administration, or a closely related field and two years of experience in human resources including one year of experience in managing FMLA leave cases.

This new Leave Administration Coordinator position will ensure training and education of employees and supervisors is completed in a timely manner and City-wide compliance with notification requirements; assist all departments, especially those without a designated human resources person; comply with all applicable provisions of federal and state requirements; and ensure tracking and record keeping procedures are in place and consistently followed.

The requested classification of Leave Administration Coordinator in Pay Range 2HX (\$54,865 - \$76,806) is consistent with the level of a Human Resources Representative in Pay Range 2HX (\$54,865 - \$76,806). The Human Resource Representative positions in DER and the Fire and Police Commission perform specialized human resources responsibilities in the areas of labor relations, staffing, and compensation.

A review of labor market data for Human Resources positions at a journey level reveals that the City's pay structure for these positions may be below market. The table below provides market data from the Economic Research Institute (ERI) for Human Resources Generalist positions within a 30-mile radius of the City of Milwaukee. As the data indicates, the mean salary range starts at \$63,023 annually and goes up to \$76,543 annually.

Years of Exp.	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
1	52,508	56,985	63,023	68,831	74,763
3	55,104	59,830	66,171	72,278	78,488
5	57,806	62,782	69,427	75,833	82,327
7	60,679	65,911	72,869	79,586	86,377
9	63,760	69,261	76,543	83,587	90,693

ERI defines a Human Resources Generalist as follows:

- *Assesses personnel policies, programs, and procedures, and informs employee and management personnel on the interpretation of them.*
- *Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research.*

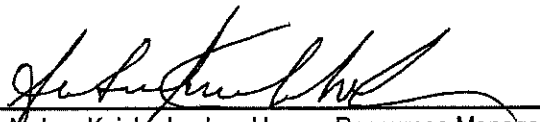
This labor market data suggests that recruitment flexibility beyond what is currently authorized (up to 60% of the range) may provide the necessary flexibility to attract qualified applicants.

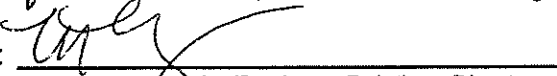
This report therefore recommends classifying this new position as a Leave Administration Coordinator in Pay Range 2HX (\$54,865 - \$76,806). In order to hire a well-qualified individual for this position that will have oversight of City of Milwaukee employee requests for leave under all Federal and State Family Medical Acts, we request recruitment flexibility at any point in the range with the approval of DER and the Chair of the Finance and Personnel Committee.

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

Under Pay Range 2HX:

Add the title "Leave Administration Coordinator (4) (8)".

Prepared by: 
 Andrea Knjckerbocker, Human Resources Manager

Reviewed by: 
 Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: June 25, 2019

Department of Public Works – Water Works

Current	Recommendation
Water Quality Manager PR 1JX (\$80,442 - \$112,627) FN: Recruitment flexibility One Position	Water Quality Manager PR 1KX (\$85,757 - \$120,064) FN: Recruitment flexibility One Position
New Position	Water Microbiologist – Senior PR 2HN (\$54,865 - \$76,806) FN: Recruitment Rate of \$54,942 with recruitment flexibility
New Position	Water Quality Assurance Specialist PR 2HN (\$54,865 - \$76,806) FN: Recruitment Rate of \$54,942 with recruitment flexibility

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

Background

Milwaukee Water Works has requested a reclassification study of one current management position and the classification of two new positions that are in the 2019 budget. All three of these positions are located in the Water Quality Section. New job descriptions were provided and discussions were held with Karen Dettmer, Water Works Superintendent; Patrick Pauly, Water Works Administration Manager; and Amy Hefter, Water Works Personnel Officer.

Current	Water Quality Manager	PR 1JX (\$80,442 - \$112,627)	1 Position
Recommended	Water Quality Manager	PR 1KX (\$85,757 - \$120,064) FN: Recruitment flexibility within range with DER and Chair of Finance & Personnel.	1 Position

The basic function of this position is to lead and direct the staff and operations of the Milwaukee Water Works (MWW) Certified Water Quality Section; provide vision and leadership to chart the strategic direction of the laboratory in collaboration with federal and state agencies; monitor the water treatment process and water laboratory results to ensure production of the highest quality of water that meets or exceeds all federal, state and local guidelines, rules and regulations; and establish, monitor and periodically update water quality monitoring programs for unregulated and emerging contaminants based on and consistent with current trends in the water industry. The Water Quality Manager and staff also identify research needs and projects for both water treatment plants and the distribution system, and implement studies, collect samples and prepare reports in support of these functions. Duties and responsibilities include the following.

- 30% Direct the overall operations of the Water Quality laboratories to provide water treatment process control and applied research; maintain USEPA (United States Environmental Protection Agency) and WDNR (Wisconsin Department of Natural Resources) Chemical Drinking Water and Wisconsin Department of Agriculture Microbiological Certifications; manage, develop and implement new standard operating procedures to ensure advanced water quality monitoring and compliance of the utility; manage water quality testing and data reporting for the Lead Service Line Replacement program; ensure proper and accurate documentation to meet regulatory requirements and to maintain data stores; consult and advise Water Plant, Distribution, and Engineering managers to optimize water treatment processes and monitoring to ensure safe, high quality regulatory compliant water at all times; assist other MWW sections with regulatory reporting, including the annual Consumer Confidence Report; and direct all water quality testing and reporting required by the Partnership for Safe Water.

- 25% Plan, direct and monitor applied research activities to achieve continuous improvement in water treatment involving source of supply, treatment techniques, chemical application and other areas affecting water quality; coordinate research activities among staff, other section staff, and/or other departments and/or agencies; review study processes and results for publication, review, presentation and/or distribution of study findings; and as a member of the MWW senior management team, advise the Water Works Superintendent on plant operations related to chemical dosing guidelines, disinfection protocols, and pumping as it relates to water quality and distribution requirements.
- 15% Review plant data for accuracy; review monthly reports and ensure accuracy and compliance; submit monthly, quarterly, and annual reports to regulatory agencies such as the WDNR, Department of Natural Resources (DNR), (USEPA), and the State Laboratory of Hygiene; report to City of Milwaukee officials as requested, including semi-annual Lead Service Line Replacement reports and undergo regular audits as required by DNR and USEPA Certification.
- 10% Respond to and manage water quality issues and concerns by enacting regulatory processes including emergency preparedness procedures; ensure all regulatory compliance processes are followed and reported; provide key information to superiors as well as plant managers, the Milwaukee Health Department (MHD), the Public Information Officer, and regulatory agencies as required to meet the needs of the particular situation; establish new MWW monitoring procedures related to emergency protocols as needed; maintain control of all water quality non-compliant issues until resolved; maintain a high level of customer service, including prompt and clear water quality testing for customers; and provide customer service training to other sections as it relates to water quality calls.
- 5% Provide section leadership by setting goals, hiring high-skilled and well-educated staff, staying ahead of water quality research and emerging trends and issues, and monitoring section compliance and results; provide training and proficiency testing for other sections; and participate in community events.
- 5% Perform liaison activities with the USEPA, DNR, Engineering, MHD, MMSD (Milwaukee Metropolitan Sewerage District), and other external entities regarding water quality issues; serve as a key member of the Interagency Clean Water Advisory Council and the MHD Laboratory System Improvement Program and prepare and present reports and studies in collaboration with and for the groups; act as the Water Works Superintendent's and/or Administration Manager's designee when requested; and present information relating to water quality and lead to standing committees of the Common Council and interested stakeholders.
- 5% Prepare annual O&M (Operations and Maintenance) budget requests; monitor and control expenditures and submit recommendations for capital improvements; plan and purchase technical water quality instruments; and provide a vision for the Water Quality Section to address future drinking water and public health concerns.
- 5% Fulfill the duties of the weekend duty manager as assigned.

Minimum requirements include a bachelor's degree in chemistry or environmental studies; five years of experience relating to laboratory applied science, water quality monitoring and compliance, environmental monitoring and/or program compliance; four years of experience as a laboratory manager or supervisor; and a background in regulatory compliance and setting compliance monitoring programs and schedules in place. A master's degree and post graduate doctoral degree (PHD) are desirable.

In 2018, the Water Works leadership made the decision to seek additional Water Quality Laboratory Certification through the DNR. The DNR accredits laboratories to perform aqueous (non-potable water), solid and drinking water testing for many of the agency's environmental programs. Certified and registered laboratories must meet all the

criteria outlined in Ch. NR 149, Wis. Adm. Code. The additional Certification sought for chemical analyses under Ch. NR 149, Wis. Adm. Code, is for the analysis of trace metals (including lead and copper) and for continuously monitored water quality parameters (e.g. chlorine, fluoride, etc.). Once this Laboratory certification is approved by the DNR, the Water Works laboratory will be certified to run analyses on 13 trace metals, in addition to lead and copper, which are important parameters in monitoring corrosion. Many of the trace metals require DNR compliance sampling and will save the MWW thousands of dollars a year when in-house analyses are performed. In addition to analysis on metals, the laboratory will be certified in water quality parameters and disinfection byproduct required by the DNR for corrosion control and continuous drinking water treatment operation.

All parameters being measured within the laboratory are required throughout the year by local, state, and federal agencies and are also required by law to be reported to the DNR and the public. As regulated substances, all parameters have an impact on safe drinking water and public health and safety. Although the scope of the laboratory testing is narrow, the population it serves is broad, 861,882 people in 16 communities in Milwaukee, Ozaukee and Waukesha Counties.

Once achieved, the USEPA/WDNR Laboratory Certification is valid for three years. The laboratory, through the direction of the incumbent, Lucas Beversdorf, PhD, has already completed Phase I of this project and has established strict guidelines and an annual internal audit to maintain the highest level of data integrity and reporting.

The Water Quality Section has now moved into Phase II by establishing certification for additional water quality parameters required for DNR/EPA compliance. There are three important outcomes associated with additional certification: cost savings, complying with EPA Lead and Copper Rule revisions with required DNR pilot studies, and the ability to monitor emerging contaminants of concern that may require plant performance upgrades.

A significant component of the MWW pursuing this DNR Certification is related to the cost of testing. The MWW currently spends approximately \$120/sample (personnel and overhead costs not included) to outsource lead and copper analyses to a third-party contractor. The cost to perform the same analysis in-house is approximately \$57, potentially saving the water Works over \$6 million for the Lead Service Line Replacement program alone (savings based on 225,000 samples). As a certified laboratory, the Water Quality Section will also be able to assist, and collaborate with, the Milwaukee Health Department and other municipalities.

The laboratory currently spends approximately \$28,000/year monitoring a class of chemicals called aldehydes. The laboratory is in the process of purchasing a gas chromatograph to measure aldehydes in-house. The Return on Investment (ROI) for the gas chromatograph is one year. In addition to the aldehydes, the laboratory will be able to monitor other disinfection byproducts that are required by the DNR as a result of using ozone as a primary disinfectant.

The DNR has tasked the MWW with establishing a demonstrative optimized corrosion control pilot study and to monitor additional corrosion control parameters in the distribution system in response to the EPA Lead and Copper Rule. This will incur an expenditure of over \$100,000 if it cannot be performed in-house. The laboratory has already begun the certification procedure for these parameters.

The MWW decision to seek additional Water Quality Laboratory Certification through the DNR has had a significant impact on the responsibilities and knowledge required of the Water Quality Manager. The position now has taken on responsibility for:

- Obtaining and maintaining the USEPA/WDNR Laboratory Certification. Over the past year this has included submitting an application for certification and undergoing a DNR assessment of the Water Works lab as prescribed in Ch. NR 149, Wis. Adm. Code.
- Implementing a reorganization of laboratory positions and personnel to meet the needs of the Water Works and make it possible to get USEPA/WDNR Laboratory Certification. This included the addition of two new positions that are also included in this report.

- Managing the needed upgrades to the laboratory in preparation for the certification assessment by the DNR. These improvements included replacement of the: laboratory sample sink, ceiling tiles, air vents, and aging equipment (turbidimeters, titrators, and fluoride meters).
- Overseeing the move of an argon tank outside the laboratory which resulted in less gas being used (decreased monthly operating expenditures) and a higher quality argon.
- Developing certified method for lead, copper and anions (Ion Chromatography to measure phosphate, disinfection byproducts).
- Completing an overhaul of chemical safety, record keeping, and source tracking.
- Establishing the first MWW Quality Assurance Manual and reviewing and rewriting over two dozen standard operating procedures (SOP) in the laboratory. SOPs and data storage were also reevaluated and improved.
- Completing an RFP (Request for Proposal) for a Laboratory Information Management System.
- Establishing new training to add another level of expertise to the entire laboratory. New standards have been established for proficiency testing and accountability. As part of this process he also established chain of custody protocols.
- Guiding the laboratory in seeking certification in new substances known as disinfection byproducts that may be regulated within the next 5-10 years. Analysis and monitoring of these contaminants and research of the treatment technology to remove them from the drinking water is a proactive approach that would normally require all samples to be sent to a third-party contractor and thus, too expensive to perform.
- Presenting information relating to water quality and lead service lines to standing committees of the Common Council.

To determine the pay range for this position, comparisons were made to internal and external rates of pay for a position with similar duties and responsibilities. The average rates of pay reported by the American Water Works Association for Water Treatment Plants that serve a population of 500,000 to 1,000,000 is listed below.

Title	Minimum	Midpoint	50 th Percentile	Maximum
Water Quality/Laboratory Manager	\$83,991	\$102,657	\$110,614	\$121,319

The American Water Works defines this position as responsible for the direction, administration and operation of the water quality laboratory. The position ensures quality and compliance with the requirements of state and federal regulatory agencies through the monitoring and testing of water introduced into the water system.

Comparisons made to other related positions within City government include:

Title	PR	Minimum	Maximum
Public Health Laboratories Director	1LX	\$91,404	\$127,962
Public Health Deputy Laboratories Director	1JX	\$80,442	\$112,627

The Public Health Laboratories Director is responsible for all activities of the MHD Public Health Laboratory and manages, leads and directs the public health laboratory programs for the City of Milwaukee, provides vision and leadership to chart the strategic direction of the laboratory in collaboration with other local and state agencies, local public health laboratories, clinical laboratory community and other system stakeholders; ensures that the laboratory provides relevant, accurate scientific data essential for disease prevention and control, environmental protection, developing public health policy and responding to local and area public health threats caused by common or emerging biological, chemical and radiological agents, including those that may be disseminated through deliberate acts of terrorism; and is responsible for the fiscal integrity of the laboratory as well as safety, security and regulatory compliance.

The Public Health Deputy Laboratories Director assists with new program and business development; administrative, budgetary, and strategic planning; and overall operational support for managing the MHD

laboratory quality systems and regulatory compliances; and serves as the technical director for the laboratory assays and manages the virology, chemistry, and microbiology sections.

As a result of the MWW decision to seek additional Water Quality Laboratory Certification through the DNR, the responsibilities and knowledge requirements of the Water Quality Manager have increased significantly. The Water Quality Manager now has a myriad of increases in responsibility for attaining and maintaining the USEPAWDNR Laboratory Certification.

Based on a review of the market rates of pay for Water Quality Managers of a similar scope of operation (\$83,991 to \$121,319), as well as a comparison to the MHD Laboratories leadership positions listed in the above chart, this report recommends reallocating the position to Pay Range 1KX (\$85,757 - \$120,064).

Therefore, this report recommends reallocating the Water Quality Manager to Pay Range 1KX (\$85,757 - \$120,064). This report also recommends retaining the ability for the department to recruit at any point in the range with the approval of DER and the Chair of the Committee on Finance and Personnel for future vacancies.

Current	New Position		1 Position
Recommended	Water Microbiologist - Senior	PR 2HN (\$54,865 - \$76,806) FN: Recruitment rate of \$54,942 with recruitment flexibility.	1 Position

The basic function of this position is to perform specialized microbiological analyses in accordance with state and federal regulations and local standards; work directly with the Water Quality Manager to assess new techniques to meet the changing needs of the water treatment plant and emerging microbiological contaminants, such as premise plumbing pathogens, that may become regulated or affect public health; and maintain microbiology laboratory state certification.

- 50% Plan, develop, and implement new technology for research and regulatory compliance purposes; draft and review standard operating procedures for new methods, protocols, and standard laboratory procedures; operate, maintain, and troubleshoot all microbiological equipment, including autoclaves, incubators, refrigerators, and freezers; analyze water samples from surface water, processed and treated water, and finished and distribution water for compliance, customer concerns, and research demands; and apply Quality Assurance/Quality Control (QA/QC) as described under the Water Quality laboratory certification program.
- 20% Oversee Water Quality certification; assume responsibility for compliance monitoring and sampling in the absence of Water Microbiologist including certification recording and tabulating proficiency results, recording proficiency performance of each analyst, and maintaining all equipment maintenance and calibration data for laboratory audits; ensure that the required number of samples are collected, tested, and recorded; and stay current with all of the regulations pertaining to compliance monitoring.
- 15% Train microbiological staff, and Water Chemists assigned to projects and programs of the microbiology portion of the Water Quality Laboratory, in microbiology and molecular biology techniques, methods, troubleshooting procedures, data processing, reporting, and QA/QC protocols; ensure accuracy of test results by checking that quality control procedures are continuously followed; maintain a safe working environment; and respond to emergency situations as needed.
- 10% Assist in establishing work assignments for microbiological projects, keep current records of projects, and advise Water Quality management of emerging microbiological concerns.
- 5% Perform other duties and responsibilities as assigned.

Minimum requirements include a bachelor's degree in microbiology or related field and four years of experience in an environmental laboratory. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This new position will focus on performing specialized microbiological analyses, work directly with the Water Quality Manager to assess new techniques, and assist with maintaining the microbiology laboratory state certification. This position will also oversee water quality certification, and train staff on microbiology and molecular biology techniques and methods, troubleshooting procedures, data processing reporting and QA/QC protocols.

There currently are two positions of Microbiologist – Senior in Pay Range 2HN (\$54,865 - \$76,806) that are comparable. These positions are located in the Health Department and perform tests for the Microbiology Section of the laboratory for the control of communicable diseases such as tuberculosis and sexually transmitted diseases; participate in laboratory responses during disease outbreaks and to rule out agents for bioterrorism; assist with assuring Clinical Laboratory Improvement Amendments (CLIA) certification; train staff, order supplies, and prepare laboratory reports; and adhere to standard safety and quality assurance practices working with potentially infectious specimens.

As this new position will also work at a "senior" level and assist with assuring the laboratory certification, training staff, preparing reports and quality control we recommend that this new position be classified as "Water Microbiologist – Senior" in Pay Range 2HN (\$54,865 - \$76,806). We further recommend that the following footnote that is attached to the title "Microbiologist - Senior" also be attached to the title "Water Microbiologist – Senior".

"Recruitment is at \$2,113.16 biweekly (\$54,942.16) and may be at any rate in the pay range with the approval of DER."

We also note that the current classifications of Microbiologist in the Health Department and Water Microbiologist in DPW-Water Works are also equated and in the same Pay Range 2FN (\$48,294 - \$67,616).

Current	New Position		1 Position
Recommended	Water Quality Assurance Specialist	PR 2HN (\$54,865 - \$76,806) FN: Recruitment rate of \$54,942 with recruitment flexibility.	1 Position

The basic function of this position is to be responsible for maintaining quality control and assurance for the Water Quality Section; and to maintain the integrity and credibility of laboratory data and procedures to meet Milwaukee Water Works (MWW) and Wisconsin Department of Natural Resources (WI DNR) regulations and accredited laboratory requirements.

- 25% Monitor internal QA/QC activities including standard operating procedure preparation, method detection limits, and data quantification to meet scheduled deadlines; and monitor data quality using statistical methods to identify potential deficiencies and communicate those to management.
- 20% Perform routine reviews to ensure that the quality of reported data is appropriately documented as required by the quality manual and application certification requirements.
- 15% Maintain laboratory certification through administration of proficiency testing including the initial demonstration of competency testing, submitting required applications and documentation in a timely manner, and regularly reviewing proficiency testing.
- 10% Develop and lead an internal auditing process, and ensure any deficiencies are reported and addressed in a timely manner.
- 10% Review the laboratory's quality system for general compliance with the quality assurance manual and certification/compliance requirements; update quality systems when necessary; and provide direction for ceasing laboratory processes when deemed appropriate.

- 15% Assist internal customers with problem resolutions relating to laboratory data, quality assurance, and compliance requirements; when appropriate, oversee laboratory information management systems; and along with management staff, be responsible for after-hour requests for laboratory services and supervision of weekend staff on a rotating basis.
- 5% Complete special projects and perform other duties as assigned.

Minimum requirements include a bachelor's degree in chemistry, biology, statistics, or related field, including a minimum of 24 credits in chemistry; and four years of related experience including as a chemist or biologist with an emphasis on lab quality assurance and quality control and in environmental analysis. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The focus of this position is to be responsible for maintaining quality control and the integrity and credibility of laboratory data to meet state and department regulations and accredited laboratory requirements. In the past, the responsibility for these functions has been a part of different positions but the department indicated they need a position that is solely dedicated to maintaining quality control.

To determine the pay range for this new position, comparisons were 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:

Quality Assurance Specialist

Years' Experience	10 th Percentile	25 th Percentile	Survey Mean	75 th Percentile	90 th Percentile
7	\$62,085	\$67,359	\$74,379	\$81,149	\$88,004
5	\$57,270	\$62,116	\$68,606	\$74,845	\$81,197
3	\$51,938	\$56,282	\$62,158	\$67,782	\$73,552
1	\$46,419	\$50,210	\$55,395	\$60,345	\$65,474

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

ERI defines a Quality Assurance Specialist as a position that assists the Quality Manager with internal and external audits, prepares and keeps auditing protocol, verifies that new products meet quality standards, performs root cause analysis and works to ensure non-conforming product is addressed.

Comparisons were also made to other related positions in the department including the following:

Title	PR	Rates
Water Chemist Project Leader	2HN	(\$58,608 - \$76,806)
Water Microbiologist – Senior (Proposed)	2HN	(\$54,942 - \$76,806)
Water Quality Assurance Specialist (Proposed)	2HN	(\$54,942 - \$76,806)
Water Quality Analyst	2GN	(\$56,767 - \$72,063)
Lead Water Chemist	2GN	(\$54,980 - \$72,063)

The requested level of Pay Range 2HN (\$54,865 - \$76,806) is appropriate as it is the same pay range for the Water Chemist Project Leader and Water Microbiologist – Senior positions in the laboratory who also have some oversight responsibilities in the laboratory. It is noted that these other positions have footnotes that provide a different recruitment rate and recommend this position be given the same recruitment rate. This position will be responsible for overseeing and maintaining quality control in the laboratory and helping to ensure laboratory certification. This pay range is also comparable to the mean market rates for one to seven years of experience (\$55,395 - \$74,379) for the title of Quality Assurance Specialist.

We therefore recommend that this new position be classified as "Water Quality Assurance Specialist" in Pay Range 2HN (\$54,865 - \$76,806) with the same recruitment footnote as that of the proposed Water Microbiologist – Senior:

"Recruitment is at \$2,113.16 biweekly (\$54,942.16) and may be at any rate in the pay range with the approval of DER."

Action Required – Effective Pay Period 1, 2019 (December 30, 2018)

In the Salary Ordinance

Under Pay Range 1JX:

Delete the title "Water Quality Manger (2)".

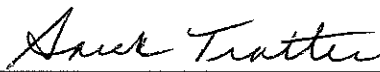
Under Pay Range 1KX:

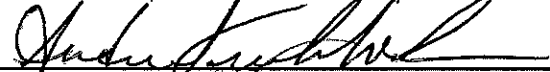
Add the title "Water Quality Manager (1) (2)".

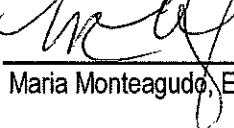
Under Pay Range 2HN:

Add the title "Water Microbiologist – Senior (10) (21)".

Add the title "Water Quality Assurance Specialist (10) (21)".

Prepared by: 
Sarah Trotter, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: June 25, 2019

Clinical Services Positions

Current	Requested
Disease Intervention Specialist PR 2AN (\$42,539 - \$49,193) (Two Positions)	Disease Intervention Specialist Coordinator PR 2CN (\$39,881 - \$55,825) FN: Recruitment Rate of \$45,473 (Two Positions)

Policy, Innovation and Engagement Position

Public Health Educator II PR 2CN (\$45,473 - \$55,825) (One Position)	Public Health Strategist PR 2IX (\$58,462 - \$81,844) (One Position)
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Note: Residents receive a rate that is 3% higher.

This report is regarding classification of three positions in the Milwaukee Health Department (MHD). In studying these positions job descriptions were analyzed and discussions were held with department representatives.

Clinical Services Positions

Current	Disease Intervention Specialist	Pay Range 2AN (\$42,539 - \$49,193)	2 Positions
Recommended	Disease Intervention Specialist Coordinator	Pay Range 2CN (\$39,881 - \$55,825)	2 Positions

The basic function of these two positions is to assist the program by auditing and monitoring the Disease Intervention Specialists' (DIS) epidemiological investigations for completeness and timeliness; ensuring continuous quality improvement and evaluation of established program performance measures and providing feedback to DIS staff; serving as a resource and providing leadership and support by assisting in the orientation, training, continuous learning and professional development of DIS staff; acting as a liaison between the program's field and clinic operations and the community, providing information and support in preventing and interrupting transmission of sexually transmitted infections (STIs) and human immunodeficiency virus (HIV) infection; and providing STI and HIV partner counseling and referral services (PCRS) to clients and their sexual needle-sharing partners at high risk for transmitting STIs and HIV. Services include risk reduction counseling; STI, HIV, Hepatitis, and tuberculosis (TB) screening; assistance with partner notification; and referral to medical, social and community based services. Duties and responsibilities include the following.

- 70% Operate as a team leader, managing day to day workflow as needed; interview individuals, conduct field investigations, and provide partner services and case follow-up; review case records and field records of DIS staff; assist with case investigations by offering timely suggestions and constructive assistance; ensure all case activities are completed prior to closure of record; work closely and collaboratively with program manager, supervisor, federal representatives and staff to maintain optimal program function; assist with the professional development of current and new employees; assist the front line supervisory staff in ensuring DIS employees are applying the appropriate disease intervention techniques and activities to prevent or intervene in the spread of infection including conducting audits (field & pouch) and coaching and mentoring staff; produce written documentation of quality assurance activities using dictated or other best practice

procedures and protocols; communicate information through written documents, presentations, and by maintaining key relationships; regularly communicate concerns or issues, work plans and objectives; and conduct timely, comprehensive reviews that identify areas for improvement.

25% Provide client assistance that follows established precedents and policies, or accepted practice; proactively identify problems or issues and make recommendations for solutions; and facilitate education and outreach.

5% Perform other duties as assigned

Minimum requirements include a bachelor's degree in public health, health education, or closely related field and a minimum of one year of experience as a Disease Intervention Specialist. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The MHD currently has ten positions of Disease Intervention Specialist. These positions work to utilize scientific public health principles, inter-agency collaborations, and health education programs to effectively reduce the spread of STIs and HIV and to promote the health of those affected by such diseases. The Department has indicated there is a need to have more leadership and coordination in this area. These two positions will serve as leadworkers and handle the more difficult cases.

The requested level of 2CN (\$39,881 - \$55,825) is appropriate as it provides a two level differential between these positions and the Disease Intervention Specialists in Pay Range 2AN (\$42,539 - \$49,193). Comparisons were made to other City positions including the following.

Classification	Function
Graphic Designer - Lead Pay Range 2CN (\$45,473 - \$55,825) Common Council – City Clerk's Office	Serves as a creative lead on projects related to graphics, desktop publishing, and original design creation; designs and edits web pages; and oversees work of Graphic Designers.
Public Health Educator II Pay Range 2CN (\$45,473 - \$55,825) Health Department	Promote, conduct, coordinate, and/or evaluate public health interventions; and collaborate with community organization and others to promote access to programs.
RECAST Program Coordinator Pay Range 2CN (\$45,473 - \$55,825) Health Department	Provide administrative and programming support to the RECAST Milwaukee Initiative which focuses on preventing trauma and promoting health for youth ages 12-24.

The Graphic Designer – Lead has different work but also serves as a leadworker. The Public Health Educator II and RECAST Program Coordinator also work in the Health Department and provide support and coordination for one or more programs. All of these classifications, however, have a footnote that provides a recruitment rate of \$45,473. To provide more parity with these comparable positions we recommend that these two positions also have the recruitment rate of \$45,473.

We therefore recommend that two positions of Disease Intervention Specialist in Pay Range 2AN (\$42,539 - \$49,193) be reclassified to Disease Intervention Specialist Coordinator in Pay Range 2CN (\$39,881 - \$55,825) with the recruitment rate of \$45,473.

Policy, Innovation and Engagement Position

Current	Public Health Educator II	Pay Range 2CN (\$45,473 - \$55,825)	1 Position
Recommended	Public Health Strategist	Pay Range 2IX (\$58,462 - \$81,844)	1 Position

The basic function of this position is to be responsible for providing technical expertise, project management, and leadership related to the development, implementation, facilitation, and oversight of the MHD Community Health Improvement Plan (CHIP) and health equity initiatives; collaborate with community stakeholders, including other public health professionals, in the development of local strategies to improve health equity and health policy; and serve as the MHD public health advisor for CHIP and health-equity related issues. Duties and responsibilities include the following.

- 45% Implementation of Community Health Improvement Plan (CHIP) - participate in all aspects of the facilitation and development of the department's CHIP; lead the implementation of all aspects of the department's CHIP including engaging partners, developing work plans, coordinating stakeholder meetings, and reporting implementation progress; develop, maintain, and activate networks and relationships in the community in support of the department's CHIP and continuously engage community partners throughout CHIP development and implementation; communicate CHIP activities, events, and updates to internal MHD staff and community stakeholders through regular communication; and implement data collection methods and tools to evaluate the effectiveness of CHIP activities.
- 45% Health Equity Initiatives - develop and conduct department-wide health equity assessments; develop and implement strategies to increase integration of health equity strategies into all organizational systems; assist in integrating policy and equity into departmental planning that assure active involvement of staff and coordination of community stakeholder engagement; assist MHD divisions with identifying, developing and advancing policy interventions to improve public health principles including social determinants of health and health equity; present public health information to local, state, and national health officials and groups, with a focus on health equity and the social determinants of health; collaborate with community stakeholders, including other public health professionals, in the development of local strategies to improve health equity and health policy; establish new community partnerships, while sustaining current partners, to build relationships with those living in communities with disparate health outcomes to positively impact social determinants of health; contribute to the development of applications for funding to support internal and external health policy and equity initiatives and programs; research and design appropriate organization-wide professional development and training; lead and coordinate health equity trainings and provide technical support to MHD staff and community stakeholders; and provide analysis of public health policy with particular emphasis on the social determinants of health and achieving greater health equity.
- 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 two years of experience in community health, coalition coordination, program coordination, and/or other functions related to this position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department has requested to repurpose one position of Public Health Educator II in Pay Range 2CN (\$45,473 - \$55,825) to Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844). This would be the first of three Public Health Strategist positions that MHD would have in the Policy, Innovation and Engagement Branch under the reorganization. All three will provide technical expertise, project management, and leadership related to the development, implementation, facilitation, and oversight of particular programs and/or initiatives. This particular program will focus on the MKE Elevate CHIP and health equity initiatives.

MKE Elevate is defined as a community-driven agenda for elevating the health and well-being of all Milwaukee residents by creating actionable, shared priorities. Based on a community-wide survey of more than 3,000 people, a photo campaign, interviews, focus groups and meetings the overarching goal of the CHIP is "to support safe and

healthy neighborhoods". The priority action areas are economic security, inclusive and fair society, and positive mental health.

The Milwaukee Health Department is required by the State of Wisconsin to have a CHIP and it is also required for accreditation. The Department also indicated that the community wants the City to implement the CHIP and follow through with the priority action areas. This position will work to implement the CHIP, and to have the MHD comply with state and accreditation requirements. This position will also work on developing the Department's capacity to address the issue of health equity.

The Department indicated that this position is at a higher level than the Public Health Educator II as it will require a higher level of education and experience. A Public Health Educator II generally requires a bachelor's degree in a related field and one year of experience in public health community relations, program development and/or community organizing. Equivalent combinations of education and experience may be considered. The position under study requires a master's degree in public health, public policy, or related field and two years of experience in community health, coalition coordination, program coordination, and/or other functions related to this position. Further, the department indicated that an understanding of health behavior change models and belief theories, the distinction between health inequities versus health inequalities, and social determinants of health and the impact on the community would be needed plus an ability to bring about change in the non-traditional aspects of public health.

Comparisons were made to other City positions including the following.

Classification	Function	Requirements*
Community Outreach Coordinator Pay Range 2HX (\$54,865 - \$76,806) Department of Administration	Provide targeted public education and information on issues which impact the City including reducing the demand for drugs, improving educational achievement, and increasing school attendance rates.	Bachelor's degree in related degree and three years of experience and/or training in public health, public relations, community relations, program development, and/or community organizing.
Public Health Planner Pay Range 2IX (\$58,462 - \$81,844) Health Department	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 residents including public health planning and assessment, collaborative work across sectors, and measurement of community-wide and population-specific health promotion and improvement indicators.	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.
Substance Abuse and Injury Prevention Manager Pay Range 2IX (\$58,462 - \$81,844) Health Department	Provide public health program leadership and management expertise, consultation, and technical support for substance abuse and injury prevention and control efforts; and translate community input and public health evidence (data/findings) into prevention and control recommendations to ensure that the appropriate public health measures are adopted.	Master's degree in biostatistics, epidemiology, public policy or public health and two years of experience in program strategic planning, community-based education and outreach, or project management performing duties related to this position.

*Note that equivalent combinations of education and experience may be considered.

Although the position under study has some similarities with all three positions the closest match is to the Public Health Planner in Pay Range 2IX (\$58,462 - \$81,844). These two positions have similar education and experience requirements and provide program leadership, public health planning and assessment, and work collaboratively across the department and in the community.

Comparisons were also made to the market as shown in the rates below for the more generic title of Strategic Planning Analyst.

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
9	\$70,495	\$76,557	\$84,531	\$92,283	\$100,068
7	\$65,815	\$71,491	\$78,988	\$86,251	\$93,568
5	\$60,602	\$65,828	\$72,779	\$79,488	\$86,273
3	\$55,051	\$59,771	\$66,106	\$72,207	\$78,411
1	\$49,414	\$53,575	\$59,236	\$64,674	\$70,259

Source: ERI. Published Q2 of 2019.

The Economic Research Institute (ERI) definition for Strategic Planning Analyst includes the following:

A position that assesses and conducts studies, prepares reports, and gives advice on feasibility, cost effectiveness, and regulatory conformance of long and short-range strategic plans, proposals, special projects, and ongoing programs to achieve the organization's objectives; conducts field investigations, economic or public opinion surveys, demographic studies or other appropriate research to gather required information; and converses with management and/or strategic planning committees to formulate strategic plans and direction, discuss overall intent of programs or projects, and determine broad guidelines for studies, utilizing knowledge of subject area, research techniques and regulatory limitations.

This market data shows the rates for the 10th, 25th, mean, 75th and 90th percentiles of the labor market for one, three, five, seven and nine years of experience. The mean rate is from (\$59,236 - \$84,531) which is somewhat comparable to the rates for Pay Range 2IX (\$58,462 - \$81,844).

We therefore recommend one vacant position of Public Health Educator II in Pay Range 2CN (\$45,473 - \$55,825) be repurposed to Public Health Strategist in Pay Range 2IX (\$58,462 - \$81,844).

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

In the Salary Ordinance

Under Pay Range 2CN:

Add the title "Disease Intervention Specialist Coordinator (5) (12)".

Under Pay Range 2IX:

Add the title "Public Health Strategist".

In the Positions Ordinance

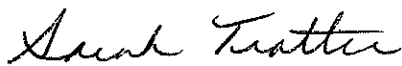
Under Health Department, Family and Community Health Services Division, Men's Health Program:

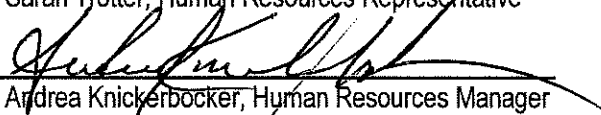
Delete one position of "Public Health Educator II (X) (HHH) (J)".

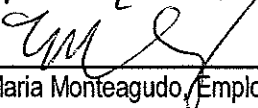
Add one position of "Public Health Strategist".

Under Disease Control and Environmental Health Services Division, Sexual and Reproductive Health Program:

Delete two positions of "Disease Intervention Specialist (X) (B) (F)".
Add two positions of "Disease Intervention Specialist Coordinator".

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A Date 6/28/2019 File Number 190439 Original Substitute

Subject Communication from the Department of Employee Relations relating to classification studies sent to the June 25, 2019 City Service Commission meeting. Please note that that Budget Office has created a Fiscal Impact Statement regarding the Health Department report.

B Submitted By (Name/Title/Dept./Ext.) Sarah Trotter / Human Resources Representative / 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 Charge To

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

E

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		\$0.00	\$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. Please see 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. _____

JThis Note Was requested by committee chair.

Department of Employee Relations
Fiscal Note Spreadsheet

City Service Commission Meeting of June 25, 2019
Finance and Personnel Committee Meeting of July 2, 2019

NEW COSTS FOR 2019

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Employee Relations	New Position	N/A	Leave Administration Coordinator	2HX	N/A	N/A	N/A	Included in File #190188	
1	DPW-Water Works	Water Quality Manager	1JX	Water Quality Manager*	1KX	\$82,855	\$91,141	\$8,286	\$1,160	\$9,446
1	DPW-Water Works	New Position	N/A	Water Microbiologist - Senior*	2HN	N/A	N/A	N/A	Included in 2019 Budget	
1	DPW-Water Works	New Position	N/A	Water Quality Assurance Specialist*	2HN	N/A	N/A	N/A	Included in 2019 Budget	
2	Health	Disease Intervention Specialist	2AN	Disease Intervention Specialist Coordinator	2CN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Educator II	2CN	Public Health Strategist	2IX	N/A	N/A	\$8,286	\$1,160	\$9,446
7										

Assume effective date is Pay Period 14, 2019 (June 30, 2019) unless indicated otherwise.

*Assume effective date is Pay Period 1, 2019 (December 30, 2018).

NEW COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Employee Relations	New Position	N/A	Leave Administration Coordinator	2HX	N/A	N/A	N/A	Included in File #190188	
1	DPW-Water Works	Water Quality Manager	1JX	Water Quality Manager	1KX	\$82,855	\$91,141	\$8,286	\$1,160	\$9,446
1	DPW-Water Works	New Position	N/A	Water Microbiologist - Senior	2HN	N/A	N/A	N/A	Included in 2019 Budget	
1	DPW-Water Works	New Position	N/A	Water Quality Assurance Specialist	2HN	N/A	N/A	N/A	Included in 2019 Budget	
2	Health	Disease Intervention Specialist	2AN	Disease Intervention Specialist Coordinator	2CN	N/A	N/A	N/A	See Fiscal Impact Statement from Budget	
1	Health	Public Health Educator II	2CN	Public Health Strategist	2IX	N/A	N/A	\$8,286	\$1,160	\$9,446
7										

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



City of Milwaukee Fiscal Impact Statement

A Date 6/28/2019 File Number 190439 Original Substitute

Subject Communication from the Department of Employee Relations relating to classification studies scheduled for City Service Commission action - Fiscal Impact for Health Department Report

B Submitted By (Name/Title/Dept./Ext.) Molly King Budget & Management Analyst DOA x 8527

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
- Capital Projects Fund
- Debt Service
- Other (Specify) Title V Grant & STD Infertility Prevention/HIV Prevention Grant
- Contingent Fund
- Special Purpose Accounts
- Grant & Aid Accounts

E

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages	Reclassified Positions	\$42,718.00	\$42,718.00
		\$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
TOTALS		\$42,718.00	\$42,718.00

F

Assumptions used in arriving at fiscal estimate. All three Positions being reclassified are funded by various Grants
STD Infertility Prevention/HIV Prevention & Title V

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

The cost of the salary increases will occur annually on an on-going basis

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.