



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Renee Joos
Employee Benefits Director

Nicole Fleck
Labor Negotiator

July 19, 2018

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

Re: Common Council File Number 180543

Dear Committee Members:

The following classifications and pay recommendations were submitted to the City Service Commission meeting on July 17, 2018.

City Treasurer's Office

Current	Recommendation
Deputy City Treasurer PR 1KX (\$85,757 - \$120,064) One Position	Deputy City Treasurer PR 1LX (\$91,404 - \$127,962) One Position
Investments and Financial Services Manager PR 1IX (\$75,478 - \$105,669) One Position	Investments and Financial Services Director PR 1KX (\$85,757 - \$120,064) One Position
Special Assistant to the City Treasurer PR 1FX (\$62,338 - \$87,270) One Position	Tax Billing and Collection Manager PR 1HX (\$70,827 - \$99,154) One Position
Lead Teller PR 5FN (\$42,539 - \$48,248) One Position	Revenue Collection Specialist PR 5IN (\$47,779 - \$54,669) One Position
Program Assistant II PR 5FN (\$42,539 - \$48,248) One Position	Tax Enforcement Specialist PR 6NN (\$45,013 - \$51,547) One Position
Teller PR 6HN (\$37,830 - \$41,863) One Position	Teller PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual
Accounting Assistant I PR 6GN (\$36,252 - \$39,943) One Position	Accounting Assistant III PR 5EN (\$40,501 - \$46,724) One Position
Customer Service Representative II PR 6GN (\$36,252 - \$39,943)	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) Five Positions



Six Positions	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual
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Department of Administration – ITMD

Current	Recommendation
IT Project Coordinator PR 2GX (\$56,767 - \$72,063) One Position	IT Project Manager PR 1HX (\$70,827 - \$99,154) One Position

Department of Public Works-Infrastructure Services

Current	Recommendation
New Position	Streetcar System Manager PR 1IX (\$75,478 - \$105,669) One Position

Department of Public Works-Administrative Services

Current	Recommendation
New Position	Safety Manager PR 1GX (\$66,435 - \$93,010) Recruitment at \$70,827 One Position
Safety Supervisor PR 1CX (\$51,469 - \$72,063) Additional 4.8% Snow and Ice Control Operations One Position	Safety Supervisor PR 1DX (\$54,865 - \$76,806) Recruitment at \$58,462 Additional 4.8% Snow and Ice Control Operations One Position
Safety Specialist - Senior PR 2EX (\$48,670 - \$63,426) Additional 4.8% Snow and Ice Control Operations Three Positions	Safety Specialist - Senior PR 2FX (\$48,670 - \$67,616) Recruitment at \$51,469 Additional 5% for Lead or Supervisory Assignment Additional 4.8% Snow and Ice Control Operations Three Positions
Safety Specialist PR 2CN (\$39,881 - \$55,825) (Underfill Title)	Safety Specialist PR 2DN (\$42,500 - \$59,498) Recruitment at \$45,306 (Underfill Title)

Election Commission

Current	Recommendation
Temporary Office Assistant II (0.39 FTE) PR 9KN (\$14.68 Hourly) Nine Positions	Temporary Program Assistant I (0.39 FTE) PR 9EN (\$19.47 Hourly) Eight Positions



	Temporary Election Services Office Administrator (0.39 FTE) PR 9HN (\$23.22 Hourly) One Position
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Fire & Police Commission

Current	Recommendation
New Position	Fire and Police Commission Risk Manager PR 2MX (\$75,478 - \$105,669) One Position FN: Recruitment Flexibility anywhere in the Range with Approval by DER and Chair of Finance and Personnel
New Position	Fire and Police Commission Risk Auditor PR 2FX (\$48,670 - \$67,616) One Position
Fire and Police Commission Investigator/Auditor PR 2HX (\$54,865 - \$76,806) One Position	Fire and Police Commission Investigator/Auditor PR 2HX (\$54,865 - \$76,806) One Position Designated as Bilingual

Health Department

Current	Recommendation
New Position	Accounting and Grant Specialist PR 2HX (\$54,865 - \$76,806) One Position
New Position	Lead Project Specialist PR 2EN (\$45,306 - \$63,426) One Position
Environmental Health Specialist PR 3LN (\$49,344 - \$59,095) One Position	Consumer Environmental Health Coordinator PR 2FN (\$53,035 - \$67,616) One Position

Sincerely,



Maria Monteagudo
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Note

C: Spencer Coggs, Jim Owczarski, Richard Pfaff, Sharon Robinson, Nancy Olson, Richard Watt, Ghassan Korban, Laura Daniels, Dan Thomas, Jeffrey Polenske, Dawn Crowbridge, Lindsey O'Connor, Shannon Goodwin, Neil Albrecht, Claire Woodall-Vogg, Kimberly Zapata, La Keisha Butler, Clifton Crump, Renee Keinert, Patricia McManus, Angela Hagy, Tanz Robertson, Lori Hoffman, Dennis Yaccarino, Nicole Fleck, Ken Wischer, Thomas Bell, Bill Christianson, Molly King, Eric Pearson, Bryan Rynders, Joann Bielinski, Casey Kloss



JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

City Treasurer's Office

Current	Recommendation
Deputy City Treasurer PR 1KX (\$85,757 - \$120,064) One Position	Deputy City Treasurer PR 1LX (\$91,404 - \$127,962) One Position
Investments and Financial Services Manager PR 1IX (\$75,478 - \$105,669) One Position	Investments and Financial Services Director PR 1KX (\$85,757 - \$120,064) One Position
Special Assistant to the City Treasurer PR 1FX (\$62,338 - \$87,270) One Position	Tax Billing and Collection Manager PR 1HX (\$70,827 - \$99,154) One Position
Lead Teller PR 5FN (\$42,539 - \$48,248) One Position	Revenue Collection Specialist PR 5IN (\$47,779 - \$54,669) One Position
Program Assistant II PR 5FN (\$42,539 - \$48,248) One Position	Tax Enforcement Specialist PR 6NN (\$45,013 - \$51,547) One Position
Teller PR 6HN (\$37,830 - \$41,863) One Position	Teller PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual
Accounting Assistant I PR 6GN (\$36,252 - \$39,943) One Position	Accounting Assistant III PR 5EN (\$40,501 - \$46,724) One Position
Customer Service Representative II PR 6GN (\$36,252 - \$39,943) Six Positions	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) Five Positions
	Customer Service Representative III PR 6HN (\$37,830 - \$41,863) One Position Designated as Bilingual

Background

The City Treasurer, Spencer Coggs, has requested a study of 13 positions in the City Treasurer's Office as part of a departmental reorganization. The department indicated that there have been a number of changes that have affected how some of the work is done in the department and that the level of duties and responsibilities for several positions has increased. These changes include:

- Upgrading the iNovah cashing system and replacing the legacy tax collection system with Tyler Technologies Munis Tax System, a state-of-the-art web-based application. This includes changes in the process for collecting payments and expanding the role of the Customer Service Representative II positions.
- Enhanced tax enforcement efforts including changing how tax delinquent accounts are processed due to the large increase in "in rem" tax foreclosures over the past several years.
- Restoring responsibility to the City Treasurer's Office for investing City funds and managing long-term pooled cash portfolios.

Job audits were conducted with all incumbents of positions being considered for a reclassification or reallocation except for the classification of Customer Service Representative II where three of the seven incumbents were audited. Discussions were also held with supervisors including Richard Schmidt, Customer Services Manager; Kathleen Haass, Revenue Collection Manager; Kerry Urban, Special Assistant to the City Treasurer (who has since retired); Robyn Malone, Investments and Financial Services Manager; and James Klajbor, Deputy City Treasurer. Job descriptions, a summary chart, organizational charts, some pay data, and other materials were provided by the department.

Analysis and Recommendations

Current	Deputy City Treasurer	PR 1KX (\$85,757 - \$120,064)	1 Position
Recommended	Deputy City Treasurer	PR 1LX (\$91,404 - \$127,962)	1 Position

The basic function of this position is to serve as the Deputy City Treasurer pursuant to Wisconsin State Statutes and Section 3-15 of the Milwaukee City Charter; and on a daily basis plan, direct, and manage operations, and supervise staff. Duties and responsibilities include the following:

- Plans, directs, and manages special projects and initiatives.
- Provides oversight of the department’s revenue collection, financial services, and investment portfolio management operations; tax billing, collection, and enforcement operations; and information systems operations.
- Serves as the department’s budget officer, contract administrator, personnel officer, and procurement officer.
- Represents the City Treasurer before the Milwaukee Common Council Committees, other government entities and agencies, and on special assignments.
- Serves as the City Treasurer’s designee on various committees and special initiatives.

Minimum requirements include a bachelor’s degree in accounting, business administration, finance, or public administration and five years of significant management experience in banking, business, finance, or government. Equivalent combination of education and experience may be considered.

This position was previously in Salary Grade 16 which became Pay Range 1LX (\$91,404 - \$127,962) in the 2012 Salary Ordinance. In 2011, a decision was made through the budget amendment process to reallocate this position to Salary Grade 15 which became the current Pay Range 1KX (\$85,757 - \$120,064). A significant part of the rationale was that investment responsibility for pooled cash was being moved to the Comptroller’s Office.

In 2012, the investment responsibility was returned to the City Treasurer’s Office but the pay range for this position was never changed back. These responsibilities included the investment of short-term pooled cash and oversight of an outside bank that invested the long-term pooled cash. In 2017 the average short-term pooled cash investment balance was \$172,871,412 and the general fund investment revenue realized was \$979,605.

In addition, the department indicated there have been other changes since 2012 including the following:

- In 2016 direct investment responsibility for the long-term pooled cash portfolio was brought back in-house to the City Treasurer’s Office which resulted in a savings of almost \$60,000 due to no longer paying a fee to a bank for these services. In 2017 the average balance for the long term pooled cash investment was over \$73 million dollars and the general fund investment revenue realized was \$606,651. The rate of return for both 2016 and 2017 exceeded the benchmark rate of return by the Bank of America Merrill Lynch 1-3 year U.S. Government/Corporate Index AA or Better (Annualized).

- Added oversight of Munis Tax System. With this new system the department has assumed responsibility for maintaining data tables and running applications. Previously some of this work was done by the Department of Administration – Information Technology Management Division (DOA-ITMD). This new system also resulted in changing many processes in the department and the training of staff.
- Added oversight of enhanced tax enforcement efforts including allowing special assessments and charges to be placed on the City’s ten month, interest free installment payment plan and having the City’s collection law firm attempt to collect delinquent taxes for 12 months, rather than 6 months, before turning a property over for foreclosure.
- Increased oversight and reconciliation of system interfaces due to implementation of the City’s Land Management System in the Department of Neighborhood Services that allows citizens to pull permits and pay related fees.
- Increased oversight responsibilities of Deferred Compensation Plan operations and investment managers due to major restructuring of the plan and auto enrollment.

In studying this position comparisons were made with other City positions including the following:

<p><u>Title:</u> Deputy Comptroller <u>Pay Range:</u> 1LX (\$91,404 - \$127,962) <u>Department:</u> Comptroller’s Office</p>	<p><u>Function:</u> Under general policy direction of the City Comptroller, this position is responsible for the administrative supervision and managerial control over the technical and administrative activities of the Comptroller’s Office.</p>
<p><u>Title:</u> Employee Retirement System – Deputy Director <u>Pay Range:</u> 1LX (\$91,404 - \$127,962) <u>Department:</u> Employes’ Retirement System</p>	<p><u>Function:</u> Oversee operational business units, manage ERS service provider contracts, increase efficiencies, monitor and evaluate processes, and maintain the strategic plan.</p>
<p><u>Title:</u> Financial Operations Manager <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Department of Administration – Budget and Management Division</p>	<p><u>Function:</u> Ensure that in developing the annual City budget crucial components are consistent with the Mayor’s priorities and with sound fiscal policy; serve as a primary advisor to the Budget and Management Director on these issues; have a large role in the decision-making process; and supervise and direct the work of several professional staff in their independent analysis of the annual budgets of departments, major divisions, or funds.</p>
<p><u>Title:</u> Financial Services Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller’s Officer</p>	<p><u>Function:</u> Manage the operations of the City’s debt issuance and management, annual City revenues budget, internal auditing, and capital investment and loan analysis of major economic development proposals; direct the preparation of various special reports issued by the Comptroller’s Office; and represent the Comptroller on various Boards, Committees, and Commissions.</p>

A number of changes have impacted this position so there is a greater emphasis on overseeing the money management of short term and long term investments, implementation and maintenance of new computer systems, and enhanced tax enforcement. In comparison to other positions, the classifications of Deputy Comptroller and the Employee Retirement System – Deputy Director in Pay Range 1LX (\$91,404 - \$127,962) are closest in level. These two positions also have administrative and operational oversight of a department with Citywide financial responsibilities.

We also looked at market rates for positions that had some similarities to the position under study as shown in the charts below.

Title	Source	Rates
Treasurer Corporate	ERI – 30 Mile Radius from Milwaukee	\$143,419 - \$197,950
Investment Director	ERI – 30 Mile Radius from Milwaukee	\$136,572 - \$178,966
Investment Manager	ERI – 30 Mile Radius from Milwaukee	\$98,724 - \$133,566

Rates based on the 25th and 75th percentile for \$10 million in revenue from ERI (Economic Research Institute).

Title	Source	Rates
Assistant Treasurer	Association for Financial Professionals	\$92,105 - \$157,000

Rates based on the 25th and 75th percentile for Government/Non-Profit Positions in 2016 AFP Survey.

Based on the analysis above we recommend the position of Deputy City Treasurer be reallocated from Pay Range 1KX (\$85,757 - \$120,064) to Pay Range 1LX (\$91,404 - \$127,962).

Current	Investments and Financial Services Manager	PR 1IX (\$75,478 - \$105,669)	1 Position
Recommended	Investments and Financial Services Director	PR 1KX (\$85,757 - \$120,064)	1 Position

The basic function of this position is to directly supervise daily operations of the Financial Services Division and oversee the daily operations of the Revenue Collection Division; be responsible for the safety, management, and daily investment decisions for \$650 million dollars of various City funds in the custody of the City Treasurer and the related accounting entries; supervise the annual accounting of approximately \$3 billion dollars in receipts annually from City departments that are processed through the Office of the City Treasurer and the annual disbursement of approximately \$3 billion dollars made by City departments; supervise payroll administration functions, including the submission of the direct deposit file to the bank ensuring employees are paid timely; make the necessary settlements with other governmental units of tax levy collections; be responsible for the proper accounting of all tax related transactions; and serve as Special Deputy City Treasurer. Duties and responsibilities include the following.

75% Cash, Investment, and Accounting Management

- Manage the daily investment decisions for up to \$650 million dollars of City funds, and the development and implementation of investment strategies consistent with state statutes and City policies for all cash and investments under the control of the City Treasurer; monitor the financial markets by maintaining working relationships with local financial institutions and security dealers; and prepare cash flow forecasts.
- Manage the public depository relationships including all City banking contracts, the City's Socially Responsible Investment Program, master repurchase agreements, and collateral pledge agreements.
- Appear with or represent the City Treasurer at meetings involving the setting of City investment policy or reporting on investment performance.
- Supervise the accounting of approximately \$3 billion in receipts and \$3 billion in disbursements for all City departments, including the entries in the City Treasurer's general ledger, reconciliation of all bank accounts, preparation of various investment confirmations and reports, and any other special reports as needed.
- Approve all ACH (Automated Clearing House – an electronic network for financial transactions) and Wire transfers including debt service payments, Milwaukee Public Schools (MPS) funding, tax jurisdiction settlements, employees' payroll, and all vendor payments for City departments.
- Verify funds are withdrawn or deposited to the State of Wisconsin Local Government Investment Pool (LG1P) to meet the department's daily cash requirements; ensure that state and federal payroll income tax withholding payments are made timely to insure that the City is not subject to penalties; and ensure proper funding of the accounts payable disbursement account and the City Treasurer's refund account.
- Match receipts and disbursements to ensure proper portfolio liquidity and maximize interest earnings; obtain rate quotes for maturing investments and prepare investment confirmations; prepare cash flow schedules to aid the Comptroller's Office in issuance of Revenue Anticipation Notes (RANS) and

Commercial Paper; assist MPS (Milwaukee Public Schools) in the close of their fiscal year with additional funding requests; monitor public depository collateral; and supervise various Citywide payroll functions.

- Review the monthly investment activity recorded to the City's investment portfolio management system; review and approve the monthly manual journal entry to post investment activity to the City's (FMIS); review bank reconciliations; monitor stop payments on all City disbursements and NSF (Non-Sufficient Funds) and ACH returns on all City receipts; and prepare the department's revenue estimation spreadsheet for the Comptroller's Office.

5% Tax Collection

- Analyze and summarize the tax collections of the City Treasurer's Office for all taxing jurisdictions, prepare a tax settlement recap, distribute the collections to each jurisdiction, and distribute tax collections within the City's fund structure.
- In February, close the current collection with final distribution of tax collections and purchasing of County delinquent taxes; in April, distribute lottery credits to each of the taxing jurisdictions; and in August, distribute school credits and First Dollar credits to each of the taxing jurisdictions

20% Administration, Internal Control, and Audit Services

- Serve as the Special Deputy City Treasurer and assume responsibility for the department in the absence of the City Treasurer and Deputy City Treasurer; manage relationships with the City's banks and brokers/dealers; prepare the request for bids for the department's banking service contracts and provide oversight of the transition to a new bank when required; and coordinate with the Department of Administration-Information Technology Management Division and the banks being utilized for City financial transactions, ensuring all banking files are compatible.
- Coordinate all audits performed by external and internal auditors; ensure proper internal controls are in place and followed by staff; and serve as a liaison with the City's credit card merchant processor.
- Compile and maintain Standard Operation Procedures (SOPs) for current job duties and perform other duties or special projects as assigned.

Minimum requirements include a bachelor's degree in accounting or finance and five years of significant management and supervisory experience in banking or financial management. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in the position include the following:

- Added responsibility for managing the long-term pooled cash portfolio that was brought back in-house from an outside bank in September of 2016.
- Added responsibility for overseeing the Revenue Collection Division which increases supervisory responsibility from four to eight regular employees plus ten temporary Customer Service Representative I positions.
- Now one of two employees designated as a Special Deputy City Treasurer.
- Increase in monitoring the accounting facility within the new Munis Tax System and updating accounting tables on an annual basis.
- Increased responsibility for oversight of reconciliation of transactions due to an increase in e-payments Citywide and the City's participation in the Drug Mail Back Program.

To study this position, comparisons were made to other City positions including the following:

<p><u>Title</u>: Chief Investment Officer <u>Pay Range</u>: 1NX (\$103,841 - \$145,382) <u>Department</u>: Employees' Retirement System</p>	<p><u>Function</u>: Oversight / analysis of ERS pension portfolio; manage relationships with outside investment vendors; prepare analyses; and present reports to the ERS Board.</p>
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<p><u>Title:</u> Accounts Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller's Office</p>	<p><u>Function:</u> Oversee and manage payroll, general accounting, revenue and cost, and community block grant accounting; coordinate and facilitate business needs of departments, budget office, council staff, attorneys, technology support, other Comptroller's Office Divisions, outside private entities, auditors, consultants, and state and federal agencies as it relates to function of the Comptroller's Office, business requirements, and governing authority; act as Special Deputy Comptroller to execute/administer the City's financial policies and procedural objectives; and may represent the Comptroller on Boards and Commissions.</p>
<p><u>Title:</u> Financial Services Director <u>Pay Range:</u> 1KX (\$85,757 - \$120,064) <u>Department:</u> Comptroller's Office</p>	<p><u>Function:</u> Manage the operations of the City's debt issuance and management, annual City revenues budget, internal auditing, and capital investment and loan analysis of major economic development proposals; direct the preparation of various special reports issued by the Comptroller's Office; and represent the Comptroller on various Boards, Committees, and Commissions.</p>
<p><u>Title:</u> Pension Investment Analyst Senior <u>Pay Range:</u> 20X (\$85,757 - \$120,064) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Part of a team that monitors performance and compliance of the ERS investment portfolio; review and evaluate performance, develop appropriate recommendations, and prepare reports; ensure that ERS management and ERS Annuity and Pension Board are provided with the necessary information and analysis for their investment-related decision making.</p>
<p><u>Title:</u> ERS Chief Financial Officer <u>Pay Range:</u> 11X (\$75,478 - \$105,669) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Supervise 11 staff members and oversee operations of the Fiscal Services Division including the annual budget and the accounting associated with a multi-billion dollar investment fund, management of employer reporting, benefit calculations, retiree payroll, and budget development, management and disbursement.</p>

A number of changes have impacted this position so there is a greater emphasis on money management of long term investments, a broader area of responsibility within the department including supervisory and oversight responsibility for the Revenue Collection Division which includes four employees plus ten temporary Customer Service Representative I positions, and oversight for the reporting, accounting and reconciling of the tax roll.

In comparison to other City positions, the classification of Financial Services Director in Pay Range 1KX (\$85,757 - \$120,064) is closest in level. This position is located in the Comptroller's Office and also has broad Citywide financial oversight responsibilities. We also looked at market rates for positions that had some similarities to the position under study as shown in the charts below.

Title	Source	Rates
Investment Director	ERI – 30 Mile Radius from Milwaukee	\$136,572 - \$178,966
Investment Manager	ERI – 30 Mile Radius from Milwaukee	\$98,724 - \$133,566

Rates based on the 25th and 75th percentile for \$10 million in revenue from ERI (Economic Research Institute).

Title	Source	Rates
Manager, Treasury and Finance	Association for Financial Professionals	\$86,000 - \$119,500

Rates based on the 25th and 75th percentile for Government/Non-Profit Positions in 2016 AFP Survey.

The requested title of Investments and Financial Services Director is descriptive of the work, reflects the position's greater responsibility, and is consistent with other financial positions at this level.

Based on the analysis above, we recommend the position of Investments and Financial Services Manager in Pay Range 1IX (\$75,478 - \$105,669) be reclassified to Investments and Financial Services Director in Pay Range 1KX (\$85,757 - \$120,064).

Current	Special Assistant to the City Treasurer	PR 1FX (\$62,338 - \$87,270)	1 Position
Recommended	Tax Billing and Collection Manager	PR 1HX (\$70,827 - \$99,154)	1 Position

The basic function of this position is to directly supervise the daily operations of the Tax Enforcement Division and the IT support staff; provide oversight of the daily operations of the Customer Services Division; plan, direct, coordinate, and manage all of the information systems, tax billing and collection, and tax enforcement operations of the department; and serve as a Special Deputy City Treasurer. Duties and responsibilities include the following:

25% Supervisory Responsibilities

- Directly supervise the daily operations of the Tax Enforcement Division and the IT support staff; and provide oversight of the daily operations of the Customer Services Division.
- Serve as a Special Deputy City Treasurer and assume responsibility for managing the department in the absence of the City Treasurer and Deputy City Treasurer; and represent the department on special assignments.
- Review and approve accounts payable bill payment vouchers and payroll entries.
- Be responsible for the training of the Customer Services Division, the Tax Enforcement Division, and the IT support staff in the department's operations, methods, and procedures; and for assuring that the SOPs for the Customer Services Division, Tax Enforcement Division, and IT support staff are kept current and up to date.

40% Tax Billing, Collection, and Enforcement

- Plan, direct, coordinate, and manage the tax billing, collection, and enforcement operations of the City Treasurer's Office, including process development, calculations of the annual tax roll, verifying tax bill print files, tax account analysis and coding, referral and monitoring of accounts at the collection law firm, the pursuit of "in rem" foreclosure actions, monitoring bankruptcy operations, and servicing requests to vacate "in rem" foreclosure judgments.
- Represent the City Treasurer's Office at monthly Board of Review meetings and Common Council hearings on tax-related matters.
- Affect or audit all high-level tax account receivable changes authorized.

25% Information Systems

- Plan, direct, coordinate, and manage all information system operations of the City Treasurer's Office including information system strategic planning, design, development, testing, and implementation, as well as systems security, hardware, and software support services.

5% Cash Management, Investments, and Financial Services

- Serve as an authorized signatory for City of Milwaukee fund drafts, checks, investment instruments, the release of investment collateral, and one of three self-administrators for banking services contractor systems.
- Supervise the inventory control of accounts payable, payroll check stock, the printing of accounts payable checks, the printing and mailing of City of Milwaukee accounts receivable invoices and collection notices.
- Reconcile lock box manual deposit activity to the FM1S Customer Deposits Account.

5% Other Duties

- Serve as a backup to the Business Systems Coordinator and Tax Collection and Enforcement Coordinator.
- Perform other duties and special projects as assigned.

Minimum requirements include a bachelor’s degree in business administration, public administration, information management, computer science, finance, or related field and five years of experience performing management or administrative duties including responsibility for customer services, financial services, debt collection, tax collection systems, or accounting systems. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in this position include the following:

- Serves as the Munis Tax System implementation project manager and is responsible for staff being properly trained and maintaining the operability of the system.
- Enhanced tax enforcement and the increase of “in rem” tax foreclosure actions have impacted the oversight responsibilities for processing these actions.
- Added responsibility for overseeing the Customer Service Division which increases supervisory responsibility from 8 to 16 regular employees plus 10 temporary Customer Service Representative I positions.
- Now one of two employees designated as a Special Deputy City Treasurer.

Comparisons were made to other City positions including the following:

<p><u>Title:</u> Water Financial Manager <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> DPW- Water Works</p>	<p><u>Function:</u> Manage the financial activities of the Milwaukee Water Works to ensure the financial health of the utility, direct the activities of the Water Works Business Section, and serve as a strategic resource and financial expert to the Water Works Superintendent.</p>
<p><u>Title:</u> ERS Systems Manager <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> Employees’ Retirement System</p>	<p><u>Function:</u> Reports to the Chief Technology Officer and supervises six information technology professionals; manages all the hardware, supporting software, networks, equipment, communication devices, data centers, and facilities required to operate the pension computer system so that 25,000 pension checks and deposits are made on time.</p>
<p><u>Title:</u> Business Systems Manager <u>Pay Range:</u> 1HX (\$86,189 - \$99,154) <u>Department:</u> Assessor’s Office</p>	<p><u>Function:</u> Manage the Administrative Division in the Assessor’s Office including records management, the formulation of office objectives and program planning, training and instructing departmental staff on the use of the computer systems, the creation of the assessment change notices and tax bills for the City and the analysis and processing of approximately 10,000 real property transactions annually.</p>
<p><u>Title:</u> IT Support Services Supervisor <u>Pay Range:</u> 1GX (\$66,435 - \$93,010) <u>Department:</u> Municipal Court</p>	<p><u>Function:</u> Direct and manage three professional IT staff, plan the budget, and coordinate, prioritize and manage technology-related operations and projects of the Municipal Court; manage the Court’s proprietary case management information system; and serve as the main information and security officer for the department.</p>
<p><u>Title:</u> Water Billing and Collections Manager <u>Pay Range:</u> 1FX (\$62,338 - \$87,270) <u>Department:</u> DPW-Water Works</p>	<p><u>Function:</u> Manage the billing and collections of revenues for the Milwaukee Water Works and City of Milwaukee fees, and the issuance of weekly bills for quarterly billings, manage the collection of delinquent accounts, and oversee the department’s efforts in bankruptcy filings and proceedings, and the monitoring and following of specific court ordered collections.</p>

A number of changes have impacted this position so there is a greater emphasis on system management, a broader area of responsibility within the department including the oversight of the Customer Service Division which includes supervisory responsibility for an additional eight regular employees and 10 temporary Customer Service Representative I positions.

In comparison to other City positions the classification of Business Systems Manager in Pay Range 1HX (\$86,189 - \$99,154) is closest in level. This position is located in the Assessor's Office and also has significant system management, staff training, and oversight responsibilities. This classification has a footnote that provides a much higher recruitment rate of \$86,189 due to compression with Senior Property Appraisers. As the position under study does not have this same pay compression issue we do not recommend including this footnote.

We also looked at market rates for positions that had some similarities to the position under study as shown in the chart below.

Title	Source	Rates
Collection and Credit Manager	ERI – 30 Mile Radius from Milwaukee	\$92,939 - \$110,986
Data Processing Manager	ERI – 30 Mile Radius from Milwaukee	\$88,667 - \$108,042
Customer Service Manager	ERI – 30 Mile Radius from Milwaukee	\$78,364 – \$95,678
Systems Administrator-Cloud	ERI – 30 Mile Radius from Milwaukee	\$78,264 - \$95,121
Systems Administrator	ERI – 30 Mile Radius from Milwaukee	\$73,843 - \$89,801

Rates based on the 25th and 75th percentile for five years of experience from ERI (Economic Research Institute).

We recommend the title of Tax Billing and Collection Manager as it is more descriptive of the work and reflects the position's greater responsibility.

Based on the analysis above, we recommend the position of Special Assistant to the City Treasurer in Pay Range 1FX (\$62,338 - \$87,270) be reclassified to Tax Billing and Collection Manager in Pay Range 1HX (\$70,827 - \$99,154).

Current	Lead Teller	PR 5FN (\$42,539 - \$48,248)	1 Position
Recommended	Revenue Collection Specialist	PR 5IN (\$47,779 - \$54,669)	1 Position

The basic function of this position is to assist the Revenue Collection Manager in the performance of various revenue collection functions; assume responsibility for the supervision of the daily operations of the Revenue Collection Division in the absence of the Revenue Collection Manager; and perform support tasks in other divisions of the department as required. Duties and responsibilities include the following:

35% Supervisory Responsibilities

- Assist the Revenue Collection Manager in the supervision and training of the Revenue Collection Division staff responsible for collecting monies due the City, cashing payroll and accounts payable checks, issuing cash refunds, and distributing "special handling" accounts payable checks.
- Maintain quality control over vault operations and cash handling processes; prepare cash deposits to the bank as needed and submit required documentation; monitor cash on hand and place currency and coin orders with the bank as required.
- Assist the Revenue Collection Manager with employee performance reviews and multiple deposits to the vault.
- Ensure tellers are performing and handing "in transaction" pickups timely throughout the day and are balanced at the appropriate time; assist customers and tellers with questions pertaining to their transactions; perform lobby control when customer volume is high; and verify any refund checks over \$500.00 during the current tax collection period.

30% Revenue Collection

- Process payments through the Munis Tax System and iNovah Cashier System for real estate and personal property taxes and special improvement bonds; collect accounts receivable and water bill payments; collect and validate receipts of all deposits presented by City departments; and process garnishment fees.
- Cash payroll and personal checks for City employees; collect health, dental and group life insurance premium payments; and process City employee travel and salary advances and their reimbursement.
- Prepare a proper accounting of all cash and checks and balance receipts daily and prepare the end-of-day report; prepare all reports for City departments regarding license fee collections, accounts receivable, and health insurance; process large cash deposits from the Milwaukee Police Department Property Bureau; collect and validate license fees paid; audit, complete, prepare, match, and insert animal licenses for mailing to animal owners with appropriate license tags; prepare reports for the Treasurer, Comptroller, and City Clerk regarding license fee collections and review them upon completion; and prepare voucher requests to pay the County Treasurer for animal licenses issued.
- Prepare letters to the Internal Revenue Service when transactions over \$10,000 in cash are made by customers; and prepare letters to the United States Secret Service when counterfeit money is received.

25% Cashiering Control

- Prepare accounts payable checks for mailing and disburse pick-up items when required; prepare cash deposits to bank as needed and submit required documentation; monitor cash on hand and place currency and coin orders with bank as required; furnish daily working capital to each Teller; process daily, weekly, and monthly uploads as required; perform surprise drawer counts; and inventory currency prior to payday and order additional money if needed.
- Continually monitor the holdup alarm and video camera surveillance systems; and be responsible for opening and closing the vault each day, assuring the vault doors and locking mechanisms are kept in proper working condition, and that the vault interior is kept secure, organized, and clean.

10% Other Duties

- Scan daily paperwork for retention and destroy in compliance with record retention schedule; compile and maintain SOPs for current job duties; and perform support tasks in other divisions of the department as needed.
- Perform other duties or special projects as assigned.

Minimum requirements include an associate's degree in accounting, business administration, finance, or related field and five years of experience as a teller at a financial institution (a bank, savings and loan, credit union, or another government agency). Experience as a lead worker or supervisor is desirable. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes in the position include the following:

- Additional leadworker responsibilities for teller training and oversight, cashiering control, and training of temporary employees.
- Greater responsibility in serving as a backup to the Revenue Collection Manager by running reports and uploading data as required.
- Assisting Customer Service Representative positions with processing payments due to changes in the computer system. This position and the Revenue Collection Manager are the only two positions authorized to make a correction after a payment has been processed.

Comparisons were made to other City positions including the following:

<p><u>Title:</u> Office Supervisor II <u>Pay Range:</u> 2CN (\$39,881 - \$55,825) <u>Department:</u> Police Department</p>	<p><u>Function:</u> Responsible for the supervision of MPD administrative support staff and the performance of administrative functions and duties associated with the North and South Investigations Divisions.</p>
<p><u>Title:</u> Administrative Services Specialist <u>Pay Range:</u> 2BN (\$37,425 - \$52,391) <u>Department:</u> Employees' Retirement System</p>	<p><u>Function:</u> Under the direction of the Retirement Plan Manager, is responsible for the complete administration of financial and membership functions of retiree health and dental insurance for several employee groups, surviving spouses, and dependents.</p>
<p><u>Title:</u> Paralegal <u>Pay Range:</u> 5JN (\$47,095 - \$57,144) <u>Department:</u> Employee Relations</p>	<p><u>Function:</u> Under direction of the Worker's Compensation Manager, perform a variety of services in support of worker's compensation litigation activities and functions including summarizing claim files, conducting research, collecting and organizing facts, preparing responses to applications for hearings and other litigation matters, interviewing and preparing witnesses, and responding to public records requests.</p>
<p><u>Title:</u> Program Assistant III <u>Pay Range:</u> 5IN (\$47,779 - \$54,669) <u>Department:</u> Neighborhood Services</p>	<p><u>Function:</u> Under general supervision, administer the contract clean-up program for private residential and commercial properties; ensure contractor compliance with requirements, process payments, maintain contract and billing documentation, and function as a leadworker for the administrative support work group.</p>
<p><u>Title:</u> Water Billing Specialist <u>Pay Range:</u> 5HN (\$45,013 - \$51,408) <u>Department:</u> DPW-Water Works</p>	<p><u>Function:</u> Conduct the detailed, accurate, and deadline-driven prebilling review so that over 165,000 Milwaukee Water Works accounts can be accurately billed within proper deadlines; and assist Water Billing Supervisor with the oversight of the billing process for the utility, including validation of meter readings.</p>

A number of changes have impacted this position so there are additional duties and responsibilities related to training and oversight of the Teller positions and temporary and seasonal workers. With the new computer system, this position has assisted the Customer Service Representative positions with their new role of taking payments by check in person. This position and the Revenue Collection Manager are the only two positions that can make a correction after a payment has been processed. Further, the Revenue Collection Manager has had to delegate more duties to this position including running reports and uploading data as required.

The position under study is unique but, in comparison to other City positions, the classification of Program Assistant III in Pay Range 5IN (\$47,779 - \$54,669) seems closest in level. The Program Assistant III in Neighborhood Services also functions as a leadworker and has responsibility for processing payments, maintaining documentation, and working with detailed administrative rules and requirements. This classification has a footnote that allows a higher recruitment level of \$47,779 and we recommend that this also apply to this position under study.

The requested title of Revenue Collection Specialist is descriptive of the work and reflects the greater responsibility that this position has taken on. We therefore recommend the position of Lead Teller in Pay Range 5FN (\$42,539 - \$48,248) be reclassified to Revenue Collection Specialist in Pay Range 5IN (\$46,347 - \$54,669) with a footnote designation to allow the recruitment rate of \$47,779.

Current	Program Assistant II	PR 5FN (\$42,539 - \$48,248)	1 Position
Recommended	Tax Enforcement Specialist	PR 6NN (\$45,013 - \$51,547)	1 Position

The basic function of this position is to provide administrative support to the Special Assistant to the City Treasurer and perform tasks related to tax enforcement, vacated judgements, bankruptcy administration, and customer relations. Duties and responsibilities include the following:

- 25% Delinquent Tax Enforcement
- 20% Bankruptcy Administration
- 15% Coordination and Monitoring of Collection Agent Services
- 10% Payroll Administration
- 15% Vacated Judgment Administration, Tax Billing and Collection, and Financial Services
- 15% General Office Administration, Backup Assignments, and Additional Duties

Minimum requirements include an associate's degree in business administration, finance, or legal studies and six years of office experience with at least two years at the level of Office Assistant III or above.

The department currently has two positions of Tax Enforcement Specialist in Pay Range 6NN (\$45,013 - \$51,547) that perform tasks related to tax enforcement, vacated judgments, bankruptcy administration, and customer relations. The department has experienced an increase in the volume of work related to these positions. For example, in 2003 there were 389 "in rem" tax foreclosures and in 2015 there were 1,507.

The department wishes to reclassify one of the positions of Program Assistant II in the Tax Enforcement Division to Tax Enforcement Specialist in order to have a third position performing tasks related to tax enforcement, vacated judgements, bankruptcy administration, and customer relations. As this position is performing the same duties and responsibilities as the other two positions of Tax Enforcement Specialist we recommend that one position of Program Assistant II in Pay Range 5FN (\$42,539 - \$48,248) be reclassified to Tax Enforcement Specialist in Pay Range 6NN (\$45,013 - \$51,547).

Current	Teller	PR 6HN (\$37,830 - \$41,863)	1 Position
Recommended	Teller (Bilingual Designation in Positions Ordinance)	PR 6HN (\$37,830 - \$41,863)	1 Position

The basic function of this position is to collect and validate all monies received due to the City, balance all receipts and disbursements processed on a daily basis, and perform support tasks in other divisions as required. The department has two Teller positions, one Lead Teller position, and the Revenue Collection Manager who interact with customers at the Teller windows.

The department indicated there is a need over 20 times a day for a bilingual Teller to communicate with customers and has requested that one of the Teller positions be designated as bilingual in the Positions Ordinance.

Based on the amount of bilingual services needed, we recommend one position of Teller in Pay Range 6HN (\$37,830 - \$41,863) be designated as bilingual in the Positions Ordinance.

Current	Accounting Assistant I	PR 6GN (\$36,252 - \$39,943)	1 Position
Recommended	Accounting Assistant III	PR 5EN (\$40,501 - \$46,724)	1 Position

The basic function of this position is to perform cashiering control, general fund accounting, investment portfolio management, payroll administration, and payment distribution functions at a paraprofessional level in the Investments and Financial Services Division. Duties and responsibilities include the following:

- 40% Cashiering Control
 - Prepare daily bank deposits to the City's Operating Account; scan all checks and supporting documents; verify check batch control totals against scanned checks and research and resolve variances; endorse

checks with City Treasurer's endorsement and Revenue Collection Division staff member's identification numbers; submit all batches for deposit after they have been verified; and summarize all check batches.

- Be responsible for preparing the manual deposit of checks not qualified for electronic deposit; and prepare daily listing of receipts collected, bank deposits to the City's Operating Account, and transmittals for armored car service.
- Deliver demand account deposits to downtown area banks; and prepare separate cash / coin bank deposits and verify accuracy.

40% General Accounting

- Perform monthly credit card and ACH deposit reconciliations for all City departments accepting credit cards and online payments; maintain inventory of deposit books and depository supplies; type various reports, letters, and forms and perform data entry relative to the accounting of City funds and other financial services functions; and assist in preparing documents and investment confirmations to reflect the Treasurer's daily cash and bank activity.
- Fax, mail, or hand deliver correspondence and reports as directed; file letters, reports, forms, and canceled checks; maintain records management schedules and mark records for destruction; and send tracer letters to payees on checks outstanding more than 90 days and exceeding certain dollar amounts.
- Issue all City Treasurer's Office refund account checks and balance accounts using check-writing software; issue payroll checks for City employees' returned direct deposits; create and send check issue files to bank; update and maintain all check and ACH issue and funding spreadsheets; perform data entry to reflect all returned items from the bank and distribute to City departments; and place stop payment orders when required.
- Enter state income tax withholding deposits and assure that the corresponding accounts payable vouchers are released; and enter federal payroll withholding detail to the Electronic Federal Tax Payment System.
- Send the monthly ACH debit file for installment tax collections to the processing bank; be responsible for processing stale dated checks and redepositing funds to the general fund; download and research transactions in the iNovah Cashier System as needed; assist in performing bank account reconciliations; respond to open records requests regarding old outstanding checks; monitor the state's website for unclaimed property in the City's name and prepare and submit necessary paperwork to claim the funds; download monthly reports from the iNovah Cashier System; and reconcile monthly the City's drug mail back account.

10% Payment Distribution Services

- Serve as paymaster for the City and process all checks for the City's and Employees' Retirement System's payrolls.
- Be responsible for the distribution of deceased employees' payroll checks to the proper beneficiary, redeposit unclaimed payroll checks, and file affidavits for any forged endorsements.

10% Other Duties

- Scan division paperwork and destroy in compliance with record retention schedule; and compile and maintain SOPs for current job duties.
- Train new employees, assign duties and outline methods to complete work assigned successfully; and perform other duties or special projects as assigned.

Minimum requirements for this position include four years of office support experience with at least one year at the level of Accounting Assistant II or higher. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The department has indicated that there have been a number of changes to this position including the following:

- City departments have expanded their payment options to include online and credit card payments which has increased the volume of transactions to be reconciled each month.
- The addition of the City's Drug Mail Back Program requires this position, on a monthly basis, to reconcile debits made to the bank account with packages actually received.
- Serving as a lead worker to a part time Accounting Assistant I position and a seasonal worker assigned to the division.
- Taking on additional responsibility for overseeing workflow within the division and handling more complex work related to reconciliation of transactions.

The department also indicated that as this position's supervisor, the Investments and Financial Services Manager, has taken on additional duties and responsibilities related to investments, more work related to reconciliations, and oversight of workflow has been delegated to the position under study. The incumbent indicated that the most difficult work is the reconciliation of transactions and the daily deposit of checks which require great organization and accuracy.

The Accounting Assistant Job Series and the different levels have evolved over time but can generally be described as stated below.

Accounting Assistant Job Series

This series includes positions that perform office support and accounting-related tasks in activities such as purchasing, paying bills, receiving payments, maintaining production and budgetary records, checking payroll records, examining accounting records, and/or other related activities in accounting and financial areas.

Accounting Assistant I

Performs reoccurring office support and accounting tasks in general accounting, accounts payable, accounts receivable or a related accounting or financial area; posts journal entries, enters data into automated data bases, processes payments and purchasing documents, verifies information, and may assist in preparing accounting reports; uses microcomputer software and mainframe applications; may contact outside agencies to resolve problems; and may assist with basic payroll-related work, maintenance of personnel records, and benefits processing.

Accounting Assistant II

Performs more complex office support and accounting functions in accordance with standard procedures in such areas as balancing general or subsidiary ledgers, processing payments, purchasing supplies, materials and services and compiling monthly closings, annual reports, and other financial statements; contacts other departments and outside agencies to resolve problems; responds to questions from other employees, vendors, and customers on a regular basis; works independently; the consequence of error is higher and may involve larger sums of money than at the "I" level; prepares accounting documents and related correspondence; uses regular and advanced features of Microsoft software and mainframe applications; often functions as a group leader; may have authority to sign or countersign checks or payment certifications; and may perform the Personnel Payroll Assistant functions in addition to other accounting functions.

Accounting Assistant III

Performs the most complex office support and accounting work in the Accounting Assistant job series; exercises a definably higher level of responsibility than an Accounting Assistant II position; and may serve as a team leader for other employees. The work may include complex accounts, relatively large sums of money, responsibility for work flow in an area, a high level of independence, and a higher level of consequence to error.

With a number of changes related to the complexity of work and the addition of oversight and leadworker responsibilities, this position matches more closely the specification for the Accounting Assistant III in Pay Range PR

5EN (\$40,501 - \$46,724). This level performs the most complex office support and accounting work in the Accounting Assistant job series including complex accounts, relatively large sums of money, and responsibility for work flow in an area.

We therefore recommend the position of Accounting Assistant I in Pay Range 6GN (\$36,252 - \$39,943) be reclassified to Accounting Assistant III in Pay Range 5EN (\$40,501 - \$46,724).

Current	Customer Service Representative II	PR 6GN (\$36,252 - \$39,943)	6 Positions
Recommended	Customer Service Representative III	PR 6HN (\$37,830 - \$41,863)	5 Positions
	Customer Service Representative III - Bilingual	PR 6HN (\$37,830 - \$41,863)	1 Positions

The basic function of these positions is to provide office support relative to tax billing and collection, contemplated special improvement bonds, delinquent tax collection, direct and indirect customer service, City of Milwaukee accounts receivable, and records maintenance. Duties and responsibilities include the following:

50% Tax Billing and Collection

- Answer telephone inquiries from public, other City departments, and various government agencies regarding tax collection, contemplated special improvement bonds, delinquent tax collection, City of Milwaukee accounts receivable, and records maintenance; and answer routine written correspondence.
- Process payments through the Munis Tax System and iNovah Cashier System for real estate and personal property taxes and special improvement bonds; research, verify, document, scan, file, and send out overpayment refund checks for installment property taxes, delinquent property taxes, and special improvement bills; prepare lottery and gaming credit forms, and direct debit ACH tax payment forms; prepare tax searches for attorneys, lending agencies, abstract companies, and realtors; and issue duplicate combined property tax bills, tax receipts, payment histories, and collect any fees due.
- Research and prepare tax and special improvement bond information for Certified Survey Maps; research returned NSF checks and ACH payments tendered for tax payments; prepare FMIS transaction documents, process tax cancellations, enter account information in the NSF database, and prepare and send notices to affected taxpayers regarding payment cancellations; and research and analyze credit and debit memos received from the lock box agent and process through the computer systems.
- Process the application for, or cancellation of, state lottery and gaming credits; complete an annual audit of lottery credit multiple property owners and update computer system; and process direct debit ACH installment tax payments and send confirmation correspondence to applicants.
- Maintain Customer Services Division records according to record retention schedule; collect, document, and reconcile pre-payment of taxes; research payment application issues and make the necessary corrections; print accounts receivable invoices when required; distribute lock box deposit slips to the Financial Services Division and batch summary reports to the Tax Enforcement Division; and sort and process rejected lock box payments, process lock box manual deposits, and maintain log of deposits.
- Update and maintain the Munis Tax System mailing address file; scan delinquent tax payment envelopes, and enter into delinquent envelope database; scan payment remittance coupons and save according to records retention schedule; and time stamp, open, sort and distribute office mail.

40% Delinquent Tax Collection

- Provide office support for the collection of delinquent real estate and personal property taxes; research and resend returned delinquent tax bills and collection letters; and file delinquent tax collection correspondence and reports.
- Contact the collection agent to verify costs and judgment interest amounts.

5% Contemplated Special Improvement Bond System

- Update and maintain Contemplated Special Improvement Bond and files; prepare letters requesting information from the Department of Public Works (DPW)-Special Assessments, enter information into database, process special improvement bills when issued, and reconcile to database; and send out final bills and receipts after processing.
- Update Munis Tax System with proper coding to display tax accounts where monies are escrowed; and inform DPW and the public of status of accounts regarding contemplated specials.

5% Other Duties

- Type correspondence for the division; and compile and maintain SOPs for current job duties.
- Perform other duties or special projects as assigned.

Minimum requirements include four years of office support experience, including two years of experience performing customer service work at the level of Customer Service Representative II or above. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

These positions were last studied in 2008 when the department had one position of Customer Service Representative – Lead in Pay Range 530, two positions of Customer Service Representative II in Pay Range 435 and five positions of Customer Service Representative I in Pay Range 425. With the reduction of office support positions over time, the department found that the differences in functions among these positions had diminished and they wished to have them at the same level so they could be interchangeable in performing the work. The 2008 study found that they were performing work at the journey level of Customer Service Representative II in Pay Range 435 which has now become PR 6GN (\$36,252 - \$39,943).

Since 2008, there have been a number of changes to these positions due to the enhanced tax enforcement policies and the implementation of the new computer systems. These changes have made the work of responding to customers in person or on the phone more complex. The most significant change is the ability to take payments for taxes when customers are paying in person by check through the implementation of the new computer system. The process requires the surveying of several accounts and may require more research of tax accounts to determine where the payment should be applied. The employees also need to contact the law firm handling collections more often with the enhanced tax enforcement policies and may need to assess fees.

The Customer Service Representative job series and level II and III descriptions include the following:

Customer Service Representative Job Series

This series includes office support positions that provide direct service and assistance to customers, both internal and external to City government for at least 70% of the time; act as a liaison between customers and a particular public City service or program and represent the City in responding to and resolving customer problems; maintain moderately complex records, including bills and related financial records; and sometimes handle cash and other types of payments. The various levels of this job series are distinguished from each other based on the amount of independent judgment exercised, the consequence of error, the type of problems solved, and responsibility for the work of others.

Customer Service Representative II

Distinguished from the Customer Service Representative I level by a greater responsibility for solving/troubleshooting problems; working with more technically complex accounts, billings, and related systems; performing basic analysis to determine routine payment or billing adjustments; interpreting organizational and relate policies and procedures; performing more intricate mathematical calculations; and helping with training new employees.

Customer Service Representative III

Distinguished from the Customer Service Representative II level by a greater responsibility for independently determining and granting large billing adjustments, resolving more complex customer problems, issuing larger repair orders, occasionally serving as a leadworker, and calculating and issuing final billings. This level is the highest level of the Customer Service Representative series and incumbents are expected to exercise a great deal of independent judgment, give direction and guidance to other employees, and calculate and make significant adjustments to customer accounts.

With a number of changes related to the complexity of work and the addition of processing payments in person by check and conducting related research of several spreadsheets and accounts, this position matches more closely the specification for the Customer Service Representative III in Pay Range PR 6HN (\$37,830 - \$41,863). This level performs the more complex customer problems and responsibility for calculations and research. The Customer Service Representative III positions in the Department of Public Works – Water Works also perform high level customer service work including responding to inquiries, requests for services, questions about payments, and concerns about existing and new accounts; and works with customers to schedule water meter replacements. These positions also process payments and adjust charges as the result of investigations.

The department also indicated that there is need at least 10 – 12 times a day for a bilingual Customer Service Representative II positions to communicate with customers on the phone or in person and has requested that one of the six positions of Customer Service Representative be designated as bilingual in the Positions Ordinance.

We therefore recommend six positions of Customer Service Representative II in Pay Range 6GN (\$36,252 - \$39,943) be reclassified to Customer Service Representative III in Pay Range 6HN (\$37,830 - \$41,863) and, based on the amount of bilingual service needed, that one of the six positions be designated as bilingual in the Positions Ordinance.

Actions Required – Effective Pay Period 1, 2018 (December 31, 2017)In the Salary Ordinance

Under Pay Range 1FX:

Delete the title 'Special Assistant to the City Treasurer'.

Under Pay Range 1HX:

Add the title 'Tax Billing and Collection Manager'.

Under Pay Range 1IX:

Delete the title 'Investments and Financial Services Manager'.

Under Pay Range 1KX:

Delete the title 'Deputy City Treasurer'.

Add the title 'Investments and Financial Services Director'.

Under Pay Range 1LX:

Add the title "Deputy City Treasurer".

Under Pay Range 5FN:

Delete the title 'Lead Teller'.

Under Pay Range 5IN:

Add the title 'Revenue Collection Specialist' with a footnote (1) designation.

In the Positions Ordinance

Under City Treasurer, Administration:

Delete one position of 'Investments and Financial Services Manager (Y)' and one position of 'Special Assistant to the City Treasurer'; and add one position of 'Investments and Financial Services Director (Y)' and one position of 'Tax Billing and Collection Manager (Y)'.

Under Customer Services Division:

Delete six positions of 'Customer Service Representative II (Y)' and add five positions of 'Customer Service Representative III (Y)' and one position of 'Customer Service Representative III – Bilingual (Y)'

Under Tax Enforcement Division:

Delete one position of 'Program Assistant II (Y)' and add one position of 'Tax Enforcement Specialist (Y)'.

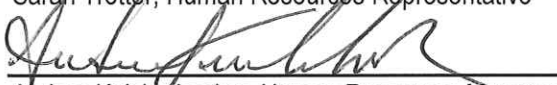
Under Investments and Financial Services Division:

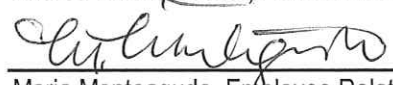
Delete one position of 'Accounting Assistant I (Y)' and add one position of 'Accounting Assistant III (Y)'.

Under Revenue Collection Division:

Delete one position of 'Lead Teller (Y)' and one position of 'Teller (Y)'; and add one position of 'Revenue Collection Specialist (Y)' and one position of 'Teller – Bilingual (Y)'.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

Department of Administration – ITMD

Current	Recommendation
IT Project Coordinator PR 2GX (\$56,767 - \$72,063) One Position	IT Project Manager PR 1HX (\$70,827 - \$99,154) One Position

Background

Nancy Olson, Chief Information Officer of the Department of Administration’s Information Technology Management Division (ITMD), has requested a reclassification study for the position of IT Project Coordinator as part of a strategy shift within the Applications and Development Section of the department. In studying this position, staff analyzed job descriptions and discussions were held with Rich Watt, Policy and Administration Manager of ITMD.

Duties and Responsibilities

This position will manage and coordinate the development and implementation of computer-based projects. Its incumbent will work with City departments to identify and define project requirements, scope of work, and objectives as well as provide support to systems integration staff throughout the entire process to ensure adherence to project budgets and schedules. The duties and responsibilities are further detailed below.

- 25%
 - Provide work assignment supervision to project management staff.
 - Determine project needs and assign staff to accomplish daily tasks.
 - Mentor and provide training to project management staff.

- 40%
 - Coordinate project activities, resources, equipment, and information.
 - Help prepare project proposals, timeframes, schedule, and budget.
 - Monitor and track project progress and handle any issues that arise.
 - Use project management tools to monitor working hours, budget, plans, and spending.

- 25%
 - Work with City staff to identify and define project requirements, scope, and objectives.
 - Act as the point of contact and communicate project status adequately to all participants.
 - Make certain that user departments’ needs are met as the project evolves.
 - Direct preparation of reports on customer service activities and City service delivery.

- 10%
 - Document new systems, features, and work with user departments for training of staff.
 - Create and maintain comprehensive project documentation, plans, and reports.
 - Develop training materials and assist in the training of system users.

Minimum requirements include a bachelor’s degree in business administration, information management, communications, or similar area and five years of experience in IT project management, configuration, and business process mapping. Certification as a Project Management Professional (PMP) is also required. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Analysis and Recommendation

In the development and implementation of computer-based projects for City departments, ITMD no longer develops their own major IT systems. Instead, they purchase commercially available software solutions to replace many of the current systems. This is not to downplay the work needed to implement these products, as they need to interface with other City systems and require configuration to meet City needs. The position will be responsible for vendor management, analysis of internal City processes, change management of old processes to best practices, and managing and communicating all aspects of major projects from start to finish.

A significant change in this position is the addition of supervisory responsibility. This position will supervise the IT Project Coordinator, Programmer Analyst, and Programmer II as well as a to-be-determined title that the Division hopes to create later this year to focus on individual or closely related systems after they have been implemented. This new supervisory responsibility will ensure effective delegation of assignments and workflow optimization. The Department has indicated this supervisory position would require a Project Management Professional (PMP) certification which the current incumbent now holds. The IT Project Coordinator will share some of the same duties, but at a lower level of responsibility and at the direction of the proposed IT Project Manager, who will take on higher profile and/or more complex projects.

In determining the proper classification for this position, comparisons were made to other City positions including the following:

<p><u>Title:</u> Systems Analyst-Senior <u>Pay Range:</u> 2IX (\$58,462 - \$81,844) <u>Department:</u> Department of Administration – ITMD</p>	<p><u>Function:</u> Provides advanced-level systems analysis for related enterprise functionality, consults with functional leads, and provides design and development services.</p>
<p><u>Title:</u> Systems Analyst-Project Leader <u>Pay Range:</u> 2LX (\$70,827 - \$99,154) <u>Department:</u> Department of Administration – ITMD</p>	<p><u>Function:</u> Responsible for the effective use of the Oracle PeopleSoft applications to provide accurate and timely data and improve efficiencies within City departments.</p>
<p><u>Title:</u> Systems Integration Manager <u>Pay Range:</u> 1IX (\$75,478 - \$105,669) <u>Department:</u> Department of Administration – ITMD</p>	<p><u>Function:</u> Coordinate all activities related to the integration of software/apps, develop application architecture blueprints, and oversee testing of application modules.</p>

This position has been found to be most closely related to the Systems Analyst-Project Leader in Pay Range 2LX (\$70,827 - \$99,154). The Systems Analyst-Project Leader also serves as a technical lead and works with the ongoing maintenance and upgrading of FMIS/HCM products. This position will focus on the implementation of any major IT projects, working with both the technical team and user departments to coordinate the work and manage projects from design to implementation. As this position will have supervisory responsibility, we recommend it be placed in the equivalent pay range in the Officials and Administrators portion of the Salary Ordinance in Pay Range 1HX (\$70,827 - \$99,154).

We therefore recommend that one position of IT Project Coordinator in Pay Range 2GX (\$56,767 - \$72,063) be reclassified to IT Project Manager in Pay Range 1HX (\$70,827 - \$99,154).

Action Required – Effective Pay Period 16, 2018 (July 29, 2018)

In the Salary Ordinance

Under Pay Range 1HX:

Add the title of “IT Project Manager”.


In the Positions Ordinance

Under Department of Administration – Information and Technology Management Division,
Applications and Development Section:

Delete one position of "IT Project Coordinator".

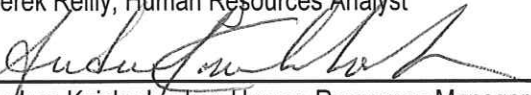
Add one position of "IT Project Manager".

Prepared by:



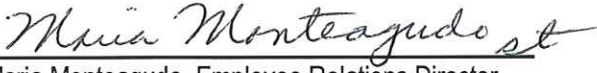
Derek Reilly, Human Resources Analyst

Reviewed by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Maria Monteaquido, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

Department of Public Works-Infrastructure Services

Current	Recommendation
New Position	Streetcar System Manager PR 1IX (\$75,478 - \$105,669) One Position

Department of Public Works-Administrative Services

Current	Recommendation
New Position	Safety Manager PR 1GX (\$66,435 - \$93,010) Recruitment at \$70,827 One Position
Safety Supervisor PR 1CX (\$51,469 - \$72,063) Additional 4.8% Snow and Ice Control Operations One Position	Safety Supervisor PR 1DX (\$54,865 - \$76,806) Recruitment at \$58,462 Additional 4.8% Snow and Ice Control Operations One Position
Safety Specialist - Senior PR 2EX (\$48,670 - \$63,426) Additional 4.8% Snow and Ice Control Operations Three Positions	Safety Specialist - Senior PR 2FX (\$48,670 - \$67,616) Recruitment at \$51,469 Additional 5% for Lead or Supervisory Assignment Additional 4.8% Snow and Ice Control Operations Three Positions
Safety Specialist PR 2CN (\$39,881 - \$55,825) (Underfill Title)	Safety Specialist PR 2DN (\$42,500 - \$59,498) Recruitment at \$45,306 (Underfill Title)

Background

The Department of Employee Relations has received a request from Jeffrey Polenske, City Engineer, to study a new Streetcar System Manager position created as a part of the 2018 budget. We have also received a request from Dan Thomas, Administrative Services Director, to study new and current positions in the Safety Section of the DPW-Administrative Services Division. In studying these positions, staff met with Jeffrey Polenske, City Engineer, Dan Thomas, Administrative Services Director, and Brian Hinkle, Safety Supervisor, and reviewed new job descriptions as well as job analysis questionnaires.

Department of Public Works-Infrastructure Services

Current	NEW POSITION		
Recommended	STREETCAR SYSTEM MANAGER	PR 1IX \$75,478 - \$105,669	1 Position

This new position will be responsible for managing all aspects of the City's streetcar system, including the contract with the Operations and Maintenance contractor. The position will handle all reporting of inspections required by the Federal Transit Administration and the Wisconsin Department of Public Works. Duties, responsibilities, and requirements include:

- 30% Administer and oversee the City's contract with the Operations and Maintenance Contractor including but not limited to service provisions, operations performance, vehicle maintenance, safety and security performance, and customer relations.
- 15% Administer and oversee the City's contract with the consultant for marketing, public education, and sponsorship efforts related to the streetcar system.
- 15% Serve as the City's primary point of contact for the streetcar system with the Federal Transit Administration and the Wisconsin Department of Transportation, including all reporting and inspection requirements.
- 15% Coordinate streetcar operations with other City departments, including the Police Department, Fire Department, City Attorney's Office, and the Department of Public Works (DPW) including the Safety Section.
- 15% Responsible for developing policies and budgets in regards to the streetcar system, including the expansion of the system.
- 10% Coordinate with the Metropolitan Planning Organization and the Milwaukee County Transit System and perform other related duties.

Minimum requirements include a bachelor's degree in civil engineering, public administration, business administration or related degree and five years of experience in transportation planning, operations and maintenance of transit systems, construction management of transit systems or other related transit experience. A master's degree in a related area is highly desirable. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This new Streetcar System Manager will be responsible for the overall management of the streetcar system operated by the City of Milwaukee. This includes overseeing and assuring safety and security requirements of the streetcar system are being met. The position will coordinate with other departments within the City responsible for various tasks related to streetcar operations and reporting requirements and assure their responsibilities are being performed and met in a timely fashion. This would include the Police and Fire Departments, City Attorney's Office, Employee Relations, Budget Office, DPW, and City Development. This position will also coordinate with the City Engineer and Commissioner of Public Works in providing regular reports to the Mayor, Common Council, and streetcar oversight groups established for the streetcar system. The position will also coordinate with the appropriate public information personnel to assure the public and customers of the system are provided timely and appropriate information regarding system operations.

In addition, this position is responsible for overseeing the operations and maintenance contractor, who provides the day-to-day operations for the system, in order to maximize operational and financial performance and minimize risk. This will include monitoring their service provision and operations performance, vehicle maintenance performance, safety and security performance, customer relations, fixed facility inspections and maintenance, and reporting responsibilities of the contract. Additionally, the Streetcar System Manager will ensure compliance with the contract and financial plan and develop any changes that may arise.

Other responsibilities include overseeing development activity related to grants with the State of Wisconsin and the federal government as well as reporting activity related to the successful receipt of these grants. This will include reports as required for the State and the Federal Transit Administration (FTA) such as the National Transit Database reporting requirements. This position will also assure state and federal periodic inspection reviews are successful, and will include routine safety and security reviews, state management reviews, and FTA Triennial reviews.

The Streetcar System Manager will develop policies, budgets, and plans for expansion of the system, coordinate with contractors and consultants on development activities related to the streetcar system, assist the City in advancing

streetcar issues within the City, with the State, with the FTA, and with the general public and stakeholders of the system. The position will also coordinate with the Metropolitan Planning Organization concerning planning and operation of streetcar activities for the City as well as coordinating with the Milwaukee County Transit System concerning streetcar operations and future expansion so that transit operations in the Milwaukee area are operated in the most efficient and effective manner for the public and taxpayers.

In studying this position, comparisons were made to other positions in the City with similar levels of responsibility including the following:

Title	Department	Pay Range	Minimum	Maximum
Construction Management Engineer	DPW-Infrastructure	1IX	\$75,478	\$105,669
Transportation Engineering Planner	DPW-Infrastructure	1IX	\$85,000	\$105,669
Traffic Engineer-Senior	DPW-Infrastructure	1IX	\$85,000	\$105,669
Management Civil Engineer-Senior	DPW-Infrastructure	1IX	\$75,478	\$105,669

This new position will manage all aspects of the City’s streetcar system, including the contract with the operations and maintenance contractor. Other duties include handling reporting and inspection requirements by the Federal Transit Administration and Wisconsin Department of Public Works. These duties are comparable in level of responsibility and oversight to other positions in the DPW-Infrastructure Services Division including:

- The Construction Management Engineer who is responsible for the oversight of Public Works Construction contracts for City and/or State Wisconsin DOT sewer, water, bridge, street and alley infrastructure improvement projects.
- The Transportation Engineering Planner responsible for planning for multiple modes of transportation which include walking, cycling, automobiles, and public transit, and the connections among different modes.
- The Traffic Engineer Senior responsible for producing and reviewing technical studies of traffic issues.
- Management Civil Engineer-Senior such as the position in the Transportation Section’s Project Programming Unit that coordinated the paving program and preparation of estimates and special assessments for street, alley, sewer, water lateral construction, and sidewalk repair.

This report therefore recommends this new position be classified as Streetcar System Manager in Pay Range 1IX (\$75,478 - \$105,669).

Department of Public Works-Administrative Services-Safety Section

The Department of Public Works has requested a study of the Safety professionals that work throughout DPW divisions. Changes over time for these positions have included the addition of case management responsibilities related to the placement of City employees into the Transitional Duty and Disable Employee Placement programs. In the future, these positions will also be involved with safety in the operations of the Milwaukee Streetcar System.

The recommendations for individual titles are listed below and include comparisons to current positions within City government. In addition to these internal comparisons, staff considered external market rates of pay for positions with similar duties and responsibilities in southeastern Wisconsin from the Economic Research Institute (ERI), a salary survey service to which the Department of Employee Relations subscribes. The rates shown below reflect the minimum and maximum rates of pay at the 25th, mean, and 75th percentiles of the labor market.

Economic Research Institute Market Data 2018
Southeastern Wisconsin

Title	Min 25%	Max 25%	Mean Min	Mean Max	Min 75%	Max 75%
Safety Supervisor	\$65,280	\$83,417	\$72,149	\$92,067	\$78,788	\$100,508
Safety Specialist	\$52,318	\$68,886	\$58,134	\$76,581	\$63,815	\$84,171

In addition, staff also considered the rates of pay for Occupational Health and Safety Specialists from the Bureau of Labor Statistics:

Bureau of Labor Statistics
Occupational Health and Safety Specialists
Wisconsin, May 2017

10 th Percentile	25 th Percentile	Median Wage	75 th Percentile	90 th Percentile
\$40,220	\$53,000	\$62,590	\$77,370	\$92,540

Current	NEW POSITION		
Recommended	SAFETY MANAGER	PR 1GX (\$66,435 - \$93,010) Recruitment at \$70,827	1 Position

This new Safety Manager is responsible for the overall safety program in the Department of Public Works which includes oversight of safety for the Milwaukee Streetcar System (MSS). The position provides direction to the Safety Supervisor and three Safety Specialists who are responsible for evaluating work sites and procedures for safety, investigating accidents; performing job safety analyses; and apprising responsible managers and supervisors of corrective actions. Duties, responsibilities, and requirements include:

- 35% Serve as the Streetcar Safety and Security Manager; develop, implement, and maintain safety and security policies and procedures; oversee hazard analysis and the investigating and reporting of incidents and accidents; manage, oversee, and monitor regulatory compliance of operations and maintenance; and oversee snow/ice operations related to the streetcar.
- 20% Implement division and departmental safety plans.
- 20% Evaluate employees for ADA (Americans with Disabilities Act) accommodation using case management techniques for Transitional Duty and Disabled Employee Placement programs; monitor the submission of various medical documents; follow up with employees and medical care providers as needed; act as a liaison between the Administrative Services Division, Worker's Compensation Section and other various vendors in resolving transfer of job placement problems and to coordinate return to work date due to physical restrictions; and make recommendations to the DPW Administrative Services Director.
- 15% Conduct safety evaluations and consultations related to work sites, equipment materials, facilities and procedures including the investigation or referrals relating to work injuries and the possibility of subrogation; conduct ongoing research; and communicate information on safety laws, standards, and accident prevention procedures to division heads, supervisors, and other employees.
- 10% Represent the DPW Administrative Services Division at various safety meetings; conduct safety briefings; plan, coordinate, and conduct safety training sessions for DPW employees; prepare and disseminate statistical reports and bulletins; create and publish safe work procedures and investigative reports; and serve as a supervisor for snow and ice control operations.

Minimum requirements include a related bachelor's degree or equivalent experience in an industrial/technical setting and at least four years of experience in employee safety and/or accident prevention programs. Equivalent combinations of education and experience may be considered. These requirements have not yet been approved by Staffing Division.

In addition to oversight of DPW employee safety, this new position will have oversight of developing City safety and security policies and procedures regarding MSS operations. This includes overseeing the implementation of the safety and security certification program through design, construction, integrated testing and operational readiness activities; overseeing hazard analyses and threat and vulnerability analyses throughout MSS construction, startup, and operation; advising the City on any safety or security issues that have not been resolved; coordinating with the MSS management team to assure the safety culture desired by the City in MSS operations is achieved; and investigating and reporting any incidents and accidents as required. This position will ensure compliance with federal and state safety oversight requirements.

In studying this position, comparisons were made to other positions in the City with similar levels of responsibility including the following:

Title	Department	Pay Range	Minimum	Maximum
Fleet Operations Manager	DPW-Operations	1HX	\$70,827	\$99,154
Parking Enforcement Manager	DPW-Operations	1GX	\$66,435	\$93,010
Tow Lot Manager	DPW-Operations	1FX	\$62,338	\$87,270

This new Safety Manager is responsible for the overall safety program for the Department of Public Works including oversight of safety for the MSS. In comparing this position to other current positions within the department:

- The Fleet Operations Manager appears to have greater responsibility as the position has responsibility for all operations, services, equipment, personnel, and administration of the Fleet Services Section of the Operations Division of DPW. This includes responsibility for four operations/repair garages and employee relations, snow and ice control, budgeting and administration of the section, and all driver training programs.
- The Tow Lot Manager is responsible for the comprehensive management of the City of Milwaukee Tow Lot operations on a 24/7 basis, including managing staff, tow contractors and the vehicle recycling contract, but overall has less impact and accountability than the proposed Safety Manager.
- The Parking Enforcement Manager directs parking enforcement activities for the City of Milwaukee that includes parking checkers, tow lot operations, citizen inquiries, and dispatch operations on a 24/7 schedule. This oversight of city operations is more comparable to that of the proposed Safety Manager.

Based upon this comparison, this report therefore recommends this new position be classified as Safety Manager in Pay Range 1GX (\$66,435 - \$93,010). In consideration of the mean minimum rates of pay for safety professionals in Wisconsin, we recommend an initial recruitment rate of \$70,827.

Current	SAFETY SUPERVISOR	PR 1CX \$51,469 - \$72,063 Add'l. 4.8% Snow and Ice Control Operations	1 Position
Recommended	SAFETY SUPERVISOR	PR 1DX (\$54,865 - \$76,806) Recruitment at \$58,462 Add'l. 4.8% Snow and Ice Control Operations	1 Position

This position provides direction to Safety Specialists and assists in the coordination of department safety compliance. This position assists in the safety management of one or more of the Department of Public Works' division safety

programs by identifying safety hazards and training needs; conducting training classes; and documenting safety statistics. This work also includes evaluating work sites and procedures for safety, investigating accidents, performing job safety analyses, and apprising responsible managers and supervisors of corrective actions. This position plans, organizes, and conducts safety training sessions for first-line supervisors and operational personnel in DPW divisions and work units, coordinates the return to work of injured employees utilizing case management techniques, and prepares safety reports for the Administrative Services Division. Duties, responsibilities and requirements include:

20% Assist the Safety Manager in overseeing the DPW Safety Program

- Design, implement and manage occupational safety programs.
- Conduct safety inspections and accident investigations.
- Conduct building audits to ensure work environment is in compliance by reducing and eliminating hazards. Perform evaluations and consultations.
- Maintain data in the DPW Injury/Incident software. Provide reports and data.
- Maintain relationships with safety equipment vendors in order for employees to have access to the appropriate safety gear.

20% Case Management

- Administer and manage the Transitional Duty program.
- Analyze work-related injuries and illnesses.
- Coordinate return to work date using job analysis and case management techniques.
- Monitor the submission of medical documents, review documentation and follow-up with employees or medical providers as needed.
- Use case management techniques to evaluate employees for ADA accommodations and the Disabled Employees Placement Program.
- Act as a liaison between the DPW Administrative Services Division, Worker's Compensation and Gallagher Basset in resolving transfer of job placement problems to coordinate a return to work date due to physical restrictions.
- Oversee the investigations of accidents, incidents and injuries and determine the root cause of the injury/incident.

20% DPW Drug and Alcohol Designated Employer Representative

- Ensure compliance in the DPW drug and alcohol testing program which includes pre-employment, random, post-accident, reasonable suspicion and follow-up drug testing.
- Coordinate efforts with DPW managers and supervisors to ensure drug test is implemented on an appropriate level.
- Manage the training and certification of DPW supervisors on the drug and alcohol testing program.
- Complete necessary documentation needed for reasonable suspicion or random drug testing which includes the 'Chain of Custody' documentation.
- Determine and make recommendation on appropriate discipline for a violation of the drug and alcohol policy.
- Monitor and coordinate the return to work date after a positive drug test. This requires communication between the Substance Abuse Professional and the Employee Assistance Program on the return to work date, ongoing treatment and follow-up drug testing.

20% Statistical Analysis Reports and Investigative Reports

- Prepare and disseminate statistical analysis reports based on work injuries and division.
- Create and publish safe workplace procedures.

- Oversee DPW Injury/Incident Application.

20% Training

- Plan, coordinate, and conduct safety training for managers, supervisors, and employees.
- Develop and implement safety plans/programs.
- Act as a liaison with Froedtert Workforce Health and other health professionals to administer wellness programs.
- Attend training and maintain applicable certifications.

Minimum requirements include a related bachelor's degree and three years of experience in employee safety and/or accident prevention programs. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Changes to the responsibilities of this position include:

- New responsibilities for analyzing work-related injuries and illnesses. This includes coordinating return to work using job analysis and case management techniques and applies to both Transitional Duty and ADA accommodations.
- Coordination with the City's Wellness Program.
- Tracking of all safety investigations in the DPW Injury/Incident Application.
- New training initiatives focusing on wellness.
- Onsite drug testing.

In studying this position, comparisons were made to other positions in the City with similar levels of responsibility including the following:

Title	Department	Pay Range	Minimum	Maximum
DNS Personnel Officer	Neighborhood Services	1DX	\$54,865	\$76,806
Fire Personnel Officer	Fire Department	1DX	\$54,865	\$76,806
Human Resources Specialist	Police Department	1DX	\$54,865	\$76,806
Human Resources Representative	DPW-Administration	2HX	\$54,865	\$76,806
Health and Safety Officer	Police Department	1CX	\$51,469	\$72,063

This new Safety Supervisor provides direction to Safety Specialists and assists in the coordination of department safety compliance by identifying safety hazards and training needs, conducting training classes and documenting safety statistics, evaluating work sites and procedures for safety, investigating accidents, performing job safety analyses, and apprising responsible managers and supervisors of corrective actions. The position also coordinates the return to work of injured employees. In comparing this position to other positions within City government:

- The DNS Personnel Officer, Fire Personnel Officer, Human Resources Specialist and Human Resources Representative manage and administer the human resources function within a department including training and organizational development, employee relations, ADA, Workers Compensation, safety, performance evaluations, grievance administration and disciplinary actions. These positions advise managers and supervisors on human resources issues.
- The Health and Safety Officer in the Police Department is responsible for administering the Department's Limited Duty Program, Family and Medical Leaves of Absence and Fitness for Duty Evaluations.

Based upon this comparison, this report therefore recommends this position be classified as Safety Supervisor in Pay Range 1DX (\$54,865 - \$76,806). In consideration of the minimum rates of pay for supervisory safety professionals in Wisconsin, we recommend an initial recruitment rate of \$58,462.

Current	SAFETY SPECIALIST - SENIOR	PR 2EX \$48,670 - \$63,426 Add'l. 4.8% Snow and Ice Control Operations	3 Positions
Recommended	SAFETY SPECIALIST - SENIOR	PR 2FX \$48,670 - \$67,616 Recruitment at \$51,469 Add'l. 5% for Lead Assignment Add'l. 4.8% Snow and Ice Control Operations	3 Positions

Current	SAFETY SPECIALIST	PR 2CN \$39,881 - \$55,825)	Underfill Title
Recommended	SAFETY SPECIALIST	PR 2DN \$42,500 - \$59,498 Recruitment at \$45,306	Underfill Title

These positions assist in the safety management of one or more of the Department of Public Works' divisions by identifying safety hazards and training needs; conducting training classes; documenting safety statistics; actively participating in coordinating the return to work for injured employees; identifying injury causes/trends and taking corrective action; and preparing safety reports. Duties, responsibilities, and requirements include:

40%

Case Management

- Oversee employees participating in the Transitional Duty Program.
- Analyze work-related injuries and illnesses.
- Coordinate return to work date using job analysis and case management techniques.
- Monitor the submission of medical documents, review documentation and follow-up with employees or medical providers.
- Review transitional duty timesheets and transitional duty supervisor confirmation forms.
- Using case management techniques, evaluate employees for Transitional Duty Program with an average caseload of 40 employees.
- Act as a liaison between the Administrative Services Division, Worker's Compensation Section and Gallagher Bassett in resolving transfer of job placement problems to coordinate a return to work date due to physical restrictions.
- Determine root cause of the injury/incident.
- Oversee investigations of accidents, incidents, and injuries.
- Input and maintain entries into the OSHA recordkeeping log.
- Maintain medical status updates from Concentra Account.
- Understand the ADA Interactive process and be prepared to transition employees from the Transitional Duty Program to this process.

30%

Implement the DPW Safety Program

- Design and implement the occupational safety program.
- Conduct safety inspections and accident investigations.
- Perform evaluations and consultations related to worksites, equipment, vehicles, materials, facilities, and procedures.
- Maintain data in the DPW Injury/Incident Application and provide reports and data as needed.
- Analyze data and take corrective action when needed.
- Conduct building audits to ensure work environment is in compliance by reducing and eliminating hazards in the work place.

- Utilize delegated budget amount from Safety Supervisor for safety training initiatives and drug testing.
- Monitor vendor/contract compliance.
- Maintain relationships with safety equipment vendors in order for employees to have access to the appropriate safety gear that applies to their work.

20% Training

- Plan, coordinate and conduct safety training for managers, supervisors, and employees
- Develop and implement safety plans/programs.
- Act as a liaison with Froedtert Workforce Health and other health/wellness professionals to administer wellness programs.
- Attend training and maintain applicable certifications.

5% Statistical Analysis Reports and Investigative Reports

- Prepare and disseminate statistical analysis reports based on work injuries by division and/or section.
- Maintain entries by assigned division and/or section in the DPW Injury/Incident Application.

5% DPW Drug and Alcohol Program

- Coordinate random, post-accident, reasonable suspicion and follow-up drug testing.

Minimum requirements include a bachelor’s degree in industrial safety, communications, business administration or related field and two years of experience in employee safety and accident prevention.

As with the Safety Supervisor, changes to the duties and responsibilities for the Safety Specialist - Senior (and the Safety Specialist underfill title) include:

- New responsibilities for analyzing work-related injuries and illnesses. This includes coordinating return to work using job analysis and case management techniques and applies to both Transitional Duty and ADA accommodations.
- Coordination with the City’s Wellness Program.
- Tracking of all safety investigations in the DPW Injury/Incident Application.
- New training initiatives focusing on wellness.
- Onsite drug testing.

In studying this position, comparisons were made to other positions in the City with similar levels of responsibility including the following:

Title	Department	Pay Range	Minimum	Maximum
Human Resources Analyst-Senior	Police, Library	2FX	\$48,670	\$67,616
Claims Adjuster Specialist	Formerly DER Workers Comp	2FX	\$48,670	\$67,616

These Safety Specialist – Senior positions provide assistance in the safety management of one or more of the Department of Public Works’ divisions by identifying safety hazards and training needs; conducting training classes and documenting safety statistics; and coordinating the return to work for injured employees. In comparing these positions to other positions within City government:

- The Human Resource Analysts-Senior in the Police Department and Library perform a range of human resources functions such as managing attendance polices and sick leave control programs; administering

the Family and Medical Leave Act (FMLA) and ADA; tracking vacancies and requests to fill jobs; administering pay progression reporting; working with DER on the recruitment, interviewing and placement of employees; and providing employee relations assistance to supervisors and employees.

- The former title of Claims Adjuster Specialist investigated and brought to conclusion complex Workers Compensations claims by obtaining medical, expert and other reports to support compensability and liability; and represented the City in litigation cases with the assistance of the City Attorney's office.

Based upon this comparison, this report recommends these positions be classified as Safety Specialist - Senior in Pay Range 2FX (\$48,670 - \$67,616). In consideration of the minimum rates of pay for safety professionals in Wisconsin, we recommend an initial recruitment rate of \$51,469. The recommendation for the underfill title of Safety Specialist is Pay Range 2DN (\$42,500 - \$59,498) with a minimum recruitment rate of \$45,306.

In addition, the department has requested the ability to compensate Safety Specialist - Seniors when performing lead/supervisory assignments. Therefore, this report recommends a task rate of an additional 5% when performing lead or supervisory assignments.

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

In the Salary Ordinance:

Under Pay Range 1CX:

Delete the title 'Safety Supervisor (1)'

Under Pay Range 1DX:

Add the title 'Safety Supervisor (2) (5)' and add new footnote (5) as follows:
(5) Recruitment is at \$2,248.55 (\$58,462.30)

Under Pay Range 1GX:

Add the title 'Safety Manager (7)' with a new footnote (7) to read as follows:
(7) Recruitment is at \$2,724.12 (\$70,827.12)

Under Pay Range 1IX:

Add the title 'Streetcar System Manager'

Under Pay Range 2CN:

Delete the title 'Safety Specialist'

Under Pay Range 2DN:

Add the title 'Safety Specialist (25)' and add new footnote (25) as follows:
(25) Recruitment is at \$1,742.53 (\$45,305.78)

Under Pay Range 2EX:

Delete the title 'Safety Specialist-Senior (1)' and footnote '(1)' in its entirety.

Under Pay Range 2FX:

Add the title 'Safety Specialist-Senior (1) (2) (3)' and add new footnotes (2) and (3) as follows:
(2) Recruitment is at \$1,979.57 (\$51,468.82)
(3) Additional 5% when performing lead or supervisory assignments.

In the Positions Ordinance:

Under the Department of Public Works-Administrative Services Division, Safety Section:

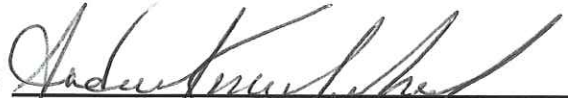
Delete one position of 'Streetcar Safety Manager' and add one position of 'Safety Manager'.

Under the Department of Public Works-Infrastructure Services Division-Administration & Central Services Division
Unit-Administration and Transportation Section:

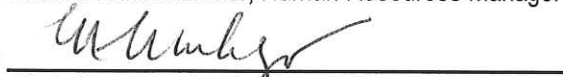
Delete one position of "Streetcar Systems Manager".

Add one position of "Streetcar System Manager".

Prepared by:


Andrea Knickerbocker, Human Resources Manager

Reviewed by:


Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

Election Commission

Current	Recommendation
Temporary Office Assistant II (0.39 FTE) PR 9KN (\$14.68 Hourly) Nine Positions	Temporary Program Assistant I (0.39 FTE) PR 9EN (\$19.47 Hourly) Eight Positions
	Temporary Election Services Office Administrator (0.39 FTE) PR 9HN (\$23.22 Hourly) One Position

Neil Albrecht, Election Commission – Executive Director, has requested reclassifications for nine temporary positions related to in-person absentee voting (early voting). In studying these positions, staff analyzed job descriptions and discussions were held with Mr. Albrecht and Kimberly Zapata, Election Services Office Administrator.

The City of Milwaukee’s Election Commission has expanded upon their early voting / In-Person Absentee Voting (IPAV) schedule in preparation for the 2018 Fall General Election, moving to eight locations as opposed to just one in previous years (with the exception of 2016 in which three were used). As the department moves toward this expanded model, it will require a different staffing approach to implement these additional IPAV sites. Consequently, the department has requested to reclassify nine of their Temporary Office Assistant II positions in order to have a leadworker at each IPAV site and also someone to coordinate and oversee all eight of these locations.

Current	Temporary Office Assistant II (0.39 FTE)	PR 9KN (\$14.68 hourly)	8 Positions
Recommended	Temporary Program Assistant I (0.39 FTE)	PR 9EN (\$19.47 hourly)	8 Positions

Each of these Temporary Program Assistant I positions will provide oversight of one of the City’s eight early voting locations during the six weeks leading up to a general election. The duties and responsibilities of these positions are listed below.

- 45% Supervise early voting staff conducting various voting related tasks, including voter registration; checking in registered voters; issuing ballots; collecting voting ballots; crowd management; and customer service.
- 10% Provide on-the-job training, evaluation, and feedback to early voting staff members.
- 10% Administer the schedules of early voting staff, including the determination of appropriate coverage.
- 10% Manage on-site logistics (e.g. opening/closing) and other operations procedures.
- 10% Maintain communication with the Office Administrator on daily operations and atypical occurrences.
- 5% Ensure best practices related to ballot inventory and ballot control during voting.
- 5% Act as a communication liaison to designated facility staff (e.g. Library Branch Manager, security staff, etc.).
- 5% Perform other duties as assigned.

Minimum requirements include two years of election support experience performing duties related to this position. These requirements have not yet been assessed by the Staffing Division.

With this new introduction of IPAV sites, a staff member is needed to take the lead at each of these locations in providing supervision and training to the Temporary Office Assistants as well as overseeing site logistics. The Election Commission needs individuals who have several years of experience working in this capacity to achieve this goal.

In reviewing this request, it has been determined that these proposed positions most closely relate to the Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724 annually; \$19.47 - \$22.46 hourly). The job specification for Program Assistant I indicates that this paraprofessional classification provides a higher level of administrative support, performs a variety of duties depending on the area of focus, carries out duties and responsibilities independently, and consults with managers and professionals regarding unusual situations concerning the interpretation of policies. Requirements include a good working knowledge of policies and procedures associated with a particular program or area of operations and significant on-the-job experience.

The level of Program Assistant I is appropriate for these proposed site supervisors as they will supervise and evaluate employees, act as a communication liaison, and provide administrative support such as scheduling and opening and closing their designated facility. The new title of "Temporary Program Assistant I" is needed to add a version of the classification to Part I, Section 9 of the Salary Ordinance, a section which contains other Temporary-titled classifications including Temporary Office Assistant I in Pay Range 9FN (\$12.64 hourly) and Temporary Office Assistant II in Pay Range 9KN (\$14.68 hourly). This is due to the frequency of Election Commission workforce modifications dependent on election needs within a given year.

We therefore recommend that eight positions of Temporary Office Assistant II in Pay Range 9KN (\$14.68 hourly) be reclassified to Temporary Program Assistant I in Pay Range 9EN (\$19.47 hourly).

Current	Temporary Office Assistant II (0.39 FTE)	PR 9KN (\$14.68 hourly)	1 Position
Recommended	Temporary Election Services Office Administrator (0.39 FTE)	PR 9HN (\$23.22 hourly)	1 Position

This Temporary Election Services Office Administrator will provide oversight of all eight IPAV locations during the six weeks leading up to a general election. The duties and responsibilities of this position are listed below.

- 40% Directly assist the Office Administrator with all aspects of early voting operations, particularly in planning, preparation, establishing best practices and procedures, staff recruitment, finalizing logistics, and managing early voting site supervisors.
- 25% Provide field support to the Office Administrator by routinely monitoring activity at early voting locations.
- 10% Assist with developing site supervisor training curriculum on how to conduct various voting-related tasks, including voter registration, check-in, ballot issuance, voting ballots collection, crowd management, and customer service.
- 10% Lead the site supervisors in maintaining a schedule of early voting staff that provides appropriate coverage and is cost efficient.
- 10% Maintain communication with the Office Administrator on trouble-shooting / problem-solving daily operations and atypical occurrences.
- 5% Perform other duties as assigned.

Minimum requirements include an associate's degree in accounting, business administration, or a related field and one to two years of experience overseeing the election planning and implementation process as well as its staff

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

This position will be working heavily with the current Election Services Office Administrator in Pay Range 2FN (\$48,294 - \$67,616 annually; \$23.22 - \$32.51 hourly), both carrying out similar duties and responsibilities related to staff recruitment, training curriculum development, and the management of site supervisors (proposed Temporary Program Assistant I positions). We therefore recommend that one position of Temporary Office Assistant II in Pay Range 9KN (\$14.68 hourly) be reclassified to Temporary Election Services Office Administrator in Pay Range 9HN (\$23.22 hourly).

Action Required – Effective Pay Period 16, 2018 (July 29, 2018)

In the Salary Ordinance

Under Pay Range 9EN:

Add the title of "Temporary Program Assistant I" and modify the rates of pay for this pay range to match the following table:

Hourly	19.47
Biweekly	1,557.72
Annual	40,500.72

Under Pay Range 9HN:

Add the title of "Temporary Election Services Office Administrator" and modify the rates of pay for this pay range to match the following table:


Hourly	23.22
Biweekly	1,857.47
Annual	48,294.22

In the Positions Ordinance

Under Election Commission, Registration Division:

- Delete nine positions of "Temporary Office Assistant II (0.39 FTE)".
- Add eight positions of "Temporary Program Assistant I (0.39 FTE)".
- Add one position of "Temporary Election Services Office Administrator (0.39 FTE)".

Prepared by: 
Derek Reilly, Human Resources Analyst

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteaquedo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

Fire & Police Commission

Current	Recommendation
New Position	Fire and Police Commission Risk Manager PR 2MX (\$75,478 - \$105,669) One Position FN: Recruitment Flexibility anywhere in the Range with Approval by DER and Chair of Finance and Personnel
New Position	Fire and Police Commission Risk Auditor PR 2FX (\$48,670 - \$67,616) One Position
Fire and Police Commission Investigator/Auditor PR 2HX (\$54,865 - \$76,806) One Position	Fire and Police Commission Investigator/Auditor PR 2HX (\$54,865 - \$76,806) One Position Designated as Bilingual

Background

The Fire and Police Commission requested a classification study of two new positions included in the 2018 budget. In addition, one new position of Fire and Police Commission Investigator/Auditor was created in the budget and requested to be bilingual. Job descriptions were provided and discussions were held with La Keisha Butler, Fire and Police Commission Executive Director.

Current	New Position		
Recommended	Fire and Police Commission Risk Manager	PR 2MX (\$75,478 - \$105,669)	1 Position

This new position in the Fire and Police Commission (FPC) will develop an external risk management plan for the Fire and Police Departments, and incorporate that plan into a greater city-wide risk management plan; detect, analyze and deter risk by identifying unusual trends and risk indicators in the departments' processes and operations; create policies, procedures and control assessments in response to identified risks; evaluate the effectiveness of risk control measures; and provide training regarding risk management strategies and programs. Duties and responsibilities include the following.

- 20% **Develop External Risk Management Plan** - develop, implement and coordinate a risk management plan for the Fire and Police Departments that will be incorporated into a city-wide risk management program; develop and implement systems to provide better reporting and management of information; and review and study industry best practices regarding risk management.

- 20% **Detect, Analyze and Deter Risk** - work with the City Attorney's Office to analyze and review claims and suits filed with the Equal Employment Opportunity Commission, the Equal Rights Division, and state and federal courts against Fire and Police Department employees to evaluate legal issues, assess risk, and prepare plans of action; analyze disciplinary actions (both appealed and not appealed), citizen complaints, personnel investigations conducted by the Fire and Police Departments, and claims filed with the City Attorney's Office for trends; compile, analyze and report on statistical data queried from Fire and Police Department data storage mechanisms; detect and analyze department operational activities and processes to identify unusual trends and risk indicators; make recommendations to deter risk and improve desired goals; continuously review Fire and Police Department rules and standard operating procedures, internal audit practices, legal trends in Wisconsin and other states, and keep informed of other relevant trends that

will allow for proactive, rather than reactive, responses to risk; conduct research and analysis on issues that affect loss prevention and avoidance, risk assessment, and how to minimize the departments' handling of and susceptibility to risk; and work with the Fire and Police Departments to identify opportunities to share data, resources, or educational materials to address risk concerns.

- 20% **Draft and Propose Policies, Procedures and Control Assessments** - develop comprehensive policies, procedures and training programs to address department-specific operational risk concerns; work with a city-wide risk management program to develop a process for centralizing claims against the Police and Fire Departments; audit, monitor, and manage the Police Department Early Intervention Program and identify areas for improvement; develop recommendations for department heads and other managers and directors as needed; and develop long-term goals and strategies regarding risk management.
- 10% **Evaluate the Effectiveness of Risk Control Measures** - work with the Fire and Police Commission Executive Director and the Fire and Police Commission Risk Auditor to continuously review and analyze the progress of long and short-term goals and strategies, policies and procedures.
- 20% **Provide Training regarding Risk Management Strategies and Programs** - develop good working relationships with department officials to ensure successful program outcomes; serve as the primary contact with departments and Common Council committees regarding data analysis and reporting; provide guidance and direction to the Fire and Police Commission Executive Director and Fire and Police Departments, other department heads and City officials regarding areas of risk concern and recommend measures to reduce or eliminate risk; review, identify and coordinate training interventions to ensure compliance with program regulations and to address and respond to concerns; participate in public panel discussions, testify to the FPC Board, assist with general FPC business when needed and travel to conferences and events related to upholding the public's health, safety, welfare, and 21st Century policing.
- 10% **Direction and Oversight** - direct and supervise activities of Fire and Police Commission Risk Auditor.

Minimum requirements include a bachelor's degree in risk management, finance, economics, business management, statistics, computer science or related field and four years of related experience including experience in data research, collection and analysis. Equivalent combinations of education and experience may be considered. These requirements have not been assessed by the Staffing Division.

To study this position, comparisons were made to other positions in the City with risk management responsibilities and/or high-level policy development responsibilities including the following.

Assistant Chief of Police-Risk Mgmt. Bureau	Police	4RX	\$103,841-\$145,381
Employee Benefits Director	Employee Relations	1KX	\$85,757-\$120,064
Emergency Communications and Policy Director	Fire and Police Commission	2NX	\$80,442-\$112,627
Worker's Compensation & Safety Manager	Employee Relations	1IX	\$75,478-\$105,669
Homeland Security Director	Fire and Police Commission	1IX	\$75,478-\$105,669
Assistant City Attorney III	City Attorney's Office	2MX	\$75,478-\$105,669
Risk Management and Safety Officer	Employee Relations	2JX	\$62,338-\$87,270

This position will supervise one position of Fire and Police Commission Risk Auditor and will have a more limited scope compared to the Assistant Chief of Police assigned to the Risk Management Bureau and the Employee Benefits Director. More comparable positions are the Assistant City Attorney III in Pay Range 2MX (\$75,478-\$105,669) and the Worker's Compensation & Safety Manager in Pay Range 1IX (\$75,478 - \$105,669). Both of these

positions work to reduce risk for the City and the Assistant City Attorney III also conducts research and utilizes analytical skills and risk management strategies, principles, and tools at a high level. An Assistant City Attorney III is considered an intermediate level Attorney position with at least five years of experience, a specialized scope of work requiring in-depth knowledge of a subject area, and works independently and receives limited guidance. We further recommend adding a footnote to allow recruitment anywhere in the pay range subject to approval by the Department of Employee Relations (DER) and the Chair of the Committee on Finance and Personnel due to difficulty in recruiting individuals for unique higher level positions including risk management. The requested title of “Fire and Police Commission Risk Manager” is descriptive of the work and reflects the level of the position.

We therefore recommend this new position be classified as “Fire and Police Commission Risk Manager” in Pay Range 2MX (\$75,478-\$105,669) with recruitment flexibility for anywhere in the pay range with approval by DER and the Chair of the Committee on Finance and Personnel.

Current	New Position		
Recommended	Fire and Police Commission Risk Auditor	PR 2FX (\$48,670 - \$67,616)	1 Position

This new position will assist the Fire and Police Commission Risk Manager in detecting, analyzing and deterring risk by identifying unusual trends and risk indicators in the Police and Fire Departments’ processes and operations; conduct extensive and in-depth research and analysis of various public safety risk management issues; draft policies, procedures and control assessments in response to identified risks; assist in evaluating the effectiveness of risk control measures; and assist with risk management strategies and training programs.

- 40% **Assist in Detecting, Analyzing and Deterring Risk** - work with the City Attorney’s Office to analyze and review claims and suits filed with the Equal Employment Opportunity Commission, the Equal Rights Division, and state and federal courts against Fire and Police Department employees to evaluate legal issues, and assess risk; analyze disciplinary actions (both appealed and not appealed), citizen complaints, personnel investigations conducted by the Fire and Police Departments, and claims filed with the City Attorney for trends; compile, analyze and report on statistical data queried from Fire and Police Department data storage mechanisms; detect and analyze department operational activities and processes to identify unusual trends and risk indicators; make recommendations to FPC Risk Manager on how to deter risk and improve desired goals; continuously review Fire and Police Department rules and standard operating procedures, legal trends in Wisconsin and other states, and keep informed of other relevant trends that will allow for proactive, rather than reactive, responses to risk; conduct research and analysis on issues that affect loss prevention and avoidance, risk assessment, and how to minimize the departments’ handling of and susceptibility to risk; and alert the Fire and Police Commission Risk Manager to opportunities to share data, resources, or educational materials to address risk concerns.
- 20% **Assist in Drafting Policies, Procedures and Control Assessments** - work with the Fire and Police Commission Risk Manager and a city-wide risk management program to develop a process for centralizing claims against the Police and Fire Departments; audit, monitor, and manage the Police Department Early Intervention Program and identify areas for improvement; draft recommendations for department heads and other managers and directors as needed; prepare analyses, summaries, and reports on short notice in response to critical events and issues and provide information for periodic reports.
- 20% **Assist in Evaluating the Effectiveness of Risk Control Measures** - continuously review and analyze the progress of long and short-term goals and strategies, policies and procedures.
- 15% **Assist in Providing Training regarding Risk Management Strategies and Programs** - develop good working relationships with department officials to ensure successful program outcomes; serve as the back-up contact with departments and Common Council committees regarding data analysis and reporting;

provide guidance and direction to the Fire and Police Commission Executive Director and the Fire and Police Commission Risk Manager regarding areas of risk concern and recommend measures to reduce or eliminate risk; review, identify and coordinate training interventions to ensure compliance with program regulations; participate in public panel discussions, testify to the FPC Board, and travel to conferences and events related to upholding the public's health, safety, welfare, and 21st Century policing.

5% **Assist with Website** - assist in maintaining and providing data for the FPC website in coordination with the City web master; and assist with general FPC business when needed.

Minimum requirements include a bachelor's degree in risk management, finance, economics, business management, statistics, computer science or related field and two years of related experience including experience in data research, collection and analysis; insurance claims adjusting; or related investigations. Equivalent combinations of education and experience may be considered. These requirements have not been assessed by the Staffing Division.

To study this position, comparisons were made to several positions including the following:

Contract Compliance Officer	DOA-Office of Small Business Dev and DPW-Administrative Services	2GX	\$51,469-\$72,063
Environmental Policy Analyst	DPW-Operations-Forestry	2GX	\$51,469-\$72,063
Claims Adjuster Specialist	Employee Relations	2FX	\$48,670-\$67,616
Research and Policy Analyst	Fire and Police Commission	2FX	\$48,670-\$67,616
Equal Rights Specialist	Common Council/City Clerk's Office	2EX	\$48,670-\$63,426

The most comparable position is the Research and Policy Analyst in Pay Range 2FX (\$48,670-\$67,616) located in the Fire and Police Commission. This position conducts extensive and in-depth research and analysis of various public safety issues and provides guidance and advice to the Fire and Police Commission Executive Director, the Board of Fire and Police Commissioners, and the Fire and Police Chiefs regarding findings and recommendations. The requested title of "Fire and Police Commission Risk Auditor" provides a good description of the work.

We therefore recommend this new position be classified as "Fire and Police Commission Risk Auditor" in Pay Range 2FX (\$48,670-\$67,616).

Current	Fire and Police Commission Investigator/Auditor	PR 2HX (\$54,865 - \$76,806)	1 Position
Recommended	Fire and Police Commission Investigator/Auditor (Bilingual Designation in Positions Ordinance)	PR 2HX (\$54,865 - \$76,806)	1 Position

One new position of Fire and Police Commission Investigator/Auditor was approved in the 2018 budget with the directive that it be bilingual. With this new position there will be a total of three Fire and Police Commission Investigator/Auditor positions. These positions investigate complaints filed against members of the Police and Fire Departments arising from misconduct, including violation of department rules, policies and procedures. They obtain and review documents; interview witnesses; collect, evaluate and analyze information from various sources; prepare investigative reports; and make recommendations to the Fire and Police Commission Executive Director.

To designate one of the three positions of Fire and Police Commission Investigator/Auditor positions to be bilingual we recommend adding the bilingual designation to one of the positions in the Positions Ordinance. To make the titles in the Positions Ordinance consistent with those in the Salary Ordinance we recommend that they be changed from "Investigator/Auditor" to "Fire and Police Commission Investigator/Auditor".

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

In the Salary Ordinance

Under Pay Range 2FX:

Add the title of "Fire and Police Commission Risk Auditor".

Under Pay Range 2MX:

Add the title of "Fire and Police Commission Risk Manager (4)".

Add footnote "(4) Recruitment may be at any rate in the pay range with approval of DER and the Chair of the Committee on Finance and Personnel."

In the Positions Ordinance

Under Fire and Police Commission:

Delete three positions of "Investigator/Auditor"

Add two positions of "Fire and Police Commission Investigator/Auditor"

Add one position of "Fire and Police Commission Investigator/Auditor – Bilingual"

Delete two positions of "Risk Management Specialist".

Add one position of "Fire and Police Commission Risk Management Manager"

Add one position of "Fire and Police Commission Risk Management Auditor"

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

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

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

JOB EVALUATION REPORT

City Service Commission Meeting: July 17, 2018

Health Department

Current	Recommendation
New Position	Accounting and Grant Specialist PR 2HX (\$54,865 - \$76,806) One Position
New Position	Lead Project Specialist PR 2EN (\$45,306 - \$63,426) One Position
Environmental Health Specialist PR 3LN (\$49,344 - \$59,095) One Position	Consumer Environmental Health Coordinator PR 2FN (\$53,035 - \$67,616) One Position

Background

Patricia McManus, Commissioner of Health, has requested classifications for three positions within the Milwaukee Health Department (MHD). In studying these positions, staff analyzed job descriptions and discussions were held with Tanz Robertson, Health Personnel Officer, and Lori Hoffman, Human Resources Analyst-Senior.

Current	NEW POSITION		
Recommended	Accounting and Grant Specialist	Pay Range 2HX (\$54,865 - \$76,806)	1 Position

This new position was approved within the Health Department's 2018 budget. It will be in charge of monitoring the department's numerous grants, including working with program managers to implement, plan, and supervise the accounting and budgeting activities for these grants. The duties and responsibilities are listed below.

50% Budgeting and Finance

- Plan and implement budget schedules for all grant programs.
- Maintain grant databases and financial information for analysis and forecasting.
- Coordinate budget development activities with divisions and programs.
- Monitor grant budget performance to comply with city, state, and federal regulations.
- Prepare budget revisions and amendments as required.
- Assist in the preparation of the department's annual budget.
- Audit Common Council resolutions, grant analysis and budget forms, contracts, and agreements.
- Participate in funding coordination activities between budget and human resources functions.
- Assist the Business Operations Manager in preparing Common Council files / grant resolutions.
- Coordinate budget development activities with divisions and programs.
- Coordinate administrative and financial policies and procedures.
- Prepare various cost studies and reports.
- Answer questions from other divisions, departments, grantors, and auditors.

40% Accounting

- Prepare financial/expenditure reports for Community Development Block Grant and other grants.
- Resolve accounting and reporting issues and prepare budget-versus-actual status reports.
- Act as point of contact for all MHD staff receiving grant funding.
- Ensure reports/extensions are filed, tracking requirements are met, and controls are in place.

- Provide guidance and assistance in the resolution of accounting problems identified by staff.
- Work with the Comptroller’s Office on their requests during the City’s single audit.
- Analyze and reconcile grant transactions to ensure timeliness, accuracy, and completeness.

10% Special Projects

- Act as a mentor to the accounting staff.
- Serve as supervisor of the section in absence of the manager.
- Perform other duties and special projects as assigned.

Minimum requirements for this position include a bachelor’s degree in accounting or finance and four years of progressively responsible experience in an accounting-related position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

In determining the appropriate classification for this position, comparisons were made to other City positions including the following:

<p><u>Title:</u> Grant Monitor <u>Pay Range:</u> 2GX (\$51,469 - \$72,063) <u>Department:</u> Department of Administration</p>	<p><u>Function:</u> Provide technical assistance to projects, conduct field visits, collect data, report findings, perform annual evaluations, and maintain project files.</p>
<p><u>Title:</u> Accounting and Grant Specialist <u>Pay Range:</u> 2HX (\$54,865 - \$76,806) <u>Department:</u> Police Department</p>	<p><u>Function:</u> Develop procedures to monitor grant activity, review expenditure reports, and act as point of contact for Comptroller’s Office during the City’s annual single audit.</p>
<p><u>Title:</u> Grant Budget Specialist <u>Pay Range:</u> 2IX (\$58,462 - \$81,844) <u>Department:</u> Department of City Development</p>	<p><u>Function:</u> Coordinate budget development activities, provide 3-5 year forecasts, implement policies and procedures, manage portfolios, and audit contracts/forms.</p>
<p><u>Title:</u> Business Operations Manager – Health <u>Pay Range:</u> 1FX (\$62,338 - \$87,270) <u>Department:</u> Health Department</p>	<p><u>Function:</u> Direct MHD administration, prepare budget, oversee purchasing procedures, appear before Common Council, and supervise payroll personnel.</p>

Job descriptions for the above positions were reviewed in comparison to the new position. This new position was found to have a higher level of duties and responsibilities than the Grant Monitor in Pay Range 2GX (\$51,469 - \$72,063), which has more of a technical role in its collection of data and maintenance of files. The position under study in the Health Department will report to the Business Operations Manager – Health in Pay Range 1FX (\$62,338 - \$87,270), which performs more complex duties than the position under study. We also found the Grant Budget Specialist in Pay Range 2IX (\$58,462 - \$81,844) has a broader scope of responsibilities.

The responsibilities and duties of this proposed position are most closely related to the Accounting and Grant Specialist in Pay Range 2HX (\$54,865 - \$76,806). Both positions monitor grant activity, review and approve grant expenditure reports, have budgeting and accounting duties, and act as a point of contact for the Comptroller’s Office during the City’s annual single audit engagement. We therefore recommend this new Health Department position be classified as Accounting and Grant Specialist* in Pay Range 2HX (\$54,865 - \$76,806). This recommended classification includes a footnote that provides recruitment at any rate in the pay range with the approval of DER.

Current	NEW POSITION		
Recommended	Lead Project Specialist	Pay Range 2EN (\$45,306 - \$63,426)	1 Position

This new position within the Milwaukee Health Department will provide support to the Childhood Lead Poisoning Prevention Program (CLPPP) through quality control and assurance of risk assessment and inspection with contractors and occupants. The duties and responsibilities of this position are listed below.

- 15%
 - Manage owner and occupant agreement meetings.
 - Make certain both parties are fully aware of their roles and responsibilities.
 - Act as the point of contact for occupants to ensure their needs are met.

- 20%
 - Coordinate the required relocation based on the approved occupant protection plans submitted by the contractor.

- 35%
 - Communicate with occupants on how and when to have units ready for work.
 - Develop a relocation plan.
 - Inspect units to ensure they have met all required pre-containment activities.
 - Educate occupants to confirm they understand the process.
 - Deliver any necessary relocation stipends to occupants upon work commencement.

- 10%
 - Provide oversight and problem-solving to various administrative systems including file maintenance, data management, and reporting.

- 20%
 - Monitor rental units to ensure they are made available to low income families with children.
 - Complete and provide supporting documents of the completion of each activity.
 - Perform other duties as assigned.

Minimum requirements include a bachelor’s degree in environmental health and one year of experience in a related field such as lead, asbestos, environmental remediation, housing rehabilitation, or construction. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

In determining the proper classification for this position, comparisons were made to other City positions. The recommended title for this position is highlighted below.

<u>Title:</u> Lead Project Assistant <u>Pay Range:</u> 5FN (\$42,539 - \$48,248) <u>Department:</u> Health	<u>Function:</u> Process income verification, update databases, manage files, send letters, review eligibility requirements, provide applications, and follow up on incomplete apps.
<u>Proposed Title:</u> Lead Project Specialist <u>Pay Range:</u> 2EN (\$45,306 - \$63,426) <u>Department:</u> Health	<u>Function:</u> Manage owner/occupant agreement meetings, coordinate relocation plans, monitor rental units, inspect units, educate occupants, and deliver necessary stipends.
<u>Title:</u> Lead Project Coordinator (CDBG) <u>Pay Range:</u> 2FX (\$48,670 - \$67,616) <u>Department:</u> Health	<u>Function:</u> Assign contracted services, monitor CDBG contract/budget, write reports, develop systems, evaluate rehab projects, develop trainings, and define policies.

This new position will oversee the Lead Project Assistant in Pay Range 5FN (\$42,539 - \$48,248) and receive supervision from the Environmental Health Field Supervisor in Pay Range 1CX (\$51,469 - \$72,063). It has been determined that this new position should fall between the aforementioned Lead Project Assistant and the more complex and responsibility-driven position of Lead Project Coordinator in Pay Range 2FX (\$48,670 - \$67,616). While we find the Lead Project Coordinator to have more accountability, we still interpret this new position to be

professional in design. The proposed title of “Lead Project Specialist” and Pay Range of 2EN (\$45,306 - \$63,426) will place the position between these other Lead Project titles to establish a hierarchical structure.

We therefore recommend this new position be classified as Lead Project Specialist in Pay Range 2EN (\$45,306 - \$63,426).

Current	Environmental Health Specialist	Pay Range 3LN (\$49,344 - \$59,095)	1 Position
Recommended	Consumer Environmental Health Coordinator	Pay Range 2FN (\$53,035 - \$67,616)	1 Position

This position will provide leadership and direction to inspectional staff and evaluate inspector performance as it relates to food sanitation grading, temporary events, food peddlers, code variations, and Hazard Analysis Critical Control Point (HACCP) plan reviews.

20% Management and Training

- Evaluate inspector performance related to career ladder performance appraisal.
- Assign special inspections and enforcement activities to Environmental Health Specialists.
- Enforce and assist in the development of divisional policies and procedures.
- Develop and implement training programs and recognize emerging industry trends.

30% Inspection and Code Enforcement

- Coordinate and lead all activities associated with temporary events inspections.
- Conduct licensing inspections of mobile food establishments and their service bases.
- Coordinate compliance for establishments that require variances from state code.
- Organize school inspections including corresponding with local/state agencies.

35% Plan Review / Food Sanitation Grading

- Evaluate the implementation of new, changed, or remodeled food establishments.
- Conduct follow-up inspections of project sites to ensure compliance with health standards.
- Meet with architects, contractors, and more to define policies and requirements.
- Assure the division remains current on state and federal requirements.
- Perform data analysis of grades distribution throughout the City.
- Conduct consultative inspections, restaurant workshops, and peer-to-peer studies.
- Oversee the grade placard tracking program and handle related complaints.

15% Community Outreach and Education

- Serve as a liaison between the program, other departments, and the community.
- Coordinate the community advisory committee.
- Develop, update, and maintain educational resources for the division.
- Execute special projects and perform other duties as assigned.

Minimum requirements include a bachelor’s degree in chemistry, biology, physical science, environmental health, or a related field that includes at least two college-level courses in biology, microbiology, or anatomy and physiology; at least one college-level communications course; and two years of experience as Environmental Health Specialist or an equivalent position in food inspection, 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.

This reclassification has been requested due to a new food grading system the Health Department implemented in January of this year. This new system requires many new initiatives and activities that cannot be handled by current staff members. In order for the program to be executed effectively, it must be properly managed. Thus, a coordinator is needed to oversee the program and its inspection staff of eighteen.

We therefore recommend one position of Environmental Health Specialist in Pay Range 3LN (\$49,344 - \$59,095) be reclassified to Consumer Environmental Health Coordinator in Pay Range 2FN (\$53,035 - \$67,616).

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

In the Positions Ordinance

Under Health Department-Compliance & Finance Division-Finance:
Delete one position of "Grant Budget Specialist (X)(Y)".
Add one position of "Accounting and Grant Specialist (X)(Y)".

Action Required – Effective Pay Period 16, 2018 (July 29, 2018)

In the Salary Ordinance


Under Pay Range 2EN:
Add the title of "Lead Project Specialist".

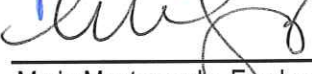
In the Positions Ordinance*

Under Health Department-Consumer Environmental Health Division:
Delete one position of "Environmental Health Specialist (X)".
Add one position of "Consumer Environmental Health Coordinator (X)(Y)".

**Please see Common Council File No. 180582 for Lead Project Specialist 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 7/19/18 **File Number** 180543
Subject Classification and pay recommendations submitted to the City Service Commission for July 17, 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**
- | | |
|--|---|
| <input checked="" type="checkbox"/> Department Account | <input type="checkbox"/> Contingent Fund |
| <input type="checkbox"/> Capital Projects Fund | <input type="checkbox"/> Special Purpose Accounts |
| <input type="checkbox"/> Debt Service | <input type="checkbox"/> Grant & Aid Accounts |
| <input type="checkbox"/> Other (Specify) _____ | |

F

Assumptions used in arriving at fiscal estimate.

G

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

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

I

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

J

Additional information.

Department of Employee Relations
Fiscal Note Spreadsheet

City Service Commission Meeting of July 17, 2018
Finance and Personnel Committee Meeting of July 25, 2018

NEW COSTS FOR 2018										
No.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	City Treasurer's Office	Deputy City Treasurer	1KX	Deputy City Treasurer	1LX	\$121,406	\$127,962	\$3,026	\$514	\$3,540
1	City Treasurer's Office	Investments and Financial Svcs Mgr	1IX	Investments and Financial Svcs Dir	1KX	\$84,855	\$93,341	\$3,917	\$666	\$4,582
1	City Treasurer's Office	Special Asst to the City Treas.	1FX	Tax Billing and Collection Manager	1HX	\$62,338	\$70,827	\$3,918	\$666	\$4,584
1	City Treasurer's Office	Lead Teller	5FN	Revenue Collection Specialist	5IN	\$42,960	\$47,306	\$2,006	\$410	\$2,416
1	City Treasurer's Office	Program Assistant II	5FN	Tax Enforcement Specialist	6NN	\$42,539	\$45,013	\$1,142	\$234	\$1,375
1	City Treasurer's Office	Teller	6HN	Teller	6HN	N/A	N/A	N/A Bilingual Designation Only		
1	City Treasurer's Office	Accounting Assistant I	6GN	Accounting Assistant III	5EN	\$37,717	\$40,501	\$1,285	\$263	\$1,548
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$36,977	\$38,826	\$853	\$175	\$1,028
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$37,717	\$39,602	\$870	\$178	\$1,048
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$38,471	\$40,394	\$888	\$182	\$1,069
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$36,810	\$38,650	\$849	\$174	\$1,023
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$35,363	\$37,131	\$816	\$167	\$983
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$39,943	\$41,863	\$886	\$181	\$1,067
1	Administration-ITMD	IT Project Coordinator	2GX	IT Project Manager*	1HX	\$55,375	\$69,090	\$13,715	\$2,332	\$16,047
1	DPW-Infrastructure	New Position	N/A	Streetcar System Manager*	1IX	\$0	\$75,478	\$75,478	\$12,831	\$88,309
1	DPW-Admin Services	New Position	N/A	Safety Manager*	1GX	\$0	\$70,827	\$70,827	\$12,041	\$82,868
1	DPW-Admin Services	Safety Supervisor	1CX	Safety Supervisor*	1DX	\$56,629	\$60,593	\$3,964	\$674	\$4,638
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior*	2FX	\$63,075	\$66,229	\$3,154	\$645	\$3,799
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior*	2FX	\$69,063	\$72,516	\$3,453	\$706	\$4,159
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior*	2FX	\$59,049	\$62,002	\$2,953	\$604	\$3,557
8	Election Commission	Temporary Office Assistant II	9KN	Temporary Program Assistant I**	9EN	\$14.68	\$19.74	\$19,430	\$0	\$19,430
1	Election Commission	Temporary Office Assistant II	9KN	Temp Election Services Office Adm**	9HN	\$14.68	\$23.22	\$4,099	\$0	\$4,099
1	Fire and Police Comm	New Position	N/A	Fire and Police Comm Risk Manager*	2MX	N/A	N/A	N/A Included in 2018 Budget		
1	Fire and Police Comm	New Position	N/A	Fire and Police Comm Risk Auditor*	2FX	N/A	N/A	N/A Included in 2018 Budget		
1	Fire and Police Comm	Fire and Police Comm Inv/Aud	2HX	Fire and Police Comm Inv/Aud*	2HX	N/A	N/A	N/A Bilingual Designation Only		
1	Health	New Position		Accounting and Grant Specialist*	2HX	N/A	N/A	N/A Included in 2018 Budget		
1	Health	New Position		Lead Project Specialist**	2EN	N/A	N/A	Please see File #180582		
1	Health	Environmental Health Specialist	3LN	Consumer Env Health Coordinator**	2FN	\$47,584	\$51,734	\$1,756	\$359	\$2,115
35								\$219,285	\$34,000	\$253,285

Assume effective date is Pay Period 15, 2018 (July 15, 2018) unless indicated otherwise.

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

**Assume effective date is Pay Period 16, 2018 (July 29, 2018).

Please note that \$171,177 in costs for the Streetcar System Manager and the Safety Manager will be reimbursed through the receipt of Potawatomi sponsorship funds for 2018. Non levy funds will be used for 2019.

NEW COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	City Treasurer's Office	Deputy City Treasurer	1KX	Deputy City Treasurer	1LX	\$121,406	\$127,962	\$6,556	\$1,115	\$7,671
1	City Treasurer's Office	Investments and Financial Svcs Mgr	1IX	Investments and Financial Svcs Dir	1KX	\$84,855	\$93,341	\$8,486	\$1,443	\$9,929
1	City Treasurer's Office	Special Asst to the City Treas.	1FX	Tax Billing and Collection Manager	1HX	\$62,338	\$70,827	\$8,489	\$1,443	\$9,932
1	City Treasurer's Office	Lead Teller	5FN	Revenue Collection Specialist	5IN	\$42,960	\$47,306	\$4,346	\$889	\$5,235
1	City Treasurer's Office	Program Assistant II	5FN	Tax Enforcement Specialist	6NN	\$42,539	\$45,013	\$2,474	\$506	\$2,980
1	City Treasurer's Office	Teller	6HN	Teller	6HN	N/A	N/A	N/A Bilingual Designation Only		
1	City Treasurer's Office	Accounting Assistant I	6GN	Accounting Assistant III	5EN	\$37,717	\$40,501	\$2,784	\$569	\$3,353
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$36,977	\$38,826	\$1,849	\$378	\$2,227
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$37,717	\$39,602	\$1,885	\$385	\$2,270
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$38,471	\$40,394	\$1,923	\$393	\$2,316
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$36,810	\$38,650	\$1,840	\$376	\$2,216
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$35,363	\$37,131	\$1,768	\$362	\$2,130
1	City Treasurer's Office	Customer Service Representative II	6GN	Customer Service Representative III	6HN	\$39,943	\$41,863	\$1,920	\$393	\$2,313
1	Administration-ITMD	IT Project Coordinator	2GX	IT Project Manager	1HX	\$55,375	\$69,090	\$13,715	\$2,332	\$16,047
1	DPW-Infrastructure	New Position	N/A	Streetcar System Manager	1IX	\$0	\$75,478	\$75,478	\$12,831	\$88,309
1	DPW-Admin Services	New Position	N/A	Safety Manager	1GX	\$0	\$70,827	\$70,827	\$12,041	\$82,868
1	DPW-Admin Services	Safety Supervisor	1CX	Safety Supervisor	1DX	\$56,629	\$60,593	\$3,964	\$674	\$4,638
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior	2FX	\$63,075	\$66,229	\$3,154	\$645	\$3,799
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior	2FX	\$69,063	\$72,516	\$3,453	\$706	\$4,159
1	DPW-Admin Services	Safety Specialist - Senior	2EX	Safety Specialist - Senior	2FX	\$59,049	\$62,002	\$2,953	\$604	\$3,557
1	Fire and Police Comm	New Position	N/A	Fire and Police Comm Risk Manager	2MX	N/A	N/A	N/A Included in 2018 Budget		
1	Fire and Police Comm	New Position	N/A	Fire and Police Comm Risk Auditor	2FX	N/A	N/A	N/A Included in 2018 Budget		
1	Fire and Police Comm	Fire and Police Comm Inv/Aud	2HX	Fire and Police Comm Inv/Aud	2HX	N/A	N/A	N/A Bilingual Designation Only		
1	Health	New Position		Accounting and Grant Specialist	2HX	N/A	N/A	N/A Included in 2018 Budget		
1	Health	New Position		Lead Project Specialist	2EN	N/A	N/A	Please see File #180582		
1	Health	Environmental Health Specialist	3LN	Consumer Env Health Coordinator	2FN	\$47,584	\$51,734	\$4,150	\$849	\$4,999
								\$222,014	\$38,933	\$260,947

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