



**CITY OF MILWAUKEE**  
 DEPARTMENT OF EMPLOYEE RELATIONS

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

September 13, 2019

The Honorable  
 Finance and Personnel Committee  
 Common Council  
 City of Milwaukee

*Common Council File No. 190640 – Communication from the Department of Employee Relations relating to classification studies scheduled for City Service Commission action*

Dear Committee Members:

The following classifications and pay recommendations were submitted to the City Service Commission meeting on April 5, 2019.

**Health Department – Reorganization Related Positions**

Current	Requested
Chief Deputy Commissioner of Health PR 1LX (\$91,404 - \$127,962) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval. (One Position)	Chief of Staff Health PR 1JX (\$80,442 - \$112,627) (One Position)
Communicable and Infectious Disease Program Coordinator PR 1EX (\$58,462 - \$81,844) FN: Recruitment Rate of \$63,807 (One Position)	Disease Intervention Specialist Supervisor PR 1EX (\$58,462 - \$81,844) FN: Recruitment Rate of \$63,807 (One Position)
Health Project Coordinator – Plain Talk PR 2EX (\$48,670 - \$63,426) (One Position)	Community Outreach Specialist PR 2EN (\$45,306 - \$63,426) Recruitment Rate of \$53,044 (One Position)
Compliance Analyst PR 2GX (\$51,469 - \$72,063) (One Position)	Data and Evaluation Coordinator PR 2HX (\$54,865 - \$76,806) (One Position)

**Health Department**

Current	Requested
Nurse Training Coordinator PR 2HN (\$54,865 - \$76,806) Recruitment Rate of \$58,157 (One Position)	Nurse Practitioner PR 2MX (\$75,478 - \$105,669) Recruitment Flexibility (One Position)

Department of City Development

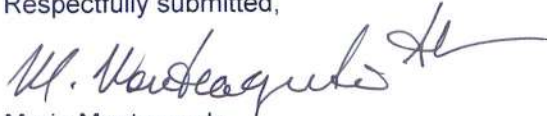
Current	Recommendation
In Rem Property Disposition Manager PR 1EX (\$58,462 - \$81,844) (One Position)	In Rem Property Disposition Manager PR 1FX (\$62,338 - \$87,270) (One Position)
Real Estate Specialist PR 2GX (\$51,469 - \$72,063) (One Position)	Commercial Property Disposition Manager 1EX (\$58,462 - \$81,844) (One Position)
Real Estate Coordinator II PR 2DN (\$42,500 - \$59,498) Recruitment at \$46,347 (One Position)	Real Estate Specialist PR 2GX (\$51,469 - \$72,063) (One Position)

Port Milwaukee

Current	Requested
Trade Development Representative – Senior PR 2HX (\$54,865 - \$76,806) One Position	Market Development Manager PR 2MX (\$75,478 - \$105,669) FN: Recruitment at any rate in pay range based upon experience and credentials with DER approval One Position
Trade Development Representative PR 2FX (\$48,670 - \$67,616) One Position	Trade Development Representative PR 2IX (\$58,462 - \$81,844) FN: Recruitment at any rate in pay range based upon experience and credentials with DER approval One Position

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

Respectfully submitted,



Maria Monteagudo  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Impact Statement

C: Adam Schlicht, Jackie Carter, Rocky Marcoux, Martha Brown, Vanessa Armstrong, Jeanette Kowalik, Nicole Mutzenbauer, Lori Hoffman, Dennis Yaccarino, Mason Lavey, Nick Sinram, Nicole Fleck, Ken Wischer

**JOB EVALUATION REPORT**

City Service Commission Meeting: September 10, 2019

**Health Department – Reorganization Related Positions**

**Leadership Position**

Current	Requested
Chief Deputy Commissioner of Health PR 1LX (\$91,404 - \$127,962) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval. (One Position)	Chief of Staff Health PR 1JX (\$80,442 - \$112,627) (One Position)

**Clinical Services Branch**

Current	Requested
Communicable and Infectious Disease Program Coordinator PR 1EX (\$58,462 - \$81,844) FN: Recruitment Rate of \$63,807 (One Position)	Disease Intervention Specialist Supervisor PR 1EX (\$58,462 - \$81,844) FN: Recruitment Rate of \$63,807 (One Position)

**Community Health Branch**

Current	Requested
Health Project Coordinator – Plain Talk PR 2EX (\$48,670 - \$63,426) (One Position)	Community Outreach Specialist PR 2EN (\$45,306 - \$63,426) Recruitment Rate of \$53,044 (One Position)

**Policy, Innovation and Engagement Branch**

Current	Requested
Compliance Analyst PR 2GX (\$51,469 - \$72,063) (One Position)	Data and Evaluation Coordinator PR 2HX (\$54,865 - \$76,806) (One Position)

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

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

**Leadership Position**

Current	Chief Deputy Commissioner of Health	PR 1LX (\$91,404 - \$127,962) Recruitment Flexibility	1 Position
Recommended	Chief of Staff Health	PR 1JX (\$80,442 - \$112,627)	1 Position

This position serves as a senior strategist and analyst supporting the Commissioner of Health; represents the Milwaukee Health Department (MHD) with elected officials, engaging with both community partners and policy makers to advance key initiatives; provides support to the MHD leadership team by centering equity, coordinating priorities, streamlining processes, mitigating risk, and evaluating practices; leads a variety of key projects to help ensure MHD goals and strategic objectives are met including staff-led subcommittees and work groups; often serves

as the "face" of MHD with policy makers, board members and community members, when the Commissioner and/Deputies are unable to do so, to advance the mission of MHD. Duties and responsibilities include the following.

- 20% Serves as a point of escalation for day-to-day operational matters; provides guidance and counsel on operational issues to senior leaders on behalf of the Commissioner of Health.
- 20% Manages projects, coordinates action items and deadlines, and ensures appropriate follow-through by staff.
- 15% Collaborates with the Commissioner of Health and the MHD senior leadership team on the development and execution of MHD strategic plans and goals.
- 10% Represents MHD with elected officials, community leaders and the Board of Health; and presents information at Common Council committee meetings, as well as community and Board of Health meetings.
- 10% Analyzes data; and designs and presents reports communicating this information.
- 10% Develops policies and procedures
- 10% Prepares briefs and correspondence for various audiences as appropriate.
- 5% Serves as the leader of MHD in the absence of the Commissioner and the Deputy Commissioners; and performs other duties as assigned including responding to broad impact events.

The Commissioner of Health has requested that the vacant position of Chief Deputy Commissioner of Health be evaluated again in relation to the new executive level leadership structure of the MHD since the reorganization that was approved earlier this year. According to the Commissioner, the creation of a number of "Deputy Director" positions responsible for providing leadership, direction, strategic planning and analysis to each MHD Division has eliminated the need for a Deputy Commissioner as those positions will report directly to the Commissioner. An additional layer of oversight is consequently not needed.

The requested classification change reflects the Commissioner's desire to have a Chief of Staff functioning as the main point of contact for managing and coordinating projects, representing the Commissioner, and serving as her right hand and point person in relation to operational and administrative matters as well as liaison with elected officials and policy makers.

The nature of this position's work and its scope of responsibility is equivalent to that of the Chief of Staff Police in the Milwaukee Police Department. This position is responsible for attending to the high-level administrative tasks of the Office of the Chief, including operations, strategic development, implementation and evaluation, inter-bureau and inter-agency coordination, inter-governmental relations and staff management. Similar to the position in the MHD, the Chief of Staff Police reports directly to the Chief and provides leadership by executing the department's mission and core values through policies, procedures, effective communication and constructive interpersonal relations.

The Commissioner believes that this position will complement the new executive level organizational structure by focusing on how to navigate the functions of municipal government in order to effectively facilitate and support strategic planning, budgeting, and the development and implementation of policies and procedures.

Given the shift in priorities of the Commissioner since the approval of the reorganization, we recommend approving the reclassification of the Chief Deputy Commissioner of Health in Pay Range 1LX (\$91,404 - \$127,962) to Chief of Staff Health in Pay Range 1JX (\$80,442 - \$112,627).

**Clinical Services Branch**

Current	Communicable and Infectious Disease Program Coordinator	Pay Range 1EX (\$58,462 - \$81,844) Recruitment at \$63,807	1 Position
Recommended	Disease Intervention Specialist Supervisor	Pay Range 1EX (\$58,462 - \$81,844) Recruitment at \$63,807	1 Position

This position oversees the field epidemiology team responsible for HIV (Human Immunodeficiency Virus) and STI (Sexually Transmitted Infection) case management, outreach, partner services, linkage to care, prevention, and surveillance. Responsibilities include training, performance monitoring, planning, and more general administrative duties to ensure that the staff is working effectively and efficiently; identifying barriers to effective program outcomes and working with the Sexual and Reproductive Health Program Manager on developing strategies to reduce or eliminate them; conducting surveillance and analysis, coordinating cluster and social network analysis, and assisting in report development; and monitoring local and national STI/HIV trends and conducting program evaluation and quality improvement. Duties and responsibilities include the following.

- 50% Supervision of Field STI and HIV Epidemiology Team - train, monitor, and evaluate field operations staff; develop and maintain field epidemiology/operations policies and procedures; ensure compliance with policies and procedures; oversee community collaboration and informational workshops for Community-Based Organizations (CBOs); and perform related duties as assigned.
- 20% Epidemiologic Investigations - plan and conduct epidemiologic studies, and cluster and social network analysis to address important and practical public health problems, and to plan programs; participate in the planning of epidemiologic investigations; identify and evaluate a wide range of health conditions to recognize public health problems pertinent to the population, and to determine an approach to epidemiologic investigations; collaborate with scientists in the survey or investigation design process, including conducting a search and review of existing literature and data in a scientific area, determining techniques and processes, and designing questionnaires and other data-collection instruments; design and use databases for analysis of health problems and potential public health impact; conduct epidemiologic outbreak investigations, perform onsite reviews of facilities and procedures, interview patients, health-care providers, and others involved and collect data from local agencies or other health entities; perform statistical analyses related to complex investigations involving scientific data and adapt or combine a variety of existing statistical methods to fulfill specific project needs; use surveillance systems to collect disease or health outcome data; and generate descriptive analyses of surveillance data for a variety of audiences.
- 20% Development and Dissemination of Data and Epidemiologic Findings - conduct literature reviews for program planning, preparation of publications, and evaluation; design and prepare reports from analyses of surveillance data, literature reviews, and other information; give oral presentations to diverse audiences; prepare and present abstracts, technical reports, and briefings on data and programs; write epidemiological reports and professional journal articles related to data and programs; provide technical assistance and training on data management, epidemiological methods, and statistical analysis; and prepare epidemiological information for funding proposals.
- 10% Program Administration - participate in writing grants and other funding proposals, and develops requests for proposals and contracts; participate on internal and external committees and workgroups related to areas of expertise; analyze data to evaluate program progress and effectiveness; coordinate program planning efforts with respect to surveillance and other epidemiologic data and evaluation; develop and conduct training for staff on investigations and appropriate methods of controlling diseases; establish and maintain relationships with a variety of stakeholders, including health departments, community-based organizations, and community members; participate in national epidemiology and surveillance meetings, activities, and consultations with CDC (Centers for Disease Control and Prevention), HRSA (Federal Agency of Human Resources and Services Administration), HHS (U.S. Department of Health and Human

Services), CSTE (Council for State and Territorial Epidemiologists), APHA (American Public Health Association), and other organizations; and work closely with other governmental agencies, academic and community partners, and service providers to promote use of surveillance data.

Minimum requirements include a master's degree in public health, epidemiology, environmental health or closely related field and two years of experience in epidemiology or public health including data management systems and reproductive health. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department has requested a title change for this position so that the title is more reflective of the duties and responsibilities of the position. They would also like to include the word "Supervisor" in the title to distinguish this position from the Disease Intervention Specialist Coordinators who serve as leadworkers. As this position primarily supervises the Disease Intervention Specialists we agree with the requested title of Disease Intervention Specialist Supervisor.

We therefore recommend a title change for the position of Communicable and Infectious Disease Program Coordinator in Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807 to Disease Intervention Specialist Supervisor in Pay Range 1EX (\$58,462 - \$81,844) with a recruitment rate of \$63,807.

**Community Health Branch**

Current	Health Project Coordinator – Plain Talk	PR 2EX (\$48,670 - \$63,426)	1 Position
Recommended	Community Outreach Specialist	PR 2EN (\$45,306 - \$63,426) Recruitment Rate of \$53,044	1 Position

This position focuses on primary prevention and promotes, plans, coordinates, and analyzes public interventions (group and community levels); builds relationships with community partners and provides leadership development for professional and paraprofessional positions; implements a variety of pre-identified and unique strategies to identify community stakeholders, develops and launches collaborative efforts with community organizations, and organizes and facilitates coalition meetings; works with a team to conduct outreach, provide health education, and facilitate interactive trainings with community partners and groups to support their implementation of maternal-child health best practices; and serves as the primary educator on the MHD adolescent suicide program objectives. Duties and responsibilities include the following.

- 35% Public Health Education - maintain current knowledge of adolescent suicide surveillance and evidence-based best practices; develop, identify, evaluate, and provide technical assistance related to educational methods and materials that are appropriate for each target audience based on factors such as cultural background, ethnicity, age, gender, and education level; provide accurate health teaching regarding how to recognize the warning signs of suicide and best practices for reducing suicide among adolescents; and coordinate learning activities, including teaching classes and completing follow up surveys with clients.
- 25% Community Training - coordinate and conduct training in the community; develop and implement protocols for addressing community requests concerning information, presentations, and participation at community health events; collaborate with all MHD Divisions to staff events; maintain documentation, including monthly and annual reports, to monitor the department's participation in community educational events; implement pre-identified evidence-based protocols within the community in a culturally competent way; fulfill requests seeking information, presentations, and participation at community health events; collaborate with all MHD divisions to staff events (which may include weekends); lead educational meetings; attend and make presentations at events related to the work and/or those that target low income and underinsured residents and their families.

- 15% Community Outreach - establish and maintain collaborative relationships in the community; cultivate community partners with a special focus on those that serve individuals most at risk for poor health outcomes; actively seek opportunities for health teaching at various sites including childcare and health care service settings, public and private schools, community centers, FQHCs, parenting programs, housing programs, and employment consultants; design activities to recruit individuals and organizations into MHD prevention and health maintenance opportunities; oversee systems to document efforts, client participation, referrals, and follow-up; introduce best practices and pilot activities; adopt innovative approaches to recruit and maintain a group of community stakeholders aligned with MHD objectives; and participate in the Fetal Infant Mortality Review facilitated by MHD.
- 15% Outreach and Promotion - assist in establishing diverse and non-traditional locations to strengthen and increase programmatic reach; write, design (utilizing the MHD designer), and distribute marketing materials, flyers, program information, reports, and a programmatic newsletter to targeted audiences; conduct site visitation, establish relationships, build rapport with site staff, and provide education, technical assistance and capacity building activities to assist in ongoing implementation.
- 10% Data Collection and Reporting - participate in data collection, program evaluation, and preparation of events tracking for departmental reporting pertinent to program (contract) objectives, or as assigned by the program supervisor; coordinate data collection and maintain a database that demonstrates integration with agencies, community leaders/organizers, department managers and schools; provide and present data concerning areas in need of services, such as targeted zip codes, day care centers, faith based organizations, fatherhood programs, community-based organizations, food pantries, health fairs and community events; prepare monthly documentation and annual reports to monitor progress; pursue quality assurance and improvement on a continual basis.

Minimum requirements include a bachelor's degree in public health education, social work, nursing, community health, or related field; and two years of experience in conducting training or health teaching, health community relations, program development and/or community organizing. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department indicated that with the reorganization this position will not be performing work consistent with the duties and responsibilities of a Health Project Coordinator but rather with those of a Community Outreach Specialist. Through a variety of strategies the Community Outreach Specialist positions in the Strong Babies program work to support the implementation of maternal-child health best practices. The position under study will have a focus on adolescent suicide prevention. As this position will be performing the same types of duties and responsibilities as the other Community Outreach Specialist positions we recommend this position also be classified as a Community Outreach Specialist. The pay range for the Community Outreach Specialist classification has the same maximum rate of pay as the Health Project Coordinator – Plain Talk but the minimum rates are different and the Community Outreach Specialist also has a recruitment rate of \$53,044.

We therefore recommend the position of Health Project Coordinator – Plain Talk in Pay Range 2EX (\$48,670 - \$63,426) be reclassified to Community Outreach Specialist in Pay Range 2EN (\$45,306 - \$63,426) with a recruitment rate of \$53,044.

**Policy, Innovation and Engagement Branch**

Current	Compliance Analyst	PR 2GX (\$51,469 - \$72,063)	1 Position
Recommended	Data and Evaluation Coordinator	PR 2HX (\$54,865 - \$76,806)	1 Position

This position is responsible for the design, development, implementation, analysis, and summary of program evaluation data for a broad range of program areas within the MHD; works with epidemiologists and program staff to maintain a portfolio of MHD programs, initiatives, and special projects: manages and coordinates department-wide

efforts to ensure that a performance management system is developed and maintained, resulting in data-driven programs; assures that department-wide performance improvement initiatives enhance operational and program efficiencies and effectiveness; leads policy development related to program performance; leads and coordinates evaluations that impact public health systems; supports organizational strategic planning; researches and develops workforce development training programs to enhance performance outcomes related to priority health concerns; assists in detecting, analyzing and deterring programmatic and administrative risks; and communicates findings to department leadership, elected officials and community stakeholders. Duties and responsibilities include the following:

- 50% Program Evaluation – support all data and evaluation activities for department programming, including data collection, analysis and management practices to ensure that public health goals are effective and efficient; develop and implement qualitative and quantitative data collection tools with feedback from and involvement of stakeholders including survey design, instrument development, focus groups, key informant interviews, and client interviews; analyze and interpret qualitative and quantitative data using statistical software packages and qualitative data analysis techniques, with involvement of stakeholders; create data visualizations and provide expertise in evaluation frameworks; make recommendations for improvement where necessary or highlight operational successes; provide technical support to stakeholders to ensure the highest quality of programmatic performance measurement and increase the department's capacity to evaluate and improve the department's practices, programs and use of resources; provide individualized training opportunities to stakeholders to ensure data collection is relevant, strategic, and efficient; collaborate with stakeholders to interpret data to develop useful and practical recommendations for program improvements; and develop collaborative relationships with community stakeholders to ensure the department's evaluation efforts are culturally responsive.
- 40% Performance Management – establish a performance monitoring and reporting system and provide frequent progress reports including performance status and quality improvement outcomes; collaboratively design and information technology infrastructure required to support a department-wide performance and quality improvement system and open data sharing with the community; research, develop and implement performance management processes including a department-wide training to ensure compliance with program management system reporting tools and materials to expand the department's capacity related to data; maintain systems for tracking key performance indicators of the department by continuously reviewing and analyzing the alignment of program performance and department goals and strategies; and support the development of the department's annual report for the Mayor and Common Council.
- 10% Other Duties – perform other duties as assigned, including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in public health, epidemiology, public policy, statistics or related field and two years of experience in data research, evaluation, collection and analysis and/or related functions. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

With the reorganization the Department wishes to repurpose this vacant position of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063) to a new position that will focus on the design, development, implementation, analysis, and summary of program evaluation data for a broad range of program areas within the MHD and establishes a performance monitoring and reporting system that provides frequent status reports and quality improvement outcomes.

In studying this position comparisons were made to other City positions including the following two positions in Pay Range 2HX (\$54,865 – 76,806).



Community Analytics Analyst

Support the City's strategic goals and decision making by using data and statistical analysis, program models, and GIS mapping to measure program impacts and efficacy, and to support policy design and implementation. Projects focus on high priority City initiatives and assess how they will impact specific policy issues, making performance measurement and outcomes clear and useful to decision makers and the public.

Fire and Police Commission Investigator/Auditor

Under the direction of the Fire and Police Commission (FPC) Executive Director, are responsible for investigating citizen complaints of misconduct by members of the Police and Fire Departments by evaluating and analyzing information from various sources, and preparing investigative reports; for reviewing internal investigations conducted by the department; and for analyzing and reviewing statistics of citizen complaints and identifying trends and necessary policy considerations.

Both of these positions also analyze and review data and work to improve performance and outcomes. One is focused more on City-wide goals and initiatives and the other is focused on the Police and Fire Departments and includes complaint investigations. They both, however, are similar in nature and level of work to the position under study. The requested title of Data and Evaluation Coordinator reflects well the nature of work performed.

We therefore recommend one position of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063) be reclassified to Data and Evaluation Coordinator in Pay Range 2HX (\$54,865 - \$76,806).

**Action Required – Effective Pay Period 14, 2019 (June 30, 2019)**In the Salary Ordinance

Under Pay Range 1EX,

add the title "Disease Intervention Specialist Supervisor (9)(24)" and  
delete the title "Communicable and Infectious Disease Program Coordinator (9)(24)".

Under Pay Range 2EX,

delete the title "Health Project Coordinator – Plain Talk".

Under Pay Range 2HX,

add the title "Data and Evaluation Coordinator".

In the Positions Ordinance

Under Disease Control and Environmental Health Services Division, Sexual and Reproductive Health Program,  
delete one position of "Communicable and Infectious Disease Program Coordinator (X)(Y)" and  
add one position of "Disease Intervention Specialist Supervisor (X)(Y)".

Under Family and Community Health Services Division, Adolescent Health,  
delete one position of "Health Project Coordinator-Plain Talk (X)(Y)(J)".

Under Nurse Family Partnership Program,

add one position of "Community Outreach Specialist".

Under Compliance and Finance Division,

delete one position of "Compliance Analyst (X)(Y)" and  
add one position of "Data and Evaluation Coordinator".

**Action Required – Effective Pay Period 22, 2019 (October 20, 2019)**

In the Salary Ordinance

Under Pay Range 1JX,  
add the title "Chief of Staff Health".

Under Pay Range 1LX,  
delete the title "Chief Deputy Commissioner of Health (1) (2)".  
Delete footnotes (1) and (2) in their entirety.

In the Positions Ordinance

Under the Health Department, Executive Leadership,  
delete one position of "Chief Deputy Commissioner of Health" and  
add one position of "Chief of Staff Health".

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

Reviewed By: *Andrea Knickerbocker* nt  
Andrea Knickerbocker, Human Resources Manager

Reviewed By: *Maria Monteagudo* st  
Maria Monteagudo, Employee Relations Director

### JOB EVALUATION REPORT

City Service Commission Meeting: September 10, 2019

#### Health Department - Clinical Services Branch

Current	Requested
Nurse Training Coordinator PR 2HN (\$54,865 - \$76,806) Recruitment Rate of \$58,157 (One Position)	Nurse Practitioner PR 2MX (\$75,478 - \$105,669) Recruitment Flexibility (One Position)

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

In a previous classification report dated March 19, 2019 the classification of Nurse Practitioner was reallocated from Pay Range 2HN (\$54,865 - \$76,806) with a recruitment rate of \$58,157 to Pay Range 2MX (\$75,478 - \$105,669) with additional requirements including prescriptive authority and to become a full-fledged Nurse Practitioner. At that time the classification of Nurse Training Coordinator in Pay Range 2HN (\$54,865 - \$76,806) with the recruitment rate of \$58,157 was created to serve as a placeholder in the transition between the old Nurse Practitioner and the new Nurse Practitioner. This would provide a classification for any current incumbents who may not meet the new requirements. At this time, there is no longer a need for this placeholder classification. One incumbent meets the new requirements and all new hires will be required to meet the new requirements.

The basic function of the new Nurse Practitioner classification is to provide services to staff and patients and create health plans that manage their ongoing conditions and promote overall health. These include performing health screenings/test and follow-up care, counseling referrals, diagnosing and treating minor/acute conditions, providing contraceptive care and family planning services, and directing the clinic practices of nursing and medical assistants.

As the placeholder classification is no longer needed we recommend one position of Nurse Training Coordinator in Pay Range PR 2HN (\$54,865 - \$76,806) with a recruitment rate of \$58,157 be reclassified to Nurse Practitioner in Pay Range 2MX (\$75,478 - \$105,669) with recruitment flexibility that allows appointment anywhere in the range with approval by the Department of Employee Relations.

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

#### In the Salary Ordinance

Under Pay Range 2HN, delete the title "Nursing Training Coordinator (8) (19)".  
Delete footnotes (8) and (19) in their entirety.

#### In the Positions Ordinance

Under the Health Department, Disease Control and Environmental Health Services Division, Sexual and Reproductive Health Program,  
delete one position of "Nurse Training Coordinator (X)(U)" and  
add one position of "Nurse Practitioner (X)(U)".

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

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

Reviewed By: *Maria Montegudo st*  
Maria Montegudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: September 10, 2019

**Department of City Development**

Current	Recommendation
In Rem Property Disposition Manager PR 1EX (\$58,462 - \$81,844) (One Position)	In Rem Property Disposition Manager PR 1FX (\$62,338 - \$87,270) (One Position)
Real Estate Specialist PR 2GX (\$51,469 - \$72,063) (One Position)	Commercial Property Disposition Manager 1EX (\$58,462 - \$81,844) (One Position)
Real Estate Coordinator II PR 2DN (\$42,500 - \$59,498) Recruitment at \$46,347 (One Position)	Real Estate Specialist PR 2GX (\$51,469 - \$72,063) (One Position)

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

The Department of City Development (DCD) requested a study of three positions in the Real Estate Section due to changes in duties and responsibilities. Updated job descriptions and questionnaires were provided, job audits were conducted with the incumbents, and discussions were held with Martha Brown, Deputy Commissioner of City Development, Amy Turim, Real Estate Development Services Manager, and Vanessa Armstrong, Human Resources Officer.

Current	In Rem Property Disposition Manager	PR 1EX (\$58,462 - \$81,844)	1 Position
Recommended	In Rem Property Disposition Manager	PR 1FX (\$62,338 - \$87,270)	1 Position

This position is responsible for the maintenance, marketing, preservation, and disposition of City-owned tax-foreclosed (in rem) residential real estate of one to four units. Duties and responsibilities include the following.

- 15% Develop and implement strategies to ensure successful management of City-owned improved property, including property inspection, leasing, tenant relations, and property maintenance; be accountable for reaching department goals and performance metrics; perform property assessments through physically visiting properties and reviewing property inspections; and lead property pricing efforts.
- 10% Lead communications with the real estate brokerage community and staff; meet with brokers and potential buyers; maintain broker contracts and provide customer service to contracted brokers and buyer's agents; and lead team efforts to provide top quality, responsive, and consistent customer service to people interested in City-owned real estate.
- 20% In conformance with Ch. 304 of the Milwaukee Code of Ordinances and adopted buyer policies, manage efforts to market and sell in-rem residential properties to owner-occupants and responsible investors, including non-profit housing agencies; coordinate with team on marketing efforts, including promotion of City housing assistance programs, and NIDC (Neighborhood Improvement Development Commission); and, as needed, perform outreach at events with marketing and lead homebuyer education sessions at housing resource fairs.
- 10% Maintain records and data regarding the management, maintenance, and sale of properties including records of expenditures; and represent departmental interests at Special Joint Committee meetings, including presentation of statistics and reports.

- 10% Lead efforts and direct staff responsible for demolition of City-owned residential properties of one to four units; work with the Department of Neighborhood Services (DNS) to ensure timely demolition; coordinate the demolition process with internal team members; maintain accurate records and statistics for properties pending demolition or deconstruction, and completed property removals.
- 10% Direct staff responsible for documentation and maintenance of all real estate sales, ensuring accurate record keeping; respond to requests from internal and external customers regarding sales policies; provide ongoing updates to policymakers regarding the status of tax foreclosure property maintenance, management and disposition; pursue ordinance and/or policy changes that accelerate the sales process, increase the pool of prospective buyers, reduce the costs of ownership and management of in rem property, and ensure that adequate resources are available for responsible management while property remains in City ownership; work with supervisor to advise and implement disposition strategies for in rem residential properties (1 to 4 units).
- 20% Supervise staff responsible for disposition of City owned properties; provide direction on work methods, and ensure compliance; supervise real estate staff responsible for the inspection and sale of 1-4 unit properties; set performance goals and monitor progress toward achievement, provide ongoing feedback on a daily basis, complete annual performance evaluations, promptly address performance issues, and ensure that senior department management is aware of staff achievements and successes; hold regular staff meetings; and ensure all staff is accountable for their duties and coach staff on performance issues when needed.
- 5% Maintain policy and procedure manual for the process of residential real estate sales and administrative support.

Minimum requirements include a bachelor's degree in urban planning, real estate, business administration or related field and five years of experience in municipal real estate management, management of home ownership programs, public program management, or related field. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was created in 2012 and placed in Pay Range 1EX (\$58,462 - \$81,844). Since then the duties and responsibilities of this position have evolved and expanded. This position is now administering broker listing contracts which adds the requirement of a State of Wisconsin Real Estate Broker license at time of appointment. Other changes include leading communications with the real estate brokerage community, implementing additional tools for selling properties, and appearing more frequently before the Common Council's Joint committee on the Redevelopment of Abandoned and Foreclosed Homes, the Zoning, Neighborhood and Development Committee and the Judiciary and Legislation Committee and meeting with individual Council Members. The supervisory responsibility has expanded from four to nine positions and now includes supervision of a Real Estate Coordinator II and administrative staff.

In studying this position comparisons were made to other City property-related positions including the following:

Title	Pay Range	Minimum	Maximum
Housing Programs Manager	1GX	\$74,331	\$93,010
Special Enforcement Supervisor	1FX	\$62,338	\$87,270
Housing Rehabilitation Manager	1EX	\$68,802	\$81,844
Commercial Corridor Manager	1EX	\$58,462	\$81,844
Neighborhood Improvement Project Manager	1EX	\$58,462	\$81,844

The Housing Programs Manager in Pay Range 1GX (\$74,331 - \$93,010) is stronger than the position under study as it has a broader responsibility for overseeing, directing, and coordinating the staff and programs for the department's

housing and neighborhood redevelopment activities. This includes oversight of both housing rehabilitation programs and community outreach programs. The classification of Special Enforcement Supervisor in Pay Range 1FX (\$62,338 - \$87,270) is not a direct match but does have significant duties and responsibilities related to properties that may have complex issues to resolve. There are two positions of Special Enforcement Supervisor in the Department of Neighborhood Services (DNS). They supervise a total of 21 Special Enforcement Inspectors; develop partnerships with other City Departments, and community and government agencies to develop strategic efforts to prevent, remove or correct nuisance properties; oversee the issuing of occupancy permits; review applications to the Board of Zoning Appeals (BOZA) and represent DNS at the BOZA hearings; approve State salvage, scrapping, and motor vehicle licenses; and research complex zoning issues.

With the changes listed earlier in the report we recommend that the position under study be reallocated to a higher level. Based on the analysis above we recommend that the position be reallocated to the next level up of Pay Range 1FX (\$62,338 - \$87,270).

We therefore recommend this position of In Rem Property Disposition Manager in Pay Range PR 1EX (\$58,462 - \$81,844) be reallocated to Pay Range 1FX (\$62,338 - \$87,270).

Current	Real Estate Specialist	PR 2GX (\$51,469 - \$72,063)	1 Position
Recommended	Commercial Property Disposition Manager	PR 1EX ( \$58,462 - \$81,844)	1 Position

This position manages real estate initiatives, including acquisition projects, improved (building) and vacant commercial real estate disposition, brownfield redevelopment (both privately owned and municipal owned properties), disposition and reuse of abandoned personal property, and development of new initiatives for blight reduction and urban renewal; manage urban renewal and catalytic economic development activities. Manage staff responsible for development real estate disposition and other matters.

- 30% Coordinate the disposition of improved and vacant land commercial in Rem properties, historic properties, unique and challenging parcels. This includes inspecting, evaluating building conditions, recommending demolition where applicable, coordinating environmental due diligence reports, marketing and sales of improved and developable commercial properties. Preparing and seeking approvals for license and lease agreements. Market City/RACM real estate and surplus municipal real estate preparing RFPs, listing pages and evaluating unsolicited offers for public land sale, evaluate proposals (developers, site & building plans, budgets, financing and schedules), negotiate and prepare offers to purchase, agreements for sale, prepare resolutions, land disposition reports, fiscal notes, checklists, order and review title reports, deeds, easements, closing statements, present items at public hearings, liaison with and brief Alderpersons on specific projects, coordinate environmental due diligence and remediation activities in conjunction with development, seek and obtain regulatory closure for contaminated sites, and issue certificates of completion for completed developments.
- 20% Supervise work of two Real Estate Specialists and one Real Estate Analyst. Supervision to include proofing work, assigning job duties, directing methods of accomplishing tasks and full review of work product. Prepare performance reviews and appraisals, develop staff skills through coaching and discipline as appropriate, approve time off requests. Hire and onboard new staff when required.
- 10% Manage and negotiate the disposition of unique and challenging development projects. Examples include (but are not limited to) tax delinquent sites and known or suspected environmental hazards (City's Do-Not-Acquire List) that are privately-owned, City-owned and privately-owned brownfield property, Wisconsin Statute Section 75.106 transactions, locally and nationally designated historic buildings, abandoned cemetery sites, and Payment In Lieu of Property Taxes (PILOT) agreements. Disposition tasks include gaining Court or owner-authorized entry to private properties, preparing affidavits, testifying in court as needed, overseeing environmental testing and remediation, coordinating with environmental engineers and

state and federal regulatory authorities, preparing detailed and complex contracts and other advanced level duties as required to revitalize and improve hard-to-redevelop sites. Maintain knowledge of all current and future local, state and federal laws pertaining to these projects.

- 10% Manage and negotiate the disposition and disposition process of surplus municipal properties, including surplus Milwaukee Public Schools properties and surplus parking lots. Supervise the creation of requests for proposals documents, and evaluation of responses. Maintain knowledge of all state and local laws pertaining to these dispositions, and update procedures accordingly.
- 10% Maintain departmental records. Maintain a policy and procedure manual for the development property section, including City and RACM procedures. Maintain City and RACM inventory lists for various other City departments. Maintain the City's Do Not Acquire list (privately owned tax-delinquent brownfield properties).
- 5% Direct all real estate section staff when immediate supervisor is out of the office. Attend meetings in place of immediate supervisor as requested. Execute documents as a special deputy commissioner, subject to common council approval.
- 5% Coordinate alley vacation, certified survey map, and subdivision plat requirements and joinder deed restrictions, easement, zoning approval (general planned and detailed planned development), and zoning changes, special use of variance zoning approval, licensing approvals and other functions as needed to facilitate the sale and development of commercial and complex real estate. Seek and manage grant opportunities, new market tax credits, historic preservation tax credits, low income housing tax credits, tax incremental financing and other financial tools and tax credit programs to support development initiatives.
- 5% Collaborate with interdepartmental and external workgroups that have been formed to implement the various legal, community relations, environmental, land use and other aspects of renewal and redevelopment. Network with and understand functions of all departments. Represent the department and present department goals and plans to the public, legislative bodies, and other departments.
- 5% Manage special projects and perform other duties as assigned.

Minimum requirements include a bachelor's degree in business administration, public administration, real estate, planning, environmental engineering or related field; and eight years of experience in real estate development and public program management with at least five years of experience working in an environmental capacity, preferably with brownfield property. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

There are currently three positions of Real Estate Specialist in Pay Range 2GX (\$51,469 - \$72,063). The duties and responsibilities of one of these positions has evolved and expanded to such an extent that the Department wishes to have the position be reclassified. This classification was first created in 1990 in Salary Grade 06 which is the equivalent of the current Pay Range 2GX (\$51,469 - \$72,063). At that time the duties and responsibilities included determining the fair market value of real property and other interests to be acquired; performing general real estate administrative responsibilities such as preparing reports and business correspondence; and serving as a lead by reviewing offers, deeds, leases and technical communications and documents for other staff.

The position under study now has responsibility for managing the commercial real estate initiatives including acquisition projects, commercial real estate disposition, brownfield development disposition and reuse of abandoned property. The employee in this position has also overseen the work of three other staff members and the Department wishes for him to be studied for a supervisory classification. Other changes include a greater emphasis on research; managing, updating, marketing and the disposition of the City's Do Not Acquire (DNA) list and website which consists of privately owned tax-delinquent brownfield sites that are known or suspected to have environmental liabilities;

negotiating consignment contracts or preparing bills of sale to deal with abandoned personal property that remains in City foreclosed buildings; overseeing and facilitating the sale of historically designated buildings or buildings or land within a State or National Historic District; and overseeing the steps for declaring municipal properties surplus.

In studying this position comparisons were made to other City property-related positions including those listed above. The position that was most similar was the Commercial Corridor Manager in Pay Range 1EX (\$58,462 - \$81,844).

Commercial Corridor Manager

*Manages a variety of commercial revitalization financing programs including facade grants, signage grants, retail investment funds, white box grants and the streetscaping program and supervises employees who implement these programs; maintains relationships with Business and Neighborhood Improvement Districts; and identifies strategic development and infrastructure improvement opportunities within selected commercial districts.*

This position also works very independently, manages a number of related programs, and supervises a staff of three Economic Development Specialists. To reflect the nature of the work for the position under study we recommend the related title of Commercial Property Disposition Manager.

We therefore recommend one position of Real Estate Specialist in Pay Range 2GX (\$51,469 - \$72,063) be reclassified to Commercial Property Disposition Manager in Pay Range 1EX (\$58,462 - \$81,844).

Current	Real Estate Coordinator II	PR 2DN (\$42,500 - \$59,498) Recruitment at \$46,347	1 Position
Recommended	Real Estate Specialist	PR 2GX (\$51,469 - \$72,063)	1 Position

This position manages real estate disposition initiatives, with a particular emphasis on the sale of vacant lots; the renovation and sale of historically significant improved properties; and the coordination of redevelopment projects involving vacant land sales.

- 20% Manage City of Milwaukee Housing Infrastructure Preservation Fund – supervise contractors hired to restore historic homes from the City's tax foreclosure inventory; solicit bids, draft contracts, review bids and produce scopes of work, create historic restoration plans in consultation with the Historic Preservation Commission, review restoration work for appropriateness; coordinate all aspects of the Housing Infrastructure Preservation Fund with appropriate City departments and relevant community groups; evaluate program effectiveness, initiate proper policy and ordinance changes and hold regular presentations to the Common Council, and regulatory boards and commissions; and implement marketing plans for the sale of renovated homes and coordinate community and press outreach to reach sales goals.
- 15% Manage City of Milwaukee Land Bank – oversee the work of a half-time, contract employee charged with the disposal of vacant lot sales under the \$1 Lot Initiative; lead Vacant Land Re-use initiatives with research, policy evaluation and implementation, and community outreach; collaborate with diverse governmental entities, non-profits and private landowners on redevelopment plans for blighted areas of City; appraise property; evaluate offers to purchase and development proposals insuring consistency with market data, adopted plans, design guidelines and City policies; develop and implement marketing strategies for the disposal of City-owned property; prepare Common Council resolutions and reports and present to legislative committees and other regulatory boards and commissions; and create designs and construction plans for appropriate residential and commercial development on varied City properties.
- 45% Urban Planning and Major Redevelopment Project Management - coordinate all aspects of multimillion dollar redevelopment projects from property evaluation, appraisals, issuing requests for proposal, evaluating development proposals, coordinating environmental reviews, drafting legal documents, closing sales, and



reviewing completed projects; liaison with the development community to foster development of City-owned property; consult and participate with DCD staff on urban planning initiatives; evaluate development projects as part of the DCD Design Review Team; provide reports, technical advice and creative solutions to City elected officials, commissions, department heads, and community leaders; manage and complete large scale projects and sales of land for redevelopment; assist developers with meeting City requirements and permit needs, in concert with other City Departments; lead new construction development process from initial inquiry through compliance after construction; and promote and enforce sustainable and universal design principles.

10% Property Inventory Sales and Marketing - inspect all properties that come into city ownership through tax foreclosure as needed; recommend the demolition of unsafe and deteriorated City property after extensive coordination with appropriate City departments and environmental review; and engage in extensive field work for ongoing inventory and monitoring of City-owned property.

10% Urban Agriculture Initiatives and Other Duties - coordinate initiative with Milwaukee community groups and City departments to enact major ordinance changes to foster urban agriculture in the City of Milwaukee; organize outreach and community input planning sessions to insure Milwaukee residents' needs are met by new ordinances and policy initiatives; create community education plans for new beekeeping, chicken, and urban agriculture changes; implement new legal documents in consultation with the City Attorney's office such as permit, lease, adopt-a-lot programs to activate vacant land across the City; monitor program effectiveness and enact changes as necessary; and perform other duties as assigned.

Minimum requirements include a bachelor's degree in urban planning or business administration with an emphasis in real estate or marketing and three years of experience in acquiring and/or disposing of real property. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

There are currently three positions of Real Estate Coordinator II in Pay Range 2DN (\$42,500 - \$59,498) with a recruitment rate of \$46,347. The duties and responsibilities of one of these positions has evolved and expanded to such an extent that the Department wishes to have the position be reclassified. This position under study is now managing all aspects of major redevelopment projects involving the sale of City-owned land, creating and coordinating with others on urban agricultural initiatives, and overseeing the work of a part-time employee responsible for vacant lot sales. New programs that needed to be researched and administered included the \$1 Lot Sale Program, and Vacant Lot Re-use Initiatives such as "Adopt-A-Lot" and "Side-Lot". This position has also taken on more responsibility related to the Historic Infrastructure Preservation Fund including budgeting and oversight of contractors on multiple job sites.

This expansion of duties and responsibilities requires more project management, vendor management, contract management, and advanced decision making. The level of duties and responsibilities are more comparable to that of a Real Estate Specialist in Pay Range 2GX (\$51,469 - \$72,063). A Real Estate Specialist classification is usually distinguished by having a broader responsibility for project and program management and oversight of others

We therefore recommend one position of Real Estate Coordinator II in Pay Range 2DN (\$42,500 - \$59,498) with a recruitment rate of \$46,347 be reclassified to Real Estate Specialist in Pay Range 2GX (\$51,469 - \$72,063).

**Action Required – Effective Pay Period 22, 2019 (October 20, 2019)**

In the Salary Ordinance

Under Pay Range 1EX,

add the title "Commercial Property Disposition Manager" and  
delete the title "In Rem Property Disposition Manager".

Under Pay Range 1FX, add the title "In Rem Property Disposition Manager".

In the Positions Ordinance

Under the Department of City Development, General Management and Policy Development Decision Unit, Real Estate and Development, delete one position of Real Estate Coordinator II (X)(Y) and add one position of "Commercial Property Disposition Manager (X)(Y)".

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

Reviewed By: *Andrea Knickerbocker*  
Andrea Knickerbocker, Human Resources Manager

Reviewed By: *Maria Montenegro*  
Maria Montenegro, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: September 10, 2019

**Port Milwaukee**

Current	Requested
Trade Development Representative – Senior PR 2HX (\$54,865 - \$76,806) One Position	Market Development Manager PR 2MX (\$75,478 - \$105,669) FN: Recruitment at any rate in pay range based upon experience and credentials with DER approval One Position
Trade Development Representative PR 2FX (\$48,670 - \$67,616) One Position	Trade Development Representative PR 2IX (\$58,462 - \$81,844) FN: Recruitment at any rate in pay range based upon experience and credentials with DER approval One Position

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

**Background**

Employee Relations has received a request from Adam Schlicht, Director, Port Milwaukee to conduct a classification study of Trade Development Representative titles that includes an assessment of market rates of pay. New job descriptions have been provided.

The Port's Trade Development Representatives are responsible for promoting, recruiting and sustaining the Port's economic activities and revenue-generating customer base. These two positions are instrumental in advancing Port Milwaukee on a local, regional, national and international level with the effect of enhancing the global competitiveness of the State of Wisconsin's economy by stimulating trade and business via the Port.

**Position Duties and Responsibilities**

Current	Trade Development Representative – Senior	PR 2HX	\$54,865 - \$76,806	One Position
Recommendation	Market Development Manager	PR 2MX	\$75,478 - \$105,669 Recruitment Flexibility	One Position

The Trade Development Representative-Senior is responsible for business development for Port Milwaukee. This includes advancing Port Milwaukee's position within foreign markets, developing and maintaining partnerships that generate cargo, revenue, job growth, and economic development in the regions. Duties, responsibilities, and requirements include:

Business Development

- Develop and maintain quality transportation and distribution services that satisfy the needs of current customers and that will attract new customers.
- Identify and develop strategies for new transportation and distribution services through Port Milwaukee.
- Successfully market port services to attract individual cargo opportunities and create cargo growth.
- Identify and report on market conditions to formulate and execute market entry strategies.
- Take steps to thoroughly understand rates and levels of service in order to close sales. Provide follow-up to ensure a quality and repetitive operation.
- Develop alternative strategies for the pursuit of new cargo, estimating potential share, revenue and expense criteria.

- Keep abreast of developments within the maritime industry as well as current practices in sales and marketing.

Marketing & Promotion

- Make public appearances and presentations on behalf of the Port, including representing the Port at trade shows and other industry events and on marketing trips
- Promote increased use of new and existing Port facilities and assets to maintain and attract new cargoes from domestic and international markets
- Serve as Port's direct liaison with the Wisconsin Department of Transportation
- As directed, develop and update marketing and promotional materials and presentations.

Customer Service

- Maintain regular customer contact via phone and in writing to monitor customer satisfaction, resolve problems, and intervene on their behalf with tenants, ocean carriers, and service providers.
- Maintain accurate records of customer profiles and marketing and sales calls.
- Act as a catalyst and resource to Port customers, continual improvements in transportation and distribution processes.

Minimum requirements include a Bachelor's degree in transportation, business, marketing, economics, political science, supply chain/logistics or a related field from an accredited college or university and three years of sales and marketing experience in the transportation field, preferably in land or sea shipping, including experience conducting research, developing marketing strategies, generating leads, building customer relationships, making presentations, closing sales, and ensuring customer satisfaction. A valid driver's license at time of appointment and throughout employment. Transportation Worker Identification Credential (TWIC) issued by the U.S Transportation Security Administration (TSA) upon appointment.

Current	Trade Development Representative	PR 2FX	\$48,670 - \$67,616	One Position
Recommendation	Trade Development Representative	PR 2IX	\$58,462 - \$81,844 Recruitment Flexibility	One Position

The Trade Development Representative provides essential support to the port marketing manager, is responsible for assisting in the administration and promotion of the Foreign Trade Zone 41, as well as for collecting, maintaining and analyzing data on vessel and cargo movements and assisting in business development and marketing of the Port. Duties, responsibilities, and requirements include:

FTZ Administration & Analysis

- Assist with the promotion of the Port of Milwaukee's Foreign Trade Zone (FTZ) 41.
- Prepare FTZ operating agreements and maintain FTZ files.
- Collect data from companies participating in the Port's Foreign Trade Zone 41 initiative and complete required federal reports and statistics

Marketing & Promotion

- Designing promotional material to market the trade zone to potential users.
- Serve as the main point of contact for international cruise lines doing business on the Great Lakes
- Represent Port as a liaison to community groups, trade organizations and other Port stakeholders.
- Maintain and improve the Port's website on a continual basis
- Promote cargo through the Port by establishing relationships with ocean carriers, barge services, truck lines, railroads, and the customers that use the transportation services
- Work with colleagues to develop and execute strategic marketing strategies on an annual basis
- Stay informed of Great Lakes St. Lawrence Seaway knowledge and advocacy areas

Administrative Support

- Develop and maintain a leasehold database of lease terms and conditions.
- Collect and perform statistical analysis on data concerning vessel and cargo movements.

- Provide gathered data to the finance division for billing purposes.

Minimum requirement include a Bachelor's degree in transportation, marketing, business, economics, political science, supply chain/logistics or a related field from an accredited college or university and two years of sales and marketing experience with data management, collection and analysis duties – OR - An Associate's degree in marketing, logistics, sales, finance or a related field from an accredited college or university and four years of related experience in data management, collection and analysis, marketing, or as an account representative. A valid driver's license at time of appointment and throughout employment. Transportation Worker Identification Credential (TWIC) issued by the U.S Transportation Security Administration (TSA) upon appointment.

## Changes to Duties and Responsibilities

### Trade Development Representative-Senior

- In terms of changes in duties and responsibilities the "Trade Development Representative – Senior" has increasingly completed work more commensurate to a "Manager of Port Marketing" or "Manager of Business Development" position, including advancing Port Milwaukee's position within foreign markets; formulating and executing market entry strategies; promoting increased use of new and existing Port facilities and assets by establishing targeting market programs to maintain cargo growth; and attracting new cargoes flows currently operating through competing ports as well as other domestic and international gateways/trade lanes.
- In terms of changes in level of work as defined by knowledge, skill, and responsibility level the "Trade Development Representative – Senior" has increasingly designed and implemented new transportation and distribution services through Port Milwaukee, including identifying and reporting on market conditions; evaluating transportation economics and cargo opportunities; enhancing the Port's cargo streams and market share opportunities; and acting as the Port's direct liaison with the Wisconsin Department of Transportation as well as Port tenants and customers.
- In terms of program, policy, or organizational changes that have impacted the position and its responsibility level the Port seeks to improve its ability to produce significant revenues and provide a robust annual return to the City. A more modern, strategic, and customer-focused approach to Port Milwaukee's trade, marketing, and business development efforts has been requested of the "Trade Development Representative – Senior" position by the Port Director within the last year.
- In terms of documented recruitment or retention difficulties the current incumbent has successfully applied for and received of an offer of employment with the Saint Lawrence Seaway Development Corporation (SLSDC), an operating administration of the U.S. Department of Transportation within the U.S. Federal Government. In this capacity, the incumbent will provide trade development and marketing support services across the GLSLS, work not dissimilar from the functions performed by the "Trade Development Representative – Senior" at the Port. The U.S. government's initial salary offer to the incumbent was \$104,797, almost more than half of the currently defined salary at the Port.
- The impact of this change on other positions in the department the "Trade Development Representative – Senior" has assumed, in share with the "Trade Development Representative" position, new and more challenging duties and responsibilities previously assigned to the Port's "Manager of Port Marketing" position. The Manager incumbent, retired in November 2016.

### Trade Development Representative

- In terms of changes to duties and responsibilities the "Trade Development Representative" position has increasingly completed work more commensurate with the existing "Trade Development Representative – Senior" position at the Port. This includes tasks beyond the Foreign Trade Zone (FTZ) and statistical analysis-related functions previously associated with the position. For example, the "Trade Development Representative" is the Port's main point of contact with all international cruise lines currently doing business on the Great Lakes; a threefold increase in cruise-related business has been realized at Port Milwaukee in 2019. The "Trade

Development Representative” is responsible for identifying new cruise business, maintaining the Port's international and federal regulatory compliance for cruise ships, and promulgating tourism and cruise ship logistics with Port Operations and community-members of the “Milwaukee Cruise Collaborative”. The position has also increasingly been required to liaise with a broader stakeholder group of community and trade organizations, including national and international stakeholders of the Port.

- In terms of changes in level of work as defined by knowledge, skill, and responsibility level: The “Trade Development Representative” has been asked to assume more high-level responsibilities concerning GLSLS trade-specific knowledge as well Port advocacy with regional, national, and international institutions, including dignitaries from the Great Lakes St. Lawrence Governors and Premiers as well as the Provincial Government of Quebec, Canada, for example. The “Trade Development Representative” has represented the Port in public appearances, presentations, trade shows, marketing trips, and industry events independently as well as under the supervision of the Port Director. Further, the “Trade Development Representative” significantly contributes to the authorship of the *2019 Strategic Marketing Plan*, a first of its kind effort by the Port and the Board of Harbor Commissioners (BHC) to establish and maintain the Port’s collaborative relationships, implement new strategies for Port business, and other Port market development projects. The “Trade Development Representative” is responsible for executing the Port’s *Strategic Marketing Plan* in 2019 and beyond.
- In terms of program, policy, or organizational changes that have impacted the position and its responsibility level the Port seeks to improve its ability to produce significant revenues and provide a robust annual return to the City. A more modern, strategic, and customer-focused approach to Port Milwaukee’s trade, marketing, and business development efforts has been requested of the “Trade Development Representative” position by the Port Director within the last year.
- The impact of this change on other positions in the department: The “Trade Development Representative” has assumed, in share with the “Trade Development Representative – Senior” position, new and more challenging duties and responsibilities previously assigned to the Port’s “Manager of Port Marketing” position; the Manager incumbent retired in November 2016.
- Also relevant is that Port Milwaukee has been announced as one of three nationwide recipients of the American Association of Port Authorities (AAPA) 2019 Overall Award of Communications Excellence award, particularly for its launch of a new website at [www.portmilwaukee.com](http://www.portmilwaukee.com). The “Trade Development Representative” is almost entirely responsible for the Port’s receipt of this award, given the enhanced improvement of web-based communication expected of the position. For more information, please see <https://bit.ly/2NGMfZg>.

### Market Rates Comparisons

In determining the recommendations for these positions comparisons were made to external market rates of pay for position with similar duties and responsibilities in the Milwaukee Metropolitan area. The Economic Research Institute (ERI) rates shown below reflect the minimum and maximum pay rates at the survey mean for the following titles.

Title	Mean Minimum	Mean Maximum
Business Development Manager	109,843	135,594
Business Development Director	96,797	131,311
Trade Relations Director	89,690	111,959
Trade Relations Manager	86,836	106,075
Business Development Administrator	63,766	80,148
Trade Relations Supervisor	62,302	79,043
Business Development Analyst	59,112	78,099
Business Deployment Strategist	56,627	74,742
Trade Marketing Analyst	47,917	64,069

Source: ERI. Published Q3 of 2019 (30 mile radius of Milwaukee)

In comparing the Port Milwaukee trade development positions to these market rate benchmarks, the Trade Development Representative-Senior appears most comparable to that of a Trade Relations Director or Manager. ERI provides the following descriptions for these benchmarks.

*Trade Relations Director - Directs and oversees trade relations program designed to create and maintain favorable trade image for employer. Plans and heads development and communication of information designed to keep trade associations and customers informed of the company's programs, products, and services.*

*Trade Relations Manager - Manages and coordinates trade relations program designed to create and maintain favorable trade image for employer. Plans and directs development and communication of information designed to keep trade clients, trade associations, and customers informed of the company's programs, products, and services.*

The Trade Development Representative appears most comparable to that of a Business Development Administrator, Trade Relations Supervisor or Business Development Analyst. ERI provides the following descriptions for these benchmarks.

*Business Development Administrator - Develops and manages business development processes that seek to expand market share and increase industry relevance. Researches and analyzes economic trends to create business plans for improved market penetration and sales strategies. Position coordinates sales activities and presentations.*

*Trade Relations Supervisor - Supervises trade relations program designed to create and maintain favorable trade image for employer. Plans and directs development and communication of information designed to keep trade clients, associations, and customers informed of the company's programs, products, and services.*

*Business Development Analyst - Assesses and conducts studies, prepares reports, and gives advice on feasibility, cost effectiveness, and regulatory conformance of long- and short-range strategic plans, proposals, special projects, and ongoing programs to achieve the organization's growth and profitability objectives. Conducts field investigations, economic or public opinion surveys, demographic studies, or other appropriate research to gather required information. Converses with management or strategic planning committees to formulate strategic plans and directions, discuss overall intent of programs or projects, and determine broad guidelines for studies, utilizing knowledge of subject area, research techniques, and regulatory limitations.*

Other comparable positions to consider are the rates of pay of similar positions at Ports throughout the Midwest. These include the following.

Jurisdiction	Title	Pay Rate
Port of Green Bay Wisconsin	Business Development Manager	72,000
Port of Duluth Minnesota	Director of Trade and Business Development	103,000
Port of Cleveland Ohio	Chief Commercial Officer	140,000
Saint Lawrence Seaway Development Corporation Canada	Business Development Manager	104,797

The most recent incumbent of the Trade Development-Senior title left Port Milwaukee to take the position of Business Development Manager with the Saint Lawrence Seaway Development Corporation.

**Analysis and Recommendations**

Based upon the changes to duties and responsibilities for these positions over the last year, as well as the duties and responsibilities that were taken on by these positions with the elimination of the Port Marketing Manager in 2016, this report recommends reallocating/reclassifying these positions to higher level pay ranges. These recommendations are further supported by considering recent turnover and market rate comparisons that show that the trade development positions at Port Milwaukee are not commensurate with similar position in the North American career market, including other ports in the Great Lakes-St. Lawrence Seaway system.

There for it is recommended that the trade development positions at Port Milwaukee be reallocated/reclassified as follows.

Title	Current			Recommendation		
	Pay Range	Minimum	Maximum	Pay Range	Minimum	Maximum
Trade Development Representative-Senior	2HX	54,865	76,806			
Market Development Manager				2MX	75,478	105,669
Trade Development Representative	2FX	48,670	67,616	2IX	58,462	81,844

Within City government, other positions at a similar level of responsibility and rates of pay for the recommended Market Development Manager include Intergovernmental Policy Manager-Senior, Pension Investment Analyst, Development Projects Manager and Public Debt Specialist. For the Trade Development Representative similar positions include Fiscal Planning Specialist and Commercial Corridor Manager.

To assist Port Milwaukee in recruiting and hiring the most qualified candidates for both positions, this report further recommends the ability to recruit at any point in the range based upon experience and credentials with the approval of Employee Relations.

**Actions Required – Effective Pay Period 22, 2019 (October 20, 2019)**

In the Positions Ordinance

Under Port Milwaukee, Marketing Section:  
Delete one Trade Development Representative-Senior  
Add one Market Development Manager

In the Salary Ordinance

Under Pay Range 1HX  
Delete Port Marketing Manager

Under Pay Range 2FX  
Delete Trade Development Representative

Under Pay Range 2HX  
Delete Trade Development Representative-Senior



Market Development Manager  
Trade Development Representative

Port Milwaukee

09.10.2019

Under Pay Range 2IX

Add the title Trade Development Representative (5)

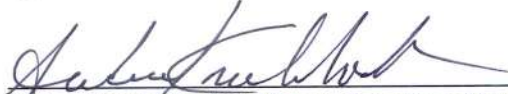
Under Pay Range 2MX

Add the title Market Development Manager (5)

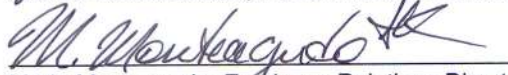
Delete (5) and replace as follows:

(5) Recruitment may be at any rate in the range based upon experience and credentials with the approval of DER.

Prepared By:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed By:

  
Maria Monteagudo, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

**A** Date 9/16/2019 File Number 190640  Original  Substitute

**Subject** Communication from the Department of Employee Relations relating to classification studies sent to the September 10, 2019 City Service Commission meeting.

**B** Submitted By (Name/Title/Dept./Ext.) Sarah Trotter / Human Resources Representative / Employee Relations / x2398

**C** This File

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

**D** Charge To

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

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

F

Assumptions used in arriving at fiscal estimate. Please see attached spreadsheet.

G

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

1-3 Years     3-5 Years

1-3 Years     3-5 Years

1-3 Years     3-5 Years

H

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

I

Additional information.

J

This Note     Was requested by committee chair.

Department of Employee Relations  
Fiscal Note Spreadsheet

City Service Commission Meeting of September 10, 2019  
Finance and Personnel Committee Meeting of September 18, 2019

NEW COSTS FOR 2019										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	City Development	In-Rem Property Disposition Mgr	1EX	In-Rem Property Disposition Mgr	1FX	\$67,537	\$72,265	\$909	\$127	\$1,037
1	City Development	Real Estate Specialist	2GX	Commercial Property Disposition Mgr	1EX	\$77,119	\$82,518	\$1,038	\$145	\$1,184
1	City Development	Real Estate Coordinator II	2DN	Real Estate Specialist	2GX	\$61,283	\$65,572	\$825	\$115	\$940
1	Health	Communicable & Inf Disease Prog Coord	1EX	Disease Intervention Specialist Supervisor*	1EX	N/A	N/A	N/A	N/A Title Change Only	
1	Health	Health Project Coordinator-Plain Talk	2EX	Community Outreach Specialist*	2EN	\$50,130	\$54,635	\$2,253	\$393	\$2,646
1	Health	Compliance Analyst	2GX	Data and Evaluation Coordinator**	2HX	\$51,469	\$54,865	\$653	\$91	\$745
1	Health	Nurse Training Coordinator	2HN	Nurse Practitioner**	2MX	\$58,157	\$75,478	\$3,331	\$466	\$3,797
1	Port Milwaukee	Trade Development Representative - Senior	2HX	Market Development Manager	2MX	\$54,865	\$75,478	\$3,964	\$555	\$4,519
1	Port Milwaukee	Trade Development Representative	2FX	Trade Development Representative	2IX	\$52,526	\$60,216	\$1,479	\$207	\$1,686
9								\$14,452	\$2,101	\$16,553

Assume effective date is Pay Period 22, 2019 (October 20, 2019) unless indicated otherwise.

\*Assume effective date is Pay Period 14, 2019 (June 30, 2019).

\*\*Assume effective date is Pay Period 14, 2019 (June 30, 2019) but that position is filled Pay Period 22, 2019 (October 20, 2019).

NEW SAVINGS FOR 2019										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Health	Chief Deputy Comm of Health	1LX	Chief of Staff Health	1JX	\$91,404	\$80,442	\$2,108	\$295	\$2,403

Assume effective date is Pay Period 22, 2019 (October 20, 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 Development	In-Rem Property Disposition Mgr	1EX	In-Rem Property Disposition Mgr	1FX	\$67,537	\$72,265	\$4,728	\$662	\$5,390
1	City Development	Real Estate Specialist	2GX	Commercial Property Disposition Mgr	1EX	\$77,119	\$82,518	\$5,399	\$756	\$6,155
1	City Development	Real Estate Coordinator II	2DN	Real Estate Specialist	2GX	\$61,283	\$65,572	\$4,289	\$600	\$4,889
1	Health	Communicable & Inf Disease Prog Coord	1EX	Disease Intervention Specialist Supervisor	1EX	N/A	N/A	N/A	N/A Title Change Only	
1	Health	Health Project Coordinator-Plain Talk	2EX	Community Outreach Specialist	2EN	\$50,130	\$54,635	\$4,505	\$786	\$5,291
1	Health	Compliance Analyst	2GX	Data and Evaluation Coordinator	2HX	\$51,469	\$54,865	\$3,396	\$475	\$3,871
1	Health	Nurse Training Coordinator	2HN	Nurse Practitioner	2MX	\$58,157	\$75,478	\$17,321	\$2,425	\$19,746
1	Port Milwaukee	Trade Development Representative - Senior	2HX	Market Development Manager	2MX	\$54,865	\$75,478	\$20,613	\$2,886	\$23,499
1	Port Milwaukee	Trade Development Representative	2FX	Trade Development Representative	2IX	\$52,526	\$60,216	\$7,690	\$1,077	\$8,767
9								\$67,941	\$9,667	\$77,608

NEW SAVINGS FOR FULL YEAR										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Health	Chief Deputy Comm of Health	1LX	Chief of Staff Health	1JX	\$91,404	\$80,442	\$10,962	\$1,535	\$12,497