



Makda Fessahaye  
 Department of Employee Relations  
 City of Milwaukee  
 200 E Wells St, Room 706

April 8, 2021

The Honorable  
 Finance and Personnel Committee  
 Common Council  
 City of Milwaukee

*Common Council File No. 201604 – Communication from the Department of Employee Relations relating to classification studies scheduled at the April 6, 2021 City Service Commission meeting.*

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the City Service Commission meeting on April 6, 2021.

**Department of Administration**

Current	Requested
Small Business Development Director PR 1GX (\$66,435 - \$93,010) (One Position)	Chief Equity Officer PR 1IX (\$75,478 - \$105,669) FN: Recruitment at \$91,467 and at any rate in the range with approval by DER and the Chair of Finance and Personnel (One Position)
Business Analyst – Senior PR 2EX (\$48,670 - \$63,426) (One Position)	Business Inclusion Program Coordinator PR 2GX (\$51,469 - \$72,063) FN: Recruitment at any rate in the range with approval by DER (One Position)

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

**Port Milwaukee**

Current	Recommended
Management Civil Engineer – Senior (Port) PR 1IX (\$75,478 - \$105,669) (One Position)	Management Civil Engineer – Senior (Port) PR 1IX (\$75,478 - \$105,669) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)
Civil Engineer III (Port) PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$66,324 and may be up to \$74,620 with approval from DER and Chair of the Committee on Finance and Personnel. (Two Positions)	Civil Engineer III (Port) PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. Additional 3% for holding a Professional Engineer license. (Two Positions)

Civil Engineer II (Port) PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$58,373. (One Position)	Civil Engineer II (Port) PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$64,839 and may be at any point in the range with DER approval. Additional 3% for holding a Professional Engineer license. (One Position)
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**Department of Public Works**

Street and Bridges Services Manager PR 1JX (\$80,442 - \$112,627) (1 Position)	Street Services Manager PR 1JX (\$80,441.92 - \$112,626.80) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (1 Position)
Bridge Maintenance Manager (1 Position) Sewer Services Manager (1 Position) PR 1IX (\$75,478 - \$105,669)	Bridge Maintenance Manager (1 Position) Sewer Services Manager (1 Position) PR 1IX (\$75,478.26 - \$105,669.20) FN: Recruitment is at \$90,399 and may be at any point in range with approval of DER and Chair of the Committee on Finance and Personnel.
Architect III PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$66,324. (Two Positions)	Architect III PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect License. (Two Positions)
Architectural Designer II PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$58,373. (Two Positions)	Architectural Designer II PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$64,839 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect license. (Two Positions)
Architectural Designer I PR 2EN (\$45,306 - \$63,426) FN: Recruitment is at \$51,358 and may be up to \$58,373. (Underfill Title)	Architectural Designer I PR 2EN (\$45,306 - \$63,426) FN: Recruitment is at \$58,944 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect license. (Underfill Title)

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**Department of Public Works-Water Works-Plants**

Current	Recommended
Water Plant HVAC Maintenance Technician PR 7QN (\$70,041 - \$70,503) Actual Rates: (\$56,022 - \$70,620) with recruitment flexibility at any rate with DER approval (Two Positions)	Water Plant Steamfitter - HVACR Mechanic PR 7RN (\$66,327 - \$83,054) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (Two Positions)

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Respectfully Submitted,

A handwritten signature in black ink, consisting of a large, stylized initial 'A' followed by a horizontal line and a large, sweeping flourish that loops back to the left.

Employee Relations Director

Attachments:    Job Evaluation Reports  
                      Fiscal Impact Statement

**Job Evaluation Report**

City Service Commission Meeting: April 6, 2021

**Department of Administration**

Current	Requested
Small Business Development Director PR 1GX (\$66,435 - \$93,010) (One Position)	Chief Equity Officer PR 1IX (\$75,478 - \$105,669) FN: Recruitment at \$91,467 and at any rate in the range with approval by DER and the Chair of Finance and Personnel (One Position)
Business Analyst – Senior PR 2EX (\$48,670 - \$63,426) (One Position)	Business Inclusion Program Coordinator PR 2GX (\$51,469 - \$72,063) FN: Recruitment at any rate in the range with approval by DER (One Position)

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The Department of Administration (DOA) has requested a study of two positions in the new Office of Equity and Inclusion (OEI): the Small Business Development Director in Pay Range 1GX (\$66,435 - \$93,010) and one position of Business Analyst – Senior in Pay Range 2EX \$48,670 - \$63,426). New job descriptions were provided and discussions were held with Sharon Robinson, Administration Director; and Nikki Purvis, Small Business Development Director.

Current	Small Business Development Director	PR 1GX (\$66,435 - \$93,010)	One Position
Recommended	Chief Equity Officer	PR 1IX (\$75,478 - \$105,669) Recruitment at \$91,467 and any point in the range with approval by DER and Chair of Finance & Personnel	One Position

The basic function of this position is to lead and coordinate efforts to promote equity and inclusion with the goal of institutionalizing equity within city government; and identify changes in policies, practices, etc. that are needed to promote a climate of equity and inclusion in Milwaukee. Duties and responsibilities include the following:

- 50% Racial Equity and Inclusion - lead the city's efforts to advance racial equity and inclusion within city government and in collaboration with other stakeholders in the broader community.
- Office of Equity and Inclusion – Lead and coordinate efforts to promote equity and inclusion; develop policies, procedures and practices to identify changes needed to promote a climate of equity and inclusion; communicate the city's equity policies and activities; and supervise all racial equity and inclusion related staff to ensure the city is achieving racial equity and inclusion.
  - Racial Equity Plan/Racial Equity and Inclusion/ and Leadership Team – Develop, implement and report on progress of city's Racial Equity Plan and its established goals and strategies.
  - Training – Develop and implement training programs to promote cultural understanding and competency to address personal, institutional and structural racism.
  - Data Analysis/Performance Measurement – Assess equity in city government and implement data analytics tools and performance measures to institutionalize equity and to advance and inform equity

and inclusion policies, programs and practices; and be responsible for ensuring compliance with Equity Impact Statements adopted by the Common Council.

- Government Alliance on Race and Equity (GARE) – Administer GARE initiatives.
- Equal Rights Commission (ERC) – Serve as the primary liaison between the ERC and city departments; and partner with the ERC to enforce Chapter 109 (Equal Rights) of the City Ordinance.
- Other – Work with the Diversity Recruiter on plan to improve diversity in hiring and promotions; increase access to city services in partnership with the Office of African American Affairs (OAAA); and strengthen and expand racial equity partnerships

50% Small Business Enterprise (SBE) and Residential Preference Program (RPP) - Direct and lead SBE and RPP activities for the city in accordance with Chapters 370 (Small Business Enterprise Program) and 355 (Community Participation in Development Agreements) of the Milwaukee Code of Ordinances.

- Small Business Enterprise (SBE) Certification – Develop SBE certification program procedures; review all SBE certification applications and determine eligibility; supervise staff to ensure execution of SBE certification program policies and procedures; promote SBE program to prospective small businesses and local ethnic chambers of commerce; recommend and implement changes to governing ordinance as needed; and appear before Administrative Review Appeals Board to defend certification denials.
- Contract Monitoring and Compliance – Develop rules, procedures and regulations assuring participation of small business enterprises in the city’s procurement process and certain city-funded development projects; supervise staff to ensure effective contract monitoring practices; review all potential city procurement to identify opportunities for SBE participation; monitor all city contracts and certain city-funded private development projects with SBE requirements; establish reporting requirements for all city contracting departments, contract awardees, and private developers to document the percentage of contract awards and payments to SBE firms; analyze data; and prepare written reports for review by the Mayor and Common Council.
- Residential Preference Program (RPP) – Monitor contractor compliance and performance with the RPP; supervise staff to ensure effective compliance monitoring practices; oversee contract and administration of the city’s labor compliance software, LCP Tracker; analyze data; and prepare written reports for the Mayor and Common Council.
- Technical Assistance – Provide assistance and information in connection with the establishment, expansion and overall development of SBE firms; serve as a conduit of information between SBE firms and city contracting agencies, local ethnic chambers of commerce, local and federal government agencies, nonprofits and the general public; manage the city’s Revolving Loan Program, annual Small Business Conference, and the Milwaukee Small Business Week; represent the SBE program at non-city sponsored economic development programs and events such as the Marketplace and the Governor’s Conference on Minority Business Development.
- Program and Budget Management – Oversee all aspects of the SBE operating budget, including annual forecasting, and approve all expenditures; approve and monitor payroll, vacation and sick leave; develop strategic plan and operating procedures; manage and review staff performance, prepare performance review and develop performance metrics; interview, hire, train, coach and terminate staff; and appear before Common Council Committees as needed regarding departmental and program policies and activities.

Minimum requirements include a bachelor's degree in business administration, public policy administration, urban planning or a related field and five years of management-level experience in the coordination and implementation of racial equity and inclusion programming. Equivalent combinations of education and experience may also be considered. These requirements have not yet been assessed by the Staffing Division.

### Analysis and Recommendation

The Office of Equity and Inclusion was created in the 2021 budget with the following goals:

#### Goals:

1. Improve equity practices of existing and new City services
2. End disparities in City government
3. Strengthen outreach and community engagement with people of color
4. Strengthen partnerships with community stakeholders

This position under study will continue to manage the Small Business Enterprise (SBE) and Residential Preference Program (RPP) programs but will also manage the racial equity and inclusion efforts of the City of Milwaukee. Changes in the position include the following added responsibilities.

- Develop, implement and report on progress related to the City's Racial Equity Plan and the established goals and strategies
- Lead the city's interdepartmental Racial Equity and Inclusion Leadership Team
- Supervise an additional four positions, listed below, and provide strategic management, direction and oversight.

Title	PR	Rates of Pay
ADA Coordinator	2IX	(\$58,462 - \$81,844)
Community Analytics Analyst	2HX	(\$54,865 - \$76,806)
Equal Rights Specialist	2EX	(\$48,670 - \$63,426)
Administrative Specialist	2CN	(\$39,881 - \$55,825)

- Assess current city policies, procedures, and practices to identify essential changes needed to promote a climate of equity and inclusion.
- Develop, implement and communicate new programs, policies, and procedures to institutionalize equity within city government and ensure culturally responsive service delivery.
- Develop and implement training programs to promote cultural understanding and competency and to address personal, institutional and structural racism.
- Assess community needs to promote cohesion and stimulate change within city government and the community.
- Create and administer the Government Alliance on Race and Equity (GARE) initiatives through the city's GARE membership.
- Work closely with the Department of Employee Relations to design and create strategies for recruiting, promoting and retaining people of color in city government.
- Serve as the primary liaison between the Equal Rights Commission, city departments and elected officials.
- Develop and implement equity assessment tools and performance measures.
- Ensure overall accessibility throughout city government and compliance with the Americans with Disabilities Act (ADA) and the 2015 Department of Justice settlement.

To study this position, comparisons were made to other city leadership positions, including several positions in the Department of Administration, as listed below.

<b>Title</b>	<b>PR</b>	<b>Rates of Pay</b>
Budget and Management Director	1NX	(\$103,841 - \$145,382)
Chief Information Officer	1NX	(\$103,841 - \$145,382)
Legislative Liaison Director	1NX	(\$103,841 - \$145,382)
Block Grant Director	1LX	(\$91,404 - \$127,962)
City Purchasing Director	1LX	(\$91,404 - \$127,962)
Financial Operations Manager	1KX	(\$85,757 - \$120,064)
Deputy Commissioner of Policy, Innovation and Engagement	1JX	(\$80,442 - \$112,627)
Environmental Sustainability Director	1IX	(\$75,478 - \$105,669)
Information Services Manager	1IX	(\$75,478 - \$105,669)
Systems Integration Manager	1IX	(\$75,478 - \$105,669)
Telecommunications Manager	1IX	(\$75,478 - \$105,669)
Violence Reduction and Prevention Program Director	1IX	(\$75,478 - \$105,669)
Associate Director	1HX	(\$70,827 - \$99,154)
Database Administrator	1HX	(\$70,827 - \$99,154)
IT Project Manager	1HX	(\$70,827 - \$99,154)
Library Public Services Area Manager	1HX	(\$70,827 - \$99,154)

Although none were a direct match, those with most comparable levels of oversight and responsibility include the Environmental Sustainability Director and the Violence Reduction and Prevention Program Director, both of which are in Pay Range 1IX (\$75,478 - \$105,669). These positions also work on critical issues within the community and have extensive contact with the community, city departments and elected officials.

The Environmental Sustainability Director, located in the Department of Administration, leads the Environmental Collaboration Office and advises and assists the Mayor, Common Council and city departments on strategies, policies, and practices to improve Milwaukee’s environmental performance related to air and water quality, energy efficiency and conservation, recycling, solid waste reduction, and green sector job creation and business development. This office operates several core programs including the “Better Buildings Challenge”, the “Milwaukee Shines” solar program, a formal Climate Action Plan, the HOME GR/OWN program that empowers residents to repurpose vacant lots into community assets, the Energy Reduction Team that works with city departments and the Water Centric City initiative that demonstrates Milwaukee’s leadership in the areas of water leadership, water technology, green infrastructure, applied water research and policy, fishable and swimmable rivers and water bodies, sustainable and healthy water supply, and arts, talent, culture and education.

The Violence Reduction and Prevention Program Director, located in the Milwaukee Health Department, leads the City of Milwaukee Health Department’s Office on Violence Prevention (OVP), which provides strategic direction and oversight of the city’s efforts to reduce the risk of violence; and collaboratively develops, implements, and evaluates effective and sustainable approaches to preventing interpersonal and community violence including sexual assault, domestic violence, human trafficking, and gun violence. This position is the top administrator for the OVP, which encompasses the Commission on Domestic Violence and Sexual Assault, the Domestic Violence Safe Exchange and Visitation Center, ReCast Milwaukee, Blueprint for Peace, 414 Life, and the Milwaukee Trauma Response Team. This position represents the Health Department and the Mayor in the community with many area partnerships, coalitions, networks and activities related to violence prevention.

Comparisons were also made to external market rates of pay for a position with some related duties and responsibilities. The rates from ERI (Economic Research Institute) shown below reflect the rates of pay at the 10<sup>th</sup>, 25<sup>th</sup>, mean, 75<sup>th</sup> and 90<sup>th</sup> percentiles of the labor market for organizations with different levels of revenue.

Diversity and Inclusion Officer

Revenue	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
1,000,000,000	134,171	155,654	183,650	215,903	246,457
100,000,000	102,812	120,650	141,807	164,652	187,564
10,000,000	77,672	91,467	108,385	126,851	143,639

Source: ERI. Published Q1 of 2021 (30 Mile Radius of Milwaukee)

*ERI describes this position's responsibilities as plans, develops, establishes, and oversees implementation of a diversity program within an organization; leads initiatives and procedures to improve diversity efforts and culture overall; and provides officers, directors, and employees with guidance and training to accomplish company goals.*

Although there are some differences in the duties and responsibilities, the rates of pay indicate that a higher recruitment rate is warranted. We recommend a recruitment rate of \$91,467, which is equivalent to the 25<sup>th</sup> percentile for an organization with \$10,000,000 of revenue. We further recommend recruitment anywhere in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Based on the above analysis and changes in the duties and responsibilities, we recommend that the position of Small Business Development Director in Pay Range 1GX (\$66,435 - \$93,010) be reclassified to Chief Equity Officer in Pay Range 1IX (\$75,478 - \$105,669). We further recommend adding a footnote that provides a recruitment rate of \$91,467 and at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Business Analyst – Senior	PR 2EX (\$48,670 - \$63,426)	One Position
Recommended	Business Inclusion Program Coordinator	PR 2GX (\$51,469 - \$72,063) Recruitment at any point in the range with approval by DER	One Position

This position is responsible for the implementation of practices and procedures to ensure that there are maximum opportunities for small businesses to participate fully in the City of Milwaukee procurement and contracts in accordance with the Office of Equity and Inclusion's Small Business Enterprise Program. Duties and responsibilities include:

35% Contract Monitoring and Reporting:

- Assist city personnel involved in citywide procurement and construction related activities in preparing bid specifications and other documents in accordance with the provisions of the Small Business Enterprise Program.
- Coordinate compliance records from various city departments.
- Identify construction projects that will offer opportunities to engage Small Business Enterprises.
- Resolve issues related to contract disputes.
- Monitor proprietary software to ensure compliance between prime and sub-contractors.
- Prepare compliance data for reporting to multiple departments.
- Assist SBE firms with operating within the city's contracting procedures.

25% Certification and Application Review:

- Process, analyze and review new, renewal, and addendum applications and supporting documentation.
- Conduct site reviews.
- Analyze and process revolving loan applications.
- Accept and distribute applications to fellow staff for processing.



15% Technical and Financial Business Assistance:

- Provide technical assistance to businesses in relation to contract and procurement opportunities.
- Assist prime vendors in identifying SBE contractors for city-led and city-funded projects.
- Assist businesses in connecting with other technical resources around the state.
- Assist walk-in customers with information regarding starting business or relocating the business to Wisconsin.
- Field phone calls from various internal and external customers inquiring about city procurement opportunities; field phone calls from SBEs, which involve a myriad of concerns, ranging from city contracting information to payment concerns, certification issues and general business questions.
- Manage the Revolving Loan Program.

15% Database Management:

- Update certification records in the certification and compliance monitoring software.
- Confirm new contracts, terms and identify SBE utilization in the compliance monitoring software.
- Manage current electronic directory SBE certified businesses; update contact information.
- Create and run custom reports.
- Send various communications to vendors and SBE certified businesses in the compliance monitoring software.

10% Community Outreach:

- Provide presentations regarding the SBE Program and Revolving Loan opportunities.
- Partner with departments to share information regarding city contracting opportunities.
- Plan and host the Annual Small Business Conference and Milwaukee Small Business Week.
- Partner with external community stakeholders to host events for the small business community.
- Send notifications to and from partnering organizations to ensure maximum visibility.

Minimum requirements include a bachelor's degree in business, finance or a closely related field and one year of experience in small business development or program planning and evaluation. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

## **Analysis and Recommendation**

This position has taken on additional duties that have been delegated from the Small Business Development Director with the creation of the new Office of Equity and Inclusion. Changes in the position include the following added responsibilities.

### Certification

- Review and pre-approve all renewal applications and submit to Chief Equity Officer for final approval
- Monitor application intake and ensure staff compliance with processing procedures

### Compliance

- Monitor and audit Small Business Enterprise participation analysis forms
- Assist with creating and editing department reports and procedures
- Assist staff with resolving elevated vendor/contractor complaints related to Small Business Enterprise Program

These changes have strengthened the position and increased the scope of responsibility within the Office of Equity and Inclusion. The position will serve as a lead worker and spend more time reviewing, monitoring, and assisting with department reports and complaints. To study this position, comparisons were made to other city positions including the following.

Title	PR	Rates of Pay
Budget and Management Analyst - Lead	2GX	(\$51,469 - \$72,063)
Business Operations Specialist	2GX	(\$51,469 - \$72,063)
Procurement Specialist	2GX	(\$51,469 - \$72,063)*
DPW Operations Business Analyst	2FX	(\$48,670 - \$67,616)
Purchasing Agent-Senior	2FX	(\$48,670 - \$67,616)*

\*Recruitment above the minimum based on structured recruitment flexibility subject to approval by DER.

Although none of the positions were a direct match, the positions in Pay Range 2GX (\$51,469 - \$72,063) took on more of a lead role. For example, the classification of Procurement Specialist is independently responsible for the procurement of a large volume of a diverse group of complex commodities and services, and ensures that all purchases comply with specifications and city bylaws, policies and procedures. At this level, the position is also responsible for demonstrating strong negotiating skills and functioning in a lead capacity. The requested title of "Business Inclusion Program Coordinator" will accurately reflect the changes in the position.

Based on the above analysis and changes in the duties and responsibilities, we recommend that one position of "Business Analyst – Senior" in Pay Range 2EX (\$48,670 - \$63,426) be reclassified to "Business Inclusion Program Coordinator" in Pay Range 2GX (\$51,469 - \$72,063). To provide the department more flexibility in recruitment, we recommend adding a footnote that provides recruitment at any rate in the pay range with the approval of DER.

**Action Required - Effective Pay Period 1, 2021 (December 27, 2020)**

In the Salary Ordinance

Under Pay Range 1GX,  
Delete the title "Small Business Development Director"

Under Pay Range 1IX,  
Add the title "Chief Equity Officer (9) (19)" and create and add footnotes

(9) Recruitment is at:

Biweekly	3,517.97
Annual	91,467.22

and may be at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

(19) Recruitment is at:

Biweekly	3,623.51
Annual	94,211.26

and may be at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.


Under Pay Range 2GX:  
Add the title of "Business Inclusion Program Coordinator (8) (18)"

In the Positions Ordinance

Under the Department of Administration, Office of the Director, Office of Equity and Inclusion,  
Delete one position "Business Analyst – Senior (A) (Y)"  
Add one position of "Business Inclusion Program Coordinator (A) (Y)"

Prepared by: Sarah Trotter  
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Makda Fessahaye, Employee Relations Director

**Job Evaluation Report**

City Service Commission Meeting: April 6, 2021

**Port Milwaukee**

<b>Current</b>	<b>Recommended</b>
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**Department of Public Works**

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## Background

The Department of Public Works and the Port of Milwaukee requested a pay study of the rates of pay for Street Services Manager, Bridge Maintenance Manager, and Sewer Services Manager. A previous market study was conducted for related titles due to difficulties in recruiting and retaining these employees. Job descriptions were analyzed and discussions were held with Timothy Thur - Infrastructure Administration Manager, Patrick Pauly - Water Works Administration Manager, Lindsey O'Connor - Infrastructure Services Personnel Officer, Amy Hefter - Water Works Personnel Officer, Adam Tindall-Schlicht – Director of Port of Milwaukee, and Jackie Carter – Finance Officer. New rates of pay for these positions are based on an assessment of the cost of labor for these positions within southeastern Wisconsin.

## Duties and Responsibilities

### Department of Public Works

#### Streets and Bridges Services Manager

- Responsible for all section personnel matters involving division policies, discipline, promotions, vacations, sick leave, rules and regulations, safety equipment and training for Street Maintenance crews.
- Direct and supervise Street Maintenance programs, crew activities and equipment, Inventory Services, Contract Administration, and Plant and Equipment.
- Manage and assist in preparation of the Street Maintenance programs, crew activities and equipment.
- Prepare and administer maintenance contracts and service orders for sealcoating, crackfilling and pavement and sidewalk repair. Approves requisitions for all section purchases and supplies.
- Approves all section reports, investigations and correspondence.
- Work with DPW-Operations as a duty administrator for snow removal and salting operations.
- Establishes rates and charges for section reimbursable activities including inspection charges, and excavation repairs.
- Represent the section before community groups, committees and the public.
- Answer inquiries and requests from citizens, advocacy groups, other city departments, contractors and elected officials.

Minimum requirements include bachelor's degree in Civil Engineering and five years of project management experience.

#### Bridge Maintenance Manager

- Responsible for all personnel matters involving division policies, discipline, promotions, vacations, sick leave, labor relations, rules and regulations, safety equipment and training for Bridge Operations and Bridge Maintenance crews.
- Supervises, directs and provides technical direction and assistance to trade supervisors and field crews.
- Supervises, schedules and coordinates the annual repair/maintenance program for the bridge crews.
- Supervises and inspects construction/repair projects to enforce and adjust schedules as required, monitor costs and evaluate productivity.
- Supervise and direct the operation of the city's movable bridges.
- Manage, monitor and assist in preparation of the Bridge Operations and Maintenance Decision Unit's operations and budgets.
- Supervises, schedules and coordinates the annual repair/maintenance program for the bridge crews.
- Prepare, administer and review vendor contracts, service orders, formal and informal bids for supplemental skilled trades work and bridge maintenance repairs.
- Approve requisitions for all unit purchases, commodities, and supplies.
- Approve all decision unit reports, investigations and correspondence for DPW Administration and Safety.
- Inspects existing bridge structures to evaluate their condition and recommend repair/maintenance work.

- Coordinates the preparation of estimates for annual budget and existing bridge repairs.

Minimum requirements include bachelor's degree in civil engineering from an accredited school of engineering, preferably with a structural major. General knowledge of construction methods with experience in general supervision of construction trades. Two years of supervisory experience preferable.

#### Sewer Services Manager

- Manage the repair, cleaning, inspection and service request activities within the two Sewer Maintenance Districts
- Coordinate equipment priorities between the two districts
- Responsible for all personnel matters in the Sewer Maintenance Section, including training, promotions, sick leave review, disciplinary action, and grievances.
- Determine daily work status and direct Flood Control Operations
- Assist the Environmental Manager with budget, policy procedures, etc.

Minimum requirements include a minimum of 5 years of supervisory experience or professional engineering experience.

#### Port Milwaukee

##### Management Civil Engineer – Senior

###### Planning

- Provide assistance to the Municipal Port Director and Port Division managers in planning long range improvements for all Port and municipal facilities under its ownership.
- Supervise the planning of projects to be carried out directly by the department under contracts.
- Supervise the planning of the department's long range capital improvement program.
- Supervise the preparation of all planning required for dredging Milwaukee's harbor with state and federal agencies.
- Supervise planning of coordinated engineering activities with city, county, state, and federal agencies.
- Supervise planning required for the department's maintenance contract program.

###### Design

- Supervise the design of all projects carried out by the department including plan preparation and contract specification.
- Supervise the design of the Port's capital improvement and maintenance programs.
- Supervise the city's plan and design review required under the dock permit ordinance.
- Supervise preparation of specifications and contracts for engineering consulting services.
- Supervise the preparation of the technical aspects of federal and state project grant applications.
- Supervise the evaluation and implementation of engineering consulting reports.
- Supervise preparation of visual aids, charts, graphs, and models used by the department.

###### Inspection

- Supervise the inspection of all the Port's physical facilities.
- Supervise inspection of all construction and maintenance contracts.
- Supervise the inspection of all construction and maintenance contracts.
- Supervise inspection of private and public dock and harbor facilities as part of the city's dock permit ordinance.
- Supervise inspection of water depth and water levels.

###### Administrative

- Supervise administration of approved grant projects, construction and maintenance contracts, and engineering consulting projects, including working with Port Finance to carry out bidding procedures, evaluating bids, and certifying payments.
- Supervise preparation of the division budget and assist in preparation of the departmental budget request.
- Supervise preparation of periodic reports of division and departmental activities.

- Supervise preparation of revisions to dock line ordinances, and metes and bounds descriptions for leaseholds, easements, and right-of-entry agreements.
- Supervise preparation of permits required for Port activities.
- Supervise the review and assessment of existing and proposed environmental and other legislation for its effect on Port operation, and draft and recommend remedial action as needed.
- Assist the Municipal Port Director, when directed, at policy meetings with city, county, state, and federal agencies. To direct the work of the Engineering Division, including responsibility for hiring, supervising, and discipline.

Minimum requirements include a bachelor's degree in civil or structural engineering from an accredited college or university; Minimum of five years' experience with responsibilities in the design and construction of engineering projects to include harbor facilities.

#### Civil Engineer III

##### Construction

- Exercises primary authority over and has responsibility for all harbor field construction/ engineering operations.
- Responsible for administration and performance of contractors; and for the recommendation of final acceptance/ rejection of their work to the Board of Harbor Commissioners.

##### Other

- Responsible for the proper execution of other work as assigned including but not limited to engineering research, inspections, coordination of efforts with Port and non-Port entities, damage assessments and dredging planning/ operation.

##### Surveying

- Establish dock lines; provide construction contract surveys/ staking; compute and describe leased areas, dock line changes or variances; establish lease lines; compute dredging quantities.
- Gather "as-built" data required for permanent departmental records.
- Compute quantities for grading, excavation, fill; take soundings in rivers and at harbor docks.

##### Training

- Responsible for the training of employees assigned to Civil Engineer III's supervision.

Minimum requirements include a bachelor's degree in civil engineering from an accredited college or university; Minimum of eight years' experience in civil engineering work performing the duties of the position.

### **Analysis and Recommendation**

The above mentioned titles should have been included in the previous DPW Engineers, Architects, and related titles report approved at the March 17, 2021 Finance and Personnel Meeting. For that report, departments indicated that it has become increasingly difficult to recruit and retain Civil Engineers, Architects, Mechanical Engineers, Electrical Engineers, and related titles. As a part of that report, supervisory and management positions in DPW were included in that market study to prevent pay compression between direct reports and managers, as well as to allow recruitment flexibility within these titles for recruitment and retention efforts. Additionally, this report recommends changing the title of 'Street and Bridges Services Manager' to 'Street Services Manager' to reflect changes to the duties and responsibilities of this title that took place in 2015.

Based on the above analysis the Department of Employee Relations recommends the following:

Title	Current	Recommended
Street and Bridges Services Manager (1 Position)	Pay Range 1JX (\$80,442 - \$112,627)	Street Services Manager PR 1JX (\$80,442 - \$112,627) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. 1 Position
Bridge Maintenance Manager (1 Position) Sewer Services Manager (1 Position)	Pay Range 1IX (\$75,478 - \$105,669)	PR 1IX (\$75,478 - \$105,669) FN: Recruitment is at \$90,399 and may be at any point in range with approval of DER and Chair of the Committee on Finance and Personnel. 1 Position
Architect III (Two Positions)	Pay Range 2IN (\$58,462 - \$81,844)	PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect license. (Two Positions)
Architectural Designer II (Two Positions)	Pay Range 2GN (\$51,469 - \$72,063)	PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$64,839 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect license. (Two Positions)
Architectural Designer I (Underfill Title)	Pay Range 2EN (\$45,306 - \$63,426)	PR 2EN (\$45,306 - \$63,426) FN: Recruitment is at \$58,944 and may be at any point in the range with DER approval. Additional 3% for holding a Registered Architect license. (Underfill Title)
Management Civil Engineer – Sr. (Port) (One Position)	Pay Range 1IX (\$75,478 - \$105,669)	PR 1IX (\$75,478 - \$105,669) FN: Recruitment is at \$90,399 and may be at any point in range with the approval of DER and Chair of the Committee on Finance and Personnel. (One Position)
Civil Engineer III (Port) (Two Positions)	Pay Range 2IN (\$58,462 - \$81,844)	PR 2IN (\$58,462 - \$81,844) FN: Recruitment is at \$71,323 and may be at any point in the range with DER approval. Additional 3% for holding a Professional Engineer license. (Two Positions)
Civil Engineer II (Port) (One Position)	Pay Range 2GN (\$51,469 - \$72,063)	PR 2GN (\$51,469 - \$72,063) FN: Recruitment is at \$64,839 and may be at any point in the range with DER approval. Additional 3% for holding a Professional Engineer license. (One Position)

**Action Required – Effective Pay Period 7, 2021 (March 21, 2021)**

In the Salary Ordinance

Under Pay Range 1JX

- Delete the title 'Street and Bridges Services Manager'
- Add the title 'Street Services Manager'
- Add footnotes (4) and (9) to the title of 'Street Services Manager'.

Under Pay Range 1IX

- Add footnotes (5) and (15) to the titles of 'Bridge Maintenance Manager' and 'Sewer Services Manager'.

Under Pay Range 2IN



Remove footnotes (3) and (8) from the title of 'Architect III' and create and replace with the following footnotes:

(5) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect License to be paid an additional 3%.

Biweekly	2743.19
Annual	71,322.94

(10) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect license to be paid an additional 3%.

Biweekly	2825.49
Annual	73,462.74

Under Pay Range 2GN

Remove footnotes (4) and (16) from the title of 'Architectural Designer II' and create and replace with the following footnotes:

(13) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect license to be paid an additional 3%.

Biweekly	2,493.81
Annual	64,839.06

(26) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect license to be paid an additional 3%.

Biweekly	2,568.62
Annual	66,784.12

Under Pay Range 2EN

Remove footnotes (1) and (17) from the title of 'Architectural Designer I' and add the following footnotes:

(17) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect license to be paid an additional 3%.

Biweekly	2,267.08
Annual	58,944.08

(34) Recruitment is at the following rate and may be at any point in the range with the approval of DER. An employee possessing a Registered Architect license to be paid an additional 3%.

Biweekly	2,335.09
Annual	60,712.34

In the Positions Ordinance

Under DPW, Infrastructure -Transportation, Street Maintenance Section:

Delete one title of 'Street and Bridges Services Manager (X)'

Add one title of 'Street Services Manager (X)'

Prepared By: Arielle Ewing

Arielle Ewing, Human Resources Analyst – Senior

Reviewed By: Andrea Knickerbocker

Andrea Knickerbocker, Human Resources Manager

Reviewed By: 

Makda Fessahaye, Employee Relations Director

**Job Evaluation Report**

City Service Commission Meeting: April 6, 2021

**Department of Public Works-Water Works-Plants**

Current	Recommended
Water Plant HVAC Maintenance Technician PR 7QN (\$70,041 - \$70,503) Actual Rates: (\$56,022 - \$70,620) with recruitment flexibility at any rate with DER approval (Two Positions)	Water Plant Steamfitter - HVACR Mechanic PR 7RN (\$66,327 - \$83,054) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (Two Positions)

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

The Milwaukee Water Works (MWW) has requested a reclassification for two Water Plant HVAC Maintenance Technician positions at the Water Plants. DER staff received up-to-date job descriptions and discussed these positions with Pat Pauly, Water Works Administration Manager and Amy Hefter, Water Works Personnel Officer.

These positions provide journey-level expertise for HVAC systems preventive maintenance, repair, installation, removal and replacement in all areas of heating, ventilating, air conditioning, and low pressure boilers in the water treatment plants, pumping stations, and booster stations.

Both Water Plant HVAC Maintenance Technician positions have been vacant for more than a year and a half. MWW is currently utilizing private contractors to perform the minimum necessary maintenance work to keep Water Plant systems operational. One private contractor attends to the boiler systems. MWW is currently paying approximately \$78,000/year for 9hrs/week of boiler inspection to maintain State of Wisconsin certification and \$15,500/year (2019 and 2020 average) for demand maintenance. A second contractor performs demand maintenance on the non-boiler HVAC systems. Those costs have averaged \$32,900 the past two years.

Two recent recruitments by Employee Relations have resulted in no suitable candidates. Referred candidates have had residential or commercial HVAC experience, but have lacked industrial boiler/HVAC knowledge.

In contrast, staff employed through the private contractors performing this HVAC work for MWW are journey-level Steamfitters with HVACR certifications. According to a posting from the Wisconsin Steamfitters Training School, Inc, a Steamfitter (HVACR Refrigeration/Services) Apprenticeship work description is:

*Steamfitter (Refrigeration/Service) install, start-up, perform preventative maintenance, troubleshoot, diagnose and service heating, ventilation, air conditioning and refrigeration systems, equipment and controls in piping systems which carry water, steam, chemicals, compressed air, liquid gasses or fuel used in energy production, heating, cooling, food processing, manufacturing, lubricating and other process piping systems.*

Based upon the results of the two most recent recruitments and the expertise of the private contractors currently being utilized, this report concludes that the positions require incumbents with the experience of a journey-level steamfitter with an HVACR emphasis. Candidates with this experience and knowledge would be able to provide the Water Works with more consistent repair and maintenance, overall costs savings and regained institutional knowledge.

Therefore, this report recommends these two positions be reclassified as Water Plant Steamfitter-HVACR Mechanic in Pay Range 7RN (\$66,327 - \$83,054) with recruitment at any rate in the pay range based upon experience and credentials with the approval of DER.

**Action Required – Effective Pay Period 8, 2021 (April 4, 2021)**

In the Salary Ordinance

Under Pay Range 7QN

Delete the title of 'Water Plant Maintenance Technician'  
Under Pay Range 7RN  
Add the title with footnote designations 'Water Plant Steamfitter-HVACR Mechanic (1)(2)'

In the Positions Ordinance

Under Department of Public Works-Water Works

Plants-North Organization-Linwood and North Water Production

Delete one position of 'Water Plant HVAC Maintenance Technician'


Add one position of 'Water Plant Steamfitter-HVACR Mechanic'

Plants-South Organization- Howard and South Water Production

Delete one position of 'Water Plant HVAC Maintenance Technician'

Add one position of 'Water Plant Steamfitter-HVACR Mechanic'

Prepared by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager

Approved by:   
Makda Fessahaye, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

**A** Date 4/5/2021 File Number \_\_\_\_\_  Original  Substitute  
 Subject Port, DPW- Increase Engineer Recruitment Rate

**B** Submitted By (Name/Title/Dept./Ext.) Bill Christianson/Capital & Debt Specialist/Dept. of Administration/x5588

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

	Purpose	Specify Type/Use	Expenditure	Revenue	
<b>E</b>	Salaries/Wages	Wage increase for Port staff	\$6,438.00	\$0.00	
		Wage increase for DPW-Infrastructure staff	\$14,921.00	\$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	
	<b>TOTALS</b>			<b>\$21,359.00</b>	<b>\$ 0.00</b>

**F**

**Assumptions used in arriving at fiscal estimate.**

Incumbents of positions that will see increased recruitment rate will see salary increase to new recruitment rate.

**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    Annual cost: \$21,359

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.**



# City of Milwaukee Fiscal Impact Statement

<b>A</b>	<b>Date</b> <u>4/1/2021</u> <b>File Number</b> <u>201604</u> <input checked="" type="checkbox"/> <b>Original</b> <input type="checkbox"/> <b>Substitute</b>
	<b>Subject</b> <u>Communication from the Department of Employee Relations relating to classification studies scheduled at the April 6, 2021 City Service meeting.</u>

<b>B</b>	<b>Submitted By (Name/Title/Dept./Ext.)</b> <u>Sarah Trotter / Human Resources Representative / Employee Relations / x2398</u>
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<b>C</b>	<b>This File</b>	<input checked="" type="checkbox"/> <b>Increases or decreases previously authorized expenditures.</b>
		<input type="checkbox"/> <b>Suspends expenditure authority.</b>
		<input type="checkbox"/> <b>Increases or decreases city services.</b>
		<input type="checkbox"/> <b>Authorizes a department to administer a program affecting the city's fiscal liability.</b>
		<input type="checkbox"/> <b>Increases or decreases revenue.</b>
		<input checked="" type="checkbox"/> <b>Requests an amendment to the salary or positions ordinance.</b>
		<input type="checkbox"/> <b>Authorizes borrowing and related debt service.</b>
		<input type="checkbox"/> <b>Authorizes contingent borrowing (authority only).</b>
	<input type="checkbox"/> <b>Authorizes the expenditure of funds not authorized in adopted City Budget.</b>	

<b>D</b>	<b>Charge To</b>	<input checked="" type="checkbox"/> <b>Department Account</b>	<input type="checkbox"/> <b>Contingent Fund</b>
		<input type="checkbox"/> <b>Capital Projects Fund</b>	<input type="checkbox"/> <b>Special Purpose Accounts</b>
		<input type="checkbox"/> <b>Debt Service</b>	<input type="checkbox"/> <b>Grant &amp; Aid Accounts</b>
		<input type="checkbox"/> <b>Other (Specify)</b> _____	

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 April 6, 2021  
Finance and Personnel Committee Meeting of April 8, 2021

**NEW COSTS FOR 2021**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Administration	Small Business Dev Officer	1GX	Chief Equity Officer	1IX	N/A	N/A	N/A	Included in 2021 Budget	
1	Administration	Business Analyst - Senior	2EX	Business Inclusion Prog Coord	2GX	N/A	N/A	N/A	Included in 2021 Budget	
11	DPW & Port	Engineers, Architects, Mgrs Etc.	N/A	Engineers, Architects, Mgrs Etc.*	N/A	N/A	N/A	N/A	See Fiscal Note from DOA-Budget	
2	DPW-Water Works	Water Plant HVAC Maint Tech	7QN	Water Plant Steamfitter - HVACR Mech**	1KX	\$56,022	\$66,327	\$15,061	\$2,628	\$17,689
15								\$15,061	\$2,628	\$17,689

Assume effective date is Pay Period 1, 2021 (December 27,2021) unless otherwise noted.

\*Assume effective date is Pay Period 7, 2021 (March 21, 2021).

\*\*Assume effective date is Pay Period 8, 2021 (April 4, 2021)

Note: The additional costs for the Water Plant Steamfitter - HVACR Mechanic positions will be offset by a reduction in costs for contractors.

**NEW COSTS FOR FULL YEAR**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Administration	Small Business Dev Officer	1GX	Chief Equity Officer	1IX	N/A	N/A	N/A	Included in 2021 Budget	
1	Administration	Business Analyst - Senior	2EX	Business Inclusion Prog Coord	2GX	N/A	N/A	N/A	Included in 2021 Budget	
11	DPW & Port	Engineers, Architects, Mgrs Etc.	N/A	Engineers, Architects, Mgrs Etc.*	N/A	N/A	N/A	N/A	See Fiscal Note from DOA-Budget	
2	DPW-Water Works	Water Plant HVAC Maint Tech	7QN	Water Plant Steamfitter - HVACR Mech**	1KX	\$56,022	\$66,327	\$20,610	\$3,596	\$24,206
15								\$20,610	\$3,596	\$24,206

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