



**Department of Employee Relations**

**Job Evaluation Report**

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Molly King**  
Employee Benefits Director

**Veronica Rudychev**  
Labor Negotiator

City Service Commission Meeting: July 16, 2024

**Citywide**

Current	Recommended
Research and Policy Analyst PR 2FX (\$51,649 - \$71,754)  (One Position - FPC)	Research and Policy Analyst PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position - FPC)
Research and Policy Coordinator PR 2HX (\$58,223 - \$81,507) FN: Recruitment is at \$61,110 (One Position – Health Department) (One Position – Library)	Research and Policy Coordinator PR 2KX (\$70,501 - \$98,704) FN: Recruitment is at \$77,551 (One Position – Health Department) (One Position – Library)

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

**Department of Neighborhood Services**

Current	Recommended
Compliance Programs Coordinator PR 2FX (\$51,649 - \$71,754)  (One Position)	Compliance Programs Coordinator PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position)

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

**Department of Public Works – Operations Division**

Current	Recommended
Sanitation Project Analyst PR 2FX (\$51,649 - \$71,754) FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)	Sanitation Project Analyst PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 FN: Additional 4.8% biweekly for snow and ice control operations (One Position)
Environmental Policy Analyst PR 2GX (\$54,619 - \$76,474)  (One Position)	Operations Policy and Grant Manager PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478 (One Position)
Landscape Architect PR 2IN (\$62,041 - \$86,854) FN: Recruitment is at \$75,688 FN: Incentives for attaining and maintaining specific certifications with DER approval. (One Position)	Landscape Architect PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$94,758 FN: An employee possessing a Registered Architect License to be paid an additional 3%. (One Position)

Resource Recovery Program Manager PR 2JX (\$66,154 - \$92,612) FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)	Resource Recovery Program Manager PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478 FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)
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Note: Residents receive a rate that is 3% higher.

Recommendations below include market competitive recruitment rates and recruitment flexibility to assist hiring departments in recruiting and retaining highly qualified candidates. Market rates of pay comparisons were drawn from the Economic Research Institute (ERI), a service to which the Department of Employee Relations subscribes.

**Market Data – ERI**

Job Title	Geographic Area	Level	25th Percentile	Survey Mean	75th Percentile
Research Analyst	Milwaukee, Wisconsin	Level 1	\$61,797	\$68,418	\$74,824
Research Analyst	Milwaukee, Wisconsin	Level 2	\$72,405	\$80,090	\$87,590
Research Analyst	Milwaukee, Wisconsin	Level 3	\$85,555	\$94,551	\$103,399

ERI as of January 1<sup>st</sup>, 2024

*ERI defines a Research Analyst as a position that Runs research and analytics using necessary data. Documents and analyzes findings from research. Aids with creation of presentation materials. Presents research findings. Critiques strategies and helps improve upon them. Develops research methodologies and procedures. Provides leadership with gaps and emerging needs discovered in research. Maintains database of research and updates as necessary. May attend meetings and maintain communication with research study related individuals.*

Job Title	Geographic Area	Level	25th Percentile	Survey Mean	75th Percentile
Grant Analyst	Milwaukee, Wisconsin	Level 1	\$47,746	\$52,975	\$58,022
Grant Analyst	Milwaukee, Wisconsin	Level 2	\$58,232	\$64,702	\$70,972
Grant Analyst	Milwaukee, Wisconsin	Level 3	\$70,794	\$78,708	\$86,406

ERI as of January 1<sup>st</sup>, 2024

*ERI defines a Grant Analyst as a position that Collects, reviews and audits grant documents such as applications, documents, letters, invoices, verifications and other related forms timely and accurately. Coordinates new, existing and previous grants from application to award and post-award. Assures that grant proceedings and dealings are executed in compliance with grant requirements, organizational policies and procedures, and other regulatory laws. Establishes working relationships with existing and past donors and identifies new potential donors. Enters grant data into relevant database, system or software. Ensures that information entered into database, system or software is accurate. Enhances the grant processes and procedures by continuously identifying areas of improvement and recommending systemic improvements to supervisors. Researches past and current compliance issues and implements processes to reduce risk for violating compliance regulations. Assists in the monitoring of billing and collection of receipts from donors. Stores and analyzes data to support grant reporting, accounting and other reporting and analysis functions. May communicate directly with grant applicants or an organization's grant application representatives.*

Job Title	Geographic Area	Level	25th Percentile	Survey Mean	75th Percentile
Process Improvement Analyst	Milwaukee, Wisconsin	Level 1	\$51,716	\$57,110	\$62,194
Process Improvement Analyst	Milwaukee, Wisconsin	Level 2	\$59,494	\$65,714	\$71,613
Process Improvement Analyst	Milwaukee, Wisconsin	Level 3	\$69,911	\$77,208	\$84,168

ERI as of January 1<sup>st</sup>, 2024

*ERI defines a Process Improvement Analyst as a position that Coordinates and studies the workflow of process improvement projects. Handles quality control of processes to discover issues that may cause data shortfalls, inconsistencies and inefficiencies. Analyzes improvement programs. Establishes performance metrics to measure company success. Aligns improvement projects with business objectives. Prepares weekly projects. Gives monthly reports to management. Helps assign new employees into groups. Documents processes to ensure that they can be reviewed and analyzed for efficiency. Evaluates feedback on processes to make improvements that alleviate issues for staff.*

**Research and Policy Analyst**

Current	Recommended
Research and Policy Analyst PR 2FX (\$51,649 - \$71,754)  (One Position - FPC)	Research and Policy Analyst PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position - FPC)

The Research and Policy Analyst conducts extensive and in depth research and analysis of various public safety issues and provides guidance and advice to the Executive Director, the Board of Fire and Police Commissioners, and the Fire and Police Chiefs regarding findings and recommendations.

Minimum qualifications include a Bachelor’s degree in public administration, public policy, urban studies, urban affairs, economics, mathematics or a related field from an accredited college or university and Two years of related professional experience performing research, statistical analysis and policy analysis.

**Comparison to an Internal Position**

Position	Function and Minimum Qualifications
Fire and Police Commission Auditor PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768  Studied for market rates in September 2022	The <b>Fire and Police Commission Auditor</b> conducts and prepares audits on the Milwaukee Police Department (MPD) in accordance with the Collins et. al Settlement Agreement (2018). The FPC Auditor also assists the Senior Auditor and Audit Manager with other audits conducted under the FPC’s authority.  Minimum requirements include a Bachelor’s degree in accounting, finance, economics, business management, public administration, statistics, computer science, or a related field from an accredited college or university and two years of progressively responsible professional experience as an internal or external auditor, paralegal, claims adjuster, or in a comparable role related to the essential functions of this position.

**Analysis and Recommendation**

In May of 2020, the Fire and Police Commission (FPC) department underwent a reorganization, as requested by the FPC Executive Director at that time. In March of 2020, the Crime and Justice Institute (CJI) released its six-month report under the settlement agreement as a result of the ACLU lawsuit Collins, et al vs, City of Milwaukee, et all. This settlement agreement required the Fire and Police Commission to perform audits and produce reports. The Department of Employee Relations evaluated every position in the department, even if no changes in classification

were recommended. In the 2020 report, the both the Research and Policy Analyst and Fire and Police Commission Auditor remained in pay range 2FX (\$51,649 - \$71,754) with no recommendation for changes in pay.

Both positions require a high level of subject matter familiarity to perform required duties and responsibilities, as both classifications deal with specific data sets, rules, regulations, policies and/or procedures. Positions may study trends, provide guidance to MFD and MPD staff, and make recommendations. Both positions require the ability to perform under pressure, manage multiple priorities, and work within tight time constraints. Both positions require a Bachelor’s degree in a relevant field and two years of experience (or equivalent).

In 2022, the Fire and Police Commission Auditor classification was included in the Citywide Human Resources and Business Operations market study. The result of the study placed the Fire and Police Commission Auditor in pay range 2JX (currently \$66,154 - \$92,612) with recruitment at \$72,768 (adjusted to 2024 wage rate). The Research and Policy Analyst classification was not included in the 2022 report and has remained in pay range 2FX since the current Salary Ordinance format was created in 2012.

As the responsibilities, functions, and minimum qualifications of the Research and Policy Analyst align with Fire and Police Commission Auditor, and to better align with the market data provided, we recommend placing the Research and Policy Analyst in pay range 2JX (\$66,154 - \$92,612) with recruitment at \$72,768.

**Research and Policy Coordinator**

Current	Recommended
Research and Policy Coordinator PR 2HX (\$58,223 - \$81,507) FN: Recruitment is at \$61,110 (One Position – Health Department) (One Position – Library)	Research and Policy Coordinator PR 2KX (\$70,501 - \$98,704) FN: Recruitment is at \$77,551 (One Position – Health Department) (One Position – Library)

The Research and Policy Coordinator performs research on a variety of programs, services, and policies, collects and analyzes information, and uses the data to lead, inform decision-making, and implement comprehensive policy and program agendas.

Minimum qualifications include a Bachelor’s degree in policy analysis, political science, public administration, or a related field from an accredited college or university and Three years of progressively responsible experience conducting research or policy and statistical analysis performing duties related to this position.

**Comparison to an Internal Position**

Position	Function and Minimum Qualifications
Data and Evaluation Coordinator PR 2KX (\$70,501 - \$98,704) FN: Recruitment is at \$77,551  Studied for market rates in February 2024	The <b>Data and Evaluation Coordinator</b> leads the collection, analysis, interpretation, and visualization of data for the Milwaukee Health Department (MHD) and for designated community and academic partners. The Coordinator is also responsible for presenting data to internal and external stakeholders using interactive data visualization solutions including statistics software, geographic information system (GIS) mapping, Tableau, and other state of the art tools.  Minimum requirements include a Bachelor’s degree in epidemiology, criminal justice or police science, psychology, social work, public health, statistics, or related field from an accredited college or university and Two years of experience performing data research, evaluation, collection, and analysis or comparable duties related to this position.

Analysis and Recommendation

When this position was classified in 2022, comparisons were also made to other City positions including the classification of Data and Evaluation Coordinator in Pay Range 2HX (\$55,962 - \$78,342)(2022 rates) with a recruitment rate of \$58,737(2022 rates). The Data and Evaluation Coordinator is responsible for the design, development, implementation, analysis, and summary of program data for a broad range of areas within the Milwaukee Health Department.

In 2024, the Data and Evaluation Coordinator classification was included in the Citywide Information Technology market study, alongside other data heavy classifications. The result of the study placed the Data and Evaluation Coordinator in pay range 2KX (\$70,501 - \$98,704) with recruitment at \$77,551 (adjusted to 2024 wage rate). The Research and Policy Coordinator classification was not included in the 2024 report.

Additionally, the Research and Policy Coordinator classification warrants a higher level pay range above the Research and Policy Analyst position, as the Coordinator requires more experience, performs a wider variety of tasks which may include marketing and presentations, collaborative relationships with external agencies, assisting with departmental budget processes, and/or developing and participating in surveys.

As the responsibilities, functions, and minimum qualifications of the Research and Policy Coordinator align with the Data and Evaluation Coordinator, and to better align with the market data provided, we recommend placing the Research and Policy Coordinator in pay range 2KX (\$70,501 - \$98,704) with recruitment at \$77,551.

**Compliance Programs Coordinator**

Current	Recommended
Compliance Programs Coordinator PR 2FX (\$51,649 - \$71,754)  (One Position)	Compliance Programs Coordinator PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position)

The Compliance Programs Coordinator manages the Compliance Loan Program and oversees the \$800,000-budget. The incumbent works with homeowners to provide financing to abate code violations and works with homeowners to develop abatement strategies and obtain proper financing for home rehabilitation projects.

Minimum qualifications include a Bachelor’s degree in Business, Finance, Public Policy, Political Science, Economics, Communications or closely related field from an accredited college or university and Two years of professional experience in project management or program coordination.

**Comparison to an Internal Position**

Position	Function and Minimum Qualifications
Contract Compliance Officer PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768  Studied for market rates in September 2022	The <b>Contract Compliance Officer</b> provides oversight of contracting procedures and compliance for the Emerging Business Enterprise Program (EBEP). Ensures contractor compliance with City's Minimum Wage ordinance, Prevailing Wage Ordinance, EBEP participation, Residency Preference Program (RPP), First-Source Employment Program and apprentice participation ratios.  Minimum requirements include a Bachelor’s degree in economics, public policy, business administration or a related field from an accredited college or university and two years of progressively responsible experience in contract administration and compliance or a closely related field.

<p>Grant Monitor PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768</p> <p>Studied for market rates in September 2022</p>	<p>The <b>Grant Monitor</b> oversees and evaluates assigned Community Development projects. The position is responsible for the monitoring and evaluation of assigned Community Development projects; to assist project operators on an on-going basis in the implementation of approved activity.</p> <p>Minimum requirements include a Bachelor’s degree in Business Administration or a related field from an accredited college or university and Two years of related grant writing or grant administration experience.</p>
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Analysis and Recommendation

This position was classified in 2016, where it was compared to the Grant Monitor classification, which was described as being responsible for monitoring and evaluating several Community Development projects; providing technical assistance to project operators on an ongoing bases in the implementation of approved activities; ensuring that grant funded activities conform to all program requirements; evaluating the effectiveness of project activity and the performance of project operators; and preparing related reports.

As the responsibilities, functions, and minimum qualifications of this position align with the Grant Monitor and the Contract Compliance Officer, we recommend placing the Compliance Programs Coordinator in pay range 2JX (\$66,154 - \$92,612) with recruitment at \$72,768.

**Sanitation Project Analyst**

Current	Recommended
<p>Sanitation Project Analyst PR 2FX (\$51,649 - \$71,754) FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)</p>	<p>Sanitation Project Analyst PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)</p>

The Sanitation Project Analyst facilitates and supports the planning, implementation, monitoring and overall management of sanitation projects, including operations, communications and outreach, procurement, and pilot programs.

Minimum qualifications include a Bachelor’s degree in environmental science, public administration, business, or a closely related field from an accredited college or university and One year of professional work experience in the field of recycling, solid waste management or another related environmental field.

Analysis and Recommendation

In 2018, this position was reclassified from a Recycling Specialist to the current title of Sanitation Project Analyst. The most comparable position identified in 2018 was the Research and Policy Analyst located in the Fire and Police Commission. The position conducts extensive and in-depth research and analysis of various public safety issues and provides guidance and advice to the FPC Executive Director, the Board of Fire and Police Commissioners, and the Fire and Police Chiefs regarding findings and recommendations.

As the responsibilities, functions, and minimum qualifications of the Sanitation Project Analyst are similar to the Research and Policy Analyst, and to better align with the market data provided, we recommend placing the Sanitation Project Analyst in pay range 2JX (\$66,154 - \$92,612) with recruitment at \$72,768.

**Environmental Policy Analyst**

Current	Recommended
Environmental Policy Analyst PR 2GX (\$54,619 - \$76,474)  (One Position)	Operations Policy and Grant Manager PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478 (One Position)

Under the direction of the Finance and Administration Manager; collaborate with DPW Operations section managers to develop strategies to secure funding, prepare and monitor grants, researches alternative funding sources and carry out complex analysis of departmental short- and long-term goals. Makes recommendations on and reports on policy initiatives that maximize the efforts of the Department of Public Works and the City of Milwaukee.

- Find and analyze meaningful data from and about DPW operations. Includes data from various DPW systems such as Duncan parking violations, forestry tree-keeper, fleet Assetworks, sanitation DPW Apps, FMIS and HRMS.
- Work directly with section managers and DPW leadership to analyze field operations administrative processes and resident touch points and develop reports, strategies and recommendations for changes and improvements. This includes visiting field locations and observing field operations, surveying employees, reviewing documentation and other forms of program review.
- Use a high degree of professionalism when working with staff at all levels of the organization, develop and maintain excellent working relationships with all staff to ensure staff trust and cooperation while researching, developing and implementing organizational change.
- Find and analyze financial data from current and historic budgets, FMIS, HRMS, time entry (employee pay), Duncan citations, POM meter payment, URI tow payment, Acella snow, forestry and sanitation violations payments and permit payments.
- Find and analyze external financial and economic data to be used in grant writing, bench-marking DPW and City expenditures and revenues, and for the development of reports and MAAP presentations.
- Provide strategic advice to section managers and Operations Director. Harness working relationships with staff, information from relevant sources and analytical skills to provide advice and strategic options on matters associated with field operations, administrative processes, human resources and budgeting.
- Coordinate and prepare MAPP meetings with the Mayor’s office. Work with section managers, Operations Director, Budget staff and staff from the Mayor’s office to produce meaningful MAPP presentations.
- Coordinate grant applications and implementations for all Operations and Transportation
- Research grant opportunities related to Sanitation, Forestry, Fleet maintenance and procurement, Transportation, workforce development and other areas specific to DPW Operations.
- Work with section managers to obtain information needed for grant application. Draft and submit the grant application. Work with internal agencies such as a CDGB and the Comptroller on managing the administration of grants.
- Prepare for and present grants to Council committees, appearing before committees such as Public Works and Finance and Personal.
- Create and manage partnerships with outside agencies, such as community-based organization, workforce development organizations to create synergy among grant partners, and assist grant partners with develop of sub awards.
- Coordinate and lead RFPs for subawards. Develop RFP rating matrices, create review committees and consolidate and rank scores. Works with sub-awardees on administrative processes relative to receipt of grant money or criteria associated with work and/or performance goals

Minimum qualifications include a Bachelor's degree in public administration, environmental policy, or a related field from an accredited college or university and Two years of professional experience as a policy analyst

performing duties related to this position. Note: minimum qualifications have not been assessed by the Staffing Division.

**Changes in Duties and Responsibilities**

2004 classification:

- Develop strategies to secure grant funding for programs related to solid waste, recycling, storm water, natural resource management, air quality and environmental education.
- Conduct complex policy, operational, organizational and fiscal analysis.
- Identify citywide initiatives and non-profit collaborations that promote public/private partnerships.
- Attend meetings, demonstrations and lectures and review material of an educational nature

2024 updates and changes:

- Develop and report on complex data modeling and analysis that requires and strong understanding of statistics, data visualization and the ability to present complex analysis to stakeholders at every level of the organization.
- Visit field locations and observe field operations, survey employees, review documentation and other forms of program review.
- Provide advice and strategic options on matters associated with field operations, administrative processes, human resources and budgeting.
- Present grants to Council committees, appearing before committees such as Public Works and Finance and Personal.
- Coordinate and lead RFPs for subawards. Develop RFP rating matrices, create review committees and consolidate and rank scores. Works with sub-awardees on administrative processes relative to receipt of grant money or criteria associated with work and/or performance goals.

**Comparison to an Internal Position**

Position	Function and Minimum Qualifications
<p>Neighborhood Business Development Specialist PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478</p> <p>Studied for market rates in February 2024</p>	<p>The <b>Neighborhood Business Development Specialist</b> coordinates economic development initiatives in the City’s neighborhood commercial districts. Serves as compliance officer for all BIDs and NIDs (Business Improvement and Neighborhood Improvement Districts) in Milwaukee. Establishes baseline data regarding annual assessments. Evaluates annual operating plans. Plans and presents workshops to educate BID and NID staff regarding compliance requirements. Communicates with BID and NID staff to correct deficiencies. Prepares reports for Common Council regarding compliance, in connection with annual Council review of BID and NID operating plans.</p> <p>Minimum requirements include a Bachelor’s degree in urban planning, economics, urban affairs, business administration, real estate, or a related field from an accredited college or university and three years of program formulation and project implementation experience in the areas of economic development, community development and/or commercial real estate development.</p>



<p>Environmental Project Coordinator PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478</p> <p>Studied for market rates in February 2024</p>	<p>The <b>Environmental Project Coordinator</b> manages the city’s environmental liability associated with foreclosure properties. The Coordinator manages environmental consultant contracts, prepares grant applications, manages federal and state grants, and facilitates environmental planning and development activities for various city department and agencies. Provides technical expertise related to environmental policy development. Provides technical guidance on a broad range of environmental issues to various departments and represent RACM as a member of assigned workgroups, task forces, committees or advisory groups at local, state and regional levels.</p> <p>Minimum requirements include a Bachelor’s Degree from an accredited institution, with a major field of study in environmental science, engineering or a closely relate field and 3 to 5 years of progressively responsible experience or a suitable combination of an appropriate advanced degree or other advanced training and certifications and practical experience is acceptable.</p>
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The Resource Recovery Program Manager performs similar functions by managing a citywide program, providing oversight, responding to needs, coordinating with field operations, and monitoring metrics. Also, the Resource Recovery Program Manager is continually researching the technical aspects of recycling, collecting and evaluating data, and managing and administering grants related to recycling. This position also similarly is involved in field staff education and represents DPW before Common Council committees and other external agencies and organizations.

Analysis and Recommendation

This position was classified in 2004, where it was compared to the Compliance Analyst in Pay Range 2GX in the Milwaukee Health Department. The Compliance Analyst was reclassified to Public Health Compliance Officer in pay range 2JX in January of 2022, where it was compared to the Human Resources Compliance Officer (PR 1IX (\$80,098 - \$112,137 with recruitment at \$98,272).

Currently, comparable positions to the Environmental Policy Analyst are the Neighborhood Business Development Specialist and the Environmental Project Coordinator. The Neighborhood Business Development Specialist coordinates economic development initiatives, monitors and ensures compliance requirements are met, collects and evaluates data, and is involved in planning training and reporting changes to program staff and the Common Council.

Based on the changes in essential functions including providing advice and strategic options, presenting and appearing before committees, and analyzing complex internal and external data, we recommend reclassifying this Environmental Policy Analyst position to an Operations Policy and Grant Manager position in pay range 2LX (\$75,162 – \$105,223) with recruitment at \$92,478.

***Landscape Architect***

Current	Recommended
<p>Landscape Architect PR 2IN (\$62,041 - \$86,854) FN: Recruitment is at \$75,688 FN: Incentives for attaining and maintaining specific certifications with DER approval. (One Position)</p>	<p>Landscape Architect PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$94,758 FN: An employee possessing a Registered Architect License to be paid an additional 3%. (One Position)</p>

The Landscape Architect prepares and updates landscape, streetscape, irrigation system and green infrastructure plans and installation specifications for boulevards and other public green spaces. This position provides leadership and support as needed to foster effective coordination and partnership with Forestry districts, other city agencies,

neighborhood organizations, contractors and other municipal partners in the design and installation of various landscape and green infrastructure projects and site improvements.

Minimum qualifications include graduation from an accredited school of landscape architecture (Bachelor’s degree), state licensure as a landscape architect and three years of landscape architecture experience.

**Comparison to Internal Position**

Position	Function and Minimum Qualifications
Architect III PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$94,758 FN: An employee possessing a Registered Architect License to be paid an additional 3%.  Studied for market rates in November 2023	The <b>Architect III</b> defines the scope of and coordinates capital projects, including new construction and alterations. The Architect III is responsible for all aspects of a project from conception through construction and closeout.  Minimum requirements include a Bachelor’s degree in architecture from a National Architectural Accrediting Board (NAAB) accredited architecture program and four years of experience as a design professional performing duties related to those above.

**Analysis and Recommendation**

In 2022, the Landscape Architect was studied and it was recommended that the classification be consistent with the rates of pay for Architect III. At that time the Architect III was classified in pay range 2IN. In November of 2023, the Architect III was studied for market rates of pay and was placed in pay range 2MN (\$80,098 - \$112,137) with recruitment is at \$94,758.

As the responsibilities, functions, and minimum qualifications of this position are still in alignment with Architect III, we recommend placing the Landscape Architect in pay range PR 2MN (\$80,098 - \$112,137) with recruitment at \$94,758 and adding a footnote for an incumbent possessing a Registered Architect License to be paid an additional 3% biweekly.

**Resource Recovery Program Manager**

Current	Recommended
Resource Recovery Program Manager PR 2JX (\$66,154 - \$92,612) FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)	Resource Recovery Program Manager PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478 FN: Additional 4.8% biweekly for snow and ice control operations  (One Position)

Under the general direction of the Sanitation Services Manager, the Resource Recovery Program Manager administers and develops the City's waste reduction and resource recovery programs.

**Program Management**

- Manage the citywide recycling program, providing oversight, responding to needs, coordinating with field operations, and monitoring metrics.
- Maintain an effective program by providing analytical and technical expertise and applying best practices identified through review of current recycling trends, research and procedures.
- Plan, conduct and document various studies in waste stream composition, recyclables collection and processing methods and other technical aspects of recycling.
- Assist the Sanitation Services Manager to implement and continuously improve municipal curbside and drop off site recovery programs and services; develop waste prevention, reuse, and recycling projects.

- Establish contracts or other agreements necessary to market recyclable materials; oversee the financial and performance aspects of contracts, resolving issues as needed and ensuring service fulfillment.
- Assist the Sanitation Services Manager in the administration of the Materials Recovery Facility (MRF) and associated contracts and intergovernmental agreement; assist in representation of the City on the governing body providing oversight.
- Manage and administer the City’s State recycling grants, maintaining an effective data management and reporting system to satisfy State grant provisions and ensure continuance of funding.
- Educate field personnel on new recycling issues and changes in the curbside program.
- Oversee recycling compliance enforcement activities and provide assistance to those responsible for implementing recycling programs under State law and City ordinance.
- Research, develop and implement ordinance changes to increase waste diversion.

**Community Collaboration**

- Collaborate on the development of public information tools and campaigns to educate the public and encourage recycling, composting, and waste reduction.
- Represent the department before various Committees and on work groups; provide technical and policy expertise in resource recovery and waste reduction; represent the City to outside agencies and organizations.

Minimum qualifications include a Bachelor’s degree in public administration, business administration, environmental sciences or a related field from an accredited college or university and three years of experience managing solid waste, composting and recycling contracts, operations and/or programs.

**Comparison to an Internal Position**

Position	Function and Minimum Qualifications
Neighborhood Business Development Specialist PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478  Studied for market rates in February 2024	The <b><u>Neighborhood Business Development Specialist</u></b> coordinates economic development initiatives in the City’s neighborhood commercial districts. Serves as compliance officer for all BIDs and NIDs (Business Improvement and Neighborhood Improvement Districts) in Milwaukee. Establishes baseline data regarding annual assessments. Evaluates annual operating plans. Plans and presents workshops to educate BID and NID staff regarding compliance requirements. Communicates with BID and NID staff to correct deficiencies. Prepares reports for Common Council regarding compliance, in connection with annual Council review of BID and NID operating plans.  Minimum requirements include a Bachelor’s degree in urban planning, economics, urban affairs, business administration, real estate, or a related field from an accredited college or university and three years of program formulation and project implementation experience in the areas of economic development, community development and/or commercial real estate development.

<p>Environmental Project Coordinator PR 2LX (\$75,162 – \$105,223) FN: Recruitment is at \$92,478</p> <p>Studied for market rates in February 2024</p>	<p>The <b>Environmental Project Coordinator</b> manages the city’s environmental liability associated with foreclosure properties. The Coordinator manages environmental consultant contracts, prepares grant applications, manages federal and state grants, and facilitates environmental planning and development activities for various city department and agencies. Provides technical expertise related to environmental policy development. Provides technical guidance on a broad range of environmental issues to various departments and represent RACM as a member of assigned workgroups, task forces, committees or advisory groups at local, state and regional levels.</p> <p>Minimum requirements include a Bachelor’s Degree from an accredited institution, with a major field of study in environmental science, engineering or a closely relate field and 3 to 5 years of progressively responsible experience or a suitable combination of an appropriate advanced degree or other advanced training and certifications and practical experience is acceptable.</p>
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Analysis and Recommendation

In 2012, this position was reclassified from Recycling Assistant to the current title of Resource Recovery Program Manager. The level of responsibility and level of knowledge and skill of the Recycling Specialist had increased due to changes in the management team in DPW Operations. The Recycling Specialist had full responsibility for managing the City's resource recovery programs for some time and acted as an integral member of the Division's leadership team. The position was the recognized authority and source of information for DPW in matters related to recycling and resource recovery. In addition, the employee filling the position represented the City of Milwaukee in matters regarding resource recovery and recycling and represented the City of Milwaukee on the State’s Legislative Council’s Special Committee on Single Use Plastics, the Recycling Task force created by the Milwaukee Common Council to study the fiscal ad operational impacts of a conversion to single-stream recycling, and the Governor’s Task Force on Waste Materials Recovery and Disposal.

The 2012 report recommended an intermediate pay level between the Sanitation District Manager (currently classified in Pay Range 1GX (\$70,501 - \$98,703) with recruitment at \$79,399) and the Sanitation Area Manager in Pay Range 1HX (\$75,162 - \$105,223) with recruitment at \$95,932).

Comparable positions to the Resource Recovery Program Manager are the Neighborhood Business Development Specialist and the Environmental Project Coordinator.

The Neighborhood Business Development Specialist coordinates economic development initiatives, monitors and ensures compliance requirements are met, collects and evaluates data, and is involved in planning training and reporting changes to program staff and the Common Council.

The Resource Recovery Program Manager performs similar functions by managing a citywide program, providing oversight, responding to needs, coordinating with field operations, and monitoring metrics. Also, the Resource Recovery Program Manager is continually researching the technical aspects of recycling, collecting and evaluating data, and managing and administering grants related to recycling. This position also similarly is involved in field staff education and represents DPW before Common Council committees and other external agencies and organizations.


As the responsibilities, functions, and minimum qualifications of this position align with the comparator positions provided, we recommend placing this Resource Recovery Program Manager in pay range PR 2LX (\$75,162 – \$105,223) with recruitment at \$92,478.

**Action Required – Effective Pay Period 17, 2024 (August 4, 2024)**

**\* Please see submitted addendum to CCFN for Salary and Position Ordinance changes.**

Prepared by:   
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