



Department of Public Works
Operations Division

Jerrel Kruschke, P.E.
Interim Commissioner of Public Works

Danielle A. Rodriguez, M.B.A.
Director of Operations

October 22, 2024

Honorable;
Aldерwoman Dimitrijevic, Chair of Finance and Personal

Subject: Answers to Questions Raised at the 2025 DPW Operations Budget Hearing

- 1) Provide a plan to get to 500 carryover stumps in-house by the start of 2027 (Crew size, equipment needs, etc...).

Attached are projections for a 5, 4, and 3-year plans to get stumping backlog down to <500. None of these options involve increasing Capital or grant funding based on contractor and CBO capacity issues. All the options require an increase of in-house Forestry crew stumping which will come with impacts to other services i.e. hazard tree removal and pruning. Of course, the 5-year option will have a much lesser impact and is the option DPW recommends. If we were to increase staffing numbers, DPW would recommend an increase of 9 Urban Forestry Specialists to the budget (91 total) to attain a shorter timeframe to catch up with our stumping backlog. We should have most of the equipment needed to increase our in-house stumping, but the department would need to have field staff review equipment needs. Three Prentice loaders (with clam-shell buckets) and three extra dump trucks would be the first pieces of equipment that would be needed for debris removal and site restoration. We may have enough stump grinders, but the department will need to substantiate that with staff feedback.

- 2) Provide a snapshot of staffing from before and after the market studies, and discuss whether classification studies have helped maintain a full complement of staff.

The department compared vacancy data from October 1, 2023 to October 1, 2024.

10/1/23 Vacancy Rate

	Positions	Filled	% Vacant
San	150	116	23%
Forestry	165	148	11%
Equipment Operators	290	228	22%

10/1/24 Vacancy Rate

	Positions	Filled	% Vacant
San	120	117	2.50%
Forestry	166	164	1.21%
Equipment Operators	294	255	13.27%

The tables above compare Forestry and Sanitation vacancy rates from 2023 to 2024. The department has seen stabilization of staffing levels across all sections of the Operations division. The market studies have had a quantifiable effect on our ability to hire and retain employees.

- 3) Provide a short summary of experience levels for key field staff and how that has impacted operations for snow, repair, refuse collection and forestry.

Post COVID the department saw rapid turnover, like all industries. While the wage increases have substantially helped curb further resignations, the turnover has led to a less experienced





**Department of Public Works
Operations Division**

Jerrel Kruschke, P.E.
Interim Commissioner of Public Works

Danielle A. Rodriguez, M.B.A.
Director of Operations

workforce. The department has been busy giving training to drivers through our in-house state certified equipment training staff, and Forestry’s rigorous arborist apprenticeship training program.

Department	Job Title	Average YOS	Count of Employees
Sanitation	EQUIPMENT OPERATOR 1	1.3	112
	EQUIPMENT OPERATOR 2	13.2	84
	EQUIPMENT OPERATOR 3	18.6	54
Forestry	URBAN FORESTRY ARBORIST APPR	1.2	39
	URBAN FORESTRY SPECIALIST	18.2	45
	URBAN FORESTRY WORKER	4.5	19
Fleet	VEHICLE SERVICES TECHNICIAN 1	2.0	2
	VEHICLE SERVICES TECHNICIAN 2	11.0	5
	VEHICLE SERVICES TECHNICIAN 3	14.2	42

- 4) Provide a short summary of citations issued by violation type and area – include the number of staff assigned to these activities and what would be needed to increase compliance/citations.

Sanitation has 8 positions of Sanitation Inspector. Additional positions would allow for more inspections and some expected increase in citations. However, Sanitation anticipates that its RubiconSMARTCITY technology implementation will translate to efficiencies and opportunities to increase both education and enforcement in order to build greater compliance without necessarily requiring additional inspectors.

The table below reports sanitation citation types by Aldermanic District:

Aldermanic District	Cart and E-waste violations			Bulky Waste Violations		
1	431	677	543	235	408	469
2	469	391	573	214	359	325
3	16	10	19	91	108	56
4	35	38	18	24	41	17
5	183	151	150	112	198	196
6	113	332	221	163	310	253
7	286	330	483	232	434	477
8	332	233	383	140	52	115
9	389	304	219	99	184	135
10	52	82	76	96	167	152
11	59	49	81	118	78	92
12	445	525	896	118	78	179
13	96	40	85	97	76	61
14	184	193	256	100	68	85





15 | 145 | 212 | 305 | 182 | 375

Department of Public Works
Operations Division

Jerrel Kruschke, P.E.
Interim Commissioner of Public Works

Danielle A. Rodriguez, M.B.A.
Director of Operations

- 5) Provide a short summary of the department's plan in 2024 to start a feasibility study for log disposal.

The department will assign the Urban Forestry Technical Services Manager to assess local companies, and determine if capacity exists to take the volume and type of logs felled by Forestry within the necessary time frames to avoid crowding the Forestry yard with logs.

- 6) Provide information about DPW's Ideas group.

The IDEAS Group stands for Inclusion, Diversity, Equity, Access, and Solutions. IDEAS Groups are employee-led groups that develop proposals to improve DPW's work culture, operations, services, and more with an equity lens. These groups also host training and perform organizational assessments. IDEAS Groups began in Milwaukee Water Works approximately five years ago and have expanded to ten groups, covering 12 DPW sections. The group's work has been recognized through awards and presentations on the local, state, and national level. The attached presentation is the presentation for staff that the department uses when developing an IDEAS Group in a work area.

Sincerely,
Chuck Schumacher

Finance and Administration Manager
Department of Public Works

C: J. Kruschke
D. Rodriguez
N. Kovac
M. Lavey