



Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Renee Joos
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

December 1, 2023

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 231157 – Communication from the Department of Employee Relations relating to classification studies scheduled for the December 5, 2023 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Civil Service Commission meeting on December 5, 2023.

Department of Administration – Office of the Director

Current	Recommended
New Position (One Position)	Innovation Director PR 1MX (\$101,356 - \$141,906) (One Position)
New Position (One Position)	Administration Deputy Director PR 10X (\$115,161 - \$161,221) (One Position)

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

Department of Administration – Budget Office

Current	Recommended
Budget and Fiscal Policy Analyst IV PR 2LX (\$73,688 - \$103,160) FN: Recruitment is at \$81,056 (One Position)	Budget and Fiscal Policy Manager PR 2MX (\$78,528 - \$109,938) FN: Recruitment is at \$96,345 (One Position)

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

Respectfully Submitted,

Harper Donahue, IV
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: December 5, 2023

Department of Administration – Office of the Director

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New Position (One Position)	Innovation Director PR 1MX (\$101,356 - \$141,906) (One Position)
New Position (One Position)	Administration Deputy Director PR 10X (\$115,161 - \$161,221) (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. Job descriptions provided by departments were evaluated and discussions were held with respective department head's and HR personnel.

Current	New Position		One Position
Recommended	Innovation Director	PR 1MX (\$101,356 - \$141,906)	One Position

The Innovation Director will facilitate and implement the City's innovation strategy and initiatives in order to maximize the efficiency and effectiveness of City of Milwaukee services and operations. Duties and responsibilities include:

- 30% Lead citywide strategic planning and innovation; steward new pilot programs and policies and outside collaboration with innovative people, organizations and industries. Develop demonstration projects jointly with internal staff that can improve the quality of life in the City and serve as models for other communities; explore and import innovations from other communities for testing where they may be applicable. Implement, standardize and refine the strategies and structures developed in collaboration with Ernst and Young and Wisconsin Policy Forum.

- 30% Actively promote a culture of innovation within City government. Serve as a consultant and facilitator for City employees, fostering innovation through exploration, communication and collaboration. Research and apply emerging trends, opportunities and technologies that are or may be relevant to local government
- 20% Identify substantial challenges and inefficiencies; work closely with departments to recommend, implement and test solutions.
- 10% Develop methods, procedures and quality objectives, including metrics for assessing productivity and impact. Develop and implement effective measures of progress toward outcomes and reporting tools to present information.
- 10% Promote and highlight the City's innovation initiatives before various boards, commissions and legislative bodies.

Proposed minimum requirements include a bachelor's degree in business administration, public administration, information technology or a closely related field. Five years of experience performing policy development and analysis and strategic planning. Certifications in Six Sigma, Lean, Lean Six Sigma or related credentials are desirable.

This report recommends the classification of the Innovation Director in Pay Range 1MX due to the responsibility of working collaboratively with city department leaders to maximize the efficiency and effectiveness of their operations.

Current	New Position		One Position
Recommended	Administration Deputy Director	PR 10X (\$115,161 - \$161,221)	One Position

Reporting to the Director of Administration, the Administration Deputy Director will provide operational oversight of the department's organizational, budgetary and human resources functions. This position will oversee the programmatic divisions that include Community Development Grants Administration, the Office of Equity and Inclusion, the Office of African American Affairs, the Environmental Collaboration Office, and the Office of Violence Prevention. Duties and responsibilities include:

- Provide information, advice and counsel to the DOA Director and other managers relative to the planning, development and operation of services, and ensure the Director is informed regarding the status of operations.
- Ensure the efficient and effective daily operation of the DOA by implementing organizational objectives and ensuring adherence to ordinances, statutes, federal laws, regulations and best practices. Develop, improve and implement operational systems, processes and procedures to ensure internal efficiency.
- Participate in strategic planning processes and the development of policies. Manage special initiatives. Provide leadership on interdepartmental initiatives, seeking appropriate opportunities to resolve challenges and achieve organizational objectives through interdepartmental efforts.
- Manage the DOA's finances; develop, monitor and analyze programmatic budgets and financial reports. Oversee and implement appropriate resources to ensure the operations of the DOA are efficient.
- Oversee and/or prepare policies, procedures, reports and studies. Provide reports, assist management in goal setting and anticipate and forecast trends and patterns that impact Milwaukee's residents.
- Ensure human resource functions are performed equitably and efficiency, including hiring, coaching and counseling, administration of leave and compliance.

- Represent the DOA at Common Council committee meetings, ad hoc meetings and other groups' meetings as needed.
- Serve as a liaison between the DOA and various external organizations and other City departments.

Proposed minimum requirements include a bachelor's degree in business administration, public administration, or a closely related field. Five years of progressively responsible, professional-level experience in management and policy development, including one-year overseeing providing strategic direction and supervising staff.

This report recommends the classification of the Administrative Deputy Director in Pay Range 10X due to responsibility for providing organizational oversight of the department's programmatic divisions; as well as overseeing the department's budgetary and human resources functions.

Current	Budget and Fiscal Policy Analyst IV	PR 2LX (\$73,688 - \$103,160) FN: Recruitment is at \$81,056	One Position
Recommended	Budget and Fiscal Policy Manager	PR 2MX (\$78,528 - \$109,938) FN: Recruitment is at \$96,345	One Position

This position coordinates the division's use of data to evaluate the outputs and outcomes of various service delivery models. This position works with all city departments and their assigned budget analyst to inventory their data systems, define and analyze appropriate metrics for their programs and services, and present performance indicators for the Mayor's regular review. Works with the Innovation Director and other decision units within DOA, specifically the office of the Director, the Office of Equity and Inclusion, the Community Grants Administration and the Information and Technology Management Division to select and present relevant service delivery analytics to the general public via dashboards, websites, and townhall meetings, and to integrate data across internal and external systems. This position is also responsible for developing budgeting recommendations from these analytics for the Mayor and the Budget Director. Duties and responsibilities include:

- 50% Performs budget analysis and strategic planning responsibilities for assigned departments and issues, including development of proposed budgets that meet expenditure targets for assigned departments. Recommendations demonstrate an understanding of the assigned department's services and how they are related to the needs of the community. Improves the manage of City services by ensure that the Mayor, Common Council, Budget and Management Director and City Managers understand the cost of services, the relationships between expenditure levels and service levels, and the opportunities (and related challenges) to improve productivity and service quality. Works with the Budget Director and City departments to coordinate departmental fiscal requests and budgetary recommendations with the City's short- and long-term goals in mind.
- 25% Works with other budget analysts and all City departments to inventory available data and calculate key performance indicators.
- 25% Regularly presents that data and those indicators to the Mayor and to the public.

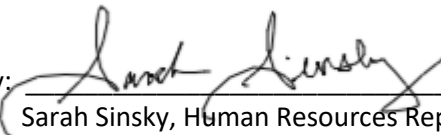
Minimum requirements include a bachelor's degree in public administration, business administration, political science, finance, or a related field from an accredited college or university. Master's degree is preferred. Five years of professional experience in municipal budgeting, policy analysis, or key policy development area. Experience should be related to fiscal planning, budget management activities, policy/program analysis, or a closely related field.


Due to the increasing complexity of the City's budget and department's needs, this position has evolved to work with all other Budget and Fiscal Policy Analysts and all City departments on inventorying, compiling, and presenting service analytics data. This position will assist the Mayor and Budget Director to get more accurate and transparent data on service delivery levels in order to better align and prioritize budget decisions with equitable outcomes.


With the higher-level functions that this position has taken on, this position is now performing work comparable to other Budget and Fiscal Policy Managers within the Department of Administration – Budget Office. As a result, the Department of Employee Relations recommends reclassifying one position of Budget and Fiscal Policy Analyst IV in Pay Range 2LX (\$73,688 - \$103,160 with a recruitment rate of \$81,056) as a Budget and Fiscal Policy Manager in Pay Range 2MX (\$78,528 - \$109,938) with a recruitment rate of \$96,345.

Action Required – Effective Pay Period 1, 2024 (December 24, 2023)

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

Prepared by: 
Sarah Sinsky, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	12/1/2023	File Number	231157	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	Communication from the Department of Employee Relations regarding the costs of classification reports approved at the City Service Commission on December 5 th , 2023.				

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

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

E	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
	TOTALS		\$ 0.00	\$ 0.00

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

The total cost for 2024 is \$17,430. Please see attached spreadsheet for details. Cost breakdown is in 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 December 5, 2023
Finance and Personnel Committee Meeting of December 6, 2023

NEW COSTS FOR FULL YEAR											
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	DOA	New Position	N/A	Innovation Director	1MX	N/A	\$101,356	1	N/A Included in 2024 budget		
1	DOA	New Position	N/A	Administration Deputy Director	1OX	N/A	\$115,161	1	N/A Included in 2024 budget		
1	DOA	Budget and Fiscal Policy Analyst IV	2LX	Budget and Fiscal Policy Manager	2MX	\$81,056	\$96,345	1	\$15,289	\$2,140	\$17,430
3									\$15,289	\$2,140	\$17,430

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