



Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

October 21, 2022

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 220903– Communication from the Department of Employee Relations relating to classification studies scheduled for the October 25, 2022 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the City Service Commission meeting on October 25, 2022.

Department of Neighborhood Services

Current	Recommended
Permit and Development Center Manager PR 1IX (\$76,988 - \$107,782) FN: Recruitment at any point with DER and Chair of Finance and Personnel approval (One Position)	Permit and Development Center Manager PR 1IX (\$76,988 - \$107,782) FN: Recruitment at \$95,795/any point with DER and Chair of Finance and Personnel approval (One Position)
Operations Manager – Development Center PR 1GX (\$67,763 - \$94,870) FN: Recruitment at any point with DER and Chair of Finance and Personnel approval. (One Position)	Operations Manager – Development Center PR 1GX (\$67,763 - \$94,870) FN: Recruitment at \$89,692/any point with DER approval. (One Position)
Mechanical Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$71,741/any point with DER approval. (Two Positions)	Mechanical Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$83,825/any point with DER approval. (Two Positions)
Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$71,741/any point with DER approval. (Ten Positions)	Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$83,825/any point with DER approval. (Ten Positions)
Mechanical Plan Examiner II PR 2FN (\$49,260 - \$68,968) FN: Recruitment is at \$67,751/any point with DER approval (Underfill Title)	Mechanical Plan Examiner II PR 2GN (\$52,498 - \$73,504) FN: Recruitment is at \$73,504/any point with DER approval (Underfill Title)

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Plan Examiner Specialist PR 2EN (\$46,212 - \$64,695) FN: Recruitment at \$57,293/any point with DER approval. (Three Positions)	Plan Examiner Specialist PR 2EN (\$46,212 - \$64,695) FN: Recruitment at \$64,695/any point with DER approval. (Three Positions)

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

Employes' Retirement System

Current	Recommended
Chief Investment Officer PR 1NX (\$105,918 - \$148,289) FN: Appointment at any rate upon approval of ERS Director and the Annuity and Pension Board.	Chief Investment Officer PR 1XX (\$191,802 - \$268,514) FN: Minimum Recruitment: \$226,327 and may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board.
Employes' Retirement System-Executive Director PR 1MX FN: Compensated in PR 1OX PR 1OX (\$112,903 - \$158,060) FN: Appointment at any rate upon approval of Annuity and Pension Board.	Employes' Retirement System-Executive Director PR 1WX (\$180,946 - \$253,315) FN: Minimum Recruitment: \$213,516 and may be at any rate upon approval of Annuity and Pension Board. FN: Annual performance-based increases upon approval of the Annuity and Pension Board.
Deputy Chief Investment Officer PR 1LX (\$93,232 - \$130,521) FN: Appointment at any rate upon approval of ERS Director and the Annuity and Pension Board.	Deputy Chief Investment Officer PR 1TX (\$151,925 - \$212,688) FN: Minimum Recruitment: \$179,272 and may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board.
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Employes' Retirement System-Chief Technology Officer PR 1MX (\$99,369 - \$139,123) FN: Appointment at any rate upon approval of DER and Chair of FPC.	Employes' Retirement System-Chief Technology Officer PR 1OX (\$112,903 - \$158,060) FN: Minimum Recruitment: \$133,225 and may be at any rate upon approval of DER and Chair of FPC.
ERS Chief Financial Officer PR 1IX (\$76,988 - \$107,782) FN: Appointment at any rate upon approval of DER and Chair of FPC.	ERS Chief Financial Officer PR 1LX (\$93,232 - \$130,521) Minimum Recruitment: \$120,134 and may be at any rate upon approval of DER and Chair of FPC.

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Various General City Departments

Current	Recommended
Customer Services Manager PR 1DX (\$55,962 - \$78,342) (One Position – City Treasurer)	Customer Services Manager PR 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 (One Position – City Treasurer)
Personnel Payroll Assistant II PR 6HN (\$37,821 - \$42,701) FN: Recruitment is at \$41,888 (One Position – DNS)	Human Resources Assistant PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$49,396 (One Position – DNS)
Personnel Payroll Assistant III PR 5EN (\$41,311 - \$47,658) FN: Recruitment is at \$43,144 (One Position – MHD)	(One Position – MHD)

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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: October 25, 2022

Department of Neighborhood Services

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Mechanical Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$71,741/any point with DER approval. (Two Positions)	Mechanical Plan Examiner III PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$83,825/any point with DER approval. (Two Positions)
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The Department of Neighborhood Services (DNS) has requested a market study of several positions within the Development Center Division including plan examiner and management positions. Updated job descriptions and other data were provided; and discussions were held with Sha’Nese Burrell Jones, Human Resources Administrator.

The department indicated that there has been difficulty in recruiting and retaining employees for the plan examiner positions. They have had a 69% turnover rate of their staff since 2018 due to retirements, promotions, and departures for other opportunities. They currently have four staff positions (27%) that are vacant, three positions of Plan Examiner III and one position of Plan Examiner Specialist. Several reasons were given by employees for leaving including stagnant wages and the removal of the career ladder.

The department also pointed to the report that was done in July regarding several of their positions including Inspectors and their Managers. Many of these positions under study are in the same or similar pay ranges and have similar requirements. These positions were reviewed, and market data was obtained from the Economic Resource Institute (ERI), a service to which the Department of Employee Relations (DER) subscribes.

Please note that the Staffing Division may not yet have assessed the requirements for these positions and equivalent combinations of education and experience may be considered.

Market Pay Data

Below is market pay data for similar positions in southeastern Wisconsin from the Economic Research Institute (ERI), a service to which the Department of Employee Relations (DER) subscribes.

Supervisor Design with five years of experience

10%	25%	Mean	75%	90%
\$77,616	\$85,442	\$95,795	\$106,343	\$116,753

Heads design coordination for the project; administers review and analysis of design drawings to determine implementation requirements and constraints; develops detailed design of the more complex components of the project; evaluates quality and schedule of deliverables produced by staff; reviews and analyzes customer specifications for completeness of information and conformity to company standards; participates in meetings with customers when meetings are held on issues that require direct involvement of functions of the group; heads the design quality process; manages the release of design drawings; coordinates contractual requirements within engineering and project management; and may recruit, hire, train staff, evaluate employee performance, and recommend or initiate promotions, transfers, and disciplinary action.

Mechanical Engineer with four years of experience

10%	25%	Mean	75%	90%
\$77,971	\$85,097	\$94,438	\$103,775	\$113,019

Researches, develops, plans, and designs mechanical and electromechanical products and systems that may involve nanotechnology; and oversees and coordinates activities involved in fabrication, operation, application, installation, and repair of mechanical or electromechanical products and systems including electric generators, internal combustion engines, steam and gas turbines, power-using machines such as refrigeration and air-conditioning equipment, machine tools, material handling systems, elevators and escalators, industrial production equipment, and robots used in manufacturing.

Architect with three years of experience

10%	25%	Mean	75%	90%
\$64,499	\$70,323	\$77,981	\$85,557	\$93,153

Researches, plans, designs, and supervises construction of building projects for clients, according to their desires, needs and financial resources, and applying knowledge of design, construction procedures, zoning and building codes, and building materials; consults with clients to determine functional and spatial requirements of new structure or renovation; and prepares information regarding design, specifications, materials, color, equipment, estimated costs, and construction time.

Construction Inspector with four years of experience

10%	25%	Mean	75%	100%
\$58,124	\$63,461	\$70,541	\$77,437	\$84,355

Inspects construction of bridges, buildings, dams, highways, and other types of construction work to ensure that procedures and materials comply with plans and specifications; measures distances to verify accuracy of dimensions of structural installations and layouts; verifies levels, alignment, and elevation of installations using surveyor's level and transit; observes work in progress to ensure that procedures followed and materials used conform to specifications; examines workmanship of finished installations for conformity to standard and approves installation; interprets blueprints and specifications for contractor and discusses deviations from specified construction procedures to ensure compliance with regulations governing construction.

Plumber with three years of experience

10%	25%	Mean	75%	100%
\$53,817	\$58,335	\$64,450	\$70,293	\$76,300

Assembles, installs, and repairs pipes, fittings, and fixtures of heating, water, and drainage systems, according to specifications and plumbing codes; checks building plans and working drawings to determine work aids required and sequence of installations; and inspects structures to ascertain obstructions to be avoided to prevent weakening of structure resulting from installation of pipe.

Engineer City-Planning with three years of experience

10%	25%	Mean	75%	90%
\$53,027	\$57,408	\$63,294	\$68,976	\$74,823

Plans and develops short and long-term comprehensive programs and plans for development, growth, revitalization, and utilization of land and physical facilities of cities, counties, and metropolitan areas to maximize quality of life for the community and its residents; collects and analyzes data on economic, social, and physical factors affecting land use; projects future community needs; and prepares or requisitions graphic and narrative reports on data.

Position Descriptions and Recommendations

Current	Permit and Development Center Manager	PR 1IX (\$76,988 - \$107,782) FN: Recruitment at any point with DER and Chair of Finance and Personnel approval	One Position
Recommended	Permit and Development Center Manager	PR 1IX (\$76,988 - \$107,782) FN: Recruitment at \$95,795/any point with DER and Chair of Finance and Personnel approval	One Position

Under the direction of the DNS Trades Operations Director, directs all administrative and operational functions associated with the plan review and permit process including business planning, process improvement, and performance measurement; and is responsible for planning, developing, evaluating, implementing, and monitoring all technical and administrative policies and procedures of the development/permit center including the implementation and achievement of its goals and objectives, staff supervision, and budgetary activities.

Minimum qualifications include a bachelor's degree in planning, architecture, engineering, law, or related field; and five years of experience in project management or supervision in the areas architecture, engineering, construction, urban planning, plan examination, zoning administration, or economic development.

Current	Operations Manager – Development Center	PR 1GX (\$67,763 - \$94,870) FN: Recruitment at any point with DER approval.	One Position
Recommended	Operations Manager – Development Center	PR 1GX (\$67,763 - \$94,870) FN: Recruitment at \$89,692/any point with DER approval.	One Position

Under the direction of the DNS Commissioner and the Permit and Development Center Manager, this position manages or supports departmental projects and operations associated with the development process, including business planning, process improvement, and performance measurement; and is responsible for interdepartmental and intradepartmental coordination of projects, communications, and implementation.

Minimum requirements include a bachelor's degree in planning, architecture, engineering, or related field; and five years of experience in project management or supervision in the areas of urban planning, plan examination, zoning administration, or economic development.

Current	Mechanical Plan Examiner III	PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$71,741/any point with DER approval.	Two Positions
Recommended	Mechanical Plan Examiner III	PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$83,825/any point with DER approval.	Two Positions

This position examines plans, specifications, and other data pursuant to all regulations of the State of Wisconsin Plumbing Code, the City of Milwaukee Code of Ordinances, Milwaukee Water Works (MWW), Milwaukee Sewer Engineering, Stormwater Management, Milwaukee Health Department (MHD), Milwaukee Metropolitan Sewerage District (MMSD), and other regulatory agencies; and examines plans related to construction of all types of new structures and buildings, and proposed alterations and additions to existing buildings, parking lots, private sewer mains, private water mains, storm water detention basins, and related plumbing systems.

Minimum qualifications include a bachelor's degree in mechanical engineering or related field and four years of professional experience in the design and construction of plumbing for commercial buildings; or three years of experience as a licensed journey-level plumber.

Current	Plan Examiner III	PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$71,741/any point with DER approval.	Ten Positions
Recommended	Plan Examiner III	PR 2JN (\$63,585 - \$89,016) FN: Recruitment at \$83,825/any point with DER approval.	Ten Positions

This position examines plans, specifications, and other data pursuant to federal, state, and local regulations for the construction of new structures and buildings, and proposed alterations, additions, and repairs to existing structures and buildings and related mechanical systems.

Minimum requirements include a bachelor's degree in architecture, engineering, urban planning, building construction or related field; and three years of professional experience in building construction, building design, inspection, architecture, or related field.

Current	Mechanical Plan Examiner II	PR 2FN (\$49,260 - \$68,968) FN: Recruitment at \$67,651/any point with DER approval.	Underfill Title
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design, inspection, architecture, or related field.

Current	Plan Examiner Specialist	PR 2EN (\$46,212 - \$64,695) FN: Recruitment at \$57,293/at any point with DER approval.	Three Positions
Recommended	Plan Examiner Specialist	PR 2EN (\$46,212 - \$64,695) FN: Recruitment at \$64,695/at any point with DER approval.	Three Positions

Under the direction of the Permit and Development Center Manager, this position provides primary service to walk-in customers of the DNS Development Center who are seeking building permits and certificates, and/or information regarding City of Milwaukee building and zoning codes; and provides support to Plan Examiner IIs and IIIs in reviewing plans and preparing documents related to the issuance of building permits.

Minimum qualifications include a bachelor's degree in architecture, engineering, building construction, or related field; or four years of experience as a building construction inspector, construction trades inspector, construction superintendent, contractor, journey-level carpenter, mason, steamfitter, sheet metal worker, or code enforcement official.

Action Required – Effective Pay Period 24, 2022 (November 13, 2022).

*** See addendum included in CCFN: 220903 for Salary and Position Ordinance changes.**

Prepared by: Sarah Trotter
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: Harper Donahue
Harper Donahue, IV, Employee Relations Director



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Job Evaluation Report

City Service Commission Meeting: October 25, 2022

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Background

The Department of Employee Relations received a request from ERS Executive Director Bernard J. Allen to conduct a job evaluation study of the positions in the Employees' Retirement System. A number of ERS positions have already been approved for reallocation as a part of the business operations and human resources job study heard before the Committee on Finance and Personnel on September 14, 2022.

This job evaluation study makes recommendations on ERS leadership positions listed in the chart above. A further report will be forthcoming that makes recommendations for the remaining paraprofessional, professional and supervisory positions in the department.

In his request, Mr. Allen notes that on behalf of the Annuity & Pension Board, that pursuant to Chapter 36 of the Milwaukee City Charter, the administration of the ERS resides with the Board and that it is an IRS tax-qualified retirement plan fiduciary with a duty of loyalty to exclusively serve the interest of ERS members and beneficiaries. This fiduciary duty under the Wisconsin law of trusts requires our legal system's highest standard of care.

Mr. Allen further stated that ERS is a City agency by state law under the governance of the Board (and is not a City department.) The ERS is essentially a specialized financial institution, unlike any other City government operations, and competes for talent in the financial services employment market. Over many years, the realities of the employment markets have created tension for the Board's ability to faithfully operate the pension system in accordance with its fiduciary duty due to previous constraints of the Salary Ordinance. For context, the constraint of the Mayor's salary cap has been lifted by action of legislation approved by the Common Council on September 20, 2022 and subsequently approved by the Mayor.

The Board is obligated to prudently oversee the investment of the approximately \$6 billion of ERS trust assets, as well as its financial reporting, accounting, and information technology systems. Accordingly, the Board must be able to attract and retain competent staff in these disciplines.

To assist DER in conducting this market study, Mr. Allen provided the results of a market survey conducted by the National Council of Public Employee Retirements Systems (NCPERS). NCPERS has approximately 400 member public pension plans.

The timing of this job evaluation study is critical as this fall the Board must determine the City's pension contributions requirements for the next five years. The City pension contribution requirements largely depend upon the Board's confidence level in its ability to attain its long-term expected investment return. The Board's confidence level in turn, depends on the prospects of retaining highly skilled, experienced, and credentialed investment and executive staff in order to do so.

Cost of Labor Considerations

In determining the rates of pay recommended in the above chart, this report takes into consideration the cost of labor as reported by the Economic Resource Institutes, a salary survey to which DER subscribes as well as the pay data reported by the 2022 National Council of Public Employee Retirement Systems (NCPERS) Compensation Study.

ERI Market Data 10/18/2022

Investment Director

	Base Salaries					Incentive					Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
All Incumbents															
Level 1, 2, 3	131,629	149,044	171,513	196,891	221,241	25,143	29,780	35,060	40,533	45,630	156,772	178,824	206,573	237,424	266,871

Investment Director: Develops, designs, and implements investment programs as well as funding and investment objectives. Researches and analyzes economic conditions and investment markets to ensure strategic investment options.

Investment Manager

All Incumbents	Base Salaries					Incentive					Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1, 2, 3	112,001	129,331	149,800	173,411	196,321	13,397	14,937	17,787	21,248	24,193	125,398	144,268	167,587	194,659	220,514

Investment Manager: Manages various securities, including portfolios, or assets to meet specified investment goals for the benefit of the investors, who may be institutions or private investors. Manages or monitors the investments in accordance with legal and other requirements and restrictions. Invests and divests organization or client investments, providing investment counseling, financial analysis, asset selection, stock selection, plan implementation, and ongoing monitoring of investments. Designs, implements, and manages organization or client investments. Reviews or monitors investment policies, guidelines, and processes that will achieve market rate of return on invested funds. Monitors, analyzes, and interprets investment portfolio performance evaluation reports and makes recommendations to management or client on recommended changes. Provides investment operational support to organization or client. Reviews, observes, and monitors credit rating information of entities and compares against written investment guidelines to determine if securities traded are in compliance with written investment guidelines. Monitors contract compliance for other investment managers, custodian banks, and/or investment consultants. Analyzes investment portfolios to determine prudent bond swap/asset reallocation opportunities, generate additional yield, or minimize investment risk. Compiles and prepares spreadsheets, reports, and analyses. Develops, reviews, and makes recommendations for changes in organization's investment policies due to changing market conditions. Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively to provide quality seamless customer service. Researches and analyzes economic conditions and investment markets to ensure strategic investment options. Coordinates with top financial and investment officers to develop and implement key investment policies and procedures. Designs investment allocation structure. Collaborates with risk managers to review and rebalance portfolios.

Investment Strategist

All Incumbents	Base Salaries					Incentive					Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	89,988	98,054	108,476	118,868	129,047	15,479	16,865	18,613	20,438	22,181	105,467	114,919	127,089	139,306	151,228
Level 2	102,424	111,536	123,239	134,864	146,028	21,370	23,270	25,658	28,130	30,451	123,794	134,806	148,897	162,994	176,478
Level 3	118,905	129,358	142,602	156,004	168,882	29,956	32,590	35,862	39,312	42,581	148,861	161,949	178,464	195,316	211,463

Investment Strategist: Manages the investment strategies for an organization's investment assets, such as real estate holdings, fixed income, and equity securities. Develops overall investment goals and strategies, and implements work processes. Collaborates with other investment personnel. Analyzes the performance of a variety of investments, such as mutual funds, stocks, and bonds. Utilizes knowledge of fiduciary principles, regulatory legislation, market environments, and market trends that could impact the organization's investments. Develops investment solutions and an investment offering list for clients.

Information Technology Director

All Incumbents	Base Salaries					Incentive					Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1, 2, 3	115,526	132,399	152,382	175,517	197,924	12,642	13,873	16,715	19,744	22,383	128,168	146,272	169,097	195,261	220,307

Information Technology Director: Directs, plans, and schedules the development, production, and administrative processing of the organization's computer operations. Assigns and schedules work, or

delegates work to subordinate managers and supervisors, and reviews work. Ensures rapid, accurate, and efficient processing of corporation's workload by use of a computer-based system. Builds systems capability that reflects the highest state of technical sophistication consistent with the corporation's needs and budget. Ensures security of company's database. Recommends insights that contribute to overall company strategic management. Ensures corporation makes maximum use of the general system by providing for the education and training of the principal users.

Finance Manager

All Incumbents	Base Salaries					Incentive					Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	84,699	92,309	102,193	112,070	121,768	7,787	8,488	9,374	10,305	11,196	92,486	100,797	111,567	122,374	132,964
Level 2	96,451	105,089	116,225	127,353	138,050	9,193	10,016	11,054	12,138	13,157	105,644	115,105	127,280	139,491	151,207
Level 3	112,187	122,161	134,842	147,604	159,939	11,212	12,209	13,452	14,752	15,986	123,399	134,370	148,293	162,356	175,925

Finance Manager: Manages company financial matters, develops long-term strategies, and provides financial reports. Forecasts cash flow positions, related borrowing needs, and available funds for investment. Assures that sufficient funds are available to meet ongoing operational and capital investment requirements. Oversees the preparation of the company's budget; and reports to management on variances from the established budget and the reasons for those variances.

2022 National Council of Public Employee Retirement Systems (NCPERS) Compensation Study
Assets Under Management: \$2.5B - \$10B

Title	Base Salary Percentiles			Total Cash Compensation Percentiles		
	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Executive Director/CEO	199,400	234,900	252,600	199,400	234,900	252,600
Top executive within the organization. Plans, develops, establishes, and implements policies and objectives of organization. Ultimately responsible for the ongoing operations and performance of the entire organization. Reports to the organization's Board and represents the organization to external parties. Bachelor's degree and 10 years of relevant leadership experience within a public pension system or similar organization required. Master's degree in an applicable field preferred.						

Title	Base Salary Percentiles			Total Cash Compensation Percentiles		
	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Deputy Executive Director	127,200	162,600	177,600	127,200	162,600	177,600
Provides overall direction to critical non-investment departments, which may include member services, accounting and finance, procurement, information technology, human resources, communications, and office services. Serves as primary advisor to Executive Director on administrative (non-investment) functions. Bachelor's degree and 7 to 10 years of relevant supervisory experience within a public pension system or similar organization required. Master's degree in accounting, business administration, public administration, or a related field preferred						

	Base Salary Percentiles			Total Cash Compensation Percentiles		
Title	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Chief Investment Officer	220,500	271,500	359,000	220,500	271,500	422,900
Provides overall direction for all functions within the investment division. Serves as the primary investment/asset management advisor to the Board, Investment Committee, and Executive Director. 15+ years of multiple asset class experience with a comprehensive investment program, trust department, brokerage firm, or similar organization, master's degree in finance or related field, and Chartered Financial Analyst (CFA) designation required.						

	Base Salary Percentiles			Total Cash Compensation Percentiles		
Title	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Deputy Chief Investment Officer	160,400	182,800	234,800	160,400	182,800	234,800
Deputy Chief Investment Officer Summary: Supports the Chief Investment Officer in overseeing investment division activities and directing research efforts to aid allocation decisions across all asset classes included in policy. Leads activities to identify, implement, and monitor strategic value-added investment opportunities. Bachelor's degree in business administration, economics, finance, or closely related field and 10+ years of institutional investment experience required. Master's degree and Chartered Financial Analyst (CFA) designation strongly preferred.						

	Base Salary Percentiles			Total Cash Compensation Percentiles		
Title	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Chief Technology Officer	125,500	141,400	185,000	125,500	141,400	185,000
Provides overall direction for the information technology division with the major and highly technical program responsibilities of computer technology and telecommunications. Serves as primary IT program advisor to the Board and senior leadership. 15+ years of experience in computer programming, systems administration, or information technology and a bachelor's degree in computer science or a related field required						

	Base Salary Percentiles			Total Cash Compensation Percentiles		
Title	25 th Percentile	50 th Percentile	75 th Percentile	25 th Percentile	50 th Percentile	75 th Percentile
Chief Finance Officer	125,200	139,600	154,000	125,200	139,600	154,100
Provides overall general direction for the accounting division. Advises senior administration on financial programs. 15+ years' experience in all aspects of accounting and bachelor's degree in accounting, finance, or business administration required. Master's degree in accounting, finance, or public administration desired. Must have CPA and Certified Government Financial Manager certification.						

2022 National Council of Public Employee Retirement Systems (NCPERS) Compensation Study
Average Salary by Fund Assets: \$5 - \$10 billion

Title	Average Base	Average Bonus
Chief Investment Officer	\$261,212	\$133,335
Executive Director	\$226,006	\$23,305
Deputy Executive Director	\$185,814	\$16,126
Deputy Chief Investment Officer	\$195,756	<i>NSD</i>
Chief Technology Officer	\$127,597	\$11,705
Chief Financial Officer	\$140,011	\$8,915

Analysis and Recommendation

This report provides pay recommendations for key leadership and investment positions in the Employees' Retirement System which are under the governance of the Annuity & Pension Board. Recommendations take into consideration the cost of labor in southeastern Wisconsin via market data from ERI, as well as the results of the survey conducted by NCPERS. Recommendations have also taken into consideration - when and where appropriate - the classification level and rates of pay for other city government information technology and finance positions that perform similar work.

Furthermore, this report recommends the ability for the Annuity and Pension Board to conduct performance reviews and provide annual performance-based increases for key investment positions in the ERS.

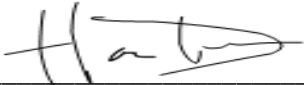
A follow-up report that addresses the remaining positions in the ERS will be presented before the City Services Commission and the Finance and Personnel Committee at a later date.

Action Required – Effective Pay Period 24, 2022 (November 13, 2022)

*** See addendum included in CCFN: 220903 for Salary and Position Ordinance changes.**

Prepared by: Andrea Knickerbocker

Andrea Knickerbocker, Human Resources Manager

Reviewed by:  _____

Harper Donahue, IV, Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Renee Joos
Director
Employee Benefits

Nicole Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: October 25, 2022

Various General City Departments

Current	Recommended
Customer Services Manager PR 1DX (\$55,962 - \$78,342) (One Position – City Treasurer)	Customer Services Manager PR 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 (One Position – City Treasurer)
Personnel Payroll Assistant II PR 6HN (\$37,821 - \$42,701) FN: Recruitment is at \$41,888 (One Position – DNS)	Human Resources Assistant PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$49,396 (One Position – DNS) (One Position – MHD)
Personnel Payroll Assistant III PR 5EN (\$41,311 - \$47,658) FN: Recruitment is at \$43,144 (One Position – MHD)	

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

The Department of Employee Relations has conducted a citywide pay study to evaluate rates of pay for various positions that perform duties related to human resources and business and financial operations. Discussions were held with department personnel, and job descriptions were provided and analyzed. The analysis and recommendation process included a review of a position’s duties and responsibilities, impact and accountability, relationship responsibilities, working conditions, as well as minimum education and experience requirements. This process also compared a classification’s rate of pay to the cost of labor in Southeastern Wisconsin. Market data was sourced from ERI, a salary survey to which Employee Relations subscribes, the Bureau of Labor Statistics, as well as salary survey information provided through MRA (The Management Association).

This report’s intent is to capture positions that were missed in the reports submitted and approved at the Civil Service Commission (September 13, 2022), Finance and Personnel Committee (September 14, 2022) and Fire and Police Commission (September 15, 2022). This report encompasses reclassification requests, title changes, and market adjustments to further align the City of Milwaukee’s rates of pay with the competitive labor market as well as internal positions that have through the years have evolved or taken on additional duties.

To follow suit with the prior approved reports, this report recommends that departments be allowed to recruit at any range for the titles in Pay Range 1AX to 1GX, 2AN to 2JN, and 2EX to 2JX with the approval of DER.

Furthermore, this report requests that this is effective Pay Period 20, 2022 as to eliminate transactions that are either duplicative in nature or would create unnecessary inequity with the peers of affected incumbents.

Current	Customer Services Manager	PR 1DX (\$55,962 - \$78,342)	One Position
Recommended	Customer Services Manager	PR 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467	One Position

This position is responsible for the supervision of the day-to-day operations of the Customer Services Division within the City Treasurer. Duties and responsibilities include:

- 60% Supervises the day-to-day operations of the Customer Services Division; and trains the Customer Services Division’s staff in division operations, methods, and procedures.
- 35% Reviews and approves installment and delinquent tax bill samples before production runs; reviews and approves requests for tax account status changes; processes real estate and personal property tax payments and special improvement bond payments through the Munis Tax System; prepares lottery and gaming credit forms, and direct debit ACH tax payment forms; prepares tax searches for attorneys, lending agencies, abstract companies, and realtors; issues duplicate combined property tax bills and collects any fees due; researches and prepares tax and special improvement bonds information for Certified Survey Maps; monitors the collection of pre-paid taxes through the Munis Tax System; affects the application for, or cancellation of, direct debit ACH installment tax payments to the Munis Tax System and sends confirmation correspondence of such actions to applicants; affects the application for, or cancellation of, State Lottery and Gaming Credits to the Munis Tax System; maintains Customer Services Division records according to the adopted record retention schedule; researches payment application issues brought to the attention of the Customer Services Division and makes the necessary corrections to the Munis Tax System and process such corrections through the iNovah Cashier System as required; prints Department of Public Works (DPW) accounts receivable invoices when required; sorts and processes rejected lock box payments; processes lock box manual deposits and maintains log of deposits made and the application of all such payments; updates and maintains the Munis Tax System mailing address file; confers with taxpayers and their legal counsel regarding tax account status, payments, complaints, and ownership difficulties through office visits, written correspondence, and/or telephone contact; researches and analyzes credit and debit memos received from the lock box agent and prepares the necessary documents and processes through the iNovah Cashier System; researches refund checks over \$500 to assure the correct payer is refunded; and serves as a liaison to escrow agents in the absence of the Customer Services Specialist.
- 5% Maintains and makes regular deposits from duplicate property tax bill cash drawer; compiles and maintains Standard Operating Procedures (SOP’s) for current job duties of division staff; and other duties or special projects as assigned commensurate with education, training, and experience.

DER Compensation staff made comparisons to internal City Positions and determined that the following positions perform work of similar level and complexity to the position of Customer Services Manager:

Classification	Function
<p>Title: Court Business Manager Pay Range: 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 and may be at any rate in the pay range with DER approval. Department: Municipal Court</p>	<p>This position is responsible for the general administration and management of various day-to-day operations of the Court, including: management of the Accounting Section staff, management of the collection of Court receivables within Generally Accepted Accounting Principles (GAAP) and cash control procedures, management of Court payables processing functions, budget development and management, and payroll management.</p>

<p>Title: Water Customer Service Manager Pay Range: 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 and may be at any rate in the pay range with DER approval. Department: DPW – Water Works</p>	<p>This position oversees the Customer Service function of the utility as a whole as well as provides direct management to the Business Section Customer Service work unit. Ensures effective and efficient response for the approx. 161,000 accounts of the utility; and provides telephone, fax, and counter activities including bill paying, request for account clarification, address changes, requests for service, etc.</p>
<p>Title: Procurement and Compliance Manager Pay Range: 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 and may be at any rate in the pay range with DER approval. Department: DCD</p>	<p>This position is responsible for managing procurement activities and contract compliance reporting for the Department of City Development (DCD), Neighborhood Improvement Development Corporation (NIDC) and Redevelopment Authority of the City of Milwaukee (RACM).</p>
<p>Title: Administrative Services Manager - Assessor Pay Range: 1HX (\$72,244 - \$101,137) FN: Recruitment is at \$79,467 and may be at any rate in the pay range with DER approval. Department: Assessor’s Office</p>	<p>This position assists the Assessor’s Office in the performance of all major functions necessary to administer the City’s Assessment Program in a manner that assures public confidence in the accuracy, productivity, and fairness.</p>

We therefore recommend moving the position of Customer Services Manager in Pay Range 1DX (\$55,962 - \$78,342) to Pay Range 1HX (\$72,244 - \$101,137) with a recruitment rate of \$79,467.

Current	Personnel Payroll Assistant II	PR 6HN (\$37,821 - \$42,701) FN: Recruitment is at \$41,888	One Position DNS
Current	Personnel Payroll Assistant III	PR 5EN (\$41,311 - \$47,658) FN: Recruitment is at \$43,144	One Position MHD
Recommended	Human Resources Assistant	PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$49,396	One Position DNS One Position MHD

Department of Neighborhood Services

This position provides administrative and project support to the Human Resources function within the Department of Neighborhood Services. This support will perform a wide array of HR functions, such as talent acquisition, records management, HR data and reporting, employee relations, talent retention and payroll. Duties and responsibilities include:

- 60% Process biweekly payroll for the Department of Neighborhood Services; handle all informational requests and paperwork for adding (new hires, transfers) and deleting (reassignments, retirements, leaves of absence, suspensions, etc.) employees from payroll; provide information regarding payroll related information to interested parties (employment verification, vacation balances); coordinate and collaborate with DER to achieve results; and process entries for increment raises, adjustments, etc. for employees.
- 15% Assist with managing confidential payroll/personnel records, including interviewing files, personnel files, and investigatory records; reconcile time owed and allowed reports; and maintain injury, OSHA, SLCIP and probationary reports.

- 10% Research and analyze data as requested by the DNS Human Resources Administrator, to assist with special reports and/ or projects as needed.
- 10% Assist with scheduling interviews and onboarding new employees.
- 5% Other duties as assigned.

Milwaukee Health Department

This position is responsible for payroll and personnel transactions and payroll statistics for the City of Milwaukee Health Department. The incumbent also provides support to the Human Resources Administrator and Human Resources Representatives. Duties and responsibilities include:

- 40% Process payroll and time-entry for all MHD employees; maintain employee personnel records, absences, and leave balances; process and maintain supporting documentation, such as personnel folders, sick leave applications, and personnel forms to support entries on biweekly timecards and employee history cards, and communicate with employees and/or supervisors to resolve and discrepancies; audit payroll and related reports for accuracy; generate various payroll reports for managers, departments, and agencies; prepare payroll and human resources documents; enter, review, edit, and approve time using the City's online time entry system; process special pay and calculate retroactive adjustments; enter and audit existing entries in HCM to ensure the data entered is accurate, reliable, and in compliance with the City Service Rules, Salary Ordinance, and payroll procedures; track employee personnel, payroll and benefit records using HCM software; process paperwork for employee injury claims, maintain OSHA log, and compile quarterly and yearly reports; perform calculation of clothing and/or uniform allowances, and submit requests to City Comptroller's Office; verify, calculate, and process monthly mileage reimbursement; assist Human Resources Administrator in regards to sensitive confidential personnel matters by compiling special data required for specific cases; compiles salary data on all staff for Business Operations Manager for preparation of annual MHD budget; update employee roster, vacancy status report, and visual organization inventory as assigned; prepare and assemble data or supporting documents required for data input into HRMS; partner with the Human Resources Representative to verify and determine FMLA eligibility and usage, also monitor usage to ensure employees are not exceeding the allowed benefits; and monitors Positions Ordinance, Salary Ordinance, and other records affecting MHD.
- 25% Maintain employee personnel files and medical records, including assuring security and confidentiality with such files; prepare and post all information to establish and maintain time/earnings history records; review history cards to establish vacation and salary anniversary dates and advise employees regarding eligibility for and changes in leave time benefits; prepare personnel transaction reports and required supporting documentation; work closely with staff from the Department of Employee Relations, and other City departments in acquiring and sharing needed data; and monitor unpaid leaves, and update years of service date.
- 15% Monitors and maintains the MHD payroll mailbox; determines eligibility, calculate salary rates, and at the request of the HR Administrator and the HR Representative, present information regarding payroll processing at NEO; respond to questions or concerns regarding payroll and/or benefits from new employees; determine payroll driven benefits for employees considering retirement, resignation, or other employment separation and prepare required documentation; respond to employee requests for information regarding benefit eligibility including but not limited to, military leave, funeral leave, sick leave, vacation, injury pay, comp-time, FMLA and medical leave; within working knowledge, responds to general inquiries from staff regarding personnel related policies, procedures, benefits, entitlements, and other matters; obtains and verifies facts and interpretations on problems by conferring with other sources

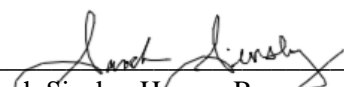
and by searching manuals, memos, and files; and refers more complex and sensitive questions and matters to the Human Resources Administrator or Human Resources Representative.

- 15% Provide information and respond to questions from the Department of Employee Relations, City Comptroller Office, and other City departments regarding employee status, including laid-off or separated employees; function as liaison with the City’s Pension Office in regards to employee’s enrollment in system and provide information to calculate final average salary; respond to telephone and written requests for employment and income verification; assist employees in resolving problems regarding health insurance plans and function as a liaison with the Employee Benefits Division; and complete documentation required by the Unemployment Office and answer questions in regards to laid-off, terminated MHD employees.
- 5% Provide training to staff and managers on MHD payroll practices on the request of the Human Resources Administrator; prepare employee packets for MHD New Employee Orientation (NEO) as needed; provide back-up to the Human Resources Representative for LOA, FMLA, and Employee Relations; serve as backup for the MHD HR mailbox; participate in various HR projects; serve on MHD committees as needed; and perform other duties as assigned, including responding to an emergency or broad impact event.

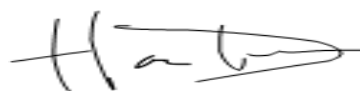
The responsibilities of each position now align with the classification of Human Resources Assistant. This recommendation is to reclassify both the aforementioned Personnel Payroll Assistant II in DNS (Pay Range 6HN \$37,821 - \$42,701– recruitment at \$41,888) and the Personnel Payroll Assistant III in MHD (Pay Range 5EN \$41,311 - \$47,658– recruitment at \$43,144) as Human Resources Assistants in Pay Range 5IN (\$47,274 - \$55,763) with a recruitment rate of \$49,396.

Action Required – Effective Pay Period 20, 2022 (September 18, 2022)

*** See addendum included in CCFN: 220903 for Salary and Position Ordinance changes.**

Prepared By: 
Sarah Sinsky, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	<u>10/21/2022</u>	File Number	<u>220903</u>	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	<u>Communication from the Department of Employee Relations regarding classification reports submitted to the October 25, 2022 City Service Commission meeting.</u>				

B	Submitted By (Name/Title/Dept./Ext.)	<u>Sarah Trotter/ Human Resources Representative / Employee Relations / x2398</u>
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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 type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify) _____	

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. 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. _____

JThis Note Was requested by committee chair.

Department of Employee Relations
Fiscal Note Spreadsheet for Report for Various Departments

City Service Commission Meeting of October 25, 2022
 Finance and Personnel Committee Meeting of October 26, 2022

NEW COSTS FOR 2022										
Pos.	Dept	From	PR	To	PR	Annual	Annual	Costs	Rollup	Rollup+ Sal
1	Neighborhood Services	Permit & Development Center Mgr	1IX	Permit & Development Center Mgr	1IX	\$94,554	\$98,669	\$475	\$66	\$541
1	Neighborhood Services	Operations Mgr - Development Center	1GX	Operations Mgr - Development Center	1GX	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Mechanical Plan Examiner III	2JN	Mechanical Plan Examiner III	2JN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Mechanical Plan Examiner III	2JN	Mechanical Plan Examiner III	2JN	\$71,741	\$83,825	\$1,394	\$285	\$1,679
2	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	\$78,915	\$83,825	\$567	\$116	\$682
1	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	\$77,656	\$86,340	\$1,002	\$205	\$1,207
2	Neighborhood Services	Plan Examiner II	2FN	Plan Examiner II	2GN	\$69,784	\$75,709	\$1,367	\$280	\$1,647
4	Neighborhood Services	Plan Examiner II	2FN	Plan Examiner II	2GN	\$67,751	\$73,504	\$2,655	\$543	\$3,198
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	\$59,012	\$66,636	\$880	\$180	\$1,060
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	\$57,293	\$64,695	\$854	\$175	\$1,029
1	Employees' Retirement Sys	Chief Investment Officer	1NX	Chief Investment Officer	1XX	\$147,336	\$233,117	\$9,898	\$1,386	\$11,070
1	Employees' Retirement Sys	Employees' Retirement Sys-Exec Dir	1MX	Employees' Retirement Sys-Exec Dir	1WX	\$147,336	\$219,921	\$8,375	\$1,173	\$9,163
1	Employees' Retirement Sys	Deputy Chief Investment Officer	1LX	Deputy Chief Investment Officer	1TX	\$130,521	\$179,272	\$5,625	\$788	\$6,413
1	Employees' Retirement Sys	Employee Retirement System-Dep Dir	1LX	Employee Retirement System-Dep Dir	1QX	\$111,959	\$155,036	\$4,970	\$696	\$5,666
1	Employees' Retirement Sys	Employees' Ret Sys-Chief Tech Officer	1MX	Employees' Ret Sys-Chief Tech Officer	1OX	\$132,600	\$133,225	\$72	\$10	\$82
1	Employees' Retirement Sys	ERS Chief Financial Officer	1IX	ERS Chief Financial Officer	1LX	\$88,880	\$120,134	\$3,606	\$505	\$4,111
1	City Treasurer	Customer Services Manager	1DX	Customer Services Manager*	1HX	\$66,167	\$81,851	\$4,223	\$591	\$4,814
1	Neighborhood Services	Personnel Payroll Assistant II	6HN	Human Resources Assistant*	5IN	\$39,744	\$50,878	\$2,998	\$613	\$3,611
1	Health	Personnel Payroll Assistant III	5EN	Human Resources Assistant*	5IN	\$42,550	\$50,878	\$2,242	\$459	\$2,701
23								\$51,203	\$8,069	\$59,272

Assume effective date is Pay Period 24, 2022 (November 13, 2022) unless otherwise indicated.
 *Assume effective date is Pay Period 20, 2022 (September 18, 2022).

NEW COSTS FOR FULL YEAR										
Pos.	Dept	From	PR	To	PR	Annual	Annual	Costs	Rollup	Rollup+ Sal
1	Neighborhood Services	Permit & Development Center Mgr	1IX	Permit & Development Center Mgr	1IX	\$94,554	\$98,669	\$4,115	\$576	\$4,691
1	Neighborhood Services	Operations Mgr - Development Center	1GX	Operations Mgr - Development Center	1GX	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Mechanical Plan Examiner III	2JN	Mechanical Plan Examiner III	2JN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Mechanical Plan Examiner III	2JN	Mechanical Plan Examiner III	2JN	\$71,741	\$83,825	\$12,084	\$2,471	\$14,555
2	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	\$78,915	\$83,825	\$4,910	\$1,004	\$5,914
1	Neighborhood Services	Plan Examiner III	2JN	Plan Examiner III	2JN	\$77,656	\$86,340	\$8,684	\$1,776	\$10,460
2	Neighborhood Services	Plan Examiner II	2FN	Plan Examiner II	2GN	\$69,784	\$75,709	\$11,850	\$2,423	\$14,273
4	Neighborhood Services	Plan Examiner II	2FN	Plan Examiner II	2GN	\$67,751	\$73,504	\$23,012	\$4,706	\$27,718
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	N/A	N/A	N/A	Above New Recruitment Rate	
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	\$59,012	\$66,636	\$7,624	\$1,559	\$9,183
1	Neighborhood Services	Plan Examiner Specialist	2EN	Plan Examiner Specialist	2EN	\$57,293	\$64,695	\$7,402	\$1,514	\$8,916
1	Employees' Retirement Sys	Chief Investment Officer	1NX	Chief Investment Officer	1XX	\$147,336	\$233,117	\$85,781	\$12,009	\$95,943
1	Employees' Retirement Sys	Employees' Retirement Sys-Exec Dir	1MX	Employees' Retirement Sys-Exec Dir	1WX	\$147,336	\$219,921	\$72,585	\$10,162	\$79,410
1	Employees' Retirement Sys	Deputy Chief Investment Officer	1LX	Deputy Chief Investment Officer	1TX	\$130,521	\$179,272	\$48,751	\$6,825	\$55,576

1	Employees' Retirement Sys	Employee Retirement System-Dep Dir	1LX	Employee Retirement System-Dep Dir	1QX	\$111,959	\$155,036	\$43,077	\$6,031	\$49,108
1	Employees' Retirement Sys	Employees' Ret Sys-Chief Tech Officer	1MX	Employees' Ret Sys-Chief Tech Officer	1OX	\$132,600	\$133,225	\$625	\$88	\$713
1	Employees' Retirement Sys	ERS Chief Financial Officer	1IX	ERS Chief Financial Officer	1LX	\$88,880	\$120,134	\$31,254	\$4,376	\$35,630
1	City Treasurer	Customer Services Manager	1DX	Customer Services Manager*	1HX	\$66,167	\$81,851	\$15,684	\$2,196	\$17,880
1	Neighborhood Services	Personnel Payroll Assistant II	6HN	Human Resources Assistant*	5IN	\$39,744	\$50,878	\$11,134	\$2,277	\$13,411
1	Health	Personnel Payroll Assistant III	5EN	Human Resources Assistant*	5IN	\$42,550	\$50,878	\$8,328	\$1,703	\$10,031
23								\$396,900	\$61,695	\$458,595

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