



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: May 23rd, 2023

Department of Administration – Office of the Director

Current	Recommended
<i>New Position</i>	Department of Administration-Deputy Director PR 1NX (\$108,037-\$151,255) FN: Recruitment is at \$130,724 (1 Position)

Board of Zoning Appeals

Current	Recommended
BOZA Administrative Coordinator PR 1CX (\$53,548-\$74,974) (1 Position)	BOZA Administrative Manager PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$93,989 (1 Position)
<i>New Position</i>	BOZA Administrative Supervisor PR 1FX (\$64,857-\$90,796) FN: Recruitment is at \$74,204 (1 Position)
Program Assistant I PR 5EN (\$42,137-\$48,611) FN: Appointment may be at any rate in the pay range with the approval of DER. (1 Position)	BOZA Administrative Assistant-Lead PR: 5KN (\$56,876-\$69,950) FN: Recruitment is at \$58,514 (1 Position)
Office Assistant IV PR 6HN (\$38,578-\$43,555) FN: Recruitment is at \$39,359 (1 Position)	BOZA Administrative Assistant 2 PR 6KN (\$40,190-\$47,224) FN: Recruitment is at \$40,918 (1 Position)
Office Assistant III (0.5 FTE) PR 6FN (\$32,460-\$39,958) FN: Recruitment is at \$36,119 (1 Position)	BOZA Administrative Assistant 1 (1.0 FTE) PR 6IN (\$38,427-\$45,086) FN: Recruitment is at \$38,970 (1 Position)

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

Background

Preston Cole, Administration Director, has requested the classification of a new Department of Administration - Deputy Director title. A job description was provided and discussions were held with Preston Cole, Administration Director, and Bryan Rynders, Budget and Fiscal Policy Operations Manager.

This job study also addresses the classifications of all Board of Zoning Appeals titles and the classification of a new BOZA Administrative Supervisor. DER staff did request that incumbent BOZA employees complete a job analysis questionnaire to discern job tasks and level of responsibility. The

task list was based upon both current and historical job descriptions, as well as previous classification studies.

The following recommendations for changes are based on a review of position descriptions of duties and responsibilities, knowledge/skills/abilities, minimum qualifications, and the job analysis survey completed by incumbents. Recommendations are supported by market data and salary comparisons with other employers.

DOA-Office of the Director

Current	Recommended
<i>New Position</i>	Department of Administration-Deputy Director PR 1NX (\$108,037-\$151,255) FN: Recruitment is at \$130,724 (1 Position)

Note: Residents receive a rate that is 3% higher

Duties & Responsibilities

Reporting to the Administration Director, the Deputy Director provides oversight of organizational, budgetary and human resources functions internal to the DOA and of programmatic divisions within the DOA, including the Community Development Grants Administration Division, the Office of Equity and Inclusion, the Office of African American Affairs, the Office of Violence Prevention, the Board of Zoning Appeals administrative staff, and the Environmental Collaboration Office.

Essential Functions

- Provide information, advice and counsel to the DOA Director and other managers relative to the planning, development and operation of services; 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.

Minimum qualifications include Bachelor's degree in business administration, public administration, or a closely related field from an accredited college or university and five years of progressively responsible, professional-level experience in management and policy development, including one-year overseeing providing strategic direction and supervising staff. Equivalent combinations of education and experience may be considered.

Market Rates & Internal Comparators

In conducting a market cost of labor analysis for this title, rates of pay from the Economic Research Institute (ERI), and neighboring jurisdictions job postings were considered.

The following table provides wage information from ERI for Operations Manager with 5 years of experience in southeastern Wisconsin communities:

Area Name	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Kenosha, Wisconsin	\$105,430	\$116,199	\$129,846	\$143,896	\$157,301
Madison, Wisconsin	\$98,680	\$108,973	\$121,975	\$135,267	\$148,129
Milwaukee, Wisconsin	\$104,962	\$115,989	\$129,891	\$144,126	\$157,855
Racine, Wisconsin	\$99,305	\$109,922	\$123,383	\$137,209	\$150,580
Waukesha, Wisconsin	\$105,432	\$116,489	\$130,427	\$144,699	\$158,457
West Allis, Wisconsin	\$105,399	\$116,458	\$130,412	\$144,716	\$158,511

Source: ERI, as of April 1, 2023

ERI defines an Operations Manager as a position that Manages and coordinates organization, branch, plant, or department operation strategies and activities; Collaborates in the development and implementation of organization policies, practices, procedures, and attainment of operating goals; Reviews, analyzes, and prepares reports, records, and directives, and confers with managers/supervisors to obtain data required for planning activities, such as new commitments, status of work in progress, and problems encountered; Assigns, or delegates responsibility for, specified work or functional activities and disseminates policies and objectives to supervisors/staff.

Comparison to Internal Position

Title	Special Deputy City Attorney
Pay Range	1NX (\$108,037-\$ 151,255)
Department	City Attorney
Basic Function	The Special Deputy City Attorney is a senior legal strategist to the City Attorney and directs the daily operations and activities of the Office of the City Attorney. The position has responsibility for evaluating all office practices in order to help mitigate risk; for optimizing the organization and utilizations of professional and administrative staff; and for guiding assignments to ensure integration and consistency with the City Attorney's vision and mission for the office. Position provides strategic leadership to the professional and administrative staff in the Office of the City Attorney and collaborates with the department's senior leaders in both developing and implementing the City Attorney's Office strategic plans
Minimum qualifications	Minimum requirements as established by the City Attorney's Office include a Juris Doctor and bachelor's degree; a license to practice law in the State of Wisconsin or the ability to obtain within six months of appointment; and three years each of legal experience, Senior Human Resources experience and legal management experience in a complex legal environment.

Analysis and Recommendation

As this position serves as an advisor to the Administration Director regarding complex and inter-related, large-scale, high visibility DOA program operations and administrative services as well as provides ongoing leadership and day-to-day guidance to senior management personnel, we recommend placement in pay range 1NX with a recruitment rate of \$130,724.

Board of Zoning Appeals Positions

BOZA is an independent agency authorized to hear appeals in matters related to the zoning ordinances. Board members are appointed by the Mayor and are confirmed by the Common Council. The BOZA Board performs as its own court, making it its own quasi-judicial body. The Board is required to follow procedures set forth by the City and State and to evaluate the facts in each case. BOZA hears approximately 700 appeals over the course of 12 hearings each year.

Current	Recommended
BOZA Administrative Coordinator PR 1CX (\$53,548-\$74,974) (1 Position)	BOZA Administrative Manager PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$93,989 (1 Position)

Note: Residents receive a rate that is 3% higher

Duties & Responsibilities

Under the direction of the Chair and Members of the City of Milwaukee Board of Zoning Appeals (BOZA), the BOZA Administrative Manager is responsible for supervising staff; overseeing administrative processes, records maintenance, and website management; chairing the Zoning Administration Group; representing BOZA before the public; and drawing upon zoning code knowledge and expertise to support Board activities. The BOZA Administrative Manager works closely with the Office of the City Attorney, the Office of the Mayor, the Common Council, the Department of Neighborhood Services (DNS), the Department of City Development (DCD), and other City departments to carry out BOZA-related functions. The BOZA Administrative Manager works closely with the Office of the City Attorney to ensure compliance with state statutes and ordinances, and to ensure the independence of the Board and its decision-making authority.

Administration:

- Supervise the work of the Board of Zoning Appeals (BOZA) staff, including hiring and discipline.
- Prepare and present an annual budget.
- Serve as custodian of records and maintain record retention policy.
- Accept service of papers and provide transcripts and records for cases appealed to Circuit Court.
- Communicate effectively with appellants.

Board of Zoning Appeals:

- Confer with the Administrative Officer, BOZA (Chair, Board of Zoning Appeals) on hearings, cases, and schedules.
- Confer with the Assistant City Attorneys and keep up-to-date on federal and state land use regulations and legislation that may impact BOZA.
- Review and draft requests for City Attorney opinions and advise Board members of changes.
- Work with Council Members and City departments on the status of appeals to mitigate confusion for appellants.
- Work closely with the Office of the City Attorney to ensure compliance with state statutes and ordinances, and to ensure the independence of the Board and its decision-making authority.

Zoning Administration Group

- Chair the Zoning Administration Group, confer with department heads and City staff, coordinate recommendations, and accept and review all applications.
- Meet with the Plan Examination staff on a regular basis to assist in the interpretation of the zoning code.
- Prepare legal written decisions for all cases that reflect the conditions agreed to by the Board.

- Provide consultation and general information to those submitting appeals.

Community Engagement and Collaboration

- Represent the Board to City departments, elected officials, and the public.
- Represent the Board at the Zoning Code Technical Committee meetings, and provide input on proposed land use regulations.
- Present information at community summits, seminars, and business fairs as needed.

Minimum qualifications include a Bachelor’s degree in urban planning, public administration or a comparable field from an accredited college or university, plus four years of experience performing duties related to this position including at least one year of related code enforcement or planning work involving some zoning ordinance administration; equivalent combinations of training and experience may be considered. Supervisory experience is desirable.

Market Rates & External Competitors

In conducting a market cost of labor analysis for these titles, rates of pay from the Economic Research Institute (ERI) and neighboring jurisdictions job postings were considered.

The following table provides wage information from ERI for Program Manager with 5 years of experience in southeastern Wisconsin communities:

Area Name	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Kenosha, Wisconsin	\$91,681	\$98,759	\$108,024	\$116,910	\$125,866
Madison, Wisconsin	\$85,714	\$92,371	\$101,191	\$109,692	\$118,221
Milwaukee, Wisconsin	\$90,965	\$98,188	\$107,673	\$116,765	\$125,885
Racine, Wisconsin	\$85,977	\$92,843	\$101,936	\$110,710	\$119,543
Waukesha, Wisconsin	\$91,390	\$98,635	\$108,147	\$117,263	\$126,407
West Allis, Wisconsin	\$91,364	\$98,604	\$108,114	\$117,234	\$126,389

Source: ERI, as of April 1, 2023

ERI defines a Program Manager as a position that manages programs to ensure that implementation and prescribed activities are carried out in accordance with specified objectives; plans and develops methods and procedures for implementing programs, directs and coordinates program activities, and exercises control over personnel responsible for specific functions or phases of programs.

Peer employers and the City of Milwaukee, sorted by minimum rate of pay:

City/ County	Title	Rates of Pay
City of Milwaukee	BOZA Administrative Coordinator	\$53,548-\$74,974
Dane County	Assistant Zoning Administrator	\$72,093-\$91,166
City of Sheboygan	Manager of Planning and Zoning	\$75,317-\$83,678
City of Madison	Zoning Administrator	\$89,130-\$107,300
Dane County	Zoning Administrator	\$96,158-\$124,238
Waukesha County	Planning & Zoning Manager	\$98,696-\$142,147
Fitchburg	Zoning Administrator	\$103,459-\$118,248

Pay Rates and Job Announcements for listed jurisdictions from 2022 and 2023

Analysis and Recommendation

This position was last studied in 2014 when the position’s duties and responsibilities grew significantly to include more technical expertise in the zoning code and federal and land use changes. The department has faced turnover and vacancies in their support staff since that report and this recommendation includes a significant change in classification to help support a

professional level of staff management. Though the reporting group is small, this position will be responsible for full range of human resources tasks including performance management and development, recruitment, leave administration, and disciplinary action.

Current	Recommended
<i>New Position</i>	BOZA Administrative Supervisor PR 1FX (\$64,857-\$90,796) FN: Recruitment is at \$74,204 (1 Position)

Note: Residents receive a rate that is 3% higher

Duties & Responsibilities

The BOZA Administrative Supervisor provides executive-level administrative support and performs a variety of tasks to prepare for the regular meetings of the Board of Zoning Appeals.

Board of Zoning Appeals Functions

- Assist the BOZA Administrative Manager with Zoning Administration Group coordination, including planning for monthly hearings, compiling documents, working with applicants and City staff, and providing general information to those submitting appeals.
- Coordinate with the BOZA Administrative Manager and the BOZA Board Chair regarding agenda items and Board meeting dates; prepare agendas for regular and special BOZA meetings.
- Communicate with Board members, Assistant City Attorneys, Common Council Members, Plan Examination staff, representatives of other City departments, court reporters, and appellants on behalf of the BOZA Administrative Manager.
- Prepare public meeting notices and other documents pertaining to meetings.
- Prepare summary minutes of BOZA proceedings, which become the official record upon approval.
- Independently prepare correspondence notifying interested parties of the results of Board actions.
- Organize agenda materials, ensuring proper distribution prior to meetings and appropriate recording and documentation following Board action.
- Handle logistics for Board meetings, including arranging for court reporters and rooms and related meeting preparation
- Review appeal requests for accuracy and timeliness.
- Communicate with appellants throughout the appeal process.
- Advise interest parties regarding Board policies and procedures.
- Assist with the provision of documents for cases appealed to the Circuit Court.
- Maintain a database of Board actions.
- Staff BOZA meetings in the absence of the BOZA Administrative Manager

BOZA Office Administration

- Oversee the work of the BOZA administrative support staff to ensure excellent customer service and efficient operation of the office
- Prepare general and confidential correspondence, presentations, and reports using word processing, spreadsheet, database, or presentation software.
- Proofread departmental documents.
- Perform general research, compile data, and prepare reports for the BOZA Administrative Manager.
- Assist with creating and maintaining departmental policies and procedures.
- Train new and existing support staff with proper procedures in day-to-day operations.
- Ensure that departmental supplies are purchased and invoices are paid.
- Assist the BOZA Administrative Manager with BOZA records maintenance; handle the destruction of records in accordance with established City protocols.

Minimum qualifications include a Bachelor’s degree in Urban Planning, Public Administration, Business Administration or a related field from an accredited college or university OR four years of experience performing work related to the essential functions listed above. Equivalent combinations of education and experience may be considered. Experience providing administrative support to a board or commission or in a legal support role is desirable.

Comparison to Internal Position

Title	Special Enforcement Supervisor
Pay Range	1FX (\$64,857-\$90,796)
Department	Department of Neighborhood Services
Basic Function	<p>Oversees all of the complexities incorporated with issuing occupancy permits throughout the City thus ensuring the appropriate application of the Zoning Codework on locally-designated historic structures.</p> <ul style="list-style-type: none"> • Respond to department-wide zoning requests. • Answer questions from citizens on code issues. • Answer citizen inquiries about monthly reinspection fees and orders. • Provide advanced, technical support to all sections of the Department. • Provide priority guidance on daily work and special assignments • Authorize work schedules, vacations and maintain payroll records. Approve bi-weekly timecards
Minimum qualifications	Associate degree and 3 years of code enforcement experience. Equivalent combinations of education and experience may also be considered.

Analysis and Recommendation

The internal comparator position of Special Enforcement Supervisor reviews applications submitted to the Board of Zoning Appeals, writes DNS conditions of approval for BOZA applications, and represents DNS at Board of Zoning Appeals hearings. This new position for BOZA shares similar tasks and also performs ancillary duties associated with meeting preparation and staffing. We recommend placing the position in the same pay range as the Special Enforcement Supervisor, and adding a recruitment rate of \$74,204 to prevent any pay compression with past direct reports from DER.

BOZA Administrative Support Staff

A review of current BOZA staff members was completed via a review of Job Descriptions, historical job studies, and a job analysis questionnaire. The questionnaire was completed by current staff and staff that have been recently promoted to other departments.

The job analysis indicated that all three support positions perform similar tasks in support of the Board in an ‘all hands-on deck’ effort to adhere to the hearing calendar that dictates when administrative tasks are due. Tasks include:

Board Support Responsibilities:

- Assist appellants in filing Board applications; checking for completeness and accuracy and providing general information about Board procedures, timing and requirements.
- Assemble and process application materials for special uses and variances.
- Refer application materials to Building Inspection for their preparation of denial letters.
- Review all letters of denial for accuracy when completed.
- Prepare transmittal letters to City Plan Commission and various departments and agencies, where applicable, on all Special Uses that require study and reports.
- Provide information to the general public, appellants, other departments and agencies and alderpersons.

- Make sure Board of Zoning Appeals hearings are published and petitioners and interested parties are noticed by mail.
- Assist in monthly hearing preparations, organization of case files, mailing of notices, and preparation of materials for Board of Zoning Appeals Members.

The positions become unique in their work beyond the Board with varying levels of responsibility.

Current	Recommended
Program Assistant I PR 5EN (\$42,137-\$48,611) FN: Appointment may be at any rate in the pay range with the approval of DER. (1 Position)	BOZA Administrative Assistant - Lead PR: 5KN (\$56,876-\$69,950) FN: Recruitment is at \$58,514 (1 Position)

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

Duties & Responsibilities

Under guidance from department leadership, the BOZA Administrative Assistant - Lead performs higher-level department support functions, serves as a lead worker to office support personnel, reviews the work of others, and provides general input on employee performance to the supervisor.

Board Support

- Assists in completing all Board Support functions

Administrative Support

- Compose and prepare routine correspondence.
- Answer telephone calls, provide information, and accurately handle received information.
- Handles incoming and outgoing mail.

Payroll Administration

- Assist with entering payroll-related data and verifying time entry.
- Assist with onboarding new employees and record staff changes using the human resources information system.

Lead work

- Assume lead responsibility for directing and training clerical staff and/or temporary contract staff.
- Develop manuals and job aids outlining office procedures.
- Serve as the departmental training coordinator.

Minimum qualifications include four years of progressively responsible administrative support experience performing duties closely related to this position. Equivalent combinations of experience and credentials may be considered

Analysis and Recommendation

In reviewing both the job analysis questionnaire and the duties of this position, we recommend a Lead title and a higher rate of pay than the two other support staff members. This position performs higher-level support functions including payroll administration and lead worker duties, providing training, work assignments, and reviewing the work of others.

Current	Recommended
Office Assistant IV PR 6HN (\$38,578-\$43,555) FN: Recruitment is at \$38,970 (1 Position)	BOZA Administrative Assistant 2 PR 6KN (\$40,190-\$47,224) FN: Recruitment is at \$40,918 (1 Position)

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

Duties and Responsibilities

Board Support

- Assists in completing all Board Support functions
- Sort and prepare all historic case files for scanning into digital format while following established indexing procedures.

Administrative Support

- Review all letters of denial for accuracy when completed.
- Composes and prepares routine correspondence.
- Handles incoming and outgoing mail.
- Answers telephone calls, provides information, and accurately handles received information.

Payroll Administration

- Serve as back up to BOZA Administrative Assistant 2 in entering payroll-related data and verifying time entry.

Minimum qualifications include two years of progressively responsible office support experience performing duties closely related to this position. Equivalent combinations of experience and credentials may be considered.

Current	Recommended
Office Assistant III (0.5 FTE) PR 6FN (\$32,460-\$39,958) FN: Recruitment is at \$36,119 (5 Positions)	BOZA Administrative Assistant 1 (1.0 FTE) PR 6IN (\$38,427-\$45,086) FN: Recruitment is at \$38,970 (1 Position)

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

Duties and Responsibilities

This position organizes and prepares all historic files for scanning into digital format; and assists with various office and administrative duties for the BOZA office including assisting appellants with filing of BOZA applications, preparing for monthly hearings, and answering questions related to the zoning code and the Board’s procedures.

Board Support

- Assists in completing all Board Support functions

Administrative Support

- Composes and prepares routine correspondence.
- Handles incoming and outgoing mail.
- Answers telephone calls, provides information, and accurately handles received information.

Minimum qualifications include one year of office support experience performing duties closely related to this position. Equivalent combinations of experience and credentials may be considered.

Market Rates

In conducting a market cost of labor analysis for these titles, rates of pay from the Economic Research Institute (ERI) was considered.

General Clerk

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
7	\$39,884	\$42,473	\$46,124	\$49,236	\$52,594
6	\$38,931	\$41,452	\$45,021	\$48,060	\$51,339
5	\$37,913	\$40,359	\$43,837	\$46,794	\$49,992
4	\$36,871	\$39,238	\$42,619	\$45,489	\$48,606
3	\$35,808	\$38,096	\$41,374	\$44,153	\$47,184
2	\$34,732	\$36,940	\$40,111	\$42,793	\$45,735
1	\$33,651	\$35,782	\$38,844	\$41,426	\$44,274

Source: ERI, Data as of April 1st, 2023

The following table provides wage information from ERI for Assistant Clerk in southeastern Wisconsin communities:

Area Name	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Kenosha, Wisconsin	\$36,197	\$38,621	\$42,068	\$44,945	\$48,123
Madison, Wisconsin	\$34,879	\$37,089	\$40,237	\$42,865	\$45,750
Milwaukee, Wisconsin	\$34,865	\$37,136	\$40,393	\$43,136	\$46,178
Racine, Wisconsin	\$34,298	\$36,638	\$39,938	\$42,655	\$45,621
Waukesha, Wisconsin	\$34,965	\$37,246	\$40,523	\$43,289	\$46,360
West Allis, Wisconsin	\$34,978	\$37,257	\$40,534	\$43,302	\$46,374

Source: ERI, as of January 1, 2023

ERI defines a General Clerk as a position that:

- *Assists department, performing any combination of clerical duties requiring general knowledge and application of various work methods and procedures that may be complex.*
- *Types or enters information into computer to prepare correspondence.*
- *Prepares, issues, and sends out receipts, bills, policies, invoices, statements, and checks.*
- *Conducts limited research.*
- *Operates various office machines, opens and routes incoming mail, answers correspondence, and prepares outgoing mail.*
- *Answers telephones, conveys messages, and runs errands.*
- *Stamps or numbers forms by hand or machine, and photocopies documents.*

Analysis and Recommendation

As the current recruitment rate for these positions falls below the mean survey pay rate for years of experience required, a slight increase for this group of employees is recommended. These positions perform tasks beyond standard office administration that require at least a basic working knowledge of City policies, ordinances, land use regulations, legislation, and zoning codes., etc. As the Office Assistant IV also serves as the back to the Program Assistant I in payroll related duties and also requires one more year of experience for entry, at a rate above the Office Assistant III is recommended.

Action Required – Effective Pay Period 17, 2023 (August 6, 2023)

Prepared by: Sarah Wangerin
Sarah Wangerin, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

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