



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Molly King**  
Employee Benefits Director

**Veronica Rudychhev**  
Labor Negotiator

July 17, 2024

To the Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File # 240469 – Communication from the Department of Employee Relations amending the Salary Ordinance to provide certification and/or license incentives for various positions within the Department of City Development.*

Dear Committee Members:

This communication requests an amendment to the Salary Ordinance to add provide a 3% increase for possessing an AICP (American Institute of Certified Planners) certification, an EDFP (Economic Development Finance Professional) certification, a PCED (Professional Community and Economic Developer) certification, becoming a Licensed Appraiser by the State of Wisconsin, and/or becomes a Real Estate Salesperson or Broker. This is a follow-up request to the February 23, 2024 report that included the positions with the Department of City Development's Real Estate, Commercial Corridor, and Economic Development sections.

In conversations with the department, the above listed certifications would improve and enhance business operations by creating a more knowledgeable, accredited staff. The following justifications have been provided for each certification:

AICP (American Institute of Certified Planners): The work of the Commercial Corridor Team (CCT) is, at its core, tied to the field of urban planning. The AICP certification ensures that staff understand the systemic market-based, social, and historical forces that continue to shape commercial corridors throughout the City of Milwaukee, and that understanding in turn allows staff to make better-informed and more effective decisions while administering small business assistance. Certification and mandatory continuing education will inform staff about the legal and administrative framework for different Federal, State, and local funding sources that could be leveraged to further enhance Milwaukee's business districts and neighborhoods. Additionally, the AICP Code of Ethics binds its holders to a set of professional ethical standards, making CCT staff even more accountable to the public trust. For the Real Estate staff, the AICP certification enhances their standing in the community development arena, and provides a basis for their expertise amongst their coworkers, public officials, project collaborators, and the public. AICP Certified staff persons are showing they have a knowledge of social justice principals and engaging community members to solicit feedback for real estate development and land use, which is core to the duties of Real Estate positions, and is lived out through the everyday work drafting and evaluating RFPs and RFQs with committees, the public, the politicians and other stakeholders that they are involved in daily.

EDFP (Economic Development Finance Professional): This certification provides training and skills needed for successful economic development professionals, such as business credit analysis, real estate finance analysis, loan packaging procedures, negotiating skills, and deal structure techniques. Understanding and mastering these concepts allow economic development professionals to review projects and negotiate deals in a manner that furthers the economic development goals of the City while minimizing risk to taxpayers. This would be valuable for the Real Estate staff as well, as it would give them the comprehensive knowledge of development finance concepts

and applications that can be used in daily interactions such as coming up with creative solutions to move development projects forward.

**PCED (Professional Community and Economic Developer):** Community and economic development is at the heart of the Department of City Development's mission, and the Commercial Corridor Team furthers that mission by providing a wide range of services and financial assistance to the Milwaukee's neighborhood commercial areas. The PCED certification will enable CCT staff to expand their ability to identify community assets within Milwaukee's business and neighborhood improvement districts, help community leaders to identify attainable goals, effectively encourage collaboration between public and private stakeholders, and respond knowledgeably with possible solutions to a broad range of economic and quality of life issues. The recertification and continuing education requirements will ensure that certified staff are continually able to apply cutting edge community and economic development best practices to Milwaukee's commercial corridors.

**Licensed Appraiser – State of Wisconsin:** Due to recent changes by the legislature (WI State Statute 75), new appraisal requirements are now effective. This license is important for the entire Real Estate staff who are involved in the pricing and sale of properties, which is the Real Estate Development Specialists and their supervisors (Commercial and Residential Property Disposition Managers). Now an appraiser's opinion is required as part of the statute. Any potential ways around the requirement would open the City to liability for claims of inaccurate pricing. Providing this licensing will serve to limit liability to the City. Furthermore, an appraisal license would be beneficial to the Real Estate and Development Manager as the DCD and Mayoral Appointment to the Airspace Rights Committee. In the past, there was little large-scale new construction, and airspace rights requests were rare and now they are more frequent. The ability to keep abreast of changes and updates in methodologies in this area will have direct impacts in the Airspace Committee, as well as in other valuation task conducted daily.

**Real Estate Salesperson/ Real Estate Broker – State of Wisconsin:** Real Estate staff sell real estate as part of their daily work. The standard for selling real estate is the real estate license, either a broker license or a salesperson license. The staff are responsible for going to properties, assessing properties, evaluating the condition, evaluating what needs to be done to sell properties, and using the MLS system to sell properties. The team needs at least two Brokers on staff to have access to the system (one named Broker and one back up in case of vacancy). The people who buy City houses are all represented by a real estate agent or broker that is part of a real estate brokerage run by a broker. To have all staff able to use the required systems, know the exact terminology, and be compliant with all ethics guidelines and laws is the best standard to operate under. To date, the lack of licensure by people communicating about real estate without licensure has been somewhat of a liability to date. Offering this incentive will cure the potential liability.

This communication recommends the following titles be eligible for the listed incentive pay, with a cap of 10%.

<b>Job Title</b>	<b>Recommended Certification/License</b>	<b>2nd Recommended Certification/License</b>	<b>3rd Recommended Certification/License</b>
DEVELOPMENT PROJECTS ADMINSTRATOR	EDFP		
ECONOMIC DEVELOPMENT SPECIALIST	EDFP		
ECONOMIC DEVELOPMENT SPECIALIST - LEAD	EDFP		
NEIGHBORHOOD BUSINESS DEV ADMINISTRATOR	AICP	PCED	
NEIGHBORHOOD BUSINESS DEVELOPMENT SPECIALIST	AICP	PCED	
NEIGHBORHOOD BUSINESS DEVELOPMENT SPECIALIST	AICP	PCED	

NEIGHBORHOOD BUSINESS DEVELOPMENT SPECIALIST	AICP	PCED	
COMMERCIAL PROPERTY DISPOSITION MANAGER	Real Estate Salesperson / Real Estate Broker	Licensed Appraiser - State of Wisconsin	
ENVIRONMENTAL PROJECT COORDINATOR – SENIOR*	Licensed Appraiser - State of Wisconsin	EDFP	Real Estate Salesperson / Real Estate Broker
ENVIRONMENTAL PROJECT COORDINATOR – SENIOR*	Licensed Appraiser - State of Wisconsin	EDFP	Real Estate Salesperson / Real Estate Broker
PROPERTY MANAGEMENT SUPERVISOR	Real Estate Salesperson - State of Wisconsin	AICP	
PROPERTY MANAGER	Real Estate Salesperson - State of Wisconsin	AICP	
REAL ESTATE AND DEVELOPMENT MANAGER	Real Estate Salesperson / Real Estate Broker	Licensed Appraiser - State of Wisconsin	AICP
REAL ESTATE DEVELOPMENT SPECIALIST*	Licensed Appraiser - State of Wisconsin	Real Estate Salesperson - State of Wisconsin	
REAL ESTATE DEVELOPMENT SPECIALIST*	Licensed Appraiser - State of Wisconsin	Real Estate Salesperson - State of Wisconsin	
REAL ESTATE DEVELOPMENT SPECIALIST*	Licensed Appraiser - State of Wisconsin	Real Estate Salesperson - State of Wisconsin	
REAL ESTATE DEVELOPMENT SPECIALIST*	Licensed Appraiser - State of Wisconsin	Real Estate Salesperson - State of Wisconsin	
REAL ESTATE DEVELOPMENT SPECIALIST*	Licensed Appraiser - State of Wisconsin	Real Estate Salesperson - State of Wisconsin	
REAL ESTATE DEVELOPMENT SPECIALIST - SENIOR	Licensed Appraiser - State of Wisconsin	EDFP	Real Estate Salesperson / Real Estate Broker
REAL ESTATE DIRECTOR	Licensed Appraiser - State of Wisconsin	EDFP	Real Estate Salesperson / Real Estate Broker
REAL ESTATE SALES SPECIALIST	Licensed Appraiser - State of Wisconsin	Real Estate Broker - State of Wisconsin	AICP
REAL ESTATE SALES SPECIALIST	Licensed Appraiser - State of Wisconsin	Real Estate Broker - State of Wisconsin	AICP
RESIDENTIAL PROPERTY DISPOSITION MANAGER	Licensed Appraiser - State of Wisconsin	AICP	

\* Note – Position is already eligible for AICP Certification Incentive Pay.

This communication further recommends a designated flat rate of \$120 biweekly for employees who are designated to hold the Real Estate Broker License for the City. The position of Residential Property Disposition Manager requires the incumbent to hold a Real Estate Broker License within 90 days of appointment making them ineligible for the incentive pay per policy. However, the City should to maintain two Real Estate Brokers on the real estate staff in case of vacancies to avoid disruption of the City's access to the Multiple Listing Service (MLS) System. The City Real Estate team uses the MLS to share properties for sale. This is the method that reaches the largest number of buyers and sales people (Brokers and Agents) who have buyers for listings. If the City were to have no individuals on staff who have a Broker License, the City would not be able to access the MLS system and business operations would be severely impacted.

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

In the Salary Ordinance:

Under Pay Range 1NX:

- Create footnotes (5), (6), and (7) and apply to the title 'Real Estate Director':  
 (5) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.  
 (6) An employee possessing an EDPF Certification to be paid an additional 3%.

(7) An employee possessing a State of Wisconsin Real Estate Salesperson or Broker License to be paid an additional 3%.

Under Pay Range 1MX:

- Create footnote (11) and apply to the title 'Development Projects Administrator':  
(11) An employee possessing an EDPF Certification to be paid an additional 3%.
- Create footnotes (12) and (13):  
(12) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.  
(13) An employee possessing a State of Wisconsin Real Estate Salesperson or Broker License to be paid an additional 3%.
- Apply footnote (7), (12) and (13) to the title 'Real Estate and Development Manager'

Under Pay Range 1KX:

- Create footnotes (12), (13), (14), and (15):  
(12) An employee possessing a PCED Certification to be paid an additional 3%.  
(13) An employee possessing a Real Estate Salesperson or Broker License to be paid an additional 3%.  
(14) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.  
(15) The employee designated to hold the State of Wisconsin Broker License for the City shall receive an additional \$120 per pay period.
- Apply footnotes (2) and (12) to the title 'Neighborhood Business Development Administrator'.
- Apply footnotes (13) and (14) to the title 'Commercial Property Disposition Manager'.
- Apply footnotes (2), (14) and (15) to the title 'Residential Property Disposition Manager'.

Under Pay Range 1HX:

- Create footnotes (19) and (20) and apply to the title 'Property Management Supervisor':  
(19) An employee possessing an AICP License to be paid an additional 3%.  
(20) An employee possessing a State of Wisconsin Real Estate Salespersons License to be paid an additional 3%.

Under Pay Range 2OX:

- Create footnote (6) and apply to the title 'Economic Development Specialist – Lead'.  
(6) An employee possessing an EDPF Certification to be paid an additional 3%.

Under Pay Range 2MX:

- Delete contents under footnote (15) and replace with the following:  
(15) An employee possessing an EDPF Certification to be paid an additional 3%.
- Apply footnote (15) to the title 'Economic Development Specialist'.
- Create footnotes (17) and (18):  
(17) An employee possessing a Real Estate Salesperson or Broker License to be paid an additional 3%.  
(18) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.
- Apply footnotes (8), (17) and (18) to the titles 'Environmental Project Coordinator – Senior' and 'Real Estate Development Specialist – Senior'.

Under Pay Range 2LX:

- Create footnotes (15), (16), and (17):  
(15) An employee possessing a PCED Certification to be paid an additional 3%.  
(16) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.  
(17) An employee possessing a Real Estate Salespersons License to be paid an additional 3%.
- Apply footnotes (12) and (15) to the title 'Neighborhood Business Development Specialist'
- Apply footnotes (16) and (17) to the title 'Real Estate Development Specialist'


Under Pay Range 2KN:

- Create footnotes (13), (14), and (15) and apply to the title 'Real Estate Sales Specialist':  
(13) An employee possessing an AICP Certification to be paid an additional 3%.  
(14) An employee possessing a State of Wisconsin Appraiser License to be paid an additional 3%.  
(15) An employee possessing a Real Estate Broker License to be paid an additional 3%.

Under Pay Range 2JN:

- Create footnotes (14) and (15) and apply to the title 'Property Manager':  
(14) An employee possessing an AICP Certification to be paid an additional 3%.  
(15) An employee possessing a Real Estate Salesperson License to be paid an additional 3%.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Harper Donahue, IV". The signature is stylized with a large "H" and a long, sweeping underline.

Harper Donahue, IV  
Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

A	Date	7/24/2024	File Number	240469	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	Communication from the Department of Employee Relations regarding the costs of amending the Salary Ordinance to provide certification and/or license incentives for various positions within the Department of City Development.				

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 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)	

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 \$10,992. The total cost for a full year is \$28,579. 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.**

NEW COSTS FOR 2024												
Pos.	Dept	From	PR	To	PR	CURRENT Annual	NEW Annual	EffPP	Costs	Rollup	Rollup+ Sal	
1	DCD	Real Estate Developmt Spec	2LX	3% biweekly certification and/or license incentive	2LX	\$104,778	\$107,921	17	\$1,209	\$169	\$1,378	
1	DCD	Real Estate Developmt Mgr	1MX	3% biweekly certification and/or license incentive	1MX	\$135,000	\$130,585	17	\$1,463	\$205	\$1,668	
1	DCD	Development Projects Adminstr	1MX	3% biweekly certification and/or license incentive	1MX	\$141,610	\$145,859	17	\$1,634	\$229	\$1,863	
1	DCD	Economic Dev Specialist	2MX	3% biweekly certification and/or license incentive	2MX	\$115,256	\$118,713	17	\$1,330	\$186	\$1,516	
1	DCD	Economic Development Spec Lead	2OX	3% biweekly certification and/or license incentive	2OX	\$126,781	\$130,585	17	\$1,463	\$205	\$1,668	
1	DCD	Neighborhood Business Dev Adm	1KX	3% biweekly certification and/or license incentive	1KX	\$116,409	\$119,901	17	\$1,343	\$188	\$1,531	
1	DCD	Residential Property Dispo Mgr	1KX	\$120 biweekly for Real Estate Broker License designation	1KX	\$0	\$3,120	17	\$1,200	\$168	\$1,368	
7									9,642	1,350	\$10,992	

Assume effective date is Pay Period 17, 2024 (August 8, 2024) unless otherwise indicated.  
 Note: Totals may not be to the exact dollar due to rounding.  
 Note: Totals may fluctuate depending on staff attaining and maintaining incentivized certifications.

NEW COSTS FOR FULL YEAR												
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal	
1	DCD	Real Estate Developmt Spec	2LX	3% biweekly certification and/or license incentive	2LX	\$104,778	\$107,921	1	\$3,143	\$440	\$3,583	
1	DCD	Real Estate Developmt Mgr	1MX	3% biweekly certification and/or license incentive	1MX	\$135,000	\$130,585	1	\$3,804	\$532	\$4,336	
1	DCD	Development Projects Adminstr	1MX	3% biweekly certification and/or license incentive	1MX	\$141,610	\$145,859	1	\$4,248	\$595	\$4,843	
1	DCD	Economic Dev Specialist	2MX	3% biweekly certification and/or license incentive	2MX	\$115,256	\$118,713	1	\$3,458	\$484	\$3,942	
1	DCD	Economic Development Spec Lead	2OX	3% biweekly certification and/or license incentive	2OX	\$126,781	\$130,585	1	\$3,804	\$532	\$4,336	
1	DCD	Neighborhood Business Dev Adm	1KX	3% biweekly certification and/or license incentive	1KX	\$116,409	\$119,901	1	\$3,492	\$489	\$3,981	
1	DCD	Residential Property Dispo Mgr	N/A	\$120 biweekly for Real Estate Broker License designation	N/A	\$0	\$3,120	1	\$3,120	\$437	\$3,557	
7									\$25,069	\$3,510	\$28,579	

Note: Totals may not be to the exact dollar due to rounding.  
 Note: Totals may fluctuate depending on staff attaining and maintaining incentivized certifications.