



Department of Public Works  
Operations Division

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

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

October 5, 2022

Alderwoman Marina Dimitrijevic  
Chair, Finance and Personal Committee  
Milwaukee Common Council

Subject: DPW Operations and Transportation Supervisory Ratios

Dear Alderwoman Dimitrijevic;

The table below reports counts of management and non-management employees in DPW - Fleet, Sanitation and Forestry.

	Fleet		Sanitation		Forestry	
	2022	2023	2022	2023	2022	2023
<b>Field/Non-Mgt</b>	178	167	418	425	159	148
<b>Managers</b>	16	16	36	36	16	16
<b>Ratio</b>	11.1:1	10.4:1	10.6:1	10.8	9.9:1	9.3:1

Levels of management oversight are determined by section, and consider such factors as employee safety, technical knowledge needed to perform a task, geographic logistics of an operation and emergency services. Managers also perform administrative work such as recruiting, interviewing, hiring and orientating new employees. Due to an increasing number of newer employees, managers have also been spending more time training and mentoring new hires. Lastly, managers in all four sections manage snow operations. This includes supervising drivers during ice control and/or plowing operations, as well as yard and administrative staff who perform snow related tasks. Managers also monitor citizen requests during snow operations and disseminate work orders out to snow drivers.

Sincerely,  
Danielle Rodriguez, M.B.A.

Director of Operations  
Department of Public Works

C: Jerrel Kruschke, P.E.





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Alderwoman Marina Dimitrijevic  
Chair, Finance and Personal Committee  
Milwaukee Common Council

Subject: Transportation Supervisory Ratios

Dear Alderwoman Dimitrijevic;

The table below reports counts of management and non-management employees within the Transportation Fund.

	Transportation	
	2022	2023
<b>Field/Non-Mgt</b>	116	117
<b>Managers</b>	15	16
<b>Ratio</b>	7.7:1	7.3:1

Levels of management oversight consider such factors as employee safety, technical knowledge needed to perform a task, coverage of all three shifts, operations on weekends and operations during special events. Transportation managers also perform administrative work such as recruiting, interviewing, hiring and orientating new employees. Due to an increasing number of newer employees, Transportation managers have also been spending more time training and mentoring new hires. Lastly, the Transportation section performs important work during snow operations, and managers are called in to manage parking and towing related snow operations.

Sincerely,  
Danielle Rodriguez, M.B.A.

Director of Operations  
Department of Public Works

C: Jerrel Kruschke, P.E.

