



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole M. Fleck**  
Labor Negotiator

July 24, 2023

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File No. 230453 – Communication from the Department of Employee Relations relating to classification studies approved at the July 20, 2023 Fire and Police Commission meeting.*

Dear Committee Members:

The following classifications and pay recommendations were approved at the Fire and Police Commission meeting on July 20, 2023.

### Department of Emergency Communications

Current	Recommended
911 Dispatcher PR 5IN (\$48,220-\$56,878) Actual Range (\$65,407 - \$80,442) Appoint may be at any rate in the range with the approval of DER. (One Position)	Emergency Communications Administrative Assistant IV PR 5IN (\$48,220-\$56,878) FN: Recruitment is at \$50,384 and appointment may be at any rate in the pay range with the approval of DER (One Position)
Emergency Communications Officer I PR 5GN (\$43,291-\$51,964) FN: Recruitment is at \$45,076 and appointment may be at any rate in the pay range with the approval of DER. (Underfill title)	Emergency Communications Officer I PR 5GN (\$43,291-\$51,964) FN: Recruitment is at \$45,076 and appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training to be paid an additional 5% biweekly. (Underfill title)
Emergency Communications Officer II PR 5KN (\$56,876-\$69,950) FN: Appointment may be at any rate in the pay range with the approval of DER. (Underfill title)	Emergency Communications Officer II PR 5KN (\$56,876-\$69,950) FN: Appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training or assigned to act intermittently as an Emergency Communications Officer V to be paid an additional 5% biweekly. (Underfill title)
Emergency Communications Officer III PR 5LN (\$65,408-\$80,442) FN: Appointment may be at any rate in the pay range with the approval of DER. (Underfill title)	Emergency Communications Officer III PR 5LN (\$65,408-\$80,442) FN: Appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training or assigned to act intermittently as an

	Emergency Communications Officer V to be paid an additional 5% biweekly. (Underfill title)
Emergency Communications Officer IV PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$69,985	Emergency Communications Officer IV PR 5LN (\$65,408-\$80,442) FN: Recruitment is at \$68,678
911 Dispatcher (current title/position authority) PR 5IN (\$48,220 - \$56,878) Actual Range: (\$65,408 - \$80,442) FN: Recruitment is at \$49,638 and appointment may be at any rate in the pay range with DER approval. (182 Positions plus two @ 0.50 FTE)	FN: Appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training or assigned to act intermittently as an Emergency Communications Officer V to be paid an additional 5% biweekly. (183 positions)
New Title	
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Fire Dispatcher-Senior (current title/position authority) PR 2FN (\$50,245-\$70,347) Actual range: (\$69,985-\$86,074) FN: Appointment may be at any rate in the pay range with the approval of DER. (Six Positions)	Emergency Communications Officer V-Lead PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$73,486 (Fifteen Positions)
Fire Dispatch Assistant Manager (current title/position authority) PR 1FX (\$64,857-\$90,796) FN: Recruitment is at \$87,481 and appointment may be at any rate in the pay range with the approval of DER. (One Position)	
Emergency Communications Officer IV - Quality Assurance PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$69,985 (Three Positions)	Emergency Communications Officer V - Quality Assurance PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$73,486 (Three Positions)
Emergency Communications Officer IV - Training PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$69,985 (Three Positions)	Emergency Communications Officer V - Training PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$73,486 (Three Positions)
Emergency Communications Supervisor - Quality Assurance PR 1GX (\$69,118-\$96,768) FN: Recruitment is at \$89,671 (One Position)	Emergency Communications Supervisor - Quality Assurance PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$89,671 (One Position)

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Fire Dispatch Manager (current title/position authority) PR 1GX (\$69,19-\$96,768) FN: Recruitment is at \$88,937. (One Position)	
Emergency Communications Manager PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$95,163. (6 Positions)	Emergency Communications Manager PR 1JX (\$83,692-\$117,177) FN: Recruitment is at \$98,638 (6 Positions)

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

#### MPD - MFD

Current Title	Current Pay Range	New Title	Recommended Pay Range
<b>Fire Equipment Repairs Manager</b> One Position - Fire	1EX: \$60,824 - \$85,151 Recruit Rate: \$70,661	<b>Facilities Manager</b>	1KX: \$89,222 - \$ 124,914
<b>Facilities Manager</b> One Position - Police	1HX: \$73,688 - \$103,160 Recruit Rate: \$94,051	N/A	1KX: \$89,222 - \$ 124,914
<b>Police Facilities Assistant Manager</b> One Position - Police	1EX: 60,824 - \$85,151 Recruit Rate: \$70,661	<b>Facilities Supervisor</b> Six Positions - Police	1JX: \$83,692 - \$117,177
<b>Building Maintenance Supervisor II</b> Four Positions - Police	1BX: \$50,636 - \$70,347 Recruit Rate: \$70,347		
<b>Printing, Stores, and Building Services Supervisor</b> One Position - Police	1BX: \$50,636 - \$70,347		
<b>Communications Systems Manager</b> One Position - Police	1FX: 64,857 - \$90,796	N/A	1IX: \$78,528 - \$109,938
<b>Fire Fleet and Equipment Manager</b> One Position - Fire	1EX: \$60,824 - \$85,151 Recruit Rate: \$70,661	<b>Fleet Repair Manager</b>	1IX: \$78,528 - \$109,938
<b>Police Fleet Manager</b> One Position - Police	1DX: \$57,081 - \$79,909	<b>Fleet Repair Manager</b>	1IX: \$78,528 - \$109,938
<b>Electronic Technician Supervisor</b> One Position - Police	1DX: \$57,081 - \$79,909	N/A	1HX: \$73,688 - \$103,160
<b>Police Fleet Supervisor</b> One Position - Police	1BX: \$50,636 - \$70,347:	<b>Fleet Repair Supervisor</b>	1GX: \$69,119 - \$96,768
<b>Electronic Technician</b> Six Positions - Police	3MN: \$50,199 - \$63,489 Recruit Rate: \$55,091	<b>Electronic Technician 4</b> Six Positions - Police	3VN: \$79,475 - \$92,191
		<b>Electronic Technician 3</b> Underfill Title	3UN: \$75,690 - \$87,801

		<b>Electronic Technician 2</b> Underfill Title	3TN: \$71,993 - \$83,512
		<b>Electronic Technician 1</b> Underfill Title	3SN: \$64,567 - \$83,101 Recruit Rate: \$68,565
<b>Video Electronic Technician</b> One Position – Police	3MN: \$50,199 - \$63,489	<b>Video Electronic Technician 4</b> One Position – Police	3UN: \$75,690 - \$87,801
		<b>Video Electronic Technician 3</b> Underfill Title	3TN: \$71,993 - \$83,512
		<b>Video Electronic Technician 2</b> Underfill Title	3SN: \$64,567 - \$83,101 Recruit Rate: \$68,565
		<b>Video Electronic Technician 1</b> Underfill Title	3RN: \$55,763 - \$72,430 Recruit Rate: \$65,300
<b>Municipal Services Electrician</b> One Position – Police	7SN: \$85,501	<b>Municipal Services Electrician</b> One Position - Police	7LN: \$91,164 - \$118,565
<i>New Title</i>	N/A	<b>HVAC Maintenance Technician - Senior</b>	7LN: \$91,164 - \$118,565 Recruit Rate: \$92,875
<b>Fire HVAC Maintenance Technician</b> Two Positions - Fire	7NN: \$46,596 - \$65,755 Recruit Rate: \$65,755	<b>HVAC Maintenance Technician 4</b> Two Positions – Fire Six Positions - Police	7KN: \$84,103- \$110,205 Recruit Rate: \$88,452
		<b>HVAC Maintenance Technician 3</b> Underfill Title	7HN: \$71,499 - \$90,480 Recruit Rate: \$73,710
<b>HVAC Maintenance Technician</b> Five Positions - Police		<b>HVAC Maintenance Technician 2</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$58,968
<b>Facilities Maintenance Mechanic</b> Six Positions - Police		<b>HVAC Maintenance Technician 1</b> Underfill Title	7BN: \$49,140 - \$61,671
<b>Carpenter</b> Two Positions - Fire One Position - Police	7KN: \$60,525 - \$ 61,789 Recruit Rate: \$61,789	<b>Carpenter 4</b> Two Positions – Fire One Position – Police	7JN: \$78,737 - \$102,785 Recruit Rate: \$80,098
		<b>Carpenter 3</b> Underfill Title	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,088
		<b>Carpenter 2</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$60,074
		<b>Carpenter 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$48,059
<b>Painter</b> One Position – Fire One Position – Police	7IN: 50,312 - \$58,641 Recruit Rate: \$58,641	<b>Painter 4</b> One Position – Fire One Position – Police	7IN: \$74,816 - \$95,721 Recruit Rate: \$74,988
		<b>Painter 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$67,489
		<b>Painter 2</b> Underfill Title	7DN: \$54,698 - \$69,036 Recruit Rate: \$56,241
		<b>Painter 1</b> Underfill Title	7AN: \$44,993 - \$58,993
<b>Fire Mechanic</b> Nine Positions - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Emergency Vehicle Mechanic 4</b> Nine Positions – Fire Five Positions - Police	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,716
		<b>Emergency Vehicle Mechanic 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$68,400

<b>Emergency Vehicle Equipment Installer</b> Five Positions - Police	7EN: \$42,282 - \$48,979 Recruit Rate: \$42,890	<b>Emergency Vehicle Mechanic 2</b> Underfill Title	7FN: \$62,801 - \$79,043 Recruit Rate: \$66,253
		<b>Emergency Vehicle Mechanic 1</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$59,927
<b>Fire Equipment Machinist</b> Two Positions - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Machinist 4</b> Two Positions - Fire	7IN: \$74,816 - \$95,721 Recruit Rate: \$78,256
		<b>Machinist 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$70,430
		<b>Machinist 2</b> Underfill Title	7DN: \$54,698 - \$69,036 Recruit Rate: \$58,692
		<b>Machinist 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$46,954
<b>Fire Equipment Welder</b> One Position - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Welder 4</b> One Position – Fire	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,716
		<b>Welder 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$68,400
		<b>Welder 2</b> Underfill Title	7CN: \$51,986 - \$65,997 Recruit Rate: \$54,537
		<b>Welder 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$45,811
<b>Fire Maintenance Technician</b> Six Positions – Fire	7HN: \$43,461 - \$54,152 Recruit Rate: \$40,247	<b>Compressed Air Technician</b> One Position – Fire	7CN: \$51,986 - \$65,997 Recruit Rate: \$56,894
		<b>Fire Upholsterer</b> Two Position – Fire	7BN: \$49,140 - \$61,671 Recruit Rate: \$51,605
		<b>Tire Repair Worker</b> One Position - Fire	7BN: \$49,140 - \$61,671 Recruit Rate: \$51,605
		<b>Maintenance Assistant</b> Two Positions - Fire	8CN: \$48,490 - \$57,011 Recruit Rate: \$49,147
<b>Fire Maintenance Technician</b> Two Positions – Fire	7HN: \$43,461 - \$54,152 Recruit Rate: \$40,247	<b>Inventory Control Assistant 3</b> Two Positions - Fire	8EN: \$53,340 - \$63,800
		<b>Inventory Control Assistant 2</b> Underfill Title	8DN: \$50,800 - \$58,928
		<b>Inventory Control Assistant 1</b> Underfill Title	8BN: \$46,181 - \$56,122 Recruit Rate: \$48,381
<b>Garage Attendant</b> Seven Positions - Police	8DN: \$35,225 - \$42,084 Recruit Rate: \$38,331	<b>Maintenance Assistant</b> Eight Positions - Police	8CN: \$48,490 - \$57,011 Recruit Rate: \$49,147
<b>Vehicle Services Assistant</b> One Position - Police	8FN: \$39,899 - \$45,086		

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Respectfully Submitted,



Harper Donahue, IV  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Impact Statement



**Cavalier Johnson**

Mayor

**Harper Donahue, IV**

Director

**Renee Joos**

Employee Benefits Director

**Nicole M. Fleck**

Labor Negotiator

## Department of Employee Relations

### Job Evaluation Report

Fire and Police Commission Meeting: July 20<sup>th</sup>, 2023

#### Department of Emergency Communications

Current	Recommended
<p>911 Dispatcher PR 5IN (\$48,220-\$56,878) Actual Range (\$65,407 - \$80,442) Appoint may be at any rate in the range with the approval of DER. (One Position)</p>	<p>Emergency Communications Administrative Assistant IV PR 5IN (\$48,220-\$56,878) FN: Recruitment is at \$50,384 and appointment may be at any rate in the pay range with the approval of DER (One Position)</p>
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<p>Emergency Communications Officer III PR 5LN (\$65,408-\$80,442) FN: Appointment may be at any rate in the pay range with the approval of DER. (Underfill title)</p>	<p>Emergency Communications Officer III PR 5LN (\$65,408-\$80,442) FN: Appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training or assigned to act intermittently as an Emergency Communications Officer V to be paid an additional 5% biweekly. (Underfill title)</p>

Emergency Communications Officer IV PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$69,985	Emergency Communications Officer IV PR 5LN (\$65,408-\$80,442) FN: Recruitment is at \$68,678
911 Dispatcher ( <i>current title/position authority</i> ) PR 5IN (\$48,220 - \$56,878) Actual Range: (\$65,408 - \$80,442) FN: Recruitment is at \$49,638 and appointment may be at any rate in the pay range with DER approval. (182 Positions plus two @ 0.50 FTE)	FN: Appointment may be at any rate in the pay range with the approval of DER. FN: Incumbents assigned to intermittent on-the-job peer training or assigned to act intermittently as an Emergency Communications Officer V to be paid an additional 5% biweekly. (183 positions)
New Title	Emergency Communications Officer V-Lead PR 2IN (\$60,824-\$85,151) FN: Recruitment is at \$73,486 (Fifteen Positions)
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Emergency Communications Supervisor - Quality Assurance PR 1GX (\$69,118-\$96,768) FN: Recruitment is at \$89,671 (One Position)	Emergency Communications Supervisor - Quality Assurance PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$89,671 (One Position)

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Fire Dispatch Assistant Manager <i>(current title/position authority)</i> PR 1FX (\$64,857-\$90,796) FN: Recruitment is at 87,481. (One Position)	
Fire Dispatch Manager <i>(current title/position authority)</i> PR 1GX (\$69,19-\$96,768) FN: Recruitment is at \$88,937. (One Position)	
Emergency Communications Manager PR 1IX (\$78,528-\$109,938) FN: Recruitment is at \$95,163. (6 Positions)	Emergency Communications Manager PR 1JX (\$83,692-\$117,177) FN: Recruitment is at \$98,638 (6 Positions)

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

## Background

Department of Emergency Communications (DEC) has requested an additional level of classification to the Emergency Communications Officer (ECO) title structure. Job Descriptions were provided, and discussions were held with Suzanne DeFillips, Interim Director, Department of Emergency Communications; Anna Zizzo, Emergency Communications Human Resources Administrator; and Edwin Schacherer, Human Resources Analyst - Senior. Supervisory and Manager titles were added later to address compression.

As DEC prepares for the transition and consolidation of the Fire and Police dispatch operations, needed due to the natural evolution from careful, theoretical planning into the reality of day-to-day operations. Positions studied in this report do not represent reclassifications of any incumbents, but represent changes in position authority to best reflect Department of Emergency Communications operations.



**Emergency Communications Officer Series - Changes to Basic Functions**

Title	Previous Functions	New Functions
Emergency Communications Officer V	<i>New</i>	Lead Worker
Emergency Communications Officer IV	Lead Worker	Dual Dispatcher: Fire AND Police Dispatch
Emergency Communications Officer III	Single Dispatcher: Fire OR Police Dispatch	Single Dispatcher: Fire OR Police Dispatch
Emergency Communications Officer II	Call Taker	Call Taker/ Universal Call Taker
Emergency Communications Officer I	Non-Emergency Call Taker	Non-Emergency Call Taker

- ECO V will perform lead worker functions.
- ECO IV will perform both Police AND Fire Dispatcher functions.
- ECO III will perform either Police OR Fire Dispatcher functions.
- ECO II will perform either single call taker functions OR Universal call taker functions
- ECO I will continue to perform non-emergency call taker functions.

The best long-term scenario for the DEC is for all ECOs to be trained and certified at the ECO IV level, but multiple skill sets and training levels are accommodated during the transition.

**Analysis and Recommendation**

Current classifications for ECO I-III titles remain appropriate. As lead worker responsibilities were removed from the ECO IV title, we recommend it's pay range be changed to 5LN, with a recruitment rate 5% higher than the ECO III, at \$68,678. The ECO V classification will perform the lead worker duties as previously held by the ECO IV classification, so we recommend its placement in pay range 2IN with a recruitment rate of \$73,486 to prevent compression with ECO IV positions.

We are recommending an incentive rate at 5% higher than the incumbent's rate for ECO I, II, III, and IV for any assigned intermittent on-the-job peer training. We are recommending an incentive rate at 5% higher than the incumbent's rate for ECO II, III, and IV when assigned to act as an ECO V. These incentive rates are consistent with how current incumbents are currently being compensated for these intermittent duties.


With the additional classification of Emergency Communications Officer V, positions that perform supervisory or managerial duties for the ECO positions were evaluated for compression with the series.


For the Emergency Communications Supervisor titles, we recommend pay range 1IX (\$78,528-\$109,938) and retaining the recruitment rate of \$89,671.

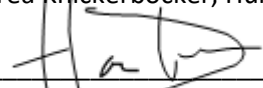
For the Emergency Communications Manager, we recommend pay range 1JX (\$83,692-\$117,177) and increasing its recruitment rate to \$98,638 to prevent compression with the supervisor titles.

**Action Required – Effective Pay Period 17, 2023 (August 6<sup>th</sup>, 2023)**

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

Prepared by:   
Sarah Wangerin, Human Resources Representative

Prepared by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Harper Donahue IV, Employee Relations Director

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Labor Relations, Room 701 ■ Phone (414) 286-3398, Fax 286-0900  
[www.milwaukee.gov/der](http://www.milwaukee.gov/der)



## Department of Employee Relations

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Labor Negotiator

REVISED 7/20/23

### Job Evaluation Report

Fire and Police Commission Meeting: July 20, 2023

This is the second of two city-wide job study reports that address the market rates of pay, alignment, and career structures for the remaining skilled craft, service, maintenance and related classifications across city government. The recommendations in this report specifically deal with trades, skilled crafts, and related classifications. Furthermore, the recommendations have been sent in separate reports to the City Service Commission and the Fire and Police Commission.

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 required. This process also compared classifications' 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, MRA, as well as the prevailing wage for Milwaukee County. The City of Milwaukee needs to ensure that we pay the industry standard and this report further recommends that these rates are assessed and maintained yearly to avoid falling behind in market rates again.

The necessity to study these positions is long overdue as there are documented recruitment and retention difficulties, hemorrhaging contractor costs, and the looming impact on services offered to the constituents of the City of Milwaukee. There are high vacancy rates in these positions city-wide, but most notably would be in the Milwaukee Water Works, the Department of Public Works – Operations, and the Department of Public Works – Infrastructure. The incumbents of these areas work hard and take pride in their work to provide services to the constituents of the City of Milwaukee, but the vacancies are making it near impossible to keep up.

Various factors have led to this point – the loss of labor unions that maintained a market rate consistently, aging equipment that the city is maintaining or replacing, and even residual implications from COVID-19. Due to the City's precarious position in regards to the lack of staff to fulfill services expected by constituents, these two reports are essential to retain our staff and give the departments the ability to recruit before the year end to ensure there isn't a stoppage in services. On top of that, there is a nationwide labor shortage in trade professions that can be attributed to several factors<sup>1</sup>:

- **Changing Perceptions:** During the past couple of generations, there has been a cultural shift that placed greater emphasis on obtaining a college education and pursuing professional, office jobs. As a result, fewer individuals have considered trade professions as a viable career option. This shift led to a decrease in the number of people entering trade schools or apprenticeship programs.
- **Aging Workforce:** Many skilled trade professionals belong to an older generation, and a significant portion of them are reaching retirement age. As they retire, there is a shortage of experienced workers to fill their positions. This situation is further exacerbated by the lack of the younger generations entering these trades to replace the outgoing workforce.
- **Lack of Training and Education:** The reduced focus on trade professions in educational institutions has resulted in limited training and education opportunities for individuals interested in these fields. Vocational programs and trade schools have seen a decline in enrollment, leading to a smaller pool of skilled workers. Not only that, vocational education programs were cut back generations ago, in a belief that these programs

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<sup>1</sup> Wilkie, D. (2019, February 2). *The Blue-Collar Drought*. SHRM. Retrieved May 19, 2023, from <https://www.shrm.org/hr-today/news/all-things-work/pages/the-blue-collar-drought.aspx>

tracked studies into dead-end jobs. Furthermore, employers want candidates who already have the skills, as opposed to in the past where employees would have gotten that through on-the-job training.

- **Economic Factors:** Economic fluctuations have impacted the demand for trade professions. The 2008 recession caused the commercial construction industry to decline rapidly. Companies went under and laid off hundreds of thousands of skilled workers. Even including the progress made in recovery over the years, there is still the persistence of a shortage of skilled workers in the United States. As a result, individuals are showing residual apprehension in pursuing trade professions due to the perceived instability.

To address the labor shortage in trade professions, efforts are being made to promote the value and benefits of these careers, improve training and educational opportunities, and change the perception surrounding trade professions. This includes initiatives such as apprenticeship programs, partnerships between educational institutions and industry, and campaigns to raise awareness about the opportunities and financial benefits available in trade professions.

Although unemployment as a whole is down to 3.6% according to BLS.gov, the National Association of Business Economics (NABE) revealed that over half (57%) of the survey respondents in 2021 stated there was a shortage of skilled workers in their 4<sup>th</sup> quarter report. According to the Associated General Contractors of America, even with the construction boom during COVID-19 and despite the challenges of project delays due to the supply chain and rise in material cost 'contractors report as much difficulty filling positions as they experienced before the pandemic. 89% of firms that are seeking to fill hourly craft positions report having a hard time doing so and 86% of firms seeking to fill salary positions are also having a hard time hiring.'<sup>2</sup> According to a proprietary model developed by Associated Builders and Contractors, "the construction industry will need to attract an estimated 546,000 additional workers on top of the normal pace of hiring in 2023 to meet the demand for labor... With nearly 1 in 4 construction workers older than 55, retirements will continue to whittle away at the construction workforce... The number of construction laborers, the most entry-level occupational title, has accounted for nearly 4 out of every 10 new construction workers since 2012. Meanwhile, the number of skilled workers has grown at a much slower pace or, in the case of certain occupations like carpenter, declined."<sup>3</sup> In the SHRM article by Dana Wilkie<sup>1</sup>, examples were used from Wisconsin where schools in Janesville are creating programs and specialized classes to prepare kids with the type of education they would want to walk into. Furthermore " 'businesses are certainly responding to the labor need... one way is with paid apprenticeship programs. Employers are reaching out to high schools and community colleges to recruit students for one-to-two-year, on-the-job training programs. These are paid positions and teach workers exactly the skills that the company needs for them to fill vacancies.' " There is now a massive push to promote apprenticeships and now is the time for the City to further establish career paths for current and future employees. This is so that the City will be able to provide a lucrative career for our largest workforce, but also so that we ensure that we can continue to carry forward the institutionalized knowledge incumbents possess.

For the trade professions, the Department of Employee Relations recommendations reflect 94.5% of the prevailing wage for those titles. This is so that the City of Milwaukee can attract candidates and retain our talent in a highly competitive market. Many of the contractors that the City of Milwaukee uses pay their employees prevailing wage, and those costs and their employee's fringe benefits are being passed onto us while also paying overhead. That money would be better served investing in our own employees so that we can not only fix but maintain our buildings, streets, and bridges. While doing this, DER Compensation is recommending the creation of title series that will provide the following flexibility:

- Departments will have the ability to hire at any level based on department needs.
- Departments will have the ability to use a title as a secondary title that is officially classified so employees who work in that capacity are compensated appropriately.

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<sup>2</sup> (2019, February 2). *Construction Workforce Shortages Reach Pre-pandemic Levels Even as Coronavirus Continues to Impact Projects & Disrupt Supply Chains*. AGC: The Construction Association. Retrieved May 19, 2023, from <https://www.agc.org/news/2021/09/02/construction-workforce-shortages-reach-pre-pandemic-levels-even-coronavirus>

<sup>3</sup> (2023, February 9). *Construction Workforce Shortage Tops Half a Million in 2023, Says ABC*. ABC. Retrieved May 19, 2023, from <https://www.abc.org/News-Media/News-Releases/entryid/19777/construction-workforce-shortage-tops-half-a-million-in-2023-says-abc>

- Departments will be able to provide career paths for their employees.

The Department of Employee Relations Compensation, Staffing, and the various affected Departments will work closely together to establish minimum qualifications, where necessary, for the recommended new positions. This report will recommend that incumbents impacted by a newly created career path are placed at the first step and will then be evaluated and placed at their appropriate level within the title series. Then a matrix will be implemented to ensure incumbents are placed appropriately within their new pay ranges. A timeline for these implementations is attached to this report's Common Council File number as an addendum.

The goal of this report and its recommendations is to ensure that the City of Milwaukee becomes the preferred employer in the City of Milwaukee and is no longer a training ground for southeastern Wisconsin.

Current Title	Current Pay Range	New Title	Recommended Pay Range
<b>Fire Equipment Repairs Manager</b> One Position - Fire	1EX: \$60,824 - \$85,151 Recruit Rate: \$70,661	<b>Facilities Manager</b>	1KX: \$89,222 - \$ 124,914
<b>Facilities Manager</b> One Position - Police	1HX: \$73,688 - \$103,160 Recruit Rate: \$94,051	N/A	1KX: \$89,222 - \$ 124,914
<b>Police Facilities Assistant Manager</b> One Position - Police	1EX: 60,824 - \$85,151 Recruit Rate: \$70,661	<b>Police Facilities Assistant Manager</b> One Position - Police	1JX: \$83,692 - \$117,177
<b>Communications Systems Manager</b> One Position - Police	1FX: 64,857 - \$90,796	N/A	1IX: \$78,528 - \$109,938
<b>Fire Fleet and Equipment Manager</b> One Position - Fire	1EX: \$60,824 - \$85,151 Recruit Rate: \$70,661	<b>Fleet Repair Manager</b>	1IX: \$78,528 - \$109,938
<b>Police Fleet Manager</b> One Position - Police	1DX: \$57,081 - \$79,909	<b>Fleet Repair Manager</b>	1IX: \$78,528 - \$109,938
<b>Building Maintenance Supervisor II</b> Four Positions - Police	1BX: \$50,636 - \$70,347 Recruit Rate: \$70,347	<b>Building Maintenance Supervisor</b>	1IX: \$78,528 - \$109,938
<b>Printing, Stores, and Building Services Supervisor</b> One Position - Police	1BX: \$50,636 - \$70,347		
<b>Electronic Technician Supervisor</b> One Position - Police	1DX: \$57,081 - \$79,909	N/A	1HX: \$73,688 - \$103,160
<b>Police Fleet Supervisor</b> One Position - Police	1BX: \$50,636 - \$70,347:	<b>Fleet Repair Supervisor</b>	1GX: \$69,119 - \$96,768
<b>Electronic Technician</b> Six Positions - Police	3MN: \$50,199 - \$63,489 Recruit Rate: \$55,091	<b>Electronic Technician 4</b> Six Positions - Police	3VN: \$79,475 - \$92,191
		<b>Electronic Technician 3</b> Underfill Title	3UN: \$75,690 - \$87,801
		<b>Electronic Technician 2</b> Underfill Title	3TN: \$71,993 - \$83,512
		<b>Electronic Technician 1</b> Underfill Title	3SN: \$64,567 - \$83,101 Recruit Rate: \$68,565
<b>Video Electronic Technician</b> One Position - Police	3MN: \$50,199 - \$63,489	<b>Video Electronic Technician 4</b> One Position - Police	3UN: \$75,690 - \$87,801
		<b>Video Electronic Technician 3</b> Underfill Title	3TN: \$71,993 - \$83,512
		<b>Video Electronic Technician 2</b> Underfill Title	3SN: \$64,567 - \$83,101 Recruit Rate: \$68,565
		<b>Video Electronic Technician 1</b> Underfill Title	3RN: \$55,763 - \$72,430 Recruit Rate: \$65,300

<b>Municipal Services Electrician</b> One Position – Police	7SN: \$85,501	<b>Municipal Services Electrician</b> One Position - Police	7LN: \$91,164 - \$118,565
<b>Fire HVAC Maintenance Technician</b> Two Positions - Fire	7NN: \$46,596 - \$65,755 Recruit Rate: \$65,755	<b>HVAC Maintenance Technician 4</b> Two Positions – Fire Six Positions - Police	7KN: \$84,103- \$110,205 Recruit Rate: \$88,452
		<b>HVAC Maintenance Technician 3</b> Underfill Title	7HN: \$71,499 - \$90,480 Recruit Rate: \$73,710
		<b>HVAC Maintenance Technician 2</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$58,968
<b>HVAC Maintenance Technician</b> Five Positions - Police		<b>HVAC Maintenance Technician 1</b> Underfill Title	7BN: \$49,140 - \$61,671
<b>Facilities Maintenance Mechanic</b> Six Positions - Police			
<b>Carpenter</b> Two Positions - Fire One Position - Police	7KN: \$60,525 - \$ 61,789 Recruit Rate: \$61,789	<b>Carpenter 4</b> Two Positions – Fire One Position – Police	7JN: \$78,737 - \$102,785 Recruit Rate: \$80,098
		<b>Carpenter 3</b> Underfill Title	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,088
		<b>Carpenter 2</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$60,074
		<b>Carpenter 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$48,059
<b>Painter</b> One Position – Fire One Position – Police	7IN: 50,312 - \$58,641 Recruit Rate: \$58,641	<b>Painter 4</b> One Position – Fire One Position – Police	7IN: \$74,816 - \$95,721 Recruit Rate: \$74,988
		<b>Painter 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$67,489
		<b>Painter 2</b> Underfill Title	7DN: \$54,698 - \$69,036 Recruit Rate: \$56,241
		<b>Painter 1</b> Underfill Title	7AN: \$44,993 - \$58,993
<b>Fire Mechanic</b> Nine Positions - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Emergency Vehicle Mechanic 4</b> Nine Positions – Fire Five Positions - Police	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,716
		<b>Emergency Vehicle Mechanic 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$68,400
<b>Emergency Vehicle Equipment Installer</b> Five Positions - Police	7EN: \$42,282 - \$48,979 Recruit Rate: \$42,890	<b>Emergency Vehicle Mechanic 2</b> Underfill Title	7FN: \$62,801 - \$79,043 Recruit Rate: \$66,253
		<b>Emergency Vehicle Mechanic 1</b> Underfill Title	7EN: \$57,199 - \$74,967 Recruit Rate: \$59,927
<b>Fire Equipment Machinist</b> Two Positions - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Machinist 4</b> Two Positions - Fire	7IN: \$74,816 - \$95,721 Recruit Rate: \$78,256
		<b>Machinist 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$70,430
		<b>Machinist 2</b> Underfill Title	7DN: \$54,698 - \$69,036 Recruit Rate: \$58,692

		<b>Machinist 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$46,954
<b>Fire Equipment Welder</b> One Position - Fire	7ON: \$68,411 - \$68,499 Recruit Rate: \$53,203	<b>Welder 4</b> One Position – Fire	7HN: \$71,499 - \$90,480 Recruit Rate: \$72,716
		<b>Welder 3</b> Underfill Title	7GN: \$64,983 - \$83,929 Recruit Rate: \$68,400
		<b>Welder 2</b> Underfill Title	7CN: \$51,986 - \$65,997 Recruit Rate: \$54,537
		<b>Welder 1</b> Underfill Title	7AN: \$44,993 - \$58,993 Recruit Rate: \$45,811
<b>Fire Maintenance Technician</b> Six Positions – Fire	7HN: \$43,461 - \$54,152 Recruit Rate: \$40,247	<b>Compressed Air Technician</b> One Position – Fire	7CN: \$51,986 - \$65,997 Recruit Rate: \$56,894
		<b>Fire Upholsterer</b> Two Position – Fire	7BN: \$49,140 - \$61,671 Recruit Rate: \$51,605
		<b>Tire Repair Worker</b> One Position - Fire	7BN: \$49,140 - \$61,671 Recruit Rate: \$51,605
		<b>Maintenance Assistant</b> Two Positions - Fire	8CN: \$48,490 - \$57,011 Recruit Rate: \$49,147
<b>Fire Maintenance Technician</b> Two Positions – Fire	7HN: \$43,461 - \$54,152 Recruit Rate: \$40,247	<b>Inventory Control Assistant 3</b> Two Positions - Fire	8EN: \$53,340 - \$63,800
		<b>Inventory Control Assistant 2</b> Underfill Title	8DN: \$50,800 - \$58,928
		<b>Inventory Control Assistant 1</b> Underfill Title	8BN: \$46,181 - \$56,122 Recruit Rate: \$48,381
<b>Garage Attendant</b> Seven Positions - Police	8DN: \$35,225 - \$42,084 Recruit Rate: \$38,331	<b>Maintenance Assistant</b> Eight Positions - Police	8CN: \$48,490 - \$57,011 Recruit Rate: \$49,147
<b>Vehicle Services Assistant</b> One Position - Police	8FN: \$39,899 - \$45,086		

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

This recommendation will completely restructure the pay ranges for Section 7: Skilled Craft in the Salary Ordinance. Below is a chart reflecting the new ranges for Section 7 to eliminate confusion:

	MINIMUM BIWEEKLY	MINIMUM ANNUAL	MAXIMUM BIWEEKLY	MAXIMUM ANNUAL
7AN	\$1,730.50	\$44,993.00	\$2,268.96	\$58,992.96
7BN	\$1,890.00	\$49,140.00	\$2,371.96	\$61,670.96
7CN	\$1,999.46	\$51,985.96	\$2,538.35	\$65,997.10
7DN	\$2,103.77	\$54,698.02	\$2,655.23	\$69,035.98
7EN	\$2,199.96	\$57,198.96	\$2,883.35	\$74,967.10
7FN	\$2,415.42	\$62,800.92	\$3,040.12	\$79,043.12
7GN	\$2,499.35	\$64,983.10	\$3,228.04	\$83,929.04
7HN	\$2,749.96	\$71,498.96	\$3,480.00	\$90,480.00
7IN	\$2,877.54	\$74,816.04	\$3,681.58	\$95,721.08
7JN	\$3,028.35	\$78,737.10	\$3,953.27	\$102,785.02
7KN	\$3,234.73	\$84,102.98	\$4,238.65	\$110,204.90
7LN	\$3,506.31	\$91,164.06	\$4,560.19	\$118,564.94
7MN	\$3,780.00	\$98,280.00	\$5,066.88	\$131,738.88

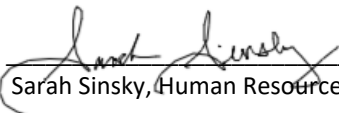
\*Note: Residents receive a rate that is 3% higher.

Footnotes for these titles will remain the same unless footnoted special assignment rates were considered and rolled into the title's new recruitment rates.


Extensive conversations were held with department heads, HR staff, managers, supervisors, and questionnaires were sent out to various employees in each title covered in these two reports. DER Compensation would like to take this time to thank the countless employees that took the time and effort to assist in these monumental reports that will get the City back on track to being the preferred employer within the City of Milwaukee.

**Action Required – Effective Pay Period 18, 2023 (August 20, 2023)**

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

Prepared by:   
Sarah Sinsky, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Harper Donahue IV, Employee Relations Director





# City of Milwaukee Fiscal Impact Statement

<b>A</b>	<b>Date</b>	7/26/2023	<b>File Number</b>	230453	<input checked="" type="checkbox"/> <b>Original</b>	<input type="checkbox"/> <b>Substitute</b>
	<b>Subject</b>	Communication from the Department of Employee Relations regarding the costs of classification reports approved at the Fire and Police Commission on July 20th, 2023.				

<b>B</b>	<b>Submitted By (Name/Title/Dept./Ext.)</b>	Sarah Wangerin/ Human Resources Representative / Employee Relations
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<b>C</b>	<b>This File</b>	<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.

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

<b>E</b>	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 2023 is \$338,892 and the total cost for 2024 is \$881,119. Please see attached spreadsheet for details. Cost breakdown is in attached spreadsheet.

**G**

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

☐ 1-3 Years      ☐ 3-5 Years☐ 1-3 Years      ☐ 3-5 Years☐ 1-3 Years      ☐ 3-5 Years**H****List any costs not included in Sections D and E above.****I****Additional information.****J****This Note**      ☐ **Was requested by committee chair.**

**Department of Employee Relations**  
**Fiscal Note Spreadsheet**

Fire and Police Commission Meeting of July 20th, 2023  
Finance and Personnel Committee Meeting of July 26th, 2023

NEW COSTS FOR 2023											
Pos.	Dept	From	PR	To	PR	CURRENT Annual	NEW Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	DEC	911 Dispatcher	5IN	Emergency Communications Administrative Assistant IV	5IN	\$65,408	\$50,384	17	(\$5,778)	(\$1,182)	(\$6,960)
8	DEC	911 Dispatcher	5IN	Emergency Communications Officer V – Lead	2IN	\$65,408	\$73,486	17	\$24,856	\$5,083	\$29,939
182	DEC	911 Dispatcher	5IN	Emergency Communications Officer IV	5LN	\$65,408	\$68,678	17	\$228,920	\$46,814	\$275,734
1	DEC	911 Dispatcher (2@ 0.50 FTE)	5IN	Emergency Communications Officer IV (1.0 FTE)	5LN	\$65,408	\$68,678	17	\$1,258	\$257	\$1,515
6	DEC	Emergency Communications Manager	1IX	Emergency Communications Manager	1JX	\$95,163	\$98,638	17	\$8,019	\$1,123	\$9,142
0	DEC	Emergency Communications Officer I	5GN	Emergency Communications Officer I	5GN	\$45,076	\$45,076	17	N/A Underfill Title		
0	DEC	Emergency Communications Officer II	5KN	Emergency Communications Officer II	5KN	\$56,876	\$56,876	17	N/A Underfill Title		
0	DEC	Emergency Communications Officer III	5LN	Emergency Communications Officer III	5LN	\$65,408	\$65,408	17	N/A Underfill Title		
3	DEC	Emergency Communications Officer IV – QA	2IN	Emergency Communications Officer V – QA	2IN	\$69,985	\$73,486	17	\$4,039	\$826	\$4,866
3	DEC	Emergency Communications Officer IV – Training	2IN	Emergency Communications Officer V – Training	2IN	\$69,985	\$73,486	17	\$4,039	\$826	\$4,866
13	DEC	Emergency Communications Supervisor	1GX	Emergency Communications Supervisor	1IX	\$89,671	\$89,671	17	N/A Pay Range change only		
1	DEC	Emergency Communications Supervisor – QA	1GX	Emergency Communications Supervisor – QA	1IX	\$89,671	\$89,671	17	N/A Pay Range change only		
1	DEC	Emergency Communications Supervisor - Training	1GX	Emergency Communications Supervisor - Training	1IX	\$89,671	\$89,671	17	N/A Pay Range change only		
1	DEC	Fire Dispatch Assistant Manager	1EX	Emergency Communications Officer V – Lead	2IN	\$77,903	\$73,486	17	\$0	\$0	\$0
1	DEC	Fire Dispatch Assistant Manager	1EX	Emergency Communications Supervisor	1IX	\$77,903	\$89,671	17	\$4,526	\$634	\$5,160
1	DEC	Fire Dispatch Manager	1GX	Emergency Communications Supervisor	1IX	\$87,193	\$89,671	17	\$953	\$133	\$1,086
6	DEC	Fire Dispatcher – Senior	2FN	Emergency Communications Officer V – Lead	2IN	\$68,613	\$73,486	17	\$11,245	\$2,300	\$13,545
	Various	Service and Maintenance titles	N/A	Service and Maintenance titles*	N/A	N/A	N/A	18	N/A See Fiscal Note from DOA-Budget		
228									\$282,078	\$56,814	\$338,892

Assume effective date is Pay Period 17, 2023 (August 6th, 2023) unless otherwise indicated.

\*Assume effective date is Pay Period 18, 2023 (August 20th, 2023) unless otherwise indicated.

NEW COSTS FOR FULL YEAR											
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	DEC	911 Dispatcher	5IN	Emergency Communications Administrative Assistant IV	5IN	\$65,408	\$50,384	1	(\$15,024)	(\$3,072)	(\$18,096)
8	DEC	911 Dispatcher	5IN	Emergency Communications Officer V – Lead	2IN	\$65,408	\$73,486	1	\$64,626	\$13,216	\$77,842
182	DEC	911 Dispatcher	5IN	Emergency Communications Officer IV	5LN	\$65,408	\$68,678	1	\$595,191	\$121,717	\$716,908
1	DEC	911 Dispatcher (2@ 0.50 FTE)	5IN	Emergency Communications Officer IV (1.0 FTE)	5LN	\$65,408	\$68,678	1	\$3,270	\$669	\$3,939
6	DEC	Emergency Communications Manager	1IX	Emergency Communications Manager	1JX	\$95,163	\$98,638	1	\$20,850	\$2,919	\$23,769
0	DEC	Emergency Communications Officer I	5GN	Emergency Communications Officer I	5GN	\$45,076	\$45,076	1	N/A Underfill Title		
0	DEC	Emergency Communications Officer II	5KN	Emergency Communications Officer II	5KN	\$56,876	\$56,876	1	N/A Underfill Title		
0	DEC	Emergency Communications Officer III	5LN	Emergency Communications Officer III	5LN	\$65,408	\$65,408	1	N/A Underfill Title		
3	DEC	Emergency Communications Officer IV – QA	2IN	Emergency Communications Officer V – QA	2IN	\$69,985	\$73,486	1	\$10,503	\$2,148	\$12,650
3	DEC	Emergency Communications Officer IV – Training	2IN	Emergency Communications Officer V – Training	2IN	\$69,985	\$73,486	1	\$10,503	\$2,148	\$12,650
13	DEC	Emergency Communications Supervisor	1GX	Emergency Communications Supervisor	1IX	\$89,671	\$89,671	1	N/A Pay Range change only		
1	DEC	Emergency Communications Supervisor – QA	1GX	Emergency Communications Supervisor – QA	1IX	\$89,671	\$89,671	1	N/A Pay Range change only		
1	DEC	Emergency Communications Supervisor - Training	1GX	Emergency Communications Supervisor - Training	1IX	\$89,671	\$89,671	1	N/A Pay Range change only		
1	DEC	Fire Dispatch Assistant Manager	1EX	Emergency Communications Officer V – Lead	2IN	\$77,903	\$73,486	1	\$0	\$0	\$0
1	DEC	Fire Dispatch Assistant Manager	1EX	Emergency Communications Supervisor	1IX	\$77,903	\$89,671	1	\$11,768	\$1,648	\$13,415
1	DEC	Fire Dispatch Manager	1GX	Emergency Communications Supervisor	1IX	\$87,193	\$89,671	1	\$2,478	\$347	\$2,825
6	DEC	Fire Dispatcher – Senior	2FN	Emergency Communications Officer V – Lead	2IN	\$68,613	\$73,486	1	\$29,237	\$5,979	\$35,216
	Various	Service and Maintenance titles	N/A	Service and Maintenance titles*	N/A	N/A	N/A	1	N/A See Fiscal Note from DOA-Budget		
228									\$733,402	\$147,717	\$881,119

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