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City of Racine, Wisconsin
COMMON COUNCIL

AGENDA BRIEFING MEMORANDUM

COMMITTEE: Finance and Personnel Committee **LEGISLATION ITEM #:** 0056-19

AGENDA DATE: January 21, 2019

DEPARTMENT: City Attorney's Office

Prepared By: City Attorney Scott R. Letteney

Reviewed By: N/A

SUBJECT: Communication from the City Attorney presenting proposed modifications to the City of Racine non-represented employee compensation structure to classify the Communications Coordinator position and Manager of Strategic Initiatives and Community Partnerships position, in the Office of the Mayor, and to reclassify the City Assessor position and Human Resources Director position, to be consistent with the City of Racine 2019 Budget.

EXECUTIVE SUMMARY: Based upon the approved 2019 Budget, the Common Council contemplated changes to the City Assessor and Human Resources Manager positions and added Communication Coordinator and Manager of Strategic Initiatives and Community Partnerships positions. The City's non-represented compensation structure must be modified to account for these changed and added positions. The contractor used by the City to help establish the non-represented compensation structure, Carlson Dettmann, recommends reclassifying the Human Resources Director position from Grade O to Grade S, reclassifying the City Assessor position from Grade O to Grade Q, placing the Manager of Housing and Community Development at Grade M, and placing the Communications Coordinator position at Grade J.

BACKGROUND & ANALYSIS: By Charter Ordinance section 4-34, the Common Council establishes the compensation structure. Charter Ordinance section 4-29(e) requires that the City's budget "establish uniform rates of pay for offices and positions in the city service to be in effect for the ensuing fiscal

30 year.” By Ordinance section 2-432(4), the human resources department administers compensation
31 based upon the established structure.

32 As an overview, the City’s non-represented employee pay structure as approved by the Common
33 Council in 2017, is very much like the pay structure in union contracts.¹ The range of a position’s salary is
34 established as a grade. The salary for an individual non-represented employee is based upon the grade
35 of the position and the amount of time the individual employee has worked for the City.

36 In 2016, the Common Council authorized a non-represented employee salary study conducted
37 by experts in Wisconsin public sector compensation. This is what is often referred to as the “Carlson
38 Dettmann study.” For about a year, Carlson Dettmann intensively studied Racine's non-represented
39 employee compensation structure. They surveyed all non-represented employees. They examined all
40 existing job descriptions. Managers completed job description questionnaires. They considered the
41 exiting structure of the Racine organization. They used compensation information from about ten cities
42 in Wisconsin most similar to Racine, the use of which ten cities was approved by the Common Council.
43 They considered how comparable positions in those other cities was similar to, or different than, the
44 positions in Racine. They included national data. Most importantly, no single factor - no single piece of
45 information - drove the final structure, which was based objectively upon each position and not upon
46 the person who filled the position. Grades were established, and positions placed in grades, based upon
47 how each position scored after examination of all factors, using a proprietary software program
48 designed specifically for this purpose. At the end of the study, Carlson Dettmann determine the market
49 value of every non-represented position in the City of Racine government as it compares to the other
50 relevant municipalities in Wisconsin.

51 After presentations by Carlson Dettmann, the Committee of the Whole recommended approval of
52 the structure, and the Common Council thereafter adopted it by Resolution 0273-17. The structure took
53 effect in earnest on January 1, 2018.

54 The non-represented compensation structure now in place, as approved by the Common Council,
55 includes seventeen Grades and eleven Steps per Grade:

56 Grades – Positions are placed in Grades relative to each other based upon factors such as job
57 duties and responsibilities, level of discretion required, environmental factors, experience
58 required, educational background required, certifications or licenses required, and all the other
59 factors considered by Carlson Dettmann. The City’s Grades run from Grade E to Grade U. (This
60 fits into Carlson Dettmann’s broad structure. Other municipalities might have positions that
61 grade lower than E or higher than U.) Unsurprisingly, the City Administrator position is alone at
62 the top of the structure at Grade U. There are sixteen positions at Grade E, such as Bookmobile
63 Assistant, Clerk-Typist, and Garage Worker. The other 150 or so non-represented positions –
64 consisting of hundreds of employees – fall somewhere in between.

65 Steps – Each Grade has eleven Steps. Each of the eleven Steps represents a year of service. Of
66 the eleven Steps, Step Six represents 100% of the market value for the positions in each grade.

¹ Traditionally, a “non-represented employee” is one whose position is not part of a collective bargaining unit. As a non-protective services union, members of the Racine Professional Employees Association are included in the City’s non-represented employee pay structure.

67 Step One is set at 87.5% of market value. Step Eleven is set at 112.5% of market value. Each Step
68 is effectively 2.5% higher than the prior. A hypothetical brand-new employee would start at Step
69 One and, assuming a satisfactory annual performance review, would move up one Step on each
70 of that employee's anniversary of employment dates. The concept is that individual employees
71 move up through the Steps, and their pay increases, recognizing and reflecting the employees
72 increased experience and continued service to the City. After five years of service an employee
73 would be at Step Six – the middle of the range. Of course, all employees who continue to be
74 employed will top out at Step Eleven.

75 This Grade and Step structure is consistent with Carlson Dettmann's approach wherever it conducts
76 such as study. It is also a public sector human resources best practice and is commonly employed. In
77 order to add positions to the non-represented pay structure or to change the Grade of an existing
78 position, the structure must be amended by the Common Council.

79 In the City's 2019 Budget, the Common Council approved the concept of reconstituting the City
80 Assessor position and Human Resources Director position as Administrative Managers of the City of
81 Racine and allocated funding for pay increases for such positions. Further, in the City's 2019 Budget, the
82 Common Council approved the addition of the Communications Coordinator position and Manager of
83 Strategic Initiatives and Community Partnerships position and allocated funding for such positions. The
84 City's non-represented pay structure must be amended to provide for the salaries for such modified and
85 new positions. The Human Resources Department requested Carlson Dettmann provide
86 recommendations for the four positions to assist the Common Council in so amending the non-
87 represented pay structure.

88 The City Assessor and the Human Resources Manager positions are currently at Grade O, based
89 upon Carlson Dettmann's evaluation.² By way of comparison, the Assistant Finance Director and the
90 Deputy Police Chiefs are the other positions at Grade O.

91 City Assessor – Upon its reevaluation, Carlson Dettmann recommends that the City Assessor
92 position be placed at Grade Q. As of this writing, there are no positions at Grade Q. However, at the two
93 Assistant Commissioner of Public Works and the Deputy City Attorney positions are at Grade P; the
94 Library Director, the Director of City Development, the Director of Parks, Recreations, and Cultural
95 Services, the Manager of Information Systems, and the Public Health Administrator positions are at
96 Grade R.

97 Human Resources Director – Upon its reevaluation, Carlson Dettmann recommends that the
98 Human Resources Director position be placed at Grade S. As of this writing, the Police Chief and the Fire
99 Chief are at Grade S.

100 Communications Coordinator – Upon its evaluation, Carlson Dettmann recommends that the
101 Communications Coordinator position be placed at Grade J. As of this writing, the Benefits Coordinator,
102 the Civil Engineer II, the Community Center Recreation Supervisors, the Library Business Manager, and
103 the Purchasing Agent positions are among the several positions at Grade J.

² The ordinance changes as presented in Agenda Item 0055-19 assume a title change from "human resources manager" to "human resources director."

104 Manager of Strategic Initiatives and Community Partnerships – Upon its evaluation, Carlson
105 Dettmann recommends that the Manager of Strategic Initiatives and Community Partnerships position
106 be placed at Grade M. The Assistant City Attorneys, the Chief Building Inspector, the Community Health
107 Program Director, the Director of Environmental Health, the Laboratory Director, and the Manager of
108 Housing and Community Development positions are at Grade M.

109 I have attached several documents. These are: the current Non-represented Compensation
110 Structure by Grade, the Non-represented Compensation Rates by Grade and Step, and Carlson
111 Dettmann’s Classification Recommendations for the City Assessor, Human Resources Director, and the
112 Manager of Housing and Community Development positions.³

113 _____

114 **BUDGETARY IMPACT:** Salary increases for existing positions, and salaries for the new positions, were
115 approved by the Common Council in the 2019 Budget.

116 _____

117 **OPTIONS/ALTERNATIVES:** Decline to modify the non-represented compensation structure.

118 _____

119 **RECOMMENDED ACTION:** Based upon Carlson Dettmann’s evaluations, modify the non-represented
120 compensation structure to reclassify the Human Resources Director position from Grade O to Grade S,
121 to reclassify the City Assessor position from Grade O to Grade Q, to place the Manager of Strategic
122 Initiatives and Community Partnerships at Grade M, and to place the Communications Coordinator
123 position at Grade J.

124 _____

125 **ATTACHMENT(S):** Current Non-represented Compensation Structure by Grade; Non-represented
126 Compensation Rates by Grade and Step; Carlson Dettmann’s Classification Recommendations for the
127 City Assessor, Human Resources Director, and the Manager of Housing and Community Development
128 positions.

³ Carlson Dettmann’s Classification Recommendation for the Communications Coordinator position was provided separately. I have requested a similar document from Carlson Dettmann; I hope to have it shortly.

Job Title	Department	Grade
BOOKMOBILE ASSISTANT	LIBRARY	E
BRIDGE TENDER	BRIDGES	E
CLERK TYPIST II	POLICE DEPARTMENT	E
CLERK TYPIST II COURTS	POLICE DEPARTMENT	E
CLERK TYPIST II(SUBPOENA CLRK)	POLICE DEPARTMENT	E
CLERK TYPIST II(WARRANT CLRK)	POLICE DEPARTMENT	E
CLERK-TYPIST II HEALTH	HEALTH DEPARTMENT	E
CLERK-TYPIST II HOUSING	HOUSING DEPARTMENT	E
CLERK-TYPIST II RECORDS	POLICE DEPARTMENT	E
COMMUNITY SERVICE OFFICER	COMMUNITY SERVICE OFFICERS	E
EQUIPMENT WASHER GREASER	EQUIPMENT MAINTENANCE	E
EVIDENCE PROPERTY CLERK	POLICE DEPARTMENT	E
GARAGE WORKER	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	E
IDENTIFICATION ASSISTANT	POLICE DEPARTMENT	E
POLICE CUSTOMER SERVICE REPRESENTATIVE	POLICE DEPARTMENT	E
SECRETARY I	PARKS AND RECREATION ADMINISTRATION	E
STATIONARY ENGINEER	LIBRARY	E

ABANDONED VEHICLE CIVILIAN	POLICE DEPARTMENT	F
ADMINISTRATIVE ASSISTANT	CITY ATTORNEY'S OFFICE	F
ADMINISTRATIVE ASSIST	FIRE DEPARTMENT	F
CEMETERY OFFICE MANAGER	CEMETERY	F
CLERK IV	INSPECTION & CODE ENFORCEMENT	F
CLERK IV	DEPARTMENT OF PUBLIC WORKS ADMINISTRATION	F
CLERK IV POLICE CIVILIAN	POLICE DEPARTMENT	F
CLERK TYPIST IV	POLICE DEPARTMENT	F
COURT CLERK I MUNI COURT	MUNICIPAL COURT	F
CRIME ANALYSIS CLERK	POLICE DEPARTMENT	F
CUSTOMER SERVICE SPECIALIST	FINANCE	F
EQUIPMENT OPERATOR	PARKS DEPARTMENT	F
FINANCE DATA TECHNICIAN	FINANCE DEPARTMENT	F
GENERAL CONSTRUCTION MAINTENANCE	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	F
HUMAN RESOURCES CLERK	HUMAN RESOURCES	F
LIBRARY ASSISTANT	LIBRARY	F
OFFICE COORDINATOR	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	F
OFFICE COORDINATOR	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	F
PARKING METER COLLECTOR	PARKING SYSTEM	F
PARKING METER MAINTENANCE WORKER	PARKING SYSTEM	F
PARKING SYSTEM MAINTENANCE WORKER	PARKING SYSTEM	F
SECRETARY II POLICE CIVILIAN	POLICE DEPARTMENT	F
SIGN MECHANIC	TRAFFIC REGULATIONS	F
STOCK ROOM CLERK	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	F
STREET SWEEPER OPERATOR	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	F
TRUCK DRIVER	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	F
TRUCK DRIVER	DEPARTMENT OF PUBLIC WORKS - SOLID WASTE	F
TRUCK DRIVER	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	F

ADMINISTRATIVE ASSISTANT	DEPARTMENT OF PUBLIC WORKS ADMINISTRATION	G
ADMINISTRATIVE ASSISTANT	FINANCE DEPARTMENT	G
ADMINISTRATIVE ASSISTANT	HEALTH DEPARTMENT	G
ADMINISTRATIVE ASSISTANT	POLICE DEPARTMENT	G
ADMINISTRATIVE ASSISTANT II	FIRE DEPARTMENT	G
ADMINISTRATIVE ASSISTANT	LIBRARY	G
ARBORIST	PARKS DEPARTMENT	G
AUTO MAINTENANCE MECHANIC	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	G
BOOKMOBILE ASSOCIATE	LIBRARY	G
BUILDING COMPLEX MAINTENANCE WORKER	CITY HALL MAINTENANCE	G
BUILDING MAINTENANCE WORKER	CITY HALL MAINTENANCE	G
CARPENTER	CITY HALL MAINTENANCE	G

COMMUNITY SERVICE OFFICER SUPERVISOR	COMMUNITY SERVICE OFFICERS	G
COMPUTER TECHNICIAN	LIBRARY	G
CONSUMER LENDING SPECIALIST	HOUSING DEPARTMENT	G
ENGINEERING TECHNICIAN I	CITY ENGINEERING	G
EXECUTIVE ASSISTANT LEGAL	CITY ATTORNEY	G
LIBRARY ASSOCIATE	LIBRARY	G
RESEARCH ASSISTANT 2	HEALTH DEPARTMENT	G
SECRETARY III	CITY DEVELOPMENT	G
WORKSTATION SUPPORT TECHNICIAN	INFORMATION SYSTEMS	G

ADMINISTRATIVE ASSTANT	MAYOR	H
ADMINISTRATIVE ASSISTANT	PARKS AND RECREATION ADMINISTRATION	H
BUILDING INSPECTOR I	INSPECTION & CODE ENFORCEMENT	H
CODE ENFORCEMENT INSPECTOR	INSPECTION & CODE ENFORCEMENT	H
ENGINEERING TECHNICIAN II	CITY ENGINEERING	H
HOUSING TECHNICIAN	HOUSING DEPARTMENT	H
HUMAN RESOURCES ASSISTANT	HUMAN RESOURCES	H
HVAC MECHANIC	CITY HALL MAINTENANCE	H
JOURNEYMAN ELECTRICIAN	CITY HALL MAINTENANCE	H
LIBRARY ASSOCIATE II	LIBRARY	H
PARK EQUIPMENT MECHANIC I	PARKS DEPARTMENT	H
PLUMBER	CITY HALL MAINTENANCE	H
PROGRAMMER I	INFORMATION SYSTEMS	H
PROPERTY MAINTENANCE INSPECTOR	INSPECTION & CODE ENFORCEMENT	H
PUBLIC HEALTH EDUCATOR	HEALTH DEPARTMENT	H
PUBLIC HEALTH EDUCATOR I	HEALTH DEPARTMENT	H
PUBLIC SAFETY SYSTEMS ADMIN	POLICE DEPARTMENT	H
RADIO TECHNICIAN I	RADIO TOWER	H
REAL ESTATE ASSESSOR II	CITY ASSESSORS	H
SANITARIAN I	HEALTH DEPARTMENT	H
SENIOR BUILDING COMPLEX MAINTENANCE WORKER	CITY HALL MAINTENANCE	H
TRUCK MECHANIC I	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	H
WELLNESS COORDINATOR	HUMAN RESOURCES	H
WORKSTATION SUPPORT TECHNICIAN II	INFORMATION SYSTEMS	H

ACCOUNTANT	FINANCE	I
ASSOCIATE PLANNER	CITY DEVELOPMENT	I
ASSTANT CITY CLERK/TREASURER	FINANCE	I
BUILDING INSPECTOR II	INSPECTION & CODE ENFORCEMENT	I
BUILDING INSPECTOR III	INSPECTION & CODE ENFORCEMENT	I
BUILDING MAINTENANCE SUPERVISOR	CITY HALL MAINTENANCE	I
CIVIL ENGINEER I	CITY ENGINEERING	I
COMMUNITY DEVELOPMENT COMPLIANCE SPECIALIST	CITY DEVELOPMENT	I
COMMUNITY DEVELOPMENT SPECIALIST	CITY DEVELOPMENT	I
CUSTOMER SERVICE MANAGER	POLICE DEPARTMENT	I
ELECTRICIAN	ELECTRICIANS	I
LABOR SUPERVISOR I	CEMETERY	I
LABOR SUPERVISOR I	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	I
LABOR SUPERVISOR I	PARKS DEPARTMENT	I
LABOR SUPERVISOR I	PARKS DEPARTMENT	I
LEAD CODE ENFORCEMENT INSPECTOR	INSPECTION & CODE ENFORCEMENT	I
LEGAL ASSISTANT	CITY ATTORNEY	I
LIBRARIAN II	LIBRARY	I
PARKS & FACILITIES SPECIALIST	PARKS DEPARTMENT	I
PAYROLL MANAGER	FINANCE	I
PROJECT MANAGER SUPPORT III	INFORMATION SYSTEMS	I
PUBLIC HEALTH NURSE	HEALTH DEPARTMENT	I
RESEARCH ASSISTANT III 3/GRANT PROGRAM COORDINATOR	HEALTH DEPARTMENT	I
SANITARIAN II	HEALTH DEPARTMENT	I
TRUCK MECHANIC II	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	I

WELDER/MECHANIC	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	I
BENEFITS COORDINATOR	HUMAN RESOURCES	J
CIVIL ENGINEER II	DEPARTMENT OF PUBLIC WORKS	J
COMM CENTER RECREATION SUPERVISOR - TYLER DOMER	TYLER DOMER CENTER	J
COMM CENTER RECREATION SUPERVISOR - CHAVEZ CTR	CHAVEZ CENTER	J
COMM CENTER RECREATION SUPERVISOR - JOHN BRYANT	JOHN BRYANT CENTER	J
COMM CENTER RECREATION SUPERVISOR - MLK	MARTIN LUTHER KING CENTER	J
COURT CLERK II	MUNICIPAL COURT	J
ECONOMIC DEVELOPMENT SPECIALIST	CITY DEVELOPMENT	J
ELECTRICAL INSPECTOR II	INSPECTION & CODE ENFORCEMENT	J
FLEET MAINT SUPERVISOR	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	J
FLEET MAINT SUPERVISOR	FIRE DEPARTMENT	J
GENERAL MAINTENANCE SUPERVISOR	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	J
LABOR SUPERVISOR II	PARKS DEPARTMENT	J
LIBRARY BUSINESS MANAGER	LIBRARY	J
PLUMBING INSPECTOR II	INSPECTION & CODE ENFORCEMENT	J
PURCHASING AGENT	FINANCE	J
AFFIRMATIVE ACTION OFFICER	HUMAN RESOURCES	K
CITY CLERK	FINANCE	K
EPIDEMIOLOGIST/BIOTERRORISM PREPAREDNESS COORDINATOR	HEALTH DEPARTMENT	K
INFRASTRUCTURE MANAGER	INFORMATION SYSTEMS	K
LABORATORY SERVICES COORDINATOR	HEALTH DEPARTMENT	K
RADIO TECHNICIAN II	RADIO TOWER	K
SENIOR PROGRAMMER	INFORMATION SYSTEMS	K
SUPPORT SERVICES MANAGER	POLICE DEPARTMENT	K
BUILDING COMPLEX FACILITY MANAGER	CITY HALL MAINTENANCE	L
CIVIL ENGINEER IV	CITY ENGINEERING	L
FLEET MANAGER	DEPARTMENT OF PUBLIC WORKS - EQUIPMENT MAINTENANCE	L
LIBRARY-HEAD OF ADULT & YOUTH	LIBRARY	L
LIBRARY-HEAD OF CIRCULATION	LIBRARY	L
PARKS MAINTENANCE SUPERINDENDENT	PARKS DEPARTMENT	L
STREET/SOLID WASTE SUPERINTENDENT	DEPARTMENT OF PUBLIC WORKS - STREET MAINTENANCE	L
TRANSIT & PARKING SYSTEM MANAGER	DEPARTMENT OF PUBLIC WORKS ADMINISTRATION	L
ASSISTANT CITY ATTORNEY	CITY ATTORNEY	M
CHIEF BUILDING INSPECTOR	INSPECTION & CODE ENFORCEMENT	M
COMMUNITY HEALTH PROGRAM DIRECTOR	HEALTH DEPARTMENT	M
DIRECTOR OF ENVIRONMENTAL HEALTH	HEALTH DEPARTMENT	M
LAB DIRECTOR/RESEARCH SCIENTIST	HEALTH DEPARTMENT	M
MANAGER OF HOUSING & COMMUNITY DEVELOPMENT	CITY DEVELOPMENT	M
ASSISTANT DIRECTOR OF CITY DEVELOPMENT	CITY DEVELOPMENT	N
ASSISTANT FINANCE DIRECTOR	FINANCE	O
CITY ASSESSOR	CITY ASSESSORS	O
DEPUTY POLICE CHIEF	POLICE DEPARTMENT	O
HUMAN RESOURCES MANAGER	HUMAN RESOURCES	O
ASSISTANT COMMISSIONER OF PUBLIC WORKS/ENGINEERING	CITY ENGINEERING	P
ASSISTANT COMMISSIONER PUBLIC WORKS/OPERATIONS	DEPARTMENT OF PUBLIC WORKS ADMINISTRATION	P
DEPUTY CITY ATTORNEY	CITY ATTORNEY	P
CITY LIBRARIAN	LIBRARY	R
DIRECTOR OF CITY DEVELOPMENT	CITY DEVELOPMENT	R
DIRECTOR OF PARKS/RECREATION/CULTURAL SERVICES	PARKS AND RECREATION ADMINISTRATION	R
MIS DIRECTOR	INFORMATION SYSTEMS	R
PUBLIC HEALTH ADMINISTRATOR	HEALTH DEPARTMENT	R

POLICE CHIEF	POLICE DEPARTMENT	S
FIRE CHIEF	FIRE DEPARTMENT	S
CITY ATTORNEY	CITY ATTORNEY	T
COMMISSIONER OF PUBLIC WORKS	DEPARTMENT OF PUBLIC WORKS ADMINISTRATION	T
FINANCE DIRECTOR	FINANCE	T

2019 Rates

Grade Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
W	\$67.38	\$69.31	\$71.23	\$73.15	\$75.08	\$77.00	\$78.93	\$80.86	\$82.78	\$84.71	\$86.63
V	\$62.71	\$64.50	\$66.29	\$68.08	\$69.87	\$71.67	\$73.46	\$75.25	\$77.04	\$78.82	\$80.61
U	\$58.35	\$60.02	\$61.69	\$63.35	\$65.02	\$66.69	\$68.35	\$70.02	\$71.69	\$73.35	\$75.03
T	\$54.31	\$55.86	\$57.40	\$58.96	\$60.51	\$62.07	\$63.61	\$65.16	\$66.72	\$68.27	\$69.82
S	\$50.53	\$51.97	\$53.42	\$54.87	\$56.30	\$57.75	\$59.20	\$60.63	\$62.09	\$63.53	\$64.97
R	\$48.28	\$49.66	\$51.04	\$52.42	\$53.80	\$55.18	\$56.55	\$57.93	\$59.32	\$60.70	\$62.08
Q	\$46.02	\$47.34	\$48.65	\$49.96	\$51.29	\$52.60	\$53.91	\$55.24	\$56.54	\$57.85	\$59.17
P	\$43.77	\$45.03	\$46.28	\$47.53	\$48.77	\$50.02	\$51.28	\$52.53	\$53.77	\$55.02	\$56.28
O	\$41.51	\$42.70	\$43.90	\$45.08	\$46.27	\$47.45	\$48.64	\$49.83	\$51.01	\$52.20	\$53.38
N	\$39.26	\$40.39	\$41.51	\$42.64	\$43.75	\$44.88	\$46.00	\$47.13	\$48.24	\$49.37	\$50.49
M	\$37.01	\$38.08	\$39.13	\$40.19	\$41.25	\$42.31	\$43.37	\$44.42	\$45.48	\$46.53	\$47.60
L	\$34.77	\$35.76	\$36.76	\$37.75	\$38.74	\$39.73	\$40.73	\$41.73	\$42.71	\$43.71	\$44.70
K	\$32.52	\$33.45	\$34.38	\$35.31	\$36.24	\$37.17	\$38.09	\$39.02	\$39.96	\$40.88	\$41.81
J	\$30.27	\$31.14	\$32.00	\$32.86	\$33.73	\$34.59	\$35.46	\$36.32	\$37.19	\$38.05	\$38.92
I	\$28.02	\$28.81	\$29.60	\$30.41	\$31.21	\$32.01	\$32.81	\$33.61	\$34.42	\$35.20	\$36.01
H	\$25.77	\$26.49	\$27.23	\$27.97	\$28.70	\$29.44	\$30.17	\$30.91	\$31.65	\$32.38	\$33.12
G	\$23.52	\$24.18	\$24.86	\$25.52	\$26.20	\$26.86	\$27.55	\$28.21	\$28.89	\$29.55	\$30.23
F	\$21.26	\$21.87	\$22.47	\$23.08	\$23.69	\$24.29	\$24.90	\$25.51	\$26.11	\$26.72	\$27.33
E	\$19.01	\$19.55	\$20.10	\$20.63	\$21.18	\$21.72	\$22.26	\$22.80	\$23.34	\$23.90	\$24.44
D	\$17.32	\$17.81	\$18.30	\$18.80	\$19.29	\$19.80	\$20.30	\$20.79	\$21.29	\$21.77	\$22.27
C	\$16.03	\$16.49	\$16.95	\$17.41	\$17.87	\$18.32	\$18.78	\$19.24	\$19.70	\$20.16	\$20.61
B	\$14.85	\$15.28	\$15.71	\$16.14	\$16.54	\$16.97	\$17.40	\$17.83	\$18.24	\$18.67	\$19.10
A	\$13.74	\$14.14	\$14.54	\$14.93	\$15.32	\$15.72	\$16.10	\$16.49	\$16.89	\$17.29	\$17.68

City of Racine: Classification Recommendations

We reviewed the appeals documentation provided by the City of Racine, discussed the information with the relevant management staff, and the following are our recommendations.

Title	Department	Recommended Changes / Comments	Original CDC Grade	Proposed CDC Grade
Human Resources Manager	Human Resources	This request was brought about due to an internal restructuring, which will now allow for department head level authority and/or autonomy. We recommend increasing rating levels for “Decision-Making”, “Interactions & Communications” and “Education & Experience”. The additional points result in a change in grade placement. We further recommend changing the title to Director of Human Resources.	O	S
City Assessor	City Assessor	This request was also brought about due to an internal restructuring, which will now allow for department head level authority and/or autonomy. We recommend increasing rating levels for “Thinking Challenges”, “Decision-Making”, and “Interactions & Communications”. The additional points result in a change in grade placement.	O	Q
City Clerk	Mayor	We reviewed the job documentation, and it is our understanding that the only significant change was moving the reporting structure from the Finance Department to the Mayor’s Office. No recommended changes.	K	K
Manager of Strategic Initiatives and Community Partnerships	Mayor	This classification will be responsible for, among other things, “ <i>project-managing collaborations between entities such as Gateway Technical College, Racine County or UW-Parkside</i> ”. This is expected to be a high-level of responsibility and is expected to be occupied by an individual with a significant level of education. Accordingly, our recommendation is placement at Grade M.	N/A	M

Inspectors (e.g. Building, Plumbing, and Electrical): The City inquired about the ongoing challenges to recruit/retain qualified inspection staff. This challenge is not isolated to the City of Racine, but is likely more acute due to the significant development and construction activity in southeast Wisconsin. Like many other management decisions, drastic decisions can have long-reaching and/or unintended consequences, and our preference is a more measured approach. The City should consider a “market adjustment” of one grade, and then determine what—if any—impact the decision had on recruiting efforts. The longer-term approach may include building a classification series to recruit individuals with lesser skills/experience, and then allow progression as skills/experience are acquired. We are happy to assist the City upon request.

City of Racine: Classification Recommendations

We reviewed the appeals documentation provided by the City of Racine, discussed the information with the relevant management staff, and the following are our recommendations.

Title	Department	Recommended Changes / Comments	Original CDC Grade	Proposed CDC Grade
Communications Coordinator	Administration	This request was brought about due to the proposed creation of this new classification. The classification would have responsibility for, among other things, <i>“the development, management and administration of strategic outreach, media relations and communications of City-wide initiatives for ... the City of Racine”</i> . Our recommendation is placement at Grade J.	N/A	J
Administrative Assistant	Administration	Based on our conversations with the City, in addition to the job documentation, we are convinced that this classification is substantially similar to the other Administrative Assistant working for the Mayor/City Administrator. As a result, we recommend increasing rating levels for “Thinking Challenges”, “Decision-Making”, and “Education & Experience”. The additional points result in a change in grade placement. Further, we have recalibrated the “Education & Experience” ratings for the other Administrative Assistant but it will not result in a change in grade placement. Finally, we recommend a job title of “Executive Assistant” (or similar title) to avoid confusion with other similarly titled classifications.	F	H