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MEMORANDUM

To: Ald. Marina Dimitrijevic
From: Dave Gelting, Legislative & Fiscal Services Specialist
Date: November 3, 2025
Subject: Innovation Policy Analyst Position History

On November 3, 2025, you requested information regarding the history of the position of Innovation Policy Analyst.

On December 17, 2024, Communication File 241378 was referred to the Finance & Personnel Committee.¹ This communication included a memo indicating that a classification and pay recommendation was scheduled for the City Service Commission meeting on January 14, 2025, which would change one vacant position of Budget and Fiscal Policy Analyst IV to one position of Innovation Policy Analyst in the Department of Administration. The City Service Commission approved the changes in positions at its January 14 meeting.²

When Communication File 241378 was before the Finance & Personnel Committee on January 15, 2025, Ald. Burgelis was Chair as Ald. Dimitrijevic was not present. While discussing the matter, a question was posed to Andrea Knickerbocker, Human Resources Manager, Department of Employee Relations, asking for more information about the Innovation Policy Analyst position.³ Ms. Knickerbocker replied and described the duties and responsibilities of the position, and explained that the new position of Innovation Policy Analyst was being created and funded by deleting a vacant Budget and Fiscal Policy Analyst IV position. The Chair asked if the Innovation Director or anyone else from DOA was present to discuss the topic, but nobody relevant was present. Ald. Coggs stated that she would have liked to have more information to determine if the position was needed. Ald. Burgelis mentioned that the file was an information item, and suggested holding the file, but Ald. Coggs replied that holding the item was not

¹ File 241378, Communication from the Department of Employee Relations relating to classification studies scheduled for City Service Commission action,

<https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7076393&GUID=94A06973-55D8-4017-A2C0-C529A4877F6C&Options=ID%7cText%7cAttachments%7c&Search=%22innovation+policy+analyst%22>

² File 241429, Communication from the Department of Employee Relations for the approval of the Classification Report(s) as submitted, <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7089948&GUID=1FBCD012-C0C7-42EC-BB4B-16F17E7A8119&Options=&Search=>

³ The relevant conversation occurs at timestamp 2:18:05 of the meeting video, <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7076393&GUID=94A06973-55D8-4017-A2C0-C529A4877F6C&Options=ID%7cText%7cAttachments%7c&Search=%22innovation+policy+analyst%22#>

needed, as she would reach out to the Innovation Director or the Administration Director for more information.

At the same Finance & Personnel Committee meeting, the relevant substitute ordinances to amend the offices, positions, and rates of pay in the City Service were recommended for passage.^{4,5} These ordinances added the title “Innovation Policy Analyst (2)” under Pay Range 2LX in the salary ordinance, and amended the office and positions in the City Service under “Department of Administration” by adding one position of “Innovation Policy Analyst” under the Office of the Director and deleting one position of “Budget and Fiscal Policy Analyst IV” under the Budget and Management Division. The Common Council passed both ordinances on January 21, 2025.

On May 7, 2025, Communication File 250083 was before the Finance & Personnel Committee.⁶ A memo attached to the file reported that the position authority of one Budget and Fiscal Policy Analyst IV was mistakenly used when the new classification of Innovation Policy Analyst was submitted and approved. The Budget and Fiscal Policy Analyst IV position that was thought to be vacant at the time was, in actuality, filled. In order to rectify the situation, the communication requested that one position of Innovation Policy Analyst in the Department of Administration - Office of the Director be eliminated and one position of Budget and Fiscal Policy Analyst IV be added to the Department of Administration Budget and Management Division. This action would have undone the action taken in January.

The subsequent discussion revealed that the Department of Administration had already posted the job announcement for the Innovation Policy Analyst position, applications were received, and preparations were underway for interviews, but the position had not yet been filled. The Administration’s intent was to fill the Innovation Policy Analyst position using the Auxiliary Resource Program (ARP). Multiple Finance & Personnel Committee members took issue with the creation of a new position outside of the budget process, especially without identifying a funding source for this new position. This was contrasted with the budget-neutral action of the Committee in January, in which the new Innovation Policy Analyst position was created while eliminating a thought-to-be vacant position in the Budget Office.

⁴ File 241382, A substitute ordinance to further amend the 2025 rates of pay of offices and positions in the City Service, <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7076397&GUID=C891EB2E-2B42-4385-B078-12D633C3D14B&Options=&Search=>

⁵ File 241384, A substitute ordinance to further amend the 2025 offices and positions in the City Service, <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7076399&GUID=AF4F3C24-0403-45B9-8A5E-483D43D4C9E0&Options=ID%7cText%7cAttachments%7c&Search=%22innovation+policy+analyst%22&FullText=1>

⁶ File 250083, Communication from the Department of Employee Relations amending the Positions Ordinance relating to position authority for the positions of Budget and Fiscal Policy Analyst IV and Innovation Policy Analyst in the Department of Administration, <https://milwaukee.legistar.com/LegislationDetail.aspx?ID=7357137&GUID=CBBDE74C-5A95-453B-9E88-97ADB0116D58&Options=ID%7cText%7cAttachments%7c&Search=%22innovation+policy+analyst%22>

The Administration was asked to identify a funding source for the new position, but no specific funding source was provided. Rather, the Administration expressed confidence that the 2026 Budget would be able to include the Innovation Policy Analyst position. Andrea Knickerbocker, Human Resources Manager – Department of Employee Relations, clarified that there is no money in DER to fund ARP positions, only position authority. If a department uses ARP, it has to pay for the new position by reimbursing the Department of Employee Relations for the cost.

The Chair expressed a desire to consider if this was something that could wait until the 2026 Budget process, stating “It’s not a no, it’s a maybe not right now. I’m worried about cuts in many departments, and I want to be able to put them on a scale and weigh them all at the same time.” It was asked if the technical problem could be addressed without authorizing funding for the Innovation Policy Analyst position. The Administration replied that all the file before the Committee did was fix the technical issue, and while the memo described plans to use ARP, that was not germane, as the file did not address the issue of filling the Innovation Policy Analyst position.

It was asked if, regardless of action taken on the item before the Committee, the Administration would be free to fill the Innovation Policy Analyst position using ARP without Council approval or involvement. Ms. Knickerbocker replied that technically, yes, that was correct. The Chair expressed the view that the appropriate time for unfunded positions is the budget process. The Chair contrasted this situation with situations in which a funding source is identified, and suggested that in the next couple weeks it should be determined where the funding for the position would come from.

Communication File 250083 was held to the call of the Chair. At the same meeting, the relevant ordinance to amend the 2025 offices and positions in the City Service, File 250056, was passed as amended by the Committee. As introduced, File 250056 would have reversed the changes made to the position ordinance in January, and the position of Innovation Policy Analyst would have been deleted and the position authority for the Budget and Fiscal Policy Analyst IV position would have been increased by one. As amended, the passed ordinance did not change the position authority for either position, keeping in place the situation in which there was one more filled position than authorized for the position of Budget and Fiscal Policy Analyst IV and letting the position of Innovation Policy Analyst remain in the positions ordinance.

Communication File 250083 was included on the next Finance & Personnel Committee agenda on June 18, 2025, and was placed on file as no longer necessary without discussion.

Please let me know if you would like any additional information on this topic.

LRB181151