



Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Molly King
Employee Benefits Director

Nicole Fleck
Labor Negotiator

Department of Employee Relations

JOB EVALUATION REPORT

City Service Commission Meeting: July 22, 2025

Assessor's Office

Current	Recommended
Chief Assessor PR 1PX (\$125,201 - \$175,275) (One Position)	Deputy Commissioner of Assessments PR 1PX (\$125,201 - \$175,275) (One Position)
Assessment Operations Director PR 1KX (\$91,006 - \$127,413) FN: Appointment at any rate in pay range with approval of DER and Chair of Finance and Personnel FN: Recruitment is at \$105,336 (One Position)	Assessment Operations Director PR 1MX (\$103,384 - \$144,744) FN: Recruitment is at \$120,143 (One Position)
Assessment Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)	Commercial Division Manager PR 1KX (\$91,006 - \$127,413) FN: Recruitment is at \$105,336 (One Position)
Assessment Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)	Residential Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

This study is regarding four management positions in the Assessor's Office. Job descriptions and forms were reviewed regarding the department's request for two title changes, one reclassification and one reallocation.

Current	Recommended
Chief Assessor PR 1PX (\$125,201 - \$175,275) (One Position)	Deputy Commissioner of Assessments PR 1PX (\$125,201 - \$175,275) (One Position)

The basic function of this position is to assist the Commissioner of Assessments with the administration of the duties necessary for the successful operation of the Assessor's Office; assume direct administrative charge of all facets of the entire assessment program; serve as Deputy Commissioner; and act in the capacity of the Commissioner of Assessments when the Commissioner of Assessments is unavailable. Duties and responsibilities include:

- 25% Review and make determinations regarding property tax exemption statuses, tax exemption requests (applications), reports (biennial form), and Low-Income Housing Exemption – Property

Owner's Certification of Occupancy (POCO) forms in accordance with state and local administrative procedures. Advise administrative staff on processing all exemption related forms; and oversee and administer the City's Pay in Lieu of Taxes (PILOT)/Fair Share program.

- 25% Supervise the appeal process for the office; and work with the Assessment Appeals Director and staff to draft reports and present testimony. Supervise testimony at the Board of Review on complex property appraisals; and confer and coordinate Circuit Court appeals with the City Attorney.
- 25% Initiate, plan, and implement assessment programs with the approval of the Commissioner of Assessments; and manage the assessment function so that the appraisers employ a uniform and effective approach, maximizing productivity without sacrificing quality. Investigate new methods of valuation and assessment; keep abreast of law changes that affect assessments; testify on behalf of the City in assessment related matters that affect the City; and implement policies to address law changes.
- 5% Assist and advise the Commissioner of Assessments in the formulation of policy for the immediate and long-term objectives of the office; and assist in planning the programs necessary to fulfill those objectives and the budget to fulfill them.
- 5% Represent the Commissioner of Assessments at City Service Commission meetings, Cabinet meetings, Common Council Committee meetings, and other meetings as needed.
- 5% Confer with property owners and/or their agents on complex appraisal or assessment issues. Consult with other city departments to share appraisal and market data. Work with the Department of Revenue on assessment related policy and technical issues.
- 5% Participate in the interview process of appraisal staff at all levels.
- 5% Perform other duties as assigned.

Minimum requirements include a bachelor's degree in real estate, architecture, engineering, building construction, urban planning, business administration or related field; five years of progressively responsible experience in assessment or appraisal performing duties related to this position; and certification by the State of Wisconsin at the Assessor 3 and Assessor 2 levels under the State Assessor's Certification Program. Equivalent combinations of education and experience may be considered.

The Department has requested a title change for this position from "Chief Assessor" to "Deputy Commissioner of Assessments". The Department noted that this position has always served as a Deputy Commissioner and fills in for the Commissioner of Assessments when he or she is unavailable. This new requested title will more accurately reflect these duties and responsibilities.

We therefore recommend a title change for one position of "Chief Assessor" in Pay Range 1PX (\$125,201 - \$175,275) to "Deputy Commissioner of Assessments" in Pay Range 1PX (\$125,201 - \$175,275).

Background for Assessment Division – Real Property Positions

The next three positions are located in the Real Property Section of the Assessment Division. The two positions of Assessment Division Manager supervise either Residential or Commercial Property Appraisers. They both report to the third position of Assessment Operations Director.

Prior to 2023, the Property Appraisers were not distinguished by title for residential or commercial appraisal. In 2023, the positions changed to the current title series of Residential Property Appraiser 1, 2, and 3 and Commercial Property Appraiser 1, 2, and 3 as shown in the chart below. The Commercial Property Appraisers were classified at a higher rate in recognition of the higher level work and requirements. The two Assessment Division Managers and the Assessment Operations Director were reallocated to a higher level, but their titles stayed the same.

The Department indicated that the two Assessment Division Managers are focused on either residential or commercial appraisal. The Department has requested to change their titles to Residential Division Manager and Commercial Division Manager to reflect this focus. They further request that, like the higher rate for the Commercial Property Appraisers, the Commercial Division Manager also have a higher pay range. As the Commercial Division Manager reports to the Assessment Operations Director, the Department also requests a higher pay range for the Assessment Operations Director to avoid pay compression.

Current Title	Current Pay Range	Current Footnote	Positions
Assessment Operations Director	1KX (\$91,006 - \$127,413)	FN: Appt at any rate in Pay Range with approval of DER and Chair of Finance & Personnel FN: Recruitment is at \$105,336	1
Assessment Division Manager	1JX (\$85,366 - \$119,521)	FN: Recruitment is at \$95,761	2
Commercial Property Appraiser 3	2MX (\$80,098 - \$112,137)	FN: Recruitment is at \$87,055	11
Commercial Property Appraiser 2	2LN (\$75,162 - \$105,223)	FN: Recruitment is at \$81,359	Underfill Title
Commercial Property Appraiser 1	2KN (\$70,501 - \$98,704)	FN: Recruitment is at \$76,037	Underfill Title
Residential Property Appraiser 3	2JN (\$66,154 - \$92,612)	FN: Recruitment is at \$71,062	12
Residential Property Appraiser 2	2IN (\$62,041 - \$86,854)	FN: Recruitment is at \$66,414	Underfill Title
Residential Property Appraiser 1	2HN (\$58,223 - \$81,507)	FN: Recruitment is at \$62,069	Underfill Title

Assessment Operations Director

Current	Recommended
Assessment Operations Director PR 1KX (\$91,006 - \$127,413) FN: Appointment at any rate in pay range with approval of DER and Chair of Finance and Personnel FN: Recruitment is at \$105,336 (One Position)	Assessment Operations Director PR 1MX (\$103,384 - \$144,744) FN: Recruitment is at \$120,143 (One Position)

The basic function of this position is to assist the Commissioner of Assessments and Chief Assessor with all duties necessary for the Assessment Division. This position has direct responsibility over the operations of the Assessment Division and collaborates with the Administrative Division on property assessment systems and computer applications. Duties and responsibilities include:

- 30% Supervise the assessment process to determine ad valorem (according to value) assessments for all municipal real estate in the City; coordinate the assessments of manufacturing properties with the State Department of Revenue; and review applications for tax exemption and determine whether to grant exempt status. Determine and communicate assessment policies, procedures, and best practices, and ensure Assessment Division managers create an environment for staff to uniformly follow them. Review and evaluate assessment law changes and precedent setting case law and recommend changes to department policies. Resolve the most complex situations/valuation issues and questions through meeting with attorneys, tax representatives, private appraisers, and taxpayers. Develop methods and procedures to monitor assessment uniformity and find ways to maintain or improve assessment quality while reducing the number of appraiser hours and dollars needed to do so.
- 25% Manage the Division Managers and appraisal staff assigned to the Assessment Division. Develop standards for each activity type and monitor the performance of staff members relative to the standards. Monitor and evaluate progress toward Assessment Division goals and communicate results to staff and department supervisors. Identify and create an office-wide plan and training schedule for staff in the Assessment Division under the direction of the Chief Assessor. Conduct coaching/input sessions with all staff that are either directly or indirectly supervised. Insure that Division staff is informed of and complies with law changes, court cases, legal challenges, assessment and exemption law, Uniform Standards of Professional Appraisal Practice (USPAP) as well as the Wisconsin Property Assessment Manual (WPAM).
- 10% Direct and support the assessment staff in the appeals process to assure timely participation with the Board of Appeals (BOA) and the Board of Review (BOR). Coordinate with the Assessment Appeals Director to facilitate effective processes for objections, appeals, and court cases. Schedule staff and resources as needed to defend assessments under appeal at the BOR and Circuit Court. Work with department teams and supervisors to develop efficient customer friendly procedures for dealing with visits and calls from taxpayers following mailing assessment notices. Participate as a member of the BOA. Advise and assist Assessment Division Managers and appraisers on complex or special issue BOR cases and participate in case presentation if needed.
- 10% Evaluate and supervise all types of special projects in the Assessment Division . Organize, lead and/or participate on special teams as needed to accomplish goals and objectives of the

department and division. Make decisions in the promotion and hiring of Assessment Division staff that support the City's equal employment policies. Determine the need for performance plans, disciplinary actions, and/or termination of employment along with Assessment Division Managers. Lead meetings when disciplinary is expected to be taken regarding any Assessment Division staff member.

- 5% Provide accurate and timely information to government and private individuals and organizations. Personally provide expert testimony for other City departments, including the City Attorney's Office and Neighborhood Services, plus federal prosecutors. Provide prompt responses to Alderperson referrals, taxpayer requests, etc. Represent the department at neighborhood meetings, professional organizations, educational institutions, and other speaking engagements. Handle the most difficult/irate taxpayers especially after notices are sent. Meet with taxpayers, accountants, attorneys, taxpayer representatives, and private appraisers to resolve more difficult issues and questions.
- 5% Determine best practices and monitor work to assure best practices are being followed (quality) and that the quantity of work is satisfactory. Provide training and coaching on an individual and group basis to department staff and managers. Create and maintain on-line manuals documenting such items as use of computerized systems, department procedures, and city policies.
- 5% Assist the Commissioner of Assessments and Chief Assessor in formulation of the department strategic plan as well as planning policies, programs, and budgetary needs to meet Assessment Division long and short term objectives. Develop recommendations of additions and changes to the Employee Handbook. Set deadlines and schedules to meet objectives timely. Monitor progress toward completion of work required to meet statutory deadlines and objectives.
- 5% Review and approve recommendations for large group and sub-neighborhood value adjustments. Review proposed neighborhood boundary changes.
- 3% Encourage supervisory and staff interaction that promotes teamwork, innovation, and open communication, as well as improvements in quality and productivity. Foster equal opportunity and employee safety.
- 1% Peripheral Duties – Maintain Real Estate Brokers License and Realtor designation to provide Multiple Listing Service (MLS) membership benefits to the Assessor's Office.
- 1% Peripheral Duties – Conduct BOA meetings when Commissioner of Assessments and Chief Assessor are absent.

Minimum requirements include a bachelor's degree in business administration, engineering, economics, real estate, or related area; five years of experience in high level assessing and appraising; supervisory experience in a large assessment office; experience with the methods and requirements for setting up a mass appraisal program; Wisconsin Assessor Certification at the Assessor II level; and Broker's License. Equivalent combinations of education and experience may be considered. These requirements have not been assessed by the Staffing Division.

As this position will now have a direct report that is recommended to be placed in Pay Range 1KX (\$91,006 - \$127,413) with a recruitment rate of \$105,336, we recommend that this position be reallocated to Pay Range 1MX (\$103,384 - \$144,744) to avoid pay compression. We further recommend the recruitment rate of \$120,143. The footnote that provides appointment at any rate in the pay range with approval of DER and the Chair of Finance and Personnel is no longer needed. This position will be in Pay Range 1MX and Part II, Section 3(B), of the Salary Ordinance provides that “Positions classified as Officials and Administrators or Professionals in pay ranges 1LX – 1XX and 2PX – 2TX may be authorized at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel”.

We therefore recommend one position of Assessment Operations Director in Pay Range 1KX (\$91,006 - \$127,413) with a recruitment rate of \$105,336 be reallocated to Pay Range 1MX (\$103,384 - \$144,744) with a recruitment rate of \$120,143.

Assessment Division Manager (Two Positions)

Current	Recommended
Assessment Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)	Commercial Division Manager PR 1KX (\$91,006 - \$127,413) FN: Recruitment is at \$105,336 (One Position)

The basic function of this position is to assist in the management of all aspects of the Assessment Division in the Assessor’s Office. This position is under the direct supervision of the Assessment Operations Director and is responsible for supporting and accomplishing the goals and objectives of the Assessor’s Office as they relate to all assigned duties. Duties and responsibilities include:

- 25% Supervise the discovery, listing, and uniform valuation of all taxable commercial property in the City of Milwaukee.
- 25% Maintain and motivate an effective work team through selection, training, coaching, planning, supervising, and fostering equal opportunity and employee safety to obtain department goals and objectives.
- 25% Supervise and contribute to the production of an annual assessment roll.
- 10% Assist with the supervision of the processing of assessment appeals as required by assessment law from the Board of Review through the court system.
- 10% Supervise and collaborate with a team that researches exemptions and recommend actions regarding the eligibility for property tax exemptions.
- 5% Provide service and information to the public, other City departments, and public agencies.

Minimum requirements include a bachelor’s degree in accounting, business administration, engineering, real estate appraisal, architecture, or related area; five years of experience in assessing commercial property; and Wisconsin Assessor Certification at the Assessor 2 level. Equivalent combinations of

education and experience may be considered. These requirements have not been assessed by the Staffing Division.

This position of Assessment Division Manager focuses on the supervision of the Commercial Property Appraisers 1, 2, and 3 and appraisal work related to commercial property. The work and requirements for this position are at a higher level and the department has requested a new title and higher pay range. We agree with this request and recommend one position of Assessment Division Manager in Pay Range 1JX (\$85,366 – \$119,521) with a recruitment rate of \$95,761 be reclassified to Commercial Division Manager in Pay Range 1KX (\$91,006 - \$127,413) with a recruitment rate of \$105,336.

Current	Recommended
Assessment Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)	Residential Division Manager PR 1JX (\$85,366 - \$119,521) FN: Recruitment is at \$95,761 (One Position)

The basic function of this position is to assist in the management of all aspects of the Assessment Division in the Assessor’s Office. This position is under the direct supervision of the Assessment Operations Director and is responsible for supporting and accomplishing the goals and objectives of the Assessor’s Office as they relate to all assigned duties. Duties and responsibilities include:

- 25% Supervise the discovery, listing, and uniform valuation of all taxable residential property in the City of Milwaukee.
- 25% Maintain and motivate an effective work team through selection, training, coaching, planning, supervising, and fostering equal opportunity and employee safety to obtain department goals and objectives.
- 25% Supervise and contribute to the production of an annual assessment roll.
- 10% Assist with the supervision of the processing of assessment appeals as required by assessment law from the Board of Review through the court system.
- 10% Supervise and collaborate with a team that researches exemptions and recommend actions regarding the eligibility for property tax exemptions.
- 5% Provide service and information to the public, other City departments, and public agencies.

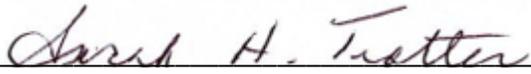
Minimum requirements include a bachelor’s degree in accounting, business administration, engineering, real estate appraisal, architecture, or related area; five years of experience in assessing property in a governmental assessment office or performing mass appraisals in an appraisal firm; and Wisconsin Assessor Certification at the Assessor 2 level. Equivalent combinations of education and experience may be considered.

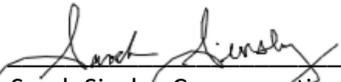
This position of Assessment Division Manager focuses on the supervision of the Residential Property Appraisers 1, 2, and 3 and appraisal work related to residential property. The Department has requested the title be changed to “Residential Division Manager” to reflect this focus. We agree with this request and recommend one position of Assessment Division Manager in Pay Range 1JX (\$85,366 –

\$119,521) with a recruitment rate of \$95,761 be retitled to Residential Division Manager in Pay Range 1JX (\$85,366 - \$119,521) with a recruitment rate of \$95,761.

Action Required - Effective Pay Period 17, 2025 (August 3, 2025)

* See addendum included in CCFN for Salary and Position Ordinance changes.

Prepared by: 
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