



Department of Employee Relations

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Employee Benefits Director

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Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: July 21, 2026

Health Department

Current	Recommended
Public Health Compliance Officer PR 2JX (\$66,154 - \$95,390) (One Position)	Public Health Compliance Officer PR 2MX (\$80,098 – \$115,501) FN: Recruitment Rate of \$94,793 (One Position)
Clinic Office Coordinator PR 5IN (\$57,620 - \$74,186) (One Position)	Public Health Compliance Analyst PR 2GX (\$58,656 - \$78,768) (One Position)

Note: Residents receive a 4% Resident Incentive Allowance.

The Milwaukee Health Department (MHD) has requested a study of two of their positions. Specifically, they have requested to reallocate one position of Public Health Compliance Officer due to changes in duties and responsibilities and to repurpose one position of Clinic Office Coordinator in Pay Range 5IN (\$57,620 - \$74,186) to Public Health Compliance Analyst in Pay Range 2GX (\$58,656 - \$78,768) due to a change in the needs of the department. Job descriptions were provided and discussions were held with Lindsey Nathan O'Connor, Health Human Resources Administrator, and Samantha Brennan, Human Resources Supervisor.

Public Health Compliance Officer

This position serves as the principal authority and strategic leader for regulatory compliance, privacy governance, and organizational performance within the MHD. Operating with broad autonomy and executive discretion, this position designs, directs, and evaluates department-wide compliance systems to ensure adherence to complex state and federal mandates, including HIPAA (Health Insurance Portability and Accountability Act), Civil Rights requirements, and public health statutes.

This position also provides high-level counsel to the Commissioner of Health, executive leadership, and elected officials, shaping policy decisions that influence public health operations, risk mitigation, and organizational accountability. This role leads enterprise-level compliance initiatives, oversees cross-departmental audits, drives continuous improvement, and ensures that MHD maintains the highest standards of legal, ethical, and operational integrity. The position functions as the department's chief compliance strategist with independent authority to interpret regulations, initiate investigations, recommend corrective actions, and implement system-wide policy changes. Duties and responsibilities include:

45% Strategic Compliance Leadership

- Serve as the chief architect of MHD's compliance framework, establishing long-range strategies, governance structures, and performance standards that ensure full alignment with state and federal public health regulations.
- Act as the department's senior expert on HIPPA, Privacy Regulations, and Civil Rights compliance, providing authoritative interpretation of statutes and advising executive leadership on legal and operational implications.
- Lead the development, implementation, and continuous modernization of department-wide privacy and compliance policies, ensuring they reflect evolving regulatory landscapes and best practices.
- Direct and oversee complex investigations of privacy incidents, compliance breaches, and high-risk operational concerns; determine root causes, develop corrective action plans, and brief executive leadership on findings and recommendations.
- Serve as the Medical Records Custodian and Limited English Proficiency (LEP) Program Lead, ensuring equitable access to services and compliance with language access mandates.
- Conduct high-level compliance with audits, risk assessments, and organizational readiness reviews; design and implement system-wide mitigation strategies.
- Act as the primary liaison for Business Associate agreements, Memoranda of Understanding, and interagency compliance partnerships, ensuring all agreements meet legal and operational standards.
- Provide strategic guidance to Division Directors and Program Managers on compliance vulnerabilities, emerging risks, and organizational performance trends.

40% Open Records Governance & Legal Coordination

- Lead the end-to-end governance of all open records and medical records requests, ensuring timely, accurate, and legally compliant responses.
- Conduct advanced legal and policy analyses of responsive documents, applying expert judgment to ensure adherence to Wisconsin's open records statutes and MHD policies.
- Serve as the primary point of coordination with the City attorney's Office for complex, high-volume, or litigation-related requests, providing expert assessments and strategic recommendations.
- Establish and maintain enterprise-level tracking systems, documentation standards, and quality controls to ensure transparency, accountability, and audit readiness.
- Advise senior leadership and program managers on legal and policy considerations arising from open records requests, ensuring consistent interpretation and application of statutes.

10% Employee Supervision

- Provide leadership, guidance, and supervision to the Public Health Compliance Analyst.

5% Peripheral Duties

- Participate in and promote department culture and wellbeing initiatives.
- Participate in and promote quality improvement (QI) projects to foster a culture of continuous quality improvement (CQI).
- Participate in Emergency Preparation activities and respond to broad impact events or Public Health Emergencies as required.

- Participate in and promote a positive safety culture by engaging with safety initiatives, following safety policies and procedures, and reporting safety hazards and opportunities for improvements.

Minimum requirements include a bachelor's degree in business, public administration, health administration, or related field; and five years of experience in compliance work related to the essential functions listed above including one year of compliance oversight for a large scale organization.

This position was first created in 2022 with the current title and pay range. Over time, the department has found that the scope of responsibility, level of autonomy, and consequence of error for this position have evolved to a higher level. The 2022 report indicated that there had previously been a Compliance Analyst position in Pay Range 2GX but that the new position of Public Health Compliance Officer would be performing some additional higher level duties including the following.

- Leading policy development related to program performance
- Leading and coordinating evaluations that impact public health systems
- Supporting organizational strategic planning
- Researching and developing workforce development training programs to enhance performance outcomes related to priority health concerns
- Assisting in detecting and leading the analysis and deterrence of programmatic and administrative risks; and communicating findings

The department has indicated that the position has become even stronger with more extensive leadership responsibilities related to ensuring the department follows legal requirements for public health. This includes compliance with state and federal regulations, responding to open records requests, and the development and updating of related policies and procedures. Examples include directing and overseeing complex investigations of privacy incidents, compliance breaches, and high-risk operational concerns; and determining root causes, developing corrective action plans, and briefing leadership on findings and recommendations. This position will also provide strategic guidance to Division Directors and Program Managers on compliance vulnerabilities, emerging risks, and organizational performance trends.

Previously, this position reported to the Health Data and Evaluation Director but now will report to both the Health Human Resources Administrator and the Commissioner of Health. This position will also supervise the new position of Compliance Analyst. Comparisons were made to other positions including the following.

Title	Duties
<u>Health Data and Evaluation Director</u> PR 1IX (\$80,098 - \$115,501) Dept: Health	Provide leadership and expertise relative to data and evaluation projects for a broad range of programs within the MHD, develop the Community Health Assessment and the Annual Report, and ensure the accessibility of public health data. Work focuses on data analysis, evaluation, and reporting; performance management; supervision and project management; and partnership and resource development.

<u>Fire and Police Commission Compliance Auditor</u> PR 2MX (\$80,098 - \$115,501) Expected to Change PP 15, 2026 FN: Recruitment Rate is \$94,793 Dept: Fire and Police Commission	Conduct extensive and in-depth research and analysis of various public safety issues, drafts policies, and coordinates auditing plans in relation to the American Civil Liberties Union (ACLU) Collins Settlement Agreement and all other FPC departmental operations. Participate in all audits and committees applicable to investigations, research, compliance, and risk management.
<u>Grant Compliance Manager</u> PR 2KX (\$70,501 - \$101,665) FN: Recruitment Rate is \$77,551 Expected to Change PP 15, 2026 PR 2LX (\$75,162 - \$108,380) FN: Recruitment Rate is \$86,175 Dept: Administration – Community Development Grants Administration	Provide direct assistance to the Director and Associate Director to assure the City's grant development and reporting are compliant under its federal community development grant programs; acquire and maintain knowledge of all funded programs and procedures, grant regulations, and computer related programs, to train and provide oversight to the Grant Monitoring staff, comply with federal, state, and city reporting requirements, and produce reports.

Based on the strengthening of the duties and responsibilities of this position and comparisons to other City positions this report recommends reallocating this position of Public Health Compliance Officer in Pay Range 2JX (\$66,154 - \$95,390) to Pay Range 2MX (\$80,098 - \$115,501) with a recruitment rate of \$94,793.

Public Health Compliance Analyst

This position will perform a full range of professional duties related to the compliance function in the MHD; ensure compliance with internal processes and procedures as well as policies and laws mandated by state and federal governments; and assist the Public Health Compliance Officer. Duties and responsibilities include:

40% Compliance Policies and Programs

- Review, analyze, and update state and federal public health statutes, MHD policy under HIPPA, the annual Civil Rights Plan, and internal policies relating to grant monitoring.
- Assist Public Health compliance Officer in responding to inquiries from MHD staff regarding compliance issues.
- Assist the Public Health Compliance Officer in creating an audit protocol for the MHD.
- Work with MHD clinical locations to conduct audits of compliance with HIPAA regulations and civil rights as mandated by state and federal governments.
- Conduct walkthrough audits with nurses, food inspectors, lead inspectors, and other MHD staff to ensure state statutes are applied.
- As assigned, discuss, and provide guidance to program managers on best practices related to compliance.
- Act as the City's Limited English Proficiency (LEP) Coordinator.

55% Public Records Processing

- Document and process all open and medical records requests received by MHD. Assure that all requestors are communicated with regularly to update the status of their request. Comply with all open and medical records requests by providing information the department has available.

- Provide updates to city attorneys regarding open records requests that are flagged as large requests, law firm or litigation requests, and/or those that will take an unusually large amount of staff time and resources.
- Perform critical analyses of responsive documents and ensure that any records responsive to requests are reviewed consistently with MHD's and Wisconsin's open records state statutes, regulations, policies, and guidance.
- Confer and interact with managers and their staff at all levels on important open records legal/policy questions that arise in the context of processing requests.
- Track, maintain, and document open records requests with accurate files of information.
- Perform other duties as assigned including responding to an emergency or broad impact event. May support one or several program areas.

5% Peripheral Duties

- Participate in department culture and wellbeing initiatives.
- Participate in and promote quality improvement (QI) projects to foster a culture of continuous quality improvement (CQI).
- Participate in Emergency Preparation activities and respond to broad impact events or Public Health Emergencies as required.
- Participate in a positive safety culture by engaging with safety initiatives, following safety policies and procedures, and reporting safety hazards and opportunities for improvements.

Minimum requirements include a bachelor's degree in business, public administration, health administration, or related field; and one year of experience and/or training in compliance work related to the position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Department has requested to repurpose one vacant position of Clinic Office Coordinator in Pay Range 5IN (\$57,620 - \$74,186) to Public Health Compliance Analyst in Pay Range 2GX (\$58,656 - \$78,768). This position will report to the Public Health Compliance Officer and assist with the work related to compliance policies and programs, and public records processing. .

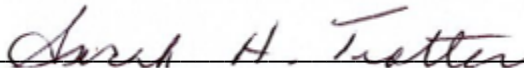
The Department previously had a similar position of Compliance Analyst in Pay Range 2GX (\$51,469 - \$72,063)(2019 Rates). In 2019, the position was repurposed to a higher level position of Health Strategy Director in Pay Range 1GX (\$66,435 - \$93,010) with a recruitment rate of \$74,823 (2019 Rates). In 2022, a new position of Public Health Compliance Officer in Pay Range 2JX (\$62,338 - \$87,270)(2022 Rates) was added. Recruitment was allowed at any rate in the range with DER approval. Now, in 2026, the Department is requesting the repurposing of one position to this position under study to assist the Public Health Compliance Officer with the volume of work and help to decrease the turnaround time for open records requests.

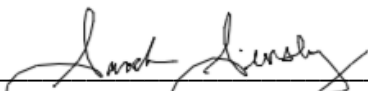
As this position will be similar to the Department's previous "Analyst" position we agree with the requested title and pay range. The title "Public Health Compliance Analyst" will be consistent with the "Public Health Compliance Officer" title. Other titles in the requested Pay Range 2GX (\$58,656 - \$78,768) include Administrative Specialist – Senior, Community Program Coordinator, and RECAST Program Coordinator. These positions also provide administrative, programming, and/or analytical support for a particular program or function.

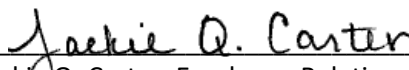
This report therefore recommends one vacant position of "Clinic Office Coordinator" in Pay Range 5IN (\$57,620 - \$74,186) be repurposed to "Public Health Compliance Analyst" in Pay Range 2GX (\$58,656 - \$78,768).

Action Required – Effective Pay Period 17, 2026 (August 2, 2026)

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

Prepared by: 
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