



Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

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Labor Negotiator

November 10, 2025

The Honorable
Finance and Personnel
Committee Common Council
City of Milwaukee

Common Council File No. 250947 – Communication from the Department of Employee Relations relating to classification studies scheduled for the November 18, 2025, City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled to be heard at the City Service Commission meeting on November 18, 2025.

Various Departments Report

Department of Employee Relations	
Current	Recommended
Business Operations Specialist PR 2GX (\$58,656 – \$76,474) FN Recruitment rate is at \$66,304. (One Position)	Business Operations Specialist - Senior PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551. (One Position)
Health Department	
Current	Recommended
Human Resources Analyst PR 2IX (\$62,041 – \$86,854) FN Recruitment rate is at \$68,244. (One Position)	Human Resources Supervisor PR 1HX (\$75,162 – \$105,223) FN Recruitment rate is at \$82,677. (One Position)
Department of Public Works – Operations Division	
Current	Recommended
Human Resources Assistant PR 5JN (\$60,036 – \$75,045) FN Recruitment rate is at \$62,229. (One Vacant Position)	Human Resources Representative PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551. (One Vacant Position)

Note: Residents receive a 3% Resident Incentive Allowance

Department of Neighborhood Services – Development Center Division

Current	Recommended
New Position	Business Liaison – Development Center 1DX (\$58,656 – \$81,507) FN Recruitment rate is at \$70,690. (One New Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Public Works – Operations Division – Fleet Services Section

Current	Recommendation
Fleet Acquisition Manager PR 1FX (\$66,154 – \$92,612) FN Recruitment rate is at \$85,086 FN The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in snow and ice control operations which result in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work. (One Position)	Fleet Acquisition and Disposal Manager PR 1HX (\$75,162 – \$105,223) FN Recruitment rate is at \$95,932 FN The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in snow and ice control operations which result in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work. (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Public Works – Operations Division – Sanitation Section

Current	Recommended
Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (22 Positions)	Sanitation Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (14 Positions)
	Drop Off Center Attendant PR 8DN (\$51,816 – \$67,106) (8 Positions)

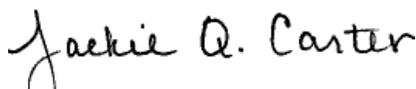
Note: Residents receive a 3% Resident Incentive Allowance.

Department of Public Works – Milwaukee Water Works

Current	Recommended
Water Billing Specialist PR 5KN (\$63,038 - \$78,798) FN Recruitment Rate is at \$63,530. (One Position)	Water Collections Specialist PR 5KN (\$63,038 – \$78,798) FN Recruitment Rate is at \$63,530. (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Respectfully Submitted,



Jackie Q Carter
 Employee Relations Director

Attachments: Job Evaluation Reports
 Fiscal Impact Statements



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Employee Relations

Current	Recommended
Business Operations Specialist PR 2GX (\$58,656 – \$76,474) FN Recruitment rate is at \$66,304 (One Position)	Business Operations Specialist - Senior PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Health Department

Current	Recommended
Human Resources Analyst PR 2IX (\$62,041 – \$86,854) FN Recruitment rate is at \$68,244 (One Position)	Human Resources Supervisor PR 1HX (\$75,162 – \$105,223) FN Recruitment rate is at \$82,677 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Public Works-Operations Division

Current	Recommended
Human Resources Assistant PR 5JN (\$60,036 – \$75,045) FN Recruitment rate is at \$62,229 (One Vacant Position)	Human Resources Representative PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Vacant Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Employee Relations

Current	Business Operations Specialist	PR 2GX (\$58,656 - \$76,474) FN: Recruitment Rate: \$66,304	One Position
Recommended	Business Operations Specialist - Senior	PR 2KX (\$70,501 - \$98,704) FN: Recruitment Rate: \$77,551	One Position

This position is responsible for supporting the Business Finance Manager in budget preparation, expenditure processing and tracking, accounts payable, accounts receivable, and is responsible for department payroll processing functions including auditing and adjustment duties and completing

payroll adjustments. This position is also responsible for administration of the City's Tuition Benefit Program, tracking and processing reimbursements related to that program as well as coordinating City-wide training events and tracking, updating and sharing training information. Duties and responsibilities include:

40% Accounts Payable and Receivable

- Review and verify invoices to ensure all charges are accurate and comply with established guidelines.
- Process complex, high-volume, and highly regulated payments (\$3-5M per week) accurately in an environment that has considerable opportunity for risk and error.
- Ensure proper approval processes are followed.
- Guarantee competing and varying payment deadlines are met to maintain relationships and avoid penalties.
- Maintain vendor records, respond to inquiries, and resolve payment discrepancies/disputes professionally.
- Bill DPW Parking and Water Works for health, dental and worker's compensation.
- Operate with a high degree of independence, resolving issues as they arise and escalating only when necessary.

25% Benefits and Wellness

- Administer Health Reimbursable Accounts (HRA), flex spending accounts (FSA), and health appraisal rewards and fees for over 6,000 eligible employees.
- Validate a wide variety of supporting documentation, answer employee inquiries, and request additional documentation.
- Process a high volume of multifaceted tuition reimbursement applications, averaging 100 per pay period.
- Assist in decision-making process for the Tuition Reimbursement Program and its guidelines.
- Answer and reconcile employee questions and concerns related to their HRA and FSA accounts.
- Assist in planning and updating Open Enrollment activities.
- Perform ongoing administrative functions regards HRA and FSA, including enrollment changes, coordination of the biweekly eligibility file, and reconciliation.
- Process enrollments, review paychecks and deductions, and make pay adjustments.

15% Payroll, Timekeeping and Human Capital Management

- Oversee payroll processes for 50 Department personnel, and 30 consistently changing, widely varying timekeeping characteristics of participants in the Citywide Auxiliary Resource Program (ARP).
- Manage employee time and attendance records. Review timecard submissions for accuracy.
- Liaise and keep in close contact with supervisors and managers Citywide with employees using ARP.
- Transfer, hire, and assist in auditing employee HRIS profiles of Department personnel and ARP participants.
- Ensure proper documentation of Sick Leave Control Incentive Program (SLCIP) and Family and Medical Leave Act (FMLA) usage.

15% Expenditure Tracking

- Support the development, execution, and monitoring of the Department's operating and special purpose budgets exceeding \$140 million, aligning fiscal planning with organizational priorities and regulatory mandates.
- Monitor and adjust funds to ensure efficient allocation of resources.
- Oversee input of statistical data related to expenditures and receivables of operating and healthcare accounts.

5% Administrative Services Management

- Oversee planning, maintenance coordination, equipment procurement, and telecommunications services.
- Ensure Departmental staff have functional, secure, and efficient work environments.
- Act as security administrator for Peoplesoft financials. Grant and audit staff access.
- Manage office spaces and relocations, computer access, phones, nameplates, badges, keys, etc.

Minimum requirements include a bachelor's degree in accounting, business administration, finance or closely related field and three years of related professional experience. These requirements have not yet been assessed by DER staffing services for hiring purposes. Equivalent combinations of experience and credentials may be considered.

The employee's duties and responsibilities have expanded beyond their original focus on tuition reimbursement and payroll processing. Changes to this position include:

- Track statistical and financial data for operating and healthcare expenditures
- Audit tracking spreadsheets to ensure they balance with FMIS
- Assist with open enrollment activities and field questions related to health, wellness, and dental programs, and questions on entering Open Enrollment changes.
- Perform administrative functions and HRMS entries associated with Flexible Spending Account. This includes enrollment changes and coordinating the biweekly eligibility file.
- Answer employee questions regarding Flexible Spending Accounts and Health Reimbursement Accounts in regards to IRS regulations and guidelines.
- Prepare and submit the annual Health Assessment Fee (HAFEE) file to the Comptroller's office for payroll deductions. Research and resolve employee requests related to HAFEE charges.
- Prepare statistical data and analysis related to the Health Appraisals and Healthy Rewards programs.
- Serve as DER point of contact for building maintenance and safety issues.
- Process weekly healthcare payments of \$3 to \$5 million.

These changes represent a shift toward more complex financial responsibilities, requiring increased autonomy, technical proficiency, and critical thinking. The role now includes increased involvement in accounts payable and receivable processes, as well as ongoing monitoring and reconciliation of departmental financial accounts. To ensure continuity of operations in the event of planned or unplanned absences, this role and the Business Finance Manager role are cross-trained.

While the Business Finance Manager in DER has primary responsibility for complex financial issues, leading departmental budget development, and providing strategic oversight of fiscal matters, this supporting role also possesses a high degree of expertise and independent judgment.

Other positions with similar scope and level of responsibility across city departments include:

Department	Title	Pay Range	Title Minimum	Pay Range Maximum
Comptroller	Accountant-Lead	2KX	\$77,551	\$98,704
Comptroller	Auditor-Lead	2KX	\$77,551	\$98,704
ERS	Pension Accounting Specialist	2KX	\$77,551	\$98,704
Comptroller	Senior Financial Analyst	2KX	\$77,551	\$98,704
DPW-Transportation Fund	Transportation Accountant	2KX	\$77,551	\$98,704

The duties and responsibilities of this position are now comparable to the work performed by other accounting, auditing, and financial analysts. Based upon the increases in the level of duties and responsibilities, this report recommends reclassifying one position of Business Operations Specialist in Pay Range 2GX (\$58,656 - \$76,474 with recruitment at \$66,304) to Business Operations Specialist-Senior in Pay Range 2KX (\$70,501 - \$98,704 with recruitment at \$77,551).

Health Department

Current	Human Resources Analyst	PR 2IX (\$62,041 - \$86,854) FN: Recruitment Rate: \$68,244	One Position
Recommended	Human Resources Supervisor	PR 1HX (\$75,162 - \$105,223) FN: Recruitment Rate: \$82,677	One Position

This position will provide leadership and guidance to the Health Department Human Resources section and manage Human Resources functions, including creating and guiding strategic plans and system implementations. May perform a full range of professional duties relating to the human resources function including but not limited to: investigations, payroll, compliance, audits, employment verifications, unemployment claim submission, HR system audits, recruiting and hiring, and maintenance of confidential records. Duties and responsibilities include:

30% Employee Relations

Provide guidance and coaching for employees, department supervisors and managers related to employee management, workplace disputes, and conflicts; provide guidance and coaching to leaders regarding employee performance and conduct issues – this may include conducting pre-disciplinary meetings and assisting with determination of disciplinary action, performance improvement plans, or other activities that serve to improve overall employee and leader performance; provide guidance and coaching to employees who need assistance in resolving issues; conduct and resolve investigations based upon manager or employee complaints or reports – this may include coordinating responses for EEOC/ERD complaints, and/or representing the Health Department at Unemployment hearings.

- 30% Performance Management, Training, and Development
Manage the training and development of MHD employees in collaboration with the division managers, Public Health Nursing Administrator, and Workforce Development Coordinator; assist the Health Human Resources Administrator with developing a performance management system, annual performance review format, ensure annual reviews are complete and participate in implementation of employee development plans and 360 reviews for development.
- 15% Employee Engagement, Satisfaction, and Retention
Conduct stay interviews with current employees and exit interviews with employees leaving the organization; analyze the data from stay interviews, exit interviews, and employee satisfaction surveys and make recommendations for enhancing the employee experience; and co-chair the Employee Engagement work group with the Workforce Development Coordinator.
- 10% Strategic Recruitment
Develop a strategic recruiting plan based on the objectives and goals for the fiscal year. Develop relationships through community engagement and presentations to schools and universities.
- 10% Team Supervision
Provide leadership and guidance to the Human Resources team.
- 5% Other Duties
Participate in various HR projects; serve on MHD committees such as wellness, safety, etc. as needed; and respond to an emergency or broad impact event.

Minimum qualifications include bachelor’s degree in human resources management, industrial relations, psychology, business administration, public administration, or a related field from an accredited college or university and four years of human resources, customer service or supervisory experience.

This request comes from the Health Department reorganizing some administrative functions such as rolling Clinic Operations, Compliance, Workforce Development, and HR under the ‘Operations’ umbrella of the department. This position’s added duties include responsibility for performing and ensuring performance of the full scope of human resources functions, including investigations, discipline, unemployment claims, audits and system implementations, and strategic planning. This change will also be instrumental in the development and implementation of performance management and employee engagement and development within the Health Department in order to align their processes with the department’s effort to gain accreditation and move toward Public Health 3.0.

These duties and responsibilities are currently comparable to the work performed by the Human Resources Supervisor within the Milwaukee Police Department. Based on this comparison, the recommendation of this report is to reclassify one position of Human Resources Analyst in Pay Range 2IX (\$62,041 - \$86,854) as a Human Resources Supervisor in Pay Range 1HX (\$75,162 - \$105,223) with the recruitment rate of \$82,677.

Department of Public Works-Operations Division

Current	Human Resources Assistant	PR 5JN (\$60,036 - \$75,045) FN: Recruitment Rate: \$62,229	One Position
Recommended	Human Resources Representative	PR 2KX (\$70,501 - \$98,704) FN: Recruitment Rate: \$77,551	One Position

Under the direction of the Operations Human Resource Administrator, the incumbent of this position provides a full range of professional human resources duties to DPW Operations Division staff members working throughout DPW Operations Services Division. The primary focus of this position is staffing, training and development, as well as discipline administration and other employee relations. This role also is second-in-command to the HR Administrator, and assumes the duties and responsibilities of that position in their absence. Duties and responsibilities include:

- Prepare and update job descriptions; request new recruitment/examination; implement recruitment strategies to ensure innovative and equitable hiring practices; work with DER in developing job announcement sheets, exams, and hiring from eligibility lists; create internal postings.
- Create and or participate in training and education panels for recruitments.
- Oversees recruitment, examination, coordinating panel selection and interview scheduling.
- Maintain effective communication with all candidates throughout the recruitment process, and track and input proper notation in Job Aps software.
- Ensure HR representation in all interview panels; conduct background investigations, review applications to meet minimum qualifications, communicate pre-placement and placement requirements, maintain compliance with Civil Service rules and polices, including the creation of all relevant hiring documentation such as Hirenotifys, Notice of Temporary Appointments and Statement of Understanding, Rule 4 Sec. 9.
- Consult with managers regarding the preparation of job-related, entry-level and promotional interview questions, and serve on interview panels; oversee the interview process, agility testing, reference checks, DOT Clearinghouse and background checks and the extending of job offers; implement resulting decisions, including completion of necessary communication and forms.
- Coordinates all personnel administration with DPW Administrative Services Division and the Department of Employee Relations.
- Deliver biweekly new employee onboarding orientation for all new staff, coordinating new employee binders, I-9 completion, and coordinate all new hires to ensure hiring managers are prepared to receive their new employees.
- Coordinate with hiring managers to make assignment decisions based on staffing levels.
- Probationary review process; monitor the Position and Salary Ordinances for changes and updates and communicate these changes to the Human Resources Administrator for action.
- Provide counseling to members of staff related to employment, education, training, and advancement opportunities; counsel supervisors and employees on issues regarding Civil Service Rules, work rules, policies and procedures, and employment law; assist with employee disciplinary matters, performance improvement plans, or other activities that serve to improve overall employee and leader performance.
- Assist in developing, disseminating and periodically reviewing departmental personnel and employment related policies, work rules, and procedures; monitors compliance and provides

guidance and direction to managers and staff in relation to interpretation and uniform implementation within the department.

- Perform and review employee related inquiries into pay rates, proper driver seniority placement, reviewing training, and education requirements for completion of Rule IV-6 promotions after underfill.
- Perform personnel investigations – gather all relevant data to validate allegations, participate in all discipline hearings, review, edit, and approve all disciplinary documents for accuracy and consistency, counsel management on employee disciplinary matters.
- Ensure timely issuance of Memo G, suspension, or discharge notices following discipline hearings.
- Develop and deliver employee learning, training, and development needs in collaboration with supervisors and managers.
- Work with supervisors and managers to conduct stay interviews. Compile quarterly report of stay interview feedback for review by leadership.
- Proactively and regularly meet with leaders to determine current and future staffing needs.
- Under the direction of the Operations HR Administrator, implement strategic HR solutions to attract and retain employees and improve operation services and delivery outcomes.
- Create equity reports for leadership.
- Learn, train, and implement new technologies pertaining to HR functions across each of the five divisions of Operations.
- Assist in the creation of SOPs, templates, and best practices related to HR functions for all Operations managers.
- Prepare communications including compensation and classification requests, salary ordinance and position ordinance changes, and City Service Rule changes in collaboration with leadership.
- Prepare Special Rate, Equity Rate requests and other compensation related documentations for DER.
- Prepare communications for all probation extensions and temporary appointment extensions to be heard before CSC.
- Attend Personnel Action Committee; act as a liaison between Safety Committee and Operations person on leave usage; align and manage HR programs and support to achieve objectives.
- Develop and oversees implementation of the department's sick leave control policies.
- Analyze turnover, overtime and sick leave usage to develop a comprehensive plan to address staffing shortages. Maintain position management tracking.
- Produce staffing reports and gather data requested from leadership. Lead the tracking and review of probationary reporting as well as assist Operations managers on probationary extensions or other City Service policies and procedures.
- Conduct exit interviews with employees leaving the organization or transferring to another department within the city.
- Respond to unemployment claims and participate in hearings on behalf of the department.

Minimum requirements include a bachelor's degree in human resources management, industrial relations, public administration, psychology, business administration, or a closely related field and three years of successful experience in human resources.

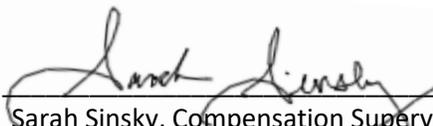
The department has indicated that duties have evolved to meet the operational needs of the department. The position is now performing functions such as: consulting with managers regarding the preparation of job-related, entry-level, and promotional interview questions and serving on interview

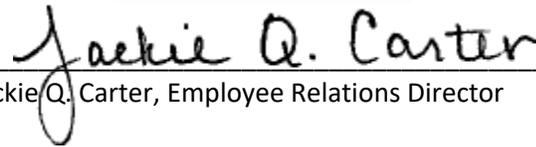
panels; overseeing the interview process, reference and background checks and offers; implement resulting decisions, including completion of necessary communications and forms. This position is also serving as a liaison between managers and DER by processing Hirenotifys, as well as verifying and submitting necessary paperwork.

Based off the duties and responsibilities, this position is now performing work comparable to other Human Resource Representatives classified city-wide. This report recommends reclassifying one position of Human Resources Assistant in Pay Range 5JN (\$60,036 - \$75,045) as a Human Resources Representative in Pay Range 2KX (\$70,501 - \$98,704) with the recruitment rate of \$77,551.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Prepared by: 
 Sarah Sinsky, Compensation Supervisor

Reviewed by: 
 Jackie Q. Carter, Employee Relations Director



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Employee Benefits Director

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Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Neighborhood Services – Development Center Division

Current	Recommended
New Position	Business Liaison – Development Center 1DX (\$58,656 – \$81,507) FN Recruitment rate is at \$70,690 (One New Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The department of Neighborhood Services (DNS) has requested to classify one new position added to the department in the 2025 Budget. This position will assist business owners, contractors, design professionals, and homeowners as a central resource for DNS Development Center processes and the related processes of other City departments. The incumbent of this position will field questions, provide information, process/team support and help customers navigate complex internal and inter departmental processes. Duties and responsibilities include:

- Customer Service:
 - Assist applicants, and the general public with process navigation, and informational support.
 - Serve as a liaison between applicants, plan reviewers, and other DNS Divisions to ensure customers are provided with a clear regulatory path from start to finish.
 - Assist customers and the public with requests for information and departmental contacts.

- Interdepartmental Coordination:
 - Work with other City departments, including the Board of Zoning Appeals, the Department of Public Works, the Department of City Development, the License Division, and others that are involved in the regulatory process to address issues across departmental lines, and to identify opportunities for service delivery improvement.
 - Develop an understanding of other city department processes and establish contacts for reference and referral.

- Process Improvement:
 - Review, provide feedback, and suggest/initiate revisions to business practices with the goal of providing high quality customer service.
 - Assist with the resolution of customer roadblocks, missing information, or complaints pertaining to application procedures, development regulations, or policies.

- Special Projects: Lead and assist with special projects as assigned.

- **Peripheral Duties:** In the absence of the Permit Desk Supervisor the incumbent of this position will provide supervision to Permit Desk support staff.

Minimum qualifications required are a Bachelor's degree in business management, public administration, urban planning, construction management, architecture or a closely related field from an accredited college or university; or four years of progressively responsible, high-level administrative support experience as a lead worker in an office environment. Equivalent combinations of education and experience will also be considered.

This new position is located in the DNS Development Center. This position requires a minimal amount of supervision and is expected to function with a high degree of independence. The Development Center Manager will provide direction on policy issues and on special projects or requests.

Analysis

This job evaluation focuses on the pay for similar titles in Southeastern Wisconsin. The following table provides wage information from the Economic Research Institute (ERI) for Real Estate Development Coordinator, and job with comparable knowledge, duties, and responsibilities:

Real Estate Development Coordinator: Three Years of Experience

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	57,009	63,968	73,051	82,811	92,272
Madison	55,270	61,692	69,866	78,582	87,050
Milwaukee	56,142	62,948	71,660	80,962	89,990
Racine	53,630	60,173	68,580	77,583	86,346
Waukesha	55,875	62,663	71,357	80,649	89,676
Wauwatosa	55,847	62,626	71,305	80,576	89,579
West Allis	56,055	62,867	71,573	80,860	89,872

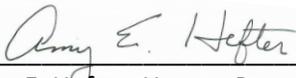
Source: ERI as of 10/01/2025

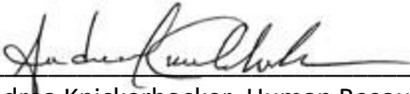
Recommendation

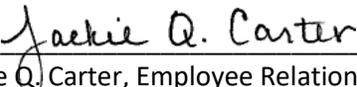
These duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Permit Desk Supervisor. Based on this comparison, the recommendation is to classify this new position as a Business Liaison – Development Center in Pay Range 1DX (\$58,656 – \$81,507). Recruitment is at \$70,690.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Prepared by: 
Amy E. Hefter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



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Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Public Works – Operations Division – Fleet Services Section

Current	Recommendation
Fleet Acquisition Manager PR 1FX (\$66,154 – \$92,612) FN Recruitment rate is at \$85,086 FN The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in snow and ice control operations which result in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work. (One Position)	Fleet Acquisition and Disposal Manager PR 1HX (\$75,162 – \$105,223) FN Recruitment rate is at \$95,932 FN The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in snow and ice control operations which result in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work. (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The Department of Public Works, Operations Division has requested reclassification of one position of Fleet Acquisition Manager within the Fleet Services Section, Fleet Administration Unit. Job descriptions were provided and discussions were held with Danielle Rodriguez, Operations Division Director, Brian White, Fleet Services Manager, and Makisha Porter, Operations Human Resources Administrator.

Fleet Acquisition and Disposal Manager Job Responsibilities and Requirements

This position plans, coordinates and executes lifecycle management for 2,500 plus vehicles and equipment across multiple city department. This position receives policy and procedural direction from the Fleet Services Manager, and is expected to carry out work assignments and report progress to the Manager. This position receives budget and financial guidance and monitoring from the Operations Finance and Administration Manager.

- 65% Prepares detailed specifications for automotive equipment and components for the city including engineering and design changes to comply with customer requirements:
- Continually studies and analyzes equipment and operating costs, obtains user input from both operators and using divisions.
 - Reviews specifications, evaluates new products and ideas, and establishes life cycles for all Fleet equipment in compliance with City policies, procedures, and following local, state and federal purchasing consortium best practices.
 - Prepares purchase requisitions and manages purchase contracts. Prepares supporting documentation, participates in the processes of formal and informal bids.
 - Ensures compliance with specifications through the entire acquisition process.
 - Prepares award recommendations and vendor service contract requirements.

- Oversees the inspection of new equipment during the build process, prior to, and after delivery to ensure that specifications are being met.
- Effects remedial actions, direct vendors to make necessary corrective actions when discrepancies are found.
- Works with external vendors to ensure specifications and delivery timeline are met.
- Direct the work of the VSTs in the setup shop for new equipment coming in to service.
- Coordinates the placement of vehicles and equipment into active service.
- Administers the continuous evaluation of the city fleet, including annual evaluations and grading for all vehicles and equipment within the fleet.
- Participates in and supports snow and ice control operations and other emergencies.

35% Analyzes information to determine vehicles and equipment to be disposed of within an economically feasible and timely manner:

- Coordinates and oversees all equipment retirement, preparation and disposal operations, including on-line auctions, sales, and scrap sales annually within city and department policies and guidelines.
- Direct the work of the VSTs in the setup shop for old equipment leaving service to be retired.
- Coordinates online auction deliveries, payments, record keeping and reporting as required by city policy to maintain transparent and ethical vehicle disposal.

Minimum requirements include five years of progressively responsible fleet repair or purchasing related experience. A Bachelor's Degree in Business, Public Administration, Engineering or a related field is desirable. Equivalent combinations of education and experience will also be considered. These requirements have not yet been assessed by the DER Staffing Division for hiring purposes.

Analysis and Recommendation

The most significant change is the addition of direct reports (Vehicle Services Technicians) to work in the new equipment setup/disposal shop. Currently, these VSTs report directly to a Fleet Repair Supervisor-Senior. The Fleet Acquisition and Disposal Manager works closely with the VSTs in new equipment prep – sets priorities, directs work, etc. as required to take a new piece of equipment and place it into service. At this time, the reporting relationship is in an unofficial capacity without the authority that other fleet supervisors have. This can present challenges when there is conflicting prioritization of tasks. Moving the VSTs working in the new equipment setup area under the supervision of the Fleet Acquisition and Disposal Manager will streamline this function with clear lines of supervision and oversight. The Fleet Acquisition and Disposal Manager coordinates with vendors, suppliers, and various internal departments regarding new equipment delivery and departmental needs, and is able to prioritize and schedule the work of the VSTs in the new equipment setup section accordingly.

The Fleet Services Manager works closely with the Fleet Acquisition and Disposal Manager to decide what equipment the city will purchase and how to manage the available budget. The Fleet Acquisition and Disposal Manager then coordinates with vendors and suppliers to obtain quotes, prepare purchasing documents, etc. The team works together to build a purchasing plan, and then the Fleet Acquisition and Disposal Manager starts the process by submitting a requisition to purchasing. This requisition requires approval by the Fleet Services Manager.

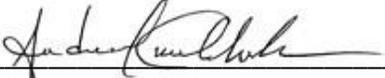
In terms of disposal, responsibilities previously handled by the Fleet Services manager will become the responsibility of the Fleet Acquisition and Disposal manager. As a result of issues experienced with previous work systems and staff, Fleet Services has developed a more comprehensive, transparent, and controlled process to dispose of vehicles and equipment. This process includes contracting with a third-party auction vendor, and creating an “arms’ length” process for handling the auction and scrap proceeds. The Fleet Acquisition and Disposal Manager will now direct the work of four VSTs to prepare equipment for disposal. This preparation includes de-badging, salvaging parts, photographing, posting equipment for auction, coordinating with buyers for pickup, and transportation of those items. This new process provides the same level of control and transparency in vehicle disposal as exists in vehicle acquisition. Essentially, the Fleet Acquisition and Disposal Manager will manage the cradle-to-grave life cycle of each vehicle/equipment, and will be accountable for all the record keeping and process development of those functions.

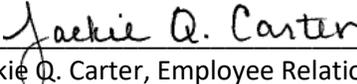
The proposed classification level for the Fleet Acquisition and Disposal Manager is intended to be comparable to the two Fleet Repair Supervisors-Senior in Pay Range 1HX. With this reorganization, one Fleet Repair Supervisor-Senior will oversee Heavy Repairs, one Fleet Repair Supervisor-Senior will oversee Light Repairs, and the Fleet Acquisition and Repair Manager will oversee Equipment Set-up and Disposal. In addition to this oversight of staff, the Fleet Acquisition and Repair Manager will perform functions similar to the Procurement Manager in the Department of Administration Purchasing Division, also compensated in pay range 1HX.

Therefore, based on new, higher-level responsibilities, along with comparability to the Fleet Supervisor-Senior and Procurement Manager, the recommendation is to reclassify one Fleet Acquisition Manager in Pay Range 1FX to one Fleet Acquisition and Disposal Manager in Pay Range 1HX (\$75,162 – \$105,223) Recruitment rate is at \$95,932.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Public Works – Operations Division – Sanitation Section*

Current	Recommended
Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (22 Positions)	Sanitation Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (14 Positions)
	Drop Off Center Attendant PR 8DN (\$51,816 – \$67,106) (8 Positions)

*Field Operations and Drop Off Center Operations Units

Note: Residents receive a 3% Resident Incentive Allowance.

The Department of Public Works-Operations Division has requested a title change for the position of Yard Attendant within the Field Operations and Drop Off Center Operations Units. Job descriptions were provided and discussions were held with Makisha Porter, Operations Human Resources Administrator and Rick Meyers, Sanitation Area Manager.

Background

As part of the Skilled Craft, Service, and Maintenance Market Study the positions of Sanitation Yard Attendant (14 positions) and Self Help Yard Attendant (8 positions) were reclassified and grouped together as Yard Attendant. In practice there are two distinct types of Yard Attendant. Yard Attendants (14 positions) assigned to the sanitation yards are required to drive and therefore require a valid Wisconsin driver’s license as a minimum qualification for their job. Yard Attendants assigned to drop off centers are not required to drive as a minimum qualification for their job and therefore do not need a Wisconsin driver’s license. Retitling Yard Attendant positions will clarify this distinction and allow for improved recruitment of Yard Attendants assigned to the drop off centers.

Sanitation Yard Attendant

Current	Recommended
Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (22 Positions)	Sanitation Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (14 Positions)

Under the direction of the Sanitation District Manager, incumbents of this position perform medium to heavy manual labor, frequently outdoors during inclement weather or in unpleasant working conditions and outside of regular work hours. Sanitation Yard Attendants provide administrative support to Sanitation field managers including data entry and retrieval, customer service and other general duties. This position is also involved in snow and ice operations and requires a considerable amount of overtime work. Duties and responsibilities include:

- 20% Cart inventory maintenance including delivery, retrieval, off-loading and repair/cleaning of cart. Verify, record, and update cart type, quantity and serial numbers associated with addresses where City carts are deployed.
- 10% Removal and cleanup of debris, spills and memorials in public right of way to maintain public safety.
- 10% Special events support including delivery and retrieval of garbage and recycling containers and other miscellaneous services.
- 10% Maintenance and clean-up of sanitation yard, equipment and tools.
- 10% Manufacture brine; manually clean brine equipment; ensure adequate storage; monitor the filling of Tankers and Salt trucks before and during winter operations. Report inventory of salt, sand and liquid calcium chloride.
- 10% Serve as backup staff to assist in collection of garbage and recycling as needed.
- 5% Provide excellent customer service to elected officials and citizens related to service requests/complaints.
- 5% Delivery of cart tags and other notices to residents re: garbage, recycling or other sanitation services.
- 5% Perform public right of way lawn repair & repair of freestanding mailboxes from excessive damage by city vehicles or equipment.
- 5% Operate hand tools such as hammers, saws, wrenches, etc., as well as small engine power equipment such as lawn mowers, trimmers, leaf blowers and pressure washers.
- 5% Assist drivers with mounting plow blades and performing other snow related activities such as shoveling snow, spreading sand or salt on city streets, walkways and other areas as assigned. Installation of snow fencing as well as snow guide markers along public right of ways during the winter season.
- 5% Other duties as assigned.

Minimum qualifications include a valid Wisconsin driver's license. Other requirements include exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects. In addition, the ability to withstand prolonged exposure to variable weather conditions and to work odd and irregular hours during emergencies.

This position is assigned to the Department of Public Works-Operations Division, Sanitation Section, Field Operations unit at the sanitation yards.

Recommendation

The recommendation is to retitle 14 positions of Yard attendant as Sanitation Yard Attendant. Compensation will remain in pay range 8DN (\$51,816 – \$67,106). An employee in this position is to be compensated an additional 3% when assigned to perform Brine Operations duties.

Drop Off Center Attendant

Current	Recommended
Yard Attendant PR 8DN (\$51,816 – \$67,106) FN An employee to be compensated an additional 3% when assigned to perform Brine Operations duties. (22 Positions)	Drop Off Center Attendant PR 8DN (\$51,816 – \$67,106) (8 Positions)

Under the direction of the Drop Off Center Supervisor incumbents of this position greet customers, verify eligibility for site usage, screen vehicle loads, and provide direction to customers at the entrance gate. Drop Off Center Attendants are responsible for identifying and inspecting all waste materials being brought to drop off centers to ensure that the materials are acceptable and to assess applicable charges. This position provides guidance and monitors customers’ use of site to ensure materials are separated into the proper disposal areas. Incumbents also maintain the cleanliness of the yards and direct traffic at the sites to ensure safety and efficiency of operations. Duties and responsibilities include:

- 35% Provide guidance to customers on sorting requirements and proper placement of various items. Inspect all areas of the Drop Off Center to determine if waste and recyclable materials are located in the proper place. If improper material has been placed in dumpster, safely remove contaminants/improper material from the dumpster. For waste material that is not disposed of in dumpsters, inspect area and ensure that such material is in correct location; if such material is not in the correct location, move it to the correct location. Ensure that electronics and other materials are disposed of safely.
- 25% Greet and professionally interact with customers at gate and verify proof of eligibility to utilize the Drop Off Centers. Screen vehicle and inspect material that citizens bring for proper disposal. As applicable, explain basis for denial of entrance to citizen based on ineligibility of user or unacceptable status of material to dispose of. Assess the amount and type of materials being disposed and enter details into a hand-held digital device. Determine if payment is required and the total amount due. Instruct citizens where to proceed in the Drop Off Center for them to pay, if required, and to unload materials.
- 15% Direct heavy traffic in Drop Off Center including citizen vehicles, City roll-off style dump trucks, and other commercial vehicles picking up materials for recycling or disposal or placing empty containers. Answer questions and give instructions and directions to visitors to the Drop Off Center.

15% Organize workflow and materials in the Drop Off Center. Clean and sweep the Drop Off Center yard. Operate forklift to load and unload pallets.

10% Other duties as assigned.

Minimum qualifications include exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects. In addition, the ability to withstand prolonged exposure to variable weather conditions and to work odd and irregular hours during emergencies. This position interacts with hundreds of citizens each day and must have the requisite skills to deal with all types of personalities in a diplomatic manner.

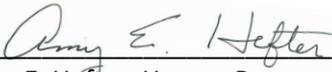
This position is assigned to the Department of Public Works-Operations Division, Sanitation Section, Drop Off Center Operations unit at the drop off centers.

Recommendation

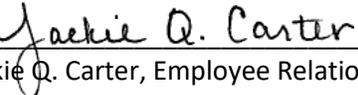
The recommendation is to retitle 8 positions of Yard Attendant as Drop Off Center Attendant. Compensation will remain in pay range 8DN (\$51,816 – \$67,106).

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Prepared by: 
Amy E. Heffter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Public Works – Milwaukee Water Works

Current	Recommended
Water Billing Specialist PR 5KN (\$63,038 - \$78,798) FN Recruitment Rate is at \$63,530 (One Position)	Water Collections Specialist PR 5KN (\$63,038 – \$78,798) FN Recruitment Rate is at \$63,530 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The Milwaukee Water Works has requested to retitle of one position of Water Billing Specialist in Pay Range 5KN as a Water Collections Specialist to better reflect the duties and responsibilities of that position. Conversations were held with Jane Islo, Water Works Administration Manager.

This position processes and manages delinquent customer accounts, tracks bankruptcy proceedings, and provides input into the collection of outstanding Municipal Services Bills and assists with the transfer of overdue balance to the tax roll. Duties and responsibilities include:

- Review documents, compile information and work with the City Attorney’s Office to create electronic case management entries with the bankruptcy court to collect outstanding balances.
- Identify impacted customer accounts in MWW’s Customer Information System (enQuesta), suspend billing and set up corresponding bankruptcy accounts to monitor outstanding balances while subject to bankruptcy protection.
- Gather evidence and documentation for bankruptcy court cases, monitor case progress and contribute information to the case review process.
- Obtain information from Public Access to Court Electronic Records (PACER), bankruptcy courts, banks, Assessor’s Office records and any other available resources to identify and investigate discrepancies with information received from the customer.
- Determine any authorized deductions by reviewing bankruptcy calculations and final bills prior to system entry.
- Process Lift of Stay in conjunction with the process to transfer overdue balances to the tax roll.
- Post payments to customer accounts in enQuesta.
- Review and process bankruptcy write-offs and submit reports for management approval.
- Assist with daily balance of cash drawers.

- Prepare the daily deposit via the City’s Finance Management Information System (FMIS) by generating and compiling various reports to reconcile the previous day’s payments.
- Resolve customer complaints by investigating, collecting, and analyzing information and composing responses and preparing reports.
- Refer non-standard complaints and legal issues to management and assist with final resolution.
- Perform other duties as assigned.

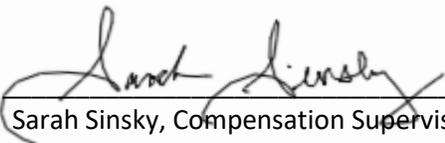
Minimum requirements include four years of progressively responsible accounting or bookkeeping experience performing duties closely related to the position. Equivalent combinations of education and experience may be considered.

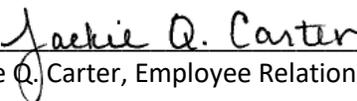
The department has made no change to the responsibilities of the position. The request for a new title is to better reflect the unique essential functions specific to outstanding Milwaukee Water Works bills that have been claimed as part of a bankruptcy proceeding, rather than billing.

This report recommends retitling one position of Water Billing Specialist in Pay Range 5KN as a Water Collections Specialist in Pay Range 5KN with no change in pay rate.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Prepared by: 
Sarah Sinsky, Compensation Supervisor

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	<u>11/17/2025</u>	File Number	<u>250947</u>	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	<u>Communication from the Department of Employee Relations regarding the costs of classification reports approved at the City Service Commission to be hear on November 18, 2025.</u>				

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

D	Charge To	<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 type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify) _____	

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 2025 is \$1,733. Total cost for full year is \$45,048. 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**

City Service Commission Meeting of November 18, 2025
Finance and Personnel Committee Meeting of November 17, 2025

NEW COSTS FOR 2025													
	Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal	% Inc
Reclass	1	DER	Business Operations Specialist	2GX	Business Operations Specialist - Senior	2KX	\$72,934	\$78,039	26	\$196	\$27	\$224	7%
Reclass	1	MHD	Human Resources Analyst	2IX	Human Resources Supervisor	1HX	\$73,021	\$82,677	26	\$371	\$52	\$423	13%
	1	DPW - OPS	Human Resources Assistant	5JN	Human Resources Representative	2KX	\$62,229	\$77,551	26	\$589	\$83	\$672	25%
Vacant	1	DPW - OPS	New Position	N/A	Business Liaison – Development Center	1DX	N/A	\$70,690	26	N/A Included in 2025 budget			
Reclass	1	DPW - OPS	Fleet Acquisition Manager	1FX	Fleet Acquisition and Disposal Manager	1HX	\$86,500	\$95,932	26	\$363	\$51	\$414	11%
	14	DPW - OPS	Yard Attendant	8DN	Sanitation Yard Attendant	8DN	\$51,816	\$51,816	26	N/A Title change only			
	8	DPW - OPS	Yard Attendant	8DN	Drop Off Center Attendant	8DN	\$51,816	\$51,816	26	N/A Title change only			
Vacant	1	MWW	Water Billing Specialist	5KN	Water Collections Specialist	5KN	\$63,530	\$63,530	26	N/A Title change only			
	28									\$1,520	\$213	\$1,733	

Assume effective date is Pay Period 26, 2025 (December 7, 2025) unless otherwise indicated.
Note: Totals may not be to the exact dollar due to rounding.

NEW COSTS FOR FULL YEAR													
	Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal	
	1	DER	Business Operations Specialist	2GX	Business Operations Specialist - Senior	2KX	\$72,934	\$78,039	1	\$5,105	\$715	\$5,820	
	1	MHD	Human Resources Analyst	2IX	Human Resources Supervisor	1HX	\$73,021	\$82,677	1	\$9,656	\$1,352	\$11,008	
	1	DPW - OPS	Human Resources Assistant	5JN	Human Resources Representative	2KX	\$62,229	\$77,551	1	\$15,322	\$2,145	\$17,467	
	1	DPW - OPS	New Position	N/A	Business Liaison – Development Center	1DX	N/A	\$70,690	1	N/A Included in 2026 budget			
	1	DPW - OPS	Fleet Acquisition Manager	1FX	Fleet Acquisition and Disposal Manager	1HX	\$86,500	\$95,932	1	\$9,432	\$1,321	\$10,753	
	14	DPW - OPS	Yard Attendant	8DN	Sanitation Yard Attendant	8DN	\$51,816	\$51,816	1	N/A Title change only			
	8	DPW - OPS	Yard Attendant	8DN	Drop Off Center Attendant	8DN	\$51,816	\$51,816	1	N/A Title change only			
	1	MWW	Water Billing Specialist	5KN	Water Collections Specialist	5KN	\$63,530	\$63,530	1	N/A Title change only			
	28									\$39,516	\$5,532	\$45,048	

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