



**Department of Employee Relations**

**Cavalier Johnson**  
Mayor

**Jackie Q. Carter**  
Director

**Molly King**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

April 1, 2026

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

Common Council File No. 252143 - *Communication from the Department of Employee Relations amending the Salary and Positions Ordinances relating to the Department of Compliance and Engagement and the classification of the Director of the Department of Compliance and Engagement.*

Dear Committee Members:

As a part of the 2026 adopted budget, the Department of Administration - Office of Equity and Inclusion transitioned to become the Department of Compliance and Engagement. The new department head serves as a member of the Mayor’s Cabinet and provides leadership and direction for the Department of Compliance and Engagement. Job evaluation:

Current	Recommendation
Chief Equity Officer Department of Administration PR 1JX (\$85,366 - \$123,106) FN: Recruitment rate is \$97,066 One Position	Compliance and Engagement Director Department of Compliance and Engagement PR 1NX (\$110,197 - \$158,909) One Position

Note: Residents receive a 4% Resident Incentive Allowance.

Essential Functions:

- Administer duties outlined in city ordinance chapter 385 ensuring departmental activities are executed with compliance. Address and mitigate operational gaps accordingly.
- Serve as a member of the Mayor’s Cabinet including contributing to high-level briefings and collaborations to help drive the mayor’s vision for the city.
- Oversee departmental functions and special projects ensuring workflows run efficiently and that projects operate within scope. Monitor project timelines, allocate resources, and mitigate risks.
- Advance compliance and engagement initiatives in accordance with various city ordinances. Drive community and stakeholder engagement efforts.
- Identify opportunities for operational improvement. Evaluate and monitor existing processes, identify inefficiencies, and recommend and implement solutions to improve service delivery.
- Administer departmental policies and procedures to streamline and enhance efficiencies, building a framework for staff to perform their job duties effectively and with accountability.
- Develop and administer the departmental budget. Monitor departmental expenditures ensuring resources are allocated strategically and responsibly.
- Represent the department at meetings including Common Council and administration meetings.

- Report out on departmental functions, initiatives, and strategic planning.
- Build relationships with internal and external stakeholders to foster collaboration.
- Provide leadership, direction, and oversight to department staff, promoting professional growth and development, while creating an environment that promotes professionalism, safety, accountability, and team unity.
- Serve as a resource providing knowledge and guidance to staff to optimize processes and solve operational challenges.

Milwaukee Code of Ordinances Chapter 385 sets forth the duties of this position as:

- Advance city compliance and engagement initiatives.
- Oversee contract compliance with development agreements including workforce and small business enterprise participation.
- Prepare select equity analyses.
- Oversee the small business enterprise program and resident preference program.
- Oversee compliance with the Americans with Disabilities Act.
- Provide support to the equal rights commission.
- Oversee community outreach and engagement initiatives.
- Assist, as may be required or requested from time to time, with federal and state nondiscrimination law compliance.

This communication recommends a change in title and classification level to better reflect the responsibilities of leading a city department; serving as a member of the Mayor’s Cabinet; administering the department’s budget and human resources processes; and evaluating and improving the department’s processes.

The chart below reflects City of Milwaukee leadership positions with similar scope of work and level of responsibility. This chart includes the recommended title and classification for this new department head. Department head titles are indicated in bold font.

City Leadership Titles

PR	PR MIN	PR MAX	DEPARTMENT	TITLE
1PX	\$125,201	\$180,533	DPW-Administration	Administrative Services Director
			<b>Municipal Court</b>	<b>Chief Court Administrator</b>
			City Treasurer	Deputy City Treasurer
			Assessors	Deputy Commissioner of Assessments
			Health	Deputy Commissioner of Clinical Services
			Health	Deputy Commissioner of Community Health
			Health	Deputy Commissioner of Environmental Health
			Health	Deputy Commissioner of Policy, Innovation and Equity
			Comptroller	Deputy Comptroller
			Emergency Communications	Emergency Communications Deputy Director
			Employee Relations	Employee Benefits Director
			<b>Deferred Compensation</b>	<b>Executive Director-Deferred Compensation Board</b>
			DOA-ITMD	ITMD Policy and Administration Manager
			DER	Labor Negotiator
10X	\$117,464	\$169,379	NA	NA
1NX	\$110,197	\$158,909	DOA-Budget	Associate Director
			DOA-Budget	Budget and Fiscal Policy Operations Manager

PR	PR MIN	PR MAX	DEPARTMENT	TITLE
			<b>City Clerk</b>	<b>City Clerk</b>
			<b>Community Wellness and Safety</b>	<b>Community Wellness and Safety Director</b>
			<b>Compliance and Engagement</b>	<b>Compliance and Engagement Director</b>
			Municipal Court	Deputy Court Administrator
			<b>Election Commission</b>	<b>Election Commission-Executive Director</b>
			Fire and Police Commission	Fire and Police Commission Deputy Director
1MX	\$103,384	\$149,086	DOA-Environmental Collaboration	Environmental Sustainability Director
			DOA-Innovation	Innovation Director
1LX	\$96,998	\$139,868	City Clerk	Deputy City Clerk
			Election Commission	Election Commission-Deputy Director
1KX	\$91,006	\$131,235	NA	NA
1JX	\$85,366	\$123,106	DOA-African American Affairs	Director of African American Affairs

Based upon the comparison to other leadership positions, the recommendation is to place this position in Pay Range 1NX (\$110,197 - \$158,909). This recommendation will align the Compliance and Engagement Director with other cabinet level department heads including the Community Wellness and Safety Director and the Election Commission-Executive Director.

In the Salary Ordinance:

Under Pay Range 1JX

- Delete the title 'Chief Equity Officer' and remove footnote (12).

Under Pay Range 1NX

- Add the title 'Compliance and Engagement Director'

In the Positions Ordinance:

- Due to the passage of Common Council File No. 250798 the 'Department of Equity and Inclusion' is repealed and recreated to the 'Department of Compliance and Engagement'.

Under Department of Compliance and Engagement

- Delete 1 position of 'Chief Equity Officer (CCR)'
- Add 1 position of 'Compliance and Engagement Director (CCR)'

Sincerely,

*Jackie Q. Carter*

Jackie Q. Carter  
Employee Relations Director

JQC/ah



**F**

Assumptions used in arriving at fiscal estimate.

The total cost for 2026 is \$4,883. Total cost for full year is \$7,934. 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

Finance and Personnel Committee Meeting of April 15, 2026

**NEW COSTS FOR 2026**

Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	DCE	Chief Equity Officer	1JX	Director of Compliance and Engagement	1NX	\$97,066	\$110,197	11	\$4,283	\$600	\$4,883
1									\$4,283	\$600	\$4,883

Assume effective date is Pay Period 11, 2026 (May 10, 2026) 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	DCE	Chief Equity Officer	1JX	Director of Compliance and Engagement	1NX	\$97,066	\$110,197	1	\$6,960	\$974	\$7,934
1									\$6,960	\$974	\$7,934

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