

February 20, 2026

Jackie Q. Carter
Executive Secretary
City Service Commission
200 E Wells Street, Room 706
Milwaukee, WI 53202

Dear Executive Secretary Carter,

In January 2025, MBCCAP experienced a leadership transition when the Program Manager was promoted to Deputy Commissioner. At that time, the program operated with only two regular City employees. One of them, Kudvaet Salas, was appointed as Program Assistant III on March 17, 2025. By June 2025, due to operational needs, Ms. Salas was appointed as Program Manager on a provisional basis while recruitment for the permanent position was initiated.

Since then, Ms. Salas has:

- Maintained all program requirements despite significant staffing shortages.
- Managed the program with one regular staff member and one temporary employee, and later with only one temporary employee after the regular staff member transferred in January 2026.
- Ensured uninterrupted delivery of critical cancer screening services during a period of transition.

Her performance has been exemplary, demonstrating leadership, adaptability, and deep program knowledge that cannot be easily replicated.

MHD leadership is requesting approval for a selective certification and allow Ms. Salas to be appointed to the Health Project Supervisor position. This request is based on:

1. *Continuity of Critical Services*
MBCCAP provides essential cancer screenings to vulnerable populations. Any disruption in leadership could jeopardize service delivery and negatively impact health outcomes.
2. *Unique Qualifications and Proven Performance*
Ms. Salas has successfully managed the program for over eight months, meeting all requirements while performing duties beyond her original classification. Her institutional knowledge and established community relationships are invaluable.
3. *Risk Mitigation*
Restarting recruitment or onboarding a new candidate from the eligible list would introduce delays and operational risks. Ms. Salas's proven ability ensures stability and compliance with program mandates.

4. *Exceptional Circumstances*

The leadership transition, staffing shortages, and Ms. Salas's demonstrated capacity to sustain the program under challenging conditions constitute extraordinary circumstances warranting this exception.

In summary, approving this selective certification will safeguard a critical public health program, maintain continuity of care for vulnerable residents, and recognize an employee who has gone above and beyond to uphold the City's mission.

Lindsey O'Connor, Health Human Resources Administrator, and Jefflyn Brown, Deputy Commissioner of Clinical Services, will attend the City Service Commission meeting to provide additional details and answer any questions.

Sincerely,

Signed by:



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Michael F. Totoraitis, PhD
Commissioner of Health

JOB DESCRIPTION

FOR DER USE ONLY	
Vacancy No.	
City Service Commission:	Finance Committee:
Fire & Police Commission:	Common Council:

Instructions: Complete all sections. Refer to the *Guidelines for Preparing Job Descriptions* for instructions on completing specific items.

1. Date Prepared/ Revised: 5/30/2025	2. Present Incumbent: Vacant	Is incumbent underfilling position? YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> <i>If YES, indicate Underfill Title in box 10.</i>	
3. Date Filled: Vacant	4. Previous Incumbent: Dominique Hyatt-Oates		
5. Department: Health Department	Bureau: Clinical Services Division Division:	Unit: Well Women's Program Section:	
6. Work Location: Southside Health Center 1639 S. 23 rd Street	Telephone: 286-8891 Email:	Work Schedule: 8:00 am – 4:45 pm Hours: 8 / Days: 5	
7. Represented by a Union? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	8. Bargaining Unit: Non-Mgmt/Non-Rep If in District Council 48, which local?	9. FLSA Status (check one): <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	
10. Official Title: Well Women's Program Manager	Requested Title (if applicable): Health Project Supervisor - MBCCAP	Pay Range	Job Code
		1GX	4841
		1GX	
Recommended Title (DER Use Only):		Approved by: Date:	

11. BASIC FUNCTION OF POSITION:

The Health Project Supervisor - MBCCAP is responsible for providing overall management and coordination of the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) and the Wisconsin Well Woman Program (WWWP) as well as strategically plan with other governmental and community organizations for women's health services.

12. DESCRIPTION OF JOB (Check if description applies to **Official Title** or **Underfill Title**):

A. ESSENTIAL FUNCTIONS/Duties and Responsibilities: (Refer to the "Guidelines for Preparing Job Descriptions" for instructions on determining Essential Functions.)

% of Time	ESSENTIAL FUNCTION
40	Administrative Supervision of MBCCAP (Well Women/WISEWOMAN) Program <ul style="list-style-type: none"> This includes but is not limited to: fiscal management; writing grants; program development; program implementation; program planning; developing, monitoring and evaluating contracts; monitoring performance outcomes for the Well Woman programs; preparing and monitoring program budgets; collecting and analyzing data for data reporting; making recommendations for program priorities; selecting solution strategies and proposing action plans; and evaluating the effectiveness of program based upon reported information. Develops community collaborations for ensuring both programs are completing required outcomes and meeting State mandated objectives.
30	Client Services <ul style="list-style-type: none"> The Health Project Supervisor - MBCCAP assures eligibility and enrollment of clients by ensuring that program staff are fully trained on requirements. Works with community agencies, community health providers and community health clinics to increase enrollment in Well Woman programs. This includes, but is not limited to, coordinating meetings, facilitating workgroups, preparing and disseminating reports and other data and information: Assuring inclusion of local providers in the ongoing program planning and changes, and monitoring abnormal client cases. The Health Project Supervisor evaluates Well Woman processes to ensure staff and community partners/providers are in compliance with Well Woman guidelines, initiates changes as needed

The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.

% of Time	ESSENTIAL FUNCTION
	to improve program processes, and provides guidance and direction when needed to ensure processes are followed. Ensures all protocols, policies and processes are met regarding program services. Ensure that all staff are trained on all protocols, processes and policies. Ensure all staff are cross-trained in all aspects of the Well Woman Program.
15	Continuum of Care <ul style="list-style-type: none"> • Works with private, public, volunteer and governmental sectors in a community coordinated effort to assure continuum of care in the area of women's health to include breast and cervical cancer and cardiovascular disease. This includes, but is not limited to, referrals, education, training, case management and outreach. Outreach and education regarding Well Woman to community agencies, health clinics, hospital systems, public and private entities to increase awareness about both programs, increase patient screenings to ensure State mandated objectives for both programs are met
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B. PERIPHERAL DUTIES:

% of Time	PERIPHERAL DUTY
5	<ul style="list-style-type: none"> • Establish program policies and procedures for the Well Woman programs assuring they meet federal, WWWP, ACR, ACS and labor relations guidelines and regulations; and identify, assess and advise MHD on pending legislation and policy relevant to women's health for breast and cervical cancer and cardiovascular disease.
5	<ul style="list-style-type: none"> • Serve on local, state, and national committees and boards and advise on issues relevant to women's health for breast and cervical cancer and cardiovascular risk reduction.
5	<ul style="list-style-type: none"> • Participate in and promotion participation in Safety, Culture, and Wellbeing initiatives • Participate in Emergency Preparation activities and respond to Public Health Emergencies as required
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C. NAME AND TITLE OF IMMEDIATE SUPERVISOR:

Jefflyn Brown, Deputy Commissioner of Clinical Services

D. SUPERVISION RECEIVED: (Describe the extent to which work assignments and methods are outlined, reviewed, and approved by this position's supervisor.)

E. SUPERVISION EXERCISED:

Total number of employees for whom responsible, either directly or indirectly = ____.

Direct Supervision: List the number and titles of personnel directly supervised. Specify the kind and extent of supervision exercised by indicating one or more of the following:

a. Assign duties		e. Sign or approve work
b. Outline methods		f. Make hiring recommendations
c. Direct work in progress		g. Prepare performance appraisals
d. Check or inspect completed work		h. Take disciplinary action or effectively recommend such
Number Supervised	Job Title	Extent of Supervision Exercised (Select those that apply from list above, a - h)
1	Program Assistant III	a, b, c, d, e, f, g, h
1	Bilingual Community Education Assistant	a, b, c, d, e, f, g, h
1	Bilingual Public Health Educator II	A,b,c,d,e,f,g,h

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a. Assign duties	e. Sign or approve work
b. Outline methods	f. Make hiring recommendations
c. Direct work in progress	g. Prepare performance appraisals
d. Check or inspect completed work	h. Take disciplinary action or effectively recommend such
Number Supervised	Job Title
1	Bilingual Medical Assistant
1	Public Health Nurse – Leader
	Extent of Supervision Exercised (Select those that apply from list above, a - h)
	A,b,c,d,e,f,g,h
	A,b,c,d,e,f,g,h

F. MINIMUM QUALIFICATIONS REQUIRED: (Indicate the MINIMUM qualifications required to enter the job.)

i. Education and Experience:

Bachelor's degree in health education, public health, nursing, social work, or related field from an accredited college or university.

Two years of progressively responsible experience coordinating public or community health programs; experience may include community organizing or collaboration, health program planning, development, implementation, and/or evaluation.

NOTE: Equivalent combination of education and experience may be considered.

ii. Knowledge, Skills and Abilities:

Language Skills

Ability to read, analyze and interpret general business periodicals, professional journals, technical procedures, or government regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

Mathematical Skills

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, areas, circumference, and volume. Ability to apply concepts of basic algebra and geometry

Reasoning Ability

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of data and instructions furnished in written, oral, diagram, or schedule form

Computer Skills

To perform this job successfully, an individual should have knowledge and the ability to work with word processing, spreadsheet, Internet software and proprietary software used by the Health Department such as Electronic Health Records, WEDDS database (state of Wisconsin Immunization

Other Skills and Abilities

Ability to build and maintain good working relationships with a multi-cultural, multi-disciplinary staff, other agencies and the public. Ability to provide services in a culturally sensitive manner. Ability to maintain confidentiality.

iii. Certifications, Licenses, Registrations:

Valid driver's license at time of appointment and throughout employment.

Availability of a properly insured vehicle at time of appointment and throughout employment; mileage reimbursement is provided

iv. Other Requirements:

Bilingual in Spanish, Hmong or Russian is preferred

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13. PHYSICAL AND ENVIRONMENTAL DEMANDS: TOOLS AND EQUIPMENT USED

The Americans with Disabilities Act (ADA) of 1990, as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008 requires job descriptions to provide detailed information regarding the physical demands required to perform the essential functions of a job; the conditions under which the job is performed; and the tools and equipment the employee will be required to use on the job. Reasonable accommodations may be made to enable qualified individuals to perform the essential duties and responsibilities of the job for each of the categories listed below.

G. PHYSICAL ACTIVITY OF THE POSITION: (List the physical activities that are representative of those that must be met to successfully perform the essential functions of the job).

CHECK ALL THAT APPLY:

<input checked="" type="checkbox"/>	Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles, and the like; using feet and legs and/or hands and arms. Body agility is emphasized. Check only if the amount and kind of climbing required exceeds that required for ordinary locomotion.
<input checked="" type="checkbox"/>	Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. Check only if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
<input checked="" type="checkbox"/>	Stooping: Bending body downward and forward by bending spine at the waist. Check only if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.
<input checked="" type="checkbox"/>	Kneeling: Bending legs at knee to come to a rest on knee or knees.
<input checked="" type="checkbox"/>	Crouching: Bending the body downward and forward by bending leg and spine.
<input checked="" type="checkbox"/>	Crawling: Moving about on hands and knees or hands and feet.
<input checked="" type="checkbox"/>	Reaching: Extending Hand(s) and arm(s) in any direction.
<input checked="" type="checkbox"/>	Standing: Particularly for sustained periods of time.
<input checked="" type="checkbox"/>	Walking: Moving about on foot to accomplish tasks, particularly for long distances.
<input type="checkbox"/>	Pushing: Using upper extremities to exert force in order to draw, press against something with steady force in order to thrust forward, downward or outward.
<input type="checkbox"/>	Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.
<input checked="" type="checkbox"/>	Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. Check only if it occurs to a considerable degree and requires substantial use of the upper extremities and back muscles.
<input checked="" type="checkbox"/>	Fingering: Picking, pinching, typing or otherwise working primarily with fingers rather than with the whole hand or arm, as in handling.
<input type="checkbox"/>	Grasping: Applying pressure to an object with fingers and palm.
<input checked="" type="checkbox"/>	Feeling: Perceiving attributes of objects such as size, shape, temperature or texture by touching with the skin, particularly that of the fingertips.
<input checked="" type="checkbox"/>	Talking: Expressing or exchanging ideas by means of the spoken word. Those activities which demand detailed or important instructions spoken to other workers accurately, loudly or quickly.
<input checked="" type="checkbox"/>	Hearing: Perceiving the nature of sounds with no less than a 40 db loss. Ability to receive oral communication and make fine discriminations in sound.
<input type="checkbox"/>	Repetitive Motions: Substantial movements (motions) of the wrist, hands, and/or fingers.
<input type="checkbox"/>	Driving: Minimum standards required by State Law (including license).

H. PHYSICAL REQUIREMENTS OF THE POSITION: (List the physical requirements that are essential functions of the job.)

CHECK ONE:

<input type="checkbox"/>	Sedentary Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<input checked="" type="checkbox"/>	Light Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for sedentary work and the worker sits most of the time, the job is rated for Light Work.
<input type="checkbox"/>	Medium Work: Exerting up to 50 pounds of force occasionally and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
<input type="checkbox"/>	Heavy Work: 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.

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<input type="checkbox"/>	Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.
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I. VISUAL ACUITY REQUIREMENTS: (List the visual acuity requirements that are essential functions of the job.)

CHECK ONE:

<input checked="" type="checkbox"/>	Operators (Electronic Equipment), Inspection, Close Assembly, Clerical, Administrative: This is a minimum standard for use with those whose job requires work done at close visual range (i.e. preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small parts, operation of machines, using measurement devices, assembly or fabrication of parts).
<input type="checkbox"/>	Machine Operators, Mechanics, Skilled Tradespeople: This is a minimum standard for use with those whose work deals with machines where the seeing job is at or within arm's reach. This also includes mechanics and skilled tradespeople and those who do work of a non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, mechanics, etc. (If the machine operator also inspects, check the "Operators" box.)
<input type="checkbox"/>	Mobile Equipment Operators: This is a minimum standard for use with those who operate cars, trucks, forklifts, cranes, and high lift equipment.
<input type="checkbox"/>	Other: This is a minimum standard based on the criteria of accuracy and neatness of work for janitors, sweepers, etc.

J. THE CONDITIONS THE WORKER WILL BE SUBJECT TO IN THIS POSITION:

List the environmental/working conditions to which the employee may be exposed while performing the essential functions of the job. Include scheduling considerations such as on-call for emergencies, rotating shift, etc. **Approximate Percentage of time performing field work:** _____%

CHECK ALL THAT APPLY:

<input checked="" type="checkbox"/>	None: The worker is not substantially exposed to adverse environmental conditions (such as typical office or administrative work).
<input type="checkbox"/>	The worker is subject to inside environmental conditions: Protection from weather conditions but not necessarily from temperature changes (i.e. warehouses, covered loading docks, garages, etc.)
<input type="checkbox"/>	The worker is subject to outside environmental conditions: No effective protection from weather.
<input type="checkbox"/>	The worker is subject to extreme cold: Temperatures below 32 degrees for period of more than one hour.
<input type="checkbox"/>	The worker is subject to extreme heat: Temperatures above 100 degrees for periods of more than one hour.
<input type="checkbox"/>	The worker is subject to noise: There is sufficient noise to cause the worker to shout in order to be heard above the surrounding noise level.
<input type="checkbox"/>	The worker is subject to vibration: Exposure to oscillating movements of the extremities or whole body.
<input type="checkbox"/>	The worker is subject to hazards: Includes a variety of physical conditions, such as proximity to moving mechanical parts, electrical current, working on scaffolding and high places or exposure to chemicals.
<input type="checkbox"/>	The worker is subject to atmospheric conditions: One or more of the following conditions that affect the respiratory system or the skin: Fumes, odors, dust, mists, gases or poor ventilation.
<input type="checkbox"/>	The worker is subject to oil: There is air and/or skin exposure to oils and other cutting fluids.
<input type="checkbox"/>	The worker is required to wear a respirator.

K. MACHINE, TOOLS, EQUIPMENT, ELECTRONIC DEVICES, SOFTWARE, ETC. USED BY POSITION:

List equipment needed to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.)

CHECK ALL THAT APPLY:

<input type="checkbox"/>	Camera and photographic equipment	<input checked="" type="checkbox"/>	Office Equipment (desk, chair, telephone, etc.)						
<input type="checkbox"/>	Cleaning supplies	<input checked="" type="checkbox"/>	Office supplies (pens, staplers, pencils, etc.)						
<input type="checkbox"/>	Commercial vehicle	<input type="checkbox"/>	Packing materials (boxes, shrink wrap, etc.)						
<input type="checkbox"/>	Data processing equipment	<input checked="" type="checkbox"/>	PC equipment (monitor, keyboard, printer, etc.)						
<input type="checkbox"/>	Handcart	<input checked="" type="checkbox"/>	PC software						
<input type="checkbox"/>	Hand tools (please list):								
<input checked="" type="checkbox"/>	Office Machines (check all that apply):	<input checked="" type="checkbox"/>	Copier	<input checked="" type="checkbox"/>	Facsimile	<input checked="" type="checkbox"/>	Calculator	<input type="checkbox"/>	Cash register
<input type="checkbox"/>	Other (please list):								

L. SUPPLEMENTARY INFORMATION: (Indicate any other information which further explains the importance, difficulty, or uniqueness of the position, such as its scope of responsibility related to finances, equipment, people, information, etc. Also indicate success factors such a personal characteristics that contribute to an individual's ability to perform well in the job, and any other special considerations.)

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PUBLIC HEALTH COMPETENCIES:

- 9.7 Advocate for health equity, social and environmental justice
- 4.7 Advocates for health equity and social and environmental justice
- 5.3 Maintains relationships that improve community and resilience
- 9.4 Assemble data to inform policies, programs and services when addressing barriers or social determinants of health and health inequities
- 8.8 Advocates for public health
- 5.4 Collaborates with community members and organizations
- 7.12 Facilitates collaboration among individuals, groups and organizations
- 1 Describes factors that affect the health of a community
- 4.4 Reduces systemic and structural barriers that perpetuate health inequities
- 7.10 Applies critical thinking in decision making
- 9.1 Interpret the interrelationships of factors affecting the health of a community (e.g. social determinants of health, inequity income, education, environment, demographic trends and legislation.
- 9.7 Advocate for health equity, social and environmental justice (e.g. sharing power, educating public and policymakers, and influencing funding)
- 9.9 Implement health equity and racial justice principles through teaching and/or mentoring peers on self-awareness and reflection, empathy, and interpersonal dynamics

M. I believe that the statements made above in describing this job are complete and accurate.

Signed by:


Health HR Admin

Signature of Department Head or Designated Representative

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Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole Fleck
Labor Negotiator

TO: Board of City Civil Service Commissioners

FROM: Kristin Hennessy Urban
Human Resources Manager

DATE: February 18, 2026

RE: Selective Certification Request from the Milwaukee Health Department

Please find attached a request from Commissioner of Health, Dr. Michael Totoraitis, for application of Rule VIII, Section 3 Selective Certification to fill the position of Health Project Supervisor in the Milwaukee Breast and Cervical Cancer Screening Awareness Program (MBCCAP).

The MBCCAP is the focus of the Well Women Initiatives Section within the Clinical Services Division. The Well Women Initiatives Section comprises five positions: a Health Project Supervisor, a Medical Assistant, two Public Health Educator IIs and a Program Assistant III. Currently, Kudavaet Salas, serving in a provisional appointment as the Health Project Supervisor, and two individuals, hired through a temporary agency, are staffing the program; the remaining positions are vacant. The MHD Human Resources staff is working with the DER to fill the Public Health Educator II positions and has requested a reclassification of the Medical Assistant to a Public Health Educator II.

Ms. Salas was hired in March of 2025 from an eligible list to fill the Program Assistant III position in the Well Women Initiatives Section. In December 2025, to meet the needs and requirements of the program, Ms. Salas accepted a provisional appointment to the Health Project Supervisor position. Ms. Salas applied for the position and was ranked #8 on the eligible list; there are 36 candidates on the eligible list.

The MBCCAP is currently in a precarious position, as Ms. Salas is the sole City employee in the section with knowledge of the program, its metrics, requirements and the State of Wisconsin's expectations for performance and deliverables. Due to the critical need to staff this program that provides vital health services to women in Milwaukee, I support the MHD's request to apply Rule VIII, Section 3 Selective Certification to appoint her to this role. Of note, the Health Project Supervisor eligible list can be used to fill other positions within the MHD.

I can be reached at 414.286.8643 should you have questions relative to this request.