



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: April 8, 2026

Milwaukee Health Department

Current	Recommended
Community Outreach Specialist PR 2GN (\$54,619 - \$78,768) FN: Recruitment rate is \$65,112 (2 Grant Funded Positions)	FIMR Coordinator PR 2IN (\$62,041 - \$89,460) FN: Recruitment rate is \$78,021 (One Grant Funded Position)
	FIMR Case Abstractor PR 2IN (\$62,041 - \$89,460) FN: Recruitment rate is \$78,021 (One Grant Funded Position)
Community Health Administrative Specialist 3 PR 5KN (\$63,038 - \$81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])	Health Administrative Specialist 3 PR 5KN (\$63,038 - \$81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])
Community Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)	Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)
Community Health Administrative Specialist 1 PR 5IN (\$57,620 - \$74,186) (Underfill Title)	Health Administrative Specialist 1 PR 5IN (\$57,620 - \$74,186) (Underfill Title)
One New Position 2026 Budget	Public Health Youth Apprentice PR 9MN (\$33,110 - \$35,536) (One Position)

Note: Residents receive a 4% Resident Incentive Allowance.

The Milwaukee Health Department (MHD) has requested changes for the following positions: the reclassification of two (2) Community Outreach Specialist positions, a title change for four (4) positions of Community Health Administrative Specialist 3 and the classification of one new position of Public Health Youth Apprentice added as part of the 2026 Budget.

Job descriptions were provided and discussions were held with Lindsey O'Connor, Health Department Human Resources Administrator, and Samantha Brennan, Human Resources Supervisor.

This report is divided into three parts: Reclassification, Retitle, and Classification.

Part I. Reclassification (2 Positions Community Outreach Specialist)

Milwaukee Health Department - Family and Community Health Division - Strong Baby Program

Current	Recommended
Community Outreach Specialist PR 2GN (\$54,619 - \$78,768) FN: Recruitment rate is \$65,112 (2 Grant Funded Positions)	FIMR Coordinator PR 2IN (\$62,041 - \$89,460) FN: Recruitment rate is \$78,021 (One Grant Funded Position)
	FIMR Case Abstractor PR 2IN (\$62,041 - \$89,460) FN Recruitment rate is \$78,021 (One Grant Funded Position)

Background

The Health Department has requested two (2) grant funded positions of Community Outreach Specialist within the Family and Community Health Division, Strong Baby Program be reclassified to reflect key duties and responsibilities relating to the Fetal and Infant Mortality Review (FIMR) program. This will allow the Health Department to meet the terms of the grant and provide coordination of FIMR work with MHD and community partners.

FIMR is a community-based process that aims to improve the health and wellbeing of birthing persons, infants, and families. FIMR brings a multidisciplinary team together to examine confidential circumstances of stillbirths and infant deaths to understand what happened, why it happened, and what can be learned to prevent similar deaths in the future.

FIMR Coordinator

This role coordinates tasks for the FIMR program, specifically supporting the Case Review Team (CRT) and the Community Action Team (CAT). Key responsibilities include communicating with CRT and CAT members, preparing case summaries, scheduling and facilitating meetings, and documenting meeting minutes. Additionally, this role trains staff and stakeholders on FIMR processes and collaborates with leadership to develop and assess program metrics. Duties and responsibilities include:

- 30% Data Collection and Reporting:
 - Analyze patient files and abstract relevant information, and enter those details in any necessary databases or tracking spreadsheets.
 - Enter case information into the database system that is utilized by the MHD and National Center for Fatality Review and Prevention (NCFRP).
 - Identify quality improvement opportunities to improve documentation and workflow activities in the FIMR data collection process.
 - Identify and troubleshoot data documentation needs to support secure, accurate and highly reliable data collection and reporting.

- 30% Presentation:
 - Leads the development of case summaries for the purpose of case review, facilitates the case review team (CRT) meetings.

- Serves as a liaison between FIMR, CRT and CAT, facilitates CAT team meetings, and communicates recommendations and implementation plans.

25% Collaboration:

- Participates in community coalitions, task forces and advisory committees that relate to FIMR.
- Develop and maintain collaborative relationships with other city departments, state and federal regulatory and funding agencies, medical providers, community-based organizations, advocacy agencies and academic institutions to coordinate and consult on comprehensive city-wide efforts.
- Develop and maintain relationships with hospitals, community organizations, MHD staff, and other stakeholders to support effective collection, interpretation, and analysis of infant mortality data.
- Provide subject matter expertise to related MHD projects, proposals and undertakings connected to infant mortality, maternal morbidity and the conception to post-partum spectrum, as needed.

15% Peripheral Duties:

- Work in collaboration with Public Health Strategist for Maternal and Child Health.
- Work in Collaboration with Public health Strategist and MHD Epidemiologist for FIMR report, data collection and summaries.
- Participate in department culture and wellbeing initiatives.
- Participate in quality improvement (QI) projects to foster a culture of continuous quality improvement (CQI).
- Participate in Emergency Preparation activities and respond to broad impact events or Public
- Health Emergencies as required.
- Participate in a positive safety culture by engaging with safety initiatives, following safety policies and procedures, and reporting safety hazards & opportunities for improvements.

Minimum qualifications required an associate's degree in nursing, medical assisting or a closely related field and two (2) years clinical experience working in obstetrics, pediatrics, neonatology, or perinatology, or performing work closely related to the duties of the position, including medical records review, chart review, or clinical interpretation. Equivalent combinations of education and experience may be considered; however, the two (2) years clinical experience may not be substituted for education. Minimums are to be evaluated by the Staffing Division.

Analysis and Recommendation

This job evaluation focuses on pay for similar titles in Southeastern Wisconsin. The following table provides wage information from the Economic Research Institute (ERI) for Coordinator Clinical Outcomes which has duties and responsibilities similar to the FIMR Coordinator. ERI describes a Coordinator Clinical Outcomes as a position that: *"Coordinates the ingestion, collection, processing and analysis of clinical research data and clinical trial results. Uses electronic document management systems to process clinical records in alignment with best practice guidelines. Audits and manually processes select medical records that require closer examination. Participates in clinical improvement initiatives as directed by clinical outcomes manager. Presents findings from clinical outcomes data to clinical teams, generates reports to effectively communicate findings and courses of action."*

Coordinator Clinical Outcomes: Four Years of Experience

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	\$62,402	\$69,459	\$78,492	\$87,437	\$96,111
Madison	\$55,809	\$61,640	\$69,204	\$76,865	\$84,452
Milwaukee	\$56,813	\$62,994	\$71,009	\$79,116	\$87,135
Racine	\$58,863	\$65,321	\$73,712	\$82,225	\$90,653
Waukesha	\$56,526	\$62,705	\$70,719	\$78,824	\$86,840
Wauwatosa	\$56,490	\$62,643	\$70,630	\$78,716	\$86,720
West Allis	\$56,684	\$62,849	\$70,837	\$78,910	\$86,893

Source: ERI as of 2/16/2026.

The level of these duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Consumer Environmental Health Coordinator, Public Health Nurse 3, and Environmental and Disease Control Specialist positions throughout the city. Based on this comparison, the recommendation is to classify this grant funded position as a FIMR Coordinator in Pay Range 2IN (\$62,041 - \$89,460), with a recruitment rate of \$78,021.

FIMR Case Abstractor

The FIMR Case Abstractor is responsible for reviewing and abstracting information from medical records for the Fetal and Infant Mortality Review (FIMR) process. This position will receive assigned cases and abstraction forms and complete them within designated timeframes. Key duties include contacting hospitals to obtain medical records for specified cases, reviewing records, completing abstraction forms, and providing additional clinical interpretation as needed. Most records are obtained from local hospitals, though additional social programs may also be involved. The Abstractor will also prepare medical record summaries and, attend FIMR case review meetings to present findings or address questions. Duties and responsibilities include:

70% Data Collection and Reporting

- Retrieve and compile medical records from multiple clinical and social sources for in depth analysis.
- Analyze patient files, abstract relevant data, and enter details accurately into designated systems.
- Collect and document clinical data as defined by the program and registry standards using electronic medical record systems.
- Ensure accurate, complete, and timely data entry into the database.

25% FIMR Reporting and Participation

- Prepare and present case summaries, findings, and data analyses at FIMR case review meetings.

- Participate in case review meetings, community coalitions, task forces, and advisory committees related to FIMR activities.
- Collaborate with the Program Coordinator and review teams to ensure comprehensive case analysis and quality improvement initiatives.

5% Peripheral Duties

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

Minimum qualifications required an associate’s degree in nursing, medical assisting, or a closely related field and two (2) years of experience working in or supporting obstetrics, pediatrics, neonatology, or perinatology, or performing work closely related to the duties of the position, including medical records review, chart review and abstracting, or clinical data interpretation. Equivalent combinations of education and experience may be considered; however, the two (2) years of experience may not be substituted for education. Minimums are to be evaluated by the Staffing Division.

Analysis and Recommendation

This job evaluation focuses on pay for similar titles in Southeastern Wisconsin. The following table provides wage information from the Economic Research Institute (ERI) for Abstractor Clinical Data which has duties and responsibilities similar to the FIMR Case Abstractor. ERI describes Abstractor Clinical Data as a position that: *“Extracts, reviews, and inputs clinical data from medical records and electronic health systems to support quality improvement, regulatory compliance, and clinical research initiatives. Ensures accuracy and completeness of data collection across multiple reporting programs, registries, and performance measures in collaboration with healthcare professionals. Collects, reviews, and abstracts clinical data from electronic health records, paper charts, and other source documents. Inputs and verifies abstracted data into designated databases, templates, or reporting platforms.”*

Abstractor Clinical Data: Four Years of Experience

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	\$61,546	\$67,074	\$74,387	\$81,341	\$88,289
Madison	\$60,002	\$65,066	\$71,812	\$78,329	\$84,971
Milwaukee	\$59,784	\$65,051	\$72,066	\$78,821	\$85,667
Racine	\$58,312	\$63,506	\$70,436	\$77,128	\$83,938
Waukesha	\$59,457	\$64,715	\$71,725	\$78,476	\$85,323
Wauwatosa	\$59,427	\$64,662	\$71,642	\$78,371	\$85,202

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
West Allis	\$59,641	\$64,893	\$71,886	\$78,616	\$85,436

Source: ERI as of 2/16/2026.

The level of these duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Intelligence Analyst and Public Health, Public Health Nurse 3, and Cyber Security Analyst positions throughout the city. Based on this comparison, the recommendation is to classify this grant funded position as a FIMR Case Abstractor in Pay Range 2IN (\$62,041 - \$89,460), with a recruitment rate of \$78,021.

Part II. Retitle (Community Health Administrative Specialist 3 – 4 Positions)

Milwaukee Health Department – Office of the Commissioner and Health Administration – Clinic Operations and Family & Community Health Division, Empowering Families of Milwaukee (EFM)

Current	Recommended
Community Health Administrative Specialist 3 PR 5KN (\$63,038 - \$ 81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])	Health Administrative Specialist 3 PR 5KN (\$63,038 - \$ 81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])
Community Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)	Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)
Community Health Administrative Specialist 1 PR 5IN (\$57,620 - \$74,186) (Underfill Title)	Health Administrative Specialist 1 PR 5IN (\$57,620 - \$74,186) (Underfill Title)

Background

The Health Department has requested to retitle 4 positions of Community Health Administrative Specialist 3 so as to accurately reflect the general scope of these positions - three (3) positions are located in the Office of the Commissioner and Health Administration, Clinic Operations and one, grant funded, position is located in the Family & Community Health Division, Empowering Families of Milwaukee (EFM) program. These positions provide administrative support to all of the Milwaukee Health Department.

Duties and Responsibilities

The Health Administrative Specialist 3 leads assigned projects and provides advanced administrative support for the Health Department Programs. Responsibilities include, but are not limited to: managing and tracking home visitation referrals, customer service, community Event management and tracking; creating, manipulating and maintaining spreadsheets; distribution and tracking of incentives; inventory and management of program supplies; managing and tracking record requests; managing record retention; answering phones and directing calls; managing and tracking departmental credit card purchases, and program billing. This position will collaborate with other staff and serve as greeter for

Milwaukee Health Department health centers on a rotating basis as needed. Duties and responsibilities include:

35% Administrative and Clerical Support

- Greets clients and provides intake services, acts as one of the first contacts at Southside Health Center.
- Provides professional and culturally-sensitive customer service in person, over the phone and electronically, utilizing the language line when needed to communicate with individuals with limited English proficiency.
- Answers main office phone line and directs calls appropriately, answering questions and providing information about MHD programs and services as appropriate.
- Assists with copying, faxing, laminating, shredding, filing, sorting, etc.
- Receives, sorts and distributes USPS mail, interoffice mail, faxes and correspondences.
- Assists with coordination, scheduling, prep and set-up of virtual and in person meetings and interviews.
- Takes detailed notes during monthly team meetings and documents/distributes meeting minutes within 72 hours of meeting.
- Prepares and disseminates reports, memos, correspondences and communications under the direction of program leadership.
- Maintains programmatic/office supplies for assigned programs.
- Assists with program-wide mailings as requested, including printing, labeling, postage, etc.
- Maintains shared office and program supplies for SSHC.
- Leads special projects as requested.
- Provides back-up coverage to other Community Health Administrative Specialists as needed.
- Assists with training new Community Health Administrative Specialists and other staff as appropriate.
- Acts as lead worker for Community Health Administrative Specialists in Intake.

60% Project Management and Data Entry

- Tracks, distributes, documents and maintains program gift cards (graduation, flex funds, special incentives, etc.).
- Manages and tracks home visitation referrals for the branch.
- Assists & supports planning efforts for community events
- Serves as point person for community events as well as tracks and reports on requests to leadership.
- Manages requests for medical records, ensuring response to requestor within 5 business days.
- Makes departmental purchases, tracks expenses and submits required information to finance and the branch's program managers.
- Tracks, organizes, restocks, and maintains inventory of relevant program supplies, including distribution per client and alerting program managers when reordering is needed.
- Tracks and facilitates distribution and documentation of collaborative incentives with other internal MHD programs.
- Supports Health Center Administration Manager with ordering and financial tracking as assigned.
- Tracks and facilitates shared resources and referrals
- Receives, maintains and distributes confidential client information with discretion following HIPAA guidelines.
- Performs data entry into program databases and spreadsheets as directed.

- Tracks enrolled and closed clients, ensuring that completed physical charts are filled and stored following MHD policy and procedure for record retention.

5% Peripheral Duty

- Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum qualifications of the Health Administrative Specialist 3 require six (6) years of full-time equivalent experience in an office setting performing administrative support duties closely related to the above functions, including serving customers, using computers to enter data and prepare documents, and organizing files. Must be able to work between all MHD locations and community events using any method of transportation, such as public transport.

Minimum Qualifications of the Health Administrative Specialist 2 require five (5) years of full-time equivalent experience in an office setting performing administrative support duties closely related to the above functions, including serving customers, using computers to enter data and prepare documents, and organizing files.

Minimum qualifications of the Health Administrative Specialist 1 require three (3) years of full-time equivalent experience performing administrative support duties closely related to the above functions, including serving customers, using computers to enter data and prepare documents, and organizing files.

Equivalent combinations of education and experience may also be considered for all three levels of Health Administrative Specialist.

Recommendation

As these positions provide administrative support to all of MHD and is not limited to just Community Health, this report recommends the following title changes as listed below:

Current	Recommended
Community Health Administrative Specialist 3 PR 5KN (\$63,038 - \$ 81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])	Health Administrative Specialist 3 PR 5KN (\$63,038 - \$ 81,162) FN: Recruitment rate is \$63,530 (4 Positions [One is grant funded])
Community Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)	Health Administrative Specialist 2 PR 5JN (\$60,036 - \$77,296) FN: Recruitment rate is \$60,501 (Underfill Title)
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Part III. Classification (One New Position 2026 Budget)

Milwaukee Health Department – Office of the Commissioner and Health Administration – Human Resources

Current	Recommended
One New Position 2026 Budget	Public Health Youth Apprentice PR 9MN (\$33,110 - \$35,536) (One Position)

Background

The Health Department in collaboration with DER, and community partners including the Milwaukee Area Health Education Center (AHEC) and Milwaukee Public Schools Youth Apprenticeship program, Wisconsin Department of Workforce Development Youth Apprenticeship program are working to build pathways to careers in Public Health and strengthen partnerships with high schools, colleges, and alternative ways of building skills and careers.

The State of Wisconsin Department of Workforce Development Youth Apprenticeship Program Health Sciences Occupational Pathways provides multiple apprenticeship opportunities that can be bridged to a career in public health.

Public Health Youth Apprentice

Under the guidance and direction of Health Department managers and supervisors, the Public Health Youth Apprentice is responsible for building trusting relationships within the community by removing barriers to health and social services. Duties and responsibilities include:

22.5% Home Visiting & Health Education:

- Discuss health concerns with clients, including interpreting health care information to support residents’ understanding of medical conditions and services.
- Make regular home and off-site visits to support residents’ health and well-being
- Identify and reinforce risk reduction behaviors

22.5% Case management:

- Work together with community members to develop a wellness plan and providing coaching to accomplish targets
- Create, maintain, and navigate client records using manual charts and case management software, as applicable per program

22.5% Referrals to resources:

- Collaborate with other agencies in making appropriate referrals
- Educate residents about the resources available to them

22.5% Direct Service/Advocacy:

- Help coordinate patient transportation and accompaniment as needed,
- Advocating for the needs of individuals by assisting them in effectively communicating with healthcare or social service providers, acting as a liaison between patient/family and community service agencies.

10% Peripheral Duties:

- Participate in department culture and wellbeing initiatives
- Participate in quality improvement (QI) projects to foster a culture of continuous quality improvement (CQI)

- Participate in Emergency Preparation activities and respond to broad impact events or Public Health Emergencies as required.
- Participate in a positive safety culture by engaging with safety initiatives, following safety policies and procedures, and reporting safety hazards & opportunities for improvements

Minimum qualifications require the candidate to be a high school junior or senior who is enrolled in the State of Wisconsin Department of Workforce Development Youth Apprenticeship program. These requirements are subject to change based on a job analysis effort by the Staffing Division.

Analysis and Recommendation

This opportunity is similar to the Youth Apprentice, Youth Arborist Apprentice, and Youth Fleet Apprentice programs.

In order to be eligible for the Public Health Youth Apprenticeship, candidates must be enrolled as a junior or senior of High School or equivalent program. To determine the rate for this title, comparisons were made to other limited term City of Milwaukee positions, including the following:

Title	Requirements
Youth Apprentice PR 9MN (\$33,110 - \$35,536)	<u>Posted June 18, 2025:</u> 1. Enrollment status in September 2025 as a junior in high school at the time of application period close (July 18, 2025). NOTE 1: Candidates must be on track to graduate; verification will be requested from the candidate’s High School. NOTE 2: Candidates selected for the MWW Apprentice program are required to participate in the DWD-YAP. 2. Applicants must be at least 16 years of age at the time of appointment. 3. A valid government-issued state identification card or a valid driver’s license at the time of hire and throughout employment. This is required to obtain security clearance within the MWW facilities.
Youth Arborist Apprentice PR 9MN (\$33,110 - \$35,536)	<u>Posted January 12, 2026:</u> 1. Sixteen years of age at the time of the of appointment 2. Current enrollment as a high school sophomore or junior at the time of the application deadline. NOTE 1: Candidates must be on track to graduate; verification from the candidate’s high school will be required. NOTE 2: Candidates selected for the DPW-Forestry Youth Arborist Apprentice program must participate in the State of Wisconsin Department of Workforce Development Youth Apprenticeship Program (DWD-YAP). NOTE 3: The students selected for the Youth Arborist Apprentice are required to seek admission to the DWD-YAP through their school-appointed consortium.
Youth Fleet Apprentice PR 9MN (\$33,110 - \$35,536)	<u>Posted September 19, 2025:</u> 1. At least 16 years of age at the time of appointment. 2. Current enrollment as a high school sophomore or junior at the time of application.


Title	Requirements
	<p>NOTE 1: Candidates must be on track to graduate; verification will be requested from the candidate’s high school.</p> <p>NOTE 2: Candidates selected to the Youth Apprentice – Fire Construction and Maintenance program must participate in the State of Wisconsin Department of Workforce Development Youth Apprenticeship Program (DWD-YAP).</p> <p>IMPORTANT NOTE: The students selected for the Youth Fleet Apprentice (Fire Department) title are required to seek admission to the DWD-YAP through their school-appointed consortium.</p> <ol style="list-style-type: none"> 3. A valid government-issued Wisconsin Identification Card (ID) OR a valid driver’s license at the time of appointment. A valid driver’s license is required within 60 days of appointment and must be maintained throughout employment. (A valid Wisconsin driver’s license is required for a full-time, regular appointment.) 4. A good driving record at the time of appointment or at time of obtaining a license and throughout employment. 5. Completion of S/P2 Vehicle Safety course (Automotive, Diesel, or Collision), or equivalent, (as approved by the Milwaukee Fire Department) at the time of appointment. 6. Completion of at least one (1) SNAP-ON® / STARRETT® precision measuring instrument certificate (Tape and Rule, Slide Caliper, Gauge Measurement, Angle Measurement, Micrometer, or Dial Gauge Measurement), or equivalent (as approved by the Milwaukee Fire Department) at the time of appointment.

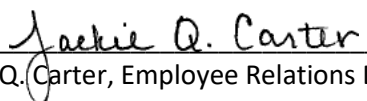
The Public Health Youth Apprentice has comparable requirements and follows a similar model to the Youth Apprentice, Youth Arborist Apprentice, and Youth Fleet Apprentice as they learn skills to establish themselves within a given field before becoming full-time employees. Because the Public Health Youth Apprentice will be a part-time position and comparable to the aforementioned youth apprentice positions, this report recommends classifying this new position as a Public Health Youth Apprentice and be placed within Pay Range 9MN (\$33,110 - \$35,536).

Action Required – Effective Pay Period 11, 2026 (May 10, 2026)

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

Prepared by: 
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