



**Department of Employee Relations**

**Cavalier Johnson**  
Mayor

**Jackie Q. Carter**  
Director

**Molly King**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

January 12, 2026

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File No. 251281 – Communication from the Department of Employee Relations relating to classification studies scheduled for the January 13, 2026 City Service Commission Meeting.*

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Civil Service Commission meeting on January 13, 2026.

**Department of Public Works – Infrastructure Services**

<b>Current</b>	<b>Recommended</b>
One New Position	Transportation Mobility Coordinator PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$94,758 FN: Additional 3% for AICP Certification (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

**Comptroller’s Office**

<b>Current</b>	<b>Recommended</b>
City Payroll Specialist PR 2IN (\$62,041 – \$86,854) FN Recruitment rate is at \$68,244 (One Position)	City Payroll Specialist - Lead PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

**Department of Employee Relations**

<b>Current</b>	<b>Recommended</b>
Human Resources Representative PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)	Compensation Analytics Specialist - Lead PR 2LX (\$75,162 – \$105,223) FN Recruitment rate is at \$85,305 (One Position)
Human Resources Assistant PR 5JN (\$60,036 – \$75,045) FN Recruitment rate is at \$62,229 (One Vacant Position)	Compensation Analytics Specialist PR 2JX (\$66,154 – \$92,612) FN Recruitment rate is at \$76,222 (One Vacant Position)

Note: Residents receive a 3% Resident Incentive Allowance.

**Fire and Police Commission**

Current	Recommended
One New Position	HRIS Auditor PR 2JN (\$66,154 – \$92,612) FN Recruitment rate is at \$76,222 (One Position)

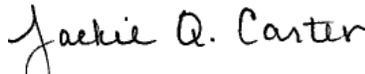
Note: Residents receive a 3% Resident Incentive Allowance.

**Municipal Court – Courtroom Proceedings**

Current	Recommended
New Position	Court Social Worker PR 2FN (\$51,250 – \$71,754) FN: Recruitment is at \$64,841 (One Position)
New Positions	Court Caseworker PR 5CN (\$45,011 – \$56,264) FN: Recruitment is at \$48,084 FN: Appointment may be at any rate in the pay range with the approval of DER. (Two Positions)

Note: Residents receive a 3% Resident Incentive Allowance.

Respectfully,



Jackie Q. Carter, Employee Relations Director

Attachments:      Job Evaluation Reports  
                            Fiscal Impact Statement



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**JOB EVALUATION REPORT**

City Service Commission Meeting: January 13, 2026

**Department of Public Works – Infrastructure Services**

Current	Recommended
(One New Position)	Transportation Mobility Coordinator PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$94,758 FN: Additional 3% for AICP Certification (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The Department of Public Works – Infrastructure Services has requested a classification study of a new position added via the 2025 budget process. A new job description was provided, and communications were held with Karen Biernat, Human Resources Analyst – Senior.

**Duties and Responsibilities**

The basic function of this position is to oversee various programs, initiatives, and projects that increase trips made by walking, biking, transit, scooting, and other non-single-occupancy vehicle (non-SOV) modes; manage multimodal infrastructure improvements; lead education and encouragement efforts; advance transportation technology and innovation; and oversee micro mobility initiatives such as bike share and dockless scooter programs. Duties and responsibilities include.

- 45% Coordinate the City’s dockless scooter program including program oversight, data collection, and analysis for reports; and serve as the City’s liaison to BublR bike share program and lead the strategy development to grow ridership by promoting the system and collecting and analyzing data for reports.
- 20% Develop education and encouragement programs to build awareness and support new traffic calming measures and bikeway improvements; develop Transportation Demand Management strategies to promote active modes of transportation for employers, events, and commercial corridors, and to increase the number of non-SOV trips; coordinate with external partners on transit promotion and initiatives to increase connections to and ridership of various transit systems; and engage community stakeholders in projects and programming.
- 20% Research and prepare design guidance and policy recommendations for mobility hubs, bicycle parking, and first/last mile connections to transit; research and prepare policy recommendations for technological innovations related to transportation such as ride share, shared vehicles, and autonomous vehicles; and oversee curbside use innovations related to deliveries and loading, freight movements, pricing, and non-auto use of the curbside.

10% Prepare and maintain records, reports, and files pertaining to grants.

5% Perform other duties as assigned.

Minimum requirements include a bachelor’s degree in a planning related field, engineering, urban studies, business administration, communications, or public relations; and two years of professional experience in program coordination and transportation. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

**Analysis and Recommendation**

This new position will be located in the Planning and Project Development Unit of the Transportation Infrastructure Section and report to the Transportation Engineering Planner. This position will function as a program or project manager/coordinator to increase trips made by walking, biking, transit, scooting, and other non-single-occupancy vehicle (non-SOV) modes, manage multimodal infrastructure improvements, lead education and encouragement efforts, advance transportation technology and innovation, and oversee micro mobility initiatives. Duties and responsibilities include leadworker functions such as assigning duties, outlining methods, directing work in progress, and checking or inspecting work of one position of Associate Transportation Planner and two positions of Transportation Operations Assistant (Part-time Student Interns). Rates of pay for related positions in the Section are shown below.

Title	Pay Range	Rates
Transportation Engineering Planner	1KX	(\$91,006 - \$127,413) Recruitment rate of \$116,493
Senior Transportation Planner	2MN	(\$80,098 - \$112,137) Recruitment rate of \$94,758 Additional 3% for AICP Certification
Associate Transportation Planner	2KX	(\$70,501 - \$98,704) Recruitment rate of \$79,209 Additional 3% for AICP Certification
Transportation Operations Assistant (Part-time Student Interns)	9PN	(\$20.54 hourly Rate)

We also looked at rates from the Economic Research Institute (ERI) for the title of Program Manager.

**Program Manager**

Years of Experience	10%	25%	Mean	75%	100%
8	\$104,135	\$111,961	\$122,191	\$132,142	\$142,056
7	\$100,847	\$108,436	\$118,375	\$128,032	\$137,678
6	\$97,217	\$104,542	\$114,155	\$123,485	\$132,822
5	\$93,278	\$100,311	\$109,564	\$118,536	\$127,529
4	\$89,069	\$95,784	\$104,643	\$113,227	\$121,847
3	\$84,644	\$91,019	\$99,454	\$107,620	\$115,844
2	\$80,073	\$86,092	\$94,078	\$101,800	\$109,605
1	\$75,436	\$81,089	\$88,612	\$95,871	\$103,236

Source ERI, as of January 1, 2026

*Manages programs to ensure that implementation and prescribed activities are carried out in accordance with specified objectives. Plans and develops methods and procedures for implementing programs, directs and coordinates program activities, and exercises control over personnel responsible for specific functions or phases of programs. Selects personnel according to knowledge and experience in area with which programs are concerned, such as social or public welfare, education, economics, or public relations. Confers with staff to explain programs and individual responsibilities for functions and phases of programs. Directs and coordinates, personally or through subordinate managerial personnel, activities concerned with implementation and carrying out objectives of program. Reviews reports and records of activities to ensure progress is being accomplished toward specified program objective, and modifies or changes methodology as required to redirect activities and attain objectives. Prepares program reports for superiors. Controls expenditures in accordance with budget allocations.*

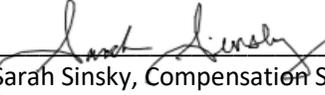
Comparisons were made to other City positions and the most similar match in considering the scope and nature of duties and responsibilities is the Senior Transportation Planner in Pay Range 2MN (\$80,098 - \$112,137) with a recruitment rate of \$94,758 and an additional 3% for attaining and maintaining an AICP (American Institute of Certified Planners) certification. This position has similar requirements and also serves as a program or project manager/coordinator for various federal, state, and locally funded plans, programs and projects related to the planning, designing, and the implementation of transportation and traffic safety plans and projects. As this new position will have a more specific focus on increasing the number of trips made by walking, biking, transit, scooting, and other non-single-occupancy vehicle modes we recommend the title of "Transportation Mobility Coordinator".

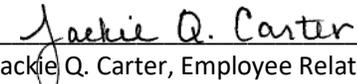
We therefore recommend creating the new classification of "Transportation Mobility Coordinator" in Pay Range 2MN (\$80,098 - \$112,137) with a recruitment rate of \$94,758. Similar to other related titles, we recommend an additional 3% for attaining and maintaining an AICP (American Institute of Certified Planners) certification.

**Action Required - Effective Pay Period 3, 2026 (January 18, 2026)**

\* See addendum included in CCFN for Salary and Position Ordinance changes.

Prepared by:   
Sarah Trotter, Human Resources Manager, Part-Time

Reviewed by:   
Sarah Sinsky, Compensation Supervisor

Reviewed by:   
Jackie Q. Carter, Employee Relations Director



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**Job Evaluation Report**

City Service Commission Meeting: January 13, 2026

**Comptroller's Office**

<b>Current</b>	<b>Recommended</b>
City Payroll Specialist PR 2IN (\$62,041 – \$86,854) FN Recruitment rate is at \$68,244 (One Position)	City Payroll Specialist - Lead PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

**Department of Employee Relations**

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Human Resources Representative PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)	Compensation Analytics Specialist - Lead PR 2LX (\$75,162 – \$105,223) FN Recruitment rate is at \$85,305 (One Position)
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**Fire and Police Commission**

<b>Current</b>	<b>Recommended</b>
One New Position	HRIS Auditor PR 2JN (\$66,154 – \$92,612) FN Recruitment rate is at \$76,222 (One Position)

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This report classifies new positions added through the 2026 budget and evaluates positions that have changed to perform new functions to meet the operational needs of the department. Job description provided by departments were evaluated and discussions were held with respective department heads and human resources personnel. The following recommendations for classification changes are based on a review of the position descriptions of duties and responsibilities, knowledge/ skills/ abilities, and minimum qualifications.

Current	City Payroll Specialist	PR 2IN (\$62,041 – \$86,854) FN: Recruitment rate is at \$68,244	One Position
Recommended	City Payroll Specialist - Lead	PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551	One Position

This position is the lead of the City Payroll Specialist and ensures that the editing, processing, and pre-auditing of all data required for the proper operation of PeopleSoft Human Resources System (HRMS) to ensure the accuracy of payments made to approximately 10,000 City employees. This position assists the City Payroll Manager in generating and issuing W2s for all City employees; answer questions and resolves problems related to employee pay, deductions, leave balances, and other payroll issues. Staff is the final authority to ensure compliance with the provisions of labor agreements and ordinances covering all personnel. Duties and responsibilities include:

- Lead and advise City Payroll Specialist in editing and auditing all timecard and adjustment records for the City payroll to ensure that all employee pay is properly computed in accordance with City Service Commission rules, Fire and Police Commission rules, Salary Ordinance, Chapter 350, and union agreements.
- Adjustments consist of reclasses in injury, vacation, sick, FMLA, holiday, comp, and overtime hours; TOA hours to clear balances due to terminations, increase hours due to union changes, etc.; dollars that pay retroactive promotions or reclassifications, buyouts due to terminations, special payments due to ordinance or contracts, overpayments, etc.
- Must focus on City procedures as it relates to pensionable periods and tax years.
- Audit timecards of fire short payments, holiday entries, FLSA entries, etc.
- Instruct and advise, on a daily basis, department or bureau payroll and HR personnel the proper methods of processing employee payments through HRMS and Citytime. This includes usage of proper forms, dates, related pay/shift codes, instruction on appropriate balancing and controls, taxes, FLSA, and pension.
- Lead system testing related to entire W2 processing, including communications, filing of affidavits, collections of contributions, tax forms, pension contributions through the 80-100% process, electronic filing flat files, etc. and assist with garnishment and pension testing.
- Serve as backup to the Time Tracking Lead position.
- Process garnishments, child support, tax levies, and bankruptcies for all City of Milwaukee employees. Review and implement all garnishment, child support, levy, and bankruptcy paperwork, communication, and entries.
- Communicate with State and Federal taxing authorities, child support authorities, law offices, garnishees, and State of Wisconsin courts.
- Must handle high volumes of correspondence via postal mail and electronic mail, computer applications, and calls from garnishees that are in a stressful situation.
- Use and execute withholding orders via the eIWO (Electronic Income Withholding Order) system.
- Distribute biweekly deduction registers of State and various law offices.
- Assist City Payroll Manager in generating and issuing W2s for all City employees.
- Enter and verify federal and state tax forms, lock in letters, direct deposits, employee deductions for pay, inclusion of union fees, political fees, separate banking relationships, separate life insurance arrangements, UPAF (United Performing Arts Fund), salary advancements, equipment repayments and garnishments for all City of Milwaukee employees. Responsible for maintaining the paper files and records.

- Distribute payroll deduction listings to outside agencies and other appropriate personnel.
- Verify electronic transfers of direct deposits and payroll checks for payday distribution.
- Input balance adjustments to deductions, especially deferred compensation and FSAs (flexible spending account), year-to-date employee earnings balances for City payroll.
- Create, run, and maintain queries in HRMS and Citytime to be used to analyze and resolve bi-weekly payroll problems for City payroll.
- Provide research for information requests regarding City employee payments, leave accumulations and use, deductions taken or other information requests from City employees, or written requests from outside agencies using available reports or system on-line capabilities.

Minimum qualifications include three years of experience as a City Payroll Specialist or 8 years of progressively responsible experience performing complex payroll functions, including auditing and editing payroll records. Equivalent combinations of education and experience may be considered. These minimums have yet to be assessed by the Staffing Division.

As the City of Milwaukee transitions over to Workday, it has become apparent that a lead worker is essential for the continued success of the Payroll Administration team. This position will be able to provide direction and oversight to City Payroll Specialist and take on the more complex payroll and auditing tasks to lessen the workload of the City Payroll Manager and Assistant City Payroll Manager. This position would also answer multifaceted questions or issues and triage issues that may need to have intervention by the Assistant City Payroll Manager and/or the City Payroll Manager.

Comparisons were made to other similar City positions including the following:

Title	Pay Range	Rates
Accountant - Lead	2KX	(\$70,501 - \$98,704) Recruitment rate of \$77,551
Accounting Supervisor	2KX	(\$70,501 - \$98,704) Recruitment rate of \$77,551
Senior Financial Analyst	2KX	(\$70,501 - \$98,704) Recruitment rate of \$77,551
HRIS Auditor - Lead	2LX	(\$75,162 - \$105,223) Recruitment rate of \$83,845

With the changes in duties and responsibilities, the level of work has changed. Based on a comparison to other positions and reviewing the scope of duties and responsibilities, the amount of supervision, oversight, and independence, we recommend this one position of City Payroll Specialist in Pay Range 2IN be reclassified as a City Payroll Specialist – Lead in Pay Range 2KX (\$70,501 - \$98,704) with a recruitment rate of \$77,551.

Current	Human Resources Representative	PR 2KX (\$70,501 - \$98,704) FN: Recruitment Rate: \$77,551	One Position
Recommended	Compensation Analytics Specialist - Lead	PR 2LX (\$75,162 - \$105,223) FN: Recruitment Rate: \$85,305	One Position

The Compensation Analytics Specialist – Lead serves in a lead capacity ensuring the implementation, design and administration of the City’s compensation strategy. This includes analyzing compensation

trends, ensuring market competitiveness, and maintaining legal compliance. Duties and responsibilities include:

- Delegate, monitor, and review the work of Compensation Analytics Specialist and Human Resources Analyst – Senior within the Compensation Analytics unit.
- Perform multifactor data and cost analyses; organize and provide data for market rates, compensation strategy, pay philosophies, and policies.
- Maintain a database of comparable jurisdictions.
- Design and conduct surveys for a broad range of issues and maintain results.
- Evaluate the performance of market studies and pay policy changes through turnover data and other variable metric indicators.
- Administers and participates in salary survey requests; receives and reviews salary survey requests, both annually required and ad hoc requests, prepares and researches correct benchmarking and ensures benchmarking accuracy and overall quality of survey submission(s).
- Audits and submits completed survey information and data within vendor deadlines.
- Summarize highly complex data into comprehensive, easy to understand reports and organize and develop data tracking worksheets.
- Communicate data analysis and findings in a manner that guides and facilitates informed and timely decisions.
- Research and recommend rule changes, policies, guidelines, and procedures as related to City Service Commission and the Salary Ordinance.
- Assist Compensation Supervisor in the development and implementation of SOPs relating to compensation and position control.
- Creates fiscal statements for classification and job evaluation studies.
- Assists with pay equity audits.
- Manages classification specification administration, including maintenance of the master classification specification spreadsheet; ensures consistency and accuracy between the master spreadsheet and the documents published in Word or PDF. Partners with the Functional Application Administrator's team in HCM Support and Audit section to ensure future Workday job profiles and classification specifications published online remain aligned with the source files.
- Applies required requested changes to classification specifications at the direction of the Compensation Supervisor and Compensation Human Resources Manager.
- Assists Compensation Supervisor with matrix placements, special rate letters, and certification pay, and may make decisions in the absence of the Compensation Supervisor.
- Assists with maintaining and monitoring of certification pay.
- Assists in the implementation of the compensation impacts of job studies, classifications, reorganizations, and job restructuring.
- Ensures appropriate coverage of workload per pay period and serve as backup to team members as needed.
- Respond to email inquiries that may require more attention that can be provided by Compensation Analytics team.
- Provide advanced training and guidance in accordance with the procedures and policies set by the Compensation Supervisor.
- Act as an informational resource to citywide department staff in incentive pay, matrix placements, position control etc.

- Act as an information resource to the Budget Office and Mayor’s Office for market forecasting and fiscal statements.
- Stay abreast of legal changes that may impact compensation (i.e., FLSA thresholds, minimum wage, etc.)
- Perform other duties as assigned.

Minimum requirements include a bachelor’s degree in public administration, human resources, or related field; with a minimum of three years of progressively responsible human resources experience, specifically with experience in compensation and performing data and compensation market analysis.

The Compensation Analytics unit is responsible for managing and maintaining general City positions accurately and effectively, proactive forecasting and analysis of market trends, classification and job study administration and implementation, and application and maintenance of special pay practices such as certification incentive pay. This lead position will be responsible for training of other positions within the unit and will make decisions necessary on certification pay, implementations, and/or special rate letters in the absence of the Compensation Supervisor.

Comparisons were made to other comparable City positions including the following:

Title	Pay Range	Rates
HRIS Auditor - Lead	2LX	(\$75,162 - \$105,223) Recruitment rate of \$83,845
Budget and Fiscal Policy Analyst IV	2LX	(\$75,162 - \$105,223) Recruitment rate of \$82,677
Business Systems Coordinator	2LX	(\$75,162 - \$105,223) Recruitment rate of \$86,509

Based off the duties and responsibilities in comparison to comparable titles, this report recommends reclassifying one position of Human Resources Representative in Pay Range 2KX (\$70,501 - \$98,704) as a Compensation Analytics Specialist – Lead in Pay Range 2LX (\$75,162 - \$105,223) with a recruitment rate of \$85,305.

Current	Human Resources Assistant	PR 5JN (\$60,036 - \$75,045) FN: Recruitment Rate: \$62,229	One Vacant Position
Recommended	Compensation Analytics Specialist	PR 2JX (\$66,154 - \$92,612) FN: Recruitment Rate: \$76,222	One Vacant Position

This position will maintain and monitor control process for general City positions, ensuring that positions align with Common Council – approved staffing levels and titles, and that the attendant notifications, benefits, and other permissions are activated. Duties and responsibilities include:

- Facilitate and support the implementation of the new, integrated Human Capital Management System.
- Assist in the development in Standard Operating Procedures (SOPs) related to position control data, reporting, and systems to be used by DER and citywide staff.
- Assist in the development and presentation of training for employees on position control process.

- Serve as a citywide resource in the position control and compensation analytics.
- Initiate and maintain all authorized positions in the system in a timely manner. Establish and ensure all authorized positions are reflected in the system.
- Create job codes
- Maintain statistical data relative to staffing and classification changes, including new hires, voluntary and involuntary transfers, staff separation, and vacancies.
- Evaluate the performance of market studies and pay policy changes through turnover data and other variable metric indicators.
- Work with the Compensation Analytics Specialist – Lead and Compensation Supervisor to create and maintain SOP's related to position control data, compensation analytics, reporting and systems.
- Reconcile and balance staffing allocations.
- Work closely with DOA-Budget and Comptroller's staff to ensure accuracy of position control records; facilitate communication among general City departments as necessary.
- Monitor and maintain approved position control and staffing levels.
- Administers and participates in salary survey requests; receives and reviews salary survey requests, both annually required and ad hoc requests; prepares and researches correct benchmarking and ensures benchmarking accuracy and overall quality of salary survey submission(s).
- Communicate data analysis and finding in a manner that guides and facilitates informed and timely decisions.
- Assists in the management of classification specification administration and ensure they are accurately tied to future position control.
- Administer implementation of compensation and position impacts of job study, classification, reorganization and job restructuring studies.
- Based upon title and position, designate notification to other departments (e.g., ITMD, DER-Employee Benefits, and DPW) of hires, including security, access, and other new hire information and activations.
- Create, run, and maintain queries to analyze compensation and position control data.
- Generate reports to verify employees and positions are assigned to the appropriate site, department, and budget codes.
- Prepare and distribute information in support of the budget planning process; participate with budget and fiscal services in annual year-end closing and audit.
- Compile information from a variety of sources and prepare independent, advanced, analytical reports using spreadsheets and other software.

Minimum requirements include a bachelor's degree in information technology, business administration, or a related field from an accredited college or university, and two years of progressively responsible experience in payroll and/or accounting.

The repurpose of this vacant position to address operational needs and build out the Compensation Analytics unit within DER Compensation. This unit is responsible for managing and maintaining general City positions accurately and effectively, proactive forecasting and analysis of market trends, classification and job study administration and implementation, and application and maintenance of special pay practices such as certification incentive pay.

Based off the duties and responsibilities, this report recommends repurposing this vacant Human Resources Assistant position as a Compensation Analytics Specialist and placing it in Pay Range 2JX (\$66,154 - \$92,612) with a recruitment rate of \$76,222.

Current	New Position		One Position
Recommended	HRIS Auditor	PR 2JN (\$66,154 – \$92,612) FN Recruitment rate is at \$76,222	One Position

Under the direction of the Deputy Director, the HRIS Auditor audits all data required for the proper operation of the City’s Human Capital Management System (HCM) to ensure the timely and accurate processing of payroll, personnel, and benefits transactions for employees of the Fire Department, Police Department, and Department of Emergency Communications. This position ensures compliance with the provisions of labor agreements and ordinances covering sworn personnel, non-represented personnel, and management. The HRIS Auditor ensures the accurate processing of payroll and personnel transactions and serves as a resource to department payroll and human resources staff. Duties and responsibilities include:

- Audit complex pay and personnel HRIS transactions.
- Verify and reconcile records in accordance with but not limited to:
  - Fire and Police Commission/City Service Commission Rules
  - City Ordinances
  - DER and Comptroller payroll procedures
  - Personnel Action Forms
  - Labor Agreements
  - Fair Labor Standards Act
- Request entries be made or corrections to existing entries to be made to insure HRIS data is accurate, reliable, and in compliance.
- Create, run, and maintain queries in HCM to be used to analyze and resolve biweekly transaction problems.
- Audit HCM HR tables including updates to job code tables, position tables, and maintain and audit the salary grade tables, etc.
- Process inquiries received via the FPC Pay Services email distribution list.
- Act as an informational resource to MFD, MPD, and DEC department staff in making HRIS transactions.
- Provide basic training and guidance in accordance with the curriculum, procedures, and policies set by the City’s Functional Applications Administrator (DER).
- Assist with biweekly residency processing.
- Provide support to MFD, MPD, and DEC staff and the City’s Functional Applications Administrator in the functional application/maintenance of city pay practices including:
  - Rates of pay, salary at time of appointment, salary adjustments, salary anniversary dates, longevity incentive pay, promotions and special pay practices, demotions, and other supplemental pay practices.
- Research and analyze data as requested to assist with special reports for projects as needed.

Minimum qualifications include an associate’s degree in business, accounting, or a related field from an accredited college or university; and two years of progressively responsible experience supporting and utilizing a Financial Management Information System (FMIS) and/or a Human Resources Management

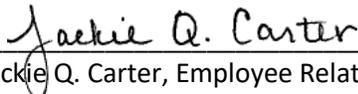
(HCM) system (i.e. accounting, human resources, payroll, procurement, project management, risk management and compliance, and supply chain operations software), including one year of experience performing complex functions in PeopleSoft HCM.

This new position added through the 2026 budget has duties, responsibilities, and requirements that mirror that of the already classified HRIS Auditor in Pay Range 2JN. Based upon this comparison, this report recommends to classify this new position as an HRIS Auditor in Pay Range 2JN (\$66,154 - \$92,612) with a minimum rate of \$76,222.

**Action Required – Effective Pay Period 3, 2026 (January 18, 2026)**

\* 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



**Department of Employee Relations**

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Employee Benefits Director

**Nicole M. Fleck**  
Labor Negotiator

**Job Evaluation Report**

City Service Commission Meeting: January 13, 2026

**Municipal Court – Courtroom Proceedings**

Current	Recommended
New Position	Court Social Worker PR 2FN (\$51,250 – \$71,754) FN: Recruitment is at \$64,841 (One Position)
New Positions	Court Caseworker PR 5CN (\$45,011 – \$56,264) FN: Recruitment is at \$48,084 FN: Appointment may be at any rate in the pay range with the approval of DER. (Two Positions)

Note: Residents receive a 3% Resident Incentive Allowance.

The Municipal Court has requested the classification of two new positions within the Courtroom Proceedings Division. Job descriptions were provided and discussions were held with Tea Norfolk, Chief Court Administrator, and Charles Hughes, Deputy Court Administrator.

**Background**

The Court’s Alternative Services (CAS) program started in 1983. Since the inception of this program, these services were contracted out to a vendor that provided referral services to defendants and oversaw the administration of the CAS program.

Over time, both law-enforcement practices as well as the needs of the community have evolved. These ever-changing needs provide the opportunity for program expansion in the Municipal Court to bring CAS services in-house. These positions reflect the Municipal Court’s dedication to delivering case management services directly to defendants.

**Court Social Worker**

Current	Recommended
New Position	Court Social Worker PR 2FN (\$51,250 – \$71,754) FN: Recruitment is at \$64,841 (One Position)

Under the direction of the Deputy Court Administrators, this position will serve as the primary point of contact for the Municipal Court on the Court Alternative Services (CAS) program. The Court Social

Worker will work with all defendant (including juveniles), community partners, and other organizations on diversion initiatives with the Municipal Court such as: mental health, alcohol and drug abuse (AODA) programs, employability, and other resources. The Court Social Worker will utilize these initiatives to further the Courts mission of continuing to provide fair and reliable adjudication of cases. Duties and responsibilities include:

60% Case Management Oversight:

- Review and approve/deny defendant referrals (including juveniles) to the CAS program from the Municipal Judges and various partners such as: Milwaukee Police Department (MPD), Milwaukee County Sheriff's Office (MCSO), Marquette Police Department (MUPD), Wisconsin Department of Corrections (DOC), community-based programs and treatment providers, and attorneys (city attorneys or private attorneys).
- Facilitate the Interview/Screening/Assessment process for all potential participants in the program.
- Assess, identify, and support the implementation of appropriate financial alternatives for individuals enrolled in the CAS program.
- Ensure completion of the Statement of Financial Condition for all potential participants in the CAS program.
- Facilitate the treatment referral process for various service options for defendants such as, but not limited to: mental health, AODA, community service, etc.
- Act as liaison between the defendant and the service provider/community service organization (CSO) site to help address issues as they arise.
- Monitor defendant outcomes through ongoing contact and coordination with treatment providers and CSO site supervisors.
- Periodically appear in the various municipal courtroom proceedings in the absence of caseworkers assigned to particular defendant.
- Balance the defendant workload amongst the various caseworkers based on the needs of the department.
- Support the Deputy Court Administrator in addressing issues with the case management process as they arise.

20% Community Linkage and Advocacy:

- Attend program meetings, community meetings/events, participate in ongoing community advocacy initiatives to further the Courts mission and build strategic partnerships and allies of the Municipal Court.
- Serve as a liaison in the absence of the Municipal Judges, Chief Court Administrator, and/or Deputy Court Administrator at various community events, special sessions, or other engagements where the Municipal Court presence is requested.
- Strengthen partnerships with various organizations to support and grow the CAS program based on changing needs.
- Assess the needs of the community and defendants to provide input into CAS program changes/updates where needed.
- Develop relationships between the Municipal Court and the community to enhance partnerships for future CAS programs.
- Provide periodic updates to Court leadership on community advocacy outcomes
- Create and update a list of the various service providers and community partners of the Municipal Court.

- 10% Reporting and Record Keeping:
- Support the creation and updating of a recordkeeping system for defendants in the CAS program.
  - Track various metrics regarding the utilization of the program, defendant outcomes and success rates.
  - Provide regular reports to the Chief and Deputy Court Administrators on program participation and outcomes.
  - Support the response to any open records request by providing data and giving detailed feedback as the subject matter expert (SME) for the CAS program.
  - Keep case balancing data for all of the Court Caseworkers in the Municipal Court.
- 10% Peripheral Duties:
- Respond to inquiries from the Municipal Judges regarding the CAS program and provide guidance on best practices, current trends, etc. in regards to court alternatives and community needs.
  - Present quarterly reports to the Chief and Deputy Court Administrators, and possibly the Municipal Judges in regards to participation and usage in the CAS program.
  - Attend various meetings such as: the Community Justice Council (CJC) and the Common Council Finance and Personnel and Judiciary and Legislative Committees when needed.
  - Other duties as assigned including but not limited to assisting the Deputy Court Administrator with staffing matters related to the Court Caseworkers.

Minimum qualifications include a Bachelor’s Degree from an accredited college or university. Four years of experience performing social work. One-year experience presenting information in a courtroom setting is preferred. Equivalent combination of education and experience will be considered. A valid Social Worker certification must be maintained throughout employment.

This new position is located in the Municipal Court Courtroom Proceedings 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 Social Worker:

**Social Worker: Four Years of Experience**

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	\$47,798	\$50,613	\$54,595	\$58,110	\$61,881
Madison	\$46,277	\$48,802	\$52,315	\$55,387	\$58,673
Milwaukee	\$46,222	\$48,843	\$52,529	\$55,774	\$59,257
Racine	\$45,384	\$47,993	\$51,651	\$54,869	\$58,323

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Waukesha	\$45,998	\$48,613	\$52,291	\$55,531	\$59,009
Wauwatosa	\$45,972	\$48,584	\$52,255	\$55,488	\$58,958
West Allis	\$46,148	\$48,771	\$52,454	\$55,695	\$59,171

Source: ERI as of 11/10/2025

These duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Public Health Social Worker 1 positions throughout the city. Based on this comparison, the recommendation is to classify this new position as a Court Social Worker in Pay Range 2FN (\$51,250 – \$71,754), with a recruitment rate of \$64,841.

**Court Caseworker**

Current	Recommended
New Positions	Court Caseworker PR 5CN (\$45,011 – \$56,264) FN: Recruitment is at \$48,084 FN: Appointment may be at any rate in the pay range with the approval of DER. (Two Positions)

Under the direction of the Deputy Court Administrator and Court Social Worker the Court Case-worker provides administrative and support functions for defendants participating in the Court Alternatives Services (CAS) Program. Duties and responsibilities include:

70% Court Alternatives Case Management Services:

- Process referrals to the CAS program and complete the necessary paperwork for review and approval/denial by the Court Social Worker.
- Appear, as needed, with assigned defendants in municipal court both virtually and in-person.
- Prepare referrals to services for assigned defendants in the CAS program such as mental health, alcohol and other drug abuse (AODA), employability, housing, etc.
- Assist the Court Social Worker with the treatment review process including gathering paperwork, ensuring that all forms are completed thoroughly by defendants, and other administrative support functions.
- Conduct regular follow-up with the defendant, treatment providers, and community service organizations (CSO) site supervisors regarding participants in the program.
- Make defendant referrals to additional services as needed.
- Provide defendant status reports to the court on review dates recommended by the Municipal Judges.
- Interview defendants referred by either personal recognizance bond or the in-custody list for participation in the program.

- Support the Deputy Court Administrator and Court Social Worker with providing written reports on the scope and nature of services provided in the community, as well as verification of defendant participation (total hours).
- Provide the court with custody verification for program participants and draft written request for the Municipal Judge to consider credit for time spent in custody for defendants.

20% Administrative Support to Court Social Worker:

- Assist the Court Social Worker with the maintenance and upkeep of participant records and other information.
- Perform simple data entry of case information into various systems.
- Review defendant case notes and coordinate with the Court Social Worker/Deputy Court Administrator to address any concerns.
- Maintain and update and update the Community Service Site list, the Mental Health Resources, and Employability Resources logs.
- Address requests for information from the Municipal Judges, Chief Court Administrator, Deputy Court Administrator, or Court Social Worker as needed.

5% Community Engagement:

- Attend community engagement sessions with the Chief Court Administrator, Deputy Administrator or Court Social Worker as needed.
- Gain familiarity with resources, programs within Milwaukee County, and special events that can benefit the CAS program and/or defendants.
- Attend position related training sessions as recommended by leadership.
- Assist the Municipal Judges during community outreach and engagement events as requested.
- Support the court Social Worker in producing reports and stats regarding court community outreach efforts as needed.

5% Peripheral Duties: Other duties as assigned.

Minimum qualifications include Associate's degree from an accredited Social Work program or related field from an accredited college or university.

--OR--

Two years of experience in the field of case management performing duties closely related to Court Case Worker. Equivalent combination of education and experience will be considered. Experience in a legal/courtroom setting is preferred.

This new position is located in the Municipal Court Courtroom Proceedings Division. Work methods will be assigned outlined by the Court Social Worker in conjunction with the Deputy Court Administrator/Chief Court Administrator. Approval of day-to-day work will be outlined by the Court Social Worker with oversight from the Deputy Court Administrator.

### **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 Caseworker Social Services, a job with comparable knowledge, duties, and responsibilities:

**Caseworker Social Service: Two Years of Experience**

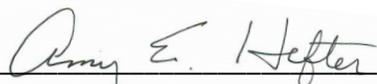
Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	\$44,411	\$46,939	\$50,552	\$53,738	\$57,193
Madison	\$43,174	\$45,497	\$48,748	\$51,562	\$54,588
Milwaukee	\$43,034	\$45,417	\$48,787	\$51,737	\$54,928
Racine	\$42,200	\$44,581	\$47,937	\$50,865	\$54,030
Waukesha	\$42,818	\$45,195	\$48,556	\$51,500	\$54,686
Wauwatosa	\$42,796	\$45,171	\$48,527	\$51,466	\$54,645
West Allis	\$42,955	\$45,343	\$48,714	\$51,663	\$54,850

Source: ERI as of 11/10/2025.

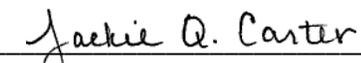
These duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Medical Assistants throughout the city. Based on this comparison, the recommendation is to classify this new position as a Court Caseworker in Pay Range 5CN (\$45,011 – \$56,264), with a recruitment rate of \$48,084 with recruitment flexibility to be able to appoint at any rate in the pay range with the approval of DER.

**Action Required – Effective Pay Period 3, 2026 (January 18, 2026)**

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

Prepared by:   
Amy E. Heffer, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Jackie Q. Carter, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

<b>A</b>	<b>Date</b>	<u>1/14/2026</u>	<b>File Number</b>	<u>251281</u>	<input checked="" type="checkbox"/> <b>Original</b>	<input type="checkbox"/> <b>Substitute</b>
	<b>Subject</b>	<u>Communication from the Department of Employee Relations regarding the costs of classification reports approved at the City Service Commission on January 13, 2026.</u>				

<b>B</b>	<b>Submitted By (Name/Title/Dept./Ext.)</b>	<u>Sarah Wangerin/ Human Resources Representative / Employee Relations</u>
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<b>C</b>	<b>This File</b>	<input checked="" type="checkbox"/> <b>Increases or decreases previously authorized expenditures.</b>
		<input type="checkbox"/> <b>Suspends expenditure authority.</b>
		<input type="checkbox"/> <b>Increases or decreases city services.</b>
		<input type="checkbox"/> <b>Authorizes a department to administer a program affecting the city's fiscal liability.</b>
		<input type="checkbox"/> <b>Increases or decreases revenue.</b>
		<input type="checkbox"/> <b>Requests an amendment to the salary or positions ordinance.</b>
		<input type="checkbox"/> <b>Authorizes borrowing and related debt service.</b>
		<input type="checkbox"/> <b>Authorizes contingent borrowing (authority only).</b>
		<input type="checkbox"/> <b>Authorizes the expenditure of funds not authorized in adopted City Budget.</b>

<b>D</b>	<b>Charge To</b>	<input checked="" type="checkbox"/> <b>Department Account</b>	<input type="checkbox"/> <b>Contingent Fund</b>
		<input type="checkbox"/> <b>Capital Projects Fund</b>	<input type="checkbox"/> <b>Special Purpose Accounts</b>
		<input type="checkbox"/> <b>Debt Service</b>	<input type="checkbox"/> <b>Grant &amp; Aid Accounts</b>
		<input type="checkbox"/> <b>Other (Specify)</b>	
		<u></u>	

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
<b>TOTALS</b>		<b>\$ 0.00</b>	<b>\$ 0.00</b>

**F**

Assumptions used in arriving at fiscal estimate.

The total cost for 2026 is \$29,316. Total cost for full year is \$31,759. 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 January 13, 2026  
Finance and Personnel Committee Meeting of January 14, 2026

NEW COSTS FOR 2026													
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal	% Inc	
New	1	DPW	New Position	N/A	Transportation Mobility Coordinator	2MN	N/A	\$94,758	3	N/A	Included in 2025 budget		
New	1	Muni Court	New Position	N/A	Court Social Worker	2FN	N/A	\$64,841	3	N/A	Included in 2026 budget		
New	1	Muni Court	New Position	N/A	Court Caseworker	5CN	N/A	\$48,084	3	N/A	Included in 2026 budget		
Reclass	1	Comptroller	City Payroll Specialist	2IN	City Payroll Specialist - Lead	2KX	\$77,321	\$82,733	3	\$4,996	\$699	\$5,696	7%
Reclass	1	DER	Human Resources Representative	2KX	Compensation Analytics Specialist - Lead	2LX	\$84,530	\$92,983	3	\$7,803	\$1,092	\$8,895	10%
Vacant	1	DER	Human Resources Assistant	5JN	Compensation Analytics Specialist	2JX	\$62,229	\$76,222	3	\$12,917	\$1,808	\$14,725	22%
New	1	FPC	New Position	N/A	HRIS Auditor	2JN	N/A	\$76,222	3	N/A	Included in 2026 budget		
									7	\$25,716	\$3,600	\$29,316	

Assume effective date is Pay Period 03, 2026 (January 18, 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	DPW	New Position	N/A	Transportation Mobility Coordinator	2MN	N/A	\$94,758	1	N/A	Included in 2025 budget			
1	Muni Court	New Position	N/A	Court Social Worker	2FN	N/A	\$64,841	1	N/A	Included in 2026 budget			
1	Muni Court	New Position	N/A	Court Caseworker	5CN	N/A	\$48,084	1	N/A	Included in 2026 budget			
1	Comptroller	City Payroll Specialist	2IN	City Payroll Specialist - Lead	2KX	\$77,321	\$82,733	1	\$5,412	\$758	\$6,170		
1	DER	Human Resources Representative	2KX	Compensation Analytics Specialist - Lead	2LX	\$84,530	\$92,983	1	\$8,453	\$1,183	\$9,636		
1	DER	Human Resources Assistant	5JN	Compensation Analytics Specialist	2JX	\$62,229	\$76,222	1	\$13,993	\$1,959	\$15,953		
1	FPC	New Position	N/A	HRIS Auditor	2JN	N/A	\$76,222	1	N/A	Included in 2026 budget			
									7	\$27,859	\$3,900	\$31,759	

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