



Department of Employee Relations

Cavalier Johnson

Mayor

Jackie Q. Carter

Director

Molly King

Employee Benefits Director

Nicole M. Fleck

Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: 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 oversite 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. Heftter
Amy E. Heftter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: Jackie Q. Carter
Jackie Q. Carter, Employee Relations Director