



Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

November 10, 2025

The Honorable
Finance and Personnel
Committee Common Council
City of Milwaukee

Common Council File No. 251052 – Communication from the Department of Employee Relations relating to classification studies scheduled for the November 20, 2025, Fire and Police Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled to be heard at the Fire and Police Commission meeting on November 20, 2025.

Fire Department – EMS/Training Education Bureau

Current	Recommended
Athletic Trainer PR 2IX (\$62,040 – \$86,854) FN Recruitment rate is at \$68,244. (One Position)	Performance and Training Physical Therapist Pay Range 2LX (\$75,162 – \$105,223) FN Recruitment rate is at \$90,230. (One Position)

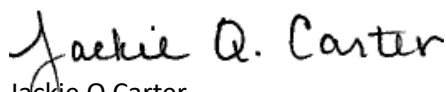
Note: Residents receive a 3% Resident Incentive Allowance.

Police Department – Printing & Stores Section

Current	Recommended
Inventory Control Assistant 3 PR 8EN (\$54,407 - \$72,076) (One Position)	Inventory Supply Specialist PR 2GX (\$58,656 - \$76,474) FN Recruitment is at \$66,304. (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Respectfully Submitted,


Jackie Q Carter
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement



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Job Evaluation Report

Fire and Police Commission Meeting: November 20, 2025

Fire Department – EMS/Training Education Bureau – Health and Safety Division

Current	Recommended
Athletic Trainer PR 2IX (\$62,040 – \$86,854) FN Recruitment rate is at \$68,244. (One Position)	Performance and Training Physical Therapist Pay Range 2LX (\$75,162 – \$105,223) FN Recruitment rate is at \$90,230. (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The Fire Department has requested the reclassification of one vacant non-sworn position of Athletic Trainer within the EMS/Training Education Bureau, Health and Safety Division. A job description was provided and discussions were held with Asst. Chief Joshua Parish, and Alicia Ekman, Fire Health and Safety Manager.

Background

Over the past several years the Milwaukee Fire Department (MFD) has employed an Athletic Trainer to provide injury evaluation and referral services. This supported MFDs initial injury support model. This model focused on identifying injuries and directing members to external care providers. This system has evolved to also support firefighters who are not acutely injured but are dealing with long-standing aches, pains, and physical wear—and are seeking proactive, long-term care. As a result, the program is transitioning from an athletic trainer model of emergency response to a performance and training physical therapy model of preventative care and condition management. To meet the needs of this model MFD has requested reclassification of its Athletic Trainer position.

Performance and Training Physical Therapist

Current	Recommended
Athletic Trainer PR 2IX (\$62,040 – \$86,854) FN Recruitment rate is at \$68,244. (One Position)	Performance and Training Physical Therapist Pay Range 2LX (\$75,162 – \$105,223) FN Recruitment rate is at \$90,230. (One Position)

Most of the job duties of the non-sworn Performance and Training Physical Therapist will be performed independently, with general administrative supervision from the Fire Health and Safety Manager. The Fire Medical Officer will oversee the medical scope of the practice of the Performance and Training Physical Therapist. Duties and responsibilities include:

- 40% Managing injury care for active and prospective members, including sworn personnel, civilian staff, and academy cadets and recruits. Educating and supporting members through the entire

injury care process, including provider collaboration, workers' compensation navigation, records management, and customer service. Conducting musculoskeletal evaluations, movement screenings, and return-to-work assessments.

- 20% Collaborating with the Fire Health and Safety Manager (HSMGR) and the contracted Health and Fitness Coordinator (HFC) to identify safety risks and implement mitigation strategies. Developing and delivering innovative, data-informed training sessions related to injury prevention and physical readiness. Serving as a resource and trainer on injury care topics during recruit onboarding, return to work refresher training, and field operations.
- 20% Generating and designing evidence-informed injury care and prevention programs based on department trends and outcome data. Collaborating with the HSMGR, contracted HFC, and Peer Fitness Trainers (PFTs) to conduct hands-on training and virtual workshops, write educational bulletins, and design multi-media resources. Supports the return-to-work refresher program through individualized and group training interventions. Partners with internal and external stakeholders, including public health, academia, and medical professionals, to enhance members' well-being and support research-informed programming. Actively collaborates with the performance and training team to enhance members' experience from all aspects.
- 10% Participates in department-wide wellness initiatives, screenings, and education efforts. Promotes wellness integration into daily operations through on-site visits, informal assessments, and open dialogue with members. Serves as an adjunct member of the Peer Fitness Trainer and Peer Support Teams, supporting physical and mental wellness initiatives.
- 10% Supports management of assigned firefighter Performance Training Centers (PTCs), including cleanliness, equipment orders, contractor coordination, and members' engagement with the space. Documents all encounters with members in the department's electronic health record system as part of a member case management approach. Prepares and shares reports with relevant stakeholders to support accountability and program improvement.

Minimum qualifications include a degree in physical therapy from the Commission on Accreditation in Physical Therapy Education (CAPTE), a valid Wisconsin Physical Therapy License, and a valid Wisconsin Driver's License at time of hire. Please note, to get a physical therapy license in Wisconsin, individuals must graduate from a Doctor of Physical Therapy (DPT) program accredited by CAPTE. An additional Certification in Strength and Conditioning or Tactical Strength and Conditioning is desirable. Experience in orthopedic or sports medicine physical therapy settings preferred. Equivalent combinations of education and experience may be considered.

This reclassified position is located within the Fire Department EMS/Training Education Bureau, Health and Safety Division. The incumbent of this position will support the day-to-day administration and delivery of injury care and prevention programming across the department.

Analysis

In conducting a cost of labor analysis for this title, rates of pay from the Economic Research Institute (ERI) were considered.

Physical Therapist[†] (with Certification Adjustment)

Level [†]	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	\$62,077	\$66,616	\$72,673	\$78,620	\$84,701
Level 2	\$70,985	\$76,345	\$83,483	\$90,536	\$97,668
Level 3	\$80,937	\$87,221	\$95,509	\$103,699	\$111,867

Source ERI, as of 10/01/2025

The following table provides wage information from ERI for Physical Therapist with Certification in Southeastern Wisconsin Communities:

Physical Therapist (with Certification Adjustment): Five years of Experience

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Kenosha	\$78,818	\$84,904	\$92,800	\$100,456	\$108,079
Madison	\$76,450	\$82,212	\$89,747	\$97,104	\$104,465
Milwaukee	\$76,327	\$82,348	\$90,230	\$97,935	\$105,651
Racine	\$76,221	\$82,380	\$90,435\$	\$98,294	\$106,141
Waukesha	\$76,106	\$82,138	\$90,049	\$97,791	\$105,546
Wauwatosa	\$75,977	\$81,986	\$89,861	\$97,565	\$105,283
West Allis	\$76,226	\$82,237	\$90,112	\$97,814	\$105,531

Source ERI, as of 10/01/2025

[†]ERI defines a Physical Therapist as a position that administers medically prescribed physical therapy treatment on patients suffering from injuries, or muscle, nerve, joint, and bone diseases, to restore function, relieve pain, and prevent disability. Reviews physician's referral (prescription) and patient's condition and medical records to determine physical therapy treatment required. Plans and develops written treatment programs based on evaluation of patient data. Evaluates and tests patient's strength, motor development, sensory perception, functional capacity, and respiratory and circulatory efficiency, and records findings to develop or revise treatment programs. Administers manual exercises to improve and maintain function. Instructs, motivates, and assists patient to perform various physical activities, such as nonmanual exercises, ambulatory functional activities, daily-living activities, and in use of assistant and supportive devices, such as crutches, canes, and prostheses. Requires State license. Administers treatments involving application of physical agents, using equipment such as hydrotherapy tanks and whirlpool baths, moist packs, ultraviolet and infrared lamps, and ultrasound machines. Evaluates effects of treatments at various stages and adjusts treatments to achieve maximum benefit.

Administers massage, applying knowledge of massage techniques and body physiology. Administers traction to relieve pain, using traction equipment. Records treatment, response, and progress in patient's chart or enters information into computer. Instructs patient and family in treatment procedures to be continued at home. Evaluates, fits, and adjusts prosthetic and orthotic devices, and recommends modification to Orthotist. Confers with physician and other practitioners to obtain additional patient information, suggest revisions in treatment program, and integrate physical therapy treatment with other aspects of patient's health care. Orients, instructs, and directs work activities of assistants, aides, and students. May plan and conduct lectures and training programs on physical therapy and related topics for medical staff, students, and community groups. May plan and develop physical therapy research programs and participate in conducting research. May write technical articles and reports for publications. May teach physical therapy techniques and procedures in educational institutions. May limit treatment to specific patient group or disability or specialize in conducting physical therapy research. In facilities where assistants are also employed, may primarily administer complex treatment, such as certain types of manual exercises and functional training, and monitor administration of other treatments. May plan, direct, and coordinate physical therapy program. Requires State license.

***Experience Levels**

Levels	Descriptions
Level 1	Beginning Level. Employees in this first (1st) level satisfy the basic job requirements. As the employee gains knowledge and experience, the work reviews, checks, and supervision may be reduced. Complexity or variety of work is typical, and there are no additional technical, mathematical, or scientific requirements beyond the basic requirements at this first (1st) level. Some organizations refer to level 1 as the entry level of the job. Typically requires experience and advanced specialized training.
Level 2	Intermediate Level. Employees in this second (2nd) level require greater knowledge, training, and/or experience than level 1. The amount of work review, checks, and supervision are less for an employee at level 2 than at level 1. Complexity or variety of work is moderately higher than level 1 and may involve greater technical, mathematical, or scientific skills than level 1. Some organizations refer to level 2 as the intermediate level. Typically requires experience and advanced specialized training.
Level 3	Senior Level. Employees in this third (3rd) level require greater knowledge, training, and/or experience than level 2. The amount of work review, checks, and supervision are less for an employee at level 3 than at level 2. Complexity or variety of work is higher than level 2 and may involve greater technical, mathematical, or scientific skills than level 2. The scope of assignments may vary when compared to level 2. Some organizations refer to level 3 as the senior level. Typically requires experience and advanced specialized training.

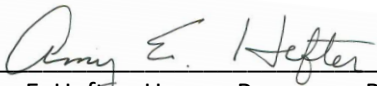
Recommendation

These duties, responsibilities, and requirements are currently comparable to the work performed by the already classified Risk Management and Safety Officer position. Based on this comparison, the

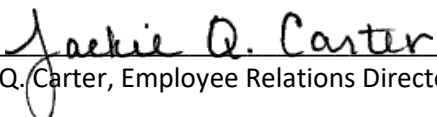
recommendation is to classify this non-sworn position as a Performance and Training Physical Therapist in Pay Range 2LX (\$75,162 – \$105,223). Recruitment rate is at \$90,230.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

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

Prepared by: 
Amy E. Heftter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



Department of Employee Relations

JOB EVALUATION REPORT

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

Fire and Police Commission Meeting: November 20, 2025

Police Department

Current	Recommended
Inventory Control Assistant 3 PR 8EN (\$54,407 - \$72,076) (One Position)	Inventory Supply Specialist PR 2GX (\$58,656 - \$76,474) FN: Recruitment is at \$66,304 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

The Milwaukee Police Department (MPD) has requested the reclassification of one position of Inventory Control Assistant 3 located in the Budget and Finance Division, Printing and Stores Section. A new job description was provided, and discussions were held with Laura Engan, Police Budget and Administration Manager; Pamela Roberts, Human Resources Administrator; and April Nwandu, Human Resources Supervisor.

Duties and Responsibilities

The basic function of this position is to manage the Milwaukee Police Department Equipment and Supply operations including miscellaneous equipment, printed forms, first aid supplies, office supplies, and paper; and order, process, receive, disburse, stock, and facilitate delivery of inventory. Duties and responsibilities include:

Supply and Warehouse Management

- Manage and determine appropriate supply and miscellaneous equipment for MPD.
- Manage warehouse operations and inventory.
- Work cooperatively with members across MPD via telephone, e-mail, and in-person inquiries to evaluate supply requests and needs.
- Maintain warehouse inventory.
- Take initiative to recommend new products and operational changes to maximize program efficiency.
- Prepare various reports for Budget and Administration Director on inventory management including supply usage, destruction reports, and warehouse operations as requested.

Warehouse Operations

- Order various Police equipment, printed forms, first aid supplies, office supplies, and paper as well as special order items as requested.
- Using purchasing Procard, order inventory from various outside sources.
- As necessary, prepare purchasing requisition for various Police equipment using the City's financial management information system.
- Receive and inspect quality control of supplies to insure they comply to appropriate standards.
- Record packing slips and receipts to insure accountability.
- Facilitate delivery of items to 34 locations across the MPD.
- Prepare and reconcile Procard statements. Prepare and process invoices for entry into FMIS (Financial Management of Information Services).
- Clean and organize warehouse to maintain efficiency, make maximum use of space, and ensure safety.
- Perform other duties as assigned.

Minimum requirements include an associate degree in accounting, office administration, business management, supply management, information technology, general studies, or related field; and three years of progressively responsible administrative experience performing duties related to supply management, warehouse management, payroll, budget, and/or finance. Equivalent combinations of education, training, and experience may be considered including knowledge and/or experience in law enforcement supply management or as a Police Department quartermaster.

Analysis and Recommendation

There are currently two positions of Inventory Control Assistant 3 in the MPD. One of the positions has been vacant for some time and is expected to be eliminated as part of the 2026 budget. The other position, listed above, is filled, and has taken on some higher-level duties and responsibilities. The MPD has now requested that this position be studied for reclassification.

For many years the MPD had one position of Inventory Control Assistant II and one position of Inventory Control Assistant III located at the Safety Academy. In 2023, as part of a labor market study, these two positions were both reclassified to Inventory Control Assistant 3 in Pay Range 8EN. Over the years, these positions worked closely with their on-site supervisor to provide inventory and stores services and assisted in maintaining efficiencies and preparing reports regarding usage, destruction, and new product recommendations.

The position works much more independently and reports to the Police Budget and Administration Manager who is located at the Police Administration Building downtown. Instead of just assisting with various functions this position has full responsibility to take initiative to recommend new products and operational changes to maximize program efficiency, and to prepare reports, as requested, for the Police Budget and Administration Manager regarding inventory management including supply usage, destruction reports, and warehouse operations. This position also oversees the delivery of items to 34 locations across the Police Department.

Comparisons were made to other City inventory positions including the following.

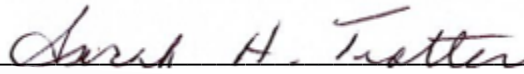
Title	Pay Range	Rates
DPW Inventory and Purchasing Manager	1EX	(\$62,041 - \$86,854) Recruitment rate of \$76,500
Fleet Inventory Manager	1EX	(\$62,041 - \$86,854) Recruitment rate of \$76,500
Inventory Manager	1EX	(\$62,041 - \$86,854) Recruitment rate of \$76,500
Inventory Assistant Manager	1BX	(\$58,656 - \$71,754) Recruitment rate of \$62,959
Health Inventory Control Specialist	2FN	(\$51,250 - \$71,754) Recruitment rate of \$61,544

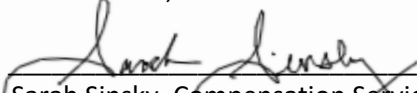
With the changes in duties and responsibilities, the level of work has changed. Based on a comparison to other positions and reviewing the scope of duties and responsibilities, and the amount of supervision, oversight, and independence, we recommend the new classification of "Inventory Supply Specialist" in Pay Range 2GX (\$58,656 - \$76,474) with a recruitment rate of \$66,304. Other titles in this pay range include "Business Operations Specialist" and "Financial Specialist".

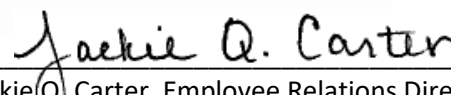
We therefore recommend one position of "Inventory Control Assistant 3" in Pay Range 8EN (\$54,407 - \$72,076) be reclassified to "Inventory Supply Specialist" in Pay Range 2GX (\$58,656 - \$76,474) with a recruitment rate of \$66,304.

Action Required - Effective Pay Period 26, 2025 (December 7, 2025)

* 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 Services Supervisor

Reviewed by: 
Jackie Q. Carter, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	11/17/2025	File Number	251052	☒ Original	☐ Substitute
	Subject	Communication from the Department of Employee Relations regarding the costs of classification reports to be heard at the Fire and Police Commission on November 20, 2025.				

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

D	Charge To	☒ Department Account	☐ Contingent Fund
		☐ Capital Projects Fund	☐ Special Purpose Accounts
		☐ Debt Service	☐ Grant & Aid Accounts
		☐ Other (Specify)	

E	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
	TOTALS		\$ 0.00	\$ 0.00

F**Assumptions used in arriving at fiscal estimate.**

The total costs for 2025 is \$1,462. Total costs for full year is \$38,006.
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

Fire and Police Commission Meeting of November 20, 2025
Finance and Personnel Committee Meeting of November 17, 2025

NEW COSTS FOR 2025													
	Pos.	Dept	From	PR	To	PR	CURRENT Annual	NEW Annual	EffPP	Costs	Rollup	Rollup+ Sal	% Inc
Vacant	1	MFD	Athletic Trainer	2IX	Performance and Training Physical Therapist	2LX	\$68,244	\$90,230	26	\$846	\$118	\$964	32%
	1	MPD	Inventory Control Assistant 3	8EN	Inventory Supply Specialist	2GX	\$54,951	\$66,304	26	\$437	\$61	\$498	21%
	2									\$1,282	\$180	\$1,462	

Assume effective date is Pay Period 26, 2025 (December 7, 2025) 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	MFD	Athletic Trainer	2IX	Performance and Training Physical Therapist	2LX	\$68,244	\$90,230	1	\$21,986	\$3,078	\$25,064	
1	MPD	Inventory Control Assistant 3	8EN	Inventory Supply Specialist	2GX	\$54,951	\$66,304	1	\$11,353	\$1,589	\$12,942	
2									\$33,339	\$4,667	\$38,006	

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