



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

July 15, 2016

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

Dear Committee Members:

Re: Common Council File Number 160276

The following classification and pay levels were approved by the Board of Fire and Police Commissioners on **July 14, 2016**:

In the Fire Department, 21 position of Fire Equipment Dispatcher, Pay Range 6NN, were recommended for reallocation to Pay Range 5IN plus footnotes to provide a 5% increase for leadworker, curriculum development, classroom, or peer training duties and flexibility to appoint at any rate in the range based upon related emergency communications experience and credentials with the approval of DER.

One position classified as Fire Technical Services Manager, Pay Range 1GX, was recommended to be reclassified to Fire Information Technology Manager in Pay Range 1IX.

In the Police Department one new position was recommended to be classified as MPD Safety Division Manager in Pay Range 1EX.

One new position, if created by the Common Council, was recommended to be classified as Police Planning and Policy Director in Pay Range 1JX.

The job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, are attached.

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachment: Job Evaluation Report
Fiscal Note

C: Fire Chief Mark Rohlfing, Assistant Fire Chief Gerard Washington, Yvette Rowe, Juliet Battle, Deborah Wilichowski, Chief of Police Edward Flynn, Assistant Chief William Jessup, Assistant Chief Carianne Yerkes, Inspector of Police Terrence Gordon, Captain Nicole Davila, Pamela Roberts, Dan Rotar, MaryNell Regan, Mark Nicolini, Dennis Yaccarino, Bryan

Rynders, and Nicole Fleck



Job Evaluation Report

Fire and Police Commission Meeting: July 14, 2016

Fire Department

Current	Recommendation
Fire Equipment Dispatcher PR 6NN (\$38,628 - \$51,547) FN: Additional \$11 per shift for acting as Fire Equipment Dispatch Supervisor	Fire Equipment Dispatcher PR 5IN (\$46,347.34 - \$55,824.86 with Probationary Increment of \$47,969.48) FN: Additional 5% for leadworker, curriculum development, classroom, or peer training duties. FN: Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations. FN: Additional \$11 per shift for acting as Fire Equipment Dispatch Supervisor

Action Required – Effective Pay Period 17 (July 31, 2016)

In the Salary Ordinance, under Pay Range 6NN, delete the title "Fire Equipment Dispatcher (1)" and footnote "1" in its entirety; under Pay Range 5IN, add the title "Fire Equipment Dispatcher (3)(4)(5)(6)" with footnote "6" to read as following: "(6) An employee who receives a temporary assignment to Fire Dispatch Supervisor for at least four (4) hours of a full work shift shall receive an additional eleven (\$11.00) dollars per work shift.

Background

The Fire Department has requested that the Department of Employee Relations study the job classification of Fire Equipment Dispatcher, comprised of 21 authorized positions. Employees in this group answer calls from the public and other sources requesting medical and/or firefighting services and dispatch appropriate equipment and personnel to the scene of incidents. In carrying out this request, the following documentation was reviewed:

- Job analysis questionnaires completed by employees on the first, second and third shifts and reviewed by their immediate supervisor
- A revised job description for Fire Equipment Dispatcher
- Job performance aids used by Fire Equipment Dispatchers, including protocols for emergency medical services
- The staffing schedule for July, 2016
- Salary information for other public safety dispatchers compiled by a Dispatcher
- A list of Dispatchers who have resigned within the last 10 years indicating those who had resigned with less than one year on the job

In order to obtain first-hand information regarding the duties and responsibilities performed, three Fire Equipment Dispatchers, one Fire Dispatch Supervisor and one manager were interviewed at the Fire department's emergency communications/dispatch center located at 2333 North 49th Street. In addition, Dispatchers were observed answering calls, obtaining information from callers, providing instructions to callers regarding medical emergencies, and dispatching fire equipment and personnel. The primary purpose of these interviews was to obtain a detailed understanding of the duties and responsibilities performed and the degree to which changes had taken place in duties and responsibilities.

Duties and Responsibilities

Fire Equipment Dispatchers promptly answer and process incoming emergency and nonemergency telephone calls from the public and other parties. Police Department Emergency Communications Operators forward calls from the 911 system to the Fire Department that require firefighting or emergency medical assistance. The type of calls received range from minor to major medical emergencies to stabbings, shootings, fires, auto accidents, downed electrical wires, marine accidents, and others. Callers may be in an hysterical, panicked, or extremely angry when they call, which makes obtaining information much more difficult.

The vast majority of calls received by Fire Equipment Dispatchers are related to medical emergencies. When speaking with callers, Dispatchers ask a series of scripted questions regarding the issue presented. As the Dispatchers speak with callers, they calm or reassure them as necessary, type information about the call and caller into on-screen forms, dispatch appropriate fire and medical equipment and personnel, and notify field personnel and other required parties. The information that has been typed on-screen is then forwarded to the fire personnel while they are *en route* to the incident. Importantly, Dispatchers also provide callers with instructions to follow prior to when fire/medical personnel arrive.

Fire Equipment Dispatchers must determine the number and type of apparatus to dispatch according to location of the incident, nature and severity of the emergency, and established protocols. They also receive and transmit information regarding the call to field personnel via radio. While fire/medical personnel are on the scene Dispatchers monitor the radio channel or channels so they are able to dispatch any additional equipment or services that may be required while personnel are responding to an incident.

Knowledge, Skills, Abilities, and Attributes

The following equipment and technology is used by Fire Equipment Dispatchers:

- A Sentinel 911 phone system
- Open Sky Radio that includes multiple radio frequencies
- Computer-Aided Dispatch System
- Emergency Medical Dispatch protocol
- A computer mapping system
- Keyboard and keypads
- Google maps
- Email
- OneCallNow paging system

Some of the most noteworthy knowledge, skills, abilities, and attributes required for successful job performance are as follows:

- Ability to perform several tasks simultaneously—listening to callers and radio transmissions, typing information into on-screen forms, talking, assessing the equipment needed, and dispatching equipment
- Ability to take control of calls
- Ability to express empathy to callers
- Ability to obtain required information from callers
- Ability to communicate clearly and efficiently on via radio and phone
- Ability to maintain composure during emergencies
- Ability to make rapid decisions according to established protocols

- Knowledge of the geography of the metropolitan area, including streets, major intersections, the city's house numbering system, freeways, borders, and landmarks

The minimum requirements for the job, as stated on a job announcement of January of 2015, are six months of experience as a fire, police or ambulance dispatcher OR two years of experience as a customer or public services professional performing duties involving consistent interaction with the public. The examination for the job measures the dimensions of listening, remembering information, and providing the best answer to questions based on the information presented. The test components also include a performance keyboarding test and a panel interview.

Changes in the Job

Several factors have changed the job of Fire Equipment Dispatcher. They are as follows:

- The introduction of new protocols requiring Dispatchers to ask questions to obtain information from callers regarding medical emergencies
- A significant increase in the number of emergency calls received
- "Shared services" – Identifying and dispatching fire and emergency medical services located in suburbs
- On-the-job training for new Dispatchers

From a job evaluation perspective, the introduction of new medical protocols and establishment of shared services appears to have increased the level of responsibility associated with the job as well as the knowledge and skill required to perform the job. The job classification of Emergency Communications Operator II (ECO II) is the Police Department's counterpart to the job of Fire Equipment Dispatcher. Just as Fire Equipment Dispatchers dispatch fire equipment and personnel, ECO II employees in the Police Department dispatch police personnel and equipment and maintain communication with police personnel during their work.

In February of this year, new classifications of Emergency Communications Operators I and II were created in the Police Department's Technical Communications Section. These new paraprofessional job classifications were established at higher pay levels to address issues of recruitment and retention.

Title	PR	Minimum	Probationary Increment	Maximum
Emergency Communications Operator I	5EN	\$40,501	\$41,918	\$46,724
Emergency Communications Operator II	5IN	\$46,347	\$47,969	\$55,825

Footnotes:

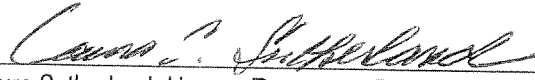
- Additional 5% for leadworker, curriculum development, classroom, or peer training duties.
- Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations.


Considering the connection between the jobs of Fire Equipment Dispatcher and Emergency Communications Operator II, the fact that the Fire Department has experienced problems recruiting and retaining Fire Equipment Dispatchers, and that the level of knowledge, skill and responsibility exercised has increased for Fire Equipment Dispatcher, it is recommended that the pay level for Fire Equipment Dispatcher be increased to the same level as Emergency Communications Operator II in the Police Department.


Further, the Fire Department also expressed intent to develop a career ladder for Fire Equipment Dispatchers. This career ladder would take into consideration employee credentials and performance in determining pay rates and pay progression. The career ladder for Fire Equipment Dispatchers will be developed in tandem with a career ladder for Emergency Communications Operators in the Police Department. Recommendation reports on career ladders for

these positions in the Police and Fire Departments will come before the Fire and Police Commission and Finance and Personnel Committee for consideration and approvals.

It is therefore recommended that the job classification of Fire Equipment Dispatcher be reallocated to the same pay rates as those of the Emergency Communication Operator II in Pay Range 5IN, with the same footnotes related to leadworker and training duties, as well as recruitment flexibility.

Prepared by: 
Laura Sutherland, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

Fire and Police Commission Meeting: July 14, 2016

Fire Department

Current	Request	Recommendation
Fire Technical Services Manager PR 1GX (\$66,435 - \$93,010)	Study of Position	Fire Information Technology Manager PR 1IX (\$75,478 - \$105,669)

Action Required – Effective Pay Period 17 (July 31, 2016)

In the Salary Ordinance, under Pay Range 1GX, delete the title “Fire Technical Services Manager” and under Pay Range 1IX, add the title “Fire Information Technology Manager”.

In the Positions Ordinance, under the Fire Department, Support Services Bureau Decision Unit, Technical Services/Dispatch Division, delete one position of “Fire Technical Services Manager” and add one position of “Fire Information Technology Manager”.

Background

In November of 2015, the Fire Chief Mark Rohlfing submitted a number of requests related to a Department reorganization including the position of Technical Services Manager, Pay Range 1GX. The rationale for the request, as stated in the Chief’s communication was that the position had undertaken new duties and responsibilities that had increased the job’s level of responsibility and knowledge/skill required.

In studying this request, the staff reviewed a revised job description for the position and a Job Analysis Questionnaire completed by the employee performing the job and reviewed by her immediate supervisor. In addition, the employee performing the job was interviewed to obtain a detailed understanding of the position’s duties and responsibilities.

Position Overview

The position reports to the Assistant Fire Chief of the Support Bureau. Its basic function is to manage the Technical Services/Dispatch Division that is comprised of two interrelated sections:

- The emergency communications and dispatching section consisting of 21 authorized positions
- All information technology systems, equipment, software and staff for the Department.

Altogether, 33 employees work in these two sections. The Fire Technical Services Manager directly supervises a Fire Dispatch Manager, Network Coordinator-Senior, Administrative Fire Captain, and two Database Specialists.

Fire Equipment Dispatchers in the Communications Section answer all emergency and non-emergency calls for service directed to the Fire Department and dispatch appropriate personnel and equipment to the scene of emergencies. While field personnel are responding to an emergency, Dispatchers monitor radio communications so they can quickly respond to on-site emergencies or requests for additional resources required. There are 21 authorized positions of Fire Equipment Dispatchers.

The Fire Department IT staff is responsible for maintaining all information technology systems from desktops to virtual server arrays, to a computer-aided dispatching system. In addition, a number of applications that are used

across the entire Department, including staffing and scheduling, emergency medical services, reporting, administrative work, and training systems.

In managing the Technical Services/Dispatch Division this position performs the following duties and responsibilities:

Management of information technology systems

- Develops long and short-range technology goals, ensuring that all existing and future technology needs are met.
- Serves as lead policy advisor to the Fire Chief on all IT issues
- Plans, implements, and oversees IT and Dispatch budgets
- Establishes and implements replacement of hardware and software

Management of information technology projects

- Works with Purchasing to develop contracts for projects and services
- Develops specifications for bids and requests for proposals
- Consults with bureau and division heads to ensure that all technology-related needs are taken into consideration during the planning phase of projects

Management of the emergency communications and dispatch section

- Ensures that mission-critical systems and applications are maintained and supported 24 hours a day, 7 days a week, 365 days per year
- Ensures that calls for service are handled in an appropriate and timely fashion
- Oversees the development of and approval of all Dispatch policies and protocols

Management of information technology and dispatch personnel

- Gives final approval for personnel actions: hiring, discipline, termination, commendation for work
- Coaches, trains, and mentors employees
- Asses workload and productivity through regular staff meetings

Coordinates with other division heads, city departments and municipalities

- Represents the Fire Chief on public and private committees and boards including the City of Milwaukee's Information Management Committee
- Establishes and maintains collaborative relationships with heads of other City departments and public and private agencies
- Develops memorandums and understanding between the Fire Department and outside departments and agencies as needed
- Works with the City Attorney's Office to craft legally acceptable language regarding official documentation
- Ensures that all required statistical and data analysis of departmental activities is accurate and meets current national standards.

The minimum requirements for the job, as stated on the job description prepared by the Department include a bachelor's degree in management information systems and five years of senior management experience planning and managing large-scale information technology projects and budgets, including professional staff. This job also requires a basic understanding of firefighting services, emergency medical services, and emergency communications/dispatching.

Changes in Duties and Responsibilities

The job analysis indicates that the following duties and responsibilities have been added to the job:

- Preparing, implementing, and monitoring the budget for emergency communications/ dispatching and information technology operations which totals \$838,100 in City funds and \$1.2 million from grants and includes 33 positions.
- Preparing Requests for Proposals (RFPs) and bid documents for information technology and other services
- Functioning as a higher-level manager in regard to employee relations and human resources issues. (More authority has been delegated to the manager and supervisors in the communications/dispatch area.)
- Implementation of National Emergency Call Center Standards and Best Practices
- Management of large-scale information technology projects
- Full authority to develop and implement shared services agreements other municipalities

This position is ultimately responsible for ensuring that all information technology systems, including the computer-aided dispatch system, is running 24/7/365. This Manager is responsible for long and shorter-term planning, budget and project development, project implementation, the development and approval of IT policies and procedures, and the management of human resources within two sections. The development of shared services with other municipalities, which includes representing the Fire Chief on a state board in the information technology, represents the most significant expansion of the job.

The following chart provides an overview of management positions responsible for information technology systems and emergency communications in City departments.

Top Information Technology Management and Emergency Communications Positions In City Government

Title	Department /Division	PR	Minimum	Maximum
Chief Information Officer	DOA-ITMD	1NX	\$103,841	\$145,382
Police Information Systems Director	Police	1MX	\$97,420	\$136,395
Emergency Communications and Policy Director	Department of Administration	2NX	\$80,442	\$112,627
ERS Chief Technology Officer	Employee's Retirement System	1MX	\$97,420	\$136,395
Emergency Communications Manager	Police	1IX	\$75,478	\$105,669
Water Information Technology Manager	DPW-Water	1IX	\$75,478	\$105,669
Telecommunications Manager	DOA-ITMD	1IX	\$75,478	\$105,669
Assistant Director-Library Information Technology and Technical Services	Library	1IX	\$75,478	\$105,669
Fire Technical Services Manager	Fire	1GX	\$66,435	\$93,010
Network Manager	Municipal Court, Police, Library	1GX	\$66,435	\$93,010

As may be seen, the Fire Technical Services Manager is presently equated with Network Managers who manage the IT systems of the Municipal Court and Milwaukee Public Library. As also may be seen, project leaders and single contributors (those with no supervisory responsibility) are compensated at comparatively high pay levels due to the high level of technical knowledge and skill required to perform the jobs. It should be noted that Network Managers manage a small information technology staff. They do not have responsibility for information technology and an entire emergency communications dispatching operation operating around the clock 365 days per year. For that reason alone, the position under study warrants upgrading.

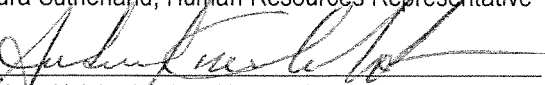
Due to the changes that have taken place in the job, and the criticality of maintaining the communications/emergency dispatch system, it appears appropriate to recommend that the position be allocated two levels higher, to the same pay range as that occupied by the Emergency Communications Manager in the Police Department that has responsibility for the Police Department's 911 emergency communications and dispatching. In addition, the two other managers in Pay Range IIX, the Water Information Technology Manager and Telecommunications Manager, like the position under study, have responsibility for long and short-term planning, budget development and oversight, project management, policy development, and employee relations/human resources.

It is therefore recommended that the position of Fire Technical Services Manager be reclassified to Fire Information Technology Manager in Pay Range 1IX (\$75,478 – \$105,669). A change in title is recommended to more clearly communicate the nature and level of the work performed, especially to those from outside agencies and municipalities.


Prepared by:


Laura Sutherland, Human Resources Representative

Prepared by:


Andrea Knickerbocker, Human Resources Manager

Reviewed by:


Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: July 14, 2016

POLICE DEPARTMENT

Current	Request	Recommendation
New Position	Safety Coordinator PR to be Studied	MPD Safety Division Manager PR 1EX (\$58,462 - \$81,844)

*Original report sent to Fire and Police Commission meeting on June 16, 2016.

Action Required – Effective Pay Period 1 (December 20, 2015)

In the Salary Ordinance, under Pay Range 1EX, add the title “MPD Safety Division Manager”.

In the Positions Ordinance, under Police Department, Risk Management Bureau, Crossing Guard Division, delete one position of “Safety Coordinator” and add one position of “MPD Safety Division Manager”.

Background

The Milwaukee Police Department (MPD) has requested a classification review of a new position created in the 2016 Budget. A previous report recommending the classification of Safety Coordinator in Pay Range 1CX (\$51,469 - \$72,063) was submitted and approved at the June 16, 2016 Fire and Police Commission meeting. Before the report was considered by the Finance and Personnel Committee, additional information was received regarding the scope of the position’s responsibility. A review and analysis of this information prompted the Department of Employee Relations to re-examine the original recommended title and pay range. The revised duties, responsibilities, analysis and recommendation are presented below.

This position was added in the MPD 2016 budget to provide leadership and oversight to the Safety Division within the Police Departments’ Risk Management Bureau. This includes responsibility for establishing standards and conducting studies to determine locations to place school crossing guards, reevaluating whether relocation or discontinuation of crossing guard service is warranted, preparing and making recommendations regarding the need for crossing guards based on the established standards, administering the school crossing guard program, furnishing children, industrial workers, and groups with educational materials such as publications, films, radio and television announcements, providing exhibits for the promotion of safety within the financial resources established by the Common Council.

While the position’s key deliverables are generally reviewed and supervised by the Commander of the Police Training Academy within the Risk Management Bureau, the position is expected to exercise independent judgment and discretion in the following areas:

- Providing administrative oversight in the administration of the School Crossing Guard Protection Program and establishing and maintaining collaborative working relationships with school administrators to ensure that resources are balanced citywide to provide adequate crossing guard coverage;
- Managing and supervising all personnel and activities including recruitment, performance evaluations, coaching, and staff developmental training; ensuring adherence to Department regulations, procedures and personnel policies; and effectively handling the daily operations of the Safety Division;
- Preparing and monitoring the Safety Division budget, and coordinating and disseminating safety materials for City-wide Child Safety Programs, Adult Traffic Safety Programs; and scheduling, allocating resources, and providing educational services through public presentations and media promotions in collaboration with the MPD Office of Community Outreach and Education.

In addition this position will be responsible for working with the Department of Public Works and MPD's Traffic Enforcement Unit and Crash Reconstruction Unit to analyze yearly traffic crash statistics for reporting to the Common Council's Public Safety Committee; working with MPD in the submission and administration of grant applications related to the Safety Division's programs; attending meetings and conferences at the local and state levels to promote traffic highway safety; and serving as a MPD liaison and make recommendations regarding the placement of School Crossing Guards and traffic safety issues related to the Safety Division's programs.

According to the position's description, the minimum requirements include a bachelor's degree in Safety, Community Education, Public Administration or related field and five years of progressively responsible experience in program management, administration, and/or supervision. Oversight of a similar safety program within a governmental agency is desirable.

Analysis and Recommendation

This new position was created in the 2016 budget to provide additional management and leadership resources to the Safety Division. The position will report to the Police Captain who is the Director of the Police Academy in the Risk Management Bureau. It will be required to directly supervise two positions of Safety Specialist, Senior, two positions of School Crossing Guard Dispatcher, three positions of School Crossing Guard Operator and one position of Office Assistant III. The position will also indirectly supervise 208 positions of School Crossing Guard.

The position will be expected to effectively handle daily operations and to report to the Captain of Police all instances of employee misconduct, violations of Standard Operating Procedures (SOP), the need to fill vacant School Crossing Guard positions, significant incidents that occur in the office and in the field, contact with the media, and any other matters that the Captain must be cognizant of to ensure that the Division's operations are in accord with the mission and vision of the MPD.

Based on the additional information provided it was found that this position has a high level of independence and a strong emphasis on community outreach and working relationships with school administrators. Comparisons were made to several City positions including the following positions.

DPW Inventory and Procurement Manager – Public Works (PR 1EX \$58,462 - \$81,844)


Oversees and monitors the Department of Public (DPW) inventory, inventory facilities, and all matters related to DPW's Inventory Control program. This includes reviewing transactions, purchase orders, and receipts; preparing inventory value and cycle count activity reports; reviewing paperwork for compliance with DPW's Inventory Control program; monitoring inventory facility access and security; maintaining system control records; and serving as a liaison to other City departments in all matters related to inventory and inventory purchasing. Requirements include a bachelor's degree in Business Administration or related field and five years of experience in inventory management. Equivalent combinations of education and experience may be considered.

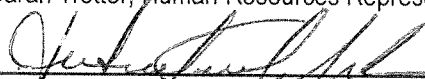
Fire Health and Safety Manager – Fire Department (PR 2IX \$58,462 - \$81,844)

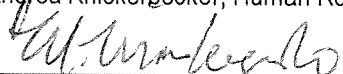
Designs, implements, and manages the Milwaukee Fire Department's (MFD) health, safety and wellness programs; conducts safety audits, injury investigations, reporting and analysis; ensures compliance with local and national regulations; provides safety report to the MFD and the City; manages the Wellness Fitness Initiative; supervises Peer Fitness Trainers and the Peer Support Team; acts as a liaison with the union, other City agencies, other local government organizations, fire departments, community agencies and contracted vendors; and manages the program budget to support equipment, service and operational needs. Requirements include a bachelor's degree in Health Administration, Public Health, Business Administration, Management or closely related field; and four years of experience in employee safety, accident prevention, health and wellness administration, and injury rehabilitation case management. Equivalent combinations of education and experience may be considered.

Although there is no close match to the position under study the two positions listed above are both responsible for a significant program or function within a large department that involves a high level of independence. They also require outreach and coordination within their departments and with contracted vendors to perform their work. The Fire Health and Safety Manager also works with community agencies, other local governments and fire departments.

Based on comparisons to these and other positions we recommend that this new position be placed in Pay Range 1EX (\$58,462 - \$81,844). We further recommend the title of MPD Safety Division Manager as positions at the level of Pay Range 1EX often include "Manager" in the title and it will reflect the broader responsibilities of this new position. Therefore, based on the above analysis we recommend this new position be classified as "MPD Safety Division Manager" in Pay Range 1EX.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

Fire and Police Commission Meeting: July 14, 2016

Police Department

Current	Request	Recommendation
New Position	Director of Planning (OMAP) PR 1JX (\$80,441 - \$112,627)	Police Planning and Policy Director PR 1JX (\$80,441 - \$112,627)

Actions Required – Effective Pay Period 17 (July 31, 2016)

In the Salary Ordinance, under Pay Range 1JX, add the title “Police Planning and Policy Director”.

In the Positions Ordinance, under Police Department, Office of Management & Planning, add one position of “Police Planning and Policy Director”.

Background

In June of this year the Chief of Police, Edward Flynn, requested support from the Budget and Management Office Division and the Common Council for the creation of position authority for a new civilian position of Director of Planning in Pay Range 1JX to oversee all activities and functions of the Office of Management Analysis and Planning (OMAP).

The MPD has requested a classification review of the position in anticipation of Common Council action. If position authority is granted by the Council, this report recommends the creation of a new classification of Police Planning and Policy Director in Pay Range 1JX. The creation of a civilian position to oversee OMAP personnel and activities continues the trend of assigning sworn personnel and expertise to law enforcement and public safety functions and activities and relying on civilian personnel for critical administrative, research, and policy issues in the Police Department.

According to the job description submitted by MPD, this position will oversee all activities and functions of OMAP including but not limited to strategic and administrative crime analysis, special event coordination, departmental performance management (COMPSTAT), policy and research, grant management and administration, legislative review, and special and regular project management. This position will directly supervise a total of eight Crime Analysts and one Crime and Intelligence Specialist responsible for reviewing, analyzing data, and producing information related to crime trends and patterns for use by the department’s operational and administrative personnel in preventing and suppressing criminal activity, aiding the investigative process, and increasing apprehension of offenders and clearing cases. Information and reports produced by the OMAP staff are also critical in making recommendations on staffing levels, deployment and resource allocation decisions. A summary of the duties and responsibilities of this position is presented below.

- Strategic and Administrative Crime Analysis – prepare data used to make recommendations for deployment and resource allocation; maintain statistical reports that detail the results of analysis, conclusions, and recommendations; and prepare periodic statistical reports for executive and district commanders.
- Policy and Research Analysis – conduct research and surveys with a variety of datasets; correspond with peer cities and other agencies and organizations; conduct legislative review and analysis; and present reports outlining findings.
- Performance Management (COMPSTAT) – oversee the function of developing the Department’s administrative and operational performance measures to be presented at regular meetings of the command

staff. COMPSTAT (Comparative Statistics) are used to help with the performance reporting and management.

- Policy Development – facilitate the planning, coordination, preparation, and publishing of the Department's standard operating procedures, code of conduct, operating instructions, annual reports, policies, guidelines, forms and other information intended for Department-wide dissemination; and conduct feasibility studies and coordinate with vendors regarding initiatives, uniforms, equipment and software.
- Grant Management and Administration – oversee, facilitate, or perform grant research and application activities; ensure compliance with grantee obligations and outcomes; and create collaborative partnerships with community organizations and other governmental agencies to engage in the proactive and systematic examination of problems to develop and evaluate effective responses.
- Licensing and Legislative Review – oversee the investigation and processing of City license applications, requests and renewals; serve as the central repository for records and reports pertaining to license investigations; and appear as the Police Chief's representative before the Common Council's Licensing Committee.
- Special Events – oversee and facilitate the scheduling, planning, and coordination of department personnel and resources for daily and special events such as concerts, sporting events, festivals, parades, large-scale charity events, conventions, and any other events as determined by the Chief; serve as a liaison with other work locations responsible for dignitary protection or Major Incident Response Team (MIRT) deployments to ensure the appropriate dedication of Department personnel and resources; and oversee contracts, planning and scheduling for all extra duty assignments under the direction of the Police Chief.

The minimum requirements for this position include a Bachelor's Degree in Public Administration, Management, Law, Political Science, or related field; and five years of municipal government and policy planning experience including budgetary functions.

Analysis and Recommendation

This new position will oversee the operations of the Office of Management Analysis and Planning (OMAP) and report directly to the Chief of Police. This includes overseeing strategic and administrative crime analysis; policy and research analysis; performance management; policy development; grant management and administration; City license application reviews; scheduling, planning and coordinating department personnel and resources for daily and special events; and planning and coordinating regular and special projects. The Department indicated that some of the projects this position will be involved with include the Collaborative Reform Initiative, Violence Reduction Network, and Project Safe Neighborhoods.

This position will have supervisory responsibility for a total of 21 positions as listed below:

Number of Positions	Title	Pay Range	Maximum Rate with a Master's Degree
8	Police Officer*	\$59,431 - \$79,233	\$80,572
6	Crime Analyst	\$51,468 - \$72,063	
1	Crime and Intelligence Manager	\$62,338 - \$87,270	
3	Police Sergeant*	\$84,173 - \$90,687	\$92,040
2	Police Lieutenant*	\$94,609 - \$102,095	\$103,426

*Rates effective November 20, 2016.

OMAP has historically been the responsibility of a Police Captain reporting to an Assistant Chief. In order to determine the appropriate compensation level for this position, DER considered the current pay range for the sworn rank of Captain based on the most recent collective bargaining agreement as well as the level of other executive level civilian personnel within the Police Department. The table below summarizes that comparison.

Title	PR	Minimum	Maximum
Police Information Systems Director	1MX	\$97,420	\$136,395
Captain of Police*	4N- PR 839	\$94,609	\$114,490
Chief of Staff-Police	1JX	\$80,442	\$112,627
Police Planning and Policy Director	1JX	\$80,442	\$112,627
Emergency Communications Manager	1IX	\$75,478	\$105,669
Information Services Manager-Milwaukee Police	1IX	\$75,478	\$105,669
Police Budget and Administration Manager	1HX	\$70,827	\$99,154
Human Resources Administrator	1HX	\$70,827	\$99,154
Police Facilities Manager	1GX	\$66,435	\$93,010
Communications Systems Manager	1FX	\$62,338	\$87,270
Crime and Intelligence Supervisor	1FX	\$62,338	\$87,270
Police Records Manager	1DX	\$54,865	\$76,806

*Rates effective November 20, 2016. Maximum rate with a Master's Degree is \$115,820.

Given the position's level of responsibility, impact, and consequence of error; and to provide an appropriate differential above the level of positions supervised and consistent with other executive level civilian positions within MPD, we recommend Pay Range 1JX (\$80,441- \$112,627). This level also acknowledges the direct reporting relationship to the Police Chief and places the position in a comparable level to the sworn rank of Captain.

This recommendation will allow the MPD to recruit a highly qualified civilian with the formal education, training, and experience necessary to manage the administrative, policy, research and operational responsibilities of this Division. Based upon this analysis we therefore recommend that if this proposed new position is created, that it be classified as "Police Planning and Policy Director" in Pay Range 1JX.

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Andrea Knickerbocker, Human Resources Manager

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