



Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Molly King
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

March 28, 2024

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 231750 – Communication from the Department of Employee Relations relating to classification studies scheduled for the April 4, 2024 Fire and Police Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Fire and Police Commission meeting on April 4, 2024.

Department of Emergency Communications

Current	Recommended
Emergency Communications Supervisor - Quality Assurance PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)	Emergency Communications Supervisor - Quality Assurance PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)
Emergency Communications Supervisor - Training PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)	Emergency Communications Supervisor - Training PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)
Emergency Communications Supervisor PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Vacant Positions)	Emergency Communications Supervisor PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Vacant Positions)

Note: Residents receive a rate that is 3% higher.

Fire Department

Current	Recommended
New Positions	Youth Fleet Apprentice PR 9MN (\$33,110 - \$34,500) (Two Positions)

Note: Residents receive a rate that is 3% higher.

Police Department

Current	Recommended
Community Relations and Engagement Manager PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position)	Community Relations, Engagement and Recruitment Director PR 1JX (\$85,366- \$119,521) FN: Recruitment is at \$109,221 (One Position)

Note: Residents receive a rate that is 3% higher.

Respectfully Submitted,



Harper Donahue, IV
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement



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Department of Employee Relations

Job Evaluation Report

Fire and Police Commission Meeting: April 4th, 2024

Department of Emergency Communications

Current	Recommended
Emergency Communications Supervisor - Quality Assurance PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)	Emergency Communications Supervisor - Quality Assurance PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)
Emergency Communications Supervisor - Training PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)	Emergency Communications Supervisor - Training PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Vacant Position)
Emergency Communications Supervisor PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Vacant Positions)	Emergency Communications Supervisor PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Vacant Positions)

Note: Residents receive a rate that is 3% higher.

Background

As the Department of Emergency Communications (DEC) prepares for the transition and consolidation of the Fire and Police dispatch operations, ongoing consideration for position changes is needed due to the natural evolution from careful, theoretical planning into the reality of day-to-day operations. Recommendations in this report do not affect any current staff members, as these positions are vacant.

Current	Recommended
Emergency Communications Supervisor - Quality Assurance PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Position)	Emergency Communications Supervisor - Quality Assurance PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Position)

Emergency Communications Supervisor - Quality Assurance will report to the Emergency Communications Deputy Director and will be responsible for monitoring the quality of call taking and dispatching provided by Emergency Communications Officers at all levels. The incumbent will direct the work of the Emergency Communication Officer V - Quality Assurance positions on all shifts. This supervisor will work closely with the Emergency Communications Supervisor-Training. Responsibilities will include providing call taking and dispatching as directed by the shift manager.

Current	Recommended
Emergency Communications Supervisor - Training PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Position)	Emergency Communications Supervisor - Training PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (One Position)

Emergency Communications Supervisor – Training will report to the Emergency Communications Deputy Director will be responsible for training new and current Emergency Communications Officers at all levels in call taking and dispatching. The incumbent will direct the work of the Emergency Communication Officers V - Training positions on all shifts. This supervisor will work closely with the Emergency Communications Supervisor-Quality Assurance. Responsibilities will include providing call taking and dispatching as directed by the shift manager.

Current	Recommended
Emergency Communications Supervisor PR 1IX (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Positions)	Emergency Communications Supervisor PR 2MN (\$80,098 - \$112,137) FN: Recruitment is at \$91,465 (15 Positions)

This position will report to the Emergency Communications Manager and serve as the shift supervisor for DEC floor operations. Fifteen positions will be created to ensure that two shift supervisors are present at all times as this is a 365 day, 24-hour operation. Responsibilities will include providing call taking and dispatching as directed by the shift manager.

Analysis and Recommendation

In the first classification report that included these positions, in 2022, recommendations for 911 related positions were based upon an analysis of the cost of labor and the volume and complexity of work for similar positions in southeastern Wisconsin. Recommendations for the remainder of positions, including the current titles under consideration, were based upon both a comparison to similar positions within City government as well as market competitive rates of pay in southeastern Wisconsin.

Another report in 2023 included these titles, but the focus of the report was on appropriate position authority for the entire department and adjustments to Emergency Communications Officer titles.


In further talks with the department and after further analysis of these positions, the Emergency Communications Supervisor serves as a hybrid or bridge position between 911 Dispatchers/Emergency Communications Officers and both represented and general city classifications. These supervisors will be required to be able to perform all standard duties and responsibilities of Emergency Communications Officers (providing call taking and dispatching). They will also function as a Police Sergeant would, in the capacity of supervising personnel involved in normal shift activities. Police Sergeants earn overtime pay in accordance with their current Milwaukee Police Supervisors Organization labor contract.


Due to the 365 day, 24-hour nature of Dispatch floor operations and the accountability of these positions to provide call taking and dispatching as directed by the shift manager, we recommend placing these Supervisor positions into pay range 2MN (\$80,098 - \$112,137). A FLSA nonexempt designation will allow the current pay

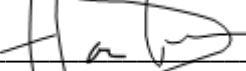
recommendations to remain competitive and will help manage appropriate levels of employee coverage for work schedules.

Action Required – Effective Pay Period 9, 2024 (April 14th, 2024)

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

Prepared by: 
Sarah Wangerin, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



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Job Evaluation Report

Fire and Police Commission Meeting: April 4, 2024

Fire Department

Current	Recommended
New Positions	Youth Fleet Apprentice PR 9MN (\$33,110 - \$34,500) (Two Positions)

Note: Residents receive a rate that is 3% higher.

The Department of Employee Relations has received a request for classification of a Youth Fleet Apprentice within the Milwaukee Fire Department. The Milwaukee Fire Department and DPW worked together to solicit information from MATC prior to initiating these positions. As the City now has career paths through the various trades that were established in a study last year, there is a desire to expand and advertise what the City has to offer.

The goal of participating in the Youth Apprenticeship Program is to develop a talent pipeline to support the short- and long-term wellbeing of the City of Milwaukee. This pipeline will work to identify, hire, and develop youth through structured programming, with the hopes of transitioning qualified youth into a career path with the City of Milwaukee. The focus of this program will be within the fleet section as there have been difficulties in recruiting qualified candidates. In addition to the goals benefiting the City, the apprenticeship program will focus on the career development of talented youth through a skills-based and mentoring format.

The Emergency Vehicle Mechanics within MFD provide expertise in servicing, rebuilding, repairing, overhauling, adjusting, and testing all vehicles, fire apparatus, equipment and tools used by the Milwaukee Fire Department. MFD Fleet personnel would like the opportunity to provide this knowledge to youth apprentices with the hope that these individuals will want to pursue a career in Emergency Vehicle Mechanic trade and seek regular employment with the Milwaukee Fire Department. The Youth Fleet Apprentice will assist and perform automotive and medium/heavy truck maintenance in line with the Wisconsin Youth Apprenticeship competencies. Duties and responsibilities include:

- Year 1 Overview:
 - Operates tools and equipment safely, processes work orders, changes oil and filters, assists with diagnoses of concern or issues, identifies vehicle parts, rotates tires, services a 12-volt battery, and performs multipoint inspections.
 - Assists with preventative maintenance of vehicle diesel engines.
 - Maintains a clean and organized work area.
- Year 2 Overview:
 - In addition to Year 1 competencies: performs preventative maintenance on brake systems, fuel systems, steering and suspensions, cooling systems, HVAC, hydraulics, powertrain/hydrostatic systems, wheels and tires, drivetrain systems, air and exhaust systems, windshields, exterior lighting systems, and vehicle/equipment frames.
 - Completes inspection of interior and accessory components.

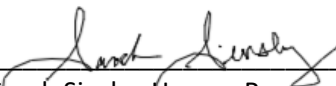
Minimum qualifications require the candidate to be a high school junior or senior, who is enrolled in the State of Wisconsin Department of Workforce Development Youth Apprenticeship Program.


Analysis and Recommendation


This opportunity is similar to the Construction Laborer Interns, the Youth Apprentices in Milwaukee Water Works, the Youth Arborist Apprentices, and the Police Aides and Fire Cadets. This position of Youth Fleet Apprentice has comparable requirements and follows a similar model to the aforementioned titles as they learn skills to establish themselves and gain exposure to the core principles of a profession within a given field before becoming full-time employees. Because the Youth Fleet Apprentice will be a part-time position, this report recommends the title be placed within Pay Range 9MN.

Action Required – Effective Pay Period 09, 2024 (April 14th, 2024)

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

Prepared by: 
Sarah Sinsky, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



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Job Evaluation Report

Fire and Police Commission Meeting: April 4, 2024

Police Department

Current	Recommended
Community Relations and Engagement Manager PR 2JX (\$66,154 - \$92,612) FN: Recruitment is at \$72,768 (One Position)	Community Relations, Engagement and Recruitment Director PR 1JX (\$85,366- \$119,521) FN: Recruitment is at \$109,221 (One Position)

Note: Residents receive a rate that is 3% higher.

The Department of Employee Relations has received a request from the Milwaukee Police department to reclassify one position of Community Relations and Engagement Manager in pay range 2JX with a recruitment rate of \$72,768 as a Community Relations, Engagement and Recruitment Manager in pay range 1JX with a recruitment rate of \$109,221. A new job description was provided and conversations were held with Pamela Roberts, Police Human Resources Administrator.

This position, which was previously part of the Public Information Office (PIO) will now be its own office due to organizational changes. As such, this position will now report directly to the Chief of Police. Furthermore, the Office of Community Outreach and Education (OCOE) will be dissolved and three officers assigned in that section will be moved to the Office of Community Relations, Engagement and Recruitment under the supervision of this position. Per MPD, future plans include the addition of one sergeant and at least one more officer to this new section.

This position’s expanded duties will now bridge the gap between the available police resources and the potential audiences who can benefit from those sources. This position will work strategically and collaboratively with the Public Information Office to increase community awareness of police services and to build the perception of police relevance in their lives. This position will also be responsible for providing services that assist the community in preventing crime and building relationships through educational programs, partnerships, and collaboration with community-based organizations. This augments the department through the Citizen Academy, Police Auxiliary Program, and by providing youth in the community with services that promote education, develops social skills, and reduces the likelihood of future involvement in criminal activity. This position will also work with the Milwaukee Fire and Police Commission (FPC) and the continuous recruiting efforts on behalf of the department. Duties and responsibilities are as follows:

- Engages the community by directing the development and execution off an annual marketing plan that aligns with the police strategic plan and annual priorities.
- Leads and manages the police awareness campaign, in collaboration with the community partners.
- Manages the project budget, coordinates with partners on media planning and buying, design production.
- Works with consultants and staff on related major events and outreach strategies.
- Plans and executes all marketing and communication related to special events such as media previews, community meetings, and town hall meetings.
- Directs the design of the police website and the police social media strategy.

- Gathers and analyses community feedback through surveys, focus groups, and other data-gathering techniques.
- Uses feedback to develop appropriate and effective communication plans.
- Provides services that assist the community in preventing crime and building relationships through educational programs, partnerships and collaboration with community-based organizations.
- Oversees and manages the Police brand, ensuring that all communication, messaging, and design have a consistent look.
- Develops realistic plans and methods for protecting the police brand and train others to follow suit.
- Responsible for all official communication including press releases, articles, signage, Blogs, and similar media.
- Plans and produces an annual report of police activities for distribution to stakeholders in collaboration with the Police Department.
- Directs and oversees the design of all printed collateral, including flyers, reports, stationary, posters, and calendars. Maintains adequate quantities of renewable materials.
- Manages photography services through the use of in-house and contract photographers.
- Directs photography to ensure sufficient resources to document activities and create police of work for the production of publications; manages collection of images.
- Directs all editorial work, including content, writing, and editing.
- Writes for the Chief of Police and others as directed, including speeches, and PowerPoint presentations.
- Represent the Police in the community, maintains relationships.
- Directs Public Information Office, using methods and practices to build trust and exposure to target markets.
- Selects and prepares OCOE and other MPD staff for media interviews related to recruitment efforts.
- Manages requests for commercial filming and photography in police buildings.
- Work strategically and collaboratively with the Public Information Office to increase community awareness of police services and to build the perception of police relevance in their lives.
- Help set strategic priorities and develop appropriate capital and operating budgets related to marketing and communications.
- Allocates and manages available financial and human resources and identifies needs to support grant funded projects.
- Develop short-and long-term plans to meet objectives.
- Seek improvements in practices and policies to streamline operations and achieve cost savings.
- Proactive in planning for annual jobs, deadlines, and priority projects and initiatives, while leaving room for last-minute requests.
- Oversees the performance and development of direct reports, providing team members with meaningful work and opportunities for growth, innovation, and leadership development.
- Provides internships to high school and college students.
- Analyze and seek funding and resources for recruitment and engagement efforts.
- Develop budgets for grant applications and ongoing service programs.
- Work with the Milwaukee Fire and Police Commission and the continuous recruiting efforts on behalf of the department.
- Undertakes relevant professional development activities and stays abreast of major trends in marketing, public relations, branding, and other relevant fields.
- Assumes other administrative responsibilities and projects as assigned.

Minimum requirements include a bachelor's degree in marketing or a closely related field from an accredited college or university and five years of experience in marketing, including three years in a supervisory or management position. Equivalent combinations of education and experience may be considered.

Market Data Comparisons

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

Cost of Labor for Public Relations Manager, BLS

Area Name	Annual 10% wage	Annual 25% wage	Annual median wage	Annual 75 th % wage	Annual 90 th % wage
Milwaukee-Waukesha-West Allis, WI	\$72,870	\$85,030	\$105,230	\$129,310	\$164,340

BLS describes a Public Relations Manager as a position that plans and directs public relations programs designed to create and maintain a favorable public image for employer or client; or if engaged in fundraising, plan and direct activities to solicit and maintain funds for special projects and non-profit organizations.

Cost of Labor for Public Relations Supervisor, ERI

All Incumbents	Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	\$62,988	\$68,818	\$76,489	\$84,128	\$91,803
Level 2	\$72,728	\$79,475	\$88,308	\$97,162	\$106,007
Level 3	\$86,089	\$94,087	\$104,496	\$115,004	\$125,455

ERI describes a Public Relations Supervisor as a position that supervises an organization's public relations efforts. Aids the administration with the presentation and the representation of the organization to the general public, customers, local communities, shareholders, and the financial community. Contributes to the development and maintenance of the organization's corporate image and identity. Oversees writing of and/or writes news releases and articles. Collaborates with management in setting the short- and long-term strategic objectives while providing the supervision necessary to achieve profits, growth, or other goals of the organization. Assists in identifying and promoting the advancement of the strategic objectives of the organization. Provides support for organizational personnel in the writing of speeches, letters, and articles which are to be made public. Participates in the writing, editing, and publishing of organization publications. Assists in the drafting of the annual report to stockholders, quarterly dividend statements, financial advertising, and other stockholder materials. May arrange interviews between organization executives and the media.

Cost of Labor for Public Relations Manager, ERI

All Incumbents	Total Cash				
	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	\$95,206	\$104,169	\$115,763	\$127,389	\$138,880
Level 2	\$110,586	\$120,830	\$133,945	\$147,192	\$160,521
Level 3	\$131,162	\$143,100	\$158,415	\$174,016	\$189,770

ERI describes a Public Relations Manager as a position that manages and coordinates employee, community, and public relations activities for an organization. Manages and administers the presentation and representation of

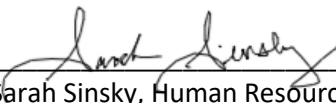
the organization to employees, the public, customers, and shareholders. Plans and implements public relations programs designed to create and maintain favorable public image for the organization. Develops and produces publications, brochures, and articles to define the corporate identity to employees, customers, and the broader community. Directs or participates in the writing, editing, and publishing of organization publications. Assists in drafting of the annual report, financial statements, financial advertising, and other stockholder materials. Organizes and carries out events to promote employee morale and community goodwill, such as speeches, tours, exhibits, etc. Assists organization personnel in writing of speeches, letters, and articles which are to be made public. Cultivates and maintains relationships with partners, customers, and investors. Works in concert with upper management in setting the short- and long-term strategic objectives while providing the manpower necessary to achieve profits, growth, or other goals of the organization. Conducts research on issues of concern to employer.

Based off the responsibilities in comparison to other positions that perform similar duties, and the market rates of pay in southeastern Wisconsin, this report recommends reclassifying one position of Community Relations and Engagement Director in pay range 2JX with a recruitment rate of \$72,768 as a Community Relations Engagement and Recruitment Director and placing it in Pay Range 1JX (\$85,366- \$119,521) with a recruitment rate of \$109,221.

Action Required – Effective Pay Period 09, 2024 (April 14th, 2024)


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

Prepared by:



Sarah Sinsky, Human Resources Representative

Reviewed by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Harper Donahue IV, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A **Date** 4/5/2024 **File Number** 231750 **Original** **Substitute**

Subject Communication from the Department of Employee Relations regarding the costs of classification reports heard at the Fire and Police Commission on April 4th, 2024.

B **Submitted By (Name/Title/Dept./Ext.)** Sarah Wangerin/ Human Resources Representative / Employee Relations

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
- Capital Projects Fund
- Debt Service
- Other (Specify) _____
- Contingent Fund
- Special Purpose Accounts
- Grant & Aid Accounts

	Purpose	Specify Type/Use	Expenditure	Revenue
E	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 cost for 2024 is \$46,762. Total cost for full year is \$99,121. 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 April 4, 2024
Finance and Personnel Committee Meeting of April 5, 2024

NEW COSTS FOR 2024

	Pos.	Dept	From	PR	To	CURRENT		NEW	EffPP	Costs	Rollup	Rollup+ Sal	% Inc
						PR	Annual	Annual					
Vacant	1	DEC	Emergency Communications Supervisor - Quality Assurance	11X	Emergency Communications Supervisor - Quality Assurance	2MN	\$91,465	\$91,465	9	\$0	\$0	\$0	0.00%
Vacant	1	DEC	Emergency Communications Supervisor - Training	11X	Emergency Communications Supervisor - Training	2MN	\$91,465	\$91,465	9	\$0	\$0	\$0	0.00%
Vacant	15	DEC	Emergency Communications Supervisor	11X	Emergency Communications Supervisor	2MN	\$91,465	\$91,465	9	\$0	\$0	\$0	0.00%
Vacant	2	MFD	New position	N/A	Youth Fleet Apprentice*	9MN	N/A	\$33,110	9	\$16,238	\$3,321	\$19,559	
	1	MPD	Community Relations, Engagement and Recruitment Manager	2JX	Community Relations, Engagement and Recruitment Director	1JX	\$78,030	\$112,498	9	\$23,862	\$3,341	\$27,203	44.17%
	20									\$40,100	\$6,661	\$46,762	11.04%

Assume effective date is Pay Period 09, 2024 (April 14th, 2024) unless otherwise indicated.

* Fiscal impact estimated in CCFN 231770

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	DEC	Emergency Communications Supervisor - Quality Assurance	11X	Emergency Communications Supervisor - Quality Assurance	2MN	\$91,465	\$91,465	1	\$0	\$0	\$0
	1	DEC	Emergency Communications Supervisor - Training	11X	Emergency Communications Supervisor - Training	2MN	\$91,465	\$91,465	1	\$0	\$0	\$0
	15	DEC	Emergency Communications Supervisor	11X	Emergency Communications Supervisor	2MN	\$91,465	\$91,465	1	\$0	\$0	\$0
	2	MFD	New position	N/A	Youth Fleet Apprentice*	9MN	N/A	\$33,110	1	\$49,670	\$10,158	\$59,828
	1	MPD	Community Relations, Engagement and Recruitment Manager	2JX	Community Relations, Engagement and Recruitment Director	1JX	\$78,030	\$112,498	1	\$34,467	\$4,825	\$39,293
	20									\$84,138	\$14,983	\$99,121

* Fiscal impact estimated in CCFN 231770

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