



Department of Employee Relations

March 10, 2008

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 071274

The following classifications and pay levels were approved by the Board of Fire and Police Commissioners on March 6, 2008:

In the Police Department:

Three positions of Deputy Chief of Police, Salary Grade 014 were reclassified to Assistant Chief of Police, Salary Grade 016.

One position of Inspector of Police, Salary Grade 012 was reclassified to Police Information Systems Director, Salary Grade 014.

One position of Deputy Inspector of Police, Pay Range 842 was eliminated.

One new position was classified to Chief of Staff-Police, Salary Grade 013.

Four Positions of Police Officer, Pay Range 801 stayed the same.

The job evaluation report covering the above position, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments: Job Evaluation Report  
Fiscal Note

c:Mark Nicolini, Jennifer Meyer, Marianne Walsh, Troy Hamblin, Betty Schraith, Joe Alvarado, Michael Tobin, David Heard, Chief Edward Flynn, Patrick Curley, Acting Assistant Chief of Police Dale Schunk, Deputy Chief Monica Ray, Captain Anthony Hendricks, Sergeant Michael Strampe, Valarie Williams, Jeffrey Boehm, Alfonso Salinas, Jr, Richard Thompson, Milwaukee Police Association

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Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

March 5, 2008

The Honorable  
Board of Fire and Police Commission  
Room 706 City Hall  
City of Milwaukee

Dear Commission Members;

This report recommends various classification changes that impact the structure of the executive level command staff within the Milwaukee Police Department as presented below:

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Current Classification	Recommended Classification
Salary Grade	Salary Grade
<i>Deputy Chief of Police (3 positions)</i> <i>SG 014 (\$83,653 - \$117,118)</i>	<i>Assistant Chief of Police (3 positions)</i> <i>SG 016 (\$95,030 - \$133,049)</i>
<i>Inspector of Police</i> <i>SG 012 (\$73,626 - \$103,076)</i>	<i>Police Information Systems Director</i> <i>SG 014 (\$83,653 - \$117,118)</i>
<i>Deputy Inspector of Police</i> <i>PR 842 (\$71,150 - \$86,426)*</i> <i>*2003 rates of pay</i>	<i>Eliminate Position Authority</i>
<i>New Position</i>	<i>Chief of Staff-Police</i> <i>SG 013 (\$78,468 - \$109,864)</i>

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### Background

The Chief of Police has requested changes to the department's executive level command staff structure. These changes are intended to create operational efficiencies as well as increased accountability among the executive level command staff.

The Milwaukee Police Department is currently organized with a single Assistant Chief of Police that oversees all department operations and reports directly to the Chief. According to the Chief, this model of having a single command officer between the Chief and the commanders responsible for operations of the major bureaus of Patrol, Administration and Criminal Intelligence is not effective.

The request from the Chief indicates that a more appropriate and modern police management model calls for bureau commanders to report directly to the Chief of Police for a more functional command and control structure.

The Chief has also requested the civilianization of a vacant Inspector of Police position in Salary Grade 012 and the reclassification of this position to Police Information System Director in Salary Grade 014. The request also includes the elimination of a vacant Deputy Inspector of Police position in Pay Range 842 formerly assigned to the Professional Performance Division and the creation of a Chief of Staff-Police position in Salary Grade 013.

**Current Classification/SG: Deputy Chief of Police/SG 014**

**Recommended Classification/SG: Assistant Chief of Police/SG 016**

**Incumbents: Monica Ray, Dale Schunk, Brian O’Keefe**

The Milwaukee Police Department currently has 3 authorized Deputy Chief of Police positions in Salary Grade 014. These positions are responsible for staff, activities and resources assigned to the Bureaus of Administration, Patrol, and Criminal Intelligence. These positions report to the Assistant Chief of Police. The following table summarizes the command structure and functional responsibility areas under the current system.

<b>Chief of Police</b> Office of the Chief Budget and Finance Public Information Office		
<b>Assistant Chief of Police</b> Office of the Assistant Chief Field Inspection Intergovernmental Services Professional Performance Division Research and Development		
<b>Deputy Chief</b> <b>Administration Bureau</b>	<b>Deputy Chief</b> <b>Patrol Bureau</b>	<b>Deputy Chief</b> <b>Criminal Intelligence Bureau</b>
Community Services Central Records Communication Data Services Identification Division Maintenance Services Police Academy Facility Services Personnel, Medical, Payroll	7 Police Districts Planning and Operations Patrol Support- <i>Tactical Enforcement, Motorcycle, Harbor Patrol, Horse Mounted Patrol, Accident Reconstruction</i>	Homicide Division Crimes Against Persons Crimes Against Property Sensitive Crimes Intelligence Division Vice Control

In order to create a more efficient and accountable command staff structure, the Chief is proposing the creation of four senior level command positions reporting directly to the Chief and overseeing neighborhood policing, criminal investigations, administrative services, and inspectional services. The new structure and corresponding responsibility areas are presented below:

<b>Chief of Police</b> <b>Office of the Chief</b> Planning and Research Budget and Finance Intergovernmental Relations Public Information Office			
<b>Bureau of Administration</b> Assistant Chief of Police	<b>Bureau of Investigations</b> Assistant Chief of Police	<b>Bureau of Neighborhood Policing</b> Assistant Chief of Police	<b>Bureau of Inspections</b> Assistant Chief of Police
Information Systems Div <i>Central Records</i> <i>Communication</i> <i>Data Services</i> Personnel, Medical, Payroll Facilities Management Identification Division	Criminal Investigation Homicide Crimes against persons and property Intelligence Vice Control Sensitive Crimes	Patrol Bureau Districts Special Operations Patrol Support Community Services	Professional Performance Police Academy Field Inspections

The major responsibility areas associated with the new Assistant Chief rank and classification are summarized below:

Operational Responsibilities -35%

Responsible for the effective and efficient operation and management of a Bureau of the Department and all units therein; directing personnel and resources to effectively achieve the objectives of the Bureau and the Department in a manner that reflects professional policing standards set forth by the Department and in a manner that builds the confidence of the Milwaukee community in the department's ability to maintain a safe and secure environment; keeping the Chief of Police informed of major incidents as soon as they occur; coordinating activities of the Bureau with other Bureaus in the department; serving on the Executive Command Staff in a manner that keeps other members fully informed of the status of Bureau initiatives and activities.

Leadership Responsibilities -35%

Responsible for monitoring and holding accountable subordinate commanding officers and supervisors to ensure that policies and directives of the Department and the Chief of Police are properly carried out; that effective command and control is maintained at all supervisory levels; for ensuring that productivity standards are met, and that performance objectives of the Bureau are met and that Bureau expenditures (including use of overtime) do not exceed limits set by the Chief of Police; ensuring that immediate subordinates are aware of Departmental priorities and strategies; ensuring that all personnel in their units are

productive, adhere to the highest ethical standards and reflect policies and procedures of the department; ensuring that guidance, career development and mentoring, as well as discipline is administered in a fair and equal basis within the Bureau; providing leadership to subordinates; and assuming command of Bureau operations at times of major incidents that require mobilization or major use of Bureau resources; and noting excellent performance by personnel assigned to the Bureau and providing support and recognition for that performance.

#### Planning and Development Responsibilities -25%

Responsible for planning and development of initiatives to improve efficiencies in the allocation of personnel resources and equipment assigned to the Bureau; preparing an annual operating budget proposal for the Bureau with supporting documentation linking proposed expenditures to Bureau and Department objectives; devising meaningful measures and standards for Bureau performance measurement, including productivity of personnel; engaging subordinate personnel at all levels in developing innovative and effective strategies relating to Bureau functions; planning for collaboration with public and private sector organizations to undertake joint initiatives that will improve Bureau performance and be of benefit to the Milwaukee community and develop information-sharing with other law enforcement agencies that will further departmental objectives.

#### Liaison Responsibilities -5%

Responsible for representing the Chief before, (a) community (or other interest) groups, and (b) elected officials and/or elected/appointed Boards/Commissions/Committees, when so assigned; to provide assistance to the Chief of Police, other Assistant Chiefs, and department and city personnel officials in labor relations related matters (e.g., collective bargaining negotiations, WERC hearings, grievance matters (including grievance arbitration), and interest arbitration proceedings).

#### Analysis

The current command rank and salary structure in the Police Department (including Management Pay Plan and MPSO positions) is presented below:

Classification	SG/PR	Salary Range	# of positions	Location
Chief of Police	18	\$ 107.9 - \$151.1*	1	Office of the Chief
Assistant Chief of Police	16	\$95.0 - \$133.0	1	Office of the Chief
Deputy Chief of Police	14	\$83.6 - \$117.1	3	Admin, Patrol, CIB
Inspector of Police	12	\$73.6 - \$103.0	2	IT, CIB
Deputy Inspector	842 (MPSO)	\$71.1 - \$86.4 (03 rates) \$85.1 - \$103.4 (adj to 08)**	5	Field (2), PPD, Intergovernmental Relations, Academy
Captain of Police	839 (MPSO)	\$63.3 - \$76.9 (03 rates) \$75.7 - \$92.0(adj to 08)**	25	Various

- Actual salary is capped by the Mayor's Salary per provisions in the Salary Ordinance.
- MPSO 2003 rates have been adjusted to 08 rates assuming salary adjustments consistent with those negotiated with the MPA for reference only.

As previously indicated, under this structure, the Chief of Police must rely on a single commander, the Assistant Chief, to keep abreast of operations, initiatives, and challenges faced by the entire Department. The last time there was a significant change to the command structure of the Police Department was in 1997 when one position of Assistant Chief in Salary Grade 016 was reclassified to Deputy Chief of Police in Salary Grade 014 and two Inspector of Police positions in Salary Grade 012 were reclassified to Deputy Chief of Police in Salary Grade 014. These changes were made in an effort to bring the command structure of the Police Department into alignment with the Department's organizational structure by utilizing the Deputy Chief rank to head the Special Operations Bureau, the Patrol Bureau, and the Criminal Investigation Bureau.

Under the proposed structure, each Assistant Chief will have a major impact on the quality of policing in Milwaukee and the effectiveness of the department in meeting its objectives. While reporting directly to the Chief, the incumbents will have the responsibility, authority and accountability to ensure the effective and efficient management of their assigned resources. At this level, incumbents will be expected to demonstrate initiative, resourcefulness, creativity, independence and diligence in performing their work. They will be accountable for budgetary expenditures in their functional area, including overtime management. According to the Chief, a new performance management system will also be implemented for the four Assistant Chief of Police positions that will include a results-based analysis of their performance measured by nationally-accepted standards of police management and leadership for their respective functional area.

The allocation of these positions to Salary Grade 016 will provide enough incentive for senior level commanders to consider accepting appointments to the Assistant Chief rank under the terms established by section 62.50 of the state statutes which provide that Assistant Chiefs are appointed to a term of office coinciding with the term of the Chief making the appointment. The Salary Grade 016 recommendation will also establish a more appropriate pay differential between the highest paid MPSO commanders and the executive command positions covered by provisions of the City's Management Pay Plan.

The level of responsibilities of the four Assistant Chief of Police positions are comparable to the responsibility previously assigned to the single Assistant Chief of Police position. It is the Chief's intention to increase accountability and improve delegation of responsibility and authority at this level above what has existed in the past. Having this direct line of command from Chief of Police to bureau commander will increase accountability of the commanders as they will become members of an executive staff who have responsibilities for major functions of the department.

It is therefore recommended that the reclassification of the Deputy Chief of Police positions to Assistant Chief of Police be approved as requested by the Chief.

**Current Classification/SG: Inspector of Police/SG 012**

**Recommended Classification/SG: Police Information Systems Director/SG 014**

**Incumbent: vacant**

Until recently, information systems functions and activities within the Police Department have been under the direction of an Inspector of Police position. These functions and responsibilities have been under increased scrutiny in the last couple of years. A 2007 audit conducted by the Comptroller's Office concluded, among other things, that *"strong project management and oversight of the department's Crime Data System project was lacking and that the department should develop a standard system development methodology for MPD information technology projects and that a thorough examination of staff size, skills, and training was imperative in ensuring that information system projects are properly planned, implemented and evaluated."*

The Chief is requesting a complete overhaul of this position by establishing a new civilian Police Information Systems Director position responsible for the vision, strategy, direction, architecture, standards, guidelines, rulemaking, policies, planning, coordination, and oversight for information technology for the Milwaukee Police Department. This position is expected to consolidate information technology resources and staff, ensure the successful implementation and monitoring of information system initiatives and manage and coordinate the efficient and effective development and deployment of information technologies resources in cooperation with the City's Information Technology Management Division. These priorities are consistent with the findings and recommendations documented by the 2007 audit.

The major duties and responsibilities of this civilian position are summarized below:

(35%) Manage and improve the currently disparate technology initiatives underway in the Police Department, setting implementation priorities, creating a technology planning capability, and ensuring that technology meets operational needs. Supervise subordinate personnel including hiring, performance management and initiating corrective and/or disciplinary actions.

(5%) Develop and coordinate technology plans and policies, resources, and mission as well as goals, vision, and expectations of technology units; prepare and update plans and priorities for these units. Recommend, advocate and/or implement, new and or changes to existing policies and procedures of the department relating to technology.

(5%) Chair the Technology Policy Board of the department, providing oversight of all technology current used and potentially to be adopted by the department and approving all new expenditures for technology implementation and maintenance. Serve on various boards, councils, committees, or task forces to coordinate department activities and facilitate department goals and initiatives.

(5%) Ensure effective utilization of department technology resources in identifying and addressing policing needs. Interface with end users of information technology systems,

gathering data on their needs and expectations and ensuring that the department's systems focus on meeting those needs.

(10%) Coordinate with the City's Information Technology Management Division to help improve efficient service delivery of IT resources between city agencies and avoid duplication. Serves as a lead policy advisor to the Chief of Police on information technology issues affecting the Milwaukee Police Department.

(5%) Recommend long-range and short-range management information systems plans and budgets to the Chief of Police.

(10%) Monitor contract performance of vendors providing technology products and services, ensuring that contract requirements are met. Assist with the development of technology service contracts with the City Purchasing Department.

(5%) Serve as the department's liaison with private sector technology assistance provided to the department, interfacing with experts who volunteer to assist the department.

(5%) Assist in development of training programs for technology staff and field personnel to maximize utility of and utilization of information technology systems.

(5%) Establish and maintain collaborative relationships with members of the administration & Council in promoting and obtaining support for police technology initiatives;

(5%) Review and evaluate organizational effectiveness, goal determination, and strategic planning, etc. related to technology, and making and implementing recommendations for improvement.

(5%) Perform other duties and tasks as assigned by the Assistant Chief of Administration or the Chief of Police

### Analysis

According to the Chief, it is expected that the Police Information Systems Director will manage and improve technology initiatives underway, create a technology planning capability, implement a Technology Policy Board that will oversee all technology expenditure and policy for the department, and interface with the city's information management and technology resources. This position will also serve as the liaison for the department in developing public-private partnerships in furtherance of the information technology objectives and needs.

In determining the appropriate classification and salary range for the Police Information Systems Director, consideration must be given to the following:

- The nature of work and responsibility of the position in contrast with other high level IT classifications throughout the City of Milwaukee;



- The need to establish a salary level that will facilitate the recruitment and retention of a qualified and competent IT professional;

The IT executive level classification structure and corresponding salary grade levels, throughout the City of Milwaukee are presented below:

Title/Department	Scope of Duties	SG
Information Systems Mgr DOA-ITMD	Manage technical architecture for city-wide systems; manage FMIS/HRMS service provider contract; manage city-wide technical support services; supervise 18 staff as well as contractors.	015
Enterprise Systems Mgr DOA-ITMD	Monitor FMIS/HRMS service provider for production availability and production cycle completion; manage development and upgrades of FMIS/HRMS; supervise 5 staff as well as contractors.	013
Applications Development Mgr DOA-ITMD	Manage legacy applications development; direct software engineering; manage software engineers; develop E-Government applications; supervise 11 staff as well as contractors.	012
Library Technical Services Mgr Library	Manage operations and improvements of IT for MPL; manage automation budgets, initiatives, and contractors, responsible for all library network services including hardware, software, cabling, and maintenance; manages bibliographic and cataloging databases; manage selection of Library materials in duplicate formats; supervises 42 staff as well as contractors.	012
Network Planning Mgr DPW-Administrative Services	Manage system development, information management, applications development and security management for DPW networks; responsible for hardware and software upgrades and system enhancements; support telecommunications and networking needs; supervise 11 staff as well as contractors.	012
Functional Applications Mgr Comptroller	Responsible for analysis, design, testing, maintenance and operation of City's HRMS/Payroll system; maintain module setup and configuration; supervise 5 staff as well as contractors.	012
Information Systems Mgr-ERS Employee Retirement System	Manage IT projects and the IT environment within ERS. Develop and implement system changes and improvements; manage IT support for department; supervise 5 staff as well as contractors.	012

The scope of responsibility of most IT Manager positions within City operating departments (SG 012) entails managing large-scale system development projects, software upgrades, related budgets and contracts, internal information technology staff, and external contractors. From a classification perspective, it seems that the scope of responsibility, complexity, and impact of the Police

Department's information systems lead person is more comparable to that associated with positions in ITMD providing leadership, technical guidance and support to City wide agencies.

Given the scope of responsibility of this position, the challenges associated with integrating all data information systems, and identifying action steps to implement the recommendations from the Comptroller's Office audit, it is recommended that the new classification of Police Information Systems Director be allocated to Salary Grade 014, just below the position within ITMD responsible for infrastructure and technology development applications for the entire City.

**New Position: Chief of Staff –Police/SG 013**

A new civilian position of Chief of Staff – Police is requested by the Chief to direct operational coordination of the various bureaus and management of department long range policy planning functions, including but not limited to: research and planning, budget management, and intergovernmental liaison. The Department is proposing the elimination of a Deputy Chief of Police formerly assigned to the Professional Performance Division to fund this new position.

The most significant duties and responsibilities of this position are summarized below:

Operational Function -45%

Provide strategic leadership and direction for the Office of the Chief of Police and command staff; provide integration of the department's mission with execution of that mission; engage appropriate divisions and departments within the Department to communicate Department mission and policies; coordinate and integrate functions in the department that require knowledge, tracking, and communication of critical issues; manage the department performance management activities; oversee and manage the flow and exchange of information, streamline interactions with key department constituents and drive initiatives on behalf of the Chief of Police; convene and coordinate policies and issues with the senior managers of the department. Review all documents and communications prepared by the department to ensure they reflect policy and advise the Chief of Police of issues that need to be addressed; report to the Chief of Police on problems and progress of initiatives and oversee special assignments on the Chief's behalf.

Supervisory Function -15%

Directly supervise personnel reporting directly to the Chief of Police; supervise the Planning and Research Unit, Budget Office and the Staff Assistant Senior; supervise senior managers in ensuring they respond to directives and requests by the Chief of Police in a timely and effective manner; review various operations and activities as directed by the Chief of Police.

Planning/Development Function -20%

Maintain awareness of current best practices in police management and operations, advising the Chief of Police and other managers in the department of these practices and how they can best be applied, if applicable, in Milwaukee; serve as Chair of the department's Budget Committee; serve as a member of the Technology Policy Board; oversee development of the Department's Strategic Plan.

Representational function -20%

Maintain liaison with key public and private sector officials, including the Mayor's Office and Common Council; ensure that the Fire and Police Commission and other levels of local government are aware of key department activities and that the department is responsive to their concerns and issues; respond to inquiries from other government agencies and units of city government, including the Mayor's Office and Common Council; represent the Chief of Police at various meetings and functions when so assigned.

Analysis

This position will report directly to the Chief of Police and will be responsible for directing, managing and overseeing all policy development, daily operational coordination, and staff activities for the department. The Chief of Staff will ensure coordination and integration of the department's mission with execution of that mission; engage appropriate divisions and departments within the Department to communicate Department mission and policies; coordinate and integrate functions in the department that require knowledge, tracking, and communication of critical issues; and maintain liaison with key public and private sector officials, including the Mayor's Office and Common Council.

This position will also ensure that the Fire and Police Commission and other levels of local government are aware of key department activities and that the department is responsive to their concerns and issues. The Chief of Staff would report to the Chief on problems and progress and oversee special assignments on the Chief's behalf.

In determining the classification and salary grade determination for this position, it is important to review the scope of authority and responsibility associated with the functional areas assigned to this position by the Chief under the new structure. It is anticipated that research and planning functions typically staffed by a Deputy Inspector of Police in Pay Range 842 (2003 rates of pay: \$71,150 - \$86,426) and all budget management functions managed by the Police Budget and Administration Manager in Salary Grade 011 (\$69,089 - \$96,721) will be directed by this new position.

A review of the internal classification structure of the Police Department reveals that allocating the Chief of Staff-Police position to Salary Grade 013 seems adequate when considering the classification and pay levels of other senior level civilian positions. Furthermore, the salary grade designation is consistent with other positions designated as "special assistants" to elected officials or department heads within the City's classification structure. It is therefore recommended that this new position be classified as Chief of Staff-Police in Salary Grade 013.

**Action Required**

The Department of Employee Relations has carefully reviewed the Chief's request for changes to the executive level command structure. We hereby ask for your support in approving this report and forwarding the recommendations to the Common Council's Finance and Personnel Committee.

In order to implement these recommendations, it will be necessary to amend the Salary and Positions Ordinances as follows:

In the Salary Ordinance, under Salary Grade 013, add the title "Chief of Staff-Police" and under Salary Grade 014, add the title "Police Information Systems Director".

In the Positions Ordinance, Police Department:

Under the Administration Services Decision Unit:

Office of the Chief of Police, add one position of Chief of Staff-Police.

Office of the Assistant Chief, delete one position of Inspector of Police.

Field Inspection Division, delete one Deputy Inspector of Police.

Administration Bureau, delete one Deputy Chief of Police and add one Assistant Chief of Police and one Police Information Systems Director.

Under the Operations Decision Unit, Patrol Bureau, delete one position of Deputy Chief of Police and add one position of Assistant Chief of Police. Under Criminal Investigation Bureau, delete one position of Deputy Chief of Police and add one position of Assistant Chief of Police.

Respectfully submitted,



Maria Monteagudo

Employee Relations Director

C: Edward Flynn, Chief  
Patrick Curley, Chief of Staff  
Mark Nicolini, Budget and Management Director

**JOB EVALUATION REPORT**

Fire and Police Commission Meeting Date: March 6, 2008  
 Department: Police Department

Current	Request	Recommendation
Police Officer (Four Positions) Pay Range 801: \$45,264 - \$61,030	Study of Positions	Police Officer (Four Positions) Pay Range 801: \$45,264 - \$61,030
<p><b>Summary</b></p> <p>This report recommends no change in classification or pay for four Police Officer positions assigned to the Open Records Section of the Milwaukee Police Department. These positions are responsible for preparing responses to requests for information under the Wisconsin Open Records Law. While there have been changes in the duties and responsibilities of these positions, the study revealed that these changes are related to increased proficiency in the use of computer programs and applications and more extensive and complex research activities required to respond to requests. These changes do not warrant a different classification or pay range. Furthermore, the study revealed that these functions are typically performed by civilian personnel in other jurisdictions. These civilian positions are classified and compensated at levels below that of the Police Officer classification in the City. No change is therefore recommended.</p>		

**No Action Required**

**Background**

In a letter dated January 30, 2006, Nannette Hegerty, Chief of Police, requested that four positions of Police Officer in the Open Records Section be studied for a reclassification. Job Analysis Questionnaires were completed and discussions were held with three of the incumbents, Jeffrey Boehm, Alfonso Salinas, Jr, and Richard Thompson; Michael Strampe, Police Sergeant; Anthony Hendricks, Captain of Police; Melanie Swank, Assistant City Attorney and Valarie Williams, Police Personnel Administrator.

The State of Wisconsin has had a public records law since 1917. In 1983 the statute was amended and became the Wisconsin Open Records Law. A number of significant changes were made to the provisions of the Law and the Police Department created the Special Assignment Squad to respond to requests for open records. This Special Assignment Squad was under the direct control of the Chief of Police and included several Detective positions. The group was later renamed the Open Records Division. Over time the Detective positions were rotated out and Police Officers and administrative support staff took over the duties.

**Duties and Responsibilities**

Based on the job analysis questionnaires submitted by the department the positions are described as follows:

Police Officer (Leadworker Position in Open Records)

The basic function of this position, under the direction of the Commanding Officer of the Central Records Division or designee, is to research, compile, and disseminate sensitive and complex Milwaukee Police Department (MPD) records as mandated by Wisconsin State Statutes pursuant to the Open Records Law, applicable Federal and State Supreme Court decisions and MPD policy. This position provides leadership and guidance to personnel within the work unit. The duties and responsibilities are as follows:

- 80% Research, gather, review, and disseminate MPD records of a highly sensitive and complex nature; respond to requests for information, in writing and verbally, and provide reasons and considerations for denial and deletions based upon Wisconsin State Statutes, State and Federal Court Decisions, and Departmental Policy; serve as a liaison to the offices of the U.S. District Attorney, City Attorney, and Chief of Police, Public Relations Manager, Common Council, Federal, State and Municipal Law Enforcement Agencies, Fire and Police Commission, Milwaukee Records Center, and City Legislative Reference Bureau relating to investigative reports, claim investigations, Writs of Mandamus, and the release of MPD records to attorneys, Common Council Members, the new media, and the general public; and work as a leadworker by monitoring work and answering questions from other employees in the Open Records Section, reviewing written Open Records Requests and assigning them to employees, and reviewing work completed by other employees.
- 10% Answer and respond to incoming calls from the general public, attorneys, Common Council Members, insurance companies, law enforcement and social service agencies, and the news media regarding inquiries and release of open records information; provide incident report numbers and guidance on accessing MPD records; and inform caller and other employees what is available through the Open Records Section and what other Section would handle the information requested.
- 10% Review and update MPD record retention schedules and implementation; oversee recycling efforts pertaining to the destruction of MPD records as mandated by State Recycling Guidelines; review requests for destruction of MPD records; advise and guide employees on how to request destruction of records; supervise destruction of records; authorize or deny requests for destruction of records; monitor the scheduling of the destruction of MPD records; and research, analyze, and prepare cost estimates and purchase agreements for equipment and maintenance in the Central Records Division.

Requirements for this position include four years of experience in the Open Records Section; demonstrated proficiency in research, compilation, review and dissemination of MPD records, verbal and written communication skills, computer programs such as Word, Excel, and Access, County Justice Information Systems (CJIS), Records Management System (RMS), Automated Reporting System (ARS), Corrections Management System (CMS), Intellinetics/Intellivue Systems, and Interrogation Audio and Freedom Recording System (911 Radio Transmissions); and the ability to maintain the highest degree of confidentiality and discretion.

Police Officer (Journey Level Position in Open Records)

The basic function of this position, as a member of the Open Records Section, is to compile, review, and disseminate MPD records as mandated by Wisconsin State Statutes pursuant to

the Open Records Law, applicable Federal and State Supreme Court decisions and MPD policy. The duties and responsibilities are as follows:

100% Research, gather, review and disseminate MPD records; receive and process requests from citizens, attorneys, the news media and others at the front counter; and answer and respond to telephone calls and provide incident report numbers and guidance on accessing MPD records. Other duties include providing direction to three Office Support positions in the Section.

Requirements for this position include two years of experience in the Open Records Section; demonstrated proficiency in research, compilation, review and dissemination of MPD records, verbal and written communication skills, computer programs such as Word, Excel, and Access, County Justice Information Systems (CJIS), Records Management System (RMS), Automated Reporting System (ARS), Corrections Management System (CMS), Intellinetics/Intellivue Systems, and Interrogation Audio and Freedom Recording System (911 Radio Transmissions); and the ability to maintain the highest degree of confidentiality and discretion.

#### Police Officer (Entry Level Position in Open Records)

Job duties and responsibilities are similar to the Journey level position but at a lower level based on less familiarity with the work and less difficult assignments. Typical duties would include responding to basic requests for information from insurance companies and individuals who appear at the front counter.

#### **Changes in the Positions**

Changes in the positions include the following:

- Requirements for the positions have changed to include proficiency in a number of computer programs and applications such as Word, Excel, Access County Justice Information Systems (CJIC), Records Management System (RMS), Corrections Management System (CMS), Intellinetics/Intellivue Systems, and Interrogation Audio and Freedom Recording System (911 Radio Transmissions). An individual in this position must also now be able to utilize DVD, Video, and Audio Recording Systems to review, delete, and release audio and video records and have a working knowledge of the applicable laws, regulations, policies, and court cases.
- The type of research or gathering of information needed to respond to Open Records Requests has become more extensive and complex.
- Written responses to Open Records Requests have also become more extensive and complex. In the past, a response was usually a simple form letter. Now, under the Open Records Law a more detailed and customized letter is required. This letter must include specific reasons for denial or redaction of records and references to applicable laws, regulations, policies and/or court cases.

#### **Analysis**

When studying positions for a possible reclassification the standard is not just whether or not there has been a change but rather, under City Service Commission Rule II, "that major changes have occurred in level and duties and responsibilities of the job. In other words, that it has become a fundamentally different job." Factors that are not considered include "volume of

work being performed; technological changes which alter the way work is done rather than the work itself; individual job performance; individual qualifications of the appellant; and seniority in the job or length of service with the City”.

The changes listed above indicate that there has been a change in the methods used to gather information for responses to Open Record Requests which require the use of a number of different computer programs and applications. With recent changes in the law, responses to the Open Records Requests require a more detailed and customized approach. The fundamental nature of the job, to respond to Open Records Requests, however, has not changed. The changes listed indicate technological changes that have altered the way the work is done rather than the work itself. The letters have become more involved but there are guidelines and sample letters that employees can use for assistance. Letters for particularly difficult or sensitive cases are prepared or reviewed by the Assistant City Attorney assigned to Open Records.

In assessing the merits of a reclassification as requested by the Police Department, the Department of Employee Relations conducted a survey of positions within some other similar sized jurisdictions. Our findings revealed that the majority of positions performing this type of work in other jurisdictions are civilian positions of an administrative nature and in some departments requests are handled by the legal department. Consequently the degree of comparability between the surveyed positions and the positions under study was limited.

Using the job descriptions that best matched the positions under study the average pay range for positions at the journey level is \$30,098-\$38,248. If adjusted for geographical cost of living differences the average pay range is \$27,033-\$34,622. The average pay range for leadworker/supervisory type positions is \$35,484-\$44,960 and the adjusted pay range is \$31,865-\$40,793.

**Summary Pay Data for  
Positions Performing Similar Work in Other Jurisdictions  
Adjusted for Cost of Living**

Title	Average Pay Range
Journey Level – Other Jurisdictions	\$27,033 - \$34,622
Lead Level – Other Jurisdictions	\$31,865 - \$40,793
Police Officer - City of Milwaukee	PR 801 (\$43,839 - \$59,109) (2007 Rates)

We also made comparisons to positions in Green Bay and Madison, the two largest cities in Wisconsin outside of Milwaukee. The average pay range for a leadworker/supervisory type position is \$41,408-\$50,338. If adjusted for geographical cost of living differences the average pay range is \$42,685-\$51,972. It was noted that these positions are also civilian positions of an administrative nature.

When making these comparisons we kept in mind that the most critical task of the Police Officer positions that work in the Open Records Section is to protect and safeguard records of a highly sensitive or personal nature while still complying with applicable laws, regulations, and policies.



Inspection of records may be denied when there is a clear statutory exception, a limitation under common law, or the public interest in nondisclosure outweighs the right to inspect. The consequence of error is high since it could affect the privacy interests of victims, result in costly liability to the City or jeopardize a pending case investigation.


It is important to recognize that although having training and experience in law enforcement is helpful in understanding various aspects of this particular assignment, an individual with strong analytical and written communication skills and knowledge of various computer applications and interpretation of regulations and statutes could perform the work with sufficient training and work experience. Consideration should therefore be given to the civilianization of these positions as they become vacant.

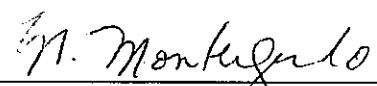
While it is not feasible to recommend a change in classification or pay for these positions, we must acknowledge the dedication, commitment and professionalism of the staff, especially the two senior incumbents, Alfonso Salinas Jr. and Richard Thompson. They have provided exemplary leadership and support to the Section by assisting the Sergeant with prioritizing and assigning work, reviewing the work of others, and handling some of the more difficult cases. This helped the Open Records Section to continue to handle Open Records Requests in a consistent manner.

**Recommendation**

Based on the above analysis we recommend no change in classification for these four positions of Police Officer in Pay Range 801.

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