



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Makda Fessahaye**  
Director

**Renee Joos**  
Employee Benefits  
Director

**Nicole M. Fleck**  
Labor Negotiator

March 11, 2022

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File No. 211754 – Communication from the Department of Employee Relations relating to classification studies scheduled for the March 17, 2022 Fire and Police Commission meeting.*

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Fire and Police Commission meeting on March 17, 2022.

### Police Department

Current	Recommended
New Position (One Position)	Police Records Director PR 1MX (\$97,420 - \$136,395) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval. (One Position)
New Position (One Position)	Police Forensic Services Director PR 1IX (\$75,478 - \$105,669) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval. (One Position)
New Position (One Position)	Community Relations and Engagement Manager PR 2JX (\$62,338 - \$87,270) FN: Recruitment flexibility at any point with DER approval. (One Position)

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

\*Please note that the rates in this report are from Pay Period 1, 2022 (December 26, 2021), when the report is effective. This is prior to the 2% across the board increase in Pay Period 2, 2022 (January 9, 2022). The 2% across the board increase does not apply to the Fire Department positions listed below as they are represented by a bargaining unit.

### Fire Department

Current	Recommended
Fire Lieutenant (EMS Technical Resource Specialist) PR 4EN (\$78,999 - \$91,864) (One Position)	EMS Technical Resource Specialist PR 4JN (\$87,050 - \$105,504) (One Position)

Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator) PR 4AN (\$36,921 - \$81,930) (One Position)	Mobile Integrated Healthcare Program Operations Coordinator PR 4EN (\$78,999 - \$91,864) (One Position)
Fire Captain (Recruitment Director) PR 4JN (\$87,050 - \$105,504) (One Position)	Recruitment Director PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Captain (EMS Education Coordinator) PR 4JN (\$87,050 - \$105,504) (One Position)	EMS Education Coordinator PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Captain (Mobile Integrated Healthcare Program Manager) PR 4JN (\$87,050 - \$105,504) (One Position)	Mobile Integrated Healthcare Program Manager PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Lieutenant (Mobile Integrated Healthcare Program Supervisor) PR 4EN (\$78,999 - \$91,864) (One Position)	Mobile Integrated Healthcare Program Supervisor PR 4EN (\$78,999 - \$91,864) (One Position)
Fire Captain (Milwaukee Overdose Response Initiative Supervisor) PR 4JN (\$87,050 - \$105,504) (One Position)	Milwaukee Overdose Response Initiative Supervisor PR 4JN (\$87,050 - \$105,504) (One Position)

Note: the rates for the Fire positions in this report are for those who are hired on or after October 3, 2011. For positions in Pay Range 4EN, there is a higher rate for those who hold a current EMT-11 certification and are available for assignment to paramedic duties.

Respectfully submitted,



Makda Fessahaye  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Impact Statement



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### Job Evaluation Report

Fire and Police Commission Meeting: March 17, 2022

The Department of Employee Relations (DER) presents this report to classify three new positions in the Milwaukee Police Department (MPD); and reclassify or make a title change for seven positions in the Milwaukee Fire Department (MFD). Job descriptions were provided, and discussions were held with department representatives.

#### Police Department

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New Position (One Position)	Police Records Director PR 1MX (\$97,420 - \$136,395) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval. (One Position)
New Position (One Position)	Police Forensic Services Director PR 1IX (\$75,478 - \$105,669) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval. (One Position)
New Position (One Position)	Community Relations and Engagement Manager PR 2JX (\$62,338 - \$87,270) FN: Recruitment flexibility at any point with DER approval. (One Position)

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

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#### Fire Department

Current	Recommended
Fire Lieutenant (EMS Technical Resource Specialist) PR 4EN (\$78,999 - \$91,864) (One Position)	EMS Technical Resource Specialist PR 4JN (\$87,050 - \$105,504) (One Position)

Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator) PR 4AN (\$36,921 - \$81,930) (One Position)	Mobile Integrated Healthcare Program Operations Coordinator PR 4EN (\$78,999 - \$91,864) (One Position)
Fire Captain (Recruitment Director) PR 4JN (\$87,050 - \$105,504) (One Position)	Recruitment Director PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Captain (EMS Education Coordinator) PR 4JN (\$87,050 - \$105,504) (One Position)	EMS Education Coordinator PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Captain (Mobile Integrated Healthcare Program Manager) PR 4JN (\$87,050 - \$105,504) (One Position)	Mobile Integrated Healthcare Program Manager PR 4JN (\$87,050 - \$105,504) (One Position)
Fire Lieutenant (Mobile Integrated Healthcare Program Supervisor) PR 4EN (\$78,999 - \$91,864) (One Position)	Mobile Integrated Healthcare Program Supervisor PR 4EN (\$78,999 - \$91,864) (One Position)
Fire Captain (Milwaukee Overdose Response Initiative Supervisor) PR 4JN (\$87,050 - \$105,504) (One Position)	Milwaukee Overdose Response Initiative Supervisor PR 4JN (\$87,050 - \$105,504) (One Position)

Note: the rates for the Fire positions in this report are for those who are hired on or after October 3, 2011. For positions in Pay Range 4EN, there is a higher rate for those who hold a current EMT-11 certification and are available for assignment to paramedic duties.

**Police Department – New Positions**

Current	New Position		One Position
Recommended	Police Records Director	PR 1MX (\$97,420 - \$136,395) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval.	One Position

The Police Records Director is directly responsible for the overall operations of the Records Management Division and Open Records Section; assures compliance with records laws, that rules, procedures, policies, and guidelines are followed, and that NIBRS (National Incident Based Reporting Standards) coding standards and legal standards are met; and is responsible for the discipline, conduct, good order, and efficiency of all the members under his or her command. Duties and responsibilities include:

- Responsible for the overall efficient and effective operations of the Records Management Division and Open Records Section; works independently and makes appropriate decisions based on knowledge of department policies and procedures; and performs duties within scope of authority.
- Monitors Records Management Division work activities and ensures that quality and timeliness of report processing standards are met, and appropriate services are provided; serves as Police Department liaison with the FBI (Federal Bureau of Investigation) and assures accuracy of crime coding and compliance with state, federal, and NIBRS regulations.

- Monitors Open Records Section work activities and ensures that quality and accurate public records requests are provided within legal standards; and establishes methods to create efficiencies that will reduce wait time for satisfying public record requests.
- Establishes staffing levels and methods for providing records-related services; identifies resource needs; reviews needs with appropriate management staff; and allocates resources accordingly.
- Provides management and leadership to personnel assigned to Records Management Division and Open Records Section.
- Manages Records Management Division and Open Records Section operating and overtime budgets.
- Oversees the preparation of analytical and statistical reports on operations and activities.
- Attends and participates in professional group meetings; and stays abreast of new trends and innovations in the field of records management.
- Performs other duties and has other responsibilities, as the Chief of Police, or designee(s), may from time to time direct.

Minimum requirements include a bachelor’s degree and four years of responsible police records management or public records experience, including two years of progressively responsible supervision experience. A Juris Doctor or Master’s in Business Administration is preferred. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the DER Staffing Division.

This new position will oversee the merger of the work areas of Open Records and Records Management and work to increase efficiencies, save money and improve response times. It will also oversee the work of 39 positions and will be responsible for ensuring that rules, procedures, policies, and guidelines are followed and meet NIBRS coding standards and legal standards.

In reviewing other City positions, we found the Assistant City Attorney V, Real Estate Compliance Liaison Officer and Police Risk Manager in Pay Range 2QX (\$97,420 - \$136,395) comparable. As this position under study has supervisory responsibility, we recommend a pay range in the Officials and Administrators Section of the Salary Ordinance. Pay Range 1MX has the same rates of pay as Pay Range 2QX. Other leadership titles in that pay range include Administrative Services Director and Police Information Systems Director. To assist with recruitment and retention we recommend recruitment flexibility at any point in the range with approval of DER and the Chair of Finance and Personnel.

We therefore recommend classifying this new position as Police Records Director in Pay Range 1MX (\$97,420 - \$136,395) with recruitment at any point in the range with approval of DER and the Chair of Finance and Personnel.

Current	New Position		One Position
Recommended	Police Forensic Services Director	PR 1IX (\$75,478 - \$105,669) FN: Recruitment flexibility at any point with DER and the Chair of Finance and Personnel approval.	One Position

The Police Forensic Services Director is responsible for overseeing the management of the MPD personnel that work in the Forensics Division; developing, implementing, and directing strategies to achieve the Police Chief’s goals for departmental improvement as it relates to all Forensic Division functions based on national best practices, MPD policies, and state and local law; serves as a liaison with other agencies involved in parallel activities in the region; and establishes and maintains cooperative

working relationships with community agencies, and stakeholders in the judicial system relating to Forensic directives, requirements, abilities, and policies. Duties and responsibilities include:

- Leads, manages, and directs forensic operations in a manner that develops, builds, and continually enhances a premier forensic services division that engenders public confidence in its ability to provide accurate, unbiased, and timely analysis of forensic evidence and related services.
- Manages personnel performance for the Forensics Division, including making hiring/separation recommendations for civilian staff and recommending sworn personnel for transfer into and out of the division.
- Provides technical and managerial support to functional divisions in the department.
- Coordinates with other command staff members to ensure that the goals set forth in the Police Chief's strategic vision for the department are implemented.
- Participates in local, state, and federal policy and strategy making forums related to forensics science and practice, including representing the department in committees and working groups.
- Manages division/section activities, including audits of existing facilities, equipment, and personnel to ensure effectiveness and efficiency.
- Determines goals, objectives, and resource requirements for activities within the division.
- Develops, revises, and implements standard operating practices, policies, and procedures governing the division.
- Ensures the division complies with all MPD practices, policies, and procedures, as well as all applicable forensic standards (e.g., International Association for Identification (IAI), ANSI-ASQ National Accreditation Board (ANAB), American Society of Crime Laboratory Directors (ASCLD), and the Federal Bureau of Investigation (FBI).
- Prepares, presents, and monitors budget; and ensures division operates within appropriated operational and overtime budgets.
- Oversees proficiency, training, and testing programs.
- Develops and implements management techniques, and maintains a quality control program to ensure compliance with best practices, accreditation, licensing, and legal requirements.

Minimum requirements include a bachelor's degree in a related field; and five years of experience working for a federal, state, or local government law enforcement agency in the field of forensics and/or process/project management with a minimum of three years serving as a member of a senior leadership team for a large government agency. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the DER Staffing Division.

This new position will be responsible for overseeing the management of the Forensic Division and ensuring that the work follows national best practices, internal policies, and state and local law. The position will also be responsible for developing, implementing, and directing strategies for the Division and serving as a liaison with community agencies, and stakeholders in the judicial system relating to forensic directives, requirements, abilities, and policies. The department indicated that the work requires general knowledge of analytical techniques used in scientific analysis, the evaluation and implementation of organizational and project management, knowledge of law enforcement management principles, and the ability to prepare and monitor the Division budget.

In reviewing other City positions, we found the level of duties and responsibilities of this position to be at the level of Pay Range 11X (\$75,478 - \$105,669). Other leadership titles in this pay range include Emergency Communications Manager, Homeland Security Director, and Public Safety Project Manager.

To assist with recruitment and retention we recommend recruitment flexibility at any point in the range with approval of DER and the Chair of Finance and Personnel.

We therefore recommend classifying this new position as Police Forensic Services Director in Pay Range 1IX (\$75,478 - \$105,669) with recruitment at any point in the range with approval of DER and the Chair of Finance and Personnel.

Current	New Position		One Position
Recommended	Community Relations and Engagement Manager	PR 2JX (\$62,338 - \$87,270) FN: Recruitment flexibility at any point with DER approval.	One Position

This position is responsible for increasing the number of police patrons engaged with police, and bridging the gap between the available police resources and the potential audiences who can benefit from those resources, as identified in the police strategic plan; works strategically and collaboratively to increase community awareness of police services and to build the perception of police relevance in their lives. Duties and responsibilities include:

- Engages the community by directing the development and execution of 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, and design production.
- Works with consultants and staff on related major events and outreach strategies.
- Plans and executes all marketing and communications 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.
- 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 for 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 to 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.
- Represents the Police in the community and maintains relationships.

- Directs Public Information Office, using methods and practices to build trust and exposure to target markets.
- Selects library staff for medial interviews and trains them in effective techniques and presentation skills for public and media appearances.
- Manages requests for commercial filming and photography in police buildings.
- 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.
- Analyses the demand of services and seeks appropriate levels of resources to meet the priorities of the library and the needs of the community.
- Develops budgets for grant applications and ongoing service programs.
- 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 related field; and five years of experience in marketing with at least three of the years in a supervisory or management position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the DER Staffing Division.

This new position will work to increase community awareness of police services and build the perception of police relevance in the community. Duties and responsibilities will include community engagement and relations; marketing, branding and communications; and planning and administration. This position will also be involved with several initiatives including citywide community meetings in each aldermanic district, and "Operation Green Light" which is a police-business partnership that works to improve neighborhood security through cameras and other technology.

In reviewing other City positions, we found the Community Relations and Engagement Director in the Library which is in Pay Range 1FX (\$62,338 - \$87,270). As this position under study does not have supervisory responsibility, we recommend a pay range in the Professionals Section of the Salary Ordinance. Pay Range 2JX has the same rates of pay as Pay Range 1FX. With a different pay range, we also recommend the title of Community Relations and Engagement Manager as it will be managing the various initiatives and meetings. Other community relations titles in Pay Range 2JX include Community Engagement and Achievement Collaborative Manager, and Marketing and Communications Officer. To assist with recruitment and retention we recommend recruitment flexibility at any point in the range with approval of DER and the Chair of Finance and Personnel.

We therefore recommend classifying this new position as Community Relations and Engagement Manager in Pay Range 2JX (\$62,338 - \$87,270) with recruitment at any point in the range with approval of DER and the Chair of Finance and Personnel.

**Fire Department - Reclassifications**

Current	Fire Lieutenant (EMS Technical Resource Specialist)	PR 4EN (\$78,999 - \$91,864)	One Position
Recommended	EMS Technical Resource Specialist	PR 4JN (\$87,050 - \$105,504)	One Position

Primary duties for this position are to manage EMS (Emergency Medical Services) advanced life support (ALS) and basic life support (BLS) equipment assigned to the EMS Division, and develop and provide both initial and continuing educational training to department members on EMS policies and the use of EMS equipment in accordance with county, state, and national standards. This position is also responsible for evaluating inventory and acquiring new and existing equipment and drugs, supporting electronic field data reporting, and to serve as a liaison between the department and the Milwaukee County Office of Emergency Management EMS Division (OEM-EMS), the departments EMS billing agency, the department’s electronic medical records vendor(s), ALS/BLS equipment providers, and internal areas responsible for ALS vehicle maintenance and technology integrations. Duties and responsibilities include:

- 40% Manages the department’s EMS durable and single-use equipment inventory to include ordering, acquisition, and distribution of controlled substances in compliance with current Drug Enforcement Agency, distributing pharmacies’, and OEM-EMS policies. Ensures department and department members are in compliance with DEA controlled substance requirements. Ensures equipment and supplies are compliant with federal, state, and local regulations. Facilitates material/equipment recalls, warranty work, and replacements. Researches, evaluates, and facilitates procurement of EMS-related training equipment. Maintains vendor-required training and education specific to EMS equipment, and instructs department personnel on use.
- 15% Develops, coordinates, and monitors continuing education for BLS and ALS department personnel, as well as other EMS system providers. Provides education to the public relating to EMS equipment. Supports distance-learning through user instruction, monitors compliance, and assists with development and implementation of new content. Participates in the research and development of EMS Standard Operating Guidelines and medical protocols in coordination with MFD leadership and OEM-EMS.
- 12% As the liaison between the department and the electronic health record vendor, billing company, and the department’s Technical Services Division, supports electronic field-data reporting through user-instruction, troubleshooting, facilitating equipment exchange and repair, as well as maintaining computer interfaces and services.
- 10% Monitors contract agreements for EMS goods and supplies. Orders and maintains supply of goods necessary for the department’s medical operations.
- 5% Assists in the implementation of pre-hospital care studies, including education, equipment, and supplies, and monitors study protocol compliance. Performs extensive committee work, coupled with EMS networking.
- 5% Responds to alarms and mass-casualty incident (MCI) events per department dispatch protocols, supervising EMS-related activities.
- 5% Responsible for establishing and maintaining avenues to disseminate vital information to key stakeholders in compliance with federal, state, and county guidelines and expectations, while maintaining existing databases and equipment.

- 3% Maintains PulsePoint AED registry, serving as the department’s public access defibrillation point of contact, and provides associated reporting in compliance with OEM-EMS. Services and maintains supplemental AEDs on City of Milwaukee properties (World Festival Grounds, City Hall, Training Academy, etc.)
- 3% Assists the Construction and Maintenance Division with vehicle specifications and annual vehicle inspection in accordance with state regulations.
- 2% Documents infractions or breaches of protocol that may lead to discipline.

Minimum qualifications include at least twelve (12) months of leadership experience at rank of Fire Lieutenant; experience in the company officer role on a MED unit; and experience in maintaining, managing, or troubleshooting databases. Similar leadership experience may be considered, and a bachelor’s degree is preferred.

The Fire Department has requested to reclassify one position of Fire Lieutenant (EMS Technical Resource Specialist) in PR 4EN (\$78,999 - \$91,864) to EMS Technical Resource Specialist in PR 4JN (\$87,050 - \$105,504). They wish to have this position in the same pay range as other highly skilled positions in the EMS Division. They noted that this position requires the incumbent to be a full-practice licensed paramedic, licensed as an EMS Instructor I, and to have leadership experience with at least one year at the rank of Fire Lieutenant.

To provide consistency in pay among these positions, we recommend one position of Fire Lieutenant (EMS Technical Resource Specialist) in PR 4EN (\$78,999 - \$91,864) be reclassified to EMS Technical Resource Specialist in PR 4JN (\$87,050 - \$105,504).

Current	Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator)	PR 4AN (\$36,921 - \$81,930)	One Position
Recommended	Mobile Integrated Healthcare Program Operations Coordinator	PR 4EN (\$78,999 - \$91,864)	One Position

Primary duties for this position are to serve as the day-to-day physical scheduling coordinator of Mobile Integrated Healthcare (MIH) operations, and to assist patients in the community with identifying and overcoming barriers which prevent successful compliance with their care plans by monitoring, evaluating and educating them in their home environment. This position performs as an advocate and resource coordinator, assisting with providing access to available health and community services to empower patients to reach their health care goals and optimal wellness. Duties and responsibilities include:

- 33% Assists with daily scheduling operations, to include continuity of information sharing and distribution of personnel. Reports violations or areas of concern to supervisor via established methods of communication.
- 24% Conducts post-hospital-release follow-up care including, but not limited to, medication reconciliation/monitoring, dressing changes, and checking vital signs.
- 22% Completes appropriate documentation and templates for the MIH Program, clearly communicating patient progress, concerns, and outcomes with accurate, concise reports.

- 10% Conducts patient education including, but not limited to, diabetes prevention/treatment, hypertension, congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD), and nutritional assessment and education.
- 6% Determines and assists with access to appropriate resources to help patients maintain their health.
- 5% Collects specimens for laboratory analysis as ordered, performing simple point-of-care testing if indicated.

Minimum qualifications include possessing the rank of Fire Paramedic.

The Fire Department has also requested to reclassify one position of Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator) in PR 4AN (\$36,921 - \$81,930) to Mobile Integrated Healthcare Program Operations Coordinator in PR 4EN (\$78,999 - \$91,864). They wish to have this position in the same pay range as another highly skilled position in the Mobile Integrated Healthcare Program. They noted that this position requires the incumbent to be a full-practice licensed paramedic.

To provide consistency in pay among these positions, we recommend one position of Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator) in PR 4AN (\$36,921 - \$81,930) be reclassified to Mobile Integrated Healthcare Program Operations Coordinator in PR 4EN (\$78,999 - \$91,864).

**Fire Department – Title Changes**

To assist with recruiting, the Fire Department has requested to retitle the following five positions to more accurately reflect the duties and responsibilities of the positions.

Current	Fire Captain (Recruitment Director)	PR 4JN (\$87,050 - \$105,504)	One Position
Recommended	Recruitment Director	PR 4JN (\$87,050 - \$105,504)	One Position

Primary duties for this position are to serve as the department’s recruitment director, in close partnership with the Fire and Police Commission (FPC), to ensure that the department’s strategic objectives, plans, and processes collaborate with FPC resource capabilities, announcements, and testing and hiring timelines to lead to the hiring of a diverse group of fire cadet and fire recruit candidates. Duties and responsibilities include:

- 40% Creates objectives, plans, and processes to recruit a qualified and diverse entry-level workforce, working with FPC on timeline planning; directs and supervises annual fire department recruitment efforts, including at exhibition events, to attract diverse cadet and firefighter candidates, reporting orally and/or in written formats to the department and other agencies as appropriate; works with current cadet command and recruit instructors to aid candidates in transitioning to a para-military organization; and manages social media content and information as related to recruitment efforts.
- 10% Creates and retains employment-focused relationships with community organizations to encourage and recruit top-notch candidates; functions as a liaison between the department and partner agencies; and explains and demonstrates department operations, policies, and procedures to lay audiences.

- 10% Advocates for non-discriminatory testing/educational activities, designing and administering them in that way; assists in preparing candidates to be successful in the testing process; and utilizes communication tools and techniques which will be best received by a variety of candidates.
- 10% Conducts local, national, and international research to ensure that recruiting, training, and hiring programming avoids practices that are known to reduce diversity or inhibit candidate success; conducts research on attitudes, beliefs, and values of various audience groups; and conducts research on existing and emerging fire service trends, as well as the accompanying testing, and appropriate study tools.
- 10% Represents the department at functions, media events, and meetings, including with other city agencies, other fire departments, educational institutions, and community organizations.
- 5% Advocates for successful candidates (now firefighters or fire paramedics) to return as “adjunct recruiters” to assist new candidates in the process; fosters an educational environment for all employees to pursue promotional opportunities; and develops a mentoring program for all firefighting employees from application through five years of employment with the department.
- 5% Writes, reviews, and manages grants as needed.
- 5% Works with key stakeholders to assess, evaluate, develop, and enhance emerging fire and EMS programming.
- 5% Assists the Community Relations Section, EMS Division, and Training Division in supplemental programming.

Minimum requirements include at least twelve (12) months of leadership experience at rank of Fire Lieutenant and experience working at a supervisory level within the department at a 40-hour work week capacity. Similar leadership experience and qualifications may be considered and a bachelor’s degree, along with teaching/instructing experience is preferred.

Current	Fire Captain (EMS Education Coordinator)	PR 4JN (\$87,050 - \$105,504)	One Position
Recommended	EMS Education Coordinator	PR 4JN (\$87,050 - \$105,504)	One Position

Primary duties of the EMS Education Coordinator are to develop, coordinate, and implement emergency medical services (EMS)- related training for department personnel. This position is also responsible for identifying other agencies’ educational needs related to emergency medical services and community health, and assist with implementation of educational programs to address those needs. Duties and responsibilities include:

- 35% Provides, coordinates, and monitors EMT refresher training and continuing education for advanced life support (ALS) and basic life support (BLS) department personnel, other EMS system providers, and the public, including instructions, testing and facility needs; coordinates and monitors practice-status transition for ALS members with OEM –EMS; monitors and assists with members’ EMT-basic or paramedic license renewal at the National Registry and State levels, including adherence to, and renewal of, all American Heart Association (AHA) required coursework including cardiopulmonary resuscitation (CPR) and other appropriate practice-level

courses such as Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS).

- 15% Evaluates and develops course curricula and materials for MFD EMS-related training to include, CPR, EMT, Tactical EMS (TEMS), and other identified courses; and evaluates the EMS-related educational needs of other public and private agencies, developing and coordinating educational programs to address these needs.
- 15% Recruits, trains, facilitates licensing for, and monitors staff of EMS instructors who are licensed to provide training at various practitioner levels to support Emergency Medical Technicians (EMT)-basic as well as Paramedics; supervises MFD EMS instructors; monitors and evaluates course curricula and performance of instructors and students; and maintains records of course evaluations, documentation of instructor evaluations, and dispute resolutions.
- 10% Functions as a liaison between the department, the Paramedic Training Center, private EMS providers, and the Milwaukee County Office of Emergency Management EMS Division (OEM-EMS).
- 6% Manages the Milwaukee Fire Department as an American Heart Association (AHA) training site under the OEM-EMS AHA Training Center.
- 6% Assists in the implementation of pre-hospital care studies, including education, equipment and supplies, and monitors study protocol compliance; and participates in the research and development of EMS Standard Operating Guidelines and medical protocols in coordination with MFD leadership and OEM-EMS.
- 5% Responds to alarms and mass-casualty incident (MCI) events per department dispatch protocols, supervising EMS-related activities.
- 3% Board and Committee participant of Wisconsin EMS Board Subcommittee on Education and Wisconsin Technical College System EMS Training Center Advisory Council.
- 3% Develops the MFD Training Center to adhere to the expectation set forth in the most current Communication Accreditation of Allied Health Education Programs (CAAHEP) Standards and Guidelines.
- 2% Documents infractions or breaches of protocol that may lead to discipline.

Minimum requirements include an associate’s degree (in accordance with CAAHEP Interpretation); successful completion of NREMT paramedic curriculum and maintain (if required by the OEM-EMS) paramedic-level certification; at least twelve (12) months of leadership experience at rank of Fire Lieutenant; experience in the company officer role on a MED unit; and successful leadership of at least one EMT-base cohort class. Similar leadership experience may be considered and a bachelor’s degree is preferred.

Current	Fire Captain (Mobile Integrated Healthcare Program Manager)	PR 4JN (\$87,050 - \$105,504)	One Position
Recommended	Mobile Integrated Healthcare Program Manager	PR 4JN (\$87,050 - \$105,504)	One Position

This position’s primary duties are to manage the Mobile Integrated Healthcare (MIH) Program, and develop and implement system-wide workflows in alignment with the mission, vision, values, and

strategic goals of the department, including fostering and maintaining relationships with both internal and external stakeholders. This position is also serves as a subject matter expert on the development of the program, using this expertise to educate the department, members of the community, private partners, and other audiences as needed. Duties and responsibilities include:

- 30% Strategically aligns operational objectives to ensure favorable financial and operational outcomes by forecasting requirements, preparing budgets, aligning resources, analyzing variances, and implementing corrective actions.
- 15% Ensures compliance with safety procedures, regulatory guidelines, and professional practice standards; and controls and adheres to systems and processes that drive accountability for patient care.
- 15% Develops, monitors, and reports key indicators for quality, productivity, and resource management, implementing new and/or improved processes to maintain or exceed program objectives.
- 15% Maintains processes to ensure efficient and effective recruitment, training, performance evaluations, and ongoing development of staff. Promotes staff engagement and identifies and mentors new staff to be future leaders.
- 15% Works effectively with team colleagues, including private partners as well as local, state, and national organizations, to translate organizational visions into the achievement of operational goals and growth. Tracks metrics that measure key program outcomes.
- 5% Performs committee work coupled with networking with various stakeholders, to include funding agencies, other municipal bodies, healthcare partners, and social service agencies.
- 3% Completes reports and attends meetings for grant management and compliance.
- 2% Conducts research on emerging trends.

Minimum requirements include at least twelve (12) months of leadership experience at rank of Fire Lieutenant; successful completion of Community Paramedic Training; and history of demonstrated leadership experience as a Community Paramedic. Similar leadership experience may be considered and an associate’s degree is preferred.

Current	Fire Lieutenant (Mobile Integrated Healthcare Program Supervisor)	PR 4EN (\$78,999 - \$91,864)	One Position
Recommended	Mobile Integrated Healthcare Program Supervisor	PR 4EN (\$78,999 - \$91,864)	One Position

This position’s primary duties are to oversee the daily operations of the community paramedics’ functioning within the Mobile Integrated Healthcare (MIH) Program, including scheduling, documentation monitoring, and accountability verifications. This position also is responsible for participating in the training of paramedics, and monitoring and querying document data to produce necessary reports for tracking, quality improvement, and program advancement. Duties and responsibilities include:

- 22% Performs accountability monitoring of community paramedics, overseeing the daily operations of the team. Reports privacy violations to the MIH Program Manager via established methods of communication.
- 20% Schedules community paramedics, including time-off requests and timecard review, to maximize labor productivity. Monitors documents prepared by community paramedics.
- 15% Participates in the interviewing and training of new paramedics, as well as, performance management to achieve key patient care.
- 10% Leverages and adheres to systems and processes that drive accountability for patient care, and financial and operational outcomes.
- 10% Works effectively with team colleagues, including private partners to execute divisional and/or departmental initiatives through day-to-day operations.
- 7% Establishes improved ways to disseminate vital information, while maintaining existing databases and equipment.
- 5% Understands, tracks, and focuses the team on metrics that measure key business outcomes.
- 5% Translates organizational vision and strategies to team level, and mobilizes allocated resources to achieve profitable growth.
- 3% Documents infractions or breaches of protocol that may lead to discipline.
- 3% Participates in the research and development of EMS Standard Operating Guidelines and medical protocols.

Minimum requirements include successful completion of Community Paramedic Training and an associate’s degree is preferred.

Current	Fire Captain (Milwaukee Overdose Response Initiative Supervisor)	PR 4JN (\$87,050 - \$105,504)	One Position
Recommended	Milwaukee Overdose Response Initiative Supervisor	PR 4JN (\$87,050 - \$105,504)	One Position

In conjunction with the Mobile Integrated Healthcare Program (MIH), this positions primary duties include examining multiple databases (Milwaukee Fire Department/ Milwaukee Health Department Medical Examiner’s Office) on a daily basis to compile a list of the most recent overdose victims in Milwaukee County, and then schedule an manage MFD community paramedics, in conjunction with community partner substance use disorder (SUD) peer support specialists, to form a multi-disciplinary team to rapidly engage SUD patients. As the leader in a team environment, this position will engage, navigate, and facilitate the addressing of patient needs ranging from harm reduction initiatives, family support, and NARCAN delivery, to transporting to local SUD facilities/centers. Duties and responsibilities include:

- 35% Leads a team in SUD patient engagement to include treatment and navigating multiple approaches to address patient needs.
- 20% Compiles daily pre-deployment data analysis from multiple databases, and maintains a database of outcome measures for statistical analysis.

- 15% Documents interaction with SUD patients, SUD families, and community partners.
- 10% Provides mentoring, education, safety, and deployment briefings to the MORI team of MFD community paramedics and community partner SUD peer support specialists. Briefs the MIH Program Manager and MIH Program Supervisor on program engagement and affiliated topics.
- 5% Engages with established community partners, and pursues new partnerships to ensure program goals are being met.
- 5% Coordinates staff for community events to promote program awareness and to encourage program participation.
- 5% Supervises daily supply levels, and assists with maintenance of equipment, as well as upkeep of MIH fire station.
- 5% Completes research, and prepares data and reports for grant compliance.

Minimum requirements include at least twelve (12) months of leadership experience at rank of Fire Lieutenant and completion of motivational interviewing and trauma-informed care training. Similar leadership experience may be considered.

**Recommendation**

Based upon the duties and responsibilities of these positions in the Milwaukee Fire Department and to assist with recruiting by ensuring that classification titles align with duties, DER recommends the following:

<b>Current</b>	<b>Recommended</b>	<b># of Positions</b>	
Fire Lieutenant (EMS Technical Resource Specialist) PR 4EN (\$78,999 - \$91,864)	EMS Technical Resource Specialist PR 4JN (\$87,050 - \$105,504)	1	<i>Reclassification</i>
Fire Paramedic (Mobile Integrated Healthcare Program Operations Coordinator) PR 4AN (\$36,921 - \$81,930)	Mobile Integrated Healthcare Program Operations Coordinator PR 4EN (\$78,999 - \$91,864)	1	<i>Reclassification</i>
Fire Captain (Recruitment Director) PR 4JN (\$87,050 - \$105,504)	Recruitment Director PR 4JN (\$87,050 - \$105,504)	1	<i>Title Change</i>
Fire Captain (EMS Education Coordinator) PR 4JN (\$87,050 - \$105,504)	EMS Education Coordinator PR 4JN (\$87,050 - \$105,504)	1	<i>Title Change</i>
Fire Captain (Mobile Integrated Healthcare Program Manager) PR 4JN (\$87,050 - \$105,504)	Mobile Integrated Healthcare Program Manager PR 4JN (\$87,050 - \$105,504)	1	<i>Title Change</i>
Fire Lieutenant (Mobile Integrated Healthcare Program Supervisor) PR 4EN (\$78,999 - \$91,864)	Mobile Integrated Healthcare Program Supervisor PR 4EN (\$78,999 - \$91,864)	1	<i>Title Change</i>
Fire Captain (Milwaukee Overdose Response Initiative Supervisor) PR 4JN (\$87,050 - \$105,504)	Milwaukee Overdose Response Initiative Supervisor PR 4JN (\$87,050 - \$105,504)	1	<i>Title Change</i>

**Action Required – Effective Pay Period 1, 2022 (December 26, 2021)**In the Salary Ordinance:

## Under Pay Range IIX:

- Add the title ‘Police Forensic Services Director’ and apply footnotes (1) and (10).

## Under Pay Range 1MX:

- Add the title ‘Police Records Director’ and apply footnotes (2) and (5).

## Under Pay Range 2JX:

- Add the title ‘Community Relations and Engagement Manager’ and apply footnotes (4) and (12).

## Under Pay Range 4EN:

- Add the title ‘Mobile Integrated Healthcare Program Supervisor’
- Add the title ‘Mobile Integrated Healthcare Program Operations Coordinator’

## Under Pay Range 4JN:

- Add the title ‘EMS Technical Resource Specialist’
- Add the title ‘Recruitment Director’
- Add the title ‘EMS Education Coordinator’
- Add the title ‘Mobile Integrated Healthcare Program Manager’
- Add the title ‘Milwaukee Overdose Response Initiative Supervisor’

In the Positions Ordinance:

## Under Fire Department, Support Services Bureau Decision Unit, Administration Division:

- Remove 1 position ‘Fire Captain’
- Add 1 position ‘Recruitment Director’

## Under Fire Department, EMS/Training/Education Bureau Decision Unit, EMS (Emergency Medical Services) Division:

- Remove 2 positions ‘Fire Captain (C)’
- Remove 1 position ‘Fire Captain (M) (C)’
- Remove 2 positions ‘Fire Lieutenant’
- Remove 1 position ‘Firefighter/Fire Paramedic (H)’
- Add 1 position ‘EMS Education Coordinator (C)’
- Add 1 position ‘EMS Technical Resource Specialist’
- Add 1 position ‘Mobile Integrated Healthcare Program Manager (C)’
- Add 1 position ‘Mobile Integrated Healthcare Program Supervisor’
- Add 1 position ‘Mobile Integrated Healthcare Program Operations Coordinator’
- Add 1 position ‘Milwaukee Overdose Response Initiative Supervisor (M) (C)’

## Under Police Department, Public Relations:

- Remove 1 position ‘Community Relations and Engagement Director’
- Add 1 position ‘Community Relations and Engagement Manager’

## Under Police Department, Forensics:

- Remove 1 position ‘Forensic Services Director’
- Add 1 position ‘Police Forensic Services Director’

Prepared by: Arielle Ewing  
Arielle Ewing, Human Resources Representative

Prepared by: Sarah Trotter  
Sarah Trotter, Human Resources Representative

Prepared by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager



Reviewed by: \_\_\_\_\_  
Makda Fessahaye, Employee Relations Director

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**F**

Assumptions used in arriving at fiscal estimate. Please see 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**

Finance and Personnel Committee Meeting of March 16, 2022  
Fire and Police Commission Meeting of March 17, 2022

<b>NEW COST FOR 2022</b>										
No.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Police	New Position	N/A	Public Records Director	1MX	N/A	N/A	N/A	Included in 2022 Budget	
1	Police	New Position	N/A	Police Forensic Services Director	1JX	N/A	N/A	N/A	Included in 2022 Budget	
1	Police	New Position	N/A	Community Relations & Engagement Mgr	2JX	N/A	N/A	N/A	Included in 2022 Budget	
1	Fire	Fire Lieutenant (EMS Tech Res Sp)	4EN	EMS Technical Resource Specialist	4JN	\$96,578	\$101,684	\$5,106	\$1,044	\$6,150
1	Fire	Fire Paramedic (Mob Int Hlthcare Prog Ops Coord)	4AN	Mobile Int Hlthcare Prog Ops Coord	4EN	\$86,135	\$92,994	\$6,859	\$1,403	\$8,262
1	Fire	Fire Captain (Recruitment Director)	4JN	Recruitment Director	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (EMS Education Coord)	4JN	EMS Education Coordinator	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (Mobile Int Hlthcare Prog Mgr)	4JN	Mobile Integrated Hlthcare Prog Mgr	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Lieutenant (Mobile Int Hlthcare Prog Sup)	4EN	Mobile Integrated Hlthcare Prog Sup	4EN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (Milw Overdose Resp Init Sup)	4JN	Milw Overdose Response Initiative Sup	4JN	N/A	N/A	N/A	Title Change Only	
10								\$11,965	\$2,447	\$14,412

Assume effective date is Pay Period 1, 2022 (December 26, 2022)

<b>COSTS FOR FULL YEAR</b>										
No.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Police	New Position	N/A	Public Records Director	1MX	N/A	N/A	N/A	Included in 2022 Budget	
1	Police	New Position	N/A	Police Forensic Services Director	1JX	N/A	N/A	N/A	Included in 2022 Budget	
1	Police	New Position	N/A	Community Relations & Engagement Mgr	2JX	N/A	N/A	N/A	Included in 2022 Budget	
1	Fire	Fire Lieutenant (EMS Tech Res Sp)	4EN	EMS Technical Resource Specialist	4JN	\$96,578	\$101,684	\$5,106	\$1,044	\$6,150
1	Fire	Fire Paramedic (Mobile Int Hlthcare Prog Ops Coord)	4AN	Mobile Int Hlthcare Prog Ops Coord	4EN	\$86,135	\$92,994	\$6,859	\$1,403	\$8,262
1	Fire	Fire Captain (Recruitment Director)	4JN	Recruitment Director	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (EMS Education Coord)	4JN	EMS Education Coordinator	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (Mobile Int Hlthcare Prog Mgr)	4JN	Mobile Integrated Hlthcare Prog Mgr	4JN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Lieutenant (Mobile Int Hlthcare Prog Sup)	4EN	Mobile Integrated Hlthcare Prog Sup	4EN	N/A	N/A	N/A	Title Change Only	
1	Fire	Fire Captain (Milw Overdose Resp Init Sup)	4JN	Milw Overdose Response Initiative Sup	4JN	N/A	N/A	N/A	Title Change Only	
10								\$11,965	\$2,447	\$14,412

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