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Job Evaluation Report

Fire and Police Commission Meeting: February 16, 2023

Police Department

Current	Recommended
New Position	Police Identification Administrator PR 1HX ($73,688 - $103,160) (One Position)
Crime and Intelligence Manager PR 1FX ($64,857 - $90,796) (Three Positions)	Crime and Intelligence Manager PR 1HX ($73,688 - $103,160) (Three Positions)
Crime Analyst PR 2GN ($53,548 - $74,974) FN: Recruitment at $56,443 FN: Appointment at any rate with approval of DER and the Chair of Finance and Personnel (29 Positions)	Crime Analyst III PR 2JN ($64,857 - $90,796) FN: Recruitment at $68,100 (29 Positions) Crime Analyst II PR 2IN ($60,824 - $85,151) FN: Recruitment at $63,865 (Underfill Title) Crime Analyst I PR 2HN ($57,081 - $79,909) FN: Recruitment at $59,935 (Underfill Title)

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

The Milwaukee Police Department (MPD) requested a classification study of their Crime Analyst positions, including the creation of three levels, due to changes in the duties and responsibilities and the difficulties in recruitment and retention. To prevent pay compression and to assist with recruitment and retention, labor market data for the managers of these positions was also reviewed. In addition, the department requested a classification study of one new position of Police Identification Administrator. Job descriptions and pay data were provided; and discussions were held with Pamela Roberts, Police Human Resources Administrator and April Nwandu, Human Resources Supervisor.

Please note that the Staffing Division may not yet have assessed the requirements for all these positions and equivalent combinations of education and experience may be considered.

Market Pay Data

The Department provided some market pay data for positions in other states and in other Wisconsin communities. This data was reviewed along with the data listed below from large cities in other states and the State of Wisconsin. Both Crime Analyst and Management positions were included. Please note that the term "broadband" for the State of Wisconsin indicates that pay ranges have been combined. As a result, the range is

wider, the minimum is lower, and the maximum is higher. Despite these differences it still provides a general comparison for the positions under study. The titles and rates for the City of Milwaukee are in bold.

City/State	Title	Current Pay	Adjusted Pay
State of Wisconsin (Broadband)	Criminal Analyst Supervisor/Criminal Analyst – Senior	$52,666 - $121,139	$50,977 - $117,254
Tucson, Arizona	Police Identification Superintendent	$58,677 - $110,739	$56,357 - $106,361
Tucson, Arizona	Crime Analyst Superintendent	$58,677 - $108,181	$56,357 - $103,904
Cincinnati, Ohio	Senior Crime Analyst	$74,220 - $99,745	$76,684 - $103,056
Denver, Colorado	Crime Data Analyst - Senior	$68,905 - $113,693	$62,108 - $102,478
El Paso, Texas	Crime Analysis Manager	$55,580 - $90,430	$61,714 - $100,411
Portland, Oregon	Crime Data Analyst	$70,221 - $116,792	$56,267 - $93,584
Milwaukee, Wisconsin	**Crime and Intelligence Manager**	**$64,857 - $90,796**	**$64,857 - $90,796**
State of Wisconsin (Broadband)	Criminal Analyst	$40,477 - $92,955	$39,179 - $89,974
Denver, Colorado	Crime Data Analyst Associate	$59,075 - $97,474	$53,248 - $87,859
El Paso, Texas	Senior Crime Analyst	$49,300 – $78,440	$54,741 - $87,097
Cincinnati, Ohio	Crime Analyst	$62,565 - $84,082	$64,642 - $86,873
Tucson, Arizona	Crime Analyst Supervisor	$48,485 - $87,526	$46,568 - $84,065
Tucson, Arizona	Analyst	$47,486 - $84,573	$45,609 - $81,229
Portland, Oregon	Crime Analyst	$67,205 - $96,762	$53,851 - $77,534
El Paso, Texas	Crime Analyst	$42,940 - $69,030	$47,679 - $76,649
Milwaukee, Wisconsin	**Crime Analyst**	**$56,443 - $74,974**	**$56,443 - $74,974**
El Paso, Texas	Associate Crime Analyst	$37,130 - $64,550	$41,228 - $71,674
Cincinnati, Ohio	Intelligence Analyst	$50,385 - $68,578	$52,058 - $70,854

Position Descriptions and Recommendations

Current	New Position		One Position
Recommended	Police Identification Administrator	PR 1HX ($73,688 - $103,160)	One Position

This position is responsible for all MPD functions and equipment related to the identification of persons by fingerprints, including the AFIS (Automatic Fingerprint Identification System) Idemia Tenprint identification process, District and Central Booking live-scan booking equipment, and the mobile fast ID units; maintaining the integrity and accuracy of the department's criminal records; submitting criminal arrest records to the Wisconsin Department of Justice and the Federal Bureau of Investigation (FBI) and working closely with these agencies for updates and new procedures; maintaining the JMS (Jail Maintenance System) ensuring accurate booking records and IWS (Image Ware System) mugshots photographs for all persons arrested by MPD; working closely with MPD members including Police District bookers, Central Booking personnel, and the Records Management Section to address issues related to the booking process and criminal records; developing and conducting training to MPD bookers

and personnel assigned to the Forensic Division; working in collaboration with the Idemia Customer Support Engineer and Image Water System (IWS) support personnel, maintaining equipment and troubleshooting problems that may arise; and supervising one Forensic Process Supervisor and five positions of Forensic Identification Processor. Duties and responsibilities include the following.

- Ensure the efficient operation of the Police computerized identification systems including the Idemia Automated Fingerprint Identification Systems (AFIS), IWS Video Mugshot System, Live Scan Fingerprint system, and mobile fast ID units plus all facilities related to Police Identification Operations.
- Maintain the department's JMS and RMS functions as they relate to the booking and arrest procedures including arrest submissions to the Wisconsin Department of Justice (WDOJ).
- Maintain the integrity and accuracy of the AFIS fingerprint database by monitoring entries made by Forensic Division personnel.
- Implement procedures for efficient operations of new and existing identification systems as needed and provide control and direction to personnel using the systems; investigate and rectify booking and fingerprint data errors in the JMS and RMS functions.
- Provide training for department personnel and conduct follow-up training as a result of system/software upgrades.

Minimum requirements include a bachelor's degree in criminal justice or related field and five years of criminal justice experience. Three years of supervisory experience in criminal justice is preferred. Equivalent combinations of education and experience may be considered.

This new position will be responsible for all department functions and equipment related to the identification of persons and maintaining the integrity and accuracy of the department's criminal records. The position will supervise one Forensic Process Supervisor and five positions of Forensic Identification Processor.

This position is comparable to the Crime and Intelligence Manager which, in this report, we are recommending a reallocation to Pay Range 1HX ($73,688 - $103,160). The market data supports a higher range for both management positions. The requested title of Police Identification Administrator appropriately reflects the focus of the position. We therefore recommend this new position be classified as Police Identification Administrator in Pay Range 1HX ($73,688 - $103,160).

Current	Crime and Intelligence Manager	PR 1FX ($64,857 - $90,796)	Three Positions
Recommended	Crime and Intelligence Manager	PR 1HX ($73,688 - $103,160)	Three Positions

Under the direction of the Fusion Division Captain, these positions supervise Crime Analysts who perform short and long term crime trend analysis, crime patterns, crime series, criminal investigative analysis, and collect and interpret data and criminal intelligence using quantitative and qualitative methods; assign tasks and provide guidance on a daily basis; oversee the retrieval and analysis of various crime data sets including call for service data, and arrest data; provide analytic support for on-going investigations and assist in the creation of analytic products for presentation in law enforcement and community forums. Duties and responsibilities include the following.

40%   Applies appropriate analytical methods and techniques to identify and analyze raw information for the purpose of substantiating criminal patterns and/or trends and predictive analysis; uses computerized analytic tools to create charts, maps, timelines, and link diagrams for the purpose of

demonstrating analytical findings including target relationships, time sequence of events, and criminal hierarchies; conducts tactical, strategic, and intelligence lead policing assessments of major crime; manages Crime Analysis Section personnel; and assists in the establishment and training of Crime Analysts.

30%   Correlates, integrates, and evaluates varying types of information from investigative activities to generate investigative leads, prepare reports and summarize findings; leads and/or assists with special projects and investigative efforts of the MPD; prepares reports, presentations or maps that assist with efficient deployment of resources to prevent or control crime; and reviews existing reports and data, analyzes statistics to identify patterns and trends, and prepares useful products, including reports and maps in a timely manner so criminal activity can be predicted, monitored and/or suppressed.

30%   Participates in investigative efforts through meetings with law enforcement officers to identify intelligence requirements needed to support investigations and to report analytical findings; collects, collates, and prepares documents to assist with the development of agency strategy, educates law enforcement personnel on criminal findings including data, trends, and forecasts; maintains the confidentiality and integrity of information and investigations coordinated, developed and/or assisted by the MPD; represents the MPD when interacting with counterparts throughout the law enforcement community; provides pertinent training to other federal, state, and local law enforcement strategic and intelligence personnel as needed; researches and reviews new automated analytical tools in support of law enforcement tactical analysis, and investigative and intelligence activities; works in partnership with associated state, federal and local agencies, analysts, and investigators to facilitate information sharing in accordance with the National Crime Intelligence Sharing Plan; develops curriculum and provides training to department members regarding intelligence lead policing strategies; attends related training and conferences to expand job skills and assists in the development of professional contacts; and maintains compliance with all rules and procedures and the appropriate position responsibilities of the MPD.

Minimum requirements include a bachelor's degree in criminal justice, information management systems, computer science or related field; and five years of experience in tactical and criminal intelligence analysis including three years with Police related data, management, and data mining. A master's degree in a related field, experience in a law enforcement environment, and instruction and presentation experience in the field of strategic, tactical, and criminal intelligence are preferred.

Based on the above market data, to avoid pay compression with the Crime Analyst positions, and to assist with recruitment and retention, we recommend these three positions of Crime and Intelligence Manager be reallocated from Pay Range 1FX ($64,857 - $90,796) to Pay Range 1HX ($73,688 - $103,160).

Current	Crime Analyst	PR 2GN ($53,548 - $74,974) FN: Recruitment at $56,443 FN: Appointment at any rate with approval of DER and the Chair of Finance & Personnel	29 Positions
Recommended	Crime Analyst III	PR 2JN ($64,857 - $90,796) Recruitment at $68,100	29 Positions
	Crime Analyst II	PR 2IN ($60,824 - $85,151) Recruitment at $63,865	Underfill Title
	Crime Analyst I	PR 2HN ($57,081 - $79,909) FN: Recruitment at $59,935	Underfill Title

Under the direction of the Commanding Officer and the Crime and Intelligence Manager, these positions are responsible for collecting, collating, analyzing, disseminating, and evaluating crime data to discover developing trends, patterns, and changes in criminal activity, using mapping and other analytical software. Duties and responsibilities include the following.

- Conduct detailed research and analysis of confidential information and investigative information relating to law enforcement operations involving crime trends and violations of laws.
- Create profiles of known offenders and arrestees and research their past crimes through multiple databases or available sources.
- Perform crime analysis duties such as conducting and presenting historical analysis on general and specific crime and calls for service information, and undertaking tactical, strategic, and administrative crime analysis.
- Conduct spatial analysis to identify crime trends for the purpose of deployments.
- Collect, analyze, and interpret data and crime information received from various departmental units and federal, state, and local law enforcement agencies.
- Produce information related to crime trends to assist the department in preventing and suppressing criminal activities, aiding the investigative process, increasing apprehension of offenders, and clearing cases.
- Prepare data used to make recommendations on workforce deployment and resource allocation.
- Maintain statistical reports detailing the results of analyses, conclusions, and recommendations; and prepare periodic statistical reports for departmental commanders.
- Perform other duties as assigned.

Minimum requirements include a bachelor's degree in social science, criminal justice, geography, or a related field with course work in statistics and research methods, and quantitative or qualitative analysis beyond the introductory level; and one year of experience conducting complex statistical analysis, using statistical computer programs, and working with GIS (Geographical Information Systems) software, computer databased, relational databased, spreadsheets and Microsoft office. A master's degree in a related field is desirable.

These positions were last studied when they were created in 2009 and placed in Pay Range 598. In 2012, as part of the restructuring of the Salary Ordinance, the pay range was changed to the current Pay Range 2GN with no change in pay. The department indicated that the duties and responsibilities have evolved since 2009 and become more complex. Added functions include conducting detailed research and analysis of confidential information and investigative information relating to law enforcement operations involving crime trends and violations of laws; creating profiles of known offenders and arrestees and researching their past crimes through multiple databases and other sources; conducting and presenting historical analysis on general and specific crimes and calls for service information, and undertaking tactical, strategic, and administrative crime analysis; and conducting spatial analysis to identify crime trends and patterns for the purpose of deployment. With these changes, and to help with recruitment and retention, this report recommends creating three levels of Crime Analyst.

Crime Analyst I would be an entry level underfill title in which incumbents would perform the duties and responsibilities listed above.

Crime Analyst II would be a journey level underfill title in which incumbents would perform the duties and responsibilities listed above plus long term forecasting/crime reduction efforts; training department members on crime analysis techniques; maintaining proficiency with GIS software; performing more detailed research and analysis of criminal intelligence information and developing links between criminal,

crime groups and/or patterns of criminal activity; determining any assistance that could be provided to patrol or investigative units assigned to an incident including offender, victim, and MO (modus operandi – a distinct pattern or method of operation), exchanging research information with other internal and external law enforcement analysts/officers; attending briefings and meetings to provide and receive information on crime series and trends, wanted suspects, and major cases, and sharing this information as relevant to department personnel for increased awareness, response planning, or investigative support; and establish and maintain working relationships with other law enforcement agencies and crime analysts to share information. Minimum education and experience requirements would include those listed above for Crime Analyst I but would require three years of experience.

Crime Analyst III would be the highest level title of the job series and incumbents would perform the duties and responsibilities listed above for the I and II level plus assist in the development and maintenance of computerized automated crime analysis systems; train new hires; and develop complex queries and formulas to extract data from police systems to enhance the analytical capabilities of the MPD. Minimum education and experience requirements would include those listed above for the Crime Analyst I and II levels but would require five years of experience.

These 29 positions would be authorized at the Crime Analyst III level. When the recommendations of this report are implemented, incumbents will be promoted into the title of Crime Analyst I. When the recruitment flexibility matrix is finalized, current and new employees will be placed prospectively into the appropriate title and pay rate based upon the employee's related experience and credentials with the approval of the Fire and Police Commission.

Action Required – Effective Pay Period 5, 2023 (February 19, 2023)
* See addendum included in CCFN for Salary and Position Ordinance changes.

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6