



Fire and Police Commission

Sarah W. Morgan

Chair

Kathryn A. Hein

Vice-Chair

Michael M. O'Hear

Ann Wilson

Marisabel Cabrera

Steven M. DeVougas

Commissioners

December 11, 2014

TO: Finance and Personnel Committee

FROM: Katrina Warren, Public Relations Manager

SUBJECT: EB Jacobs Contract Amendment Request E12849

At the November 18, 2014 Finance and Personnel Committee meeting, the committee discussed and held a request to increase the EB Jacobs contract by \$321,650. Additional information on the amount of the original request and the amended amount is attached. The committee also requested the following information be provided at the December 15 meeting:

1. Specific details on what the Fire and Police Commission (FPC) is doing to make recruits more diverse and reflective of the community.

With the increased recruiting budget available to the FPC this year, Police Officer and Police Aide job opportunities were heavily advertised, especially targeting minority publications, minority radio and television stations. Information sessions coordinated by Alderpersons Hamilton, Stamper, Coggs and Wade were held in their districts with representatives from the Police and Fire Departments and FPC. Recruitment was conducted throughout the entire year at neighborhood/community festivals and events. Recruiters created more partnerships with schools, The Boys and Girls Clubs, Journey House, and other community-based and faith-based organizations. The Police Department created a recruiting taskforce which included minority department members of various ranks. They developed new recruiting strategies (e.g. shopping bag inserts, door handle hangers) and assisted the FPC recruiter with the above activities.

Since Police Aide candidates promoted to Police Officer increase the diversity of each recruit class, recruitment efforts begin in elementary school, educating students about law enforcement, building relationships with students, and showing police presence. Throughout the Police Aide recruiting period, school resource officers identified qualified students and assisted them with the application process by utilizing on-site computer labs and classrooms.

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For the 2014 Police Officer exam, 53% were minority applicants, an increase from 45% in the 2010 exam. Of the candidates who participated in the written exam, 50% were minority, an increase from 43% in 2010.

2. The amount that has been spent on the current police recruitment and testing process.

The attached spreadsheet details the following expenses for 1 Police Officer class of 35, 1 Police Officer class of 50, and 1 Police Aide class of 26. (The expenses for 1 Police Officer class of 35 hired in January, 2014 are not included here as they would have been incurred in 2013).

EB Jacobs contract expenses	\$31,398.65
Pre-employment exams (drug/medical/psychological)	\$56,736.00
Recruitment expenses	\$7,124.67
Other operational expenses	\$26,718.05
Total expenses	\$121,977.37

3. A full cost breakdown of expenditures to date relative to the contract.

The November 21, 2014 memo from John Ledvina of LRB (attached) provides a general list of the following expenditures:

Police Officer	\$31,250
Police Aide	\$12,636
Detective	\$9,138
Sergeant	\$7,788
Lieutenant	\$18,638
Total	\$79,450

KW:rk

Att. (3)



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TO: Finance and Personnel Committee

FROM: Katrina Warren, Public Relations Manager
Maria Monteagudo, Employee Relations Director

SUBJECT: EB Jacobs Contract Amendment Request E12849

The original contract with EB Jacobs (E12849) covering the time period of December 2013 to December 2016 was for \$365,000. This amount included expenditures related to 3 administrations of Police Officer (PO) exams, 3 administrations of Police Aide original exams, and 1 administration each of the following promotional tests: Lieutenant, Sergeant, and Detective.

The amendment request was to add \$321,650 to the original contract. The reason for the additional amount was that the FPC had been asked to have a PO class of 35 ready for Spring of 2015 instead of Fall of 2015. The old eligible list from 2010 has been exhausted with 3 classes in 2014 (a January class of 35, a June class of 35, and a December class of 50).

The FPC had been planning on a new recruitment and testing process that would yield a PO class in the Fall of 2015. They had estimated that the costs associated with the work EB Jacobs would do for that test would be approximately \$48,896. The directive to prepare a class for the Spring of 2015 required the FPC to develop and implement an expedited and aggressive timeline for the testing and hiring process.

This expedited timeline relies heavily on EB Jacobs to plan, coordinate, and execute components of the PO test typically performed in-house. The added cost of engaging the consultant in those activities is \$189,550, and the contract amendment should have been for that amount. The requested amendment discussed at the November 18 Finance and Personnel Meeting (and held by Committee) incorrectly assumed that the consultant would be used for all administrations of the PAT, the Run, the Oral Board, and the WSE, including those that would occur after the implementation of the expedited timeline in 2015 and beyond.

This revised figure (\$189,550) assumes that the consultant will not be engaged at the same level for the administration of the Physical Ability Test (PAT), the mile and a half Run, the Oral Board, and the Written Sample Exercise (WSE) beyond 2015 as those activities will be staffed and coordinated by FPC personnel. The specific cost breakdown is presented below:

\$20,000	Project Planning and Administration
\$18,000	Written Exam Production and Delivery (assumed 4,000 applicants @ \$4.50 each)
\$66,300	Written Exam Administration (Acquire staff, conduct training and administer exam)
\$46,200	PAT/Run (per administration) <i>PAT/Run Training - \$6,950</i> <i>PAT Administration (per session) - \$26,900</i> <i>Run Administration (per session) - \$12,350</i>
\$39,050	Oral Board/WSE (per administration) <i>Training - \$12,250</i> <i>Administration - \$21,100</i> <i>WSE Scoring - \$5,700</i>
\$189,550	Total

A separate contract amendment can be sought in the future if the consultant is needed again to plan, coordinate, and execute exam components for an expedited timeline.

KW:MM:rk

Police Officer testing/recruiting costs (all revenue accounts)		12/2/2014		
PO # of classes & size	2 (35) 1 (50)			
Police Officer (EB Jacobs)	2014 to date			
Test prep/update	\$ 1,500.00			
Written--WSQ/LES (work style questionnaire/ life experience survey)--EB Jacobs	\$ 24,750.00			
Written exam scoring (Phase I)--EB Jacobs				
Written make-up exam				
PAT/run/oral & wse (Phase II)--EB Jacobs	\$ 5,000.00			
Courier expenses	\$ 148.65			
TOTAL	\$ 31,398.65			
Medicals	2014 ACTUAL			
PO	\$ 16,515.00			
PO from PA				
TOTAL	\$ 16,515.00			
Psych Interview	2014 ACTUAL			
PO - Psych & MMPI	\$ 37,000.00			
PO from PA - Psy & MMPI				
TOTAL	\$ 37,000.00			
Drug Test	2014 ACTUAL			
PO	\$ 3,221.00			
PO from PA				
TOTAL	\$ 3,221.00			
Total Special Funds	\$ 56,736.00			
Recruiting	2014 ACTUAL			
Job Fairs	\$ 955.00			
Recruitment materials	\$ 4,485.00			
Advertising--PO	\$ 1,684.67			
TOTAL	\$ 7,124.67			
Other Operational Costs				
Hall for written test	\$ 17,000.00			
outdoor track for run				
Rater parking validation	\$ 1,200.00			
Staff/consultant meals at test events	\$ 2,230.47			
Postage/mail services--1st qtr	\$ 1,726.27			
Postage/mail services--2nd qtr	\$ 661.83			
Postage/mail services--3rd qtr				
Postage/mail services--4th qtr				
Form printing	\$ 3,780.00			
Answer sheets	\$ 119.48			
TOTAL	\$ 26,718.05			
SUMMARY				
Total Special Fund	\$ 56,736.00			
EB Jacobs contract	\$ 31,398.65			
Other operational costs	\$ 26,718.05			
Recruitment	\$ 7,124.67			
SUMMARY TOTAL	\$ 121,977.37			
<i>without EB Jacobs costs</i>	<i>\$ 90,578.72</i>			



MEMORANDUM

LEGISLATIVE REFERENCE BUREAU

WWW.MILWAUKEE.GOV/LRB

To: Ald. Nik Kovac
From: John Ledvina, Fiscal Planning Specialist
Date: November 21, 2014
Subject: Expenditures to Date for Contract E12849 Police Department Personnel Selection Procedures

At the November 18th Finance and Personnel Committee meeting, the committee requested the reasons for expenditures to date on the current contract that the Fire and Police Commission has with E. B. Jacobs, LLC of State College, Pennsylvania. Contract E0000012849 is a vendor service contract for Job Analysis Services and Selection Procedures to Hire Milwaukee Police Department Personnel for a total amount of \$365,000. The contract term began December 20, 2013 and ends December 19, 2016. The contractor has provided a full range of hiring- and promotion-related services for Police Aides, Police Officers, Detectives, Police Sergeants, and Police Lieutenants. To date, \$79,449.60 has been expended. The following table provides a breakdown of the expenditures:

CONTRACT E12849 VSC FOR PD PERSONNEL SELECTION PROCEDURES

Contract Release	Purchase Order	PO Date	Purchase Order Amount	Description	Payment Voucher Number	Voucher Date	Invoice Number	Invoice Date	Gross Invoice Amount
1	186962	3/7/2014	\$2,250.00	2013 DET & SGT EXAM SCORING	1305352	3/7/2014	0114-629	1/31/2014	\$2,250.00
2	188062	4/3/2014	7,636.50	POLICE AIDE WRITTEN EXAM	1312606	4/3/2014	0214-507	2/28/2014	7,636.50
3	191475	6/17/2014	5,000.00	PA EXAM SCORING	1330289	6/17/2014	0514-507	5/31/2014	5,000.00
4	191475	6/17/2014	2,500.00	DET/SGT/LT STARTUP & JOB ANALYSIS	1330291	6/17/2014	0514-673	5/31/2014	2,500.00
5	192911	7/17/2014	4,500.00	PO SCORE & PROMO JOB ANALYSIS	1337128	7/17/2014	0614-673	6/30/2014	4,500.00
6	192913	7/17/2014	5,000.00	PO ADMIN & SCORING	1337126	7/17/2014	0614-507	6/30/2014	5,000.00
7	194249	8/14/2014	9,813.10	DET/SGT/LT JOB ANALYSIS & TRAVEL	1344321	8/14/2014	0714-673	7/31/2014	9,813.10
8	195885	9/18/2014	6,900.00	DET/SGT/LT JOB ANALYSIS	1352255	9/18/2014	0814-673	8/31/2014	6,900.00
9	197352	10/16/2014	4,250.00	LT PREP & TEST DEVELOPMENT	1358861	10/16/2014	0914-673	9/30/2014	4,250.00
10	197360	10/16/2014	1,500.00	PO EXAM PLANNING	1358859	10/16/2014	0914-682	9/30/2014	1,500.00
11	198956	11/18/2014	1,100.00	DET TEST DEVELOPMENT	1366359	11/18/2014	1014-670	10/31/2014	5,350.00
12	198956	11/18/2014	4,250.00	POL LT TEST DEVELOPMENT					
13	198958	11/18/2014	24,750.00	PO EXAM ADMIN	1366362	11/18/2014	1014-682	10/28/2014	24,750.00
			22.7%	\$79,449.60	TOTAL EXPENDED				\$79,449.60
				350,000.00	CONTRACT TOTAL				350,000.00
			77.3%	\$270,550.40	CONTRACT AMOUNT REMAINING				\$270,550.40