

**CITY OF MILWAUKEE**  
**DEPARTMENT OF EMPLOYEE RELATIONS**

Maria Monteagudo  
Department of Employee Relations  
City of Milwaukee  
200 E Wells St, Room 706

May 19, 2020

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File No. 191805 – Communication from the Department of Employee Relations relating to classification studies scheduled for the May 19, 2020 City Service Commission meeting.*

Dear Committee Members:

The following classifications and pay recommendations are schedule for the City Service Commission meeting on May 19, 2020.

**Comptroller's Office**

Current	Requested
Auditing Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (One Position)	Audit Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (One Position)
Information Systems Auditor PR 2JX (\$62,338 - \$87,270) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (One Position)	Senior IT Auditor PR 2KX (\$66,435 - \$93,010) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (One Position)
	IT Auditor PR 2HX (\$54,865 - \$76,806) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)
	Associate IT Auditor PR 2GX (\$51,469 - \$72,063) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)
Auditor Lead PR 2HX (\$54,865 - \$76,806) (Two Positions)	Senior Auditor PR 2HX (\$54,865 - \$76,806) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Two Positions)
Auditor PR 2GX (\$51,469 - \$72,063)	Auditor PR 2GX (\$51,469 - \$72,063)

(Three Positions) CONT'D	FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Three Positions)
	Associate Auditor PR 2FX (\$48,670 - \$67,616) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)

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

#### Fire and Police Commission

Current	Requested
Fire and Police Commission Investigator/ Auditor PR 2HX (\$54,865 - \$76,806) (Four Positions)	Fire and Police Commission Compliance Auditor PR 2HX (\$54,865 - \$76,806) (One Position)
	Fire and Police Commission Investigator PR 2HX (\$54,865 - \$76,806) (Two Positions)
	Fire and Police Commission Audit Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment Flexibility with DER/FPC Chair Approval (One Position)
Fire and Police Commission Operations Manager PR 1HX (\$70,827 - \$99,154) (One Position)	Fire and Police Commission Chief of Staff PR 1HX (\$70,827 - \$99,154) (One Position)
Fire and Police Commission Risk Auditor PR 2FX (\$48,670 - \$67,616) (One Position)	Fire and Police Commission Auditor PR 2FX (\$48,670 - \$67,616) (Two Positions)
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment Rate: \$42,539 (One Position)	
Office Assistant II PR 6EN (\$28,267 - \$35,922) Recruitment Rate: \$30,529 (One Position)	Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)
New Position (One Position)	Test Administration Coordinator PR 2DN (\$42,500 - \$59,498) (One Position)

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

#### Health Department

Current	Recommended
New Position (One Position)	Family Injury and Violence Prevention Manager PR 2HX (\$54,865 - \$76,806) (One Position)
New Position (One Position)	Mammography Technologist (0.8 FTE) PR 3MN (\$48,173 - \$61,023) (One Position) FN: Recruitment at \$54,540 and any point in the range with approval of DER

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

**Milwaukee Public Library**

Current	Requested
Assistant Director – Library Information Technology and Technical Services PR 1IX (\$75,478 - \$105,669) (One Position)	Associate Library Director – Technical Services 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.
Assistant Director – Library Operations PR 1HX (\$70,827 - \$99,154) (One Position)	Associate Library Director – Operations 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

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

Respectfully submitted,

A handwritten signature in purple ink, reading "M. Monteagudo", followed by a stylized flourish or star-like mark.

Maria Monteagudo  
Employee Relations Director

Attachments:     Job Evaluation Reports  
                      Fiscal Impact Statement



## Job Evaluation Report

City Service Commission Meeting: May 19, 2020**Comptroller's Office**

Current	Requested
Auditing Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (One Position)	Audit Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment at any rate in the pay range based upon experience and credentials with the approval of DER. (One Position)
Information Systems Auditor PR 2JX (\$62,338 - \$87,270) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (One Position)	Senior IT Auditor PR 2KX (\$66,435 - \$93,010) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (One Position)
	IT Auditor PR 2HX (\$54,865 - \$76,806) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)
	Associate IT Auditor PR 2GX (\$51,469 - \$72,063) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)
Auditor Lead PR 2HX (\$54,865 - \$76,806) (Two Positions)	Senior Auditor PR 2HX (\$54,865 - \$76,806) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Two Positions)
Auditor PR 2GX (\$51,469 - \$72,063) (Three Positions)	Auditor PR 2GX (\$51,469 - \$72,063) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Three Positions)
	Associate Auditor PR 2FX (\$48,670 - \$67,616) FN: Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval. (Underfill Title)

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

**Background**

The Comptroller's Office has requested a pay study of the Auditor titles within their department. To assist with recruitment, this report recommends a series of title changes and recruitment flexibility within the proposed titles. In studying these positions, job descriptions were provided and discussions were held with Aycha Sawa, Comptroller and Charles Roedel, Auditing Manager.



**Duties and Responsibilities of Current Titles**Auditor

Auditor positions in the Comptroller's Office are responsible for conducting and assisting with audits of City of Milwaukee departments, operations and agencies according to Internal Audit's risk-based audit plan. These audits evaluate internal controls, risks, processes, efficiencies, and effectiveness of programs and functions, and compliance with applicable laws, regulations, management policies, industry best practices, and standard accounting practices. Internal Audit is a significant part of the City's internal financial and management control assessment system that provides transparency and accountability to the community. Duties and responsibilities include:

- Conduct, or assist with, the planning and administration of internal audits by performing: preliminary research; planning, scope and objective development; announcements and communications; and progress reports.
- Perform, or assist with, audit procedures including: walkthroughs; interviews; test procedures – control and risk assessments, onsite reviews, examinations of documents and transactions; and inquiry and analysis of processes.
- Prepare orderly, logical work papers that document and support the audit work with any findings and recommendations clearly identified, per a given criterion, for final review and reporting.
- Participate in detailed reporting development.
- Participate in audit team and auditee meetings.
- Participate in audit process improvement.

Minimum qualifications include a bachelor's degree in accounting, finance or a related field and two years of professional auditing experience.

Auditor Lead

The Audit Lead is responsible for conducting internal audits of City departments, operations, and agencies as well as special management reviews. These audits evaluate: internal controls, risk, economy, efficiency, effectiveness, compliance with applicable laws, regulations, management policies, industry best practice, and standard accounting practices. The Auditor Lead assists with annual work plan development and supervises and monitors staff auditors to ensure productivity and timely completion of projects. Internal Audit is a significant part of the City's internal financial and management control assessment system that provides transparency and accountability to the community. Duties and responsibilities include:

- Plan, administer and perform audits in compliance with Government Auditing Standards, including preliminary research, preparation of audit scopes, work plans, progress reports and correspondence.
- Lead, supervise and mentor audit teams; allocate responsibilities to associates, as necessary; review and approve audit work products.
- Effectively track and monitor staff auditor and audit/project schedules, milestones and time budgets to ensure timely completion of annual work plan, audits and work products.
- Perform audit procedures, including walkthroughs, interviews, test procedures, control and risk assessments, document and transaction examinations, and information analysis.
- Prepare orderly, logical work papers that document and support the audit work, findings, and recommendations.
- Participate, and lead, audit team and auditee meetings.
- Prepare clear, detailed reports for presentation to senior management and Common Council committees.
- Participate in audit process improvement.

Minimum qualifications include a bachelor's degree in accounting, finance or a related field and three years of professional auditing experience.

The Information Systems Auditor is responsible for ensuring that City of Milwaukee information systems meet or exceed standards, comply with government regulations, align with organizational goals, and are cost-effective. Auditing of information systems is critical to the City's internal financial and management control. Duties and responsibilities include:

- Plan and administer information systems audits of City departments, boards, commissions, and programs, specifically evaluating computer centers, computer operating systems, local and wide area networks, mainframe and microcomputer software applications, and system development projects, in addition to assessing system security, controls, and performance.
- Conduct preliminary research, coordinate with audit contractors, and prepare audit scopes, work plans, progress reports, and correspondence.
- Perform audit procedures, including carrying out testing, document review, inquiries, and analysis.
- Prepare orderly, logical work papers that document and support the audit work, its findings, and the recommendations.
- Prepare clear, detailed reports.
- Lead and supervise audit contractors and audit teams, including reviewing and approving audit work products and participating in audit meetings.
- Participate in the presentation of audit reports to Common Council committees.
- Participate in professional education activities to meet U.S. Government Accountability Office (GAO) Generally Accepted Government Auditing Standards (GAGAS, or Yellow Book).

Minimum qualifications include a bachelor's degree with a major in accounting, computer science, or a related field and three years of recent professional information systems auditing experience.

### Recommendation

This report recommends title changes and a series of underfill auditor titles. As employees would move through the ascending auditor titles there is an increased level of auditing responsibility, experience, education and credentials. The following chart provides a summary of basic responsibilities and minimum requirements for each title. The minimum requirements have been assessed by the DER Staffing Division.

Senior IT Auditor – One Position
<u>Duties and Responsibilities</u> <ul style="list-style-type: none"><li>• Plan and Execute Complex Audits</li><li>• Lead Auditors and Associate Auditors in the execution of IT Audits</li><li>• Assist Audit Manager in the creation of audit plans</li></ul>
<u>Experience/Education Minimum Requirements</u> <ul style="list-style-type: none"><li>• Bachelor's degree with a major in accounting, computer science, or related field from an accredited college or university</li><li>• Four years of recent IT Audit experience</li></ul>
<u>Required Credentials</u> <ul style="list-style-type: none"><li>• CISA Certification at time of application</li></ul>



**IT Auditor – Underfill Title**Duties and Responsibilities

- Performs field work for IT Audits
- Plans and executes less complex IT Audits

Experience/Education Minimum Requirements

- Bachelor's degree with a major in accounting, computer science, or related field from an accredited college or university
- Three years of recent IT Audit experience

Required Credentials

- CISA Certification within one year of appointment

**Associate IT Auditor – Underfill Title**Duties and Responsibilities

- Performs fieldwork for IT Audits

Experience/Education Minimum Requirements

- Bachelor's degree with a major in accounting, computer science, or related field from an accredited college or university
- Two years of recent IT Audit experience

Required Credentials

- CISA Certification within two years of appointment

**Senior Auditor – Two Positions**Duties and Responsibilities

- Plans and leads complex audits
- Plans and leads audits that are financial in nature
- Assists the audit manager with audit methodology and quality assurance

Experience/Education Minimum Requirements

- Bachelor's degree in accounting, finance, or a closely related field from an accredited college or university
- Three years of auditing experience

**Auditor – Three Positions**Duties and Responsibilities

- Plans and occasionally leads less complex audits
- Performs fieldwork in support of more complex audits planned by senior auditors
- Responds to fraud hotline

Experience/Education Minimum Requirements

- Bachelor's degree in accounting, finance, or a closely related field from an accredited college or university
- Two years of auditing experience



**Associate Auditor – Underfill Title**Duties and Responsibilities

- Performs fieldwork in support of audits planned by auditors and senior auditors

Experience/Education Minimum Requirements

- Bachelor's degree in accounting, finance, or a closely related field from an accredited college or university
- No experience required

**Analysis and Recommendations**

According to the Federal Bureau of Investigation (FBI), ransomware attacks are a growing criminal activity with an average of 4,000 new incidents occurring in the United States per day. Victims of ransomware attacks are often healthcare systems, law enforcement agencies, and government networks. Ransomware attacks occur when a hacker installs malicious software or malware onto a victim's computer, typically through a phishing email, and executes an attack on computer systems by encrypting network files. The hacker then holds data hostage and demands payment, usually in the form of virtual currency. Earlier this year Racine, WI fell victim to a ransomware attack which impacted the city's website, email system, and on-line payment system. In 2018, 22 cities in Texas fell victim to ransomware attacks. For this reason, the role of the Information Systems Auditor is critical to the City of Milwaukee as one of the primary responsibilities is to conduct internal audits aimed at protecting the safety and integrity of internal information systems.

The department indicated that in 2019 the recruitment for Information Systems Auditor yielded one qualified candidate out of seventeen applicants. Historically, the Information Systems Auditor position has been difficult to fill for a variety of reasons. Namely, this position requires an incumbent that possesses a unique skill set in which the City of Milwaukee is not competitively compensating for in comparison to private sector organizations and other public sector agencies. To date, the Information System Auditor position remains vacant. As a result, the Comptroller's office has requested a pay study to compare current salary ranges to the labor market. Within these pay ranges the department has requested flexible structured recruitment authority. Placement within pay ranges would be based on experience, education and credentials within the accounting and auditing fields. This will provide more flexibility with salary when hiring and provide current employees incentives to work towards certifications.

In addition to a review of the cost of labor for these positions, the department has requested a number of title changes. This report recommends these changes in classification in the following chart. Supporting documentation for changes in rates of pay are also listed.

<b>Current</b>	Auditing Manager	PR 1IX (\$75,478 - \$105,669)	1 Position
<b>Recommended</b>	Audit Manager	PR 1IX (\$75,478 - \$105,669)	1 Position

<b>Current</b>	Auditor Lead	PR 2HX (\$54,865 - \$76,806)	2 Positions
<b>Recommended</b>	Senior Auditor	PR 2HX (\$54,865 - \$76,806)	2 Positions

<b>Current</b>	Information Systems Auditor	PR 2JX (\$62,338 - \$87,270)	1 Position
<b>Recommended</b>	Senior IT Auditor	PR 2KX (\$66,435 - \$93,010)	1 Position

The purpose of the requested title changes are to maximize the candidate-pool from a marketing standpoint, by utilizing titles that are easy-to-locate, attention-grabbing, and better align with the labor market and duties of the job. The Comptroller's Office is has also requested the creation of entry-level underfill Auditor and IT Auditor titles. These titles include:

<b>Requested Title</b>	<b>Recommended Pay Range</b>
Associate Auditor	PR 2FX (\$48,670 - \$67,616)
Associate IT Auditor	PR 2GX (\$51,469 - \$72,063)
IT Auditor	PR 2HX (\$54,865 - \$76,806)



The proposed underfill titles will create the ability to recruit entry-level auditors that have not yet met the minimum qualifications for higher level positions, as well as to create an opportunity for auditors to gain on the job experience for advancement within the department. The responsibilities of these roles will include, but will not be limited to, performing less complex duties such as auditing fieldwork.

In conducting a market cost of labor analysis for the Senior Auditor, Auditor and Associate Auditor titles, rates of pay from the Economic Research Institute (ERI), a salary survey service to which the Department of Employee Relations subscribes, were considered.

The following table provides wage information from ERI for *Internal Auditor* in Southeastern, Wisconsin:

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	\$71,330	\$77,431	\$85,469	\$93,300	\$101,168
6	\$68,781	\$74,668	\$82,442	\$90,002	\$97,614
5	\$66,096	\$71,755	\$79,247	\$86,519	\$93,856
4	\$63,300	\$68,716	\$75,909	\$82,878	\$89,925
3	\$60,420	\$65,581	\$72,461	\$79,113	\$85,857
2	\$57,491	\$62,387	\$68,939	\$75,264	\$81,695
1	\$54,551	\$59,173	\$65,387	\$71,374	\$77,485

Source: ERI. May 14, 2020

*ERI defines an Internal Auditor as a position that analyzes and evaluates the effectiveness of controls, accuracy of financial records, and efficiency of operations for management in an organization; Studies accounting and statistical records of departments, and interviews individuals to ensure recording of transactions and compliance with applicable laws and regulations; Determines the efficiency and protective value of accounting systems.*

A market cost of labor analysis was conducted for the Senior IT Auditor, IT Auditor, and Associate IT Auditor titles. For this, rates of pay from the Economic Research Institute (ERI), a salary survey service to which the Department of Employee Relations subscribes, were considered.

The following table provides wage information from ERI for IT Auditor in Southeastern, Wisconsin:

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	\$71,972	\$78,453	\$86,893	\$95,262	\$103,600
6	\$69,547	\$75,817	\$83,994	\$92,086	\$100,156
5	\$67,044	\$73,095	\$81,000	\$88,805	\$96,598
4	\$64,482	\$70,303	\$77,928	\$85,439	\$92,948
3	\$61,876	\$67,460	\$74,796	\$82,007	\$89,226
2	\$59,245	\$64,585	\$71,624	\$78,530	\$85,456
1	\$56,610	\$61,699	\$68,434	\$75,031	\$81,661

Source: ERI. May 14, 2020

*ERI defines an IT Auditor as a position that analyzes and evaluates the efficiency and effectiveness of data processing systems, procedures, and applications to safeguard assets, ensure accuracy of data, and promote operational efficiency; Establishes audit objectives and devises audit plan, following general audit plan and previous audit reports, and*

*conducts audits; Interviews workers and studies records to gather data, following audit plan; Analyzes data gathered to evaluate effectiveness of controls and determine accuracy of reports and efficiency and security of operations.*

In considering the market data above, the following is recommended. The one position recommended for reallocation is Senior IT Auditor (previously Information Systems Auditor) due to past difficulty in filling the position and a comparison to current cost of labor for positions with similar duties and responsibilities. Flexibility in recruitment rate is recommended for all titles to assist the Comptroller's Office in recruiting and retaining the most qualified candidates.

Recommended Title	Current Pay Range	Recommended Pay Range	Positions
Audit Manager	PR 1IX (\$75,478.26 - \$105,669.20)	No Change	1 Position
Senior IT Auditor	PR 2JX (\$62,338.38 - \$87,270.30)	PR 2KX (\$66,434.68 - \$93,009.80)	1 Position
IT Auditor	New Position	PR 2HX (\$54,864.68 - \$76,806.08)	Underfill
Associate IT Auditor	New Position	PR 2GX (\$51,468.82 - \$72,062.90)	Underfill
Senior Auditor	PR 2HX (\$54,864.68 - \$76,806.08)	No Change	2 Positions
Auditor	PR 2GX (\$51,468.82 - \$72,062.90)	No Change	3 Positions
Associate Auditor	New Position	PR 2FX (\$48,669.92 - \$67,615.60)	Underfill

#### **Action Required – Effective Pay Period 13, 2020 (June 14, 2020)**

##### In the Salary Ordinance

##### Under Pay Range 1IX:

- Delete the title of "Auditing Manager" (6) (13).
- Add the title of "Audit Manager" (6) (13).

##### Under Pay Range 2JX:

- Delete the title of "Information Systems Auditor" (5) (10).

##### Under Pay Range 2KX:

- Add the title of "Senior IT Auditor" (6) (12).

Create the following footnote:

(6) (12) Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval.

##### Under Pay Range 2HX:

- Delete the title of "Auditor Lead".
- Add the title of "Senior Auditor" (5) (10).
- Add the title of "IT Auditor" (5) (10)

Create the following footnote:

(5) (10) Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval.

##### Under Pay Range 2GX:

- Add the title of "Associate IT Auditor" (10) (20).

Create the following footnote:

(10) (20) Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval.



Under Pay Range 2FX:

Add the title of "Associate Auditor" (6) (12).

Create the following footnote:

(6) (12) Recruitment may be at any rate in the pay range based upon experience and credentials with DER approval.

In the Positions Ordinance

Under Comptroller's Office, Auditing Division:

Delete one position of "Auditing Manager".

Add one position of "Audit Manager".

Delete one position of "Information Systems Auditor".

Add one position of "Senior IT Auditor".

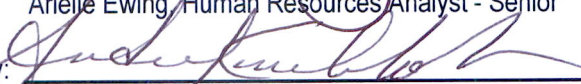
Delete two positions of "Auditor-Lead".

Add two positions of "Senior Auditor".

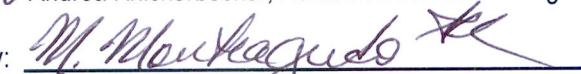
Prepared by:

  
Arielle Ewing, Human Resources Analyst - Senior

Reviewed by:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:

  
Maria Monteagudo, Employee Relations Director

**+Job Evaluation Report**

City Service Commission Meeting: May 19, 2020

**Fire and Police Commission**

Current	Requested
Fire and Police Commission Investigator/ Auditor PR 2HX (\$54,865 - \$76,806) (Four Positions)	Fire and Police Commission Compliance Auditor PR 2HX (\$54,865 - \$76,806) (One Position)
	Fire and Police Commission Investigator PR 2HX (\$54,865 - \$76,806) (Two Positions)
	Fire and Police Commission Audit Manager PR 1IX (\$75,478 - \$105,669) FN: Recruitment Flexibility with DER/FPC Chair Approval (One Position)
Fire and Police Commission Operations Manager PR 1HX (\$70,827 - \$99,154) (One Position)	Fire and Police Commission Chief of Staff PR 1HX (\$70,827 - \$99,154) (One Position)
Fire and Police Commission Risk Auditor PR 2FX (\$48,670 - \$67,616) (One Position)	Fire and Police Commission Auditor PR 2FX (\$48,670 - \$67,616) (Two Positions)
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment Rate: \$42,539 (One Position)	
Office Assistant II PR 6EN (\$28,267 - \$35,922) Recruitment Rate: \$30,529 (One Position)	Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)
New Position (One Position)	Test Administration Coordinator PR 2DN (\$42,500 - \$59,498) (One Position)

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

**Background**

This report recommends changes to certain positions in the Fire and Police Commission (FPC) as a part of a reorganization requested by Griselda Aldrete, Fire and Police Commission Executive Director. This report includes all units in the department along with a summary of titles and basic functions. Where changes in classification have been requested, this report provides discussion and recommendations. With this reorganization, FPC position authority is reduced by one with the elimination of the Graduate Intern.

On March 30th, the Crime and Justice Institute (CJI) released its six-month report under the settlement agreement as a result of the ACLU lawsuit Collins, et al vs, City of Milwaukee, et al. This settlement agreement requires the Fire and Police Commission to perform audits and produce reports. As expected, the report concludes that the department continues to be understaffed and not compliant in certain areas, specifically as it relates to audits. Recommendations related to the FPC audit functions are listed under the FPC Audit section at the end of this report.



Executive Director Griselda Aldrete has requested this reorganization to further the FPC's ability to perform its oversight functions while also staffing the FPC Commissioners properly, providing both the Fire and Police Departments the staffing they need, and managing the ACLU Settlement Agreement.

### FPC Administration

Current	Recommendation
Fire and Police Commission Operations Manager PR 1HX (\$70,827 - \$99,154) One Position	<b>Fire and Police Commission Chief of Staff</b> <b>PR 1HX (\$70,827 - \$99,154)</b> <b>New Title</b>
Program Assistant III PR 5IN (\$46,347 - \$54,669) Recruit Rate: \$47,779 One Position	No Change in Classification
Program Assistant I PR 5EN (\$40,501 - \$46,724) One Position	No Change in Classification
Office Assistant II PR 6EN (\$28,267 - \$35,922) Recruit Rate: \$30,529 One Position Bilingual Designation	<b>Program Assistant I</b> <b>PR 5EN (\$40,501 - \$46,724)</b> <b>Reclassification</b> <b>Bilingual Designation</b>

### **Fire and Police Commission Chief of Staff**      **PR 1HX (\$70,827 - \$99,154)**      **One Position**

This position serves as a senior strategist and analyst supporting the Executive Director of the Fire and Police Commission; provides support to the Fire and Police Commission (FPC) leadership team by centering equity, coordinating priorities, streamlining processes, mitigating risk, and evaluating practices; and leads a variety of key projects to help ensure the department's goals and strategic objectives are met including staff-led subcommittees and work groups. Duties and responsibilities include the following:

- 20%    Serve as a point of escalation for day-to-day operational matters; provide guidance and counsel on operational issues to senior leaders on behalf of the FPC Executive Director.
- 20%    Manage projects, coordinate action items and deadlines, and ensures appropriate follow-through by staff.
- 15%    Collaborate with the FPC Executive Director and leadership team on the development and execution of FPC strategic plans and goals.
- 10%    Represent FPC with elected officials, community leaders, and the FPC Commissioners; and help facilitate information sharing between elected officials and community leaders.
- 10%    Analyze data; and design and present reports based on data.
- 10%    Develop policies and procedures.
- 10%    Prepare briefs and correspondence for various audiences as appropriate.
- 5%    Serve as the leader of the department in the absence of the FPC Executive Director; and perform other duties as assigned including responding to broad impact events.

Minimum requirements include a bachelor's degree in business administration, criminal justice, political science or related field; and five years of progressive, direct experience in complex organizations, such as government entities or corporations.

The department indicated that this position will focus on serving as a senior strategist and analyst supporting the FPC Executive Director and the FPC leadership team, leading a variety of key projects to help ensure the department's goals and strategic objectives are met including staff-led subcommittees and work groups; provide guidance and counsel on operational issues to senior leaders; manage projects, coordinate action items and deadlines, and ensure



appropriate follow-through by staff; and collaborate with the FPC Executive Director and leadership team on the development and execution of FPC strategic plans and goals.

This position will be focused on leading, guiding and overseeing staff in ensuring the department's goals and strategic objectives are met. The city has other "Chief of Staff" positions in the Police Department and the Health Department. While these positions work within a larger department they are also focused on high level administrative tasks including operations, strategic development, implementation and devaluation, and staff management. This title change will better reflect the focus of the position.

**Program Assistant III      PR 5IN (\$47,779 - \$54,669)      One Position**

The Program Assistant III serves as a confidential assistant to the Executive Director. The position prepares the annual department operating budget for review and approval, manages accounts and records, directs and ensures the monitoring of police and fire personnel transactions, and provides operational support to the Fire and Police Commission Chief of Staff.

**Program Assistant I      PR 5EN (\$40,501 - \$46,724)      One Position**

The Program Assistant I provides staff assistant to Fire and Police Commissioners by preparing for and attending meetings of the Commission and its committees, conducting post-meeting procedures and preparing minutes; functioning as main file clerk for the office; and assisting the Paralegal with open record requests, litigation discovery requests, and preparation for disciplinary appeal hearings.

**Program Assistant I      PR 5EN (\$40,501 - \$46,724)      One Position      Bilingual Designation**

This position assists Fire and Police Commissioners by preparing for and attending meetings of the Commission and its committees, conducting post-meeting procedures and preparing minutes. The Program Assistant I functions as the main file clerk for the Fire and Police Commission office and assists testing staff with compiling and filing testing materials and application documents, and with examination preparation and implantation. Duties and responsibilities include:

- 50% Staff assistance to Fire and Police Commissioners; prepare for commission and committee meetings by performing tasks such as drafting agendas, organizing and distributing meeting materials and notices via paper and electronic means, and handling meeting logistics; attend all full board and committee meetings and function as recording secretary; conduct post-meeting procedures including preparing follow-up correspondence, filing meeting documents, preparing meeting minutes, informing staff of commission business matters they must attend to, and keeping track of pending business; maintain official meeting records of the board; perform information searches; update the FPC rulebook; function as the confidential staff assistant to the Fire and Police Commission Executive Director and Commissioners; and type confidential correspondence reports for the Executive Director.
- 20% Function as main filing clerk for commission meeting documents and other office correspondence and reports, assist in the design and coordination of filing systems both paper and digital, and perform record retention duties under the direction of the Fire and Police Commission Chief of Staff and in coordination with the Program Assistant III.
- 10% Serve as a back-up for some of the Program Assistant III's duties; provide coverage of general office functions with the Program Assistant III as needed, including telephone, e-mail, and in-person contacts with citizens and other City of Milwaukee employees.
- 10% Serve as the department's payroll clerk in conjunction with the Administrative Assistant III.
- 5% Other duties as assigned. Each area of the FPC has certain functions and related support work. This position may be called upon to assist in providing extra support to meet the demands placed on a particular section.
- 5% Assist testing staff with compiling and filing testing materials and application documents. Assist with examination preparation and implementation.



Minimum requirements include two years of progressively responsible experience performing administrative work closely related to the duties described above, with at least one year of experience equivalent to or above the level of a City of Milwaukee Office Assistant III.

The FPC has experienced an increase in the combined number of full Commission meetings and subcommittee meetings over the last year. It is now typical for there to be a full FPC Commission meeting twice a month and subcommittee meetings every two weeks. In 2020 so far the Board has added both the Rules and ACLU subcommittees.

With the increasing attention to the activities and decisions of the FPC, the method of note taking has changed and taped meetings are no longer acceptable to serve as the meeting minutes. At the request of the FPC Commission members, both this position and the current Program Assistant I take verbatim minutes at each meeting followed by crosschecking with the recorded video to ensure accurate representation of all Board actions. A current project that has increased workload includes loading all FPC Board minutes from 2017 to 2019 into Legistar. Due to the volume this will project will be completed by both this position and the current Program Assistant I.

As the FPC is tasked with the management of both the Fire and Police Departments hirings, promotions, appeals, Rule Changes, and SOP changes, the contribution of an additional Program Assistant I will ensure the needed oversight of Board agenda items to produce accurate and proper documentation.

This new Program Assistant I also provides back up when the Program Assistant III is out of the office and works with necessary office, payroll, and employee related matters such as onboarding and separation activities. This position continues to be the first point of contact for the public, triages incoming information requests and citizen complaints and ensures that members of the public are directed to the correct FPC staff member.

As this position has taken on these additional higher level duties that are at the level of the current Program Assistant I, this report recommends the reclassification of a current Office Assistant II (PR 6EN) to Program Assistant I (PR 5EN).

#### **FPC Risk Management**

Current	Recommendation
Fire and Police Commission Risk Manager PR 2MX (\$75,478 - \$105,669) Recruitment Flexibility with DER/FPC Chair Approval One Position	No Change in Classification

Fire and Police Commission Risk Manager PR 2MX (\$75,478 - \$105,669) One Position

The Fire and Police Commission Risk Manager is responsible for developing an external risk management plan for the Fire and Police Departments; incorporating that plan into a greater city-wide risk management plan; detecting, analyzing and deters risk by identifying unusual trends and risk indicators in the departments' processes and operations; creating policies, procedures and control assessments in response to identified risks; evaluating the effectiveness of risk control measures; and provide training regarding risk management strategies and programs.

#### **FPC Legal**

Current	Recommendation
Fire and Police Commission Investigator/ Auditor PR 2HX (\$54,865 - \$76,806) One Position	<b>Fire and Police Commission Compliance Auditor</b> <b>PR 2HX (\$54,865 - \$76,806)</b> <b>Title Change</b>



Paralegal PR 5JN (\$47,095 - \$57,144) One Position	No Change in Classification
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**Fire and Police Commission Compliance Auditor****PR 2HX (\$54,865 - \$76,806)****One Position**

The basic function of this position is to assist the legal section in the Fire and Police Commission (FPC) in detecting, analyzing, and deterring risks by identifying risk indicators in the Police and Fire Departments' processes and operations, conducting extensive and in-depth research and analysis of various public safety issues, drafting policies, and coordinating auditing plans in relation to the ACLU settlement agreement and all other Fire and Police departmental operations. The Fire and Police Commission Compliance Auditor will work collaboratively with the Executive Director, investigation unit, along with the research and risk management team members to ensure compliance with the settlement agreement objectives and helping to mitigate public safety issues. The Fire and Police Commission Compliance Auditor will also participate in all audits and committees applicable to investigations, research, compliance and risk management. This position will also work closely with the investigations staff to keep the Executive Director informed of patterns of misconduct filed against members of the Police and Fire Departments. The Fire and Police Commission Compliance Auditor will also work with the Director of Emergency Management and Homeland Security and Communications to ensure public safety issues, policies, and procedures are in place for the DNC and the consolidation of the CAD and 9-1-1 related systems. Duties and responsibilities include:

- 40% Work with the Executive Director in conjunction to FPC related team members to develop a process for the audits required in the ACLU settlement agreement; continuously review and analyze the progress of long and short-term goals and strategies, policies and procedures; and develop a good working relationship with the City Attorney's Office to analyze and review claims and suits filed with the EEOC/ERD, state, and federal court against the Fire and Police Departments to evaluate legal issues and assess risk
- 20% Continuously review Fire and Police Department rules and standards operating procedures, legal trends in Wisconsin and other states, and keep informed of other relevant trends that will allow for a proactive rather than reactive response to risk.
- 15% Analyze disciplinary actions (both appealed and not appealed), citizen complaints, and claims filled with the City Attorney for trends.
- 15% Draft reports and other recommendations for department heads, Board of Commissioners, and other managers/ directors as outlined by the Executive Director; and prepare analyses, and reports on short notice in response to critical events and issues and provide information for periodic reports.
- 10% Other duties as assigned (DNC, 9-1-1/ CAD consolidation systems).

Minimum requirements include a bachelor's degree in political science, criminal justice, history, economics, business management or a related field. At least two years of related experience in legal research, legal writing, and data analysis. Equivalent combination of education and experience may also be considered.

The primary role of this position concerns the organization and coordination of the Fire and Police Commission effort to reach compliance with the ACLU Settlement Agreement that the City of Milwaukee reached in July 2018. This will involve:

- Tracking and organizing compliance efforts through constant contact with the monitor agent, CJI, Milwaukee Police Department and the City Attorney's Office.
- Working with the Fire and Police Commission's Audit Unit to plan, structure, and prepare documents for the upcoming mandated audits of stop data and footage, as well as citizen complaints.
- Discussing access and availability details with MPD to make the transition to auditing as smooth and efficient as possible



- Presenting Settlement progress reports to Common Council Committees and the Board of the Fire and Police Commission

Because of the focused responsibilities this position has for coordinating efforts to reach compliance with the ACLU Settlement Agreement, the requested title appears appropriate.

Paralegal PR 5JN (\$47,095 - \$57,144) One Position

The Paralegal provides assistance to the Fire & Police Commission Executive Director substantive legal matters related to complaints and appeals to the Fire & Police Commission. The position functions as the FPC records custodian; prepares citizen complaint and disciplinary appeal files for trial; coordinates scheduling of pretrials and trials. Assist at pretrial meetings and trials as needed; and assists in drafting preliminary findings, decisions and producing all basic correspondence. The position maintains the complaint, disciplinary appeal, litigation, and other files; and assists the Executive Director with special projects, research, and litigation as needed.

#### **FPC Research**

Current	Recommendation
Research and Policy Analyst PR 2FX (\$48,670 - \$67,616) One Vacant Position	No Change in Classification

Research and Policy Analyst PR 2FX (\$48,670 - \$67,616) One Position

The Research and Policy Analyst conducts extensive and in-depth research and analysis of various public safety issues such as crime data, fire suppression, personnel deployment and budget and resource allocation. Reviews and analyzes rules, regulations, policies, and procedures of the Milwaukee Fire and Police Departments and of other Public Safety Departments in the country. Recognizes and identifies trends in public safety operations. This position provides guidance and advice to the Executive Director, the Board of Fire and Police Commissioners, and the Fire and Police Chiefs regarding findings and recommendations. Also, provides guidance to Fire and Police Department personnel regarding data gathering and analysis.

#### **FPC Emergency Management**

Current	Recommendation
Emergency Management and Communications Director PR 2NX (\$80,442 - \$112,627) Recruitment Flexibility with DER/FPC Chair Approval One Position	No Change in Classification
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruit Rate: \$42,539 One Vacant Position	No Change in Classification

Emergency Management and Communications Director PR 2NX (\$80,442 - \$112,627) One Position

This position is responsible for directing the activities of the Office of Emergency Management and Communications; serving as a liaison and primary point of contact for activities related to emergency management planning as well as providing oversight of the City's emergency communications systems that include the City's 911 center and radio systems; directing all emergency preparedness initiatives within the City of Milwaukee as outlined in and required by Chapter 323 of the Wisconsin State Statutes and Chapter 6 of the City of Milwaukee Charter Ordinance, coordinating and monitoring all emergency communications strategic planning, projects and budget; and facilitating internal governance and decision-making through committees and ad hoc workgroups where appropriate.

Program Assistant II      PR 5FN (\$42,539 - \$48,248)      One Position

This position provides administrative support to the Emergency Management and Communications Director; types and/ or composes letters, reports, memorandums, and presentations; plans, documents and implements training/ exercise program(s); assists with intergovernmental communication and collaboration initiatives; assists with research and applications for grants; schedules meetings, prepares agendas, takes minutes and prepares meeting summaries; and assists with research and monitoring of national trends in emergency management, homeland security, and emergency communications.

**FPC Staffing Services**

Current	Recommendation
Fire and Police Commission Staffing Services Manager PR 1IX (\$75,478 - \$105,669) Recruitment Flexibility with DER/FPC Chair Approval One Position	No Change in Classification
Human Resources Representative PR 2HX (\$54,865 - \$76,806) Recruitment Flexibility with DER/FPC Chair Approval Two Positions – One Vacant	No Change in Classification
Recruiter PR 2FX (\$48,670 - \$67,616) One Position	No Change in Classification
One New Position	<b>Test Administration Coordinator</b> <b>PR 2DN (\$42,500 - \$59,498)</b> <b>Initial Classification</b>
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruit Rate: \$42,539 Two Vacant Positions	No Change in Classification

Fire and Police Commission Staffing Services Manager      PR 1IX (\$75,478 - \$105,669)      One Position

Under the direction of the Executive Director, the FPC Staffing Services Manager is responsible for the leadership and the direction of the testing and recruitment staff in developing and administering the selection processes for the City of Milwaukee public safety positions.

Human Resources Representative      PR 2HX (\$54,865 - \$76,806)      Two Positions

The Human Resources Representative conducts all phases of the hiring and promotional selection processes for an urban public safety workforce including approximately 3,000 sworn positions under the governance of the Fire and Police Commission (FPC). Selection functions include recruitment, job analysis, test development, test review and evaluation, and test administration as well as organizational development. This position may also provide other human resource services as needed.

Recruiter      PR 2FX (\$48,670 - \$67,616)      One Position

The position recruits personnel for entry-level positions within the Fire and Police Departments. This position collaborates with the Human Resources Representatives, Test Administration Coordinator, and Program Assistants in FPC Staffing Services to promote the recruitment of under-represented minority groups and women. This position develops a recruitment effort and performs all recruitment activities.



**Test Administration Coordinator****PR 2DN (\$42,500 - \$59,498)****One Position**

The Test Administration Coordinator oversees test administration including the monitoring of the Fire and Police Commission written and performance tests and scoring of examinations for positions within the Police and Fire Departments. This position troubleshoots problems that arise for all tests administered by the FPC, handles candidate complaints, and serves as the FPC's liaison with vendors when they are onsite for test administration. Duties and responsibilities include:

- 70% Schedule and monitor written and performance Fire and Police Commission examinations; score all FPC examinations (written, oral and performance examinations, training and experience ratings, and written exercises); produce related reports using the JobAps applicant tracking system and/ or a spreadsheet tracking system; send examination date and results notices to candidates; keep, track location and status, and file personal history questionnaire documents (PHQ); determine veterans, residency, and education/ experience preference points; determine eligibility for holds due to medical need or active military duty; make recommendations regarding request for test accommodations, administer tests involving accommodations, and keep records regarding accommodation requests; make recommendations regarding alternative test times and dates, arrange and administer alternative administrations and keep records regarding requests; and serve as the contact person for background investigation status reports, psychological exams, medical evaluations, and drug test status.
- 15% Serve as the administrator for JobAps applicant tracking system and produce applicant flow reports and statistical reports for budget and recruitment analysis using the system's reporting capabilities.
- 10% Announce examinations and review applications for Police Aide, Fire Cadet, Emergency Communications Operator, Police Officer, Firefighter, and all other promotional exams offered to sworn members of the police and fire departments; manage scheduling of various testing components for simultaneous or overlapping examination processes; and assist with strategic planning of hiring processes for positions hired by the FPC.
- 5% Assist with gathering and reviewing documents responsive to open records request and lawsuits; coordinate with recruit staff to facilitate retention of applicants throughout the application process; and other duties as assigned.

Minimum requirements include four years of progressively responsible office support experience performing related clerical functions including at least two years supporting human resources functions related to assessment and testing.

The duties and responsibilities of this Test Administration Coordinator are comparable to those of the current Test Administration Coordinator (Pay Range 2DN) in the Department of Employee Relations. Both positions oversee the work of program assistants in communication with applicants, monitor Civil Services written and performance tests, and score these Civil Service examinations

**Program Assistant II****PR 5FN (\$40,516 - \$48,248)****Two Positions**

The two Program Assistant II positions in the FPC Staffing Services provide administrative support by scheduling, administering and scoring examinations; by developing and maintaining eligible lists; by providing information verbally and in writing to applicants, candidates, departmental representatives and other interested parties regarding hiring processes; by preparing statistical reports and by establishing and maintaining computer and paper files of examination-related records.

**FPC Investigations**

Current	Recommendation
Fire and Police Commission Investigator/ Auditor PR 2HX (\$54,865 - \$76,806)	<b>Fire and Police Commission Investigator</b> <b>PR 2HX (\$54,865 - \$76,806)</b>



One Bilingual Designation Two Positions – One Vacant	<b>One Bilingual Designation Title Changes</b>
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**Fire and Police Commission Investigator      PR 2HX (\$54,865 - \$76,806)      Two Positions**

This position investigates complaints filed against members of the Police and Fire Departments arising from misconduct, including violation of department rules, policies, and procedures. The Fire and Police Commission Investigator maintains electronic records of all investigative files, tracks complaints against officers, and accepts and forwards commendations to MPD and MFD. This position is responsible for community office hours which includes: locating ADA appropriate locations to accept complaints in the field, scheduling the community office hours, and reserving pool cars as needed. Duties and responsibilities include:

- 50% Investigates complaints of misconduct by obtaining and reviewing documents; interviewing witnesses, collecting, evaluating, and analyzing information from various sources; preparing investigative reports and making recommendations to the Executive Director per Milwaukee Code of Ordinances Chapter 314; and maintains records and testifies in FPC proceedings.
- 10% Assists complainants in filing a complaint and works in the field with complainants and witnesses.
- 10% Audits investigations conducted by Police and Fire Departments, recommends additional investigations to be conducted, and recommends dispositions.
- 10% Maintains a high degree of confidentiality and sensitivity when dealing with high profile complaints that generate high public and political interest. Analyzes and reviews statistics of citizen complaints, and identifies trends and necessary corrective policy considerations.
- 10% Supporting ACLU related compliance efforts involving the investigations and complaints process.
- 10% Community office hours' duties including: locating ADA appropriate locations to accept complaints in the field, scheduling the community office hours, and reserving pool cars as needed.

Minimum requirements include a bachelor's degree in criminal justice, police administration or related area, with at least five years' experience investigating local, state, or federal criminal/ military offences, insurance claims, administrative rule violations, police misconduct, or related complex civil or criminal violations.

The report recommends the new title of Fire and Police Commission Investigator as these positions do not have audit responsibilities.

**FPC Community Engagement**

Current	Recommendation
Community Outreach Coordinator PR 2HX (\$54,865 - \$76,806) One Position	No Change in Classification

**Community Outreach Coordinator    PR 2HX (\$54,865 - \$76,806)      One Position**

The Community Outreach Coordinator assists the Fire and Police Commission by performing professional public relation duties and coordinating the timely development, administration and execution of programs and services. These programs and services are designed to foster and improve education, public involvement, media and community relations throughout the City of Milwaukee about the Fire and Police Commission and public safety departments. This position evaluates and develops community partnerships with public and private entities that include but are not limited to educational institutions including Milwaukee Public Schools and other key educational partners. The goals of these partnerships are to increase communication, public involvement and to aid our current recruitment efforts in positions in protective services and the retention efforts between MFD, MPD, FPC and the City of Milwaukee.



**FPC Audit**

Current	Recommendation
Fire and Police Commission Investigator/ Auditor PR 2HX (\$54,865 - \$76,806) One Vacant Position	<b>Fire and Police Commission Audit Manager</b> <b>PR 1IX (\$75,478 - \$105,669)</b> <b>Recruitment Flexibility with DER/FPC Chair Approval</b> <b>Reclassification with Recruitment Flexibility</b>
Fire and Police Commission Risk Auditor PR 2FX (\$48,670 - \$67,616) One Vacant Position	<b>Fire and Police Commission Auditor</b> <b>PR 2FX (\$48,670 - \$67,616)</b> <b>Title Change and Reclassification</b>
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment Rate: \$42,539 One Vacant Position	

At the recommendation of the Center for Justice Institute (CJI), the consultant tasked with the monitoring of the ACLU Settlement Agreement, FPC engaged with the Maxey Group to do an FPC audit capacity study. The findings support the creation of an audit unit for the FPC managed by a manager with an audit background which will allow the FPC and the City of Milwaukee to work towards compliance on the ACLU Settlement Agreement (SA). It is reaching the second year of the SA and the FPC is almost 24 audits behind the benchmarks set by the SA. Specifically the capacity study recommended the following:

*FPC should hire four full-time auditors, supported by an audit supervisor, to directly conduct the auditing work required.*

*"The FPC has wide-ranging audit obligations. Primarily, the FPC is required to audit all complaint investigations conducted by MPD or FPC; conduct reviews of all complaint investigations; audit traffic stops, field, interviews, no-action encounters, frisks and searches; audit video sources including body and dashboard cameras to validate traffic stops, field, interviews, no action encounters, frisks and searches; and analyze these audits to identify problematic officer behavior.*

*While these obligations may seem, on their face, simple and straightforward, the complexity of the processes necessary to ensure the integrity of the final determination should not be understated. In order to complete these audits, FPC must review all complaints submitted to MPD, as well as a robust sample of FPC complaint investigations. FPC will need to sample traffic stops, field, interviews, no action encounters, frisks and searches, to ensure a statistically valid number of cases for a comprehensive audit. FPC should consider oversampling in problematic areas to ensure they are identifying officers who are not consistently following relevant policy; while a statistically valid sample size can ensure, within a level of certainty, that the sample is representative of the whole, it does not lend itself to identifying, individually, officers who may be exhibiting problematic behavior. FPC will need to review video sources at a sophisticated level, and will need to ensure it has adequate expertise to make legal and policy determinations about traffic stops, field, interviews, no-action encounters, frisks and searches. Should FPC expands its scope to use of force and/or crisis intervention, which would be prudent, it will need to ensure sufficient expertise in those areas as well.*

*Determining an auditor staffing level necessarily to comprehensively perform these tasks is rendered difficult by the fact that there is little agreement about the extent of these activities in a given year. The data quality is inherently suspect; by way of glaring example, while the CJI report indicated 35,085 Settlement Agreement examination reported approximately 190,000 traffic stops in 2015. Assuming 150,000 events need to be audited, and assuming a 95% confidence level 15, a sample of 1,060 events would need to be audited, including video review of body camera and dashboard camera information. In addition, both MPD and FPC each report approximately 200 complaints (an approximate total of 400; it is unknown whether*



*there was overlap or whether MPD and FPC de-conflicted complaint potentially made to both) against the Milwaukee Police Department annually. Complaints against members of the Fire Department are empirically rare – only 14 in 2018. However, as every internally generated complaint against MPD must be investigated and because the population size is so small, a relatively large number of complaints will need to be audited. Assuming a population of 400, to reach a 95% confidence interval, 291 of the cases must be reviewed. It may be that a better auditing plan is to examine the entire population.*

*Auditing procedures should include both quantitative and qualitative approaches. A quantitative audit, also fairly characterized as a “procedural” review, examines – within an objective count of data occurrences – work performed against the policies governing the work to determine substantial compliance. Qualitative audits apply a more subjective lens to information to determine whether, based on a review of all facts presented, the officer’s performance was consistent with the standards set by policy and law. Whereas quantitative audits can typically be completed by any person trained in audit protocols, qualitative audits, especially in law enforcement and public safety contexts, require a level of expertise in analyzing legal standards that are “not capable of precise definition or mechanical application.”*

*Primary audits are original audits intended to better understand a set of occurrences. For example, the obligation for FPC to audit “data, dashboard camera footage, and body camera footage on traffic stops, field interviews, no-action encounters, frisks, and searches” is a primary audit – a video specialist and auditors will examine the videos, based on a sampling of the total number of videos, and draw direct conclusions. Secondary audits are essentially quality control audits, or audits of audits. For example, “defendants” obligation to ensure that “the appropriate division within MPD audits data, dashboard camera footage, and body camera footage on traffic stops, field interviews, no-action encounters, frisks, and searches” would be a secondary audit. In other words, MPD conducts the primary audit; the City conducts the secondary. Quantitative and qualitative audits should occur across both primary and secondary reviews. Finally, dual auditing is a best practice to eliminate bias and ensure consistent results. Using this process, two auditors would review every case in a sample. If the auditors disagreed, then the supervisor would provide the “tie breaking vote” after review. The cases should be randomly distributed among the group of four auditors and supported by the video specialist.*

#### **Fire and Police Commission Audit Manager**

**PR 1IX (\$75,478 - \$105,669)**

**One Position**

Under the general direction of the Fire and Police Commission Executive Director, this new Fire and Police Commission Audit Manager is to be responsible for managing the Audit unit and ensuring that high-risk areas of the Fire and Police Departments are audited consistently and professionally in order to decrease the risk and improve operations of these city departments. The Fire and Police Commission Audit Manager is also responsible for audits related to the ACLU Settlement agreement.

The Audit Manager will direct the work of the Auditors in the following areas:

- Audit all complaint investigations conducted by the Milwaukee Police Department (MPD) or FPC
- Conduct reviews of all complaint investigations
- Audit traffic stops, field interviews, no-action encounters, frisks and searches
- Audit video sources including body and dashboard cameras to validate traffic stops, field interviews, no action encounters, frisks and searches
- Analyze these audits to identify problematic officer behavior

The Audit Manager will direct the work of the Auditors in conducting audits that:

- Ensure thorough, fair and credible results and timely and objective results
- Ensure that the appropriate division within MPD audits data, dashboard camera footage, and body camera footage on traffic stops, field interviews, no action encounters, frisks, and searches



- Identify officers who need additional training on traffic stop, field interview, no-action encounter, frisk, and search policies and/or discipline for the conduct of unreasonable, unreported, or insufficiently documented encounters.
- Ensure that data and findings from the FPC audits be incorporated into the MPD's AIM System, which is a database software program used to identify MPD member performance for the purpose of evaluation.
- Review every internally generated complaint about MPD conduct

**Fire and Police Commission Auditor      PR 2FX (\$48,670 - \$67,616)      2 Positions**

Under the general direction of the Fire and Police Commission Audit Manager these new Fire and Police Commission Auditors are to be responsible for ensuring that high-risk areas of the Fire and Police Departments are audited consistently and professionally in order to decrease the risk and improve operations of these city departments. The Fire and Police Commission Auditors are also responsible for audits related to the ACLU Settlement agreement.

Duties and responsibilities include:

- Audit all complaint investigations conducted by the Milwaukee Police Department (MPD) or FPC
- Conduct reviews of all complaint investigations
- Audit traffic stops, field, interviews, no-action encounters, frisks and searches
- Audit video sources including body and dashboard cameras to validate traffic stops, field interviews, no action encounters, frisks and searches
- Analyze these audits to identify problematic officer behavior

Fire and Police Commission Auditor will conduct audits that:

- Ensure thorough, fair and credible results and timely and objective results.
- Ensure that the appropriate division within MPD audits data, dashboard camera footage, and body camera footage on traffic stops, field interviews, no action encounters, frisks, and searches
- Identify officers who need additional training on traffic stop, field interview, no-action encounter, frisk, and search policies and/or discipline for the conduct of unreasonable, unreported, or insufficiently documented encounters.
- Ensure that data and findings from the FPC audits be incorporated into the MPD's AIM System, which is a database software program used to identify MPD member performance for the purpose of evaluation.
- Review every internally generated complaint about MPD conduct

**Action Required – Effective Pay Period 11 (May 17, 2020)**

**In the Salary Ordinance**

Under Pay Range 1HX:

Delete the title 'Fire and Police Commission Operations Manager'  
Add the title 'Fire and Police Commission Chief of Staff'

Under Pay Range 1IX:

Add the title 'Fire and Police Commission Audit Manager' (8) (16) and create footnotes:

(8) Recruitment may be at any rate in the pay range with the approval of DER and the Fire and Police Commission Chair.

(16) Recruitment may be at any rate in the pay range with the approval of DER and the Fire and Police Commission Chair.

## Under Pay Range 2FX:

Delete the title 'Fire and Police Commission Risk Auditor'

Add the title 'Fire and Police Commission Auditor'

## Under Pay Range 2HX:

Delete the title 'Fire and Police Commission Investigator/Auditor'

Add the title 'Fire and Police Commission Compliance Auditor'

Add the title 'Fire and Police Commission Investigator'

In the Positions Ordinance

Under the Fire and Police Commission, delete all and replace with the following:

**FIRE AND POLICE COMMISSION**

Fire and Police Commission Executive Director (A)(B)(C)(D)(E)(X)(Y) 1

Fire and Police Commissioner (Y) 9

Administration

Fire and Police Commission Chief of Staff (X)(Y) 1

Program Assistant III 1

Program Assistant I (F) 2

Risk Management

Fire and Police Commission Risk Manager 1

Legal

Fire and Police Commission Compliance Auditor 1

Paralegal 1

Research

Research and Policy Analyst 1

Emergency Management

Emergency Management and Communications Director 1

Program Assistant II 1

Staffing Services

Fire and Police Commission Staffing Services Manager (Y) 1

Human Resources Representative 2

Recruiter (X) 1

Test Administration Coordinator 1

Program Assistant II 2

Investigations

Fire and Police Commission Investigator (F) 2

Community Engagement

Community Outreach Coordinator (X) 1

Audit



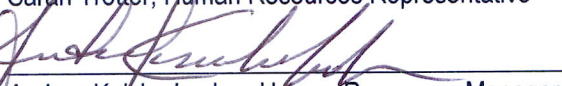
Fire and Police Commission Audit Manager	1
Fire and Police Commission Auditor	2

- (A) The Fire & Police Commission Executive Director shall provide quarterly reports on 9-1-1 call wait times and activities, trainings, and initiatives to reduce wait times.
- (B) The Fire & Police Commission Executive Director shall collaborate with the Police Department on initiatives to reduce overtime expenditures.
- (C) The Fire & Police Commission Executive Director shall collaborate with the Police Department and Health Department to present a plan to the Common Council for information sharing following a critical incident.
- (D) The Fire & Police Commission Executive Director shall ensure that recruiting activities for the Fire Cadet program take place only within the City of Milwaukee.
- (E) The Fire & Police Commission Executive Director is directed to expand trauma informed care training to all members of the Milwaukee Police Department.
- (F) One position designated as bilingual
- (X) Private automobile allowance may be paid pursuant to Section 350-183 of the Milwaukee Code.
- (Y) Required to file a statement of economic interests in accordance with the Milwaukee Code of Ordinances Chapter 303-Code of Ethics.

Prepared By:

  
Sarah Trotter, Human Resources Representative

Approved By:

  
Andrea Knickerbocker, Human Resources Manager

Approved By:

  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**City Service Commission Meeting: May 19, 2020**Health Department**

Current	Recommended
New Position (One Position)	Family Injury and Violence Prevention Manager PR 2HX (\$54,865 - \$76,806) (One Position)
New Position (One Position)	Mammography Technologist (0.8 FTE) PR 3MN (\$48,173 - \$61,023) (One Position) FN: Recruitment at \$54,540 and any point in the range with approval of DER

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

The Department of Employee Relations has received a request from Dr. Jeanette Kowalik, Commissioner of Health, to classify two new positions. Job descriptions were provided and discussions were held with Dr. Jeanette Kowalik; and Rocio Serna, Human Resources Officer.

Current	New Position		One Position
<b>Recommended</b>	Family Injury and Violence Prevention Manager	PR 2HX (\$54,865 - \$76,806)	One Position

This new position in the 2020 budget will be responsible for the management of family and gender-based violence prevention efforts on behalf of the City of Milwaukee. Based in the Milwaukee Health Department's Office of Violence Prevention, this position will manage the development, coordination, and implementation of programs and initiatives focused on preventing family and gender-based violence including child abuse, human trafficking, domestic violence, and sexual assault prevention; be accountable for advancing strategies outlined in the Blueprint for Peace focused on strengthening children, youth, and families in the City; be responsible for managing the operation of the Milwaukee Commission on Domestic Violence and Sexual Assault including commission appointees, grant monitoring, budgeting, reporting, strategic planning and project development; support the City's overall violence prevention efforts and directly oversees one position of Injury and Violence Prevention Program Coordinator. Duties and responsibilities include the following:

- 25% Manage Commission on Domestic Violence and Sexual Assault (MCDVSA) activities and implementation of the MCDVSA Strategic Plan; and oversee one position of Injury and Violence Prevention Program Coordinator.
- 25% Identify and pursue funding opportunities for family and gender-based violence prevention and manage grant implementation and budgeting.
- 20% Support the implementation of Milwaukee's Blueprint for Peace and advocate on behalf of local and statewide violence prevention.
- 15% Manage the implementation of the Safe Visitation and Exchange Center under the Justice for Families grant.
- 10% Lead and support ongoing communication among various city leaders and other government and community organizations, including regular updates on progress and challenges in family and gender-based violence prevention.
- 5% Perform other functions that may be assigned at the discretion of the Commissioner of Health, Deputy Commissioner of Community Health, or Violence Reduction and Prevention Program Director.



Minimum requirements include a bachelor's degree with major course work in public health, social sciences, public administration, criminal justice, sociology, psychology, economics or related fields; four years of progressively responsible experience working with multi-disciplinary partners in a collaborative and action-oriented role, with high-risk youth, injury or violence prevention, or improving social conditions of health. An equivalent combination of education and experience may be considered. These requirements have not been assessed by the Staffing Division.

This new position will have duties and responsibilities that are comparable in level to those of the current position of Violence Prevention Manager in Pay Range 2HX (\$54,865 - \$76,806). The basic function of the Violence Prevention Manager position is to be responsible for the direction and management of a strategic effort on youth development and violence reduction among youth in the City of Milwaukee; oversee the City's participation in the development and implementation of a strategic plan; be a lead in designing the community-wide strategic plan; and be responsible for multi-agency and community collaboration, alignment with current and future internal City initiatives, policy development, establishment of measurable objectives, activities and evaluation of the plan, and oversight of data collection and analysis.

Both of these positions are located in the Office of Violence Prevention and report to the Violence Reduction and Prevention Program Director; oversee the work of an Injury and Violence Prevention Program Coordinator and have responsibility for the direction and management of a strategic effort related to a particular area of violence prevention. The current position focuses on youth and this new position under study will focus on families.

We therefore recommend this new position be classified as Family Injury and Violence Prevention Manager in Pay Range 2HX (\$54,865 - \$76,806).

<b>Current</b>	New Position		One Position
<b>Recommended</b>	Mammography Technologist (0.8 FTE)	PR 3MN (\$48,173 - \$61,023) FN: Recruitment is at \$54,540 and may be at any rate in the range with the approval of DER.	One Position

This new grant-funded position is assigned to the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) and provides screening mammograms to eligible women per the American College of Radiology (ACR) and Mammography Quality Standard Act (MQSA) standards; ensures all reports are provided to clients per required guidelines; maintains a quality control program and complies with MQSA and ACR standards; ensures all records are maintained and prepared for all required inspections; and ensures the equipment is maintained. Duties and responsibilities include the following:

- 50% Provide screening mammograms at the Southside Health Center (SSHC) to women eligible for the Wisconsin Well Women Program per the ACR and MQSA guidelines; upload digital mammography images to the Radiologist's work station via the PACS systems; ensure screening mammogram results are sent to clients within 30 days per the required guidelines once the Radiologist reads the images, reports are retrieved and results are generated through the PACS system; ensure women and providers receive abnormal screening reports immediately, notify the MHD Public Health Nurses and MBCCAP Provider, and ensure clients are scheduled for diagnostic services (diagnostic mammogram/ultrasound and/or biopsy); ensure that all abnormal follow-up is documented for the MQSA and ACR inspections; and notify the Well Women's Program Manager of any/and all issues with the mammogram equipment to include the Selenia Hologic Mammography unit, the PACS system, the digitizer unit, and the VPN tunnel.
- 15% Request reports/screening images and/or diagnostic follow-up for women receiving services at the SSHC from all previous providers to ensure the Radiologist has previous reports and images for comparison; be responsible for all medical records requests from outside entities; and ensure that all images/reports are sent to the client's current provider.



- 15% Prepare for ACR and MQSA inspections; maintain all state and federal accreditations and certifications; develop and maintain a quality control program that complies with MQSA and ACR standards; conduct weekly tests to include: a Flat Field Test to determine if the digital screening mammography unit is working properly before screening mammograms are provided, the Artifact Test to make sure there are no artifacts on the digital receptor which impacts image quality, Phantom image to ensure the image quality is within the MQSA and ACR standards, and conduct and evaluate a Signal to Noise Ratio (SNR) and a Contrast to Noise (CNR) test to ensure consistency of the digital image receptor; and contact the Physicist to conduct the yearly full field digital mammography survey summary on the Selenia Hologic Mammography unit for the MQSA inspection, which is mandatory to pass before the MQSA inspector is scheduled.
- 10% Comply with all policies and procedures as written to include but not limited to HIPPA, ACR, MQSA and the Well Women Program; maintain client records per HIPPA guidelines and regulations; complete all Well Women Program forms including enrollment forms, history and physical forms, Forward Health Portal reporting forms, and make copies of all documents to ensure forms are provided to the Program Manager to enter into the Forward Health Interchange Portal; file all documents when complete; create new patient numbers for MBCCAP's data system; and enter all patient information and results in MBCCAP's data system; utilize digitizer to digitize WWWP old screening films to upload to Radiologist or to send to providers when screening results from previous years are requested; and ensure the PACS system is maintained, there is continuous training to ensure PACS system is utilized to upload images, and e VPN tunnel is running to upload screening mammogram images to the Radiologist's workstation.
- 5% Perform other duties as assigned.

Minimum qualifications include an associate's degree in radiology and experience as a Registered Mammography Technologist. Other requirements include being registered with the American Registry of Radiologic Technologists, a current State of Wisconsin license as a Radiographer, and an advanced certification through the ARRT-M with 40 hours of training specific to mammography. These requirements have not yet been assessed by the Staffing Division.

This is a new grant-funded position under the Wisconsin Well Woman Program grant. For years, the current Mammography Technologist performed these duties as a subcontractor. Last summer the subcontract ended and the individual became a temporary employee. A new position was created under the grant in File #190289. To study this new position a market cost of labor analysis was conducted utilizing the Economic Research Institute (ERI), a salary survey service to which the Department of Employee Relations subscribes.

The following table provides wage information from ERI for Mammography Technologist in Southeastern, Wisconsin:

Years of Experience	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
7	\$56,411	\$60,843	\$66,056	\$71,156	\$76,467
6	\$54,806	\$58,754	\$64,172	\$69,124	\$74,295
5	\$53,088	\$56,900	\$62,149	\$66,939	\$71,955
4	\$51,279	\$54,942	\$60,007	\$64,623	\$69,473
3	\$49,406	\$52,907	\$57,776	\$62,205	\$66,877
2	\$47,502	\$50,827	\$55,487	\$59,721	\$64,205
1	\$45,590	\$48,741	\$53,178	\$57,207	\$61,497

Source: ERI. April 1, 2020

*ERI defines a Mammography Technologist as a position that x-rays patients, using radiologic equipment that produces radiographs (x-rays) of body for diagnostic purposes, as directed by a Radiologist; positions patient*



*on examining table and changes immobilization devices to obtain optimum views of specified area of body requested by physician; explains procedures to patient to reduce anxieties and attain patient cooperation; and moves x-ray equipment into specified position and adjusts equipment controls to set exposure factors, such as time and distance, based on knowledge of radiographic exposure techniques and protocols.*

Based on the data we recommend placing this position in Pay Range 3MN (\$48,173 - \$61,023) with a recruitment rate of \$54,540 which is equivalent to the mean for one to two years of experience. To provide more flexibility to the department in recruitment we also recommend that they be able to hire anywhere in the range with approval of the Department of Employee Relations (DER).

We therefore recommend this new position be classified as Mammography Technologist (0.8 FTE) in Pay Range 3MN (\$48,173 - \$61,023) with a recruitment rate of \$54,540 and the ability to hire at any point in the range with the approval of DER.

**Action Required – Effective Pay Period 1, 2020 (December 29, 2019)**

In the Salary Ordinance:

Under Pay Range 2HX, add the title 'Family Injury and Violence Prevention Manager'.

In the Positions Ordinance:

Under the Health Department, Community Health Division, Office of Violence Prevention:  
Delete one position of 'Injury and Violence Prevention Program Manager (X)(Y)(K)'  
Add one position of "Family Injury and Violence Prevention Manager (X)(Y)(K)"

**Action Required – Effective Pay Period 11, 2020 (May 17, 2020)**

In the Salary Ordinance:

Under Pay Range 3MN, add the title 'Mammography Technologist' (3) (6) and create footnotes:

(3) Recruitment is at:

Biweekly	2,036.59
Annual	52,951.34

and may be at any rate in the range with approval of DER.

(6) Recruitment is at:

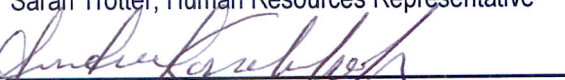
Biweekly	2,097.69
Annual	54,539.94

and may be at any rate in the range with approval of DER.

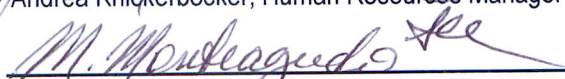
Prepared by:

  
Sarah Trotter, Human Resources Representative

Reviewed by:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:

  
Maria Monteagudo, Employee Relations Director

## JOB EVALUATION REPORT

City Service Commission Meeting: May 19, 2020

### Milwaukee Public Library

Current	Requested
Assistant Director – Library Information Technology and Technical Services PR 1IX (\$75,478 - \$105,669) (One Position)	Associate Library Director – Technical Services 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.
Assistant Director – Library Operations PR 1HX (\$70,827 - \$99,154) (One Position)	Associate Library Director - Operations 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

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

The Milwaukee Public Library (MPL) has requested a classification study of two leadership positions, Assistant Director – Library Information Technology and Technical Services and Assistant Director – Library Operations. The Milwaukee Public Library Director, Paula Kiely, has consolidated the organizational structure so that there are now three MPL Divisions.

Title	PR	Rates
Milwaukee Public Library Director	1NX	\$103,841 - \$145,382
Deputy Library Director – Public Services	1LX	\$91,404 - \$127,962
Assistant Director – Library Information Technology and Technical Services	1IX	\$75,478 - \$105,669
Assistant Director – Library Operations	1HX	\$70,827 - \$99,154

As a result, these two Assistant Director positions under study have broader duties and responsibilities. New job descriptions were provided and discussions were held with Victoria Robertson, Human Resources Officer.

<b>Current</b>	Assistant Director – Library Information Technology and Technical Services	1IX (\$75,478 - \$105,669)	1 Position
<b>Recommended</b>	Associate Library Director – Technical Services	1JX (\$80,442 - \$112,627)	1 Position

This position is responsible for the overall operations and continuous improvements of the Library's IT Infrastructure, the unique and historic Resource Library collection, and all back-of-the-house Library activities which support public-facing services, including the Cataloging and Database Maintenance Unit, the Acquisitions and Serials Unit, the Information Technology Unit and the Public Computer Training Unit. This involves complex distribution among MPL's 13 locations, as well as its borrowing relationship within the Milwaukee County Federated Library System (MCFLS) and State of WI Integrated Library System (ILS). This position also plans, develops and implements relevant, efficient and cost-effective strategies for MPL and the broader system-wide operations of the following:

- 1) Selection, acquisition and processing of library materials in all formats;
- 2) Computer and network operations services;
- 3) Evaluation and guidance of the library's physical, electronic and digital collections;
- 4) Public computer technology training; and
- 5) Provides support for the library's web page and social media presence.

Duties and responsibilities include the following.

70% Leadership and Oversight:



- Ensure best practices of emerging library industry IT trends, products, and services, particularly relevant to implement at MPL to best meet patron and staff needs.
- Execute all E-rate activities, including planning, bids and requests for proposals, selection of vendors, budgeting, recordkeeping and responding to federal program guidelines.
- Provide leadership and direction to public computer training provided throughout the Library system and serve as branch liaison for the Public Computer Training Program.
- Oversee the annual budget process for each Technical Services Unit.
- Oversee the Acquisitions and Serials \$2 million materials budget, vendor collection management software, technical processing improvements, and selector support system-wide.
- Oversee the Cataloging and Database Maintenance section's materials processing and cataloging system.
- Make recommendations to the Library Director and the Board of Trustees as necessary.

30% Collection Coordination:

- Regularly updates and administers principles of MPL Collection Management Policy.
- Lead the library's collection development activities including the accession, de-accession, and maintenance of materials in all formats system wide.
- Serves as co-lead on library social media presence and web page development and maintenance - Role in MCFLS and State ILS collection management and sharing agreements.

Minimum requirements for this position include a master's degree in library and information science from an ALA-accredited library information program and eight years of management experience heading a major division of an organization. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was studied in 1999 when it was reclassified from Librarian V in Salary Grade 009 to Library Technical Services Manager in Salary Grade 013 which is equivalent to the current Pay Range 1IX. The rationale was the acceleration of technology operations and that the position was now spending 45% of the time on overseeing automation and technology activities for the Library. Later, in 2014, the position was reviewed and a title change was recommended to the current title of Assistant Director – Library Information Technology and Technical Services to better reflect both the high-level leadership role and the responsibility for all information technology and technical services.

Over the past twenty years the technological demands of the Library have grown dramatically. The Department noted that the electronic circulation per year has grown from zero to over one million in the past ten years. This position has had to take on additional duties and responsibilities such as coordinating and negotiating MPL owned and subscribed databases; implementation of new technology; and critical coordination of efforts to have MPL receive heavily discounted telecommunication services, internet access, public WIFI, and maintenance of all staff IT equipment.

In determining the proper classification for this position, comparisons were made to other similar City of Milwaukee positions including the following.

Title:	Public Works Coordination Manager	Manage contract staff, serve as point-of-contact for projects, initiate consults, represent Commissioner at meetings, and solve politically sensitive issues.
Pay Range:	1KX (\$85,757 - \$120,064)	
Department:	DPW – Administration	
Title:	Assessment Operations Director	Supervise annual assessment process, determine and communicate assessment policies, help make improvements to assessment quality and uniformity.
Pay Range:	1JX (\$80,442 - \$112,627) *	
Department:	Assessor's Office	
	*Recruitment rate is \$95,800	
Title:	Deputy Commissioner of Policy, Innovation, and Engagement	Provides leadership and support for the areas of public health policy and health strategy, data evaluation, epidemiological surveillance, performance
Pay Range:	1JX (\$80,442 - \$112,627)	



Department: Health	management, strategic health communications, and supervision and project management.
Title: Court IT Manager Pay Range: 1IX (\$75,478 - \$105,669) Department: Municipal Court	Manages the Information Technology staff and directs, plans budgets, and coordinates, prioritizes and manages technology-related operations and projects of the Municipal Court
Title: Fire Information Technology Manager Pay Range: 1IX (\$75,478 - \$105,669) Department: Fire	Manages all information technology systems, equipment, software and staff for the Fire Department

The position under study is currently in Pay Range 1IX (\$75,478 - \$105,669) along with several other Information Technology (IT) positions such as the Court IT Manager and the Fire Information Technology Manager. There are no specific IT positions in Pay Range 1JX (\$80,442 - \$112,627) or 1KX (\$85,757 - \$120,064) but the positions of Assessment Operations Director and Deputy Commissioner of Policy, Innovation and Engagement in Pay Range 1JX (\$80,442 - \$112,627) also are responsible for a large and significant function in their departments and work with data and systems to provide information to the public such as assessments and health data. The Public Works Coordination Manager is stronger as it is in the larger Department of Public Works (DPW) and manages and coordinates all services provided by DPW to successfully plan, design, develop, and construct major development projects and departmental infrastructure program, represents the Commissioner of Public Works regarding major development projects, and supervises the administration of all construction and professional service contracts awarded by DPW.

The duties and responsibilities of this position have grown with the increase in technical demands for the Library and the change in organizational structure that has resulted in this position being one of only three positions that report directly to the Milwaukee Public Library Director. We recommend that this position go up one pay level to Pay Range 1JX (\$80,442 - \$112,627). The department has also requested the new title of Associate Library Director - Technical Services for this position to reflect the change in organizational structure. Similar to other IT positions at this high level we recommend adding a footnote that provides recruitment anywhere in the range with approval by DER and the Chair of Finance and Personnel.

We therefore recommend the position of Assistant Director - Library Information Technology and Technical Services in Pay Range 1IX (\$75,478 - \$105,669) be reclassified to Associate Library Director – Technical Services in Pay Range 1JX (\$80,442 - \$112,627) with a footnote that provides recruitment anywhere in the range with approval of DER and the Chair of Finance and Personnel.

<b>Current</b>	Assistant Director – Library Operations	PR 1HX (\$70,827 - \$99,154)	1 Position
<b>Recommended</b>	Associate Library Director - Operations	PR 1JX (\$80,442 - \$112,627)	1 Position

This position is responsible for providing high-level administrative, operations, budget, and risk management oversight that supports the extensive public-facing services of MPL. Additionally, this position provides ongoing leadership and day-to-day direction to senior management personnel who oversee finance management, contract administration, human resources administration, facilities management, and security and risk management. Duties and responsibilities include the following.

70% Leadership:

- Provide direction and guidance to MPL senior managers in governance strategies, risk management for personnel and property, financial planning, facility and building system and control operations, personnel administration, and security protocols and infrastructure.
- Ensure the successful planning and implementation of institutional initiatives; analyze and evaluate strategies and outcomes to be reported to the Library Director, Community leaders and fundraising partners, the Library Board, Common Council, and Mayor.



- Oversee \$32 million dollar plus budget inclusive of foundation, trust, and grants involving over \$10 million in procurement administration with complex contractual negotiations, multiple investment accounts, and oversight of all contractual and financial transactions.
- Partner with other governmental, private and community agencies to evaluate best practices in operations and financial measures.

15% Oversight of Administration:

- Ensure best practices for financial accounting, contracting, business data and reporting, technical systems, and administrative policies and procedures are continuously in support of the strategic mission of the library and evolving public services.
- Oversee and balance the development and maintenance of the annual operating, capital improvement, and grants budgets in accordance with MPL system needs and fiscal direction from the Board and the City of Milwaukee.
- Advance safety protocols and risk management practices to protect the public, staff, and MPL's general and special collections, valued in the hundreds of millions of dollars with immeasurable historical value.

15% Development and Resource Coordination:

- Coordinate and oversee MPL operating initiatives with citywide priorities where possible, including the areas of asset management, environmental sustainability, neighborhood economic development, and contracting.
- Make recommendations to the MPL Library Director and the Board of Trustees around investments, bequests, and grant funding opportunities for MPL short and long-term priorities.
- Manage the teams responsible for implementation of the Administration and Operations Division priorities.

Minimum requirements for this position include a master's degree in library and information science, public policy, business administration, or a related field and eight years of management experience heading a major division of an organization. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was last studied in 2015 when it was reclassified from Library Business Operations Manager in Pay Range 1FX to Assistant Director- Library Operations in Pay Range 1HX. The rationale was that the Milwaukee Public Library Director was reorganizing the administrative functions of the Library and increasing the scope, responsibility and leadership role of this position. Specifically, this position would play a key role in planning and executing the Library's strategic plan, operational efficiencies, and long term facilities and fiscal management. In 2016, a footnote was approved that allowed recruitment at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel. This request was made due to recruitment difficulties.

In determining the proper classification for this position, comparisons were made to other similar City of Milwaukee positions including the following.

Title:	Financial Operations Manager	Advise and make recommendations to Budget and Management Director on all issues related to the development of the annual City budget
Pay Range:	1KX (\$85,757 - \$120,064)	
Department:	Department of Administration	
Title:	Financial Services Director	Responsible for sizing, marketing, sale, and administration of City's debt portfolio, review/approve revenue estimates, prepare debt service budget.
Pay Range:	1KX (\$85,757 - \$120,064)	
Department:	Comptroller	
Title:	Assessment Operations Director	Supervise annual assessment process, determine and communicate assessment policies, help make improvements to assessment quality and uniformity.
Pay Range:	1JX (\$80,442 - \$112,627) *	
Department:	Assessor's Office	
	*Recruitment rate is \$95,800	
Title:	Electrical Services Operations Manager	Set goals, supervise and administer division's operation and maintenance programs, budget prep, expenditure control, employee hiring/discipline, training coordinator.
Pay Range:	1JX (\$80,442 - \$112,627)	
Department:	DPW – Infrastructure Services	
	*Recruitment rate is \$84,937	



Title:	Water Financial Manager	Proactively organize, coordinate, direct and administer the financial activities of the Milwaukee Water Works to ensure the financial health of the utility, direct activities of the Business Section, and oversee billing and collection for municipal charges.
Pay Range:	1IX (\$75,478 - \$105,669)	
Department:	DPW - Water Works	

With the wide range of duties and responsibilities of this position, including the risk management relating to evolving staff and patron security improvements, facility wide standardizations and upgrades, and risk management related to the Library's collections and assets valued over \$250 million dollars, we recommend that this position also be increased to a higher level. It should be noted that one direct report, Facilities Manager, is in the same pay range, 1HX, causing pay compression.

The positions of Financial Operations Manager and Financial Services Director in Pay Range 1KX (\$85,757 - \$120,064) are stronger as they work on the budget and debt services on a City-wide basis. The Financial Operations Manager ensures that crucial components of the development of the annual City Budget are consistent with the Mayor's priorities and sound fiscal policy; serves as the primary adviser to the Budget and Management Director on these issues; and has a large role in the decision-making process. Pay Range 1JX (\$80,442 - \$112,627) would be more appropriate as it will give a two-level differential between this position and a direct report and will be the same as the other recommended Milwaukee Public Library Associate Director position. The department has also requested the new title of Associate Library Director – Operations for this position to reflect the change in organizational structure. We also recommend that this position continue to have a footnote that provides recruitment anywhere in the range with approval by DER and the Chair of Finance and Personnel.

We therefore recommend the position of Assistant Director - Library Operations in Pay Range 1HX (\$70,827 - \$99,154) be reclassified to Associate Library Director - Operations in Pay Range 1JX (\$80,442- \$112,627) with a footnote that provides recruitment anywhere in the range with approval of DER and the Chair of Finance and Personnel.

#### **Action Required – Effective Pay Period 11 (May 17, 2020)**

##### In the Salary Ordinance:

###### Under Pay Range 1HX:

Delete the title of "Assistant Director – Library Operations (1) (6)".

###### Under Pay Range 1IX:

Delete the title of "Assistant Director – Library Information Technology and Technical Services".

###### Under Pay Range 1JX:

Add the titles of "Associate Library Director – Technical Services (2) (5)" and "Associate Library Director – Operations (2) (5)".

##### In the Positions Ordinance:

###### Under Library, Administrative Services Decision Unit, Operations Division:

Delete one position of "Milwaukee Public Library Associate Director (X) (Y)".

Add one position of "Associate Library Director – Operations (X) (Y)".

###### Under Technical Services Division:

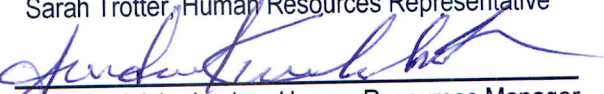
Delete one position of "Milwaukee Public Library Associate Director (X) (Y)".

Add one position of "Associate Library Director – Technical Services (X) (Y)".

Prepared by:

  
Sarah Trotter, Human Resources Representative

Prepared by:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:

  
Maria Monteagudo, Employee Relations Director





# City of Milwaukee Fiscal Impact Statement

<b>A</b>	<b>Date</b>	5/15/2020	<b>File Number</b>	191805	<input checked="" type="checkbox"/> <b>Original</b>	<input type="checkbox"/> <b>Substitute</b>
	<b>Subject</b>	Communication From the Department of Employee Relations relating to the classification studies scheduled for City Service Commission action.				

<b>B</b>	<b>Submitted By (Name/Title/Dept./Ext.)</b>	Sarah Trotter / Human Resources Representative / Employee Relations / x2398
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<b>C</b>	<b>This File</b>	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.
	<input type="checkbox"/> Suspends expenditure authority.	
	<input type="checkbox"/> Increases or decreases city services.	
	<input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.	
	<input type="checkbox"/> Increases or decreases revenue.	
	<input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance.	
	<input type="checkbox"/> Authorizes borrowing and related debt service.	
	<input type="checkbox"/> Authorizes contingent borrowing (authority only).	
	<input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.	

<b>D</b>	<b>Charge To</b>	<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
	<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts	
	<input type="checkbox"/> Debt Service	<input type="checkbox"/> Grant & Aid Accounts	
	<input type="checkbox"/> Other (Specify)		

<b>E</b>	Purpose	Specify Type/Use	Expenditure	Revenue
	Salaries/Wages		\$0.00	\$0.00
			\$0.00	\$0.00
	Supplies/Materials		\$0.00	\$0.00
			\$0.00	\$0.00
	Equipment		\$0.00	\$0.00
			\$0.00	\$0.00
	Services		\$0.00	\$0.00
			\$0.00	\$0.00
	Other		\$0.00	\$0.00
			\$0.00	\$0.00
	TOTALS		\$ 0.00	\$ 0.00

**F****Assumptions used in arriving at fiscal estimate.** 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**

City Service Commission Meeting of May 19, 2020  
Finance and Personnel Committee Meeting of May 20, 2020

NEW COSTS FOR 2020										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Comptroller's Office	Auditing Manager	1IX	Audit Manager	1IX	N/A	N/A	N/A	Title Change Only	
1	Comptroller's Office	Information Systems Auditor	2JX	Senior IT Auditor	2KX	\$62,338	\$66,435	\$2,521	\$353	\$2,874
	Comptroller's Office	New Classification	N/A	IT Auditor	2HX	N/A	N/A	N/A	Underfill Title Only	
	Comptroller's Office	New Classification	N/A	Associate IT Auditor	2GX	N/A	N/A	N/A	Underfill Title Only	
2	Comptroller's Office	Auditor Lead	2HX	Senior Auditor	2HX	N/A	N/A	N/A	Title Change and Recruitment Flex Only	
3	Comptroller's Office	Auditor	2GX	Auditor	2GX	N/A	N/A	N/A	Recruitment Flex Only	
	Comptroller's Office	New Classification	N/A	Associate Auditor	2FX	N/A	N/A	N/A	Underfill Title Only	
1	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Compliance Auditor	2HX	N/A	N/A	N/A	Title Change Only	
2	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Investigator	2HX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Audit Manager	1IX	\$54,865	\$75,478	\$12,685	\$1,776	\$14,461
1	Fire and Police Comm	FPC Operations Mgr	1HX	FPC Chief of Staff	1HX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	FPC Risk Auditor	2FX	FPC Auditor	2FX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	Program Assistant II	5FN	FPC Auditor	2FX	\$42,539	\$48,670	\$3,773	\$528	\$4,301
1	Fire and Police Comm	Office Assistant II	6EN	Program Assistant I	5EN	\$32,074	\$40,501	\$5,186	\$905	\$6,091
1	Fire and Police Comm	New Position	N/A	Test Administration Coordinator*	2DN	N/A	N/A	N/A	Included in 2020 Budget	
1	Health	New Position	N/A	Family Injury and Violence Prev Mgr*	2HX	N/A	N/A	N/A	Included in 2020 Budget	
1	Health	New Position	N/A	Mammography Technologist (0.8 FTE)	3MN	N/A	N/A	N/A	Grant Funded Position	
1	Library	Asst Dir-Library IT & Tech Serv	1IX	Associate Library Dir - Technical Svcs	1JX	\$89,849	\$98,834	\$5,529	\$774	\$6,303
1	Library	Asst Dir-Library Operations	1HX	Associate Library Dir - Operations	1JX	\$102,129	\$112,342	\$6,285	\$880	\$7,165
20								\$35,979	\$5,216	\$41,195

Assume effective date is Pay Period 11, 2020 (May 17, 2020) unless indicated otherwise.

\*Assume effective date is Pay Period 1, 2020 (December 29, 2019).

NEW COSTS FOR FULL YEAR										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Comptroller's Office	Auditing Manager	1IX	Audit Manager	1IX	N/A	N/A	N/A	Title Change Only	
1	Comptroller's Office	Information Systems Auditor	2JX	Senior IT Auditor	2KX	\$62,338	\$66,435	\$4,097	\$574	\$4,671
	Comptroller's Office	New Classification	N/A	IT Auditor	2HX	N/A	N/A	N/A	Underfill Title Only	
	Comptroller's Office	New Classification	N/A	Associate IT Auditor	2GX	N/A	N/A	N/A	Underfill Title Only	
2	Comptroller's Office	Auditor Lead	2HX	Senior Auditor	2HX	N/A	N/A	N/A	Title Change and Recruitment Flex Only	
3	Comptroller's Office	Auditor	2GX	Auditor	2GX	N/A	N/A	N/A	Recruitment Flex Only	
	Comptroller's Office	New Classification	N/A	Associate Auditor	2FX	N/A	N/A	N/A	Underfill Title Only	
1	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Compliance Auditor	2HX	N/A	N/A	N/A	Title Change Only	
2	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Investigator	2HX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	FPC Investigator/Auditor	2HX	FPC Audit Manager	1IX	\$54,865	\$75,478	\$20,613	\$2,886	\$23,499
1	Fire and Police Comm	FPC Operations Mgr	1HX	FPC Chief of Staff	1HX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	FPC Risk Auditor	2FX	FPC Auditor	2FX	N/A	N/A	N/A	Title Change Only	
1	Fire and Police Comm	Program Assistant II	5FN	FPC Auditor	2FX	\$42,539	\$48,670	\$6,131	\$858	\$6,989
1	Fire and Police Comm	Office Assistant II	6EN	Program Assistant I	5EN	\$32,074	\$40,501	\$8,427	\$1,471	\$9,898
1	Fire and Police Comm	New Position	N/A	Test Administration Coordinator*	2DN	N/A	N/A	N/A	Included in 2020 Budget	
1	Health	New Position	N/A	Family Injury and Violence Prev Mgr*	2HX	N/A	N/A	N/A	Included in 2020 Budget	
1	Health	New Position	N/A	Mammography Technologist (0.8 FTE)	3MN	N/A	N/A	N/A	Grant Funded Position	
1	Library	Asst Dir-Library IT & Tech Serv	1IX	Associate Library Dir - Technical Svcs	1JX	\$89,849	\$98,834	\$8,985	\$1,258	\$10,243
1	Library	Asst Dir-Library Operations	1HX	Associate Library Dir - Operations	1JX	\$102,129	\$112,342	\$10,213	\$1,430	\$11,643
20								\$58,466	\$8,476	\$66,942

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