

TO: Personnel Board
FROM: Bill Wick, Human Resources
SUBJECT: Police Director
DATE: February 21, 2022

The 2022 budget for the Police Department (MPD) contains a brand new position of Police Reform and Innovation Director. The Budget Highlight states “A new 1.0 FTE Police Reform and Innovation Director to improve data collection and analysis supporting data-informed decision making, violence reduction and crime prevention”, but the Operating Budget for MPD does not indicate a compensation group or range for the new position. Based on the Position Description submitted (attached), a review of comparable positions in the City’s classification plan, and discussions with Assistant Police Chief John Patterson, it is recommended that a new classification of Police Director be established in CG 18, Range 16, and the new Police Reform and Innovation Director position be recreated into this compensation group and range.

The Position Summary included in the submitted Position Description for Police Reform and Innovation Director states:

The Police Reform and Innovation Director, **plays a critical role in implementing projects and services aimed at police reform coordinating data analysis, expediting information services delivery, and enhancing efficiencies throughout the organization...** will provide administrative support to the Chief of Police and will supervise and support a majority of our non-commissioned staff... supervises all crime analyst positions within the police department... **responsible for the strategic development of data collection, intelligence and records systems, intelligence and GIS analytics, multi-agency partnerships to support collaborative problem solving and neighborhood-oriented policing, and systems to promote efficient resource management and utilization...** **assists in the development of annual strategic plans for the police department** and individual police districts and forms regular monitoring performance outcomes for these plans to include oversight of organizational and community qualitative surveys needed to measure overall effectiveness... responsible for completing an annual patrol staffing analysis and report... supervises the Police Records Manager and **has oversight of the management of the entire Records Section to include the planning, development and implementation of the MPD Records Section programs and services and the MPD Technology Section programs and services...** requires a high degree of knowledge, judgment, and initiative in coordinating and overseeing a comprehensive records management system and several technology solutions in accordance with department policies, city ordinances, and state/federal laws. **Work involves substantial project leadership and oversight...** functions as an executive member of the Police Management Team and **provides consultation at all levels of the organization while exercising a high level of independent judgment and discretion. This is the highest command-level civilian position within the police department and equivalent to a commissioned Assistant Chief of Police.** [emphasis added]

The Police Reform and Innovation Director will directly supervise one employee, the Police Records Section Manager – a CG 18/Range 15 position, and will direct a section that includes approximately 50 permanent full-time positions across five work units (Self-Reporting Unit, Information Management and Technology, Police Report Typists, Records/Custodian, and Court

Services). In the past, the Police Records Section Manager has reported to a commissioned Assistant Chief of Police. Assigning oversight of the Records Section to a civilian position will allow for greater stability and consistency of department operations, and will lead to commissioned command staff having improved capability to achieve the Department's strategic planning goals for reform, improved data analysis coordination, expediting information services delivery, and enhancing efficiencies throughout the organization. The responsibilities of this position compare favorably to other positions in CG 18, Range 16, specifically Library Associate Director and Assistant Parks Superintendent. The General Responsibilities of the Library Associate Director state:

... **highly responsible managerial, administrative, and professional work** assisting in the **administration and operations** of the Madison Public Library System. Under the general supervision of the Library Director, **work includes managing and controlling the daily supervision of the Central and Neighborhood Library operations, personnel functions, and requires conferring with, advising, and informing** the Library Director **on major policy and procedural areas affecting the system**. This position **provides direction and leadership for the management team overseeing service delivery** both within the buildings and **in the community**. Work is performed under broad management policy and **requires considerable independent judgment and discretion in supervising, directing, and controlling the operational activities in assigned areas of responsibility**. As an administrative member of the organization, this position **plays a key role in the development and implementation of the Library's mission and vision in conjunction with the Library's strategic objectives**. This position will act on behalf of the Library Director and Madison Public Library during absences of the Library Director and as specifically delegated in order to provide for continuity of services. [emphasis added]

Both the Police Director and Library Associate Director participate in high level administration and operation of their respective agencies and both confer, advise, and inform the Department Head on major policy and procedural areas affecting the department. Both positions play a significant role in developing and implementing strategic objectives.

Likewise the General Responsibilities of the Assistant Parks Superintendent state:

... **highly responsible managerial, administrative, and professional work** assisting in the **administration and operations** of the City of Madison Parks Division. Under the general supervision of the Parks Superintendent, **work includes managing and controlling the daily supervision of the operations and service field units in the Division**, supervises the payroll, personnel functions of the Division, **provides oversight and analysis** of worker's compensation, wage insurance and general payroll distribution and **requires conferring with, advising, and informing** the Superintendent **on major policy and procedural areas affecting the Division**. Work is performed under broad management policy and **requires considerable independent judgment and discretion in supervising, directing, and controlling the operational activities in assigned areas of responsibility**. This position will act on behalf of the Parks Superintendent and the Parks Division during absences of the Parks Superintendent and as specifically delegated in order to provide for continuity of services. [emphasis added]

Both the Police Director and Assistant Parks Superintendent participate in high level administration and operation of their respective agencies and both confer, advise, and inform the Department Head on major policy and procedural areas affecting the department. Both positions

exercise considerable independent judgment and discretion in supervising, directing, and controlling the operational activities in their assigned areas of responsibility.

Although there are differences in terms of specific responsibilities and focus, the Police Director, Library Associate Director, and Assistant Parks Superintendent classifications have responsibility within their respective areas for:

- High-level managerial responsibility
- Strategic operations for an entire department/division
- High-level oversight and analysis
- Advising and informing on major policy and procedural areas affecting the department/division

Because the level of work to be performed is commensurate with Library Associate Director and Assistant Parks Superintendent in CG18, R16; and because the Police Director will provide direct supervision for the CG 18, R15 position of Police Records Section Manager, but will not have responsibilities with a Citywide organizational impact which would otherwise support placement in CG 18, R17; I recommend a new classification of Police Director be created in CG18, R16, and the position identified as Police Reform and Innovation Director in the MPD 2022 operating budget be recreated into the new classification.

The necessary resolution has been prepared to implement this recommendation.

Editor's Note:

Classification	Compensation Group/ Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% Longevity)
Police Director	18/16	\$95,481.10	\$115,065.08	\$128,872.90

cc: Shon Barnes, Police Chief
 John Patterson, Assistant Police Chief
 Harper Donahue, IV, HR Director
 Emaan Abdel-Halim, HR Services Manager