

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: June 18, 2020

SUBJECT: Records Unit, Police

At the request of Acting Police Chief Victor Wahl, I have studied 16 positions (see below) within the Police Records Section. This study request is a result of a reorganization that occurred in January of 2019. Based on meetings with all of the incumbents and their respective supervisors, including Ms. Sue Fichtel (Police Records Section Manager), and reviews of the position descriptions (see attached) and other positions/classifications within the City, I recommend the following existing positions be recreated as outlined below with the respective reallocations of each employee:

- Case Processing staff - positions #2590, 3474, 4265 and 2569 (1.0 FTEs) of Clerk Typist 2 (CG20, Range 6), currently occupied by Dana Inselman, Jenny Yarl, Jill Mathison and Brenda Femrite, respectively:
  - Recreate all four positions as Police Records Service Clerk in CG20, Range 8.
- Position #2581 (1.0 FTE) of Administrative Clerk 1 (CG20, Range 9), currently occupied by Deb Friske:
  - Create the classification of Police Case Report Leadworker in CG20, Range 11.
  - Recreate position #2581 as Police Case Report Leadworker in CG20, Range 11.
  - Delete the classification of Police Report Leadworker in CG20, Range 11.
  - Recreate position #4482, currently occupied by Briana Nestler, from Police Report Leadworker to Police Case Report Leadworker in CG20, Range 11.
- Position #3816 (1.0 FTE) of Police Report Supervisor (CG18, Range 5), currently occupied by Jena Kujak:
  - Create the classification of Police Case Process Supervisor in CG18, Range 7;
  - Recreate position as a Police Case Process Supervisor in CG18, Range 7;
  - Delete the classification of Police Report Supervisor in CG18, Range 5.
- Customer Service staff - positions #2549, 4264 and 2555 (1.0 FTEs) of Clerk Typist 2 (CG20, Range 6), currently occupied by Heather Wendtland-Nelson, Rachel Scheer and vacant, respectively:
  - Recreate all three positions as Police Records Service Clerk in CG20, Range 8;
  - Reduce the FTE of vacant position #2555 from 1.0 to 0.6.
- Position #4117 (1.0 FTE) of Police Court Services Supervisor (CG18, Range 5), currently occupied by Jamie Doyle:
  - Delete the classification of Police Court Services Supervisor in CG18, Range 5;
  - Recreate the classification of Police Court Services Supervisor in CG18, Range 7;
  - Recreate position as Police Court Services Supervisor in CG18, Range 7.

- Records staff - positions #2550, 2551, 2583, 2588, 2595 and 4200 (1.0 FTEs) of Clerk Typist 2 (CG20, Range 6), currently occupied by Duane Rodel, Bethany Wolkoff, Jennifer Thomas, Kai Packard, Sharon Hardiman and Lee Zeuner, respectively:
  - Recreate all six positions as Information Clerk in CG20, Range 7.

Prior to 2019, the Madison Police Department (MPD) had five work units within their Records Section. A supervisory position in one of the work units became vacant and in order to address deficiencies and optimize services, Ms. Fichtel reorganized work by eliminating the vacant supervisor position and its work unit, and moving the remaining staff into three of the other four work units (see attached current organizational chart). The eliminated work unit included two Administrative Clerk positions leading 13 Clerk Typist positions. Some position studies were conducted at that time to address immediate needs. Due to this restructure of staff and the assignment and performance of new job responsibilities in other positions, we anticipated this second request to study the remaining positions to ensure all were appropriately classified. Each work unit will be discussed below.

### **Case Processing Unit**

Four of the Clerk Typist positions, #2590, 3474, 4265 and 2569, were moved under the Police Report Supervisor as their duties are more aligned with the report process workflow that follows the work completed by Police Report Typists (PRT) in that unit. The PRTs spend the majority of time transcribing police reports and supplemental documents, and reviewing submitted field reports from officers for accuracy, basic entries, grammar and spelling. They are responsible for the initial review of these reports to ensure all basic information is ready for Incident Based Reporting (IBR) to the Wisconsin Department of Justice (DOJ).

The Case Processing Clerk Typists serve as the quality control function that follows the PRT work. In 2010, IBR, which includes 46 crime classifications, replaced the Uniform Crime Reporting (UCR) system, which only had 8 major crime classifications. IBR is much more complex, not only in the number of fields required, but also in how those fields align with one another. These Clerk Typists read the narrative portions of the police reports, ensure all fields are completed correctly and codes align with each other, and will research and add information that is missing, but required. This group of Clerk Typists are Advanced TIME (Transaction Information for the Management of Enforcement) certified through the State, which allows them access to review and add data to the National Crime Information Center (NCIC). Any submission errors will be returned by the DOJ for correction. In 2013, MPD moved from an internal hardcopy record system to an electronic Record Management System, LERMS, which electronically tracks the review and manual edits of all police case reports. This system electronically refers cases to the District Attorney's Office and the City Attorney's Office, but it does not interface with IBR, which is somewhat problematic and requires Clerk Typists to manage the types and timing of entries for those competing needs. In 2014, Clerk Typists began coordinating the Self-Report Unit (SRU), which allows the public to self-report incidents that do not require formal or immediate police contact. Essentially the Clerk Typists are taking police reports and creating field reports, as officers do in the field. They need to determine if

the incident is within jurisdiction or whether it is even an appropriate report for this process. They then refer these reports to districts for follow up. These Clerk Typist positions have evolved significantly over time with all the new systems and procedures now in place. These positions are no longer fulfilling routine, entry-level administrative work as their class spec details. This work requires decision-making, critical thinking and certification to create, access and modify confidential data in national, state and local crime systems. This work is more in line with the type and level of work performed by Police Records Service Clerks:

...responsible clerical work in a specialized field involving extensive public contact in person, over the phone, or via email, and performing a high volume of data entry in the Police Department. Work involves responding to inquiries, complaints, and requests for information relative to traffic, ordinance, and parking citations and related court appearances. Work requires judgment in following established procedures and maintaining accurate records. Work is performed under the general supervision of the Court Services Supervisor.

Although not an exact match, there is public contact, data entry, and extensive recordkeeping responsibilities of a confidential manner, which requires judgement and certification. It is a similar level of work with police records, and I recommend these four positions be recreated as Police Records Service Clerk in CG20, Range 8 and the class spec be modified to incorporate specific Case Processing tasks.

The Administrative Clerk 1 position, #2581, assigned to this work unit serves as a leadworker to these Clerk Typists. The incumbent trains new staff on all tasks, assigns tasks, monitors workflow, and is the first point of contact for questions from the Clerk Typists. The incumbent is Advanced TIME certified and has specific responsibility for certain NCIC data entry, fixing errors on the monthly error list from DOJ for resubmission; troubleshooting with and answering questions from RMS consortium law enforcement agencies; and has access to locked police cases, such as homicides. The supervisor stated that this position is similar to the existing Police Report Leadworker, CG20, Range 11, position #4482 (currently occupied Briana Nestler), in that unit and they serve as her "right and left arms." The Police Report Leadworker class spec describes, "...training, scheduling, providing assistance, and monitoring and reviewing the quality and quantity of work." As position #2581 is performing comparable work to position #4482, I recommend a new classification of Police Case Report Leadworker be created at the same level in CG20, Range 11, which includes duties of both positions, and each position will be recreated as it. The existing classification of Police Report Leadworker would in turn be deleted.

The Case Processing clerks and leadworker now report to the Police Report Supervisor. This new work area makes sense under the Police Report Supervisor, as it consolidates all aspects of police reports under one supervisor. However, supervising this new unit requires greater knowledge in terms of the overall report and SRU processing functions and systems. Ms. Kujak has TIME Validation certification and serves as a liaison between DOJ and the software vendor. She participates in audits of the IBR submissions and is considered the subject matter expert in crime statistics reporting. She is the consortium liaison for IBR questions. She trains Detectives and provides consultation to them. She manages e-Referral, which is the electronic case

referral interface with the Dane County District Attorney's Office. The position also supervises the Police Report unit, which functions 24/7 with a rotating schedule. This includes 18.5 FTE PRTs and a Police Report Leadworker who works second shift. The supervisor serves as a liaison to district office PRTs with questions and troubleshooting. The position also manages the digital transcription software and access to it.

With the added responsibilities, I believe this position is underclassified. The study request proposed a salary placement of CG18, Range 8. In considering that pay range, the position of Parking Enforcement Supervisor was reviewed. That position also has a 24/7 operation, however it also functions citywide, and includes a Parking Enforcement Field Supervisor (CG18, Range 5), a Parking Enforcement Leadworker (CG 16, Range 13, equivalent to CG20, Range 15), 28 Parking Enforcement Officers (CG16, Range 11, equivalent to CG20, Range 13) and additional staff for the Alternate Side Parking Program each winter season. The position also manages a fleet of vehicles and equipment, and serves on committees with other city agencies to coordinate events and efforts. Due to supervision of higher-level staff, citywide operations, fleet management and other agency committee work, I do not believe this classification is a comparable level.

In reviewing the Parking Revenue Supervisor classification in CG18, Range 6, I find many similarities, "...responsible supervisory and administrative work in the Parking Utility involving oversight for scheduling, supervising, and coordinating the work of a large and varied group of employees. The work involves monitoring, coordinating, and ensuring the effective operation of parking revenue collection and ticket writing at all sites during extended hours of operation, and automated report activities...", however the Police Report Supervisor oversees a work environment with more technical programs and systems, a high level of confidentiality, public safety implications, and certified staff. Due to these differences, I find the Police Report Supervisor a higher-level classification. MPD has recommended retitling this position to Police Case Process Supervisor, which better reflects the overall work of the position, and I recommend placement in CG18, Range 7.

### **Court Services Unit**

The three Customer Service Clerk Typist positions were moved under the Police Court Services Supervisor. These positions are responsible for accident report processing and quality control, which includes reading through narrative reports, ensuring the five elements of a crime are complete and accurate, researching and adding information into LERMS, and then uploading information through Badger TraCS (Traffic and Citation program) to DOJ. These positions require Basic TIME certification. They also fulfill requests from the public for crash reports. The clerks are responsible for running background investigations on individuals using various systems for alcohol-related, secondhand dealer and solicitor licenses, and taxicab permits and coordinating its annual renewal process. These processes require knowledge of City ordinances to determine applicant eligibility. The results and/or recommendations are then shared with either the applicant, another City agency or Committee. These Clerk Typist positions are not completing routine, entry-level administrative work either. This work also requires decision-

making, critical thinking and certification to access and enter confidential data in various law enforcement systems. Much of this work is similar to the type and level of work performed by the Police Records Service Clerks in Case Processing, which was described above. Therefore, I recommend these three positions be recreated as Police Records Service Clerk in CG20, Range 8 and the class spec be modified to incorporate specific Customer Service tasks. MPD is also recommending to reduce the FTE of position #2555 from 1.0 to 0.6 to help fund the impact of the position studies.

The Customer Service clerks report to the Police Court Services Supervisor, Jamie Doyle. Supervising this new unit requires greater knowledge with respect to the taxicab permit process, crash report/validation process, alcohol licenses and related laws, and various systems to conduct criminal background checks. The position also supervises the Court Services unit, which includes 8 Police Records Service Clerks and an Administrative Clerk. Although most staff work during the standard workweek, there is work completed on Sundays as well. Ms. Doyle has Advanced TIME certification and serves as an MPD TIME Agency Coordinator. The role of the coordinator is to monitor MPD employee (commissioned and civilian) TIME certifications by ensuring terminal operators are properly trained, certified and re-certified. She also serves as an administrator for LERMS, Badger TraCS and AIMS (parking software system) and has the authority to make modifications to these systems as necessary. Her work also includes use of numerous other systems, such as ACCELA, Tyler Cashiering, Wisconsin WORCS System (criminal background checks), Spillman (Dane County Jail System), and TiPSS (Municipal Court System). Other responsibilities include training new recruits, new Lieutenants, the Alcohol and License Review Committee, and authorizing, redacting and releasing information for public records requests following the Freedom of Information Act and Wisconsin Public Records Law. And finally, this position requires working with and serving as a liaison to numerous external agencies, including Wisconsin Department of Transportation, City Clerk's Office (alcohol-related licenses), Municipal Court (schedule, processes), District Attorney's Office and Wisconsin Supreme Court (statute changes), City Attorney's Office (parking ordinances) and Parking/Treasurer (citation payment process). Although this position has no leadworker, does not run a 24/7 operation or have fleet management responsibilities, the level of technical expertise required for the vast number of computer systems, along with the administrator roles and certification that is required, outweighs many of those other aspects. In speaking with Ms. Fichtel, she believes this position is equivalent to the Police Report (Case Processing) Supervisor, and the two positions have historically been in the same range. As such, it is recommended that this position be placed in CG18, Range 7 along with the other supervisor.

### **Public Records Unit**

The final six Clerk Typist positions moved under the Records Custodian in the Public Records Unit along with an Administrative Clerk position that was recreated as a Program Assistant 3 in the previous study. The Program Assistant 3, reclassified to an Administrative Supervisor earlier this year, provides direct supervision over these positions. The positions are mainly responsible for processing a high volume of routine police public records requests. The Police Department processed over 28,000 public records requests last year. State law requires fulfillment of these

requests within a reasonable period of time (generally defined as 10 days). Because of this ever-growing need, staff reallocation to this work unit was necessary and was a major factor in the Police Records Unit reorganization in 2019.

The process of fulfilling these public records requests generally includes the following steps: accepting the request, logging the request, determining priority of request, following up for clarification or additional information as necessary, searching for and locating the record, requesting the record if necessary, determining if the record is complete, tagging records as needed, performing simple redaction, routing the record for review, recording the release, releasing the record to public and accepting payment for it. Depending upon the type of request, not all steps may be necessary. Requests for video records become more involved as there are 14 different video types and 4 locations in which to look. They are time sensitive as they are only maintained for a limited number of days and must be prioritized. These positions are also responsible to tagging records as evidence if not already marked as such. There are legal implications tied to the release of these records and confidentiality is important. The incumbents are Basic TIME certified, which allows them the ability to access the records. These positions are responsible for processing the more routine requests, which allows time for the higher-level positions and Records Custodian to focus on the most complex and time consuming requests. Other responsibilities of these positions include: fingerprinting, both digitally and in ink, and in accordance with FBI requirements; creating ID badges and verifying any needed requirements; and generating certified reports while determining correct and complete forms.

The study request proposed either the classification of Information Clerk in CG20, Range 7 or Police Records Service Clerk in CG20, Range 8. These positions are working with the same police reports as the Police Records Service Clerks (PRSC), but their role is limited to locating, redacting and releasing the records, where as the PRSCs are creating and/or supplementing police records, which involves a greater understanding of the systems and how they function. Because of this difference, it is not appropriate to classify them at that level. The class spec of Information Clerk, however, describes:

...responsible public contact and clerical work involved in providing programmatic information to the general public and in processing requests for services. This class is characterized by primary responsibility for responding to difficult in-person and telephone inquiries necessitating judgment and discretion in both dispensing programmatic information directly and in making appropriate referrals. Work at this level necessitates programmatic knowledge, involves a potentially substantial consequence-of-error if done inappropriately, and requires varied and difficult public contact. Work is typically performed under general supervision.

This description of work appears to more accurately reflect the responsibilities of these six positions and because of that placement in CG20, Range 7 as Information Clerks is recommended.

Based on the analysis of this study, the following actions are recommended:

- Recreate positions #2590, 3474, 4265 and 2569 of Clerk Typist 2 (CG20, Range 6) as Police Records Service Clerk in CG20, Range 8;
- Create the classification of Police Case Report Leadworker in CG20, Range 11;
- Recreate position #2581 of Administrative Clerk 1 (CG20, Range 9) and position #4482 of Police Report Leadworker (CG20, Range 11) as Police Case Report Leadworker in CG20, Range 11;
- Delete the classification of Police Report Leadworker in CG20, Range 11;
- Create the classification of Police Case Process Supervisor in CG18, Range 7;
- Recreate position #3816 of Police Report Supervisor (CG18, Range 5) as a Police Case Process Supervisor in CG18, Range 7;
- Delete the classification of Police Report Supervisor in CG18, Range 5;
- Recreate positions #2549, 4264 and 2555 of Clerk Typist 2 (CG20, Range 6) as Police Records Service Clerk in CG20, Range 8;
- Reduce the FTE of position #2555 from 1.0 to 0.6;
- Delete the classification of Police Court Services Supervisor in CG18, Range 5;
- Recreate the classification of Police Court Services Supervisor in CG18, Range 7;
- Recreate position #4117 of Police Court Services Supervisor (CG18, Range 5) as Police Court Services Supervisor in CG18, Range 7;
- Recreate positions #2550, 2551, 2583, 2588, 2595 and 4200 of Clerk Typist 2 (CG20, Range 6) as Information Clerk in CG20, Range 7;
- Reallocate all incumbents affected in the positions above to the new classifications, respectively, all within the Police Department operating budget.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2020 Annual Minimum (Step 1)	2020 Annual Maximum (Step 5)	2020 Annual Maximum +12% longevity
20/6	\$43,728	\$48,378	\$54,184
20/7	\$44,824	\$50,020	\$56,023
20/8	\$45,779	\$51,250	\$57,400
20/9	\$47,147	\$53,010	\$59,371
20/11	\$50,018	\$55,987	\$62,706
18/5	\$59,209	\$68,648	\$76,885
18/7	\$63,186	\$74,850	\$83,833

cc: Victor Wahl – Acting Police Chief  
 Sue Fichtel – Police Records Section Manager  
 Greg Leifer – Employee and Labor Relations Manager