



EMPLOYEE RELATIONS COMMITTEE
MEETING AGENDA

SEPTEMBER 05, 2017, 5:30 P.M.

CITY COUNCIL CHAMBERS
101 WEST 4TH STREET SOUTH

1. Call Meeting to Order
2. Roll Call
3. Approve August 21, 2017 Employee Relations Committee Meeting Minutes
4. Discussion on Police Department Organization
5. Motion to Approve Recommendation to Full City Council
6. Adjourn

EMPLOYEE RELATIONS COMMITTEE MEETING MINUTES
MONDAY, AUGUST 21, 2017, 5:30 P.M.
CITY COUNCIL CHAMBERS
101 WEST 4TH STREET SOUTH

The Employee Relations Committee Meeting of Newton, Iowa met at 5:30 P.M. on the above date in the Council Chambers located at 101 West 4th Street South. Present: Kulis, Chair and Committee members Mullan and Trotter. Absent: None

Moved by Mullan, seconded by Trotter, to approve the June 19, 2017 Employee Relations Committee Meeting Minutes. AYES: Three. NAYS: None. Motion passed.

City Administrator, Muckler, spoke regarding the proposed changes to the City of Newton Organizational Chart. The plan recognizes the City's wishes to take steps towards a sustainable annual budget and place a higher emphasis on both recreation and code enforcement by organizing into five departments (police, fire, library, planning and zoning, and public works) and five divisions reporting to the City Administrator (administrative services, finance, marketing, economic development and community services).

The Public Works Director would focus on three main areas: water pollution control, streets and landfill, and parks and city grounds.

The new Community Services Manager would supervise recreation, code enforcement (including up to two (2) seasonal staff as needed), engineering support services, the City's two municipal cemeteries, and the airport.

The current code enforcement inspector has been with the City since 2015 and has taken on increased responsibility including citations, court proceedings, and dealing with higher level issues. Within the new plan the position would also take on an increased role in supervision and human relations, thus moving from range 3 to range 5 within the City's pay matrix.

The contract for the golf pro would be eliminated and a new position of golf pro/recreational specialist would be created. A park services specialist position would also be created to assist with park projects and recreational services, replacing one open Groundskeeper position.

An expansion of the role of the Newton Development Corporation (NDC) and an additional \$25,000 annual investment from the City to NDC are envisioned in this plan. Including other savings previously approved by City Council, the proposed plan brings the 17-18 fiscal year general fund savings up to \$132,800. The effect on the 18-19 fiscal year is a savings of over \$150,000 in the general fund salary expenses.

Moved by Mullan, seconded by Trotter to recommend the changes to the full council. AYES: Three. NAYS: None. Motion passed.

Moved by Mullan, seconded by Trotter to adjourn the meeting. By unanimous voice vote the meeting adjourned at 5:38 P.M.

Respectfully Submitted by,

Katrina Davis CMC, Newton City Clerk



Police Department Reorganization Proposal 2017

Background

From 1995 - 2015 the Police Department operated with a flat rank structure, meaning the Police Lieutenant position served as a first line supervisor position as well as a high level commander that could also serve in an acting Chief of Police role. During the recession in the mid-2000s the Police Department was forced to reduce staffing and eliminate both administrative and sworn positions. The Police Department decreased from an authorized sworn staff of twenty-seven (27) sworn officers to the present twenty-three (23) sworn officers. The command staff was also reduced from seven (7) Lieutenants down to five (5) Lieutenants.

In 2015 the City Council approved further reorganization with the elimination of a Lieutenant position and creation of two (2) Sergeant positions. This change created a greater emphasis on career development and provided a more consistent level of supervisions amongst all of the patrol shifts and divisions. The change also allowed Lieutenants to focus more on high end administrative duties and left many of the lower level projects and first line supervisor duties to the Sergeants.

In March of 2016 a Lieutenant position was vacated do to an employee leaving on a disability retirement and to date this position has not been filled.

Organizational Needs Assessment

As a result of this vacancy and the shortfalls of the current command structure, Chief Burdess and the Lieutenant staff have assessed the needs of the organization with the overall goal of establishing a clear line of authority and responsibility as well as ensuring a higher level of efficiency and effectiveness and further development of our officers and future leaders.

The primary area identified to achieve this goal is to reorganize the command staff to promote an elevated level of decision-making authority and the realignment of internal divisions and units to more effectively address the needs of the department and community.

Proposed Changes

In an effort to maximize the abilities of our current command staff and provide a higher level of leadership and supervision throughout all shifts and divisions, the Police Department proposes the elimination of one (1) Lieutenant position and the creation of one (1) Sergeant position. The change would incur a significant savings in salary costs from the previous command structure and would involve a realignment of responsibilities for the proposed positions. A summary of the separation of duties and authorities is detailed below. The proposed rank structure would consist of three (3) Lieutenants and three (3) Sergeants.



Lieutenant

- Under the direct supervision of the Chief of Police, Lieutenants are a high level sworn commander responsible for the direction and leadership of patrol shifts, specialty divisions, complex programs and projects within the Police Department. This includes overseeing an entire division or shift of four or five (4-5) officers; supervise the School Resource Officer program and supervise the narcotics detective assigned to the Mid-Iowa Narcotics Task Force. Lieutenants are responsible for the day-to-day duties of giving patrol officers their assignments and tasks, reviewing reports, completing time off and overtime requests, assessing officer performance, completing internal affairs investigations, administering training to officers and staff, scheduling, intake of formal/informal citizen complaints, providing verbal/written discipline, serving on local boards and emergency management committees, submitting high value requests for purchase, handling media requests and press releases, tracking and monitoring use-of-force incidents, tracking and monitoring vehicle pursuit incidents, overseeing vehicle maintenance, serves Lieutenant-in-charge in the absence of the Chief of Police, and other duties as assigned.

Sergeant

- Under the direct supervision of a Lieutenant, a Sergeant is a first-line level sworn supervisor responsible for the supervision of an assigned patrol shift and serves as team leader and provides supervision of the investigations division officers and staff. Sergeants are also responsible for the operation of the evidence room and compliance with all State and Federal laws as it applies to evidence retention and chain-of-custody. Sergeants serve as shift commander in the absence of a Lieutenant. Sergeants participate in the work of law enforcement staff involved in traffic and field patrol, investigations, crime prevention, community relations, and related services and activities and performs a variety of low level administrative and technical tasks relative to assigned area of responsibility, to include approving reports and search warrants, notarizing complaints, intake of informal complaints, providing coaching and discipline on minor issues, completing monthly shift or division activity reports, shift briefings and daily shift assignments, and assisting with officer and staff evaluation reports.

The major distinction between the Sergeant and Lieutenant is the level of administrative authority, responsibility, accountability, and the span of control is higher with the Lieutenant than with Sergeant. Sergeants assigned to the investigations division will have the added duty of evidence room operations and ensuring compliance with the various regulations and rules of evidence. Additionally, a Sergeant's primary responsibility will be patrol or investigative duties while the Lieutenant's primary responsibility is administrative command and supervision.



Financial Analysis

Lieutenants are classified as pay range 11 and begin with an entry level salary of \$69,278 and have a 15 step pay matrix that tops out at \$101,145. Sergeants would be classified at pay range 8 (same as Fire Captains) and would begin on step 6 of the pay matrix at a salary of \$64,979 and would reach that top of that pay matrix at step 14 with a top salary of \$78,101. The salary of the vacated Lieutenant position was accounted for in the FY18 general fund budget at a rate of \$96,983. The proposed elimination of one (1) Lieutenant position and creation of one (1) additional Sergeant position would provide an estimated savings in FY18 of over \$35,000 and an estimated additional savings of \$85,000 over the next 10 years.

Recommendation

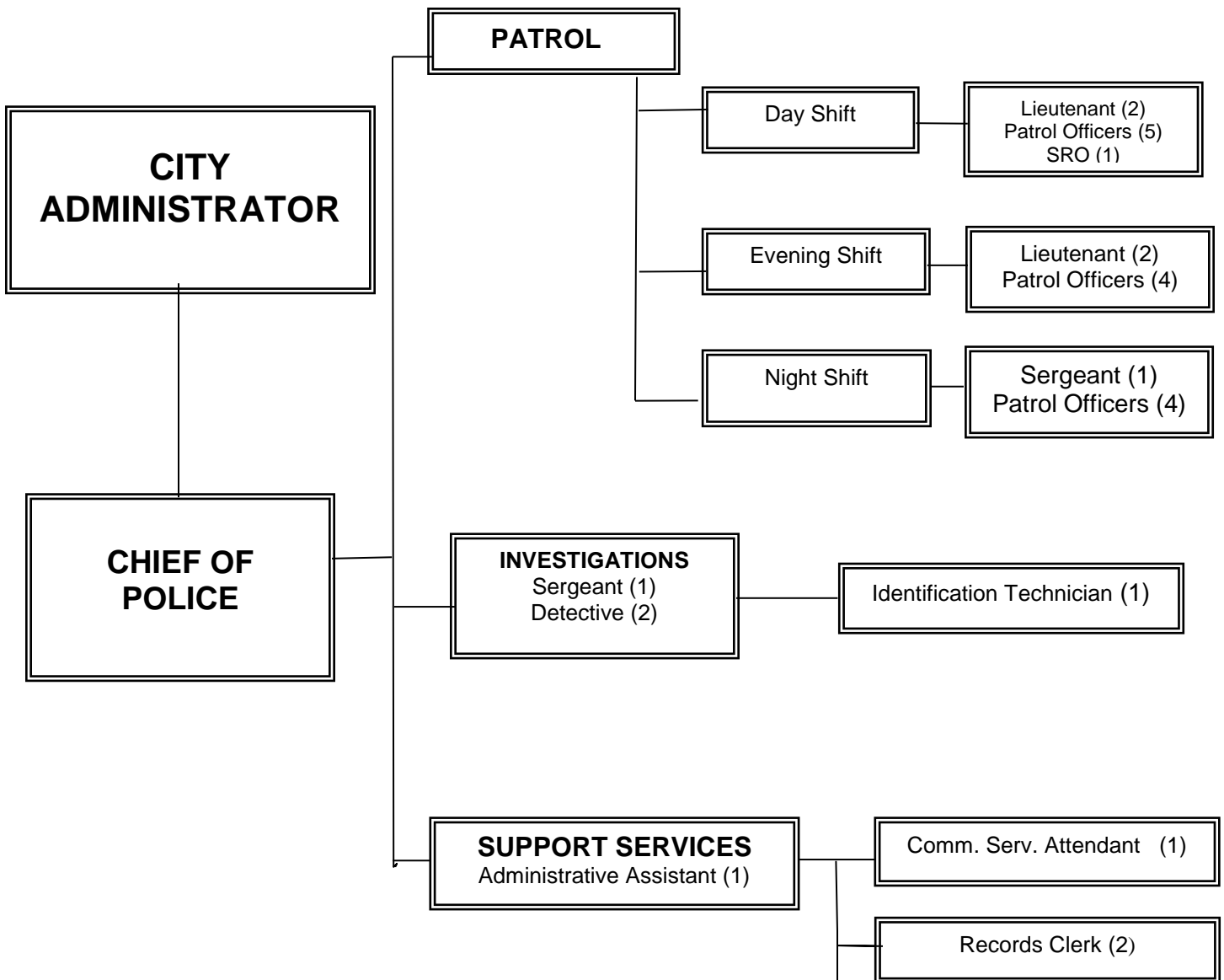
Based on the analysis and the need to provide more consistent supervision, a higher level of career development opportunities and to further divide up the administrative duties, it's recommended that the City eliminate one (1) Lieutenant position and create one (1) Sergeant position.



Newton

POLICE DEPARTMENT

Current Organizational Structure

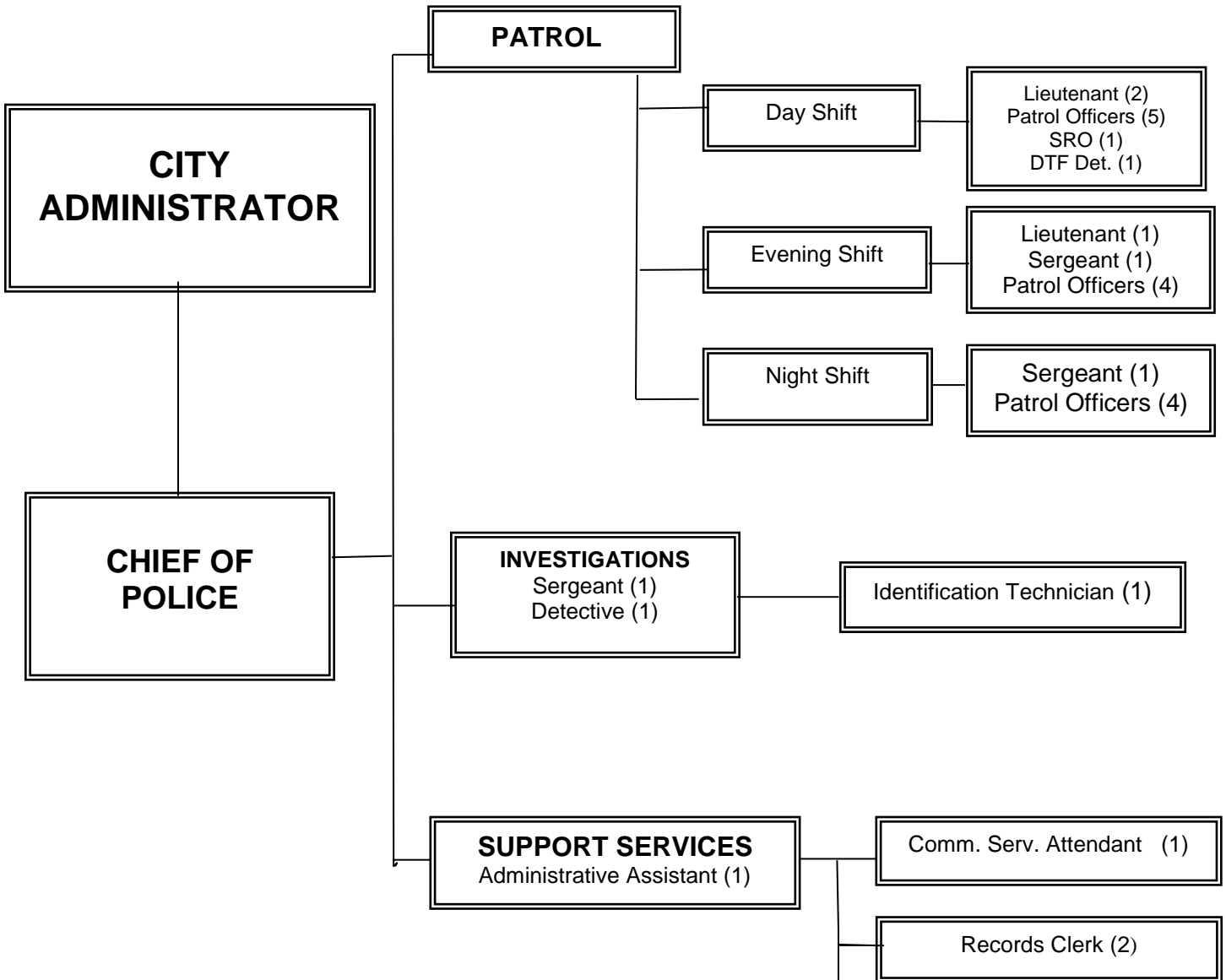


Total FTE's: 28



Newton POLICE DEPARTMENT

Proposed Organizational Chart



Total FTE's: 28

Police Reorganization Proposal

Financial Analysis

Current Pay Matrix Comparison

Lieutenant

Pay Range	Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
11	69,278	72,465	75,652	77,774	79,900	82,023	84,149	86,274	88,397	90,523	92,645	94,768	96,893	99,018	101,145

Sergeant

Pay Range	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
8	64,979	66,620	68,259	69,900	71,541	73,182	74,822	76,460	78,101

Budgetary Savings

Proposed: Eliminate 1 Lieutenant Position – Create 1 Sergeant Position

Savings	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	4,299	5,845	7,393	7,874	8,359	8,841	9,327	9,814	10,296	12,422

Job Classification Comparison

	<u>Entry Level</u>	<u>Annual Increase Avg.</u>	<u>Top Step</u>
Patrol Officer	\$49,884	\$2219	\$61,632 (5 years)
Sergeant	\$64,979	\$1661	\$78,101 (9 years)
Lieutenant	\$69,278	\$2150	\$101,145 (15 years)

JOB DESCRIPTION - CITY OF NEWTON

TITLE: Police Lieutenant	JOB CODE:
DEPARTMENT: Police CIVIL SERVICE: Yes	UNION: No FLSA: Exempt
APPROVAL:	DATE:
_____ DEPARTMENT DIRECTOR	_____ DATE:
_____ CITY ADMINISTRATOR	LAST UPDATE: 8/2017

PURPOSE: Under the direction of the Chief of Police, plans, directs implements and supervises the operations and activities of Police Sergeants, Police Officers, Police Detectives, School Resource Officer and selected civilian personnel on an assigned shift in the Patrol or Investigations Division who respond to emergency and non-emergency requests and enforce city, state and federal laws and ordinances.

ESSENTIAL JOB DUTIES AND RESPONSIBILITIES: (Illustrative Only)

- Oversees, directs, supervises and reviews the daily operations of the assigned division in response to emergency and non-emergency requests and the enforcement of all city, state, and federal laws and ordinances.
- Participates with the Chief of Police in assessing and evaluating the needs of the Police Department and may include policy development, budget preparation and modifying procedures and processes.
- Meets with the Chief of Police and reviews any areas of concern or updates on ongoing division activities on a bi-monthly basis.
- Prepares work schedules for assigned personnel and assigns duties, responsibilities, and specific tasks as required.
- Establishes general and specific work priorities for assigned personnel as situations or circumstances dictate.
- Reviews and evaluates all paperwork, reports, other information and evidence prepared or collected by assigned personnel to ensure clarity and completeness.
- Approves payroll and related information for assigned personnel and authorizes overtime for the performance of essential duties as necessary.
- Responds to field complaints, requests or problems from the general public, department personnel and other city, county and state officers and agencies.
- Conducts internal affairs investigations regarding apparent or alleged misconduct by department personnel.
- Participates in the interviewing, hiring, training, scheduling, motivation, counseling, evaluations, promotion, discipline, and termination of subordinate employees.
- Submits required monthly or annual reports to reflect problems, services and activities of assigned division.

- Assumes command and directs operations in major criminal cases and serious traffic accidents as needed.
- Responds to the scene of crimes or emergencies and assumes command and supervises the officers assigned to the incident. Determines use of departmental resources to be dedicated to incident scene.
- Serves as liaison with other law enforcement agencies and emergency services.
- Serves as a primary media contact and maintains accountability for the release of confidential information as it relates to Iowa Code Chapter 22 and 692.
- Investigates all accidents and injuries to subordinate personnel.
- Conducts preliminary criminal and traffic accident investigations as well as other calls for service as needed.
- Position is subject to shift assignment, working weekends and holidays as scheduled.
- Performs duties of Chief of Police in his/her absence.
- Performs other related duties as assigned.

QUALIFICATIONS:

Preferred Experience and Education

Bachelor's degree in criminal justice, public administration or related field from an accredited institution recognized by the Department of Education preferred with previous experience at the rank of Police Sergeant.

Minimum Experience and Education: High School diploma and Twelve (12) years of experience as a police officer; or an Associate's Degree or two years of active duty military service and ten (10) years of experience as a police officer; or a Bachelor's Degree or 4 years of active duty military service and eight (8) years of experience as a police officer; or six (6) years experience as a police officer with experience serving at the rank of police sergeant required. An equivalent combination of education, military service and experience will be considered.

KNOWLEDGE AND PROFESSIONAL CERTIFICATIONS:

Certification as a peace officer by the State of Iowa; maintains peace officer certification by completion of annual educational requirements. Proficiency in the use and care of firearms; skill in operating emergency vehicles in an emergency mode while responding to high critical incidents. For those tasks where a personal or City vehicle is used, individual must be physically capable of operating the vehicle safely, possess a valid Iowa operator's license and have an acceptable driving record. Maintenance of the established departmental physical fitness standard levels.

Thorough knowledge of modern police practices, techniques and methods; thorough knowledge of departmental policies, and regulations; considerable knowledge of applicable federal, state and local ordinances, particularly the laws of arrest, search and seizure, and evidence; considerable knowledge of criminal methods and motives; considerable knowledge of the techniques of criminal investigation and interrogation; considerable knowledge of the principles of supervision and organization.

Ability to plan, direct, coordinate, motivate and evaluate the work of subordinates; ability to analyze situations quickly and objectively, and to determine proper course of action; ability to communicate effectively, both orally and in writing; ability to develop and to maintain an effective working relationship with employees, the public and others as required by the work assignments; ability to perform prolonged and detailed investigations, to gather pertinent facts

and to integrate data into objective patterns; ability to establish priorities in order to accomplish a wide range of duties and responsibilities; ability to operate departmental equipment as assigned.

Supervisory Responsibility: Requires immediate and/or direct supervision of a function or activity including prioritizing, directing, organizing and/or controlling the work of assigned employees. Counsels employees on job performance and may have input into hiring and/or disciplinary decisions.

Human Relations: Requires frequent contacts with the public and employees in other departments to solve problems using considerable judgment, enforce ordinances, coordinate work, negotiate, and influence and obtain cooperation of other people.

Responsibility: Accountable for work of multiple units, or results of a process or project having a major impact on output of City services or employee or public satisfaction. Errors may cause major cost problems, lack of coordinated effort, work delays, or bad decisions. May have important effects on the public.

Complexity, Guidance, and Judgment: Work is governed by broad instructions, objectives, strategies, and policies. Requires the exercise of considerable initiative and independent analytical and evaluative judgment. Receives administrative guidance, i.e., policy statements require extensive interpretation. Position determines results to be attained to support overall organizational goals.

Confidentiality: Requires working with highly confidential information where disclosure would constitute a serious breach of trust or public disapproval and/or requires a heavy burden of trust as a prerequisite.

Working Conditions: Physical and Environmental Demands: Disagreeable working conditions. Exposed to any number of elements (heat, cold, noise, inclement weather, occupational hazards, etc.) with several continuously present to the extent of being objectionable.

Working Conditions: Mental and Visual Demands: Requires intense and exacting mental and visual attention involving performance of complex work. Continuous attentions to detail, frequent interruptions, and/or pressure to meet deadlines, and ability to prioritize.

JOB DESCRIPTION - CITY OF NEWTON

TITLE: Police Sergeant	JOB CODE:
DEPARTMENT: Police	UNION: No
CIVIL SERVICE: Yes	FLSA: Exempt
APPROVAL:	
DEPARTMENT DIRECTOR	DATE:
CITY ADMINISTRATOR	DATE:
	LAST UPDATE: 8/2017

PURPOSE: Under the direction of the Chief of Police or Police Lieutenant, supervises the operations and activities of Police Officers on an assigned shift in the Patrol Division who respond to emergency and non-emergency requests and enforce city, state, and federal laws and ordinances or has special assignment in investigations supervising Police Detectives and selected civilian personnel while conducting and overseeing evidence room operations and other assigned programs and projects.

RESPONSIBILITIES: (Illustrative Only):

In addition to all of the regular duties and responsibilities assigned to a police officer, in the absence of, or as an assistant to, a Police Lieutenant, performs the following duties:

- Prepares for briefings; gathers pertinent information and intelligence from sources such as daily reports, intelligence bulletins and emails and relays needed information to officers.
- Allocates and directs assigned resources in response to daily law enforcement demands.
- Prepares daily staff roster and assigns personnel and duties.
- Oversees officers in the field to ensure each officer is performing assigned duties.
- Follows up on activities of assigned personnel to determine whether duties and orders have been properly performed; ensures departmental policies, procedures, orders, directives, rules and regulations are understood and carried out.
- Participates in major investigative events.
- Supervises operations of major crimes, emergencies and serious incidents.
- Inspects police vehicles and maintains police equipment.
- Approves police reports, criminal complaints, citations, search warrants and other official documents and serves as a notary.
- Assists officers with career development training in a variety of areas; identifies deficiencies.
- Coaches and counsels assigned personnel in order to correct identified problems with their performance.
- Approves overtime, sick leave, vacation, casual time and other types of leave.
- Responds to complaints and recommends investigations or follow up as needed.
- Drafts press releases for incidents in compliance to Iowa Code Chapter 22 and 692

- Plans and coordinates special projects and events.
- Supervise specialty unit programs (ie. Motor Unit, K9, SWAT, Traffic Safety, etc.)
- Assists Lieutenants with annual performance assessment and evaluation of subordinates' performance.
- Performs routine patrol or investigative duties and responsibilities as assigned and completes applicable written reports.
- Develops implements and conducts crime prevention and analysis programs.
- Assists with duties of evidence custodian and ensures that all state and federal guidelines pertaining to physical and digital evidence are in compliance.
- Responds to court orders for the release of digital or physical evidence.
- Conducts periodic audits of digital and physical evidence.
- Position is subject to a rotating shift assignment, working weekends and holidays as scheduled.
- Performs other duties as assigned.

QUALIFICATIONS:

Acceptable Experience and Education: High School diploma and six (6) years of experience as a police officer; or an Associate's Degree or two years of active duty military service and five (5) years of experience as a police officer; or a Bachelor's Degree or 4 years of active duty military service and four (4) years of experience as a police officer. A minimum of four (4) years as a police officer with the City of Newton is required. An equivalent combination of education, military service and experience will be considered.

KNOWLEDGE AND PROFESSIONAL CERTIFICATIONS: Requires high school diploma or equivalent (ie. GED); certification as a peace officer by the State of Iowa; maintains peace officer certification by completion of annual educational requirements; possess a concealed weapons permit. Associate's degree from an accredited college or university with major course work in police, public, or business administration is preferred.

Knowledge of patrol procedures, practices and methods; knowledge of modern police practices, techniques and methods; knowledge of applicable federal, state and local laws and ordinances, particularly the laws of arrest, search and seizure, and the laws of evidence; knowledge of departmental policies, procedures, rules and regulations; knowledge of criminal methods and motives; knowledge of the techniques of criminal investigation and interrogation, gathering of evidence, and the rules of evidence. Skill in the use and care of firearms.

Ability to plan, direct, coordinate, motivate and evaluate the work of subordinates. Ability to establish and to maintain an effective working relationship with subordinates, fellow employees, supervisors, and the general public; ability to perform prolonged and detailed investigations, to gather pertinent facts and to integrate data into objective patterns leading to the solution and disposition of criminal cases; ability to prepare clear, concise, and accurate written and oral reports; ability to use the computerized system used by the department; ability to analyze problems and situations, and to adopt quick, effective, and reasonable courses of action with due regard to surrounding hazards and circumstances.

Supervisory Responsibility: Requires immediate and/or direct supervision of a function or activity including prioritizing, directing, organizing and/or controlling the work of assigned employees. Counsels employees on job performance and may have input into hiring and/or disciplinary decisions. (First-line supervisor.)

Human Relations: Requires contacts with the public and employees in other departments to give advice, enforce ordinances, interview, and coordinate work.

Responsibility: Accountable for work of immediate unit. Impact on operations, costs, expenses, results, equipment or employee or public satisfaction is moderate. Errors may cause inaccuracies; unnecessary costs could be difficult to discover.

Complexity, Guidance, and Judgment: Work requires analysis and judgement in accomplishing diversified duties. Plans and performs work where only general methods are available. Receives limited guidance, i.e., police and procedures are applicable in general terms. Works is guided by administrative routine, established soundness of judgement and overall adequacy within the limits of policies, standards and precedents.

Confidentiality: Requires working with highly confidential information where disclosure would constitute a serious breach of trust or public disapproval and/or requires a heavy burden of trust as a prerequisite.

Working Conditions: Physical and Environmental Demands: Disagreeable working conditions. Exposed to any number of elements (heat, cold, noise, inclement weather, occupational hazards, etc.) with several continuously present to the extent of being objectionable.

Working Conditions: Mental and Visual Demands: Requires intense and exacting mental and visual attention involving performance of complex work. Continuous attentions to detail, frequent interruptions, and/or pressure to meet deadlines, and ability to prioritize.