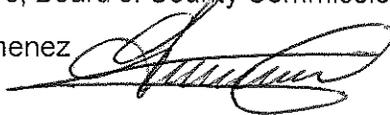


Date: September 11, 2018

To: Honorable Chairman Esteban Bovo, Jr.  
and Members, Board of County Commissioners

From: Carlos A. Gimenez  
Mayor 

Subject: Span of Control Information

---

A major priority of my tenure as Mayor is to ensure transparency, efficiency, and fiscal responsibility in government administration. To that end, we continually evaluate the County's organizational structure and management practices. In FY 2016-17, the Office of Management and Budget engaged an external consultant, ISF, Inc. (consultant), to analyze the County's span of control calculations to promote budgetary savings and ensure best management practices. The consultant's findings, provided in Attachment A, were used as a tool in the development of the FY 2018-19 Proposed Budget. This memorandum serves to update the Board of County Commissioners on the findings, and the departmental span of control calculations.

Span of control refers to how many direct reports a supervisor has and is a tool for assessing the most effective and efficient organizational structure and supervision levels. The consultant's research, which included a review of published studies completed in local government jurisdictions as well as a special focus on public safety agencies, found that organizations have studied span of control for over one hundred years. However, the consultant concluded that *"there is no single benchmark or standard for an optimal span of control that is appropriate for all work units. Decisions on the optimal span of control must be made for each individual supervisor...."* Specific factors to be considered when determining the ideal span of control for each supervisor include:

- **Complexity of Job Functions.** Work environments in which job functions are largely routine and repetitive allow for wider spans of control. Examples include cleaning and feeding shelter animals or staffing the circulation desk at a library.
- **Risk Management.** When the work environment entails a high level of risk to the public or the organization, a narrower span of control may be appropriate. Examples include supervision of correctional and police officers.
- **Work Environment/Physical Proximity of Subordinates.** The optimal span of control tends to be higher when all subordinates work in a single office. Examples include call takers at the 311 Call Center or payroll technicians in the Human Resources Department.
- **Use of Technology.** In some cases, technology can offset a lack of physical proximity of subordinates. For example, the distribution of Mobile Computer Units (MCUs) assigned to police officers enable a wider span of control than would otherwise be warranted.
- **Supervisor Responsibilities.** Some supervisors have additional work responsibilities that limit the amount of time they have to oversee direct reports.

The consultant developed a template that County departments used to analyze spans of control. The tool enabled departments to identify span of control for each individual supervisor, as well as mitigating factors that should be considered when assessing a supervisor's span of control. At the recommendation of the consultant, the template does not calculate the average span of control within a department; rather, supervisors with a particularly small (three or fewer) or large (ten or more) numbers of subordinates are flagged so that management can closely review these instances and make adjustments when appropriate.

The table below lists the number of supervisors by department and the number of subordinates based on the ranges mentioned. Rather than simply count the number of budgeted positions with the words "manager" or "supervisor" in the title, this information is based upon actual reporting relationships in each department, under the Mayor's purview, as represented in the Proposed Budget. In addition, Attachment B provides the summary details by department including the supervisors name and job title as well as number of subordinates that report to them.

Department	Number of Employees Under Each Supervisor			Total No. of Supervisors
	< = 3	4 to 10	>= 10	
Animal Services	2	8	8	18
Audit and Management Services	0	7	0	7
Aviation	5	13	4	22
Communications	3	7	8	18
Community Action and Human Services	25	31	15	71
Corrections and Rehabilitation	267	232	75	574
Cultural Affairs	19	12	2	33
Elections	22	8	1	31
Finance	35	32	15	82
Fire Rescue	120	292	70	482
Human Resources	13	13	1	27
Information Technology	6	19	45	70
Internal Services	56	87	22	165
Juvenile Services	5	10	2	17
Library	155	48	5	208
Management and Budget	2	5	2	9
Medical Examiner	6	2	5	13
Parks, Recreation and Open Spaces	93	85	89	267
Police	200	470	52	722
Public Housing and Community Development	14	27	18	59
Regulatory and Economic Resources	81	96	18	195
Seaport	12	24	13	49
Solid Waste Management	19	33	8	60
Transportation and Public Works	112	168	67	347
Water and Sewer	113	232	76	421
<b>Totals</b>	<b>1,385</b>	<b>1,961</b>	<b>621</b>	<b>3,967</b>

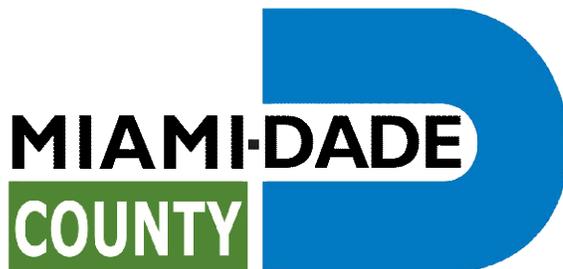
Honorable Chairman Esteban L. Bovo, Jr.  
and Members, Board of County Commissioners  
Page 3 of 3

We will continue to find ways to better align staff resources to ensure the best delivery of services possible. If you have any questions, please feel free to contact Jennifer Moon, Budget Director, at 305-375-5143.

#### Attachments

c: Abigail Price-Williams, County Attorney  
Geri Bonzon-Keenan, First Assistant County Attorney  
Office of the Mayor Senior Staff  
Department Directors  
Cathy Jackson, Interim Commission Auditor

mayor05618



# Miami-Dade County

## Staffing Analysis

## Relief Factor and Span of Control Project

Deliverable B -  
Span of Control Analysis  
September 26, 2017



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## REVISION HISTORY

Final Version	Date	Author(s)	Revision Notes
0.1	8/29/17	ISF/Public Works	Initial draft to walkthrough with the County

## ACRONYMS

<b>FTE</b>	Full-Time Equivalent
<b>ICS</b>	Incident Command System
<b>ITD</b>	Information Technology Department
<b>KSU</b>	Kansas State University
<b>MDC</b>	Miami-Dade County
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>NIMS</b>	National Incident Management System
<b>OMB</b>	Office of Management and Budget
<b>PROS</b>	Parks, Recreation, and Open Spaces Department

# EXECUTIVE SUMMARY

Miami-Dade County is interested in developing consistent methodologies and best practices in specific staffing procedures. To that end, the Miami-Dade County Office of Management and Budget (OMB) engaged ISF, Inc. to advise the County on best practices in two critical human resource calculations: relief factor and span of control. ISF is a Florida-based consulting firm with over 35 years of experience in providing management consulting and information technology services. For this project, ISF partnered with Public Works LLC, a national consulting firm with over 35 years of experience in public policy, organizational design and efficiency reviews, program design, and research.

Relief factor (addressed in a separate report) is a scheduling tool to help agencies ensure that they have available the appropriate number of staff needed to reasonably assure uninterrupted coverage of essential work assignments. Span of control refers to how many direct reports a supervisor has and is a tool for assessing the most effective and efficient organizational structure and supervision levels. This project also required the development of a relief factor calculation template for four departments (Police, Fire Rescue, Corrections and Rehabilitation, and Transportation and Public Works) and a span of control calculation template for all departments across the county. The goal is to provide county departments with tools to facilitate uniform and consistent staffing methodologies based on research and best practices.

This report focuses on span of control and is divided into two major sections:

- **Summary of Best Practices and Benchmarking Research**, which discusses the background and history of span of control analysis, summarizes relevant published reports, and includes findings from telephone interviews with comparable municipalities.
- **Span of Control Calculation Template**, for use by all departments. It includes instructions definitions, a discussion of challenges to implementation, and recommendations to facilitate implementation.

Our approach to the span of control portion of this project included:

- A review of literature that detailed the historical view of span of control, as well as factors influencing today's thinking on the subject.
- A review of span of control best practices as identified by national human resource and professional organizations.
- A review of available published reports from other jurisdictions around the country on their approach to calculating, evaluating, and utilizing span of control data.
- Telephone interviews with jurisdictions of comparable size to Miami-Dade County or for which public span of control reports are available to ascertain how they are currently addressing span of control.
- Interviews with the following Miami-Dade agencies: Office of Management and Budget, Corrections and Rehabilitation, Police, Fire Rescue, Transportation and Public Works, and Human Resources.
- A review of Miami-Dade human resources data provided by OMB.

Research revealed that both public and private organizations have studied management issues such as span of control since the early 1900s. However, there is no single benchmark or standard for an optimal span of control that is appropriate for all work units. Decisions on the optimal span of control must be made for each individual supervisor taking into consideration factors such as risk and complexity of work, proximity of subordinates, and the availability of technology to support communication. Key factors for consideration when determining an optimal span of control are summarized.

A template that can be used to calculate span of control for each supervisor within a department is included in Appendix A. The template clearly defines supervisor and direct reports, and also includes definitions and calculation methodology for various types of positions such as part-time, temporary, and seasonal staff. County departments will be able to use this template to uniformly calculate the number of direct reports for which a supervisor is responsible. The template also collects qualitative information that is needed to evaluate whether each supervisor's span of control is appropriate.

Lessons learned and recommendations for implementing a new span of control reporting process were identified through an attempt to use the new template with information provided by OMB. A county-wide Span of Control report and organization charts were inconsistent and had insufficient data to complete the exercise. Recommendations are provided on how to facilitate implementation.

# SUMMARY OF BEST PRACTICES AND BENCHMARKING RESEARCH

The following section discusses the background and history of span of control analysis, summarizes relevant published reports, and includes findings from telephone interviews with comparable counties or municipalities. This research was conducted to provide Miami-Dade County the opportunity to leverage industry standard best practices and lessons learned by other government entities.

## HISTORY OF SPAN OF CONTROL

In the first half of the twentieth century, the ideal organizational structure was based largely on military models with managers supervising about six employees. Changes in management styles and technology helped fuel changes to this traditional formula as organizations became less hierarchical and moved to larger spans of control in the 1990s, in part to reduce the number of management layers. At this time, consensus on the ideal span rose to between 10 and 15.<sup>1</sup> In more recent years, organizational design specialists have viewed span of control not as a fixed number, but as a function of many factors ranging from an organizational culture to the nature of the work being performed. *Management literature no longer identifies a single benchmark for optimal span of control.* However, there are still basic steps to follow when determining span of control that are summarized below.

Much of the research discusses the first step in identifying an optimal span of control for a particular work unit or supervisor within an organization is to have agreement and understanding about the supervisory structure, and to clearly define supervisor, direct reports, and span of control. In both business and public sector agencies, “supervisor” is typically defined to include a variety of responsibilities, such as:

- Evaluating performance
- Planning and scheduling work on a day-to-day basis
- Assigning work to subordinates
- Setting deadlines and overseeing the meeting of goals and objectives
- Communicating information from higher level managers
- Performing various human resource functions such as personnel selection, identifying training needs, and resolving employee complaints

Our review of published reports and interviews with managers in peer jurisdictions further revealed that government organizations typically narrow this definition and define a **supervisor** as one who: (1) completes the evaluation of a subordinate; and (2) directs day-to-day activity of an employee. A **direct report** is someone whose work is evaluated and directed on a day-to-day basis by a particular supervisor. **Span of control** is the number of direct reports a supervisor has; it is frequently reported as a ratio. For example, the span of control for a supervisor with six direct reports may be reported as a span of control of 1:6. Spans of control are frequently described as “wide” (meaning a supervisor has a relatively high number of direct reports) or “narrow” (meaning a supervisor has relatively few direct reports).

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<sup>1</sup> <http://www.economist.com/node/14301444>

The most straightforward calculations of span of control occur when all direct reports are full-time employees. In that case, each employee is a single direct report. Unfortunately, little information is available regarding how jurisdictions considered other employment variables, such as the supervision of part-time or seasonal staff, vacancies, and contractors.

Because there is no single benchmark for span of control, decisions about appropriate span of control should be made on a unit-by-unit and supervisor-by-supervisor basis to achieve efficient and streamlined organizational structures. Factors that should be considered when evaluating span of control include:

- **Complexity of Job Functions.** Positions dominated by routine tasks that can be accomplished with limited oversight and intervention require less intense supervision. For example, the daily work of library and clerical staff is relatively routine. These staff need less supervision, so these positions lend themselves to supervision with a wider span of control. By comparison, social service case managers need to make judgments about services based on clients' individual circumstances and react to client crises on a regular basis. These staff would likely benefit from having more contact with a supervisor. Therefore, for these positions, supervision with a narrower span of control would be more appropriate.
- **Risk Management.** All organizations face internal and external risks when providing services to the public. Risks can include professional liabilities, legal or financial requirements, and physical hazards to employees, the public, and property. An effective span of control will help mitigate an organization's risks. For example, staff who are responsible for public safety or the safety of individuals in government custody (such as some staff in corrections, juvenile services, transit, and public housing), have positions that carry significant risk. For these types of positions, supervision with a narrow span of control may be appropriate.
- **Work Environment/Physical Proximity of Subordinates.** A direct report, regardless of job function, requires some individual interaction with a supervisor. Supervisors must ensure work assignments are assigned and understood, and job performance and accountability must be monitored and assessed on an individual basis. The time and effort required to perform supervisory tasks will vary depending on whether a direct report is in the same office as the supervisor, or if they are in another location or have a field assignment. For example, county management offices such as the Office of Management and Budget most likely has all its employees located within a centralized office. In departments like this, a wide span of control may be most appropriate. On the other hand, departments such as Health and Human Services and programs such as Solid Waste Management and Animal Services will have staff providing services in the community. For these field staff, supervision with a narrow span of control may be most appropriate.
- **Decision-Making and Communication.** When determining an optimal span of control, agency leadership needs to assess how well management decisions are being made and communicated. Since delays in communication can trigger a snowball effect leading to poor customer service, slower response times, and a loss of productivity, effective communication is required for management and performance. If there are bottlenecks in the ability of line staff to get decisions from management, or if supervisors are making too many decisions that should be at the employee level, then the span of control may be either too wide or too narrow.

- **Supervisor Responsibilities.** Some supervisors have additional work responsibilities that limit the amount of time they have to oversee direct reports. For example, social workers may supervise case managers but also have a caseload of clients for whom they provide direct services. In these instances, it is important to consider how much time an individual has to supervise direct reports once the time required for additional responsibilities is factored in. The more additional responsibilities a supervisor provides, the fewer direct reports they can effectively manage.
- **Use of Technology.** A supervisor's ability to communicate with direct reports using cell phones, email, and other forms of technology can allow for more effective management of direct reports. The use of technology is especially valuable when direct reports are in the field. Without sufficient technology, field staff may require supervision with a narrower span of control since supervisors would need more time traveling to them or managing a paper-intensive supervision process.

Span of control is important because it affects communications, decision-making, structure, morale, and budgets. A narrow span of control (with fewer direct reports per supervisor) results in a hierarchical organizational structure. It can cause delays in decision-making and hinder an organization's ability to react quickly to changing demands or a crisis since decisions must move through more management levels before reaching the appropriate decision-maker. However, a narrow span of control may be justified if direct reports are in the field (increasing the work involved in supervision) or if direct reports have high risk positions where a greater intensity of supervision could help mitigate those risks (such as first responders).

Conversely, a wider span of control (with more reports per supervisor) results in a flatter organizational structure. It can encourage quicker decision-making and improved communication since staff are organizationally closer to leadership. It can also improve morale since staff feel more connected to decision-making. A wide span of control may be appropriate if the work direct reports engage in is routine and low-risk, necessitating less intense supervision. Too wide a span, however, can create challenges to maintaining consistent performance and adequate supervision. For example, the larger the span of control, the greater the number of relationships that must be managed: one manager with six subordinates creates 222 relationships within a work unit, whereas one manager with 16 subordinates creates 500,000 relationships.<sup>2</sup> Additionally, a wider span of control also results in more administrative duties for supervisors, such as conducting employee evaluations and scheduling, limiting their ability to take on other responsibilities.

As illustrated above, appropriate and effective span of control should be decided on a case-by-case basis. Some government organizations are moving to establish wider spans of control in order to speed decision-making, increase flexibility in services and responses, empower employees, and reduce personnel costs. When moving to wider spans of control, some governments have taken additional steps to smooth the process and prepare staff, including:

- Investing in additional training for supervisors to improve their management skills (such as how to organize and assign work and how to communicate to subordinates)
- Identifying more efficient ways to schedule and oversee work, often by utilizing technology such as cell phones, email, and other electronic means of communication

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<sup>2</sup> Ibid.

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## SPECIAL CONSIDERATIONS FOR SPAN OF CONTROL IN LAW ENFORCEMENT AGENCIES AND FIRE DEPARTMENTS

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Span of control in law enforcement and fire departments requires a closer look, not only because of the nature of the work, but also because of the national standards that are available for these fields. While these standards, too, have been changing over the last decade, there are factors associated with these positions that merit additional consideration when determining the optimal span of control.

Traditionally policing has had a smaller span of control based on its military-like structure. However, discussions concerning span of control in law enforcement agencies have paralleled that of other organizations over the last decade, in that there has been a move to a wider span of control. Particular to law enforcement is the challenge of balancing the need for supervision and accountability (which recommend a narrow span of control) and the availability of new communications technology (which reduces the time needed for supervision and thus facilitates wider spans of control).

Kansas State University (KSU) conducted a survey of public safety organizations that was published in *The Police Chief Magazine*. It found many examples of where a smaller span of control would be optimal, including: when a unit is engaged in community policing (which is staff-intensive); when officers patrol a very large geographic area (supervisors may be unable to meet the needs of officers over hundreds of square miles); in densely populated and/or high crime areas (where there may be higher risk); and in special units such as SWAT units and K9 teams (due to intense specialization). However, respondents also voiced concerns about spans that are too narrow due to problems with information not being clearly communicated through layers of management and with too many resources being dedicated to management. The overall findings were that law enforcement agencies tend to prefer narrower spans of control, but recognize the trend toward and benefits from flatter organizational structures.<sup>3</sup>

There is extensive literature on span of control in fire service organizations. Unlike the national trend toward wider spans of control and flatter organizations over the past two decades, spans of control in fire service departments remain narrow, vertical, and hierarchical in nature.

Span of control for fire service organizations is based on the Incident Command System (ICS), which helps ensure leadership and accountability as firefighters and others work emergency incidents. ICS was developed in the 1970s as a result of catastrophic fires in Southern California that resulted in injuries and deaths to citizens and responders. Post-event studies indicated that most failures and problems were not due to lack of resources or substandard tactics, but to poor management.

ICS is a major component of the National Incident Management System (NIMS). It has become the standard for emergency responders across the country and is accepted and fostered by organizations such as the National Fire Academy (NFA) and National Fire Protection Association (NFPA). One of ICS' core functional areas is command, which includes the transfer of command, chain of command, and unity of command. The chain of command and unity of command protocols help to ensure that there is always supervision for each responder at an event regardless of arrivals, departures, and accessibility of

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<sup>3</sup> <http://www.policechiefmagazine.org/span-of-control-for-law-enforcement-agencies/?ref=ba48e538dfe382b4eb97e2db4cecdae9>

responders. The transfer of command protocols help to ensure that the command structure remains in place and communications are timely and accurate when command is transferred. ICS results in fire departments having numerous ranks and management levels. This type of hierarchical organizational structure and narrow span of control works to ensure the safety of responders and the public, even when responders come from multiple units across a jurisdiction or from multiple jurisdictions.

An effective fire service response organization must ensure through its chain of command and its span of control that there is a limit on the number of subordinates each supervisor should manage. ICS and industry experience maintains that “a workable span of control is somewhere between three and seven, with an optimum of five” at an incident.<sup>4</sup>

## PUBLISHED REPORTS AND INTERVIEWS

Several cities and counties comparable in size to Miami-Dade County have periodically addressed span of control issues, but few have developed consistent methodologies for the use of these calculations for use over time. Most of these efforts are not managed centrally; each department is responsible for calculating and managing this information, and data is not collected except as it affects the budget process and requests to fill vacancies on an individual basis.

Our research found only four jurisdictions where a formal span of control analysis was conducted and reported on: Portland, Oregon; Seattle, Washington; Multnomah County, Oregon; and Kansas City, Missouri. These reports are discussed below.

### PORTLAND, OREGON

The City of Portland engaged a consultant to conduct a detailed study of city departments in 1994 that resulted in observations, not only about the span of control, but also about the layers of management in an organization.<sup>5</sup> The consultants concluded that span of control guidelines should recognize several factors, including the size of an organization. They concluded that departments with:

- 50 or fewer employees should have 3 or fewer management layers
- 50 to 150 employees should not have more than 4 management layers
- 150 and more employees should not have more than 5 management layers

The report went on to recommend that supervisor to staff ratios should vary according to level of management in the organization, as follows:

- All supervisors above first line to staff - 1:5
- First line supervisors in operations to staff - 1:10 to 1:20
- First line supervisors in administration to staff - 1:6 to 1:12

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<sup>4</sup> Managing Company Tactical Operations: Decisionmaking, Module 5: Introduction to the Incident Command System, as found at <http://www.in.gov/dhs/files/mctodecision.pdf>.

<sup>5</sup> <http://efiles.portlandoregon.gov/Record?q=span+of+control>

Table 1 below helped city leadership consider mitigating factors when establishing a span of control.

**TABLE 1. FACTORS AFFECTING SPAN OF CONTROL**

<b>Factor</b>	<b>Narrow Span of Control</b>	<b>Wide Span of Control</b>
Type of work	Complex	Not complex
Tasks performed	Varies	Routine
Organization/program objectives	Less defined	More defined
Degree of risk in work for the organization	High	Low
Degree of public scrutiny	High	Low
Supervisor qualifications/experience	Less	More
Subordinates' qualifications/experience	Less	More
Level of non-supervisory duties	High	Low
Degree of inter-department/program coordination required	High	Low
Availability of support staff	None	Available
Geographic location of subordinates	Dispersed	Together

Source: City of Portland Span of Control Study, 1994.

In March 2014, the City of Portland's Auditor looked at span of control again. For the updated study, Portland defined a supervisor as "any individual having authority in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or responsibly to direct them, or to adjust their grievances, or effectively to recommend such action, if in connection therewith, the exercise of the authority is not routine or clerical in nature but requires the use of independent judgment..."<sup>6</sup>

In this study, the City Auditor found many deviations from the recommendations established in the 1994 report. Most notably, the audit found "pockets of low spans of control in most bureaus" in city government.<sup>7</sup> The Auditor grouped ranges of span of control in each department in order to identify outliers:

- 1:0 to 1:3 - Low
- 1:4 to 1:7 - Medium
- 1:8 to 1:20 - High
- 1:20 and above - Very High

City leadership concentrated its efforts on understanding and correcting, where needed, any low spans of control, defined as 1:3 or lower. The report identified 134 positions with a span of control of less than three. Subject matter experts then interviewed department heads and supervisors to gather information on mitigating factors, such as:

<sup>6</sup> <http://www.portlandonline.com/Fritz/index.cfm?a=483210>

<sup>7</sup> <http://www.portlandonline.com/Fritz/index.cfm?a=483210>

- Is there a specific business reason for such a low span of control?
- Are there plans to change this ratio now that it has been identified?
- What would be the impact if the position was eliminated?
- What would be the impact if supervisory responsibilities were reassigned?

They found several reasons for a low span of control, including:

- Employees were reclassified in order to provide pay increases to skilled employees who were at the top of their range
- Some supervisors managed contractors and consultants, reducing the time they have to supervise employees
- The classification system did not define any specific number of subordinate staff required to qualify as a supervisor

In short, Portland is the earliest example of governments using mitigating factors in an analysis of span of control. It is also the earliest example of consideration of the number of layers of management to influence decisions about the optimal span of control. Portland's experience influenced the template included in this report in two ways: (1) the template flags supervisors with "outlying" spans of controls - those that seem particularly high or low; and (2) the template collects information on mitigating factors.

## SEATTLE, WASHINGTON

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Over a two-year period (1995-1997), Seattle, Washington improved its ratio of managers to staff as a result of a concerted effort on the part of the city to collect and analyze pertinent data.<sup>8</sup> City departments increased their span of control on average from 5.9 to 6.1 (a three percent increase), and reduced the number of supervisors with three or fewer direct reports by almost 14 percent. The City Auditor reported that this change resulted in an estimated \$3.1 million in savings to the city.

As a result of this effort to improve supervisor to staff ratios, the city recognized the need to modify its classification system. Supervisory positions had been created to provide raises for employees doing critically important functions but who had no actual staff supervisory responsibilities. The Seattle Human Resources Department developed new and more flexible classification and compensation systems. In addition, it improved and increased training for supervisors, developed more flexible layoff policies, and developed ways to recognize employees with special skills. The Office of Management and Planning also developed efficiency incentives to reward departments through the budget process for implementing personnel cost savings.

What is most notable about Seattle experience is the use of span of control information to identify problems with the city classification system and the steps it took to correct those problems and assist supervisors as they increased spans of control city wide. Although examination of Miami-Dade's classification and personnel system is outside the scope of this project, the County may find value in such an effort moving forward as it tries to develop standardized methodologies for staffing practices.

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<sup>8</sup> [https://wayback.archive-it.org/3241/20131222091625/https://www.seattle.gov/audit/report\\_files/9707-Span\\_Improvements.pdf](https://wayback.archive-it.org/3241/20131222091625/https://www.seattle.gov/audit/report_files/9707-Span_Improvements.pdf)

## MULTNOMAH COUNTY, OREGON

Multnomah County, Oregon in 2011 developed instructions for agencies to calculate and report span of control data.<sup>9</sup> The County did not determine an optimal span of control but asked departments to consider the following when assessing what the appropriate span of control should be:

- Similarity of work activities/degree of task certainty performed by supervised staff
- Complexity of work
- Degree of risk entailed in work
- Number of performance measures needed to evaluate subordinates
- The extent to which coordination and interdependence is important between employees and groups
- Significant and/or frequent change in the work environment
- Extent of non-supervisory activities/large administrative burden
- Qualifications/experience/training of supervisor and staff
- Degree of public scrutiny entailed in work
- Geographic dispersion of staff
- Information technology infrastructure
- Extent of contracting out
- Staff turnover
- Special circumstances including:
  - Multiple work shifts and/or 24-hour operations
  - Legal/regulatory issues
  - High level of professional expertise required

Instructions advised departments to count all direct reports to a supervisor, and to count each part-time employee as a direct report. Therefore, two half-time employees were counted as two direct reports. The county asked departments to convert temporary or on-call employees to FTEs (full-time equivalents). For example, a manager responsible for 10 temporary or on-call employees who work 208 hours in a year are the equivalent of 1 FTE and would be counted as one direct report. Table 2, below, is a sample template the county used to calculating span of control for each manager.

**TABLE 2. MULTNOMAH COUNTY TEMPLATE**

	Number of Managers	Number of Direct Reports
Division Director	1	3
Senior Manager A	1	4
Supervisor A1	1	6
Supervisor A2	1	6
Supervisor A3	1	6
Supervisor A4	1	6
Senior Manager B	1	5

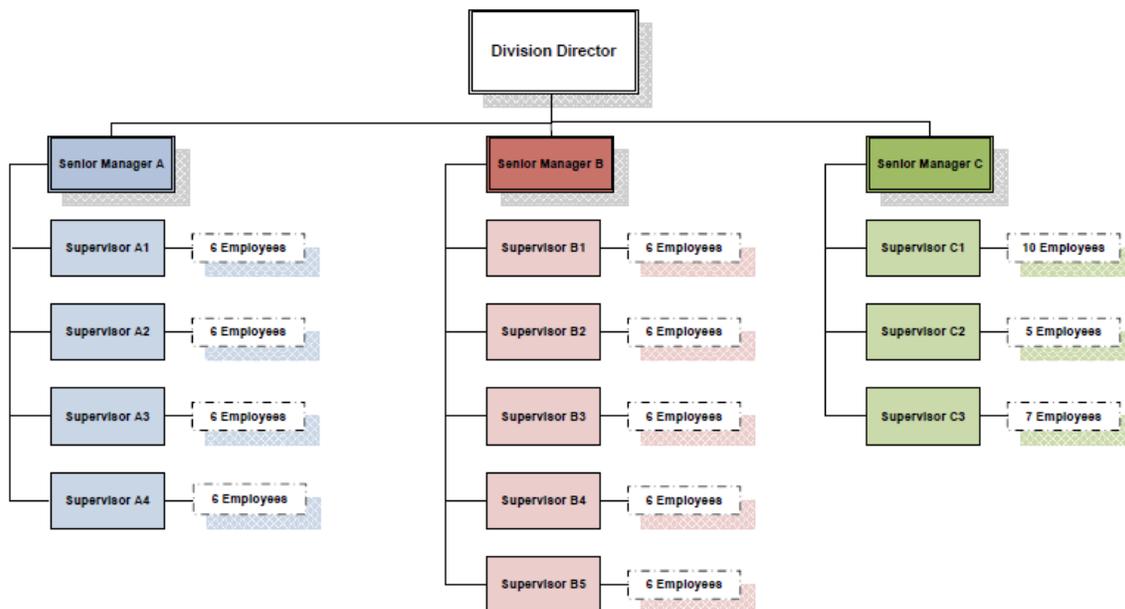
<sup>9</sup> <https://multco.us/file/57749/download>

	Number of Managers	Number of Direct Reports
Supervisor B1	1	6
Supervisor B2	1	6
Supervisor B3	1	6
Supervisor B4	1	6
Supervisor B5	1	6
Senior Manager C	1	3
Supervisor C1	1	10
Supervisor C2	1	5
Supervisor C3	1	7
TOTAL	16	91

Figure 1, below, shows the organization chart template Multnomah County adopted to clearly display span of control information.

FIGURE 1. MULTNOMAH COUNTY ORGANIZATION CHART EXAMPLE

### SPAN OF CONTROL



Like Portland, Multnomah County utilized mitigating factors to evaluate spans of control. Unlike other municipalities where each part-time staff member counted as a direct report, Multnomah County chose to have part-time employees converted to FTEs. Another important element seen in Multnomah County was

its development of a new method for displaying span of control information that is easily understandable to the reader. The recommendations in this report include having all Miami-Dade departments utilize a standard organizational chart template that clearly illustrates reporting relationships and span of control.

## KANSAS CITY, MISSOURI

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The City Auditor in Kansas City, Missouri conducted a span of control review in 2002 for all city departments except police and fire. A supervisor was defined as “the primary person to prepare and sign a subordinate employee’s performance evaluation.”<sup>10</sup> Span of control was looked at in the context of each organization’s structure to assess how it affected communication, decision making, flexibility, and employee morale. Management layers in departments ranged from a small organization with only one layer, to large departments with eight layers of management from front line employee to department head.

Kansas City found that spans of control varied considerably among city departments. The average span of control ranged from 1:3.2 to 1:12.8 supervisors to direct reports. Approximately 77 percent of supervisors had six or fewer direct reports; about 30 percent of supervisors had two or fewer direct reports. Because of this finding, the City Manager required each department to review and justify instances where supervisors had two or fewer direct reports or more than 12 direct reports. Additionally, the City Auditor recommended that department heads review vacant supervisory positions and provide justification before filling the position to determine if those supervisory responsibilities could be assigned to existing supervisors.

Of particular interest from Kansas City’s review was its use of straightforward definitions of supervisor and direct reports relative to other jurisdictions. They also reviewed span of control in the context of each department’s structure and considered its effects on more intangible criteria such as flexibility and morale, issues discussed elsewhere in this report. Finally, Kansas City’s clearly utilized its findings to influence hiring decisions, indicating that it was an effective tool for decision makers.

## TELEPHONE INTERVIEWS

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Between July 14, 2017 and July 21, 2017 telephone interviews were conducted with budget and/or human resource managers of counties and municipalities comparable to Miami-Dade, or for which a span of control study had been reviewed for this report. These calls were used to determine whether and how span of control assessments are currently being utilized. Seven jurisdictions were contacted:

- Broward County, Florida - Span of control is reviewed when a department requests a change in its organizational structure or a position change
- Fairfax County, Virginia - No current focus on span of control
- Houston, Texas - No current focus on span of control
- King County, Washington - No current focus on span of control
- Maricopa County, Arizona - No current focus on span of control

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<sup>10</sup> <http://kcmo.gov/wp-content/uploads/sites/15/2013/12/20020424-SpanOfControl-Audit.pdf>

- Multnomah County, Oregon - Departments are required to submit span of control information as part of the annual budget process; however, there is no current focus on span of control issues <sup>11</sup>
- Phoenix, Arizona - No current focus on span of control
- Portland, Oregon - No current focus on span of control

DRAFT

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<sup>11</sup> Telephone interview with Anna Paul, Human Resources Department, on July 17, 2017.

# SPAN OF CONTROL CALCULATION TEMPLATE

The span of control calculation template is based on research, best practices, and experience as described in the previous section. The template is designed to be an instrument that collects all necessary information as efficiently and comprehensively as possible to calculate and assess each supervisor's span of control, including mitigating circumstances that need to be considered in determining the optimal span. It is designed to be used by each department to calculate the span of control for each supervisor. The template is built in Excel so that no proprietary software is needed.

The template includes three tabs: Instructions, Master Data Entry Template, and Summary Tab. Each tab is described below.

## INSTRUCTIONS TAB

The Instructions tab explains span of control and how it's used, explains the County's purpose for developing the template, and provides step-by-step instructions for completing the template. Smaller departments will be able to create a tab for each supervisor in a single Excel file. Larger departments are advised to create a file for each division, and within each file, a tab for each supervisor in the division.

Instructions for completing the template are provided on the first tab of the template for easy access and so that they are available to anyone filling out the template. Part of ensuring that the template is completed in a uniform manner is ensuring that all departments utilize the same definitions and methodologies to calculate direct reports.

The instructions begin by defining supervisor, direct report, span of control, and FTE. They explain that all direct reports must be converted to FTE for entry in the template, and that the methodology for doing so is provided on the Master Data Entry Tab. Staff are encouraged to make the calculations before filling in the template. These definitions and methodologies are included on the instructions tab and are also summarized below.

## DEFINITIONS

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While there are many duties a supervisor may be responsible for beyond overseeing the work of subordinates, the definition of supervisor should be kept as simple and straightforward as possible. There are two responsibilities that are most widely accepted for what constitutes a supervisor/direct report relationship - completing the evaluation of an employee and directing day-to-day work. Therefore, we recommend using the following definition to instruct departments when completing the proposed template:

- **Supervisor:** The person who completes a performance evaluation and/or directs and oversees day-to-day work assignments of a subordinate.

Additional definitions provided in the instructions include:

- **Direct Report:** Someone whose work is evaluated and directed on a day-to-day basis by a particular supervisor.

- **Span of control:** The number of direct reports a supervisor has; it is frequently reported as a ratio. For example, the span of control for a supervisor with six direct reports may be reported as a span of control of 1:6.
- **FTE or Full Time Equivalent:** An FTE is calculated as the percent of hours worked by a full-time employee in a year (2,080).

The Instructions Tab provides step-by-step guidance for filling in the template and explains the other tabs in the file.

## MASTER DATA ENTRY TEMPLATE TAB

The Master Data Entry Template tab must be copied to allow for one copy for each supervisor. The copies are renamed, each with a supervisor's first initial and last name. On each tab, the supervisor's name will autofill; their title will need to be entered. There are two sections of this tab:

### SECTION 1: INDIVIDUAL SPAN OF CONTROL CALCULATION

Each direct report a supervisor has needs to be factored into the span of control calculation as an FTE. For the purposes of calculating span of control, the following positions are counted as direct reports and should be converted to an FTE or fraction of an FTE:

- Regular Full-Time Direct Reports, filled and vacant
- Regular Part-Time Direct Reports, filled and vacant

Additional staff that a supervisor may periodically supervise - such as temporary staff, contract workers, interns and seasonal staff - are not counted in the span of control calculation. However, information is collected about them in the "Additional Information" section of the tab.

- Temporary Direct Reports, filled and vacant
- Contract Workers Direct Reports hired directly through the county, not reporting to a vendor

Definitions of each type of position a supervisor may have, and the methodology for converting direct reports with those positions into FTE for the span of control calculation are provided in the template and in Table 2 below.

**TABLE 2. POSITION DEFINITIONS & METHODOLOGY FOR FTE CALCULATION**

Position	Definition	Methodology in Template
Regular Full-Time	Include all regular full-time direct reports, including support staff. This includes budgeted positions both filled and vacant, for whom the supervisor completes an evaluation. Full-time staff work 2,080 hours per year. Do not include part-time staff, temporary and seasonal employees, contractors, interns.	Include all Regular Full-Time, filled and vacant, direct reports, including support staff. Each Regular Full-Time Direct Report is counted as 1.0 FTE.
Regular Part-Time	Include all regular part-time direct reports, including support staff -- both filled and vacant, for whom the supervisor a) completes and evaluation or b) if no evaluation is done, a	Include all Regular Part-Time Direct Reports, including support staff, both filled and vacant. Each part-time Direct Report = 1 FTE.

Position	Definition	Methodology in Template
	position for whom the supervisor directs and oversees day-to-day assignments. This includes all budgeted part-time positions, at the time the report is completed, regardless of the number of hours worked. Do not include temporary and seasonal employees, contractors, interns.	

The template will automatically calculate the span of control for each supervisor in cell D14 as the number of direct reports is entered.

**SECTION 2: ADDITIONAL INFORMATION**

This section is included to collect additional information that will be useful in assessing the appropriateness of a given supervisor’s span of control. There are two parts to this section: one on staffing, and one on mitigating factors.

There are staff that a supervisor may periodically supervise - such as temporary staff, contract workers, interns and seasonal staff - which are not counted in the span of control calculation in Section 1. However, if a supervisor needs time to oversee such staff, that information needs to be provided here. Table 3, below, defines these positions and provides the methodology to use to convert them to FTEs for inclusion in this analysis. These staff will not be included in the span of control calculation in Section 1, but will be noted on the summary tab and are available for reference when a supervisor’s span of control is evaluated.

**TABLE 3. ADDITIONAL STAFF SUPERVISED: DEFINITIONS AND METHODOLOGY FOR FTE CALCULATION**

Temporary	Include all temporary employees supervised. Do not include contractors, interns, seasonal. For example, temporary employees hired directly for either full-time or part-time work through a time-limited grant program.	Temporary workers are NOT counted in this calculation for direct reports. However, indicate in Additional Information section if temporary workers (converted to FTEs) report to this supervisor. Divide the total number of hours worked by all temporary employees during the fiscal year by 2,080 (or the number of hours worked by a regular FTE in that classification).
Contract Workers	Include contractor workers hired through personnel service contracts and whose day-to-day work is supervised by the manager or supervisor. For example, workers hired through a personnel services contract such as administrative support. Persons working for the county through a vendor contract that specifies services to be delivered are NOT counted.	Contract workers are NOT counted in this calculation for direct reports. However, indicate in Additional Information section if contract workers (converted to FTEs) report to this supervisor. Divide the total number of hours worked by all contract workers employees during the fiscal year by 2,080 (or the number of hours worked by a regular FTE in that classification).
Interns	Interns are NOT included in the calculation for direct reports in Section 1. They should, however be counted here to inform decisions about an optimal span of control for this supervisor. Interns typically work part-time and are associated with an education or job training program.	Interns are NOT counted in this calculation for direct reports. However, indicate in the Additional Information section if interns (converted to FTEs) report to this supervisor. Divide the total number of hours worked by all interns during the fiscal year by 2,080 (or the number of hours worked by a regular FTE in that classification).
Seasonal Positions	Seasonal workers are NOT included in the calculation for direct reports in Section 1. They should, however be counted here to	Seasonal workers are NOT counted in the calculation of direct reports. However indicate in the Additional Information section if

	inform decisions about an optimal span of control for this supervisor. Seasonal workers are those employed for less than 4 months for activities associated with a season such as holidays or summer.	seasonal positions (converted to FTEs) report to this supervisor. Divide the total number of hours worked by all seasonal workers during the fiscal year by 2,080 (or the number of hours worked by a regular FTE in that classification).
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The second part of the Additional Information section provides a means for departments to give information on mitigating factors that should be considered when assessing a supervisor's span of control. Departments are asked to indicate to examine the following factors as they pertain to the supervisor and his/her direct reports. For each factor, there is a drop down menu that provides a set of potential answers to choose from. These answers will also be provided on the summary tab for each supervisor.

- **Supervisor responsibilities:** Does the supervisor perform work similar to that of his/her direct reports? For example, a case work supervisor who also provides direct service to clients. (options: yes / no)
- **Level of risk:** What is the level of risk to employee or the public in performing duties? For example, if there is a chance of loss or injury to an employee or public, the position would be high risk. (options: low / medium / high)
- **Proximity of direct reports:** Are direct reports in the same office as supervisor or in the field? (options: office / field)
- **Complex or routine tasks:** Are the tasks performed by direct reports complex and variable, or standardized and routine? (options: complex / routine)
- **Availability of technology:** Do direct reports, not in physical office with supervisor, have mobile technology options available to communicate with supervisor and/or file reports? If all direct reports work in the same office, select N/A. (options: yes / no / N/A)

## SUMMARY TAB & APPLICATION OF FINDINGS

The summary tab presents an overview of all information entered by the department. There is a row for each supervisor that includes their title, the calculated span of control, information on additional staff periodically supervised, and feedback regarding mitigating factors.

As discussed previously, there is no single span of control that is optimal for all supervisors and work units. To use span of control systematically as a tool for improving human resource management, the standard practice is to identify managers with a span of control that is particularly high or low and examine those cases individually. Therefore, on the summary tab, supervisors with spans of three or less or 10 or more are clearly flagged.

This flagging system enables OMB to quickly identify managers that may have spans that larger or smaller than is typically expected, which may have managerial and budgetary implications. Information on mitigating factors is also provided so that it can easily be referenced when evaluating the appropriateness of each supervisor's span. We recommend that the departments and OMB examine the mitigating factors for each flagged supervisor to determine if the span of control is appropriate.

We do not recommend that an average span of control be calculated for each department as a department's average may be a misleading calculation. Averages can be skewed if one supervisor has significantly more or less direct reports compared to other supervisors - a situation that may be justified, that would, however result in a meaningless average. It may be more meaningful to report groups of varying spans of control by department, such as the number of supervisors with:

- 3 or fewer direct reports
- 4 to 6 direct reports
- 7 to 9 direct reports
- 10 or more direct reports

We also suggest using the information provided to compare supervisors with similar titles in a department to determine if spans of control vary significantly across similar supervisory titles. If so, mitigating circumstances should be evaluated to determine if such variation is appropriate. This approach not only gives department and county leadership meaningful information, it also identifies where efforts should be focused to ensure optimum supervision of employees.

## CHALLENGES FOR MIAMI-DADE COUNTY

Miami-Dade County suggested looking at current information available for departments to test the model template for calculating a span of control. The county provided organization charts and a county-wide Span of Control report that identified the name and title of each employee, the person who completes the employee's evaluation, and the person who signs off on the employee's evaluations.

Using this data, an attempt was made to complete the template for each department. This exercise proved useful in highlighting the challenges OMB will face in calculating span of control systematically across departments. Specifically, we found that:

- There are inconsistencies between the Span of Control report and organization charts.
- There is no standard definition of supervisor and direct reports.
- Data does not accurately identify reporting relationships.
- Data does not identify an FTE count for part-time employees, seasonal workers, or temporary staff.

The exercise revealed that it is not possible to complete the template based on current reports. Departments and OMB will be required to revisit definitions as well as assumptions about supervisory roles in order to systematically and accurately determine the span of control for each supervisor.

## RECOMMENDATIONS

Based on our findings, below are five recommendations for OMB that will facilitate the collection of consistent and accurate span of control data by the County.

**Recommendation 1:** Conduct training sessions for key HR and/or budget staff in each department in preparation for completing the template. Training sessions should include an explanation of span of control and why the county would be working to have a uniform methodology for providing that information. Additionally, the training should include an explanation of definitions, a discussion of methodology for determining direct reports, how to complete mitigating factors questions, and instructions for template use.

**Recommendation 2:** Pilot test the proposed template with one to three small departments or divisions before full-scale implementation. This testing will allow OMB to identify any points of confusion and adjust the instructions, template, or training accordingly. Once the template is finalized, roll it out to departments in groups, beginning with the smallest, least complicated departments. Conduct the training sessions discussed in Recommendation 1 for each group of departments as they prepare to complete the template.

**Recommendation 3:** Review supervisors with spans of control flagged as outliers (three or fewer direct reports, and 10 or more direct reports) to determine if mitigating factors exist to justify. It may be sufficient to review the additional information provided in the template, or further information may be needed from the department.

**Recommendation 4:** Report span of control information for each department in ranges rather than as an average. Some departments may provide information that justifies a narrow or wide span of control that would skew an average calculation. For instance, if a department justifies a supervisor with a 1:3 span of control and a supervisor with a 1:12 span of control, reporting the average of 1:7.5 is meaningless. Information might be provided in bands:

- 1:3 or lower (justified)
- 1:3 or lower (being investigated)
- 1:4 - 1:9
- 1:10 or above (justified)
- 1:10 or above (being investigated)

**Recommendation 5:** Require each department to update organization charts to more clearly show reporting structures and span of control, using the definitions included in the template as a guide. Organization charts should provide a visual display of data that clearly delineates reporting relationships and numbers of positions. Figure 1 from Multnomah County is an example of an organizational chart that clearly displays reporting relationships and span of control information. For this effort, it may be beneficial for OMB to provide all departments with an organizational chart template to use. Once organizational charts are updated and consistent with the template, the county may decide to update the OMB Span of Control report or other personnel reports to more accurately reflect supervisory relationships and span of control information.

## APPENDIX A. SPAN OF CONTROL TEMPLATE



Template Final  
08.15.17.xlsx

## APPENDIX B. ORGANIZATION CHART FOR THE OFFICE OF MANAGEMENT AND BUDGET



OMB Proposed  
Staffing Chart FY17

## APPENDIX C. ORGANIZATION CHART FOR THE PROS DEPARTMENT



PROS Staffing  
Chart (Span of Cont

## APPENDIX D. ORGANIZATION CHART FOR THE INFORMATION TECHNOLOGY DEPARTMENT



ITD -FY17-18  
Staffing Chart revise

# **ANIMAL SERVICES**

# Attachment B

ASD

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Animal Care Specialist Coordinator	88.0	Outlier	0.0	No	Medium	Office	Routine	N/A
2	Mgr, ASD Adm, Coll & Lic Div.	13.0	Outlier	0.0	No	Low	Office	Routine	N/A
3	ASD Shelter Program Coordinator	23.0	Outlier	0.0	No	Medium	Field	Routine	N/A
4	CH ASD Adm & Coll Div	5.0	-	0.0	No	Low	Office	Complex	N/A
5	Veterinarian	32.0	Outlier	1.0	Yes	Medium	Office	Complex	N/A
6	Animal Services Enforcement Supervisor	29.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
7	ASD Procurement & Inventory Supervisor	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
8	CH ASD Shelter Ops. & Enforcement Div	5.0	-	0.0	No	Medium	Field	Complex	Yes
9	ASD Shelter Program Manager	14.0	Outlier	0.0	No	Low	Field	Routine	No
10	ASD Citation & Collection Sup	4.0	-	0.0	Yes	Low	Office	Routine	N/A
11	CH ASD Shelter Services Div	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
12	Human Resources Manager	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
13	Director	5.0	-	0.0	No	Low	Office	Complex	N/A
14	CH Animal Services Division	5.0	-	0.0	No	Low	Office	Complex	N/A
15	ASD Customer Services Sup 1	4.0	-	0.0	Yes	Medium	Office	Routine	N/A
16	Facilities Manager	4.0	-	0.0	No	Medium	Office	Routine	N/A
17	CH of Veterinary Services	10.0	Outlier	7.0	Yes	Medium	Office	Complex	N/A
18	ASD Customer Service Sup 1	13.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

# AUDIT AND MANAGEMENT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director	9.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Assistant Director	5.0	-	0.0	No	Low	Field	Complex	Yes
3	IT EDP Audit Manager	5.0	-	0.0	No	Low	Field	Complex	Yes
4	Audit Manager	4.0	-	0.0	No	Low	Field	Complex	Yes
5	Audit Supervisor	4.0	-	0.0	No	Low	Field	Complex	Yes
6	Audit Manager	4.0	-	0.0	No	Low	Field	Complex	Yes
7	Audit Manager	5.0	-	0.0	No	Low	Field	Complex	Yes

# AVIATION

# Attachment B

# AVIATION

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Airport Administrative Secretary	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	Network Manager 2	4.0	-	1.0	0.0	0.0	0.0	0.0	0.0
3	Senior Human Resource Manager	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Computer Service Manager	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
5	CH AVIA RISK MGT & SUPPORT SER	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
6	Division Director 2	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
7	Computer Serv Sr. Manager	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
8	Division Director 1	15.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Human Resources Manager	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Division Director 3	4.0	-	1.0	0.0	0.0	0.0	0.0	0.0
11	Assistant Director	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
12	Administrative Officer 3	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	Computer Operations Supervisor	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Sr Operating Systems Prog	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
15	Division Director 2	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
16	Computer Services Mgr	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Records Center Supervisor	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
18	Chief Avia Telecommunication	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
19	Telecommunication Manager	15.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	Sr Systems Analyst/Prog	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Division Director 2	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	Computer Services Manager	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0

# COMMUNICATIONS

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	Assistant Director	7.0	-	0.0	No	Low	Office	Complex	N/A
3	COM Graphics Service Manager	9.0	-	1.0	Yes	Low	Office	Complex	N/A
4	Station Manager	11.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	Manager, TV Production & Operation	4.0	-	0.0	No	Low	Office	Complex	N/A
6	Communications Manager	13.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	Communications Manager	7.0	-	1.0	No	Low	Office	Complex	N/A
8	Manager, Budget and Accounting	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	Sr. Human Resources Manager	1.0	Outlier	0.0	No	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director, 311 COM	4.0	-	0.0	No	Low	Office	Complex	N/A
2	Manager, 311 Communication Center	6.0	-	0.0	No	Low	Office	Complex	N/A
3	Special Projects Administrator 2	4.0	-	0.0	No	Low	Office	Complex	N/A
4	311 Senior Call Center Supervisor	13.0	Outlier	0.0	No	Low	Field	Complex	Yes
5	311 Call Center Supervisor	19.0	Outlier	0.0	No	Low	Office	Complex	N/A
6	311 Call Center Supervisor	16.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	311 Call Center Supervisor	16.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	311 Call Center Supervisor	17.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	311 Call Center Supervisor	15.0	Outlier	0.0	No	Low	Office	Complex	N/A

Attachment B

# COMMUNITY ACTION AND HUMAN SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director, CAHSD	6.0	-	0.0	No	Low	Office	Complex	N/A
2	Assistant Director 2	8.0	-	0.0	No	Low	0.0	Complex	N/A
3	Assistant Director 1	4.0	-	1.0	No	Low	Office	Complex	N/A

## Attachment B

## CAHSD Elderly and Disability Services

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Elderly and Disability Services	10.0	Outlier	0.0	No	Medium	Field	Routine	Yes
2	RSVP - Program Coordinator	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	FGP - Program Coordinator	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
4	SCP - Program Coordinator	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
5	Social Services Administrator	5.0	-	4.0	No	Low	Field	Routine	Yes
6	Social Services Administrator	5.0	-	0.0	No	Low	Field	Routine	Yes
7	Special Projects Administrator 1 - CPU	10.0	Outlier	1.0	No	Low	Office	Routine	0.0
8	Adult Center Manager	7.0	-	5.0	No	Medium	Field	Routine	No
9	Adult Center Manager	12.0	Outlier	6.0	No	Medium	Field	Routine	No
10	Home Care Aide Supervisor	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
11	Home Care Aide Supervisor	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
12	Home Care Aide Supervisor	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
13	Home Care Aide Supervisor	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
14	Home Care Aide Supervisor	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
15	Adult Center Manager	24.0	Outlier	1.0	Yes	Low	Office	0.0	0.0
16	Administrative Officer 2	3.0	Outlier	2.0	No	Low	Field	Routine	No
17	Division Director	5.0	-	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director, Fiscal Management Divison	7.0	-	1.0	No	Low	Office	Routine	N/A
2	Special Projects Administrator 2	4.0	-	0.0	No	Low	Office	Complex	N/A
3	Accountant 3	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
4	Special Projects Administrator 1	1.0	Outlier	1.0	No	Low	Office	Routine	N/A
5	Manager, Procurement and Contracts	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
6	Clerk 4	0.0	Outlier	2.0	Yes	Low	Office	Routine	N/A
7	Accountant 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Executive Director	7.0	-	7.0	No	Low	Office	Complex	N/A
2	Center Director	3.0	Outlier	5.0	No	Low	Office	Routine	N/A
3	Accountant 3	0.0	Outlier	2.0	No	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Head Start/Early Childhood Programs	9.0	-	1.0	No	Low	Office	Complex	N/A
2	Administrator Officer 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
3	Administrative Officer 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
4	Nutrition Services Coordinator	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Administrative Officer 3	3.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
6	Section Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Special Projects Administrator 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	Administrative Officer 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
9	Special Projects Administrator 1	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
10	Special Projects Administrator 1	2.0	Outlier	1.0	Yes	Low	Office	Routine	N/A
11	Administrative Officer 3	12.0	Outlier	0.0	No	Low	Field	Routine	N/A
12	Special Projects Administrator 2	7.0	-	1.0	No	Low	Office	Routine	N/A
13	Section Manager	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
14	Administrative Officer 3	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
15	Administrative Officer 3	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
16	Vacant-Training & Technical Assistance Supervisor	17.0	Outlier	0.0	No	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	0.0	0.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	Family and Community Services Division Director	19.0	Outlier	2.0	No	Low	Office	Routine	Yes
3	Team Manager	3.0	Outlier	1.0	No	Low	Office	Routine	Yes
4	Team Manager	6.0	-	3.0	No	Low	Office	Routine	Yes
5	Team Manager	13.0	Outlier	1.0	No	Low	Office	Routine	Yes
6	Team Manager	4.0	-	3.0	No	Low	Office	Routine	Yes
7	Center Director	8.0	-	2.0	No	Low	Office	Routine	Yes
8	Center Director	3.0	Outlier	2.0	Yes	Low	Office	Routine	N/A
9	Team Manager	9.0	-	1.0	No	Low	Office	Routine	Yes
10	Team Manager	9.0	-	0.0	No	Low	Office	Routine	Yes
11	Team Manager	2.0	Outlier	0.0	No	Low	Office	Routine	Yes
12	Center Director	8.0	-	2.0	No	Low	Office	Routine	Yes
13	Team Manager	5.0	-	0.0	No	Low	Office	Routine	Yes
14	Team Manager	4.0	-	4.0	No	Low	Office	Routine	Yes
15	Administrative Officer 2	2.0	Outlier	2.0	No	Low	Office	Routine	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Bureau Chief	6.0	-	0.0	Yes	Low	Field	Routine	Yes
2	Division Director	5.0	-	0.0	No	Low	Field	Routine	Yes
3	Victim of Crime Act Supervisor 2	2.0	Outlier	1.0	No	Low	Office	Routine	No
4	Victim of Crime Act Supervisor 1	4.0	-	5.0	No	Low	Office	Routine	No
5	Victim of Crime Act Supervisor 2	8.0	-	1.0	No	Low	Office	Routine	No
6	Victim of Crime Act Supervisor 1	6.0	-	1.0	No	Low	Office	Routine	Yes
7	Victim of Crime Act Supervisor 2	6.0	-	0.0	No	Low	Office	Routine	No
8	Victim of Crime Act Supervisor 2	6.0	-	0.0	No	Low	Office	Routine	No
9	Victim of Crime Act Supervisor 2	13.0	Outlier	0.0	No	Low	Office	Routine	N/A
10	Victim of Crime Act Supervisor 1	11.0	Outlier	0.0	No	Low	Office	Routine	Yes
11	-	-	-	-	-	-	-	-	-

# CORRECTIONS AND REHABILITATION

## Attachment B

MDCR DIRECTOR'S OFFICE

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	Assistant Director	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Assistant Director	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Assistant Director	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Senior Executive Secretary	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	C&R Senior Legal Advisor	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Lieutenant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
8	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Paralegal Assistant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	C&R Legal Advisor	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	Mental Health Services Manager	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
13	C&R Public Affairs Manager	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Captain	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
15	Lieutenant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
16	Lieutenant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
17	Lieutenant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
18	Lieutenant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
19	Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
20	Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Administrative Officer 2	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR MANAGEMENT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	C&R Division Chief - Administrative Services	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	C&R Human Resources Commander	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	Human Resources Manager	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Human Resources Manager	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
5	Human Resources Manager	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Personnel Specialist 2	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
7	Personnel Specialist 2	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	Personnel Specialist 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Personnel Specialist 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Personnel Specialist 2	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
12	C&R Investigations Specialist 2	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
13	C&R Investigations Specialist 2	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
14	Personnel Specialist 1	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Personnel Specialist 1	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Administrative Secretary	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	C&R Division Chief - Internal Services	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
18	Commander	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Lieutenant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
20	Special Projects Administrator 1	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
21	Special Projects Administrator 1	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	Communications Liason	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
23	Commander	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
24	Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
25	0.0	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
26	C&R Commissary Supervisor	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
27	Laundry Manager	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
28	C&R Warehouse Supervisor	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
29	Chief - Fiscal Resources	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
30	Commander	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
31	Special Projects Administrator 2	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
32	Administrative Officer 3	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	Clerk 4	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
34	Accountant 3	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Special Projects Administrator 2	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
36	Administrative Officer 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR MANAGEMENT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
37	Transportation Officer	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Manager - Procurement and Contract	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
39	Captain	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Lieutenant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
41	Sergeant	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
42	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Training Specialist 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
44	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
45	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
46	Administrative Officer 3	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Lieutenant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
48	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
50	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
51	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
52	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

## Attachment B

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Manager Responsibilities	Level of Risk	Mitigating Factors		
							Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	CORRECTIONAL BUREAU COMMDR	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	C&R COMPLIANCE COORDINATOR	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	SENIOR BUSINESS ANALYST	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	C&R FOOD SERVICES SUPV 2	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	C&R FOOD SERVICES SUPV 2	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
7	C & R FOOD SERVICES MANAGER	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	CORRECTIONAL CAPTAIN	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
10	CORRECTIONAL LIEUTENANT	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	CORRECTIONAL LIEUTENANT	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	C&R SANITATION & SAFETY ADMINI	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	CORRECTIONAL CORPORAL	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	CORRECTIONAL CORPORAL	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	CORRECTIONAL CORPORAL	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	CORRECTIONAL CORPORAL	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	CORRECTIONAL CORPORAL	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	CLERK 3	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	CLERK 3	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	CLERK 3	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	CORRECTIONAL LIEUTENANT	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
24	CORRECTIONAL SERGEANT	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
25	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
26	CLERK 3	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
27	CLERK 3	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
28	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
29	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
30	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
31	CORRECTIONAL SERGEANT	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
32	CORRECTIONAL SERGEANT	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	CORRECTIONAL CORPORAL	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

Attachment B

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Manager Responsibilities	Level of Risk	Mitigating Factors		
							Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
34	CORRECTIONAL CORPORAL	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	ADMINISTRATIVE OFFICER 1	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
36	CORRECTIONAL SERGEANT	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
37	CORRECTIONAL CORPORAL	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

MDCR FMB FSB

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	C&R Food Service Supv 3	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Correctional Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Labor Supervisor 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Construction Manager 3	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Correctional Bureau Commander	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Administrative Officer 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	C&R Facilities Supt	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
9	Clerk 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	C&R Facilities Mgr	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	C&R Facilities Mgr	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	C&R Facilities Mgr	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	C&R Facilities Mgr	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Maintenance Supervisor	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
15	Clerk 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Maintenance Supervisor	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Maintenance Supervisor	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Clerk 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Maintenance Supv	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
20	C&R Facilities Supt	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Security Alarm Systems Supv	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	C&R Trade Superintendent	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	Plumber Supervisor	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
24	Ref/AC Mechanic Supervisor	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
25	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
26	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
27	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
28	C&R Food Services Supv 1	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
29	Auto Equip Oper 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
30	Auto Equip Oper 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
31	C&R Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
32	C&R Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	C&R Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
34	C&R Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
36	Food Services Supv 2	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
37	Food Services Supv 2	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Food Services Supv 2	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
39	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
41	Auto Equip 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
42	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
44	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
45	Food Services Supv 1	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

MDCR FMB FSB

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
46	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Food Service Worker 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
48	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
50	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
51	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
52	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
53	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
54	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
55	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
56	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
57	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
58	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
59	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
60	Auto Equip Oper 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
61	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
62	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
63	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
64	Cook 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

MDCR REENTRY

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	Correctional Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
5	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
8	Correctional Lieutenant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
9	Correctional Captain	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
11	Correctional Captain	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	Bureau Commandar	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	Inmate Services Admin	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
14	Inmate Services Admin	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Correctional Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
16	Admin Officer 2	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
22	0.0	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
24	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
25	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
26	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
27	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
28	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
29	Labor Supv 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
30	Inmate Services Admin	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
31	Chaplain & Ministries Coor	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
32	Chaplain & Ministries Coor	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	Admin Officer 1	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
34	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
36	0.0	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
37	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Labor Supv 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
39	Labor Supv 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Labor Supv 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
41	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
42	Labor Supv 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR CUSTODY SERVICES-PTDC

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Correctional Captain	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Correctional Lieutenant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Lieutenant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Administrative Officer 2	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
5	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Correctional Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
11	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	Correctional Lieutenant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
13	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
14	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
22	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
24	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
25	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
26	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
27	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
28	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
29	Correctional Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
30	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
31	Correctional Lieutenant	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
32	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
34	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
36	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
37	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
39	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
41	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
42	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
44	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
45	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
46	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
48	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
49	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
50	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR CUSTODY SERVICES-PTDC

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
51	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
52	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
53	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
54	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
55	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
56	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
57	Correctional Lieutenant	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
58	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
59	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
60	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
61	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
62	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
63	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
64	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
65	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
66	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
67	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
68	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
69	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
70	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
71	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
72	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
73	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
74	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
75	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
76	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
77	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
78	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
79	-	-	-	-	-	-	-	-	-

## Attachment B

## MDCR STABLE HOUSING - MWDC

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Correctional Captain	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Administrative Secretary	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Lieutenant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Correctional Lieutenant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Correctional Sergeant	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
6	Administrative Officer 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Administrative Officer 2	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
10	Correctional Sergeant	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
11	Correctional Lieutenant	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
12	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
22	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
24	Correctional Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
25	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
26	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
27	Correctional Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
28	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
29	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
30	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
31	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
32	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
33	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
34	Correctional Corporal	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
36	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
37	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
38	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
39	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
40	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
41	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
42	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Correctional Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
44	Correctional Lieutenant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
45	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
46	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
48	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR STABLE HOUSING - MWDC

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
50	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
51	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
52	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
53	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
54	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
55	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
56	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
57	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
58	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
59	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
60	Correctional Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
61	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
62	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
63	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
64	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
65	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
66	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
67	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
68	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
69	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
70	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
71	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
72	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
73	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
74	Correctional Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
75	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
76	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
77	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
78	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
79	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
80	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
81	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
82	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
83	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
84	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
85	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
86	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
87	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
88	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
89	Correctional Corporal	16.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
90	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
91	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
92	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
93	Correctional Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
94	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
95	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
96	Correctional Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
97	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
98	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
99	Correctional Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
100	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR TRANSITIONAL HOUSING - TGK

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Correctional Captain	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Correctional Lieutenant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Lieutenant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Correctional Lieutenant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
5	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Correctional Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	Administrative Officer 2	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
9	Administrative Secretary	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
10	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	Correctional Lieutenant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
13	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
17	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
20	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
21	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	Correctional Sergeant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
24	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
25	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
26	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
27	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
28	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
29	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
30	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
31	Correctional Sergeant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
32	Correctional Sergeant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
33	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
34	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
35	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
36	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
37	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Correctional Lieutenant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
39	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
41	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
42	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
44	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
45	Correctional Sergeant	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
46	Correctional Corporal	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
48	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
50	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
51	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
52	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
53	Correctional Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
54	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
55	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
56	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
57	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

## Attachment B

## MDCR TRANSITIONAL HOUSING - TGK

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
58	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
59	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
60	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
61	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
62	Correctional Lieutenant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
63	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
64	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
65	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
66	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
67	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
68	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
69	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
70	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
71	Correctional Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
72	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
73	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
74	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
75	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
76	Correctional Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
77	Correctional Sergeant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
78	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
79	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
80	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
81	Correctional Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
82	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
83	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
84	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
85	Correctional Sergeant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
86	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
87	Correctional Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
88	Correctional Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Correctional Captain	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
2	Correctional Lieutenant	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
4	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
6	Correctional Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	Correctional Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
8	Correctional Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
9	Correctional Corporal	20.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Correctional Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
11	Correctional Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
12	Correctional Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Correctional Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
15	Correctional Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
17	Correctional Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
18	Correctional Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Correctional Corporal	27.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief - Transitional Housing	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Captain	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	Lieutenant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Administrative Officer 2	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
6	C&R Inmate Property Manager	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
7	C&R Property Room Supervisor	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
8	C&R Property Room Supervisor	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
9	C&R Property Room Supervisor	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Lieutenant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	Sergeant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
12	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
13	Corporal	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
14	Corporal	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
16	Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
17	Lieutenant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
18	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
19	Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
22	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
23	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
24	Lieutenant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
25	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
26	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
27	Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
28	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
29	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
30	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
31	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
32	Lieutenant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
33	Sergeant	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
34	Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
36	Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
37	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
39	Lieutenant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
40	Sergeant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
41	Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
42	Corporal	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Corporal	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
44	Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
45	Corporal	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
46	Corporal	15.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
47	Corporal	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
48	Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Fingerprint Analyst 2	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
50	Sergeant	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
51	Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
52	Corporal	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
53	Captain	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
54	Lieutenant	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
55	Sergeant	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
56	Corporal	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
57	Corporal	15.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
58	Corporal	24.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
59	Corporal	16.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
60	Lieutenant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
61	Sergeant	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
62	Sergeant	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
63	Corporal	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
64	Corporal	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
65	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
66	Sergeant	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
67	Corporal	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
68	Corporal	9.0	-	0.0	0.0	0.0	0.0	0.0	0.0
69	Corporal	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
70	Administrative Officer 2	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

# CULTURAL AFFAIRS

# Attachment B

# CULTURAL AFFAIRS

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	ADM - Director	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	ADM - Deputy Director	12.0	Outlier	0.0	No	Low	Field	Complex	Yes
3	ADM - Chief, CUA Finance & Budget Division	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	ADM - Financial Services Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	ADM - Cult. Affairs Project Administrator	5.0	-	0.0	No	Low	Office	Complex	N/A
6	ADM - Cult. Affairs Project Administrator	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	ADM - Cult. Affairs Project Administrator	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	ADM - Cult. Affairs Project Administrator	4.0	-	0.0	No	Low	Office	Complex	N/A
9	ADM - Cult. Affairs Construction Manager	4.0	-	0.0	No	Low	Office	Complex	N/A

# Attachment B

# CULTURAL AFFAIRS

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	APP - Cult. Affairs Capital Projects Chief	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	-	-	-	-	-	-	-	-	-

# Attachment B

# CULTURAL AFFAIRS

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	SMDCAC - Theater Director	19.9	Outlier	0.4	No	Low	Office	Complex	N/A
2	SMDCAC - Assistant Theater Director	4.0	-	4.9	No	Low	Office	Complex	N/A
3	SMDCAC - Theater House Manager	1.7	Outlier	4.3	No	Low	Office	Complex	N/A
4	SMDCAC - Theater Marketing Coordinator	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	SMDCAC - Theater Box Office Manager	2.0	Outlier	2.4	No	Low	Office	Routine	N/A
6	SMDCAC - Maintenance Supervisor	5.5	-	6.8	No	Low	Office	Routine	N/A
7	SMDCAC - Theater Administrator	0.0	Outlier	1.4	No	Low	Office	Routine	N/A
8	SMDCAC - Education and Outreach Manager	0.0	Outlier	1.0	No	Low	Office	Routine	N/A
9	-	-	-	-	-	-	-	-	-

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	MDCA - Theater Director	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	MDCA - Assistant Theater Director	6.7	-	9.5	No	Low	Office	Complex	N/A
3	MDCA - Theater Box Office Manager	0.7	Outlier	1.5	No	Low	Office	Routine	N/A
4	MDCA - Theater Production Manger	-	-	5.2	No	Low	Office	Routine	N/A
5	MDCA - Theater Administrator	-	-	0.9	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	JCA - Theater Director	1.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	N/A
2	JCA - Assistant Theater Director	4.5	-	0.0	No	Low	Office	Complex	N/A
3	-	-	-	-	-	-	-	-	-

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	AHCAC - Theater Director	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	AHCAC - Assistant Theater Director	9.0	-	0.8	No	Low	Office	Complex	N/A
3	AHCAC - Theater Administrator	4.5	-	0.0	No	Low	Office	Complex	N/A
4	AHCAC - Park Attendant	1.5	Outlier	0.6	No	Low	Office	Routine	N/A
5	AHCAC - Clerk 4	3.2	-	0.0	No	Low	Office	Complex	N/A
6	AHCAC - Cult. Affairs Art Instructor	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	AHCAC - Cult. Affairs Art Instructor	2.5	Outlier	0.0	No	Low	Office	Complex	N/A
8	AHCAC - Cult. Affairs Art Instructor	2.2	Outlier	0.6	No	Low	Office	Complex	N/A

## Attachment B

# ELECTIONS

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Supervisor of Elections	8.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Deputy Supervisor of Elections	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Deputy Supervisor of Elections	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	Deputy Supervisor of Elections	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Deputy Supervisor of Elections	4.0	-	0.0	Yes	Low	Office	Complex	N/A
6	Deputy Supervisor of Elections	4.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Deputy Supervisor of Elections	4.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Assistant Deputy Supervisor of Election	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
9	Assistant Deputy Supervisor of Election	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	Elections Section Manager	1.0	Outlier	9.5	Yes	Low	Office	Complex	N/A
11	Assistant Deputy Supervisor of Election	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
12	Assistant Deputy Supervisor of Election	12.0	Outlier	0.2	Yes	Low	Office	Complex	N/A
13	Senior HR Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
14	Elections Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
15	Election Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
16	Elections Section Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
17	Elections Section Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
18	Elections Supervisor	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
19	Elections Section Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
20	Elections Operations Admin.	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
21	Elections Logistics Supervisor	5.0	-	0.0	Yes	Low	Office	Complex	N/A
22	Elections Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
23	Elections Section Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
24	Elections Supervisor	1.0	Outlier	9.2	Yes	Low	Office	Complex	N/A
25	Elections Section Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
26	Elections Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
27	Elections Section Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
28	Special Projects Administrator 1	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
29	Elections Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
30	Elections Tabulation Manager	5.0	-	0.7	Yes	Low	Office	Complex	N/A
31	Assistant Deputy Supervisor of Election	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

# FINANCE

## Attachment B

## FINANCE

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Deputy Director	7.0	-	0.0	No	Low	Field	Complex	Yes
2	Chief, Finance Compliance and Internal Controls	2.0	Outlier	0.0	No	Low	Field	Complex	Yes
3	Sr. Human Resources Manager	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Director of Bond Administration	6.0	-	0.0	No	Low	Office	Complex	N/A
5	Director of Cash Management	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Chief Portfolio Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	Investment Portfolio	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	Controller	5.0	-	0.0	No	Low	Office	Complex	N/A
9	Fin. Asst. Manager A/P	4.0	-	0.0	Yes	Low	Office	Complex	N/A
10	Assistant Controller	6.0	-	0.0	No	Low	Office	Complex	N/A
11	Finance Section Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
12	Asst. Controller	8.0	-	0.0	No	Low	Office	Complex	N/A
13	Assistant Section Manager	6.0	-	1.0	Yes	Low	Office	Complex	N/A
14	Accounts Payable Compliance Specialist	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
15	Accountant 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
16	Accountant 2	5.0	-	1.0	Yes	Low	Office	Complex	N/A
17	Finance Section Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
18	Accountant 2	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
19	Clerk 4	3.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
20	Accountant 2	6.0	-	0.0	Yes	Low	Office	Complex	N/A
21	Accountant 2	5.0	-	0.0	Yes	Low	Office	Complex	N/A
22	Finance Assistant Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
23	Finance Section Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
24	Accountant II	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
25	Accountant II	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
26	Financial Reporting Manager	6.0	-	0.0	Yes	Low	Office	Complex	N/A
27	Financial Reporting Manager	7.0	-	0.0	Yes	Low	Office	Complex	N/A
28	Assistant Controller	7.0	-	0.0	No	Low	Office	Complex	N/A
29	Bank Reconciliation Supervisor	9.0	-	0.0	Yes	Low	Office	Complex	N/A
30	Capital & Construction Section Manager	7.0	-	0.0	Yes	Low	Office	Complex	N/A
31	Finance Section Assistant Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
32	Famis Coordinator	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
33	Assistant Famis Coordinator	4.0	-	0.0	Yes	Low	Office	Complex	N/A
34	Assistant Famis Coordinator	4.0	-	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

FINANCE

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
35	Accountant 2	10.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
36	Accountant 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
37	FSS Specialist II	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
38	Finance Chief (Shared Services)	8.0	-	0.0	No	Low	Office	Complex	N/A
39	Finance Shared Services Supervisor	9.0	-	0.0	Yes	Low	Office	Complex	N/A
40	Dir. Finance Systems Division	7.0	-	1.0	No	Low	Field	Complex	Yes
41	Assistant Controller	9.0	-	0.0	Yes	Low	Office	Complex	N/A
42	Finance System Support Adm	5.0	-	0.0	Yes	Low	Office	Complex	N/A
43	Fin. Info System Admin	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
44	Finance Chief	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
45	TC Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
46	Customer Relations	12.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
47	Tax Collector Supervisor 1	6.0	-	0.0	Yes	Low	Office	Complex	N/A
48	TC Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
49	TC Manager	8.0	-	0.0	Yes	Low	Office	Complex	N/A
50	Tax Collector Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
51	Accountant II	4.0	-	0.0	Yes	Low	Office	Complex	N/A
52	Supervisor II	12.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
53	Manager	6.0	-	0.0	No	Low	Office	Complex	N/A
54	Credit & Collections Supervisor	14.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
55	Credit & Collections Supervisor	12.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
56	Credit & Collections Supervisor	15.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
57	Credit & Collections Supervisor	4.0	-	0.0	Yes	Low	Office	Complex	N/A
58	Accountant 3	5.0	-	0.0	Yes	Low	Office	Complex	N/A
59	Business Management Systems Analyst	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
60	Convention Tourism Tax Manager	8.0	-	0.0	Yes	Low	Office	Complex	N/A
61	Finance Chief, Accounting	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
62	Tax Collector Manager	6.0	-	0.0	Yes	Low	Office	Complex	N/A
63	Accountant III	4.0	-	0.0	Yes	Low	Office	Complex	N/A
64	Tax Collector Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
65	Tax Collector II	8.0	-	2.0	Yes	Low	Office	Complex	N/A
66	Chief, Business Licenses & Taxes	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
67	TC Manager	12.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
68	Tax Collector Supervisor I	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
69	Div. Dir. Tax Collector	6.0	-	0.0	No	Low	Office	Complex	N/A

## Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
70	Assistant Tax Collector	5.0	-	0.0	No	Low	Field	Complex	Yes
71	Finance Chief (AD Valorem)	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
72	Tax Collector Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
73	Tax Collector Supervisor	5.0	-	0.0	Yes	Low	Office	Complex	N/A
74	Tax Collector Supervisor II	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
75	Tax Collector Supervisor I	13.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
76	Ad Valorem Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
77	Paralegal Supervisor	9.0	-	0.0	Yes	Low	Office	Complex	N/A
78	Delinquent R/E Supervisor II	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
79	Tax Collector Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
80	Accountant II	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
81	Accountant II	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
82	Accountant II	4.0	-	0.0	Yes	Low	Office	Complex	N/A

# FIRE RESCUE

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Fire Chief	4.0	-	0.0	No	High	Field	Complex	Yes
2	Deputy Fire Chief	5.0	-	0.0	No	High	Field	Complex	Yes
3	Asst. Dir. OEM & MIT	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
4	Asst. Dir. Budget & Finance	6.0	-	0.0	No	Low	Office	Routine	N/A
5	Asst. Fire Chief Operations	8.0	-	0.0	No	High	Field	Complex	Yes
6	Asst. Fire Chief Tech & Support	4.0	-	0.0	No	Medium	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief - OPS Admin	3.0	Outlier	1.0	0.0	High	Office	Complex	Yes
2	Division Chief - NORTH [BATT-1, B-2, B-3, B-4]	17.0	Outlier	5.0	Yes	High	Field	Complex	Yes
3	Division Chief - WEST [BATT-8, B-12, B-13]	9.0	-	0.0	Yes	High	Field	Complex	0.0
4	Division Chief - CENTRAL [BATT-5, B11, B14]	15.0	Outlier	0.0	Yes	High	Field	Complex	Yes
5	Acting Division Chief - SOUTH [BATT-7, B-9, B-10]	17.0	Outlier	0.0	Yes	High	Field	Complex	Yes
6	Division Chief - SPECIAL OPS	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
7	Division Chief - AVIATION	6.0	-	0.0	Yes	High	Field	Complex	Yes
8	Division Chief - EMS	6.0	-	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	CHIEF, MDFR BUDGET & GRANTS DIVISION MGR	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
2	Budget Bureau Mgr	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
3	Grants Bureau Mgr	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
4	Cert. Expend. Prgm. Adm.	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
5	Administrative Officer 3	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
6	Grants Supervisor	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
7	PLANNING SECTION SUPERVISOR	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
8	BUSINESS PLANNING & FINANCIAL SERVICES DIVISION	5.0	-	0.0	No	Low	Office	Routine	N/A
9	MDFR Business Planning Section Mgr	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
10	MDFR Finance Section Manager	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
11	Administrative Officer 3	5.0	-	0.0	No	Low	Office	Routine	N/A
12	Accountant 3	5.0	-	0.0	No	Low	Office	Routine	N/A
13	Mgr MDFR Purchasing Services	10.0	Outlier	0.0	No	Low	Office	Routine	N/A
14	Acting MDFR FIRE RESCUE PERSONNEL DIVISION MGR	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
15	Sr Human Resources Mgr	9.0	-	0.0	No	Low	Office	Routine	N/A
16	Payroll Personnel Specialist 2	7.0	-	0.0	No	Low	Office	Routine	N/A
17	HR Manager	6.0	-	0.0	No	Low	Office	Routine	N/A
18	Employee Benefits Personnel Specialist 2	4.0	-	0.0	No	Low	Office	Routine	N/A
19	Central Records & Resources Mgr	9.0	-	0.0	No	Low	Office	Routine	N/A
20	Dept. Records Supervisor	4.0	-	0.0	No	Low	Office	Routine	N/A
21	FACILITIES & CONSTRUCTION FIRE RESCUE SR DIVISION MGR	8.0	-	0.0	No	Low	Office	Routine	Yes
22	Special Projects Administrator 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
23	Construction Manager 3	2.0	Outlier	0.0	No	Low	Field	Routine	Yes
24	Construction Renovation Supervisor 2	2.0	Outlier	0.0	No	Low	Field	Routine	Yes
25	Fire Rescue Building & Security Mgr	37.0	Outlier	0.0	No	Low	Field	Routine	Yes
26	Maintenance Supervisor	13.0	Outlier	0.0	No	Low	Field	Routine	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	COMPUTER SVC Systems Support Mgr	6.0	-	0.0	No	Low	Office	Routine	N/A
2	Computer Services Mgr	6.0	-	0.0	No	Low	Office	Routine	N/A
3	Computer Services Mgr	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
4	Sr Systems Analyst/Programmer	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
5	Sr Systems Analyst/Programmer	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
6	Sr Systems Analyst/Programmer	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
7	Sr Systems Analyst/Programmer	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
8	Systems Analyst/Programmer 2	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
9	TECHNICAL SUPPORT Sr Operating Systems Programmer	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
10	Computer Technician 2	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
11	Computer Technician 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
12	Computer Technician 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	EMS FIRE DIVISION CHIEF	6.0	-	0.0	No	Low	Office	Routine	N/A
2	EMS Quality Assurance Admin.	1.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	N/A
3	EMS Chief Officer	19.0	<i>Outlier</i>	0.0	No	Low	Field	Complex	Yes
4	EMS Captain Support Bureau	3.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	Yes

# Attachment B

# MDFR EMERGENCY MANAGMENT

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	EM Operations Bureau Mgr	9.0	-	0.0	No	Low	Office	Routine	N/A
2	EM Planning Bureau Mgr	6.0	-	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	OEM Division Director	5.0	-	0.0	No	Low	Office	Routine	N/A
2	MIT Division Mgr	4.0	-	0.0	No	Low	Office	Routine	Yes

# Attachment B

# MDFR FIRE PREVENTION

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division OIC (CFO)	5.0	-	0.0	No	High	Field	Complex	Yes
2	Fire Code Comp Admin	6.0	-	0.0	No	Low	Office	Routine	N/A
3	Captain OIC (Special Services)	4.0	-	0.0	No	High	Field	Complex	Yes
4	Captain OIC (Fire Engineering)	4.0	-	0.0	No	High	Field	Complex	Yes
5	Captain ( Fire Investigations)	4.0	-	0.0	No	High	Field	Complex	Yes
6	Captain (New Construction)	8.0	-	0.0	No	High	Field	Complex	Yes
7	Captain ( New Construction)	9.0	-	0.0	No	High	Field	Complex	Yes
8	Fire Code Comp Admin	16.0	<i>Outlier</i>	0.0	No	High	Field	Complex	Yes
9	Media & Pub Relations Mgr	5.0	-	0.0	No	Low	Office	Routine	N/A
10	Lieutenant (Engineering)	4.0	-	0.0	No	High	Field	Complex	Yes
11	Lieutenant (Engineering)	4.0	-	0.0	No	High	Field	Complex	Yes
12	Fire Resc Proc Spec 2 (Permit & Records)	7.0	-	0.0	No	Low	Office	Routine	N/A
13	Captain (Life Safety OIC)	4.0	-	0.0	No	High	Field	Complex	Yes
14	FSP 2 Life Safety Supervisor	13.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A
15	FSP 2 Life Safety Supervisor	13.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A
16	FSP 2 Life Safety Supervisor	13.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A
17	FSP 2 Life Safety Supervisor	13.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A
18	FSP 2 Fire Engineering	2.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A
19	Fire Resc Proc Spec 2	3.0	<i>Outlier</i>	0.0	No	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Logistics OIC (CFO)	4.0	-	0.0	No	High	Field	Complex	Yes
2	Logistics Fleet Mgr. OIC (Captain)	7.0	-	0.0	No	High	Field	Complex	Yes
3	Logistics Support OIC (Captain)	6.0	-	0.0	No	High	Field	Complex	Yes
4	Brething Apparatus Lt.	5.0	-	0.0	No	High	Field	Complex	Yes
5	Logistics 24 hr. Support Officer (LT)	4.0	-	0.0	No	High	Field	Complex	Yes
6	Assistant Facility Supervisor	13.0	Outlier	0.0	No	Low	Office	Routine	N/A
7	Logistical Services Mgr.	8.0	-	0.0	No	Low	Office	Routine	N/A
8	Assistant Facility Supervisor	13.0	Outlier	0.0	No	Low	Office	Routine	N/A
9	Construction & Renovation Spec	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
10	Supply Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
11	Supply Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
12	Supply Supervisor	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
13	Data Entry Supervisor	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
14	Accountant 2	4.0	-	0.0	No	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Fire Resuce Section Manager	13.0	Outlier	0.0	No	Low	Office	Routine	N/A
2	Dispatcher Supervisor (TRN)	9.0	-	0.0	No	Low	Office	Routine	N/A
3	Dispatcher Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
4	Dispatcher Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
5	Dispatcher Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
6	Dispatcher Supervisor	7.0	-	0.0	No	Low	Office	Routine	N/A
7	Dispatcher Supervisor	6.0	-	0.0	No	Low	Office	Routine	N/A
8	Dispatcher Supervisor	6.0	-	0.0	No	Low	Office	Routine	N/A
9	Dispatcher Supervisor	6.0	-	0.0	No	Low	Office	Routine	N/A
10	Dispatcher Supervisor	6.0	-	0.0	No	Low	Office	Routine	N/A
11	Dispatcher Supervisor	6.0	-	0.0	No	Low	Office	Routine	N/A
12	Telecom Coordinator	1.0	Outlier	0.0	No	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Training OIC (CFO)	6.0	-	0.0	No	High	Field	Complex	Yes
2	Training Captain	5.0	-	0.0	No	High	Field	Complex	Yes
3	Manager of Training & Development	4.0	-	0.0	No	Low	Office	Routine	N/A
4	Facilities Supervisor	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
5	TRT Training (Captain)	2.0	Outlier	0.0	No	High	Field	Complex	Yes
6	Dive Rescue Training (Captain)	2.0	Outlier	0.0	No	High	Field	Complex	Yes

## Attachment B

## MDFR SPECIAL OPERATIONS

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	SPECIAL OPS DIVISION CHIEF	7.0	-	0.0	No	High	Field	Complex	Yes
2	HAZMAT CAPTAIN	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
3	MARINE SERVICES CHIEF OFFICER	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
4	Crandon Beach Safety Manager	4.0	-	0.0	Yes	High	Field	Complex	Yes
5	Crandon Life Guard 2	7.0	-	0.0	Yes	High	Field	Complex	Yes
6	Crandon Life Guard 2	6.0	-	0.0	Yes	High	Field	Complex	Yes
7	Crandon Life Guard 2	7.0	-	0.0	Yes	High	Field	Complex	Yes
8	Crandon Life Guard 2	7.0	-	0.0	Yes	High	Field	Complex	Yes
9	Haulover Beach Safety Manager	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
10	Haulover MDFR Lifeguard 2	8.8	-	0.0	Yes	High	Field	Complex	Yes
11	Haulover MDFR Lifeguard 2	9.0	-	0.0	Yes	High	Field	Complex	Yes
12	Haulover MDFR Lifeguard 2	9.0	-	0.0	Yes	High	Field	Complex	Yes
13	USAR CHIEF FIRE OFFICER	2.0	Outlier	0.0	No	Low	Office	Routine	Yes
14	AIR RESCUE CAPTAIN	9.0	-	0.0	Yes	High	Field	Complex	Yes
15	Captain	8.0	-	0.0	Yes	High	Field	Complex	Yes
16	Fire Dept Helicopter Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
17	Fire Dept Helicopter Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
18	Fire Dept Helicopter Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
19	Fire Dept Helicopter Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
20	Fire Rescue Air Rescue Section Mgr	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
21	Aircraft Technician Supv	6.0	-	0.0	Yes	High	Field	Complex	Yes
22	North Dade Captain	11.0	Outlier	0.0	Yes	High	Field	Complex	Yes
23	North Dade Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
24	North Dade Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
25	North Dade Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
26	North Dade Pilot	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
27	Captain C Shift (FB1)	5.0	-	0.0	No	High	Field	Complex	Yes
28	Lieutenant	4.0	-	0.0	No	High	Field	Complex	Yes
29	Lieutenant	4.0	-	0.0	No	High	Field	Complex	Yes
30	Captain C Shift (FB2)	5.0	-	0.0	No	High	Field	Complex	Yes
31	Lieutenant	4.0	-	0.0	No	High	Field	Complex	Yes
32	Lieutenant	4.0	-	0.0	No	High	Field	Complex	Yes
33	VENOM RESPONSE CAPTAIN	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-1: Shift-A	5.0	-	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-1: Shift-A	8.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-1: Shift-A	27.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-1: Shift-B	5.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-1: Shift-B	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-1: Shift-B	27.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-1: Shift-C	5.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-1: Shift-C	8.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-1: Shift-C	27.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-2: Shift-A	4.0	-	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-2: Shift-A	5.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-2: Shift-A	25.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-2: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-2: Shift-B	5.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-2: Shift-B	25.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-2: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-2: Shift-C	5.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-2: Shift-C	25.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-3: Shift-A	4.0	-	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-3: Shift-A	6.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-: Shift-A	26.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalionf-3: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalionf-3: Shift-B	6.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalionf-3: Shift-B	26.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalionf-3: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalionf-3: Shift-C	6.0	-	0.0	No	High	Field	Complex	Yes
9	Battalionf-3: Shift-C	25.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-4: Shift-A	4.0	-	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-4: Shift-A	7.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-4: Shift-A	23.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-4: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-4: Shift-B	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-4: Shift-B	24.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-4: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-4: Shift-C	8.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-4: Shift-C	24.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalion-7: Shift-A	3.0	Outlier	5.0	Yes	High	Field	Complex	Yes
2	Battalion-7: Shift-A	6.0	-	0.0	No	High	Field	Complex	0.0
3	Battalion-7: Shift-A	24.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-7: Shift-B	3.0	Outlier	0.0	No	High	Field	Complex	Yes
5	Battalion-7: Shift-B	7.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-7: Shift-B	25.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-7: Shift-C	9.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion 7: Shift-C	7.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-7: Shift-C	25.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-9: Shift-A	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-9: Shift-A	9.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-9: Shift-A	31.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-9: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-9: Shift-B	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-9: Shift-B	30.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-9: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-9: Shift-C	8.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-9: Shift-C	30.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-10: Shift-A	4.0	-	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-10: Shift-A	8.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-10: Shift-A	29.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-10: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-10: Shift-B	9.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-10: Shift-B	29.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-10: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-10: Shift-C	9.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-10: Shift-C	29.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-5: Shift-A	4.0	-	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-5: Shift-A	9.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-5: Shift-A	30.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-5: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-5: Shift-B	9.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-5: Shift-B	30.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-5: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-5: Shift-C	9.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-5: Shift-C	30.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-11: Shift-A	5.0	-	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-11: Shift-A	7.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-11: Shift-A	25.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-11: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-11: Shift-B	7.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-11: Shift-B	26.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-11: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-11: Shift-C	7.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-11: Shift-C	26.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-14: Shift-A	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
2	Battalionf-14: Shift-A	6.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-14: Shift-A	19.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-14: Shift-B	3.0	Outlier	0.0	No	High	Field	Complex	Yes
5	Battalion-14: Shift-B	6.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-14: Shift-B	19.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-14: Shift-C	3.0	Outlier	0.0	No	High	Field	Complex	Yes
8	Battalion-14: Shift-C	6.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-14: Shift-C	19.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-6: Shift-A	3.0	Outlier	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-6: Shift-A	6.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-6: Shift-A	25.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalionf-6: Shift-B	1.0	Outlier	5.0	Yes	High	Field	Complex	Yes
5	Battalionf-6: Shift-B	9.0	-	0.0	No	High	Field	Complex	0.0
6	Battalionf-6: Shift-B	26.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalionf-6: Shift-B	2.0	Outlier	5.0	Yes	High	Field	Complex	Yes
8	Battalionf-6: Shift-B	7.0	-	0.0	No	High	Field	Complex	0.0
9	Battalionf-6: Shift-B	26.0	Outlier	0.0	No	High	Field	Complex	Yes
10	Admin CFO	5.0	-	0.0	No	High	Field	Complex	Yes
11	Avaition OIC (CFO)	4.0	-	0.0	No	High	Field	Complex	Yes
12	Avaition Life Safety (Captain)	4.0	-	0.0	No	High	Field	Complex	Yes
13	Avaition (LT)	9.0	-	0.0	No	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-8: Shift-A	3.0	Outlier	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-8: Shift-A	6.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-8: Shift-A	19.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-8: Shift-B	3.0	Outlier	0.0	No	High	Field	Complex	Yes
5	Battalion-8: Shift-B	6.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-8: Shift-B	19.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-8: Shift-C	3.0	Outlier	0.0	No	High	Field	Complex	Yes
8	Battalion-8: Shift-C	6.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-8: Shift-C	19.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalionf-12: Shift-A	4.0	-	5.0	Yes	High	Field	Complex	Yes
2	Battalionf-12: Shift-A	8.0	-	0.0	No	High	Field	Complex	0.0
3	Battalionf-12: Shift-A	28.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-12: Shift-B	4.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-12: Shift-B	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-12: Shift-B	28.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-12: Shift-C	4.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-12: Shift-C	8.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-12: Shift-C	28.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Battalion-13: Shift-A	4.0	-	0.0	Yes	High	Field	Complex	Yes
2	Battalion-13: Shift-A	8.0	-	0.0	No	High	Field	Complex	0.0
3	Battalion-13: Shift-A	29.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Battalion-13: Shift-B	5.0	-	0.0	No	High	Field	Complex	Yes
5	Battalion-13: Shift-B	9.0	-	0.0	Yes	High	Field	Complex	Yes
6	Battalion-13: Shift-B	29.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Battalion-13: Shift-C	5.0	-	0.0	No	High	Field	Complex	Yes
8	Battalion-13: Shift-C	9.0	-	0.0	No	High	Field	Complex	Yes
9	Battalion-13: Shift-C	29.0	Outlier	0.0	Yes	High	Field	Complex	Yes

Attachment B

# HOMELESS TRUST

## Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where the supervisor has 3 or less or 10 or more FTE direct reports.*

HOMELESS TRUST

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Executive Director	6.0	-	0.0	No	Low	Office	Complex	N/A
2	Assistant Director	4.0	-	0.0	No	Low	Office	Complex	N/A
3	Homeless Trust Manager	1.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	N/A
4	Contracts Manager	9.0	-	0.0	No	Low	Office	Complex	N/A

# HUMAN RESOURCES

Attachment B

HUMAN RESOURCES

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Executive Assistant to Dep. Dir.	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Department Director	7.0	-	0.0	No	Low	Office	Complex	N/A
3	Division Director, HR	7.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Benefits Supervisor	8.0	-	0.0	No	Low	Office	Complex	N/A
5	Benefits Supervisor	6.0	-	0.0	No	Low	Office	Complex	N/A
6	Employee Recognition Coordinator	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
7	Manager Employee Support Services	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
8	Division Director, HR	3.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
9	Human Rights & Fair Empl. Sr. Spec.	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	Human Rights & Fair Empl. Sr. Spec.	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
11	Senior Division Director	5.0	-	0.0	Yes	Low	Office	Complex	N/A
12	Labor Relations Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
13	Labor Relations Manager	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
14	HR Section Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
15	HR Section Supervisor	5.0	-	0.0	Yes	Low	Office	Complex	N/A
16	Assistant Division Director, PIM	12.0	Outlier	0.0	No	Low	Office	Complex	N/A
17	Division Director	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
18	HR Support Services Coordinator	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
19	Personnel Payroll & Systems Supv	7.0	-	0.0	Yes	Low	Office	Complex	N/A
20	Personnel Payroll & Systems Supv	7.0	-	0.0	Yes	Low	Office	Complex	N/A
21	HR Support Services Coordinator	4.0	-	0.0	Yes	Low	Office	Complex	N/A
22	Personnel Payroll & Systems Supv.	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
23	Division Director, HR	4.0	-	0.0	Yes	Low	Office	Complex	N/A
23	HR Section Manager	9.0	-	0.0	Yes	Low	Office	Complex	N/A
23	HR Section Manager	4.0	-	0.0	No	Low	Office	Complex	N/A
23	Manager HRD Section	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
23	HR Section Supervisor	5.0	-	0.0	No	Low	Office	Complex	N/A

# INFORMATION TECHNOLOGY

# Attachment B

ITD

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Deputy Mayor	1.0	Outlier	0.0	No	Low	Field	Complex	Yes
2	Director/CIO	13.0	Outlier	1.0	No	Low	Office	Complex	Yes
3	Director/CIO	5.0	-	0.0	Yes	Low	Office	Complex	Yes
4	Division Director	4.0	-	0.0	Yes	Low	Office	Complex	Yes
5	ITD Program Manager	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
6	ITD Finance & Budget Manager	14.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
7	IT Contracts & Procurement Manager	12.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
8	Assistant Director	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
9	Division Director	18.0	Outlier	0.0	Yes	High	Office	Complex	Yes
10	Systems Support Manager	17.0	Outlier	0.0	Yes	High	Field	Complex	Yes
11	Systems Support Manager	11.0	Outlier	0.0	Yes	High	Office	Complex	Yes
12	Systems Support Manager	21.0	Outlier	0.0	Yes	High	Office	Complex	Yes
13	Computer Operations Supervisor	14.0	Outlier	0.0	Yes	High	Office	Routine	N/A
14	Computer Operations Supervisor	8.0	-	0.0	Yes	High	Office	Routine	N/A
15	Cooperations Supervisor	10.0	Outlier	0.0	Yes	High	Office	Routine	N/A
16	Vacant Division Director	8.0	-	1.0	Yes	Medium	Field	Complex	Yes
17	Telecommunications Supervisor	18.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
18	Systems Support Manager	30.0	Outlier	1.0	Yes	Medium	Field	Complex	Yes
19	ITD Infrastructure Systems Manager	12.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
20	Computer Operations Supervisor	6.0	-	0.0	Yes	Medium	Office	Routine	No
21	Telecommunications Supervisor	8.0	-	0.0	Yes	Medium	Field	Complex	Yes
22	Telecommunications Supervisor	27.0	Outlier	1.0	Yes	Medium	Field	Complex	Yes
23	Telecommunications Supervisor	20.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
24	Division Director	9.0	-	0.0	Yes	High	Office	Complex	Yes
25	Telecommunications Supervisor	24.0	Outlier	0.0	Yes	High	Office	Complex	N/A
26	ITD Radio Systems Manager	11.0	Outlier	0.0	Yes	High	Field	Complex	Yes
27	ITD Radio Systems Manager	7.0	-	0.0	Yes	High	Office	Complex	Yes
28	Division Director	6.0	-	0.0	Yes	Medium	Field	Complex	Yes
29	Systems Support Manager	15.0	Outlier	1.0	Yes	Medium	Office	Complex	Yes
30	Systems Support Manager	19.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
31	Systems Support Manager	10.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
32	Systems Support Manager	21.0	Outlier	1.0	Yes	Medium	Office	Complex	Yes
33	Systems Support Manager	6.0	-	0.0	Yes	Medium	Office	Complex	Yes
34	Division Director	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
35	Systems Support Manager	18.0	Outlier	1.0	Yes	High	Office	Complex	Yes
36	Systems Support Manager	19.0	Outlier	0.0	Yes	High	Office	Complex	Yes
37	Systems Support Manager	17.0	Outlier	0.0	Yes	High	Office	Complex	Yes
38	Division Director	4.0	-	0.0	Yes	Low	Office	Complex	Yes
39	ERP Systems Support Manager	14.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
40	ERP Systems Support Manager	18.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
41	ERP Systems Support Manager	15.0	Outlier	1.0	Yes	Low	Office	Complex	Yes
42	ITD Enterprise Portfolio Manager	7.0	-	1.0	Yes	Low	Office	Complex	Yes
43	Security Systems Manager	4.0	-	0.0	Yes	High	Office	Complex	Yes
44	Systems Support Manager	14.0	Outlier	0.0	Yes	High	Office	Complex	Yes
45	Division Director	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
46	Systems Support Manager	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
47	Division Director	19.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
48	ITD Telephone Systems Supervisor	12.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
49	Division Director	8.0	-	0.0	Yes	Low	Field	Complex	Yes
50	Database Manager	35.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
51	Systems Support Manager	12.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
52	Innovations Center Manager	18.0	Outlier	3.0	Yes	Low	Office	Complex	Yes
53	Systems Support Manager	12.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
54	Systems Support Manager	13.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
55	Systems Support Manager	8.0	-	0.0	Yes	Low	Office	Complex	Yes
56	Assistant Director	7.0	-	0.0	No	Medium	Field	Complex	Yes
57	Systems Support Manager	11.0	Outlier	0.6	Yes	Medium	Office	Complex	Yes
58	Systems Support Manager	12.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
59	Systems Support Manager	12.0	Outlier	0.3	Yes	Medium	Office	Complex	Yes
60	Systems Support Manager	9.0	-	0.0	Yes	Medium	Office	Complex	Yes
61	Division Director	18.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
62	Systems Support Manager	12.0	Outlier	84 0.0	Yes	Medium	Office	Complex	Yes
63	Systems Support Manager	21.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes

## Attachment B

ITD

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
64	Systems Support Manager	15.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
65	Systems Support Manager	10.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
66	Systems Support Manager	11.0	Outlier	4.0	Yes	Medium	Office	Complex	Yes
67	Systems Support Manager	17.0	Outlier	0.3	Yes	Medium	Office	Complex	Yes
68	Systems Support Manager	41.0	Outlier	7.0	Yes	Medium	Office	Complex	Yes
69	Systems Support Manager	5.0	-	2.0	Yes	Medium	Office	Complex	Yes
70	Systems Support Manager	9.0	-	7.0	Yes	Medium	Office	Complex	Yes

Attachment B

# INTERNAL SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director ISD	10.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	Assistant Director, ISD	7.0	-	0.0	No	Low	Office	Complex	Yes
3	Assistant Director	1.0	Outlier	0.0	No	Low	Office	Complex	Yes
4	Director ADA Coordination	1.0	Outlier	0.0	No	Low	Office	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 2	5.0	-	0.0	No	Low	Office	Complex	Yes
2	Manager, ISD Finance & Budget	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
3	Accountant 3	6.0	-	0.0	No	Low	Office	Complex	Yes
4	Accountant 3	10.0	Outlier	0.0	No	Low	Office	Complex	Yes
5	Chief, ISD Parking Operations	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
6	ISD Parking Operations Manager	4.0	-	0.0	No	Medium	Field	Complex	Yes
7	ISD Parking Operations Supervisor	8.0	-	0.0	No	Low	Field	Complex	Yes
8	Parking Lot Attendant Supervisor	9.0	-	9.0	No	Medium	Field	Routine	Yes
9	Accountant 2	4.0	-	0.0	No	Low	Office	Complex	Yes
10	Chief, Human Resources	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
11	HR Manager	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
12	HR Manager	3.0	Outlier	0.0	No	Low	Office	Complex	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, ISD Legislative and Business Services	4.0	-	0.0	No	Low	Office	Complex	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief Procurement Officer	17.0	Outlier	0.0	No	Low	Office	Routine	N/A
2	Strategic Procurement Division Director	10.0	Outlier	0.0	No	Low	Office	Routine	N/A
3	Procurement Contracting Manager	9.0	-	0.0	Yes	Low	Office	Routine	N/A
4	Procurement Contracting Manager	11.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
5	Procurement Contracting Officer 2, LW	13.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
6	Procurement Contracting Officer 3, LW	0.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
7	Procurement Contracting Manager	9.0	-	1.0	Yes	Low	Office	Routine	N/A
8	Procurement Contracting Manager	11.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
9	Procurement Business Administrator	6.0	-	0.0	No	Low	Office	Routine	N/A
10	Vendor Services Manager	8.0	-	0.0	No	Low	Office	Routine	N/A
11	Sr. AE Consultant Selection Coordinator, LW	8.0	-	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 3	8.0	-	0.0	No	Low	Office	Complex	N/A
2	SBD Section Chief	12.0	Outlier	0.0	No	Low	Office	Routine	N/A
3	SBD Section Chief	22.0	Outlier	0.0	No	Medium	Office	Routine	N/A
4	SBD Section Chief	9.0	-	0.0	No	Low	Office	Routine	N/A
5	SBD Section Chief	5.0	-	0.0	No	Low	Office	Routine	N/A
6	SBD Section Chief	17.0	Outlier	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	ISD Assistant Physical Plant Manager	14.0	Outlier	0.0	Yes	Low	Field	Routine	Yes
2	ISD Building Manager	10.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
3	Building Maintenance Supervisor	4.0	-	0.0	Yes	Low	Office	Routine	Yes
4	ISD Building Manager	2.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
5	Building Maintenance Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
6	ISD Building Manager	2.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
7	Building Maintenance Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
8	ISD Building Manager	1.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
9	Building Maintenance Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
10	ISD Building Manager	9.0	-	0.0	Yes	Low	Office	Routine	Yes
11	Building Maintenance Supervisor	4.0	-	0.0	Yes	Low	Office	Routine	Yes
12	ISD Building Manager	6.0	-	0.0	Yes	Low	Office	Routine	Yes
13	ISD Building Manager	6.0	-	0.0	Yes	Low	Office	Routine	Yes
14	Building Maintenance Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
15	ISD Building Manager	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
16	ISD Building Manager	1.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
17	ISD Building Manager	8.0	-	0.0	Yes	Low	Office	Routine	Yes
18	Building Maintenance Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
19	Building Maintenance Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
20	ISD Building Manager	3.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
21	Building Maintenance Supervisor	5.0	-	0.0	Yes	Low	Office	Routine	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
22	ISD Building Manager	4.0	-	0.0	Yes	Low	Office	Routine	Yes
23	Building Maintenance Supervisor	3.0	<i>Outlier</i>	3.0	Yes	Low	Office	Routine	Yes
24	ISD Building Manager, SDGC	3.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	Yes
25	ISD Building Manager, PMRT	18.0	<i>Outlier</i>	13.0	Yes	Low	Office	Routine	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 2, ISD	9.0	-	0.0	Yes	Low	Field	Routine	Yes
2	ISD Chief of Security	2.0	<i>Outlier</i>	0.0	Yes	High	Field	Routine	Yes
3	Deputy Chief of Security	7.0	-	0.0	Yes	High	Field	Routine	Yes
4	Security Supervisor (lead)	8.0	-	0.0	Yes	High	Field	Routine	Yes
5	Console Sec Spec Supervisor	8.0	-	0.0	Yes	High	Field	Routine	Yes
6	Manager, ISD Utilites Section	5.0	-	0.0	Yes	Low	Field	Routine	Yes
7	Lead Utility Plant Operator	3.0	<i>Outlier</i>	1.0	Yes	Low	Field	Routine	Yes
8	Lead Utility Plant Operator	1.0	<i>Outlier</i>	1.0	Yes	Low	Field	Routine	Yes
9	Lead Power Systems Technician	7.0	-	1.0	Yes	Low	Field	Routine	Yes
10	Manager, ISD Renovation Services	8.0	-	0.0	Yes	Low	Field	Routine	Yes
11	Supervisor, HVAC Shop	9.0	-	2.0	Yes	Low	Field	Routine	Yes
12	Supervisor, Electrical Shop	9.0	-	1.0	Yes	Low	Field	Routine	Yes
13	Supervisor, Carpenter Shop	7.0	-	3.0	Yes	Low	Field	Routine	Yes
14	Supervisor, Plumbing Shop	4.0	-	1.0	Yes	Low	Field	Routine	Yes
15	Manager, Office of Elevator Safety	4.0	-	0.0	Yes	Low	Office	Routine	Yes
16	Elevator Field Inspector Supervisor	9.0	-	0.0	Yes	Low	Field	Routine	Yes
17	ISD Elevator Contracts Administrator	1.0	<i>Outlier</i>	0.0	Yes	Low	Field	Routine	Yes
18	Elevator Regulation Code Supervisor	6.0	-	0.0	Yes	Low	Office	Routine	N/A
19	Elevator Permits Code Enf Supervisor	1.0	<i>Outlier</i>	0.0	Yes	Low	Field	Routine	Yes
20	Business Resources Coordinator	2.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	N/A
21	ISD Operations Coordinator	1.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 2	4.0	-	0.0	Yes	Low	Office	Complex	Yes
2	ISD, Real Estate Manager	4.0	-	0.0	Yes	Low	Office	Complex	Yes
3	Real Estate Advisor	3.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	Yes
4	Real Estate Advisor	3.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	Yes
5	Chief Real Estate Officer	1.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	Yes
6	Real Estate Advisor	1.0	<i>Outlier</i>	0.0	No	Low	Office	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 2, ISD	7.0	-	0.0	No	Low	Office	Complex	Yes
2	Manager, Risk Mgt and Safety	6.0	-	0.0	No	Low	Office	Complex	No
3	Manager, ISD Workers Compensation	8.0	-	0.0	No	Low	Office	Complex	No
4	Liability Claims Manager	9.0	-	2.0	No	Low	Office	Complex	No
5	Manager, Risk Management Casualty &Property	6.0	-	0.0	Yes	Low	Office	Complex	Yes
6	Claims Administrator	2.0	Outlier	0.0	No	Low	Office	Complex	No
7	Insurance Data Supervisor	1.0	Outlier	0.0	No	Low	Office	Complex	No
8	ISD Operations Coordinator	1.0	Outlier	0.0	No	Low	Office	Routine	No
9	Workers Comp Claims Examiner	5.0	-	0.0	No	Low	Office	Complex	No
10	Workers Comp Claims Examiner	6.0	-	0.0	No	Low	Office	Complex	No
11	Workers Comp Claims Examiner	4.0	-	0.0	No	Low	Office	Complex	No
12	Workers Comp Claims Examiner	7.0	-	0.0	No	Low	Office	Complex	No
13	Workers Comp Claims Examiner	4.0	-	0.0	No	Low	Office	Complex	No
14	Return to Work Specialist	1.0	Outlier	0.0	No	Low	Office	Routine	No
15	Insurance Data Supervisor	3.0	Outlier	0.0	No	Low	Office	Routine	No
16	Liability Claims Coordinator	10.0	Outlier	0.0	No	Low	Office	Complex	No
17	Liability Claims Coordinator	6.0	-	0.0	No	Low	Office	Complex	No
18	Subrogation Claims Examiner	6.0	-	0.0	No	Medium	Office	Complex	No

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director 2	4.0	-	0.0	No	Low	Office	Complex	Yes
2	Mgr ISD Arch and Eng Serv	12.0	Outlier	0.0	No	Low	Office	Complex	Yes
3	ISD Fiscal Manager	4.0	-	0.0	No	Low	Office	Complex	Yes
4	Chief, ISD Program Management Office	3.0	Outlier	0.0	No	Low	Office	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director	6.0	-	0.0	No	Low	0.0	Complex	Yes
2	ISD Manager, Administrative Serv.	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	Fleet Admin Coordinator	4.0	-	0.0	No	Low	Office	Complex	N/A
4	Fleet Bus Mgmt Sys Coordinator	5.0	-	0.0	No	Low	Office	Complex	N/A
5	FM Facility Supervisor	3.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
6	ISD Manager, Veh & Contracts	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	ISD Equip Svcs Manager	4.0	-	0.0	No	Low	Field	Complex	Yes
8	FM Facility Supervisor	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
9	Proposed FM Asst Facility Supv	3.0	Outlier	0.0	No	Medium	Office	Complex	N/A
10	Service Manager, Light Equipment	5.0	-	0.0	Yes	Low	Field	Complex	Yes
11	Asst Service Manager, Light Equipment	6.0	-	0.0	Yes	Low	Field	Complex	Yes
12	FM Facility Supervisor	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
13	FM Facility Supervisor	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
14	FM Facility Supervisor	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
15	FM Facility Supervisor	10.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
16	FM Facility Supervisor	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
17	FM Facility Supervisor	6.0	-	0.0	Yes	Medium	Office	Complex	N/A
18	FM Facility Supervisor (Floater)	0.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
19	FM Facility Supervisor (Floater)	0.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
20	FM Facility Supervisor (Floater)	0.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
21	FM Asst. Facility Supervisor	3.0	Outlier	0.0	No	Medium	Office	Complex	N/A
22	FM Asst. Facility Supervisor	4.0	-	0.0	No	Medium	Office	Complex	N/A
23	FM Asst. Facility Supervisor	4.0	-	0.0	No	Medium	Office	Complex	N/A
24	FM Asst. Facility Supervisor	4.0	-	0.0	No	Medium	Office	Complex	N/A
25	FM Asst. Facility Supervisor	6.0	-	0.0	No	Medium	Office	Complex	N/A
26	FM Asst. Facility Supervisor	4.0	-	0.0	No	Medium	Office	Complex	N/A
27	FM Asst. Facility Supervisor	4.0	-	0.0	No	Medium	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
28	FM Asst. Facility Supervisor	11.0	Outlier	0.0	No	Medium	Office	Complex	N/A
29	FM Asst. Facility Supervisor	8.0	-	0.0	No	Medium	Office	Complex	N/A
30	Service Manager, Heavy Equipment	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
31	Asst Service Manager, Heavy Equipment	6.0	-	0.0	Yes	Low	Field	Complex	Yes
32	FM Facility Supervisor	14.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
33	FM Facility Supervisor	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
34	FM Facility Supervisor	3.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
35	FM Facility Supervisor	8.0	-	0.0	Yes	Medium	Office	Complex	N/A
36	FM Facility Supervisor	11.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
37	FM Facility Supervisor	8.0	-	0.0	Yes	Medium	Office	Complex	N/A
38	FM Facility Supervisor (Floater)	0.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
39	FM Facility Supervisor (Floater)	0.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
40	FM Asst. Facility Supervisor	9.0	-	0.0	No	Medium	Office	Complex	N/A
41	FM Asst. Facility Supervisor	6.0	-	0.0	No	Medium	Office	Complex	N/A
42	FM Asst. Facility Supervisor	5.0	-	0.0	No	Medium	Office	Complex	N/A
43	FM Asst. Facility Supervisor	7.0	-	0.0	No	Medium	Office	Complex	N/A
44	FM Asst. Facility Supervisor	6.0	-	0.0	No	Medium	Office	Complex	N/A
45	FM Asst. Facility Supervisor	17.0	Outlier	0.0	No	Medium	Office	Complex	N/A
46	FM Asst. Facility Supervisor	19.0	Outlier	0.0	No	Medium	Office	Complex	N/A
47	FM Asst. Facility Supervisor	17.0	Outlier	0.0	No	Medium	Office	Complex	N/A

# JUVENILE SERVICES

Attachment B

JUVENILE SERVICES

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director	3.0	Outlier	0.0	No	High	Office	Complex	N/A
2	Division Director of Operations	6.0	-	0.0	No	High	Office	Complex	N/A
3	Division Director Administrative Services	7.0	-	0.0	No	High	Office	Complex	N/A
4	Manager, JSD Care & Custody and Diversion	8.0	-	0.0	No	High	Office	Complex	N/A
5	Manager, JSD Fiscal & Human Resource Mgmt	2.0	Outlier	0.0	No	High	Office	Complex	N/A
6	JSD Statistics & Research Specialist	3.0	Outlier	0.0	No	High	Office	Complex	N/A
7	JSD Grant & Fiscal Coordinator	1.0	Outlier	0.0	No	Medium	Office	Routine	N/A
8	Records Supervisor	2.0	Outlier	0.0	No	High	Office	Routine	N/A
9	Juvenile Assessment Supervisor 1	7.0	-	0.0	No	High	Office	Complex	N/A
10	Juvenile Assessment Supervisor 1	10.0	Outlier	0.0	No	High	Office	Complex	N/A
11	Juvenile Assessment Supervisor 1	10.0	Outlier	0.0	No	High	Office	Complex	N/A
12	Juvenile Assessment Supervisor 1	4.0	-	0.0	No	High	Office	Complex	N/A
13	Juvenile Assessment Supervisor 1	5.0	-	0.5	No	High	Office	Complex	N/A
14	Juvenile Assessment Supervisor	9.0	-	0.0	No	High	Office	Complex	N/A
15	Juvenile Assessment Supervisor	6.0	-	0.5	No	High	Office	Complex	N/A
16	Juvenile Assessment Supervisor	8.0	-	0.5	No	High	Office	Complex	N/A
17	Juvenile Assessment Supervisor	7.0	-	0.5	No	High	Office	Complex	N/A

# LIBRARY

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Library Operations Administrator	14.0	Outlier	0.0	No	Low	Field	Routine	Yes
2	Library Operations Administrator	15.0	Outlier	0.0	No	Medium	Field	Routine	Yes
3	Library Operations Administrator	11.0	Outlier	0.0	No	Low	Field	Routine	Yes
4	Library Capital Development Coordinator	3.0	Outlier	0.0	No	Low	Field	Routine	Yes
5	Librarian 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
6	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
7	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	Librarian 4	8.0	-	0.0	Yes	Low	Office	Routine	N/A
9	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
10	Library Assistant 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
11	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
12	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
13	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
14	Youth Service Specialist	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
15	Librarian 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
16	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
17	Youth Services	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
18	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
19	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
20	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
21	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
22	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
23	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
24	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
25	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
26	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
27	Youth Services Specialist	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
28	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
29	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
30	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
31	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
32	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
33	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
34	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
35	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
36	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
37	Librarian 4	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
38	Circulation Services Supervisor	7.0	-	0.0	Yes	Low	Office	Routine	N/A
39	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
40	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
41	Library Assistant 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
42	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
43	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
44	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
45	Librarian 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
46	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
47	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
48	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
49	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
50	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
51	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
52	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
53	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
54	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
55	Youth Services Specialist	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
56	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
57	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
58	Youth Services Specialist	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
59	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
60	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
61	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
62	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
63	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
64	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
65	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
66	Librarian 4	5.0	-	0.0	Yes	Low	Office	Routine	N/A
67	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
68	Library Assistant 3	7.0	-	0.0	Yes	Low	Office	Routine	N/A
69	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
70	Circulation Services Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
71	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
72	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
73	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
74	Librarian 4	5.0	-	0.0	Yes	Low	Office	Routine	N/A
75	Library Assistant 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
76	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
77	Youth Services Specialist	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
78	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
79	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
80	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
81	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
82	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
83	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
84	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
85	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
86	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
87	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
88	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
89	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
90	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
91	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
92	Librarian 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
93	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
94	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
95	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
96	Circulation Services Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
97	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
98	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
99	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
100	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Attachment B

LIBRARY DIVISION 1

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Librarian 3	8.0	-	0.0	Yes	Low	Office	Routine	N/A
2	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
4	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
5	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
6	Librarian 1	4.0	-	0.0	Yes	Low	Office	Routine	N/A
7	Youth Services Specialist	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
9	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
10	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
11	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
12	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
13	Youth Services Specialist	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
14	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
15	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
16	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
17	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
18	Librarian 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
19	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
20	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
21	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
22	Librarian 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
23	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
24	Library Assistant 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
25	Librarian 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
26	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
27	Librarian 1	5.0	-	0.0	Yes	Low	Office	Routine	N/A
28	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
29	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
30	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
31	Librarian 4	5.0	-	0.0	Yes	Low	Office	Routine	N/A
32	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
33	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
34	Librarian 1	6.0	-	0.0	Yes	Low	Office	Routine	N/A
35	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
36	Youth Services Specialist	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
37	Librarian 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
38	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
39	Youth Services Specialist	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
40	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
41	Librarian 1	4.0	-	0.0	Yes	Low	Office	Routine	N/A
42	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
43	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
44	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
45	Librarian 4	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
46	Library Assistant 3	7.0	-	0.0	Yes	Low	Office	Routine	N/A
47	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
48	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
49	Library Assistant 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
50	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
51	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
52	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
53	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
54	Librarian 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
55	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
56	Circulation Services Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
57	Librarian 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Attachment B

LIBRARY DIVISION 1

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
58	Librarian 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
59	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
60	Library Assistant 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
61	Library Assistant 3	7.0	-	0.0	Yes	Low	Office	Routine	N/A
62	Librarian 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
63	Library Assistant 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
64	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
65	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
66	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
67	Librarian 4	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
68	Library Assistant 3	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
69	Circulation Services Supervisor	10.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
70	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
71	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
72	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
73	Librarian 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
74	Main Library Manager	4.0	-	0.0	Yes	Low	Office	Routine	N/A
75	Circulation Services Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
76	Library Assistant 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
77	Librarian 1	7.0	-	0.0	Yes	Low	Office	Routine	N/A
78	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
79	Librarian 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
80	Librarian 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
81	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
82	Library Assistant 3	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
83	Librarian 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
84	Library Technical Services Manager	6.0	-	0.0	Yes	Low	Office	Routine	N/A
85	Librarian 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
86	Librarian 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director	7.0	-	0.0	No	Low	Office	Complex	N/A
2	Assistant Director	7.0	-	0.0	No	Low	Office	Complex	N/A
3	Assistant Director	10.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Assistant Director	4.0	-	0.0	No	Low	Field	Complex	Yes

# Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Library Public Affaris Officer	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Graphics Manager	2.0	Outlier	0.0	No	Low	Office	Routine	N/A

# Attachment B

# LIBRARY DIVISION 5

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Library Transportation Supervisor	5.0	-	0.0	No	Medium	Field	Routine	Yes
2	Library Facilities Maintenance Manager	1.0	Outlier	0.0	No	Medium	Field	Routine	Yes
3	Library Facilities Maintenance Manager	13.0	Outlier	0.0	No	Medium	Field	Routine	Yes
4	Ref/AC Mechanic Supervisor	2.0	Outlier	0.0	No	Medium	Field	Routine	Yes

# Attachment B

# LIBRARY DIVISION 7

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Lib Exhib & Programming Specialist	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
2	Library Services Specialist	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	Librarian 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
4	Library Services Specallist	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
5	Librarian 2	4.0	-	0.0	Yes	Low	Office	Routine	N/A
6	Librarian 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

# Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Library Budget and Finance Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Accountant 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
3	Accountant 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A

# Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Senior Human Resources Manager	1.0	<i>Outlier</i>	0.0	Yes	Low	Office	Complex	N/A
2	Personnel Specialist 3	2.0	<i>Outlier</i>	0.0	Yes	Low	Office	Complex	N/A

# Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Library Capital Development Coordinator	3.0	Outlier	0.0	No	Low	Field	Routine	Yes
2	Librarian 3	3.0	Outlier	8.0	No	Low	Field	Routine	Yes
3	Library Media Project Coordinator	8.0	-	0.0	No	Low	Field	Routine	Yes
4	Library Media Project Coordinator	6.0	-	0.0	No	Low	Field	Routine	Yes
5	Librarian 1	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0

# MANAGEMENT AND BUDGET

# Attachment B

OMB

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director, OMB	22.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Coordinator	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Coordinator	5.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Assistant Director	11.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Special Projects Administrator 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
6	Ryan White Fiscal Administrator	4.0	-	0.0	Yes	Low	Office	Routine	N/A
7	Coordinator	8.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Special Projects Administrator 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
9	Ryan White Program Administrator	4.0	-	0.0	Yes	Low	Office	Complex	N/A

# MEDICAL EXAMINER

# Attachment B

# MEDICAL EXAMINER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Medical Examiner	4.0	-	0.0	Yes	High	Office	Complex	N/A
2	Deputy Chief/Dir Forensic Pathology Services	10.0	Outlier	0.8	Yes	High	Office	Complex	N/A
3	Director of Laboratory Med Examiner	13.0	Outlier	0.0	No	High	Office	Complex	N/A
4	Director of Operations Med Ex	10.0	Outlier	0.0	No	High	Office	Complex	N/A
5	Accountant 3	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
6	ME Administrative Coordinator	0.0	Outlier	0.5	No	Low	Office	Routine	N/A
7	Senior Systems Analyst	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	Medical Records Coordinator	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
9	Forensic Photographer Supervisor	3.0	Outlier	4.0	Yes	High	Office	Routine	N/A
10	Manager Morgue Bureau Ops	9.0	-	0.0	Yes	High	Office	Routine	N/A
11	Manager Forensic Bureau Ops	14.0	Outlier	0.3	Yes	High	Office	Routine	N/A
12	ME Public Interment Program Supervisor	1.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
13	Forensic Evidence Recovery Supervisor	16.0	Outlier	0.0	Yes	High	Office	Routine	N/A

# MIAMI-DADE ECONOMIC ADVOCACY TRUST

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	MDEAT Exexcutive Director	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Special Project Administrator 2	13.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	HAP Coordinator Underwriting	3.0	Outlier	2.3	Yes	Low	Office	Routine	N/A
4	-	-	-	-	-	-	-	-	-

# PARKS, RECREATION AND OPEN SPACES

## Attachment B

PROS DIVISIONS 1-37

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DPT DIR PKS,REC& OPEN SPACES	14.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	EXEC ASST DEPARTMENT DIR	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	GRANTS SUPERVISOR	8.0	-	0.0	No	Low	Office	Complex	N/A
4	MGR, PROS DEVELOPMENT & MARKET	6.0	-	0.0	No	Low	Office	Complex	N/A
5	SPEC PROJECTS ADMINISTRATOR 1	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
6	AST,DIR,PARKS,REC & OPEN SPACE	11.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	SPEC PROJECTS ADMINISTRATOR 1	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	CH PROS DIVISION 2	14.0	Outlier	0.3	No	Low	Office	Complex	N/A
9	CH PROS DIVISION 2	6.0	-	0.0	No	Low	Office	Complex	N/A
10	SALES MEMBER&WAREHSE SPEC 2	6.0	-	0.0	No	Low	Office	Routine	N/A
11	PERSONNEL SPECIALIST 3	0.0	Outlier	0.1	No	Low	Office	Routine	N/A
12	CHIEF,HUMAN RESOURCES DIVISION	9.0	-	0.3	No	Low	Office	Complex	N/A
13	PERSONNEL SPECIALIST 3	2.0	Outlier	0.3	No	Low	Office	Routine	N/A
14	HUMAN RESOURCES MANAGER	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
15	HUMAN RESOURCES MANAGER	4.0	-	0.0	No	Low	Office	Complex	N/A
16	PROS BUSINESS SPECIALIST 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
17	SPEC PROJECTS ADMINISTRATOR 1	6.0	-	0.0	Yes	Low	Office	Complex	N/A
18	MGR PROS CONTRACTS ADMIN	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
19	CHIEF, PROS DIVISION 1	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
20	SALES MEMBER&WAREHSE SPEC 2	2.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
21	SALES MEMBER&WAREHSE SPEC 2	4.0	-	0.0	Yes	Medium	Office	Routine	N/A
22	REVENUE & PRODUCTIVITY ANLIST 2	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
23	CHIEF, PROS DIVISION 1	5.0	-	0.0	Yes	Low	Office	Complex	N/A
24	TRAINING SPECIALIST 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
25	SPEC PROJECTS ADMINISTRATOR 1	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
26	MGR, PROS DEVELOPMENT & MARKET	8.0	-	0.0	No	Low	Office	Complex	N/A
27	PROS ASSISTANT SECURITY CHIEF	87.0	Outlier	0.5	No	Medium	Field	Routine	Yes
28	ADMINISTRATIVE OFFICER 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
29	PROS SECURITY& ENFORCEMENT CHF	3.0	Outlier	0.0	No	Medium	Field	Complex	Yes
30	DIR, COOPERATIVE EXTENSION DIV	17.0	Outlier	0.0	No	Medium	Field	Complex	Yes
31	RECREATION SPECIALIST 1	10.0	Outlier	2.0	Yes	Medium	Field	Routine	No
32	RECREATION SPECIALIST 1	17.0	Outlier	1.0	Yes	Medium	Field	Routine	No
33	RECREATION THERAPIST 2	9.0	-	2.5	Yes	Medium	Field	Complex	No
34	RECREATION SPECIALIST 1	0.0	Outlier	0.0	Yes	Medium	Field	Routine	No
35	RECREATION THERAPIST 2	6.0	-	0.8	Yes	Medium	Field	Complex	No
36	RECREATION SPECIALIST 1	11.0	Outlier	0.0	Yes	Medium	Field	Routine	No
37	PROS DISABILITY SVRS MGR	7.0	-	0.0	No	Medium	Office	Complex	N/A
38	RECREATION THERAPIST 2	8.0	-	0.8	Yes	Medium	Field	Complex	No
39	RECREATION THERAPIST 2	5.0	-	0.8	Yes	Medium	Field	Complex	No
40	DRIVER ATTENDANT	2.0	Outlier	0.8	Yes	Medium	Field	Routine	No
41	CH PROS DIVISION 2	3.0	Outlier	0.0	No	Medium	Field	Routine	Yes
42	LANDSCAPE MAINT INSPECTOR 1	1.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
43	LANDSCAPE SUPV 3	1.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
44	RAAM SUPERINTENDENT	2.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
45	LANDSCAPE SUPV 1	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
46	PW&WM LANDSCAPE MAINT INSP 2	11.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
47	RAAM SUPERINTENDENT	3.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
48	PUBLIC WORKS SUPERVISOR 2	13.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
49	CHIEF, PROS DIVISION 3	16.0	Outlier	0.0	No	Medium	Field	Routine	No
50	LANDSCAPE TECH. SUPERVISOR 2	9.0	-	0.0	Yes	Medium	Field	Routine	Yes
51	LANDSCAPE SUPV 3	11.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
52	SPORTS TURF MANAGER	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
53	LANDSCAPE TECH. SUPERVISOR 1	3.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
54	LANDSCAPE TECH. SUPERVISOR 2	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
55	LANDSCAPE TECH. SUPERVISOR 2	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
56	PROS SPECIAL TAX DISTRICT MGR	16.0	Outlier	2.5	No	Medium	Field	Routine	Yes
57	LANDSCAPE TECH. SUPERVISOR 2	12.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
58	LANDSCAPE TECH. SUPERVISOR 2	9.0	-	0.0	Yes	Medium	Field	Routine	Yes
59	LANDSCAPE TECH. SUPERVISOR 3	5.0	-	0.0	Yes	Medium	Field	Routine	Yes
60	LANDSCAPE TECH. SUPERVISOR 3	7.0	-	0.0	Yes	Medium	Field	Routine	Yes
61	SPECIAL TAX DIST ZONE MGR	12.0	Outlier	0.0	No	Medium	Field	Routine	Yes
62	DPT DIR PKS,REC& OPEN SPACES	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
63	COMMUNITY IMAGE MANAGER	6.0	-	0.0	No	Low	Office	Complex	N/A
64	SPEC PROJECTS ADMINISTRATOR 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

PROS DIVISIONS 1-37

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
65	PLUMBER SUPERVISOR	7.0	-	0.0	Yes	Medium	Field	Routine	Yes
66	CONSTRUCTION&RENOV SUPV 1	3.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
67	PROS MAINTENANCE SUPVERVISOR	17.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
68	ADMINISTRATIVE OFFICER 3	11.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
69	LIGHT EQUIPMENT TECHNICN SUPV	3.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
70	PROS MAINTENANCE SUPVERVISOR	11.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
71	PROS MAINTENANCE SUPVERVISOR	4.0	-	0.0	Yes	Medium	Field	Routine	Yes
72	PARK MAINTFACILITIES COORD	12.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
73	ELECTRICIAN SUPERVISOR	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
74	REF/AC MECHANIC SUPERVISOR	3.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
75	CHIEF, P&R DIV 2 CONST/ MAINT	9.0	-	0.0	No	Medium	Field	Complex	Yes
76	LANDSCAPE SUPV 3	22.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
77	MGR PROS NATURAL AREAS	9.0	-	0.0	No	Medium	Field	Complex	No
78	LANDSCAPE SUPV 3	18.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
79	RECREATION STRAT PLANNER	14.0	Outlier	0.0	No	Low	Office	Complex	N/A
80	LANDSCAPE ARCHITECT 4	1.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
81	AST_DIR,PARKS,REC & OPEN SPACE	322.0	Outlier	0.8	No	Medium	Office	Complex	N/A
82	PROS PARK PLANNING SECT SUPV	9.0	-	0.0	Yes	Low	Office	Complex	N/A
83	PROS MASTER PLAN MANAGER	5.0	-	0.3	Yes	Low	Office	Complex	N/A
84	CONSTRUCTION MANAGER 3	2.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
85	MGR PROS CONTRACTS ADMIN	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
86	PROS CAPITAL PROGRAMS DIR	21.0	Outlier	0.3	Yes	Low	Office	Complex	N/A
87	CONSTRUCTION MANAGER 3	11.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes

## Attachment B

PROS DIVISION 39-44

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	AST,DIR,PARKS,REC & OPEN SPACE	15.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	PROS MANAGER 3	28.0	Outlier	0.5	No	Low	Field	Complex	N/A
3	PROS MANAGER 1	3.0	Outlier	0.0	No	Low	Office	Complex	No
4	PROS MANAGER 3	1.0	Outlier	0.8	No	Low	Office	Complex	N/A
5	PROS MANAGER 1	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
6	PROS MANAGER 1	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	PROS MANAGER 2	6.0	-	0.3	No	Low	Office	Complex	N/A
8	POOL MANAGER	7.0	-	1.0	No	Medium	Field	Complex	N/A
9	RECREATION SPECIALIST 1	2.0	Outlier	0.0	No	Low	Field	Complex	N/A
10	RECREATION SPECIALIST 1	2.0	Outlier	0.0	No	Low	Field	Routine	N/A
11	PROS COMMUNITY CENTER MANAGER	11.0	Outlier	0.0	No	Low	Office	Routine	N/A
12	PROS MANAGER 5	32.0	Outlier	0.3	No	Low	Office	Complex	N/A
13	PROS MANAGER 1	5.0	-	0.0	No	Low	Office	Routine	N/A
14	PROS MANAGER 2	8.0	-	0.0	No	Low	Office	Complex	N/A
15	PROS MANAGER 2	9.0	-	1.8	No	Low	Office	Complex	N/A
16	RECREATION SPECIALIST 1	4.0	-	0.8	No	Low	Field	Complex	N/A
17	PROS MANAGER 1	4.0	-	0.0	No	Low	Office	Complex	N/A
18	PROS MANAGER 2	4.0	-	0.0	No	Low	Office	Complex	N/A
19	PROS MANAGER 1	5.0	-	1.5	No	Low	Office	Complex	N/A
20	PROS MANAGER 3	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
21	PROS MANAGER 2	3.0	Outlier	0.3	Yes	Medium	Field	Routine	No
22	PROS MANAGER 1	2.0	Outlier	0.0	Yes	Medium	Field	Routine	No
23	PROS MANAGER 2	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
24	PROS MANAGER 3	1.0	Outlier	0.5	No	Low	Office	Complex	N/A
25	PROS MANAGER 5	7.0	-	5.1	No	Low	Office	Complex	N/A
26	PROS MANAGER 5	15.0	Outlier	0.3	Yes	Low	Office	Complex	N/A
27	OCEAN LIFEGUARD 1	0.0	Outlier	0.3	Yes	High	Field	Routine	No
28	BEACH OPER & MAINT SUPV	47.0	Outlier	0.0	No	Low	Office	Complex	N/A
29	PROS MANAGER 2	10.0	Outlier	0.1	No	Low	Office	Complex	N/A
30	PROS MANAGER 5	18.0	Outlier	0.0	No	Low	Office	Complex	N/A
31	RECREATION SPEC 2	1.0	Outlier	0.3	No	Low	Office	Complex	N/A
32	PROS MANAGER 3	16.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
33	LANDSCAPE SUPV 3	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
34	LANDSCAPE SUPV 2	26.0	Outlier	0.2	No	Low	Office	Complex	N/A
35	MARINA MANAGER 3	27.0	Outlier	2.5	No	Low	Office	Complex	N/A
36	SENIOR REGIONAL MGR	14.0	Outlier	0.0	No	Low	Office	Complex	N/A
37	TENNIS FACILITY MANAGER	38.0	Outlier	5.2	No	Low	Office	Complex	N/A
38	ADMINISTRATIVE OFFICER 3	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
39	RECREATION SPECIALIST 1	4.0	-	1.0	Yes	Medium	Field	Routine	No
40	PROS MANAGER 2	24.0	Outlier	0.0	Yes	Medium	Field	Routine	No
41	PROS MANAGER 3	0.0	Outlier	0.0	Yes	Medium	Field	Routine	No
42	PROS MANAGER 1	3.0	Outlier	0.3	No	Low	Office	Complex	N/A
43	PROS MANAGER 5	17.0	Outlier	0.0	No	Low	Office	Complex	N/A
44	PROS MANAGER 4	15.0	Outlier	0.3	No	Low	Office	Complex	N/A
45	PROS MANAGER 4	22.0	Outlier	1.0	No	Low	Office	Complex	N/A
46	RECREATION SPECIALIST 1	6.0	-	1.0	No	Low	Office	Complex	N/A
47	PROS MANAGER 1	6.0	-	0.0	No	Low	Office	Complex	N/A
48	PROS MANAGER 2	4.0	-	0.0	No	Low	Office	Complex	N/A
49	PROS MANAGER 2	12.0	Outlier	0.0	No	Low	Office	Complex	N/A
50	PROS MANAGER 3	9.0	-	0.0	No	Low	Office	Complex	N/A
51	RECREATION SPECIALIST SUPV	5.0	-	0.0	No	Low	Office	Complex	N/A
52	PROS MANAGER 2	5.0	-	0.0	No	Low	Office	Complex	N/A
53	LANDSCAPE SUPV 3	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
54	POOL MANAGER	0.0	Outlier	0.3	No	Medium	Field	Routine	No
55	PROS MANAGER 1	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
56	PROS MANAGER 3	15.0	Outlier	0.0	No	Low	Office	Complex	N/A
57	PROS MANAGER 2	8.0	-	0.8	No	Low	Office	Complex	N/A
58	PROS AQUATIC PROGRAM MANAGER	4.0	-	9.3	No	Medium	Field	Routine	No
59	PROS MANAGER 1	12.0	Outlier	1.3	No	Low	Office	Complex	N/A
60	PROS MANAGER 5	12.0	Outlier	1.3	No	Low	Office	Complex	N/A
61	WOMEN'S PARK FACILITY MANAGER	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
62	PROS RANGE MANAGER	19.0	Outlier	0.5	No	Low	Office	Complex	N/A
63	PROS REGIONAL MANAGER	10.0	Outlier	0.0	No	Low	Office	Complex	N/A

## Attachment B

PROS DIVISION 39-44

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
64	PROS REGIONAL MANAGER	15.0	Outlier	0.8	No	Low	Office	Complex	N/A
65	POOL MANAGER	0.0	Outlier	1.3	No	Low	Office	Complex	N/A
66	RECREATION SPECIALIST 2	76.0	Outlier	38.5	No	Low	Office	Complex	N/A
67	PROS MANAGER 1	7.0	-	2.5	Yes	Medium	Field	Routine	No
68	PROS MANAGER 1	3.0	Outlier	0.3	Yes	Medium	Field	Routine	No
69	PROS MANAGER 1	3.0	Outlier	0.3	Yes	Medium	Field	Routine	No
70	PROS MANAGER 3	0.0	Outlier	0.0	Yes	Medium	Field	Routine	No
71	PROS MANAGER 1	0.0	Outlier	0.5	No	Low	Office	Complex	N/A

# Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

## PROS DIVISIONS 45-70

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	PROS MANAGER 1	14.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	RECREATION SPECIALIST 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	PROS MANAGER 1	8.0	-	0.0	No	Low	Office	Complex	N/A
4	PROS MANAGER 3	6.0	-	0.0	No	Low	Office	Complex	N/A
5	RECREATION SPECIALIST (YOUTH)	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
6	PROS MANAGER 2	11.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	PROS MANAGER 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	RECREATION SPECIALIST 2	14.0	Outlier	0.3	No	Low	Office	Complex	N/A
9	PROS WELL & FITNESS SPECIALIST	35.0	Outlier	3.8	No	Low	Office	Complex	N/A
10	GRANTS SPECIALIST	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
11	POOL/LAKE LIFEGUARD 3	7.0	-	2.5	No	Low	Office	Routine	N/A
12	PROS MANAGER 2	9.0	-	0.3	No	Low	Office	Complex	N/A
13	PROS MANAGER 3	2.0	Outlier	0.3	No	Low	Office	Routine	N/A
14	PROS MANAGER 1	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
15	PROS MANAGER 1	4.0	-	0.0	No	Low	Office	Complex	N/A
16	PROS COMMUNITY CENTER MANAGER	18.0	Outlier	1.0	No	Medium	Office	Routine	N/A
17	POOL MANAGER	7.0	-	9.8	No	Medium	Field	Routine	No
18	PROS MANAGER 1	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
19	PROS MANAGER 3	3.0	Outlier	0.0	Yes	Medium	Field	Routine	No
20	PROS RECREATION & PR AREA COOR	2.0	Outlier	0.0	No	Medium	Field	Complex	No
21	CAMPSITE FACILITY MANAGER	6.0	-	6.0	No	Medium	Office	Routine	N/A
22	CHIEF, PROS DIVISION 3	67.0	Outlier	29.8	No	Medium	Field	Routine	No
23	RECREATION SPECIALIST 2	5.0	-	0.0	Yes	Medium	Field	Routine	No
24	RECREATION SPECIALIST (YOUTH)	1.0	Outlier	0.5	Yes	Medium	Field	Routine	No
25	PROS RECREATION & PR AREA COOR	1.0	Outlier	0.0	No	Medium	Field	Complex	No
26	PROS MANAGER 1	10.0	Outlier	2.0	Yes	Medium	Field	Routine	No
27	PROS MANAGER 1	8.0	-	0.0	Yes	Medium	Field	Routine	No
28	PROS MANAGER 1	74.0	Outlier	0.5	No	Medium	Field	Routine	Yes
29	PROS MANAGER 1	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
30	RECREATION SPECIALIST 1	3.0	Outlier	0.0	Yes	Medium	Field	Routine	No
31	PROS RECREATION & PR AREA COOR	17.0	Outlier	0.0	No	Medium	Field	Complex	No
32	GOLF CLUBHOUSE MANAGER 2	16.0	Outlier	1.0	Yes	Medium	Field	Routine	No
33	GOLF CLUBHOUSE MANAGER 4	6.0	-	1.5	Yes	Medium	Field	Routine	No
34	PUBLIC FACILITIES MANAGER 4	16.0	Outlier	0.0	No	Medium	Office	Routine	N/A
35	GOLF CLUBHOUSE MANAGER 3	14.0	Outlier	0.0	Yes	Medium	Field	Routine	No
36	GOLF SUPERINTENDENT 2	11.0	Outlier	0.0	Yes	Medium	Field	Routine	No
37	CH PROS DIVISION 2	9.0	-	0.0	No	Medium	Field	Routine	No
38	GOLF SUPERINTENDENT 2	8.0	-	0.8	Yes	Medium	Field	Routine	No
39	GOLF SUPERINTENDENT 2	5.0	-	0.8	Yes	Medium	Field	Routine	No
40	GOLF CLUBHOUSE MANAGER 3	7.0	-	0.8	Yes	Medium	Field	Routine	No
41	GOLF SUPERINTENDENT 3	10.0	Outlier	0.0	Yes	Medium	Field	Routine	No
42	GOLF SUPERINTENDENT 4	60.0	Outlier	0.8	Yes	Medium	Field	Routine	No
43	GOLF SUPERINTENDENT 2	10.0	Outlier	0.0	Yes	Medium	Field	Routine	No
44	GOLF CLUBHOUSE MANAGER 2	17.0	Outlier	0.0	Yes	Medium	Field	Routine	No
45	MARINA MANAGER 3	6.0	-	0.0	No	Medium	Field	Routine	No
46	MARINA MANAGER 3	11.0	Outlier	0.0	No	Medium	Field	Routine	No
47	MARINA MANAGER 2	10.0	Outlier	0.0	No	Medium	Field	Routine	No
48	MARINA MANAGER 3	13.0	Outlier	0.0	No	Medium	Field	Routine	No
49	MARINA MANAGER 3	16.0	Outlier	0.0	No	Medium	Field	Routine	No
50	MARINA MANAGER 2	0.0	Outlier	0.3	No	Medium	Field	Routine	No
51	MARINA MANAGER 3	1.0	Outlier	0.0	No	Medium	Field	Routine	No
52	LANDSCAPE TECH. SUPERVISOR 1	5.0	-	0.0	Yes	Medium	Field	Routine	Yes
53	PROS ECO ADV SALES&BUS MGR	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
54	HORTICULTURIST	3.0	Outlier	0.0	Yes	Medium	Field	Routine	No
55	LANDSCAPE TECH. SUPERVISOR 2	6.0	-	0.0	Yes	Medium	Field	Routine	Yes
56	INTERPRETIVE PROGRAMS SUPERVIS	0.0	Outlier	1.3	Yes	Medium	Field	Routine	No
57	FOOD SERVICE MANAGER	2.0	Outlier	0.0	No	Medium	Office	Routine	N/A
58	RECREATION SPECIALIST 2	1.0	Outlier	1.8	Yes	Medium	Field	Routine	No
59	MGR PROS FRUIT & SPICE PARK	15.0	Outlier	0.8	Yes	Medium	Field	Routine	No
60	RECREATION SPECIALIST 2	12.0	Outlier	1.0	Yes	Medium	Field	Routine	No
61	CHIEF, PROS DIVISION 3	67.0	Outlier	2.5	No	Low	Office	Complex	N/A
62	DEERING EST BUSINESS MGR	5.0	-	0.0	Yes	Low	Office	Complex	N/A
63	DEERING EST EDUC SPEC	3.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
64	DEERING EST EXH&COLL COORD	3.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A

## Attachment B

## PROS DIVISIONS 45-70

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
65	DEERING ESTATE VIST SERV COORD	1.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
66	DEERING ESTATE VIST SERV COORD	2.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
67	PARK ENFORCEMENT SPECIALIST	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
68	RECREATION SPECIALIST 2	7.0	-	0.0	Yes	Medium	Field	Routine	No
69	INTERPRETIVE PROGRAMS SUPERVIS	1.0	Outlier	3.3	Yes	Medium	Field	Routine	No
70	INTERPRETIVE PROGRAM LEADER	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
71	PROS INTERP NATURE COORD	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
72	CH,PROS DIV 2 (BUS OPS & DEST)	2.0	Outlier	0.0	No	Medium	Field	Routine	No
73	ZOO OPERATIONS MANAGER 2	6.0	-	0.0	Yes	Low	Office	Complex	N/A
74	ACCOUNTANT 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
75	BUSINESS MGT SYSTEMS ANALYST	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
76	ZOO GROUP SALES&EVENTS MGR	7.0	-	0.0	Yes	Low	Office	Complex	N/A
77	ZOOLOGICAL SUPERVISOR	118.0	Outlier	0.0	No	Medium	Field	Complex	No
78	ZOO ADMISSIONS MANAGER	16.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
79	ZOO TRANSPORTATION MGR	13.0	Outlier	0.0	No	Medium	Field	Routine	No
80	ZOO EXHIBITS MANAGER	7.0	-	0.0	No	Medium	Office	Routine	N/A
81	PROS CONSTR&MAINT SUPV	33.0	Outlier	0.0	No	Medium	Field	Routine	Yes
82	INTERPRETIVE PROGRAM LEADER	17.0	Outlier	0.0	Yes	Medium	Field	Routine	No
83	CH, PROS DIV 1 (ANIMAL SCI)	1.0	Outlier	0.0	No	Medium	Field	Complex	No
84	ZOO OPERATIONS MANAGER 1	7.0	-	0.0	No	Low	Office	Complex	N/A
85	ZOO GRAPHICS&EXHIBITRY MGR	4.0	-	0.0	Yes	Low	Office	Complex	N/A
86	ZOO SUPERINTENDENT	24.0	Outlier	0.0	No	Low	Office	Complex	N/A
87	STOREKEEPER 2	2.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
88	ZOO OPERATIONS SPEC 1	18.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
89	ZOO STAFF VETERINARIAN	21.0	Outlier	0.0	No	High	Field	Complex	No
90	ZOO CONSERVATION & VET SVR MGR	1.0	Outlier	0.0	Yes	Medium	Field	Complex	No
91	ZOO OPERATIONS SPEC 1	1.0	Outlier	0.3	Yes	Low	Office	Complex	N/A
92	INTERPRETIVE PROGRAMS SUPERVIS	8.0	-	0.0	Yes	Medium	Field	Routine	No
93	GUEST SERVICES MANAGER	64.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
94	INTERPRETIVE PROGRAMS SUPERVIS	14.0	Outlier	0.0	Yes	Medium	Field	Routine	No
95	ZOO OPERATIONS MANAGER 2	1.0	Outlier	0.3	No	Low	Office	Complex	N/A
96	ZOO MONORAIL MAINT SUPV	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
97	ZOO RENTALS OPERATIONS MANAGER	5.0	-	0.0	Yes	Low	Office	Complex	N/A
98	CHIEF, CAUSEWAYS DIVISION	11.0	Outlier	0.3	No	Medium	Office	Complex	N/A
99	MT. OPERATIONS SUPERINTENDENT	2.0	Outlier	0.0	No	Medium	Field	Routine	Yes
100	-	-	-	-	-	-	-	-	-

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Community Center Manager	11.0	Outlier	4.2	No	Medium	Office	Routine	N/A
2	Recreation Specialist 2 (POOL MGR)	16.0	Outlier	11.3	No	Medium	Office	Routine	N/A
3	PROS MANAGER 3	18.0	Outlier	0.0	No	Medium	Office	Routine	N/A
4	Recreation Specialist 1 (POOL MGR)	8.0	-	0.0	No	Medium	Office	Routine	N/A
5	SPEC PROJECTS ADMINISTRATOR 1	29.0	Outlier	0.0	No	Medium	Office	Routine	N/A
6	SPECIAL TAX DISTRICT SUPERVISO	9.0	-	0.0	Yes	Low	Office	Complex	N/A
7	ADMINISTRATIVE OFFICER 3	6.0	-	0.0	Yes	Low	Office	Routine	N/A
8	ADMINISTRATIVE OFFICER 3	2.0	Outlier	0.3	Yes	Low	Office	Routine	N/A
9	SPEC PROJECTS ADMINISTRATOR 1	4.0	-	0.3	No	Low	Office	Complex	N/A
10	CH PROS DIVISION 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

**POLICE**

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DIR MD POLICE DEPT	11.0	Outlier	0.0	Yes	High	Field	Complex	Yes
2	EXEC ASST TO THE DEPT DIRECTOR	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	MANAGER, PSYCHOLOGIST SERVICES	6.0	-	0.0	Yes	High	Field	Complex	Yes
4	POLICE LEGAL ADVISOR SUPERVISO	13.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	POLICE LEGAL ADVISOR MANAGER	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	COMMANDER, POLICE LEGAL BUREAU	4.0	-	0.0	Yes	Low	Office	Complex	N/A
7	POLICE SERGEANT	8.0	-	0.0	Yes	Medium	Office	Complex	N/A
8	ADMINISTRATIVE OFFICER 3	1.0	Outlier	0.0	Yes	High	Office	Routine	N/A
9	CLERK 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
10	POLICE LIEUTENANT	7.0	-	0.0	No	High	Office	Complex	N/A
11	POLICE LIEUTENANT	7.0	-	0.0	No	High	Office	Complex	N/A
12	POLICE LIEUTENANT	8.0	-	0.0	No	High	Office	Complex	N/A
13	POLICE LIEUTENANT	9.0	-	0.0	No	High	Office	Complex	N/A
14	POLICE CAPTAIN	7.0	-	0.0	Yes	High	Field	Complex	Yes
15	POLICE MAJOR	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
16	POLICE LIEUTENANT	10.0	Outlier	0.0	No	Medium	Office	Complex	N/A
17	ACCREDITATION MANAGER	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
18	POLICE SERGEANT	2.0	Outlier	0.0	Yes	High	Office	Routine	N/A
19	STENOGRAPHIC REPORTER SUPV	4.0	-	0.0	Yes	Low	Office	Routine	N/A
20	POLICE SERGEANT	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
21	POLICE SERGEANT	4.0	-	0.0	Yes	High	Office	Complex	N/A
22	POLICE SERGEANT	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
23	POLICE LIEUTENANT	9.0	-	0.0	Yes	High	Office	Complex	N/A
24	POLICE LIEUTENANT	5.0	-	0.0	Yes	High	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	ASST DIR MDPD	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
2	ASST DIR MDPD	6.0	-	0.0	Yes	High	Office	Complex	N/A
3	ASST DIR MDPD	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
4	POLICE DIVISION CHIEF	6.0	-	0.0	Yes	High	Field	Complex	Yes
5	POLICE DIVISION CHIEF	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	POLICE DIVISION CHIEF	7.0	-	0.0	Yes	High	Field	Complex	Yes
7	POLICE DIVISION CHIEF	8.0	-	0.0	Yes	High	Field	Complex	Yes
8	POLICE DIVISION CHIEF	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
9	POLICE DIVISION CHIEF	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
10	POLICE DIVISION CHIEF	5.0	-	0.0	Yes	High	Office	Complex	N/A

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief Financial Officer	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	MGR BUDGET AND PLANNING	7.0	-	0.0	No	Low	Office	Complex	N/A
3	Accountant 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Accountant 3	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Accountant 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Accountant 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
7	Administrative Officer 1	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
8	Administrative Officer 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
9	Police Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
10	EXEC SR BUREAU COMMANDER	6.0	-	0.0	No	Low	Office	Complex	N/A
11	Transportation Officer	4.0	-	0.0	Yes	Low	Field	Routine	No
12	Accountant 2	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
13	Accountant 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
14	Storekeeper 1	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
15	Accountant 2	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
16	Accountant 3	6.0	-	0.0	Yes	Low	Office	Complex	N/A
17	Spec Projects Administrator 1	8.0	-	0.0	Yes	Low	Office	Complex	N/A
18	MGR Fiscal Resources	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
19	Police Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
20	Fleet Management Analyst 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
21	MDPD BLDG Management Supv	21.0	Outlier	0.0	Yes	Medium	Field	Complex	No
22	BLDG MAINT SUPV	2.0	Outlier	0.0	Yes	Medium	Field	Complex	No
23	Maintenant Supervisor	1.0	Outlier	0.0	Yes	Medium	Field	Routine	No
24	BLDG MAINT SUPV	6.0	-	0.0	Yes	Medium	Field	Complex	No
25	Accountant 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
26	Fleet Operations Coordinator	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

## MDPD SUPPORT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Major	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Captain	4.0	-	0.0	No	Low	Office	Complex	N/A
3	Lieutenant	4.0	-	0.0	No	Low	Office	Complex	N/A
4	Sergeant	8.0	-	0.0	No	Low	Office	Complex	N/A
5	Sergeant	7.0	-	0.0	No	Low	Office	Complex	N/A
6	Sergeant	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	Lieutenant	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	Human Resources Manager	9.0	-	0.0	No	Low	Office	Complex	N/A
9	Personnel Specialist 2	10.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	Personnel Specialist 2	4.0	-	0.0	No	Low	Office	Complex	N/A
11	HR Information Specialist	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
12	Personnel Specialist 2	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
13	Administrative Officer 3	4.0	-	0.0	No	Low	Office	Complex	N/A
14	Administrative Officer 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
15	Mail Center Supervisor	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
16	Major	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
17	Captain	4.0	-	0.0	Yes	Low	Office	Routine	N/A
18	Lieutenant	9.0	-	0.0	Yes	Low	Office	Routine	N/A
19	MDPD TV Producer Supervisor	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
20	Sergeant	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
21	Lieutenant	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
22	Sergeant	9.0	-	0.0	Yes	Low	Office	Routine	N/A
23	Lieutenant	4.0	-	0.0	Yes	Medium	Office	Routine	N/A
24	MDPD Wellenss Program Mgr	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
25	Sergeant	13.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
26	Sergeant	3.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
27	Lieutenant	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
28	Sergeant	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
29	Sergeant	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
30	Sergeant	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
31	Senior Police Bureau Commander	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
32	Police Captain	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
33	Police Lieutenant	7.0	-	0.0	Yes	Low	Office	Complex	N/A
34	Police Lieutenant	4.0	-	0.0	Yes	Low	Office	Complex	N/A
35	Administrative Officer 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
36	Administrative Officer 3	8.0	-	0.0	Yes	Low	Office	Complex	N/A
37	Administrative Officer 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
38	Administrative Officer 2	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
39	Administrative Officer 1	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
40	Police Records Technician Supervisor	4.0	-	0.0	Yes	Low	Office	Complex	N/A
41	Police Records Technician Supervisor	9.0	-	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

## MDPD SUPPORT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
42	Police Records Technician 3	7.0	-	0.0	Yes	Low	Office	Complex	N/A
43	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
44	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
45	Police Records Technician 2	13.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
46	Micrographics Supervisor	6.0	-	0.0	Yes	Low	Office	Complex	N/A
47	Administrative Officer 1	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
48	Police Computerized Report Specialist 2	5.0	-	0.0	Yes	Low	Office	Routine	N/A
49	Police Records Technician 2	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
50	Police Records Technician 2	6.0	-	0.0	Yes	Low	Office	Complex	N/A
51	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
52	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
53	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
54	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
55	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
56	Police Records Technician 2	6.0	-	0.0	Yes	Low	Office	Complex	N/A
57	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
58	Police Records Technician 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
59	Major	3.0	Outlier	0.0	No	High	Office	Complex	N/A
60	Captain	6.0	-	0.0	No	Low	Office	Complex	N/A
61	MDPD 911 Communications Manager	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
62	Police Dispatch Supervisor 2	12.0	Outlier	0.0	No	Low	Office	Complex	N/A
63	Police Commun Coordinator	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
64	Police Commun Coordinator	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
65	Lieutenant	2.0	Outlier	0.0	No	High	Office	Complex	N/A
66	Lieutenant	1.0	Outlier	0.0	No	High	Office	Complex	N/A
67	Lieutenant	4.0	-	0.0	No	High	Office	Complex	N/A
68	Lieutenant	4.0	-	0.0	No	High	Office	Complex	N/A
69	Lieutenant	3.0	Outlier	0.0	No	High	Office	Complex	N/A
70	Sergeant	2.0	Outlier	0.0	No	High	Office	Complex	N/A
71	Sergeant	1.0	Outlier	0.0	No	High	Office	Complex	N/A
72	Sergeant	9.0	-	0.0	No	High	Office	Complex	N/A
73	Police Dispatch Supervisor 2	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
74	Police Dispatch Supervisor 2	1.0	Outlier	0.0	No	Low	Office	Complex	N/A

## Attachment B

## MDPD SUPPORT SERVICES

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
75	Police Dispatch Supervisor 2	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
76	Police Complaint Supv 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
77	Police Complaint Supv 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
78	Police Complaint Supv 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
79	Police Dispatch Supervisor 1	26.0	Outlier	0.0	No	0.0	Office	Complex	N/A
80	Police Dispatch Supervisor 1	23.0	Outlier	0.0	No	Low	Office	Complex	N/A
81	Police Dispatch Supervisor 1	22.0	Outlier	0.0	No	Low	Office	Complex	N/A
82	Police Complaint Supv 1	9.0	-	0.0	No	Low	Office	Complex	N/A
83	Police Complaint Supv 1	9.0	-	0.0	No	Low	0.0	Complex	N/A
84	Police Complaint Supv 1	16.0	Outlier	0.0	No	Low	Office	Complex	N/A
85	Police Complaint Supv 1	19.0	Outlier	0.0	No	Low	Office	Complex	N/A
86	Police Complaint Supv 1	18.0	Outlier	0.0	No	Low	Office	Complex	N/A
87	Police Complaint Supv 1	18.0	Outlier	0.0	No	Low	Office	Complex	N/A
88	Captain	6.0	-	0.0	Yes	Low	Office	Complex	N/A
89	Lieutenant	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
90	Lieutenant	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
91	Lieutenant	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
92	Lieutenant	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

## MDFR CRIMINAL INVESTIGATIONS DIV (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Senior Bureau Commander	7.0	-	0.0	No	Low	Office	Complex	N/A
2	Manager, MDPD Crime Lab	4.0	-	0.0	Yes	High	Office	Complex	N/A
3	Criminalist Supervisor	4.0	-	0.0	Yes	High	Office	Complex	N/A
4	Criminalist Supervisor	4.0	-	0.0	Yes	High	Office	Complex	N/A
5	Criminalist Supervisor	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
6	Manager, MDPD Crime Lab	6.0	-	0.0	No	High	Office	Complex	N/A
7	Criminalist Supervisor	7.0	-	0.0	Yes	High	Office	Complex	N/A
8	Criminalist Supervisor	7.0	-	0.0	Yes	Medium	Office	Complex	N/A
9	Crimanlist Supervisor	6.0	-	0.0	Yes	High	Office	Complex	N/A
10	Laboratory Manager	6.0	-	0.0	Yes	Medium	Office	Complex	N/A
11	Criminalist Supervisor	8.0	-	0.0	Yes	High	Office	Complex	N/A
12	Criminalist Supervisor	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
13	Police Property & Evidence Supervisor	4.0	-	0.0	Yes	High	Office	Routine	N/A
14	Fingerprint Superintendent	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
15	Fingerprint Supervisor	15.0	Outlier	0.0	No	Low	Office	Complex	N/A
16	Fingerprint Supervisor	4.0	-	0.0	No	Low	Office	Complex	N/A
17	Fingerprint Analyst 2	5.0	-	0.0	Yes	Medium	Office	Complex	N/A
18	Fingerprint Analyst 2	7.0	-	0.0	Yes	Medium	Office	Complex	N/A
19	Fingerprint Analyst 2	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
20	Fingerprint Analyst 2	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
21	Major	1.0	Outlier	0.0	Yes	High	Office	Complex	Yes
22	Captain	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
23	Lieutenant	11.0	Outlier	0.0	Yes	High	Office	Complex	Yes
24	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	Yes
25	Police Property & Evidence Specislist 2	5.0	-	0.0	Yes	Low	Office	Complex	Yes
26	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	Yes
27	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
28	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	Yes
29	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	Yes
30	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	Yes
31	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
32	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	Yes
33	Police Property & Evidence Specislist 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
34	Police Property & Evidence Specislist 2	2.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
35	Accountant 1	1.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
36	Major	2.0	Outlier	0.0	Yes	High	Office	Routine	N/A
37	Captain	4.0	-	0.0	Yes	High	Office	Routine	N/A
38	Lieutenant	6.0	-	0.0	Yes	High	Office	Routine	N/A
39	Lieutenant	4.0	-	0.0	Yes	High	Office	Routine	N/A
40	Lieutenant	4.0	-	0.0	Yes	High	Office	Routine	N/A
41	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
42	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	N/A
43	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
44	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Routine	N/A
45	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	N/A
46	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
47	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
48	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
49	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A

## Attachment B

## MDFR CRIMINAL INVESTIGATIONS DIV (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
50	Sergeant	12.0	Outlier	0.0	Yes	High	Office	Routine	N/A
51	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
52	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	N/A
53	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	N/A
54	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	N/A
55	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
56	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
57	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
58	MDPD Intelligence Analyst Supervisor	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
59	Major	2.0	Outlier	0.0	No	Medium	Office	Complex	N/A
60	Captain	6.0	-	0.0	No	Medium	Office	Routine	N/A
61	Lieutenant	6.0	-	0.0	No	Medium	Office	Routine	N/A
62	Lieutenant	3.0	Outlier	0.0	No	Medium	Field	Routine	No
63	Lieutenant	5.0	-	0.0	No	Medium	Field	Routine	No
64	Lieutenant	3.0	Outlier	0.0	No	Medium	Field	Routine	No
65	Lieutenant	3.0	Outlier	0.0	No	Medium	Field	Routine	No
66	Lieutenant	4.0	-	0.0	No	Medium	Field	Routine	No
67	Sergeant	10.0	Outlier	0.0	No	Medium	Office	Routine	N/A
68	Sergeant	5.0	-	0.0	No	High	Field	Routine	No
69	Sergeant	5.0	-	0.0	No	High	Field	Routine	No
70	Sergeant	4.0	-	0.0	No	High	Field	Routine	No
71	Sergeant	5.0	-	0.0	No	High	Field	Routine	No
72	Sergeant	4.0	-	0.0	No	High	Field	Routine	No
73	Sergeant	6.0	-	0.0	No	High	Field	Routine	No
74	Sergeant	5.0	-	0.0	No	High	Field	Routine	No
75	Sergeant	4.0	-	0.0	No	High	Field	Routine	No
76	Sergeant	9.0	-	0.0	No	High	Field	Routine	Yes
77	Sergeant	8.0	-	0.0	No	High	Field	Routine	Yes
78	Sergeant	8.0	-	0.0	No	High	Field	Routine	Yes
79	Sergeant	9.0	-	0.0	No	High	Field	Routine	Yes
80	Sergeant	7.0	-	0.0	No	High	Field	Routine	Yes
81	Sergeant	7.0	-	0.0	No	High	Field	Routine	Yes
82	Sergeant	5.0	-	0.0	No	High	Field	Routine	Yes
83	Sergeant	6.0	-	0.0	No	High	Field	Routine	Yes
84	Sergeant	4.0	-	0.0	No	High	Field	Routine	Yes
85	Sergeant	5.0	-	0.0	No	High	Field	Routine	Yes
86	Captain	29.0	Outlier	0.0	No	High	Field	Complex	Yes
87	Lieutenant	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
88	Sergeant	7.0	-	0.0	No	Low	Office	Routine	Yes
89	Major	1.0	Outlier	0.0	No	High	Office	Complex	Yes
90	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
91	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
92	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
93	MDPD Intelligence Analyst Supervisor	7.0	-	0.0	Yes	Low	Office	Routine	N/A
94	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
95	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
96	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
97	Lieutenant	4.0	-	0.0	No	High	Office	Complex	N/A
98	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A
99	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
100	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
2	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
3	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	Yes
4	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	Yes
5	Lieutenant	5.0	-	0.0	0.0	Medium	Office	Routine	Yes
6	Sergeant	5.0	-	0.0	Yes	Medium	Office	Complex	0.0
7	Sergeant	4.0	-	0.0	Yes	Medium	Office	Complex	0.0
8	Sergeant	4.0	-	0.0	Yes	Medium	Office	Complex	0.0
9	Sergeant	3.0	Outlier	0.0	Yes	Medium	Office	Complex	0.0
10	Sergeant	3.0	Outlier	0.0	Yes	Medium	Office	Complex	0.0
11	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
12	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
13	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
14	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

## MDPD SPECIAL OPERATIONS

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Accountant 1	3.0	Outlier	0.0	Yes	Medium	Office	Routine	Yes
2	Court Support Specialist 2	7.0	-	0.0	Yes	Medium	Office	Routine	Yes
3	Court Support Specialist 2	5.0	-	0.0	Yes	Medium	Office	Routine	Yes
4	Court Support Specialist 2	7.0	-	0.0	Yes	High	Field	Complex	Yes
5	Court Support Specialist 2	6.0	-	0.0	Yes	High	Field	Complex	Yes
6	Court Support Specialist 2	7.0	-	0.0	Yes	High	Field	Complex	N/A
7	Court Support Specialist 2	8.0	-	0.0	Yes	High	Office	Complex	N/A
8	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
9	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A
10	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
11	Sergeant	13.0	Outlier	0.0	Yes	High	Office	Complex	N/A
12	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
13	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
14	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
15	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
16	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
17	Sergeant	12.0	Outlier	0.0	Yes	High	Office	Complex	Yes
18	Sergeant	11.0	Outlier	0.0	Yes	High	Office	Complex	Yes
19	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	Yes
20	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	Yes
21	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	Yes
22	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
23	Lieutenant	5.0	-	0.0	Yes	High	Field	Complex	Yes
24	Lieutenant	5.0	-	0.0	Yes	High	Field	Complex	Yes
25	Lieutenant	6.0	-	0.0	No	High	Office	Complex	Yes
26	Captain	5.0	-	0.0	Yes	High	Office	Complex	N/A
27	Major	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
28	Major	2.0	Outlier	0.0	No	High	Office	Complex	N/A
29	Captain	4.0	-	0.0	No	High	Office	Complex	N/A
30	Lieutenant	3.0	Outlier	0.0	No	High	Office	Complex	Yes
31	Lieutenant	4.0	-	0.0	No	High	Office	Complex	N/A
32	Lieutenant	4.0	-	0.0	No	High	Office	Complex	N/A
33	Lieutenant	3.0	Outlier	0.0	No	High	Office	Complex	N/A
34	Sergeant	3.0	Outlier	0.0	No	High	Office	Complex	N/A
35	Sergeant	2.0	Outlier	0.0	No	High	Office	Complex	N/A
36	Intelligence Analyst Supervisor	1.0	Outlier	0.0	No	Low	Office	Complex	Yes
37	Sergeant	4.0	-	0.0	No	High	Office	Complex	N/A
38	Sergeant	4.0	-	0.0	No	High	Office	Complex	N/A
39	Sergeant	4.0	-	0.0	No	High	Office	Complex	N/A
40	Sergeant	4.0	-	0.0	No	High	Office	Complex	Yes
41	Sergeant	4.0	-	0.0	No	High	Office	Complex	N/A
42	Sergeant	4.0	-	0.0	No	High	Office	Complex	N/A
43	Sergeant	5.0	-	0.0	No	High	Office	Complex	N/A
44	Sergeant	5.0	-	0.0	No	High	Office	Complex	N/A
45	Sergeant	3.0	Outlier	0.0	No	High	Office	Complex	N/A
46	Major	2.0	Outlier	0.0	Yes	High	Office	Routine	Yes
47	Captain	5.0	-	0.0	Yes	High	Office	Routine	Yes
48	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Routine	Yes
49	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	Yes
50	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
51	Lieutenant	4.0	-	0.0	Yes	High	Office	Routine	Yes
52	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	Yes
53	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
54	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
55	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
56	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
57	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
58	Sergeant	9.0	-	0.0	Yes	High	Office	Routine	Yes
59	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
60	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes

## Attachment B

## MDPD SPECIAL OPERATIONS

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
61	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
62	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
63	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
64	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
65	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
66	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
67	MAJOR	2.0	Outlier	0.0	No	High	Office	Routine	N/A
68	CAPTAIN	3.0	Outlier	0.0	No	High	Office	Complex	N/A
69	LIEUTENANT	3.0	Outlier	0.0	No	High	Field	Complex	No
70	LIEUTENANT	3.0	Outlier	0.0	No	High	Field	Complex	No
71	LIEUTENANT	3.0	Outlier	0.0	No	High	Office	Routine	N/A
72	SERGEANT	6.0	-	0.0	No	High	Field	Complex	No
73	SERGEANT	12.0	Outlier	0.0	No	High	Field	Complex	No
74	SERGEANT	7.0	-	0.0	No	High	Field	Complex	No
75	SERGEANT	12.0	Outlier	0.0	No	Medium	Office	Routine	N/A
76	SERGEANT	7.0	-	0.0	No	High	Field	Complex	No
77	SERGEANT	7.0	-	0.0	No	High	Field	Complex	No
78	AO3	9.0	-	0.0	No	Low	Office	Routine	N/A
79	SERGEANT	8.0	-	0.0	No	High	Office	Routine	N/A
80	SERGEANT	6.0	-	0.0	No	High	Office	Routine	N/A
81	Captain	5.0	-	0.0	No	High	Office	Complex	Yes
82	Lieutenant	2.0	Outlier	0.0	No	High	Office	Complex	Yes
83	Lieutenant	3.0	Outlier	0.0	No	High	Office	Complex	Yes
84	Lieutenant	4.0	-	0.0	No	High	Office	Complex	Yes
85	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
86	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
87	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
88	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
89	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
90	Sergeant	8.0	-	0.0	No	High	Office	Complex	Yes
91	MDPD Intelligence Analyst Supervisor 1	4.0	-	0.0	No	Low	Office	Complex	N/A
92	Commander	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
93	Sergeant	4.0	-	0.0	No	Low	Office	Complex	N/A
94	Captain	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
95	Lieutenant	4.0	-	0.0	No	Low	Office	Complex	N/A
96	Sergeant	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
97	Sergeant	8.0	-	0.0	No	Low	Office	Complex	N/A
98	Sergeant	8.0	-	0.0	No	Low	Office	Complex	N/A
99	Sergeant	10.0	Outlier	0.0	No	Low	Office	Complex	N/A

## Attachment B

MDPD NORTH OPS (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Major	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	Captain	7.0	-	0.0	Yes	Medium	Field	Complex	Yes
3	Lieutenant	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	Sergeant	6.0	-	0.0	Yes	Low	Office	Complex	Yes
5	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
6	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
7	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
8	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
9	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
10	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
11	Sergeant	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
12	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
13	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
14	Sergeant	11.0	Outlier	0.0	Yes	High	Field	Complex	Yes
15	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
16	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
17	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
18	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
19	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
20	Lieutenant	5.0	-	0.0	Yes	High	Field	Complex	Yes
21	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
22	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
23	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
24	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
25	Sergeant	7.0	-	0.0	Yes	Low	Office	Complex	N/A
26	Lieutenant	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
27	Sergeant	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
28	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
29	Sergeant	9.0	-	0.0	No	High	Office	Complex	Yes
30	Sergeant	10.0	Outlier	0.0	No	High	Office	Complex	Yes
31	Sergeant	12.0	Outlier	0.0	No	High	Office	Complex	Yes
32	Lieutenant	3.0	Outlier	0.0	No	High	Office	Complex	Yes
33	Sergeant	5.0	-	0.0	No	High	Office	Complex	Yes
34	Sergeant	5.0	-	0.0	No	High	Office	Complex	Yes
35	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
36	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
37	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
38	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
39	Lieutenant	7.0	-	0.0	No	High	Office	Complex	Yes
40	Sergeant	9.0	-	0.0	No	High	Office	Complex	Yes
41	Sergeabt	7.0	-	0.0	No	High	Office	Complex	Yes
42	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
43	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
44	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
45	Lieutenant	5.0	-	0.0	No	High	Office	Complex	Yes
46	Sergeant	9.0	-	0.0	No	High	Office	Complex	Yes
47	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
48	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
49	Sergeant	8.0	-	0.0	No	High	Office	Complex	Yes
50	Sergeant	8.0	-	0.0	No	High	Office	Complex	Yes
51	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
52	Lieutenant	5.0	-	0.0	No	High	Office	Complex	Yes
53	Sergeant	8.0	-	0.0	No	High	Office	Complex	Yes
54	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes

## Attachment B

MDPD NORTH OPS (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
55	Sergeant	6.0	-	0.0	No	High	Office	Complex	Yes
56	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
57	Sergeant	7.0	-	0.0	No	High	Office	Complex	Yes
58	Lieutenant	1.0	Outlier	0.0	No	High	Office	Complex	Yes
59	Lieutenant	5.0	-	0.0	No	High	Office	Complex	Yes
60	Sergeant	1.0	Outlier	0.0	No	High	Field	Complex	Yes
61	Sergeant	8.0	-	0.0	No	High	Office	Complex	Yes
62	Lieutenant	2.0	Outlier	0.0	No	High	Office	Complex	0.0
63	Captain	8.0	-	0.0	No	High	Office	Complex	Yes
64	Major	2.0	Outlier	0.0	No	High	Office	Complex	Yes
65	Major	2.0	Outlier	0.0	Yes	High	Office	Routine	Yes
66	Captain	7.0	-	0.0	Yes	High	Office	Routine	Yes
67	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Routine	Yes
68	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	Yes
69	Lieutenant	5.0	-	0.0	Yes	High	Office	Routine	Yes
70	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	Yes
71	Sergeant	8.0	-	0.0	Yes	High	Office	Routine	Yes
72	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
73	Sergeant	4.0	-	0.0	Yes	High	Office	Routine	Yes
74	Lieutenant	5.0	-	0.0	Yes	High	Office	Routine	Yes
75	Sergeant	11.0	Outlier	0.0	Yes	High	Office	Routine	Yes
76	Sergeant	7.0	-	0.0	Yes	High	Field	Routine	Yes
77	Sergeant	8.0	-	0.0	Yes	High	Field	Routine	Yes
78	Sergeant	6.0	-	0.0	Yes	High	Field	Routine	Yes
79	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
80	Sergeant	6.0	-	0.0	Yes	High	Field	Routine	Yes
81	Sergeant	6.0	-	0.0	Yes	High	Field	Routine	Yes
82	Sergeant	6.0	-	0.0	Yes	High	Field	Routine	Yes
83	Lieutenant	7.0	-	0.0	Yes	High	Office	Routine	Yes
84	Sergeant	6.0	-	0.0	Yes	High	Field	Routine	Yes
85	Sergeant	5.0	-	0.0	Yes	High	Field	Routine	Yes
86	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Routine	Yes
87	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Routine	Yes
88	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
89	Sergeant	7.0	-	0.0	Yes	High	Field	Routine	Yes
90	Major	2.0	Outlier	0.0	Yes	High	Office	Routine	N/A
91	Captain	7.0	-	0.0	Yes	High	Office	Routine	N/A
92	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Routine	N/A
93	Sergeant	6.0	-	0.0	Yes	High	Office	Routine	N/A
94	Lieutenant	4.0	-	0.0	Yes	High	Field	Routine	Yes
95	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Routine	N/A
96	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
97	Sergeant	8.0	-	0.0	Yes	High	Field	Routine	Yes
98	Sergeant	8.0	-	0.0	Yes	High	Field	Routine	Yes
99	Lieutenant	4.0	-	0.0	Yes	High	Field	Routine	Yes
100	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Routine	N/A

## Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
2	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
3	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
4	Lieutenant	8.0	-	0.0	Yes	High	Field	Routine	Yes
5	-	-	-	-	-	-	-	-	-
6	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
7	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
8	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Routine	Yes
9	Lieutenant	7.0	-	0.0	Yes	High	Field	Routine	Yes
10	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
11	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
12	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
13	Sergeant	5.0	-	5.0	Yes	High	Field	Complex	Yes
14	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
15	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
16	Sergeant	9.0	-	0.0	Yes	High	Field	Routine	Yes
17	Lieutenant	4.0	-	0.0	Yes	High	Office	Routine	N/A
18	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
19	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
20	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	N/A
21	Police Sergeant	9.0	-	0.0	Yes	High	Field	Complex	0.0
22	Police Sergeant	9.0	-	0.0	Yes	High	Field	Complex	0.0
23	Police Sergeant	9.0	-	0.0	Yes	High	Field	Complex	0.0
24	Police Sergeant	7.0	-	0.0	Yes	High	Field	Complex	0.0
25	Police Sergeant	8.0	-	0.0	Yes	High	Field	Complex	0.0
26	Police Lieutenant	6.0	-	0.0	Yes	High	Field	Complex	0.0
27	Police Major	3.0	Outlier	0.0	Yes	High	Office	Complex	0.0
28	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
29	Clerk 4	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
30	Captain	6.0	-	0.0	Yes	High	Office	Complex	N/A
31	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
32	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
33	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
34	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
35	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
36	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
37	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
38	Sergeant	12.0	Outlier	0.0	Yes	High	Office	Complex	N/A
39	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
40	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
41	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
42	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
43	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
44	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
45	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
46	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
47	Captain	7.0	-	0.0	Yes	High	Office	Complex	N/A
48	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
49	Lieutenant	4.0	-	0.0	Yes	High	Office	Complex	N/A
50	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
51	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	N/A
52	Lieutenant	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
53	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
54	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
55	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
56	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
57	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
58	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
59	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
60	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
61	Sergeant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
62	Lieutenant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
63	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	N/A
64	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A
65	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
66	Captain	5.0	-	0.0	Yes	High	Office	Complex	N/A
67	Lieutenants	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
68	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
69	Lieutenant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
70	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
71	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
72	Lieutenant	5.0	-	0.0	Yes	High	Office	Complex	N/A
73	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A
74	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
75	Sergeant	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
76	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
77	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
78	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
79	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
80	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
81	Major	4.0	-	0.0	Yes	High	Office	Complex	N/A
82	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
83	Major	4.0	-	0.0	Yes	High	Office	Routine	Yes
84	Lieutenant	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
85	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
86	Lieutenant	2.0	Outlier	0.0	Yes	0.0	Field	Complex	Yes
87	Sergeant	13.0	Outlier	0.0	Yes	High	Field	Complex	Yes
88	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
89	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
90	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
91	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
92	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
93	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
94	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
95	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
96	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
97	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

MDPD SOUTH OPS (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Major	1.0	Outlier	0.0	Yes	High	Field	Routine	Yes
2	Lieutenant	7.0	-	0.0	Yes	High	Office	Routine	Yes
3	Sergeant	5.0	-	0.0	Yes	High	Office	Routine	Yes
4	Sergeant	6.0	-	0.0	Yes	High	Office	Routine	Yes
5	Sergeant	7.0	-	0.0	Yes	High	Office	Routine	Yes
6	Sergeant	10.0	Outlier	0.0	Yes	High	Office	Routine	Yes
7	Sergeant	11.0	Outlier	0.0	Yes	High	Office	Routine	Yes
8	Sergeant	12.0	Outlier	0.0	Yes	High	Office	Routine	Yes
9	Sergeant	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
10	Major	2.0	Outlier	0.0	No	Medium	Office	Complex	Yes
11	Lieutenant	8.0	-	0.0	Yes	High	Field	Complex	Yes
12	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
13	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
14	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
15	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
16	Major	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
17	Captain	7.0	-	0.0	Yes	High	Office	Complex	Yes
18	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Complex	Yes
19	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
20	Lieutenant	7.0	-	0.0	Yes	High	Office	Complex	Yes
21	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	Yes
22	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
23	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	Yes
24	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	Yes
25	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	Yes
26	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	Yes
27	Lieutenant	5.0	-	0.0	Yes	High	Office	Complex	Yes
28	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	Yes
29	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
30	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	Yes
31	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	Yes
32	Lieutenant	5.0	-	0.0	Yes	High	Office	Complex	Yes
33	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	Yes
34	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
35	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
36	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
37	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	Yes
38	Lieutenant	4.0	-	0.0	Yes	High	Office	Complex	Yes
39	Sergeant	12.0	Outlier	0.0	Yes	High	Office	Complex	Yes
40	Sergeant	10.0	Outlier	0.0	Yes	High	Office	Complex	Yes
41	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	Yes
42	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	Yes
43	Lieutenant	4.0	-	0.0	Yes	High	Office	Complex	Yes
44	Sergeant	10.0	Outlier	0.0	Yes	High	Office	Complex	Yes
45	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	Yes
46	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	Yes
47	Sergeant	11.0	Outlier	0.0	Yes	High	Office	Complex	Yes
48	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Complex	Yes
49	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	Yes
50	Major	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
51	Captain	7.0	-	0.0	Yes	High	Office	Complex	N/A
52	Lieutenant	1.0	Outlier	0.0	Yes	High	Office	Complex	N/A
53	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
54	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
55	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

MDPD SOUTH OPS (1)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
56	Lieutenant	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
57	Lieutenant	6.0	-	0.0	Yes	High	Field	Complex	Yes
58	Lieutenant	4.0	-	0.0	Yes	High	Field	Complex	Yes
59	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	No
60	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
61	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
62	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
63	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
64	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
65	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
66	Sergeant	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
67	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
68	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
69	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
70	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
71	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
72	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
73	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
74	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
75	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
76	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	No
77	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	No
78	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	No
79	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	No
80	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
81	Major	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
82	Captain	7.0	-	0.0	Yes	High	Field	Complex	Yes
83	Lieutenant	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
84	Lieutenant	5.0	-	0.0	Yes	High	Field	Complex	Yes
85	Lieutenant	6.0	-	0.0	Yes	High	Field	Complex	Yes
86	Lieutenant	5.0	-	0.0	Yes	High	Field	Complex	Yes
87	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
88	Lieutenant	6.0	-	0.0	Yes	High	Field	Complex	Yes
89	Lieutenant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
90	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
91	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
92	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
93	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
94	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
95	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
96	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
97	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
98	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
99	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
100	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

MDPD SOUTH OPS (2)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Sergeant	11.0	Outlier	0.0	Yes	High	Field	Complex	Yes
2	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
3	Sergeant	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
4	Sergeant	9.0	-	0.0	Yes	High	Field	Complex	Yes
5	Sergeant	8.0	-	0.0	Yes	High	Field	Complex	Yes
6	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
7	Sergeant	7.0	-	0.0	Yes	High	Field	Complex	Yes
8	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
9	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
10	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
11	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
12	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
13	Sergeant	6.0	-	0.0	Yes	High	Field	Complex	Yes
14	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
15	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
16	Lieutenant	7.0	-	0.0	Yes	High	Field	Complex	Yes
17	Sergeant	5.0	-	0.0	Yes	High	Field	Complex	Yes
18	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
19	Sergeant	4.0	-	0.0	Yes	High	Field	Complex	Yes
20	Sergeant	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
21	Lieutenant	5.0	-	0.0	Yes	High	Office	Complex	N/A
22	Major	2.0	Outlier	0.0	Yes	High	Office	Complex	N/A
23	Captain	7.0	-	0.0	Yes	High	Office	Complex	N/A
24	Sergeant	8.0	-	0.0	Yes	Medium	Office	Complex	N/A
25	Lieutenant	1.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
26	Lieutenant	9.0	-	0.0	Yes	High	Office	Complex	N/A
27	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
28	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
29	Sergeant	5.0	-	5.0	Yes	High	Office	Complex	N/A
30	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
31	Sergeant	8.0	-	0.0	Yes	Low	Office	Complex	N/A
32	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
33	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
34	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
35	Sergeant	6.0	-	0.0	Yes	High	Office	Complex	N/A
36	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
37	Sergeant	3.0	Outlier	0.0	Yes	High	Office	Complex	N/A
38	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
39	Lieutenant	9.0	-	0.0	Yes	High	Office	Complex	N/A
40	Lieutenant	5.0	-	0.0	Yes	High	Office	Complex	N/A
41	Sergeant	4.0	-	0.0	Yes	High	Office	Complex	N/A
42	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	N/A
43	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
44	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
45	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
46	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
47	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
48	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
49	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A
50	Sergeant	9.0	-	0.0	Yes	High	Office	Complex	N/A
51	Sergeant	4.0	-	0.0	Yes	Medium	Office	Routine	N/A
52	Sergeant	5.0	-	0.0	Yes	High	Office	Complex	N/A
53	Lieutenant	4.0	-	0.0	Yes	High	Office	Complex	N/A
54	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
55	Sergeant	7.0	-	0.0	Yes	High	Office	Complex	N/A

## Attachment B

MDPD SOUTH OPS (2)

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
56	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
57	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
58	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
59	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A
60	Sergeant	8.0	-	0.0	Yes	High	Office	Complex	N/A

# **PUBLIC HOUSING AND COMMUNITY DEVELOPMENT**

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Director, PHCD	10.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Communications Manager	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	Special Projects Administrator 2	7.0	-	0.0	No	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief Financial Officer	9.0	-	0.0	No	Low	Office	Complex	N/A
2	HCD Manager	11.0	Outlier	2.0	No	Low	Office	Complex	N/A
3	HCD Supervisor	7.0	-	0.0	No	Low	Office	Complex	N/A
4	Budget and Planning Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	PHCD Accounting Chief	6.0	-	2.0	No	Low	Office	Complex	N/A
6	Accountant 3	4.0	-	1.0	No	Low	Office	Complex	N/A
7	Finance and Budget Admin 1	9.0	-	0.0	No	Low	Office	Routine	N/A
8	Accountant 3	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	Sr. Human Resources Manager	4.0	-	0.0	No	Low	Office	Complex	N/A
10	PHCD Procurement Contract Manager	6.0	-	0.0	No	Low	Office	Complex	N/A
11	PHCD ALF Administrator	9.0	-	45.0	No	Low	Office	Complex	N/A
12	PHCD Quality Assurance Officer	4.0	-	0.0	No	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	PHCD ALF Administrator	12.0	Outlier	1.0	No	Low	Office	Complex	N/A
2	PHCD Housing Manager	5.0	-	1.0	No	Low	Office	Complex	N/A
3	Special Projects Administrator 1	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Housing Inspector 2	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	PHCD Development Director	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Construction Manager 3	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	Chief Real Estate Officer	4.0	-	0.0	No	Low	Office	Complex	N/A
4	-	-	-	-	-	-	-	-	-

Attachment B

PHCD ASSET MANAGEMENT-AMP

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	PHCD Applicant Leasing Center Manager	3.0	Outlier	5.0	No	Low	Office	Complex	N/A
2	PHCD Occupancy Manager	5.0	-	0.0	No	Low	Office	Complex	N/A
3	PHCD Offer Supervisor	4.0	-	0.0	Yes	Low	Office	Complex	N/A
4	PHCD Waiting List Specialist	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
5	PHCD AMP Administrator	5.0	-	0.0	Yes	Low	Office	Complex	Yes
6	Public Housing Maintenance Supervisor	12.0	Outlier	13.0	Yes	High	Field	Routine	No
7	PHCD AMP Administrator	6.0	-	1.0	Yes	Low	Office	Complex	Yes
8	Public Housing Maintenance Supervisor	15.0	Outlier	2.0	Yes	High	Field	Routine	No
9	PHCD AMP Administrator	3.0	Outlier	1.0	Yes	Low	Office	Complex	Yes
10	Public Housing Maintenance Supervisor	14.0	Outlier	3.0	Yes	High	Field	Routine	No
11	PHCD AMP Administrator	4.0	-	1.0	Yes	Low	Office	Complex	Yes
12	Public Housing Maintenance Supervisor	15.0	Outlier	1.0	Yes	High	Field	Routine	No
13	PHCD AMP Administrator	4.0	-	1.0	Yes	Low	Office	Complex	Yes
14	Public Housing Maintenance Supervisor	11.0	Outlier	2.0	Yes	High	Field	Routine	No
15	PHCD Assitant AMP Administrator	4.0	-	1.0	Yes	Low	Office	Complex	Yes
16	Public Housing Maintenance Supervisor	10.0	Outlier	2.0	Yes	High	Field	Routine	No
17	PHCD AMP Administrator	5.0	-	2.0	Yes	Low	Office	Complex	Yes
18	Public Housing Maintenance Supervisor	12.0	Outlier	0.0	Yes	High	Field	Routine	No
19	PHCD AMP Administrator	4.0	-	1.0	Yes	Low	Office	Complex	Yes
20	Public Housing Maintenance Supervisor	9.0	-	4.0	Yes	High	Field	Routine	No
21	PHCD AMP Administrator	3.0	Outlier	1.0	Yes	Low	Office	Complex	Yes
22	Public Housing Maintenance Supervisor	11.0	Outlier	2.0	Yes	High	Field	Routine	No

## Attachment B

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
23	PHCD AMP Administrator	3.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
24	Public Housing Maintenance Supervisor	13.0	Outlier	2.0	Yes	High	Field	Routine	No
25	PHCD AMP Administrator	4.0	-	0.0	Yes	Low	Office	Complex	Yes
26	Public Housing Maintenance Supervisor	10.0	Outlier	2.0	Yes	High	Field	Routine	No
27	PHCD Vacancy Trades Coordinator	3.0	Outlier	61.0	Yes	High	Field	Routine	No
28	PHCD Operations/Admin Analyst	16.0	Outlier	0.0	Yes	High	Field	Routine	No
29	Plumber Supervisor	8.0	-	0.0	Yes	High	Field	Routine	No

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Director PHCD Asset Management	20.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	Assistant Division Director Asset Management	12.0	Outlier	0.0	No	High	Field	Complex	Yes
3	Assistant Division Director Asset Management	16.0	Outlier	0.0	No	Low	Field	Complex	Yes
4	PHCD Capital Improvements Facilities Manager	7.0	-	0.0	No	Low	Field	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	HCD Division Director	7.0	-	0.0	No	Low	Office	Complex	N/A
2	Special Projects Administrator 2	3.0	Outlier	3.0	No	Low	Office	Complex	N/A
3	HCD Manager	11.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	HCD Manager	7.0	-	0.0	No	Low	Office	Complex	N/A

Attachment B

# REGULATORY AND ECONOMIC RESOURCES

Attachment B

RER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	RER COMPLIANCE OFFICER 2	5.0	-	0.0	0.0	Low	Office	Routine	0.0
2	BIOLOGIST 2	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
3	ENGINEER 3	12.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
4	ELECTRICAL FIELD UNIT SUPV	10.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
5	TRANSPORTATION OFFICER	3.0	Outlier	1.0	0.0	Low	Office	Routine	0.0
6	ENGINEER 3	7.0	-	0.0	0.0	Low	Office	Routine	0.0
7	PROFESSIONAL ENGINEER	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
8	CF BUDGET & FINANCIAL SERVICES	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
9	RER PERMIT REC SUPV	16.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
10	MGR RER FINANCIAL SERV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
11	ENGINEER 3	6.0	-	0.0	0.0	Low	Office	Routine	0.0
12	CH PLANNING DIVISION	5.0	-	1.0	0.0	Low	Office	Routine	0.0
13	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
14	SENIOR PROF ENGINEER	5.0	-	0.0	0.0	Low	Office	Routine	0.0
15	RER DIVISION CHIEF	4.0	-	0.0	0.0	Low	Office	Routine	0.0
16	CH ENVIRON/ED AND COMM OFF	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
17	SENIOR MGR RER ENV SECT	7.0	-	0.0	0.0	Low	Office	Routine	0.0
18	CHEMIST 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
19	DIR BLDG TRADE DIV(Electrical)	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
20	ENVIRONMENTAL SPEC SUPV	4.0	-	1.0	0.0	Low	Office	Routine	0.0
21	ASST DIR RER1	5.0	-	0.0	0.0	Low	Office	Routine	0.0
22	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
23	MGR DERM ENVIRONMENTAL SECT	8.0	-	0.0	0.0	Low	Office	Routine	0.0
24	DIR RER INFO & PERM SUPP DIV	4.0	-	0.0	0.0	Low	Office	Routine	0.0
25	RER DIVISION CHIEF	6.0	-	0.0	0.0	Low	Office	Routine	0.0
26	CONSUMER ADVOCATE	7.0	-	1.0	0.0	Low	Office	Routine	0.0
27	RER DIVISION CHIEF	7.0	-	0.0	0.0	Low	Office	Routine	0.0
28	MGR RER FINANCIAL SERV	4.0	-	0.0	0.0	Low	Office	Routine	0.0
29	PLANNING SECTION SUPERVISOR	4.0	-	0.0	0.0	Low	Office	Routine	0.0
30	RER DIVISION MANAGER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
31	PLANNING SECTION SUPERVISOR	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
32	CH,RER ZON&PUB WS.PLAN REV DIV	9.0	-	0.0	0.0	Low	Office	Routine	0.0
33	HYDROGEOLOGIST 3	4.0	-	0.0	0.0	Low	Office	Routine	0.0

Attachment B

RER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
34	HUMAN RESOURCES MANAGER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
35	MGR RER ENVIRONMENTAL SECT	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
36	ENVIRONMENTAL SPEC SUPV	7.0	-	0.0	0.0	Low	Office	Routine	0.0
37	ENVIRONMENTAL SPEC SUPV	8.0	-	0.0	0.0	Low	Office	Routine	0.0
38	RER BOARD ADMINISTRATOR	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
39	MGR RER LABORATORY SECTN	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
40	BLDG TRADE SECTION SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
41	ENVIRONMENTAL SPEC SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
42	BLDG TRADE SECTION SUPV	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
43	HISTORIC PRESERVATION CHIEF	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
44	RER DEVELOPMENT SUPERVISOR	5.0	-	0.0	0.0	Low	Office	Routine	0.0
45	ACCOUNTANT 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
46	STRUCTURAL SEC SUPERVISOR	8.0	-	0.0	0.0	Low	Office	Routine	0.0
47	RER COMPLIANCE OFFICER 2	6.0	-	0.0	0.0	Low	Office	Routine	0.0
48	ENVIRONMENTAL SPEC SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
49	ENVIRONMENTAL SPEC SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
50	BLDG FIELD UNIT SUPV	6.0	-	0.0	0.0	Low	Office	Routine	0.0
51	BLDG TRADE SECTION SUPV	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
52	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
53	ENVIRONMENTAL SPEC SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
54	PLUMBING FIELD UNIT SUPV	7.0	-	0.0	0.0	Low	Office	Routine	0.0
55	ENVIRONMENTAL RES PROJ SUPV	8.0	-	0.0	0.0	Low	Office	Routine	0.0
56	BLDG FIELD UNIT SUPV	7.0	-	0.0	0.0	Low	Office	Routine	0.0
57	BLDG TRADE SECTION SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
58	BLDG FIELD UNIT SUPV	7.0	-	0.0	0.0	Low	Office	Routine	0.0
59	Assistant Director, RER 1	5.0	-	0.0	0.0	Low	Office	Routine	0.0
60	MGR DERM ENVIRONMENTAL SECT	8.0	-	0.0	0.0	Low	Office	Routine	0.0
61	ENVIRONMENTAL SPEC SUPV	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0

Attachment B

RER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
62	RER LIEN COLLECTION SUPERVISOR	7.0	-	0.0	0.0	Low	Office	Routine	0.0
63	COMMUNICATIONS MANAGER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
64	RER DIVISION MANAGER	13.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
65	RER RECORDS COORDINATOR	7.0	-	3.0	0.0	Low	Office	Routine	0.0
66	PERSONNEL SPECIALIST 3	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
67	ENGINEER 3	11.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
68	ASST DIR RER 2	10.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
69	ENVIRONMENTAL SPEC SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
70	ACCOUNTANT 3	5.0	-	0.0	Yes	Low	Office	Routine	N/A
71	RER ENDANGERED LANDS COORD.	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
72	ADMINISTRATIVE OFFICER 2	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
73	DIR RER COMPLIANCE DIVISION	4.0	-	0.0	0.0	Low	Office	Routine	0.0
74	DEPUTY DIR,RER REGULATORY SERV	9.0	-	0.0	0.0	Low	Office	Routine	0.0
75	RER DIVISION CHIEF 3	16.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
76	CHF,RER ECO DEV & INTER TRADE	4.0	-	0.0	0.0	Low	Office	Routine	0.0
77	RER DIVISION CHIEF 2	13.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
78	MGR RER ENVIRONMENTAL SECT	15.0	Outlier	1.0	0.0	Low	Office	Routine	0.0
79	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
80	RER DIVISION CHIEF	5.0	-	0.0	0.0	Low	Office	Routine	0.0
81	RER DIVISION CHIEF	4.0	-	0.0	0.0	Low	Office	Routine	0.0
82	RER AGENDA SUPERVISOR	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
83	RER RESILIENCY PROGRAM MGR	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
84	ASST DIR RER 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
85	CH OFF OF SUSTAINABILITY	7.0	-	0.0	0.0	Low	Office	Routine	0.0
86	SENIOR PROF ENGINEER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
87	CHEMIST 2	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
88	RER PERMIT REC SUPV	27.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
89	ENGINEER 3	25.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
90	PLANNING SECTION SUPERVISOR	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
91	RER COMPLIANCE OFFICER 2	6.0	-	0.0	0.0	Low	Office	Routine	0.0
92	ENVIRONMENTAL SPEC SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
93	ENVIRONMENTAL RES PROJ SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
94	RER DIVISION CHIEF 2	7.0	-	0.0	0.0	Low	Office	Routine	0.0

Attachment B

RER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
95	ADMINISTRATIVE OFFICER 3	8.0	-	0.0	0.0	Low	Office	Routine	0.0
96	ASST DIR RER1	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
97	ENVIRONMENTAL SPEC SUPV	4.0	-	0.0	0.0	Low	Office	Routine	0.0
98	CHIEF,HUMAN RESOURCES DIVISION	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
99	BLDG TRADE SECTION SUPV	8.0	-	0.0	0.0	Low	Office	Routine	0.0
100	AGRICULTURAL MANAGER	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
101	ELECTRONIC ELECTRIC EQUIP SUPV	4.0	-	0.0	0.0	Low	Office	Routine	0.0
102	BLDG FIELD UNIT SUPV	6.0	-	0.0	0.0	Low	Office	Routine	0.0
103	ENGINEER 3	10.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
104	RER CONTRACTOR LIC S ECT SUPV	6.0	-	0.0	0.0	Low	Office	Routine	0.0
105	CH, MIAMI-DADE FILM& ENTERTAIN	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
106	SENIOR PROF ENGINEER	6.0	-	0.0	0.0	Low	Office	Routine	0.0
107	PLANNING SECTION SUPERVISOR	5.0	-	0.0	0.0	Low	Office	Routine	0.0
108	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
109	RER LIEN COLLECTION MANAGER	2.0	Outlier	1.0	0.0	Low	Office	Routine	0.0
110	MGR DERM ENVIRONMENTAL SECT	9.0	-	0.0	0.0	Low	Office	Routine	0.0
111	PRINCIPAL PLANNER (ECONOMICS)	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
112	RER SUPPORT SECTION SUPV	9.0	-	0.0	0.0	Low	Office	Routine	0.0
113	ENVIRONMENTAL RES PROJ SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
114	RER PRODUCT CONTROL SECT SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
115	DESIGN CONSTR MGR	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
116	BLDG PLANS PROCESSOR	5.0	-	0.0	0.0	Low	Office	Routine	0.0
117	DIR BLDG TRAD DIV MECH/PLUMB	4.0	-	0.0	0.0	Low	Office	Routine	0.0
118	PRINCIPAL PLANNER (GEOGRAPHY)	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
119	RER COMPLIANCE OFFICER 2	6.0	-	0.0	0.0	Low	Office	Routine	0.0
120	POLLUTION CONTROL DIVISION CHF	8.0	-	0.0	0.0	Low	Office	Routine	0.0
121	ACCOUNTANT 3	4.0	-	1.0	Yes	Low	Office	Routine	N/A
122	ACCOUNTANT 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
123	RER SUPPORT SECTION SUPV	11.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
124	SENIOR PROF ENGINEER	6.0	-	0.0	0.0	Low	Office	Routine	0.0

Attachment B

RER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
125	ENVIRONMENTAL SPEC SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
126	MECHANICAL FIELD UNIT SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
127	MGR RER ENVIRONMENTAL SECT	5.0	-	0.0	0.0	Low	Office	Routine	0.0
128	DIR. NEIGHBORHOOD REGULAT. DIV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
129	CHIEF RER RESILIENCE OFFICER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
130	RER SR. DIV CHIF,DEV. SERVICES	8.0	-	0.0	0.0	Low	Office	Routine	0.0
131	RER EVALUATION SUPERVISOR	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
132	FLOOD PLAIN PROGRAM SUPV	8.0	-	0.0	0.0	Low	Office	Routine	0.0
133	RER COMPLIANCE SUPERVISOR	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
134	DEPUTY MAYOR/DIRECTOR	7.0	-	0.0	0.0	Low	Office	Routine	0.0
135	SENIOR PROF ENGINEER	4.0	-	0.0	0.0	Low	Office	Routine	0.0
136	RER COMPLIANCE SUPERVISOR	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
137	CLERK 4	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
138	RER REC&PLANS PROC COORD	2.0	Outlier	2.0	0.0	Low	Office	Routine	0.0
139	BIOLOGIST 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
140	RER DIVISION CHIEF 2	4.0	-	0.0	0.0	Low	Office	Routine	0.0
141	RER PRODUCT CONTROL UNIT SUPV	11.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
142	PERSONNEL SPECIALIST 2	4.0	-	0.0	0.0	Low	Office	Routine	0.0
143	ENVIRONMENTAL SPEC SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
144	ENVIRONMENTAL SPEC SUPV	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
145	RER DIVISION MANAGER	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
146	MGR RER ENVIRONMENTAL SECT	13.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
147	SENIOR MGR RER ENV SECT	4.0	-	0.0	0.0	Low	Office	Routine	0.0
148	ENVIRONMENTAL SPEC SUPV	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
149	RER COMPLIANCE SUPERVISOR	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
150	ZONING INFORMATION SERVICE MGR	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
151	DIR. RER BUILD. CODE SUPP. DIV	18.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
152	RER COMPLIANCE OFFICER 2	6.0	-	0.0	0.0	Low	Office	Routine	0.0
153	BUSINESS ARCHITECT	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0

Attachment B

RER

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
154	BIOLOGIST 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
155	ADMINISTRATIVE OFFICER 3	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
156	RER SECTION COORDINATOR	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
157	CHF PLANNING DIV (Metro Plng)	5.0	-	0.0	0.0	Low	Office	Routine	0.0
158	DEPUTY DIRECTOR ECONOMIC DEV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
159	ENVIRONMENTAL SPEC SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
160	RER LIEN COLLECTION SUPERVISOR	8.0	-	0.0	0.0	Low	Office	Routine	0.0
161	RER QUAL ASSURANCE UNIT SUPV	3.0	Outlier	1.0	0.0	Low	Office	Routine	0.0
162	ACCOUNTANT 1	6.0	-	0.0	Yes	Low	Office	Routine	N/A
163	RER IMPACT FEE SUPERVISOR	4.0	-	0.0	0.0	Low	Office	Routine	0.0
164	BIOLOGIST 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
165	SENIOR PROFESSIONAL GEOLOGIST	6.0	-	0.0	0.0	Low	Office	Routine	0.0
166	BLDG TRADE SECTION SUPV	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
167	RER DIVISION CHIEF 2	7.0	-	0.0	0.0	Low	Office	Routine	0.0
168	ENGINEER 3	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
169	MGR RER ENVIRONMENTAL SECT	21.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
170	CHEMIST 3	7.0	-	0.0	0.0	Low	Office	Routine	0.0
171	ENVIRONMENTAL RES PROJ SUPV	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
172	CHEMIST 2	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
173	SENIOR PROF LAND SURVEYOR	5.0	-	0.0	0.0	Low	Office	Routine	0.0
174	BLDG TRADE SECTION SUPV	5.0	-	0.0	0.0	Low	Office	Routine	0.0
175	CHF PLANNING DIV (Metro Plng)	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
176	BIOLOGIST 2	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
177	RER DIVISION MANAGER	5.0	-	0.0	0.0	Low	Office	Routine	0.0
178	RER COMPLIANCE OFFICER 2	6.0	-	0.0	0.0	Low	Office	Routine	0.0
179	SENIOR PROF ENGINEER	8.0	-	0.0	0.0	Low	Office	Routine	0.0
180	CH RER CODE COORDINATION	4.0	-	0.0	0.0	Low	Office	Routine	0.0
181	SENIOR PROF LAND SURVEYOR	8.0	-	0.0	0.0	Low	Office	Routine	0.0
182	BUILDING TRADE SEC SUPV (MECH)	5.0	-	0.0	0.0	Low	Office	Routine	0.0
183	RER PLANS PROCESSOR SUPERVISOR	9.0	-	0.0	0.0	Low	Office	Routine	0.0

## Attachment B

RER

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisor has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
184	ROOF FIELD UNIT SUPERVISOR	8.0	-	0.0	0.0	Low	Office	Routine	0.0
185	RER COMPLIANCE SUPERVISOR	6.0	-	0.0	0.0	Low	Office	Routine	0.0
186	HUMAN RESOURCES MANAGER	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
187	MGR RER ENVIRONMENTAL SECT	3.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
188	HYDROGEOLOGIST 3	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
189	CHEMIST 2	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
190	ACCOUNTANT 2	4.0	-	0.0	Yes	Low	Office	Routine	N/A
191	ENGINEER 3	5.0	-	0.0	0.0	Low	Office	Routine	0.0
192	SPEC PROJECTS ADMINISTRATOR 2	1.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
193	RER RECORDS COORDINATOR	10.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
194	LEGAL LIAISON	2.0	Outlier	0.0	0.0	Low	Office	Routine	0.0
195	ENGINEER 3	6.0	-	0.0	0.0	Low	Office	Routine	0.0

# SEAPORT

## Attachment B

SEAPORT

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Swing Shift Spvr	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Gantry Spvr	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
3	Electrical Spvr	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Carpentry Spvr	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
5	Plumbing Mtce Spvr	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
6	Air Cond Mech Spvr	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
7	Facilities Superintendent	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
8	Chief SP Facilities	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
9	Labor Spvr 3	11.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
10	Labor Spvr 3	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
11	Labor Spvr 3	12.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
12	Labor Spvr 3	14.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
13	SP Facilities Spvr	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
14	SP Security Spvr1	83.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
15	SP Security Spvr 2	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
16	SP Security Spvr	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
17	Ch Seaport Security	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
18	Asset Mgr	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
19	SP Berthing Off	10.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
20	SP Superintendent	44.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
21	Cruise Ops Mgr	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
22	Asst Dir Ops	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
23	EEE Tech Spvr	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
24	Business Architect	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
25	Chief SP Mgmt Svcs	13.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
26	Mgr Sp Architecture	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
27	Chief Seaport Eng Svcs	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
28	Chief Design Svcs	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
29	Asst Dir Capital Develop	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
30	Pub Affairs Dir	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
31	Mgr Cargo develop	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
32	Asst Dir Bus Develop	5.0	-	0.0	0.0	0.0	0.0	0.0	0.0
33	Director Seaport	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
34	Dir Gov Affairs	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
35	Chief hr	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
36	Deputy Director	7.0	-	0.0	0.0	0.0	0.0	0.0	0.0
37	Grants Admin	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
38	Mgr Real Estate	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
39	Chief Finacial Incentives	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
40	Asst Dir Finance	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
41	Chief Procurement	15.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
42	Chief Fincial Perf	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
43	Chief Budgets	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
44	Controller	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
45	Asst Controller	3.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
46	Supervisor Billings	8.0	-	0.0	0.0	0.0	0.0	0.0	0.0
47	Const Cost Anal	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
48	Accountant 2	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
49	Accountant 4	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

# SOLID WASTE MANAGEMENT

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Manager, Fiscal Services	4.0	-	0.0	No	Low	Office	Complex	N/A
2	Division Director	2.0	Outlier	0.0	No	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief 3, DSMW	4.0	-	0.0	No	Low	Office	Complex	N/A
2	Special Projects Administrator 1	4.0	-	0.0	No	Low	Office	Complex	N/A
3	Special Projects Administrator 1	5.0	-	1.0	No	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Administrative Secretary	2.0	Outlier	0.0	No	Medium	Field	Routine	Yes
2	Manager, Training & Labor Relations	6.0	-	0.0	No	Low	Office	Complex	N/A
3	Human Resource Manager	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
4	Human Resources Manager	7.0	-	0.0	Yes	Low	Office	Routine	N/A
5	Human Resources Manager	4.0	-	0.0	Yes	Low	Office	Routine	N/A
6	Chief, Human Resources	5.0	-	0.0	No	Low	Office	Complex	N/A
7	Human Resource Manager	4.0	-	0.0	Yes	Low	Office	Routine	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DIV DR DSWM TECH SERV&ENV AFF	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
2	Environmental Affairs Mgr	3.0	Outlier	0.0	No	Low	Office	Complex	Yes
3	ENVIRONMENTAL RES PROJ SUPV	1.0	Outlier	0.0	No	Low	Office	Complex	Yes
4	DSWM HOME CHEMICAL SUPV	4.0	-	0.0	No	Low	Field	Routine	Yes

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	ASST DIR DSWM (Tech. Serv)	6.0	-	0.0	No	Low	Field	Complex	Yes
2	Engineer 4	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
3	Engineer 3	2.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0
4	Construction Manager 3	1.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Controller, DSWM	4.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Assistant Controller	3.0	-	0.0	No	Low	Office	Complex	N/A
3	Accountant IV	5.0	-	0.0	No	Low	Office	Complex	N/A
4	Accountant IV	3.0	-	0.0	No	Low	Office	Complex	N/A
5	Accountant IV	4.0	-	1.0	No	Low	Office	Complex	N/A
6	Accountant II	5.0	-	1.0	No	Low	Office	Routine	N/A
7	Accountant II	5.0	-	0.0	No	Low	Office	Routine	N/A
8	Administrative Officer II	1.0	-	0.0	No	Low	Office	Routine	N/A
9	Waste Service Clerk Supervisor	6.0	-	0.0	Yes	Low	Office	Routine	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DIV CHIEF 4, DTPW	8.0	-	0.0	Yes	Low	Office	Routine	Yes
2	DSWM LANDFILL SUPERINTENDENT	15.0	Outlier	0.0	No	Low	Field	Routine	Yes
3	DSWM LANDFILL SUPERINTENDENT	17.0	Outlier	0.0	No	Low	Field	Routine	Yes
4	DSWM LANDFILL SUPERINTENDENT	24.0	Outlier	0.0	No	Low	Field	Routine	Yes
5	DSWM LANDFILL SUPERINTENDENT	8.0	-	0.0	No	Low	Field	Routine	Yes
6	DSWM LANDFILL SUPERINTENDENT	1.0	Outlier	0.0	No	Low	Field	Routine	Yes
7	WASTE SCALE OPERATIONS SUPV	13.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
8	-	-	-	-	-	-	-	-	-

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DIV DIR 2, PW&WM (MAINTENANCE)	3.0	Outlier	3.0	No	Low	Field	Complex	Yes
2	DSWM MAINTENANCE SUPT	11.0	Outlier	0.0	No	Medium	Field	Routine	Yes
3	DSWM MAINTENANCE SUPT	8.0	-	0.0	No	Medium	Field	Routine	Yes

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Biologist 2	6.0	-	0.0	0.0	0.0	0.0	0.0	0.0
2	Biologist 2	4.0	-	0.0	0.0	0.0	0.0	0.0	0.0
3	MOSQ CONT RESEARCH MANAGER	2.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
4	MOSQ CONTROL SENIOR SUPERVISOR	8.0	-	0.0	No	Low	Field	Routine	Yes
5	MOSQUITO CTRL SUPV	11.0	Outlier	0.0	No	Low	Field	Routine	Yes
6	MOSQUITO CTRL SUPV	6.0	-	0.0	No	Low	Field	Routine	Yes
7	MOSQUITO CTRL SUPV	9.0	-	0.0	No	Low	Field	Routine	Yes
8	CF DSWM MOSQUITO CONTROL	4.0	-	0.0	Yes	Low	Office	Complex	Yes
9	MOSQ CONT OPERATIONS MANAGER	3.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
10	-	-	-	-	-	-	-	-	-

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief 4	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Dept Contracts & Procurement Mgr	4.0	-	0.0	No	Low	Office	Complex	N/A
3	-	-	-	-	-	-	-	-	-

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Administrative Officer 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
2	Administrative Officer 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	Snr. Division Director	4.0	-	0.0	No	Low	Office	Routine	N/A
4	Waste Enforcement Officer 2	22.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
5	Waste Enforcement Officer 2	26.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
6	Special Projects Administrator 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DSWM Manager	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
2	Division Chief	3.0	Outlier	0.0	No	Low	Office	Routine	N/A
3	SWM Contract Compl. Spec.	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
4	-	-	-	-	-	-	-	-	-

Attachment B

# TRANSPORTATION AND PUBLIC WORKS

# Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Quality Assurance	5.0	-	0.0	Yes	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Cost & Scheduling Section Manager	1.0	Outlier	0.0	No	Low	Office	Complex	Yes

## Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Manager, Bridge Engineering	1.0	<i>Outlier</i>	0.0	Yes	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Paratransit Ops	5.0	-	8.0	Yes	Low	Office	Routine	Yes
2	Paratransit Ops Administrator	5.0	-	5.0	Yes	Low	Office	Routine	N/A
3	Paratransit Ops Officer	9.0	-	0.0	Yes	Low	Office	Routine	N/A
4	Paratransit Eligibility Supervisor	8.0	-	0.0	Yes	Low	Office	Routine	N/A
5	Paratransit Ops Officer	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
6	Clerk 4	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Construction/Structural Inspection & Analysis	7.0	-	6.0	Yes	High	Field	Complex	Yes
2	Structural Inspection Supervisor	4.0	-	2.0	Yes	High	Field	Routine	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Assistant Director	10.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Chief Planning & System Development	6.0	-	-	yes	low	Office	complex	N/A
3	Chief, Quality Assurance	5.0	-	-	yes	low	Office	complex	N/A
4	Chief, Design & Engineering	4.0	-	-	yes	low	Office	complex	N/A
5	Chief Construction / Structural Inspection & Analysis	3.0	Outlier	-	yes	low	Office	complex	N/A
6	Manager Bridge Engineering	1.0	Outlier	-	yes	low	Office	complex	N/A
7	Chief Contracts Services	15.0	Outlier	-	yes	low	Office	complex	N/A
8	Manager Project Control	1.0	Outlier	-	yes	low	Office	complex	N/A
9	Chief ROW, Acquisition & Utilities/Joint Development	7.0	-	-	yes	low	Office	complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Contract Services	6.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Manager, Procurement Contracts	10.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
3	Manager, MDT Contracts	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Service Planning & Scheduling	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Manager, Planning & Scheduling	10.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Manager, Passenger Amenities	4.0	-	0.0	No	Medium	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Senior Manager, DTPW Facilities Maintenance	12.0	Outlier	0.0	No	Medium	Field	Complex	Yes
2	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
3	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
4	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
5	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
6	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
7	DTPW Facilities Supervisor	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
8	DTPW Facilities Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
9	DTPW Facilities Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
10	DTPW Facilities Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
11	Special Projects Administrator 1	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
12	DTPW Property Management Supervisor	5.0	-	0.0	Yes	Low	Field	Routine	Yes
13	DTPW Elevator Contract Supervisor	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
14	DTPW Manager, Facilities Maintenance	4.0	-	0.0	No	High	Field	Complex	Yes
15	DTPW Manager, Facilities Maintenance	7.0		0.0	No	High	Field	Complex	No

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Infrastructure & Maintenance	8.0	-	0.0	No	Medium	Field	Complex	Yes
2	Manager	8.0	-	0.0	No	Medium	Field	Complex	Yes
3	Manager	4.0	-	0.0	No	Medium	Field	Complex	Yes
4	Technician Supervisor	6.0	-	0.0	Yes	High	Field	Complex	Yes
5	Technician Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
6	Technician Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
7	Technician Supervisor	12.0	Outlier	0.0	Yes	High	Field	Complex	Yes
8	Technician Supervisor	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
9	Technician Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
10	Technician Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
11	Technician Supervisor	9.0	-	0.0	Yes	High	Field	Complex	Yes
12	Technician Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
13	Technician Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
14	Technician Supervisor	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
15	Technician Supervisor	6.0	-	0.0	Yes	High	Field	Complex	Yes
16	Productin Coordinator	4.0	-	0.0	Yes	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Planning & System Development	6.0	-	0.0	Yes	High	Office	Complex	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Transportation Enhancements	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Chief, EASY Card & Transit Service Centers	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Chief, Marketing & Communications	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

# Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Design and Engineering	5.0	-	0.0	Yes	Low	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Manager, Grant Administration	5.0	-	0.0	Yes	Low	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Assistant Controller	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Financial Reporting Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	General Accounting Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Accountant 3	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	Accountant 2	7.0	-	0.0	No	Low	Office	Routine	N/A
6	Fixed Assets Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
7	Grant Reporting Manager	3.0	Outlier	-	No	Low	Office	Complex	N/A
8	Manager Treasury Sevices	76.0	Outlier	0.0	No	High	Field	Routine	Yes
10	DTPW Controller	5.0	-	0.0	No	Low	Office	Complex	N/A
11	Administrative Secretary	0.0	Outlier	0.0	No	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Performance Analysis	10.0	Outlier	0.0	No	Medium	Field	Complex	Yes
2	Special Projects Administrator 2	3.0	Outlier	0.0	No	Medium	Office	Complex	Yes
3	Transit Operations Coordinator	1.0	Outlier	0.0	No	Medium	Office	Complex	Yes
4	Warranty Production Coordinator	4.0	-	0.0	No	Medicum	Office	Complex	No
5	Transit Purchasing & Stores Superintendent	8.0	-	0.0	No	Medicum	Field	Complex	Yes

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Traffic Engineering Division	10.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Professional Engineer	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	Professional Engineer	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	Traffic Engineer 3	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Professional Engineer	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Professional Engineer	4.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Manager, Traffic Engineering Division	4.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Administrative Officer 3	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
9	Traffic Analyst Supervisor	11.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
10	Traffic Engineer 1	1.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
11	Professional Engineer	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
12	Lead Traffic Engineer 2	6.0	-	0.0	Yes	Medium	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Systems and Field Engineering	16.0	<b>Outlier</b>	0.0	-	Medium	Field	Complex	Yes

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Highway Division	9.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Senior Professional Engineer	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Senior Professional Engineer	7.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Senior Professional Engineer	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Engineer 2	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Chief Real Estate Officer	5.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Senior Professional Land Surveyor	7.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Senior Professional Land Surveyor	6.0	-	0.0	Yes	Low	Office	Complex	N/A
9	Professional Land Surveyor	6.0	-	0.0	No	Medium	Field	Complex	Yes
10	Professional Land Surveyor	10.0	Outlier	0.0	No	Medium	Field	Complex	Yes
11	Administrative Officer 3	2.0	Outlier	0.0	No	Low	Office	Routine	N/A
12	Engineering Survey Tech Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
13	Engineering Survey Tech Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
14	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
15	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
16	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
17	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
18	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
19	Engineering Survey Tech. Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
20	Engineering Survey Tech Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	N/A
21	Manager	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
22	Engineer 3	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
23	Engineer 3	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
24	Engineer 3	3.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
25	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
26	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
27	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
28	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
29	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
30	Engineer 2	1.0	Outlier	0.0	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Manager Bridge Engineering	1.0	Outlier	0.0	yes	low	office	Complex	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	System Safety Manager	<i>Outlier</i>	8.0	1.0	No	Medium	Field	Complex	-
2	System Safety Supervisor	<i>Outlier</i>	0.0	0.0	0.0	Medium	0.0	0.0	-
3	System Safety Supervisor	<i>Outlier</i>	0.0	0.0	0.0	Medium	0.0	0.0	-
4	System Safety Supervisor	<i>Outlier</i>	0.0	0.0	0.0	Medium	0.0	0.0	-
5	Security Program Manager	<i>Outlier</i>	11.0	1.0	No	Medium	Field	Complex	-
6	DTPW Transit Section Chief	<i>Outlier</i>	1.0	0.1	No	Medium	Office	Complex	-
7	Chief, Office of Safety and Security	<i>Outlier</i>	26.0	0.0	No	Medium	Office	Complex	-

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief EASY Card & Transit Service Centers	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	DTPW Service Center Manager	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	EASY Card Financial Services Manager	4.0	-	0.0	Yes	Low	Office	Routine	N/A
4	DTPW Service Center Supervisor 2	9.0	-	0.0	Yes	Low	Office	Routine	N/A
5	DTPW Service Center Supervisor 2	7.0	-	0.0	Yes	Low	Office	Routine	N/A
6	DTPW Service Center Supervisor 2	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
7	DTPW Service Center Supervisor 2	0.0	Outlier	4.0	Yes	Low	Field	Routine	Yes
8	DTPW Service Center Supervisor 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	DTPW General Superintendent (Rail Veh Mtnce)	11.0	Outlier	0.0	No	High	Office	Complex	N/A
2	Chief Supervisor, Rail Vehicle Repair	5.0	-	0.0	No	High	Office	Complex	N/A
3	Chief Supervisor	4.0	-	0.0	No	High	Office	Complex	N/A
4	Chief Supervisor	4.0	-	0.0	No	High	Office	Complex	N/A
5	Rail Vehicle Mtnce Supervisor	11.0	Outlier	0.0	No	High	Field	Complex	Yes
6	Rail Vehicle Mtnce Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes
7	Rail Vehicle Mtnce Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes
8	Rail Vehicle Mtnce Supervisor	13.0	Outlier	0.0	No	High	Field	Complex	Yes
9	Rail Vehicle Mtnce Supervisor	13.0	Outlier	0.0	No	High	Field	Complex	Yes
10	Rail Vehicle Mtnce Supervisor	7.0	-	0.0	No	High	Field	Complex	Yes
11	Rail Vehicle Mtnce Supervisor	7.0	-	0.0	No	High	Field	Complex	Yes
12	Rail Vehicle Mtnce Supervisor	8.0	-	0.0	No	High	Field	Complex	Yes
13	Rail Vehicle Cleaner Supervisor	14.0	Outlier	0.0	No	High	Field	Complex	Yes
14	Chief Supervisor, Train Control/Tractn Pwr Sys	13.0	Outlier	0.0	No	High	Field	Complex	Yes
15	Train Control Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
16	Train Control Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
17	Train Control Supervisor	11.0	Outlier	0.0	No	High	Field	Complex	Yes
18	Train Control Supervisor	6.0	-	0.0	No	High	Field	Complex	Yes
19	Train Control Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
20	Traction Power Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
21	Traction Power Supervisor	4.0	-	0.0	No	High	Field	Complex	Yes
22	Traction Power Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
23	Traction Power Supervisor	4.0	-	0.0	No	High	Field	Complex	Yes
24	Traction Power Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
2	Chief Supervisor	5.0	-	0.0	No	Medium	Field	Complex	Yes
3	Chief Supervisor	3.0	Outlier	0.0	No	Medium	Field	Complex	Yes
4	Chief Supervisor	4.0	-	0.0	No	Medium	Field	Complex	Yes
5	MMover Mtnc Supervisor	6.0	-	0.0	No	High	Field	Complex	Yes
6	MMover Mtnc Supervisor	7.0	-	0.0	No	High	Field	Complex	Yes
7	MMover Mtnc Supervisor	6.0	-	0.0	No	High	Field	Complex	Yes
8	MMover Mtnc Supervisor	8.0	-	0.0	No	High	Field	Complex	Yes
9	MMover Mtnc Supervisor	6.0	-	0.0	Yes	High	0.0	Complex	Yes
10	MMover Mtnc Supervisor	7.0	-	0.0	Yes	High	Field	Complex	Yes
11	MMover Mtnc Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
12	RV Cleaner Supervisor	11.0	Outlier	0.0	No	Medium	Field	Routine	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	General Superintendent, RT	6.0	-	0.0	No	Medium	Office	Complex	Yes
2	Chief Supervisor, Rail Transportation	106.0	Outlier	0.0	No	High	Field	Complex	Yes
3	Chief, RTC	29.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	Chief, RTC	0.0	Outlier	0.0	0.0	0.0	0.0	0.0	0.0

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Acting General Superintendent	7.0	-	0.0	Yes	Medium	Office	Complex	Yes
2	Chief Supervisor	5.0	-	0.0	No	High	Office	Complex	Yes
3	Chief Supervisor	5.0	-	0.0	No	Medium	Office	Complex	Yes
4	Acting Chief	2.0	Outlier	0.0	No	Medium	Office	Complex	Yes
5	Acting Chief	2.0	Outlier	0.0	No	Medium	Office	Complex	Yes
6	Track Shop Supervisor	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
7	Rail Structure & Track Supervisor	10.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
8	Rail Structure & Track Supervisor	11.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
9	Rail Structure & Track Supervisor	17.0	Outlier	0.0	Yes	High	Field	Complex	Yes
10	Rail Structure & Track Supervisor	22.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
11	Rail Structure & Track Supervisor	22.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
12	Rail Structure & Track Supervisor	23.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
13	Rail Structure & Track Supervisor	23.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
14	Rail Structure & Track Supervisor	12.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
15	Rail Structure & Track Supervisor	13.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
16	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
17	Rail Structure & Track Supervisor	13.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
18	Track Shop Supervisor	0.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
19	Track Shop Supervisor	7.0	-	0.0	Yes	Medium	Field	Complex	Yes
20	Track Shop Supervisor	7.0	-	0.0	Yes	Medium	Field	Complex	Yes
21	Track Shop Supervisor	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
22	Chief Supervisor	0.0	Outlier	0.0	No	Medium	Office	Complex	Yes
23	Chief Supervisor	0.0	Outlier	0.0	No	Medium	Office	Complex	Yes
24	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
25	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
26	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
27	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
28	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
29	Rail Structure & Track Supervisor	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Traffic Signal and Signs	11.0	Outlier	0.0	No	High	Office	Complex	Yes
2	Administrative Officer 3	4.0	-	0.0	Yes	Low	Office	Complex	Yes
3	Traffic Engineering Manager	5.0	-	1.0	No	High	Office	Complex	Yes
4	Traffic Engineering Manager	4.0	-	2.0	No	High	Office	Complex	Yes
5	Traffic Engineering 3	4.0	-	0.0	No	High	Office	Complex	Yes
6	Traffic Engineering 3	4.0	-	0.0	No	High	Office	Complex	Yes
7	Traffic Engineering 3	4.0	-	0.0	No	High	Office	Complex	Yes
8	Traffic Engineering 3	4.0	-	0.0	No	High	Office	Complex	Yes
9	Construction Manager 3	10.0	Outlier	0.0	Yes	High	Field	Complex	No
10	Construction Manager 3	6.0	-	0.0	No	High	Field	Complex	No
11	Alfonso Dager	8.0	-	0.0	Yes	High	Field	Complex	No
12	TST Supervisor	13.0	Outlier	0.0	Yes	High	Field	Complex	Yes
13	TST Supervisor	15.0	Outlier	0.0	Yes	High	Field	Complex	No
14	Vacant	21.0	Outlier	0.0	No	High	Field	Complex	No
15	Storekeeper 2 (Vac)	1.0	Outlier	0.0	Yes	Medium	Office	Routine	No

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Human Resources Division	8.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Manager, Medical Records & Programs	4.0	-	6.0	Yes	Low	Office	Routine	N/A
3	Human Resources Manager (Payroll)	6.0	-	0.0	Yes	Low	Office	Routine	N/A
4	Human Resources Manager (Recruitment)	8.0	-	0.0	Yes	Low	Office	Routine	N/A
5	Manager, DTPW Training	2.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	N/A
6	Manager, DTPW Project Control	2.0	<i>Outlier</i>	0.0	Yes	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Assistant Director for Construction and Maintenance	6.0	-	0.0	Yes	Medium	Office	Complex	Yes
2	Executive Secretary	0.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
3	Administrative Officer 3	0.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
4	Chief, Construction Division	3.0	Outlier	0.0	No	Medium	Field	Complex	Yes
5	Chief, Recov. and Mitigation	6.0	-	0.0	No	Medium	Field	Complex	Yes
6	Chief, Capital Improvements	6.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Division Chief	4.0	-	0.0	Yes	High	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief	4.0	-	0.0	Yes	High	Office	Complex	N/A
2	Maintenance Operations Superintendent	7.0	-	1.0	Yes	High	Office	Complex	N/A
3	Maintenance Operations Superintendent	6.0	-	0.0	Yes	High	Field	Complex	Yes
4	Maintenance Operations Superintendent	6.0	-	0.0	Yes	High	Office	Complex	N/A
13	Maintenance Operations Superintendent	6.0	-	0.0	No	High	Office	Complex	N/A
14	Public Works Supervisor 2 (Construction)	23.0	Outlier	0.0	No	High	Office	Complex	N/A
15	Public Works Supervisor 2 (Drainage North)	13.0	Outlier	0.0	No	High	Office	Complex	Yes
16	Public Works Supervisor 2 (Drainage South)_	12.0	Outlier	0.0	No	High	Office	Complex	Yes

# Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Division Chief	7.0	-	0.0	Yes	Low	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Capital Improvements	6.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Engineer 3	9.0	-	0.0	Yes	Low	Office	Complex	N/A
3	SPA 2	6.0	-	1.0	Yes	Low	Office	Complex	N/A
4	SPA 2	0.0	Outlier	0.0	Yes	Low	Field	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Maintenance Operations Superintendent	6.0	-	1.0	Yes	High	Office	Complex	N/A
2	Public Works Supervisor 2	11.0	Outlier	0.0	No	High	Office	Complex	N/A
3	Public Works Supervisor 2	14.0	Outlier	0.0	No	High	Office	Complex	N/A
4	Power Systems Supervisor	12.0	Outlier	0.0	No	High	Office	Complex	N/A
5	Public Works Supervisor 2	21.0	Outlier	0.0	No	High	Office	Complex	N/A
6	Public Works Supervisor 2	11.0	Outlier	0.0	No	High	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Maintenance Operations Superintendent	6.0	-	0.0	No	High	Office	Complex	N/A
2	Bridge Supervisor I	13.0	Outlier	0.0	No	High	Field	Complex	Yes
3	Bridge Supervisor I	33.0	Outlier	0.0	No	High	Field	Routine	Yes
4	Public Works Supervisor II	29.0	Outlier	0.0	No	High	Field	Complex	No
5	Admin Officer II	4.0	-	0.0	No	Low	Office	Routine	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, Recov. & Mitigation	6.0	-	0.0	Yes	Low	Office	Complex	Yes
2	Manager 1	8.0	-	0.0	Yes	Low	Office	Complex	Yes
3	Permit Supervisor	4.0	-	1.0	Yes	Low	Office	Complex	Yes
4	Construction Manager 3	3.0	<i>Outlier</i>	3.0	Yes	Low	Field	Complex	Yes
5	Construction Manager 3	4.0	-	1.0	Yes	Low	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	CF DTPW OFF OF BUD&PERF REPR	4.0	-	0.0	No	Low	Office	Complex	N/A
2	MANAGER, DSWM 2	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	MANAGER, DSWM 2	0.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	MGR, CAPITAL BUDGET&PROJ CON	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	MGR, OPERATING BUDGET	4.0	-	0.0	No	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Department Director	7.0	-	-	No	Low	Office	Complex	N/A
2	Deputy Director, Planning, Design & Engineering	6.0			No	Low	Office	Complex	N/A
3	Deputy Director, Operations	4.0			No	High	Office	Complex	N/A
4	Deputy Director, Finance/Administration	11.0	Outlier	-	No	Low	Office	Complex	N/A
	Chief, DTPW Transportation Enhancements	3.0			No	Low	Office	Complex	N/A
	Chief, Office of Safety & Security	26.0			No	Medium	Office	Complex	Yes
5	Executive Assistant to Department Director	1.0	Outlier	-	No	Low	Office	Complex	N/A
6	Sr. Executive Secretary	0.0	Outlier	-	No	Low	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Human Resources Manager, OCR Labor Relations & Discipline	4.0	-	0.0	Yes	Low	Office	Complex	N/A

# Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Human Resources Manager, OCR EEO	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

# Attachment B

DTPW

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Human Resources Manager, OCR Disadvantage Business Enterprise & ADA	4.0	-	0.0	Yes	Low	Office	Complex	N/A
2	Departmental ADA Coordinator	1.0		0.0	Yes	Low	Office	Complex	N/A

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Departmental ADA Coordinator	1.0		0.0	Yes	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Deputy Director, Operations	6.0	-	-	No	High	Office	Complex	N/A
2	Acting Assistant Director, DTPW Rail Services	11.0	Outlier	-	No	High	Office	Complex	N/A
3	Assistant Director, Bus Services	4.0	-	-	No	Medium	Office	Complex	N/A
4	DTPW Section Chief, Paratransit Operations	5.0	-	-	Yes	Low	Office	Routine	Yes
5	Chief, DTPW Infrastructure & Maintenance	8.0	-	-	No	Medium	Field	Complex	Yes
6	Departmental Administrative Coordinator	0.0	Outlier	-	No	Low	Office	Routine	N/A
7	Executive Secretary	0.0	Outlier	-	No	Low	Office	Routine	N/A

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Deputy Director, Finance/Administration	8.0			No	Low	Office	Complex	N/A
2	Assistant Director, Financial Services	4.0	-	-	No	Low	Office	Complex	N/A
3	Chief, Quality Assurance Engineering Division	4.0	-	-	Yes	Low	Office	Complex	N/A
4	Chief, Performance Analysis	10.0	<i>Outlier</i>	-	No	Medium	Field	Complex	Yes
5	Chief, Human Resources Division	8.0	-	-	No	Low	Office	Complex	N/A
6	Manager, Contracts 7 Purchasing Services	10.0	<i>Outlier</i>	1.0	Yes	Low	Office	Complex	N/A
7	Human Resources Manager, OCR Labor Relations & Discipline	4.0	-	-	No	Low	Office	Complex	N/A
8	Human Resources Manager, OCR EEO	2.0	<i>Outlier</i>	-	No	Low	Office	Complex	N/A
9	Human Resources Manager, Disadvantage Business Enterprises & ADA	4.0	-	-	No	Low	Office	Complex	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Assistant Director, Transportation & Strategic Planning	4.0	-	0.0	No	Medium	Office	Complex	Yes
2	Chief MDT Section	3.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
3	Principal Planner	0.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
4	Engineer 3	0.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
5	Professional Engineer	0.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Assistant Director, Financial Services	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Chief, DTPW Office of Budget & Performance Reporting	5.0	-	-	Yes	Low	Office	Complex	N/A
3	DTPW Controller	5.0	-	-	No	Low	Office	Complex	N/A
4	Manager, Grant Resources	5.0	-	-	Yes	Low	Office	Complex	N/A

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					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Deputy Director of Engineering, Planning and Development	6.0	-	0.0	Yes	Medium	Office	Complex	Yes
2	SPA 2	0.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
3	Assistant Director for Construction and Road and Bridge	6.0	-	0.0	Yes	Medium	Office	Complex	Yes
4	Assistant Director for TSS and Engineering	3.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
5	Assistant Director of Highway	9.0	-	0.0	Yes	Medium	Office	Complex	Yes
6	Assistant Director of Strategic Planning	4.0	-	0.0	Yes	Medium	Office	Complex	Yes
7	Assistant Director for Engineering, Planning and Development	10.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes

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Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	MDT Op./Maint. Training Supervisor	13.0	Outlier	4.0	No	Low	Field	Complex	Yes
2	MDT General Superintendent	7.0	-	0.0	No	Low	Field	Complex	Yes
3	MDT Section Chief	6.0	-	0.0	No	Low	Office	Complex	N/A
4	MDT Section Chief	6.0	-	0.0	No	Low	Office	Complex	N/A
5	MDT Section Chief	6.0	-	0.0	No	Low	Office	Complex	N/A
6	MDT Section Chief	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
8	MDT Superintendent	79.0	Outlier	0.0	No	Low	Field	Complex	Yes
9	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
10	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
11	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Complex	Yes
12	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
13	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
14	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
15	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
16	MDT Superintendent	196.0	Outlier	0.0	No	Medium	Field	Routine	Yes
17	MDT Superintendent	21.0	Outlier	0.0	No	Low	Field	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Transit Purchasing & Stores Supervisor	7.0	-	0.0	No	Medium	Field	Complex	Yes
2	Transit Purchasing & Stores Supervisor	7.0	-	0.0	No	Medium	Field	Complex	Yes
3	Transit Purchasing & Stores Supervisor	7.0	-	0.0	No	Medium	Field	Complex	Yes
4	Transit Purchasing & Stores Supervisor	6.0	-	0.0	No	Medium	Field	Complex	Yes
5	Transit Purchasing & Stores Supervisor	8.0	-	0.0	No	Medium	Field	Complex	Yes
6	Transit Purchasing & Stores Supervisor	6.0	-	0.0	No	Medium	Field	Complex	Yes
7	Transit Purchasing & Stores Supervisor	5.0	-	0.0	No	Medium	Field	Complex	Yes
8	Transit Purchasing & Stores Supervisor	4.0	-	0.0	No	Medium	Field	Complex	Yes

Attachment B

# WATER AND SEWER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Asst Dir W&S	6.0	-	0.0	No	Low	Office	Complex	Yes
2	Ch W&S Public & Govt Affairs	5.0	-	0.0	Yes	Medium	Office	Complex	Yes
3	Senior Chief, W&S Division	10.0	Outlier	0.0	No	Medium	Office	Complex	Yes
4	Director, Md Water & Sewer Dept	8.0	-	0.0	No	Low	Office	Complex	Yes
5	Dep W&S Director	1.0	Outlier	0.0	No	Low	Office	Complex	Yes
6	Spec Asst Legis & Mun Affrs	1.0	Outlier	0.0	No	Low	Office	Complex	Yes
7	Ch W&S Intergov Affairs Sect	3.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
8	Asst Dir W&S (Intergovernmenta	6.0	-	0.0	No	Low	Office	Complex	Yes
9	Mgr, W&S Legislative & Mun Aff	1.0	Outlier	0.0	No	Low	Office	Complex	Yes

Attachment B

W&S CONTROLLER

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, W&S Division (Controller)	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Accountant 3	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	Accountant 3	5.0	-	0.0	Yes	Low	Office	Complex	N/A
4	Accountnat 2	8.0	-	0.0	Yes	Low	Office	Routine	N/A
5	Accountnat 2	7.0	-	1.0	Yes	Low	Office	Routine	N/A
6	Accountant 4	5.0	-	0.0	No	Low	Office	Complex	N/A
7	Accountant 3	5.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Accountant 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
9	Accountant 3	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	Accountant 4	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
11	Accountnat 2	15.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
12	Accountnat 2	7.0	-	0.0	Yes	Low	Office	Routine	N/A
13	Accountnat 2	7.0	-	0.0	Yes	Low	Office	Routine	N/A
14	Accountant 3	3.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
15	Accountant 4	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
16	Accountnat 2	4.0	-	0.0	Yes	Low	Office	Routine	N/A
17	Accountnat 2	12.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
18	Accountnat 2	5.0	-	0.0	Yes	Low	Office	Routine	N/A
19	Customer Serv Supv 1	18.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
20	Accountnat 2	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
21	Customer Serv Supv 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
22	W&S Assistant Controller	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
23	W&S Utilities Collections Mgr	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Asst W&S Dir, Finance	12.0	Outlier	0.0	No	Low	Office	Complex	N/A
2	Ch W&S Budget Management	4.0	-	0.0	Yes	Low	Office	Complex	N/A
3	Accountant 4	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
4	W&S Capital Projects Coord	6.0	-	0.0	Yes	Low	Office	Complex	N/A
5	W&S Bus Process Senior Special	4.0	-	0.0	Yes	Low	Office	Complex	N/A
6	W&S Bus Process Senior Special	5.0	-	0.0	Yes	Low	Office	Complex	N/A
7	W&S Division Manager	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
8	W&S Erp Senior Business Spec	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
9	W&S Division Manager	5.0	-	0.0	No	Low	Office	Complex	N/A
10	W&S Erp Senior Business Spec	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
11	W&S Division Manager	5.0	-	0.0	Yes	Low	Office	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Administrative Officer 3	3.0	Outlier	0.0	No	Low	Field	Complex	N/A
2	Chief, Human Resources Division	7.0	-	0.0	No	Low	Office	Complex	N/A
3	Mgr W&S Training & Dev	8.0	-	0.0	Yes	Low	Office	Complex	N/A
4	W&S Mail Center Supv	6.0	-	1.0	Yes	Low	Field	Routine	Yes
5	Duplication Equipment Supv	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
6	Human Resources Manager	4.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Human Resources Manager	7.0	-	0.0	Yes	Low	Office	Complex	N/A
8	Human Resources Manager	8.0	-	0.0	Yes	Low	Office	Complex	N/A
9	Records Center Supv	4.0	-	0.0	Yes	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Dep W&S Director (Operations)	6.0	-	0.0	No	Medium	Field	Complex	Yes
2	W&S Senior Program Manager	10.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	W&S Capital Projects Director	9.0	-	0.0	No	High	Field	Complex	Yes
2	W&S Senior Program Manager	2.0	Outlier	0.0	Yes	Medium	Office	Complex	N/A
3	W&S Senior Program Manager	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	W&S Senior Program Manager	3.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
5	Construction Manager 3	2.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
6	W&S Senior Program Manager	7.0	-	0.0	Yes	Low	Office	Complex	N/A
7	Construction Manager 2	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes
8	W&S Pump Station Constr Supv	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	W&S Construction Proj Supv 1	8.0	-	0.0	Yes	High	Field	Complex	Yes
10	W&S Construction Proj Supv 1	1.0	Outlier	0.0	No	Low	Field	Complex	Yes
11	W&S Construction Proj Supv 1	1.0	Outlier	0.0	No	Low	Field	Complex	Yes
12	Construction Manager 2	1.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chie, W&S Division (Cont Comp)	6.0	-	0.0	No	Low	Office	Complex	N/A
2	Administrative Officer 3	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
3	Chief, W&S Small Business Initiative Sv	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Accountant 4	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
5	Accountant 3	7.0	-	0.0	No	Low	Office	Complex	N/A
6	Accountant 2	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	Accountant 3	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	Accountant 4	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	W7S Construction Contracts Spec	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
10	Special Projects Adm 1	1.0	Outlier	0.0	No	Low	Office	Complex	N/A

## Attachment BW&S CONTRACTOR COMPLIANCE - PERFORMANCE MANAGMENT

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Spec Projects Adm 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Asst Dir W&S	6.0	-	0.0	No	Low	Office	Complex	N/A
3	Chief W&S Division	5.0	-	0.0	No	Low	Office	Complex	N/A
4	Accountant 3	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
5	Accountant 3	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Chief W&S Division (Performance M)	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	W&S Contract Compl Spec	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
8	W&S Construction Contracts Spec	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
9	Accountant 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Asst W&S Director (Water)	4.0	-	0.0	No	Low	Field	Complex	Yes
2	Administrative Officer 2	1.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
3	W&S Meter Repair Supv	11.0	Outlier	0.0	No	Medium	Field	Complex	Yes
4	Clerk 4	4.0	-	0.0	Yes	Low	Office	Routine	N/A
5	Asst W&S Supt	5.0	-	6.0	Yes	Low	Field	Complex	Yes
6	W&S Meter Rapair Supv	13.0	Outlier	0.0	No	Medium	Field	Complex	Yes
7	Administrative Officer 1	3.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	W&S Meter Repair Supv	13.0	Outlier	0.0	No	Medium	Field	Complex	Yes
9	Administrative Officer 3	4.0	-	0.0	Yes	Low	Office	Routine	N/A
10	Ch, W&S Meter Operations & Maint	4.0	-	0.0	Yes	Low	Office	Complex	Yes
11	W&S Meter Repair Supv	19.0	Outlier	0.0	No	Medium	Field	Complex	Yes
12	W&S Instrument Tech Supv	8.0	-	0.0	Yes	High	Field	Complex	Yes
13	Meter Repair Supv	15.0	Outlier	0.0	No	Medium	Field	Complex	Yes

Attachment B

W&S GENERAL MAINTENANCE

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Mgr, W&S Fleet Management	10.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
2	Feet Management Analyst 1	1.0	Outlier	1.0	Yes	Medium	Office	Routine	Yes
3	Utility Equipment Tech Supv	8.0	-	0.0	Yes	High	Office	Routine	Yes
4	Utility Equipment Tech Supv	8.0	-	0.0	Yes	High	Office	Routine	Yes
5	Utility Equipment Tech Supv	6.0	-	0.0	Yes	High	Office	Routine	Yes
6	Utility Equipment Tech Supv	9.0	-	0.0	Yes	High	Office	Routine	Yes
7	Asst W&S Superintendent	8.0	-	0.0	Yes	Medium	Field	Complex	Yes
8	Public Works Supervisor 1	5.0	-	0.0	Yes	High	Office	Routine	Yes
9	Ref/AC Mechanic Supv	6.0	-	0.0	Yes	High	Office	Routine	Yes
10	Public Works Supervisor 1	7.0	-	0.0	Yes	High	Office	Routine	Yes
11	Public Works Supervisor 1	8.0	-	0.0	Yes	High	Office	Routine	Yes
12	Ref/AC Mechanic Supervisor	9.0	-	6.0	Yes	High	Field	Routine	Yes
13	Asst W&S Supt	4.0	-	0.0	Yes	Low	Office	Routine	Yes
14	W&S Structural Maintenance Supv	8.0	-	0.0	Yes	Medium	Field	Complex	Yes
15	Custodial Worker Supv 2	5.0	-	0.0	Yes	Low	Office	Routine	N/A
16	W&S Plant Electrical Supv	9.0	-	0.0	Yes	High	Field	Complex	Yes
17	W&S Structural Maint Supv	7.0	-	0.0	Yes	Medium	Field	Complex	Yes
18	Spec Projects Adm 1	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
19	Public Works Supervisor 1	7.0	-	0.0	Yes	High	Office	Routine	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief, W&S Division (Laboratory)	7.0	-	0.0	Yes	Low	Field	Complex	Yes
2	W&S Environmental Chemist 3	7.0	-	0.0	No	Low	Office	Routine	N/A
3	W&S Environmental Chemist 3	6.0	-	1.0	No	Low	Office	Routine	N/A
4	W&S Environmental Chemist 3	11.0	Outlier	0.0	No	Low	Office	Routine	N/A
5	W&S Senior Microbiologist	1.0	Outlier	0.0	No	Medium	Office	Routine	N/A
6	W&S Environmental Chemist 3	13.0	Outlier	1.0	Yes	Low	Office	Routine	N/A
7	W&S Environmental Chemist 3	15.0	Outlier	0.0	No	Low	Office	Routine	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Administrative Officer 3	1.0	Outlier	0.0	No	Low	Office	Routine	N/A
2	Asst Dir W&S	7.0	-	0.0	No	Low	Office	Complex	N/A
3	W&S Division Manager	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Spec Projects Administrator 2	2.0	Outlier	0.0	No	Low	Office	Complex	Yes
5	Chief W&S Division	8.0	-	0.0	No	Low	Office	Complex	Yes
6	Engineer 3	3.0	Outlier	0.0	Yes	Medium	Office	Complex	Yes
7	Professional Engineer	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
8	Principal Planner	5.0	-	0.0	Yes	Low	Office	Routine	N/A
9	Engineer 2	1.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
10	Senior Professional Geologist	4.0	-	0.0	No	Medium	Field	Complex	Yes
11	Chief W&S Division	3.0	Outlier	0.0	No	Low	Office	Complex	N/A
12	Professional Engineer	2.0	Outlier	0.0	Yes	Low	Field	Routine	No
13	Senior Prof Engineer	5.0	-	0.0	Yes	Medium	Office	Complex	Yes
14	Senior Prof Engineer	2.0	Outlier	0.0	No	High	Field	Complex	Yes
15	Environmental Res Proj Supv	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Utility Supply Supervisor	5.0	-	0.0	Yes	Medium	Office	Complex	N/A
2	Utility Supply Supervisor	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
3	Utility Supply Supervisor	5.0	-	0.0	Yes	Medium	Office	Complex	N/A
4	Utility Supply Supervisor	6.0	-	0.0	Yes	Medium	Office	Complex	N/A
5	Utility Supply Supervisor	6.0	-	0.0	Yes	Medium	Office	Complex	N/A
6	Utility Supply Supervisor	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
7	Utility Supply Supervisor	4.0	-	0.0	Yes	Medium	Office	Complex	N/A
8	W&S Procurement Manager	7.0	-	0.0	No	Low	Office	Complex	N/A
9	CH, W&S Procurement&Material Mg	5.0	-	0.0	No	Low	Office	Complex	N/A
10	Warehouse & Stores Supt	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
11	Warehouse & Stores Supt	6.0	-	0.0	Yes	Medium	Field	Complex	Yes
12	Utility Supply Supervisor	5.0	-	0.0	Yes	Medium	Office	Complex	N/A
13	W&S Stores, Warehouse & Proc Mgr	4.0	-	0.0	No	Low	Office	Complex	Yes
14	Special Projects Adm 1	9.0	-	0.0	Yes	Medium	Office	Complex	N/A
15	Utility Supply Supervisor	5.0	-	0.0	Yes	Medium	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Dep W&S Director	6.0	-	0.0	No	Low	Office	Complex	Yes
2	W&S Division Manager	5.0	-	0.0	No	Low	Office	Complex	N/A
3	Spec Projects Administrator 2	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Chief W&S Division	5.0	-	0.0	No	Low	Office	Complex	N/A
5	Spec Projects Administrator 2	5.0	-	0.0	No	Low	Office	Routine	N/A
6	W&S Eng Cost&Scheduling Spec	1.0	Outlier	0.0	No	Low	Office	Complex	N/A
7	W&S Doc Ctrl Spec Supv	2.0	Outlier	0.0	Yes	Low	Office	Routine	N/A
8	Senior Prof Engineer	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Customer Serv Supv 1	19.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
2	Customer Serv Supv 1	14.0	Outlier	0.0	Yes	Medium	Field	Routine	Yes
3	Customer Serv Supv 1	12.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	Customer Serv Supv 2	6.0	-	0.0	Yes	Low	Field	Complex	Yes
5	Customer Serv Supv 1	14.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	Customer Serv Supv 1	15.0	Outlier	2.0	Yes	Medium	Field	Complex	Yes
7	Customer Serv Supv 1	16.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
8	Customer Serv Supv 1	13.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
9	Customer Serv Supv 1	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	Customer Serv Supv 1	16.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
11	Customer Serv Supv 1	13.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
12	Customer Serv Supv 2	4.0	-	0.0	Yes	Low	Office	Routine	N/A
13	Customer Serv Supv 2	6.0	-	0.0	Yes	Low	Field	Complex	Yes
14	Chief W&S Division	8.0	-	0.0	Yes	Low	Office	Complex	Yes
15	Customer Serv Mgr	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
16	Customer Serv Supv 1	14.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
17	Customer Serv Supv 1	16.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
18	Customer Serv Supv 2	7.0	-	0.0	Yes	Low	Field	Complex	Yes
19	Customer Serv Mgr	9.0	-	0.0	Yes	Low	Field	Complex	Yes
20	Customer Serv Supv 2	6.0	-	0.0	Yes	Low	Field	Routine	Yes
21	Customer Serv Supv 2	5.0	-	0.0	Yes	Low	Field	Complex	Yes
22	Customer Serv Supv 1	15.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
23	Customer Serv Supv 2	6.0	-	0.0	Yes	Low	Field	Complex	Yes
24	Customer Serv Supv 1	19.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
25	Customer Serv Mgr	4.0	-	0.0	Yes	Low	Office	Complex	N/A

Attachment B

W&S PUMP STATION

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief W&S Division	12.0	Outlier	0.0	No	Medium	Field	Complex	Yes
2	W&S Plant Electrical Supv	12.0	Outlier	0.0	Yes	High	Office	Complex	Yes
3	W&S Plant Maintenance Supv	14.0	Outlier	0.0	Yes	High	Office	Complex	Yes
4	W&S Structural Maint Supv	7.0	-	0.0	Yes	High	Office	Complex	Yes
5	W&S Plant Maintenance Supv	14.0	Outlier	0.0	Yes	High	Office	Complex	Yes
6	W&S Structural Maint Supv	7.0	-	0.0	Yes	High	Office	Complex	Yes
7	W&S Plant Electrical Supv	12.0	Outlier	0.0	Yes	High	Office	Complex	Yes
8	W&S Plant Maintenance Supv	13.0	Outlier	0.0	Yes	High	Office	Complex	Yes
9	W&S Plant Maintenance Supv	13.0	Outlier	0.0	Yes	High	Office	Complex	Yes
10	W&S Plant Maintenance Supv	14.0	Outlier	0.0	Yes	High	Office	Complex	Yes
11	W&S Plant Maintenance Supv	11.0	Outlier	0.0	Yes	High	Office	Complex	Yes
12	W&S Structural Maint Supv	7.0	-	0.0	Yes	High	Office	Complex	Yes
13	Administrative Officer 3	8.0	-	0.0	Yes	High	Office	Complex	Yes
14	W&S Structural Maint Supv	7.0	-	0.0	Yes	High	Office	Complex	Yes
15	W&S Plant Electrical Supv	13.0	Outlier	0.0	Yes	High	Office	Complex	Yes
16	W&S Plant Maintenance Supv	8.0	-	0.0	Yes	High	Office	Complex	Yes
17	Asst W&S Supt	8.0	-	0.0	No	Medium	Field	Complex	Yes
18	W&S Plant Maintenance Supv	21.0	Outlier	0.0	Yes	High	Office	Complex	Yes
19	Asst W&S Supt	5.0	-	0.0	No	Medium	Field	Complex	Yes
20	W&S Plant Diesel Maint Supv	8.0	-	0.0	Yes	High	Office	Complex	Yes
21	Asst W&S Supt	4.0	-	0.0	No	Medium	Field	Complex	Yes
22	Asst W&S Supt	5.0	-	0.0	No	Medium	Field	Complex	Yes
23	W&S Plant Electrical Supv	10.0	Outlier	0.0	Yes	High	Office	Complex	Yes
24	W&S Plant Electrical Supv	10.0	Outlier	0.0	Yes	High	Office	Complex	Yes
25	W&S Structural Maint Supv	7.0	-	0.0	Yes	High	Office	Complex	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief W&S Division	6.0	-	0.0	No	Medium	Office	Complex	N/A
2	0.0	6.0	-	0.0	No	Medium	Office	Complex	N/A
3	0.0	2.0	Outlier	0.0	No	Medium	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Administrative Officer 3	3.0	Outlier	0.0	Yes	Medium	Office	Routine	N/A
2	Chief W&S Division	4.0	-	0.0	Yes	High	Office	Complex	Yes
3	W&S Asst Chief Of Security	8.0	-	0.0	Yes	High	Office	Complex	Yes
4	W&S Comm. Ctr Shift Supervisor	4.0	-	0.0	Yes	High	Office	Routine	N/A
5	W&S Comm. Center Supervisor	8.0	-	0.0	Yes	High	Office	Routine	N/A
6	W&S Emergency Communication Mg	4.0	-	2.0	Yes	High	Office	Complex	N/A
7	W&S Comm. Ctr Shift Supervisor	7.0	-	0.0	Yes	High	Office	Routine	N/A
8	W&S Safety Supervisor	7.0	-	0.0	Yes	High	Office	Routine	Yes

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	W&S Sr,Advisor Cap Proj & Comp	1.0	Outlier	0.0	No	Medium	Office	Complex	N/A

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Network Manager 2	3.0	Outlier	0.0	No	Medium	Field	Complex	Yes
2	Scada Operations Manager	8.0	-	0.0	No	Medium	Field	Complex	Yes
3	Administrative Officer 3	2.0	Outlier	0.0	No	Low	Office	Complex	N/A
4	Network Manager 1	2.0	Outlier	0.0	No	Medium	Field	Complex	Yes
5	W&S Plant Electrical Supv	10.0	Outlier	0.0	No	High	Field	Complex	Yes
6	W&S Plant Electrical Supv	5.0	-	0.0	No	High	Field	Complex	Yes
7	W&S Instrument Tech Supv	6.0	-	0.0	No	High	Field	Complex	Yes
8	W&S Plant Electrical Supv	10.0	Outlier	0.0	No	High	Field	Complex	Yes
9	Asst Dir W&S (Wastewater)	5.0	-	0.0	No	Medium	Field	Complex	Yes
10	Professional Engineer	3.0	Outlier	0.0	No	Medium	Field	Complex	Yes

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief W&S Division	5.0	-	0.0	No	Low	Office	Complex	N/A
2	New Business Conveyance Officer	0.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
3	New Business Conveyance Officer	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
4	New Business Supervisor 2	4.0	-	0.0	Yes	Low	Office	Complex	N/A
5	New Business Supervisor 2	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
6	New Business Supervisor 1	14.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
7	New Business Supervisor 2	1.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
8	New Business Manager	8.0	-	0.0	Yes	Low	Office	Complex	N/A
9	New Business Supervisor 1	11.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
10	New Business Supervisor 2	1.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
11	New Business Supervisor 1	7.0	-	0.0	Yes	Low	Office	Complex	N/A
12	Administrative Officer 2	2.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
13	Engineer 3	5.0	-	0.0	Yes	Low	Office	Complex	Yes
14	Senior Prof Engineer	3.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
15	Professional Engineer	7.0	-	0.0	Yes	Low	Office	Complex	N/A
16	Professional Land Surveyor	3.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
17	Professional Engineer	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
18	W&S Construction Proj Supv 1	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
19	W&S Construction Proj Supv 1	20.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
20	Construction Manager 3	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
21	W&S Construction Proj Supv 1	1.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
22	W&S Service Technician Supv	7.0	-	0.0	Yes	Low	Office	Complex	N/A

## Attachment B

## W&S WASTEWATER COLLECTION AND TRANSMISSION

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Chief W&S Division	5.0	-	0.0	No	Low	Office	Complex	Yes
2	Water Distribution Supervisor	6.0	-	0.0	Yes	High	Field	Routine	Yes
3	Pipefitter Supervisor	4.0	-	0.0	No	High	Field	Routine	Yes
4	Water Distribution Supervisor	6.0	-	0.0	No	High	Field	Routine	Yes
5	Pipefitter Supervisor	6.0	-	0.0	No	High	Field	Routine	Yes
6	Water Distribution Supervisor	5.0	-	0.0	Yes	High	Field	Routine	Yes
7	W&S Sewer Collec Syst Supv	7.0	-	0.0	No	High	Field	Routine	Yes
8	W&S Sewer Collec Syst Supv	10.0	Outlier	0.0	No	High	Field	Routine	Yes
9	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
10	W&S Sewer Collec Syst Supv	6.0	-	0.0	No	High	Field	Routine	Yes
11	W&S Sewer Collec Syst Supv	8.0	-	0.0	No	High	Field	Routine	Yes
12	Water Distribution Supv	12.0	Outlier	0.0	Yes	High	Field	Routine	Yes
13	Pipefitter Supervisor	7.0	-	0.0	No	High	Field	Routine	Yes
14	W&S Sewer Collec Syst Supv	4.0	-	0.0	No	High	Field	Routine	Yes
15	Pipefitter Supervisor	9.0	-	0.0	Yes	High	Field	Routine	Yes
16	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
17	Water Distribution Supervisor	7.0	-	0.0	Yes	High	Field	Routine	Yes
18	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
19	Pipefitter Supervisor	6.0	-	0.0	No	High	Field	Routine	Yes
20	W&S Sewer Collec Syst Supv	6.0	-	0.0	No	High	Field	Routine	Yes
21	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
22	Pipefitter Supervisor	9.0	-	0.0	No	High	Field	Routine	Yes
23	Pipefitter Supervisor	4.0	-	0.0	No	High	Field	Routine	Yes
24	Pipefitter Supervisor	4.0	-	0.0	No	High	Field	Routine	Yes
25	Pipefitter Supervisor	7.0	-	0.0	No	High	Field	Routine	Yes
26	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
27	Pipefitter Supervisor	6.0	-	0.0	No	High	Field	Routine	Yes
28	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
29	Water Distribution Supervisor	7.0	-	0.0	No	High	Field	Routine	Yes
30	Administrative Officer 3	4.0	-	0.0	No	Low	Office	Complex	Yes
31	W&S Sewer Collec Syst Supv	7.0	-	0.0	No	High	Field	Routine	Yes
32	Professional Engineer	7.0	-	0.0	No	Low	Office	Complex	Yes
33	Pipefitter Supervisor	3.0	Outlier	0.0	No	High	Field	Routine	Yes
34	Pipefitter Supervisor	4.0	-	0.0	No	High	Field	Routine	Yes
35	Asst W&S Supt	6.0	-	0.0	No	Low	Office	Complex	Yes
36	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
37	Pipefitter Supervisor	1.0	Outlier	0.0	No	High	Field	Routine	Yes
38	W&S Sewer Collec Syst Supv	9.0	-	0.0	No	High	Field	Routine	Yes
39	Pipefitter Supervisor	5.0	-	0.0	No	High	Field	Routine	Yes
40	Asst W&S Supt	4.0	-	0.0	No	Low	Office	Complex	Yes

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	W&S Instrument Tech Supv	9.0	-	0.0	No	High	Field	Complex	Yes
2	Chief W&S Plant Operator	5.0	-	4.0	No	Medium	Field	Complex	Yes
3	W&S Plant Maintenance Supv	16.0	Outlier	0.0	No	High	Field	Complex	Yes
4	Asst W&S Supt	7.0	-	0.0	No	Low	Field	Complex	Yes
5	W&S Plant Maintenance Supv	10.0	Outlier	0.0	No	High	Field	Complex	Yes
6	W&S Structural Maint Supv	10.0	Outlier	0.0	No	High	Field	Complex	Yes
7	Treatment Plant Operator 2	10.0	Outlier	0.0	No	High	Field	Complex	Yes
8	W&S Structural Maint Supv	11.0	Outlier	0.0	No	High	Field	Complex	Yes
9	Asst W&S Supt	6.0	-	0.0	No	Low	Field	Complex	Yes
10	Chief W&S Plant Operator	9.0	-	5.0	No	Medium	Field	Complex	Yes
11	W&S Plant Diesel Maint Supv	17.0	Outlier	0.0	No	High	Field	Complex	Yes
12	W&S Plant Electrical Supv	16.0	Outlier	0.0	No	High	Field	Complex	Yes
13	W&S Plant Diesel Maint Supv	14.0	Outlier	0.0	No	High	Field	Complex	Yes
14	W&S Plant Maintenance Supv	16.0	Outlier	0.0	No	High	Field	Complex	Yes
15	W&S Plant Electrical Supv	12.0	Outlier	0.0	No	High	Field	Complex	Yes
16	W&S Plant Electrical Supv	15.0	Outlier	0.0	No	High	Field	Complex	Yes
17	Asst W&S Supt	3.0	Outlier	8.0	No	Low	Field	Complex	Yes
18	Spec Projects Administrator 1	9.0	-	0.0	No	Low	Field	Routine	Yes
19	Chief W&S Plant Operator	8.0	-	5.0	No	Medium	Field	Complex	Yes
20	W&S Instrument Tech Supv	4.0	-	0.0	No	High	Field	Complex	Yes
21	Treatment Plant Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
22	W&S Plant Maintenance Supv	20.0	Outlier	0.0	No	High	Field	Complex	Yes
23	W&S Structural Maint Supv	12.0	Outlier	0.0	No	High	Field	Complex	Yes
24	Treatment Plant Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes
25	Treatment Plant Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
26	Treatment Plant Supervisor	5.0	-	0.0	No	High	Field	Complex	Yes
27	Treatment Plant Supervisor	8.0	-	0.0	No	High	Field	Complex	Yes
28	W&S Instrument Tech Supv	7.0	-	0.0	No	High	Field	Complex	Yes
29	Treatment Plant Supervisor	1.0	Outlier	0.0	No	High	Field	Complex	Yes

Attachment B

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
30	Treatment Plant Supervisor	17.0	Outlier	0.0	No	High	Field	Complex	Yes
31	Treatment Plant Supervisor	16.0	Outlier	0.0	No	High	Field	Complex	Yes
32	Treatment Plant Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes
33	Treatment Plant Supervisor	10.0	Outlier	0.0	No	High	Field	Complex	Yes
34	Treatment Plant Supervisor	24.0	Outlier	0.0	No	High	Field	Complex	Yes
35	Chief, W & S (Wastewater)	10.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
36	Treatment Plant Supervisor	3.0	Outlier	0.0	No	High	Field	Complex	Yes
37	Treatment Plant Supervisor	6.0	-	0.0	No	High	Field	Complex	Yes
38	Treatment Plant Supervisor	7.0	-	0.0	No	High	Field	Complex	Yes
39	Treatment Plant Supervisor	9.0	-	0.0	No	High	Field	Complex	Yes

## Attachment B

## W&amp;S WATER PRODUCTION

This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Ch W&S Plant Operator	7.0	-	0.0	Yes	Low	Office	Complex	Yes
2	Asst W&S Supt	6.0	-	0.0	Yes	Low	Field	Complex	Yes
3	W&S Plant Maintenance Supv	14.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
4	W&S Plant Electrical Supv	16.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
5	Treatment Plant Supervisor	4.0	-	0.0	Yes	Low	Field	Complex	Yes
6	W&S Plant Diesel Maint Supv	5.0	-	0.0	Yes	Low	Field	Complex	Yes
7	W&S Plant Diesel Maint Supv	5.0	-	0.0	Yes	Low	Field	Complex	Yes
8	Lime Production Plant Supv	9.0	-	0.0	Yes	Low	Field	Complex	Yes
9	Asst W&S Supt	2.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
10	Public Works Supervisor 1	9.0	-	0.0	Yes	Low	Field	Routine	Yes
11	Treatment Plant Supervisor	8.0	-	0.0	Yes	Low	Field	Complex	Yes
12	W&S Plant Maintenance Supv	5.0	-	0.0	Yes	Low	Field	Complex	Yes
13	Asst W&S Supt	4.0	-	0.0	Yes	Low	Field	Complex	Yes
14	Chief W&S Div (Water Product)	8.0	-	0.0	Yes	Low	Field	Complex	Yes
15	W&S Plant Maintenance Supv	18.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
16	W&S Plant Maintenance Supv	9.0	-	0.0	Yes	Low	Field	Complex	Yes
17	Ch W&S Plant Operator	7.0	-	0.0	Yes	Low	Office	Complex	Yes
18	2.0	2.0	Outlier	0.0	Yes	Low	Office	Routine	Yes
19	Treatment Plant Supervisor	11.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
20	Treatment Plant Supervisor	20.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
21	Treatment Plant Supervisor	13.0	Outlier	0.0	Yes	Low	Office	Complex	Yes
22	Treatment Plant Supervisor	7.0	-	0.0	Yes	Low	Office	Complex	Yes
23	W&S Structural Maint Supv	8.0	-	0.0	Yes	Low	Field	Routine	Yes
24	W&S Structural Maint Supv	10.0	Outlier	0.0	Yes	Low	Field	Routine	Yes
25	Spec Projects Administrator 1	6.0	-	0.0	Yes	Medium	Field	Complex	Yes
26	W&S Plant Electrical Supv	14.0	Outlier	0.0	Yes	Medium	Field	Complex	Yes
27	Lime Production Plant Supv	11.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
28	Public Works Supervisor 1	8.0	-	0.0	Yes	Low	Field	Routine	Yes

## Attachment B

## W&S TRANSMISSION & DISTRIBUTION

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
1	Accountant 2	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
2	Asst W&S Supt	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
3	Asst W&S Supt	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
4	Asst W&S Supt	4.0	-	0.0	Yes	Low	Field	Complex	Yes
5	Asst W&S Supt	5.0	-	0.0	Yes	Low	Field	Complex	Yes
6	Chief W&S Division	7.0	-	0.0	Yes	Low	Field	Complex	Yes
7	Clerk 4	1.0	Outlier	0.0	Yes	Low	Office	Complex	N/A
8	Leak Detection Field Supt	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
9	Pipefitter Supervisor	5.0	-	0.0	Yes	High	Field	Complex	Yes
10	Pipefitter Supervisor	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
11	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
12	Pipefitter Supervisor	9.0	-	0.0	Yes	High	Field	Complex	Yes
13	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
14	Pipefitter Supervisor	10.0	Outlier	0.0	Yes	High	Field	Complex	Yes
15	Pipefitter Supervisor	7.0	-	0.0	Yes	High	Field	Complex	Yes
16	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
17	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
18	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
19	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
20	Pipefitter Supervisor	6.0	-	0.0	Yes	High	Field	Complex	Yes
21	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
22	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
23	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
24	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
25	Pipefitter Supervisor	5.0	-	0.0	Yes	High	Field	Complex	Yes
26	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
27	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
28	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
29	Pipefitter Supervisor	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
30	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
31	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
32	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
33	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
34	Pipefitter Supervisor	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
35	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
36	Pipefitter Supervisor	5.0	-	0.0	Yes	High	Field	Complex	Yes
37	Pipefitter Supervisor	5.0	-	0.0	Yes	High	Field	Complex	Yes
38	Pipefitter Supervisor	4.0	-	0.0	Yes	High	Field	Complex	Yes
39	Pipefitter Supervisor	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
40	Public Works Supervisor 1	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
41	Public Works Supervisor 1	2.0	Outlier	0.0	Yes	High	Field	Complex	Yes
42	Spec Projects Administrator 1	5.0	-	0.0	Yes	Low	Field	Complex	Yes
43	W&S Const Support Mgr	6.0	-	0.0	Yes	Low	Field	Complex	Yes
44	W&S Gis Verificat Sect Supv	3.0	Outlier	0.0	Yes	Low	Field	Complex	Yes
45	W&S Plant Mechanic	4.0	-	0.0	Yes	High	Field	Complex	Yes
46	W&S Quality Assurance Gis Spec	5.0	-	0.0	Yes	Medium	Field	Complex	Yes
47	W&S Service Technician Supv	4.0	-	0.0	Yes	High	Field	Complex	Yes

## Attachment B

## W&S TRANSMISSION & DISTRIBUTION

*This tab provides a summary of each supervisor and the total number of direct reports. It also identifies outliers where a supervisors has 3 or less or 10 or more FTE direct reports.*

Supervisor No.	Supervisor Title Name	Total Number of FTEs Supervised	Outlier: Span of Control of <=3 or >=10	Additional FTEs Supervised Periodically	Mitigating Factors				
					Manager Responsibilities	Level of Risk	Proximity of Direct Reports	Complex or Routine Tasks	Availability of Technology
48	W&S Service Technician Supv	3.0	Outlier	0.0	Yes	High	Field	Complex	Yes
49	Water Distribution Section Sup	2.0	Outlier	1.0	Yes	Low	Office	Complex	N/A
50	Water Distribution Section Sup	8.0	-	0.0	Yes	High	Office	Complex	Yes
51	Water Distribution Supv	5.0	-	0.0	Yes	Medium	Field	Complex	Yes
52	Water Distribution Supv	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
53	Water Distribution Supv	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
54	Water Distribution Supv	5.0	-	0.0	Yes	Medium	Field	Complex	Yes
55	Water Distribution Supv	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
56	Water Distribution Supv	4.0	-	0.0	Yes	Medium	Field	Complex	Yes
57	Water Distribution Supv	6.0	-	0.0	Yes	Medium	Field	Complex	Yes
58	Water Distribution Supv	5.0	-	0.0	Yes	Medium	Field	Complex	Yes