



Department of Employee Relations

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To The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Dear Committee Members:

- Summary -

This report recommends amending the Salary Ordinance to allow the appointment of a new Police Chief at any step of Salary Grade 018, \$105,856 - \$148,195, subject to other salary restrictions established by the Salary Ordinance.

The Fire and Police Commission is currently interviewing candidates for the position of Chief of Police to be vacated in November of this year. A national search for candidates started in the summer with over 45 applications received. The Commission has narrowed down the pool of applicants to eight candidates and it is expected to select a new Chief in October/November.

The minimum salary for the Chief of Police as established by the 2007 Salary Ordinance is \$105,856. Depending upon the candidate's background and qualifications, appointment to up to Step 7 of Salary Grade 018, or \$127,174, could be authorized by the Director of Employee Relations and the Chair of the Finance and Personnel Committee. While appointment beyond Step 7 could be authorized by the Common Council, a provision in the Salary Ordinance restricts any public official from earning a salary above the Mayor's annual salary of \$143,882.

The Department of Employee Relations has conducted an analysis to determine if the salary range established for this critical position is appropriate in order to attract qualified candidates. The Fire and Police Commission established the following qualifications for the Chief of Police:

- At least 3 years of executive leadership experience in a law enforcement agency serving a multi-cultural population of at least 150,000 residents;
- A minimum of 10 years of experience in law enforcement;
- A Bachelor's Degree from an accredited college or university in Criminal Justice, Public Administration or Business Administration; and,
- Graduate Degree in a related field is preferred.

The salary survey findings are summarized below.

| Jurisdiction | Salary Range | Actual Salary | * Adjusted Actual Salary | FTEs | Population |
|--|--|---------------|--------------------------|---------|------------|
| Milwaukee (Current SG 018) | \$105,856 - \$148,195 <i>Step 7 \$127,174</i> | N/A | N/A | 2,816 | 573,378 |
| Population Between 100,000 and 250,000 | | | | | |
| Little Rock, AK | \$ 80,868 - \$121,302 | \$119,392 | \$129,771 | 680 | 185,000 |
| St Paul, MN | Up to \$135,044 | \$127,624 | \$131,882 | 780 | 273,535 |
| City of Plano, TX | \$ 93,940 - \$141,850 | \$141,702 | \$142,737 | 492 | 222,030 |
| Richmond, VA | \$107,610 - \$162,180 | \$160,000 | \$148,205 | N/A | 192,913 |
| <i>Average Actual Salary \$137,179</i> | | | | | |
| <i>Adjusted Average Actual Salary \$138,148</i> | | | | | |
| Population Between 250,000 and 750,000 | | | | | |
| Kansas City, MO | \$80,220 - \$151,296 | \$151,296 | \$164,697 | 2,094 | 444,965 |
| Tucson, AZ | \$137,446 - \$178,235 | \$171,371 | \$173,648 | 1,524 | 507,658 |
| City of Seattle, WA | \$109,954 - \$181,426 | \$181,424 | \$157,538 | 1,266 | 569,101 |
| City of Charlotte, NC | No range | \$168,826 | \$185,485 | 2,500 | 584,658 |
| City of Fort Worth, TX | \$107,806 - \$177,881 | \$168,916 | \$191,976 | 1,826 | 585,122 |
| City of Columbus, OH | \$103,272 - \$154,918 | \$138,174 | \$136,251 | 2,204 | 711,470 |
| <i>Average Actual Salary \$ 163,334</i> | | | | | |
| <i>Adjusted Average Actual Salary \$168,265</i> | | | | | |
| Population Over 750,000 | | | | | |
| Prince George's County, MD | \$ 88,792 - \$156,509 | \$181,062 | \$151,764 | 2,056 | 841,315 |
| San Jose, CA | \$136,685 - \$213,640 | \$213,640 | \$138,794 | 1,959 | 929,936 |
| Montgomery County, MD | No range | \$200,000 | \$167,638 | 1,700 | 932,131 |
| City of Phoenix, AZ | \$121,035 - \$190,035 | \$184,350 | \$182,088 | 3,394** | 1.3 M |
| <i>Average Actual Salary \$ 194,763</i> | | | | | |
| <i>Adjusted Average Actual Salary \$ 160,071</i> | | | | | |

* Salaries were adjusted for geographical cost of living differences using the salary calculator on the CNN Money website at <http://cgi.money.cnn.com/tools/costofliving/costofliving.html/>

** Source: U.S. Department of Justice, Bureau of Justice Statistics, Police Departments in Large Cities, 1990-2000, Special Report NCJ 175703 (Washington, DC, U.S. Department of Justice, May 2002).

In determining the labor market's rate for Chief of Police, DER evaluated actual salary data (instead of salary range minimums and maximums) and used a salary calculator to account for geographic cost of living differences. It is important to note that a number of jurisdictions do not use salary ranges for their executive level positions and many of them have the ability to negotiate a competitive salary and are not restricted by an "appointment rate". The use of actual salary information (instead of ranges) is also more appropriate when considering that actual salaries paid to incumbents represent the true labor market for Milwaukee's vacancy and the salary figures that Milwaukee has to compete against to attract qualified candidates.

If the appointment rate in Milwaukee is considered to be Step 7 (\$127,174) of Salary Grade 018, the survey findings reflect that Milwaukee's rate of pay is somewhat comparable to the rates of pay for significantly smaller markets with an average salary of \$137,179 and an adjusted average salary of \$138,148. Milwaukee's salary, however, is significantly below the more relevant labor markets as summarized below.


| Population | Average Actual | Adjusted Average Actual |
|-----------------------------|----------------|-------------------------|
| Between 100,000 and 250,000 | \$137,179 | \$138,148 |
| Between 250,000 and 700,000 | \$163,334 | \$168,265 |
| Population Over 700,000 | \$ 194,763 | \$ 160,071 |

In order to ensure that the City of Milwaukee is in a more favorable position to compete for qualified candidates for the Chief of Police vacancy, it is recommended that the Salary Ordinance be amended to allow appointment of the Chief of Police at any step of Salary Range 018. This amendment will in essence authorize the Commission to appoint an individual at a rate that is just below the Mayor's salary (\$143,882 per year).

In order to implement this recommendation, it will be necessary to amend Section 2 of the Salary Ordinance as follows:

In the Salary Ordinance, under Salary Grade 018, add the following footnote to the title "Chief of Police 2/" and footnote to read as follows: "2/ Appointment may be at any step in the Salary Grade."

Respectfully submitted,



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Employee Relations Director

Cc: Mike Tobin
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