



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

October 24, 2014

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

Dear Committee Members:                      Re: Common Council File Number **140991**

The following classification and pay recommendations were approved by the City Service Commission on **October 21, 2014**.

In the Fire and Police Commission, one position of Fire and Police Commission Executive Director, Pay Range 1KX is recommended for reallocation to Pay Range 1NX.

The job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,

  
Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments: Job Evaluation Report  
Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, Deborah Ford, Patrick Curley



## JOB EVALUATION REPORT

City Service Commission Meeting Date: October 21, 2014

### Fire and Police Commission

Current	Request	Recommendation
Fire and Police Commission Executive Director PR 1KX (\$85,757 - \$120,063)	Fire and Police Commission Executive Director TBD	Fire and Police Commission Executive Director PR 1NX (\$103,841 - \$145,381)
This report recommends reallocating the Fire and Police Commission Executive Director position from Pay Range 1KX to Pay Range 1NX based on the complexity and scope of responsibility of the position in relation to other cabinet level positions and the need to establish an appropriate compensation level based on labor market comparables.		

### Action Required

In the Salary Ordinance, under Pay Range 1KX, delete the title "Fire and Police Commission Executive Director (1)." Under Pay Range 1NX, add the title "Fire and Police Commission Executive Director".

### Background

The Fire and Police Commission Executive Director position will be vacated by Mr. Michael Tobin by the end of October. The City anticipates conducting a national search to find a suitable candidate for this critical position. Mayor Barrett has requested a review of this position's compensation level in relation to other cabinet level positions as well as an analysis of labor market compensation levels for similar positions across the nation.

### Duties and Responsibilities

The FPC Executive Director provides leadership, guidance, and coordination in public safety matters as a member of the Mayor's cabinet and as chief administrator of the functions performed by the citizen Board of Fire and Police Commissioners as provided in section 62.50 of the WI Statutes and Chapter 314 of the Milwaukee Code of Ordinances.

The most significant responsibilities of this position are summarized below.

- 15% Monitor daily operations of the fire and police departments and provide administrative, policy and operational leadership, guidance, and expert advice to the citizen board, mayor, police chief, fire chief, public officials, and community members.
- 10% Provide guidance and direction to staff and professional consultants in the administration and execution of all recruitment, testing, and hiring functions and activities of the Police and Fire Departments in accordance with applicable state statutes and FPC rules.
- 10% Manage the citizen complaint program, audit police internal investigations, perform independent investigations of police misconduct, advise and direct internal affairs and

- commission investigators during investigations of misconduct, oversee the mediation of specified complaints, and determine the final disposition or referral for adjudication.
- 10% Independently monitor and audit police investigations and provide a 24 hour/365 day on-call field response for all officer-involved firearms discharges that involve death or bodily injury, in-custody death of a person, and other critical incidents and matters of public concern and provide an independent investigation and public report of such incidents.
  - 10% Establish and maintain effective working relationships and serve as the point of contact and public information liaison for news media, community members, elected officials, and other diverse public and private agencies.
  - 10% Serve as chief administrator for the seven-person citizen board of fire and police commissioners. Guide board members and develop the board agenda in carrying out its statutory functions of overseeing and exercising final authority on all aspects of civilian oversight of the policies, discipline, organization, hiring and promotion, and daily operations of the police and fire departments.
  - 10% Provide legal review and analysis to identify issues and take proactive measures to minimize litigation in all aspects of personnel management, test development and examinations, hiring and promotions, disciplinary actions, and monitoring of the daily operations, policies, and training of the fire and police departments.
  - 10% Oversee the disciplinary appeals process and quasi-judicial administrative hearings for all sworn and civilian employees.
  - 10% Manage the daily operations of the department, including budget development and administration, personnel management, and supervision of staff.
  - 5% Oversee the operations of the City of Milwaukee Office of Emergency Management and Homeland Security, including disaster preparedness and response. Oversight of Urban Areas Security Initiative and other multi-million dollar federal grant allocations and expenditures.

The requirements of this position include a Juris doctorate (law) degree from an accredited college or university and a Bachelor's degree in criminal justice, public administration, or closely related field and a minimum of five years of increasingly responsible managerial experience in a civilian oversight agency, criminal justice, investigative, or legal setting performing work relating to this position. Additional knowledge, skills, and abilities include demonstrated success in community outreach, public speaking, and interaction with diverse members of the public, elected officials, news media, and other agencies and strong executive level leadership and ability to successfully function as a cabinet member in a complex and challenging political, fiscal and legal environment.

### **Analysis**

In determining the proper pay range allocation for this position, the Department of Employee Relations compared this position's impact, accountability and overall level and scope of responsibility with that of other cabinet level positions.

This position is currently assigned to Pay Range 1KX. Although there are two cabinet level positions within this pay range, the Employee Benefits Director and the Labor Negotiator, there are no department heads at the same level. In fact the majority of the classifications within this pay range are executive level managers within specific departments who report to a Department Head not the Mayor. For example the Facilities Manager and the Engineer in Charge classifications within DPW are in the same pay range and report to the Commissioner of Public Works or the City Engineer. Their scope of authority is limited to a specific functional area within DPW and their positions don't carry the same responsibility for interactions with the community, other public and elected officials, and the media.

In contrast, other cabinet level positions with significant policy, fiscal, and community and economic development responsibilities are allocated to Pay Range 1NX including the Budget and Management Director, the Legislative Liaison Director, the Chief Information Officer, the Port of Milwaukee Director, and the Milwaukee Public Library Director. As department heads, these positions are ultimately responsible for all policy, financial, operational, and strategic aspects of their departments. The FPC Executive Director is held by both the Mayor and the Common Council to the same standard. The Fire and Police Commission's primary responsibility is policy oversight. While this oversight authority is ultimately exercised by the Board and its actions, the Executive Director plays a key role in addressing, facilitating, mediating, and resolving issues on behalf of the Board. In addition to the oversight responsibilities, the position oversees and administers staff and activities associated with other sensitive and litigious areas: community relations, citizen complaints, disciplinary appeals and the selection and appointment of all MFD and MPD personnel.

In addition to a comparison with other cabinet level positions, DER also reviewed the current pay structure of legal positions within the City. The rationale for this is that the position requires substantial understanding of legal proceedings and is required to advise MPD and MFD on disciplinary, personnel and employment law issues. The position must be knowledgeable of criminal law, constitutional law, employment law and highly specialized areas of police liability law when independently investigating and reporting on use of force, deaths in custody, and critical incidents. Finally, the position monitors department operations, policies, and training to ensure compliance with all applicable laws and to proactively identify and modify all areas of department operations, training, policies, and procedures that may result in adverse litigation or subject the city to liability.

The salary ranges for Assistant City Attorneys is presented below:

Assistant City Attorney I	PR 2IX	\$58,462 - \$81,844
Assistant City Attorney II	PR 2MX	\$75,478 - \$105,669
Assistant City Attorney III	PR 2QX	\$ 97,420 - \$136,395

The pay range of the FPC Executive Director position currently falls between Assistant City Attorney II and III. Given the scope of responsibility of this position and its department head status, a higher pay range appears to be justified.

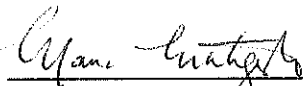
Given the intent to conduct a national recruitment for this critical position, the Department of Employee Relations gathered labor market data for comparable positions. While it is important to recognize that not all the positions identified and reviewed have the same scope of responsibility, the data helps ensure that Milwaukee's salary is reasonable and competitive if we are to attract high caliber applicants. A summary of the findings follows.

Jurisdiction	Title	Minimum	Maximum	Posting Date
City of Boise, Idaho	Community Ombudsperson	\$75,000	\$95,000	2014
City of Eugene, Oregon	Police Auditor	\$92,061	\$114,733	2014
City of Atlanta, Georgia	Executive Director	\$76,873	\$117,945	2012
MILWAUKEE		\$85,747	\$120,064	2014
City of New York (Manhattan)	Deputy Inspector General	\$49,492	\$125,000	2014
City of Seattle, Washington	Executive Director	\$85,000	\$127,000	2014
City of Cincinnati, Ohio	Director, Citizen Complaint Authority	\$101,956	\$137,641	2014
City of Berkley, California	Police Review Commission Officer	\$106,776	\$138,732	2012
City of Sacramento California	Director, Office of Public Safety Accountability	\$95,164	\$142,746	2014
Denver, Colorado (city/county)	Independent Monitor	\$98,162	\$157,059	2014
Washington, DC	Deputy Director	\$103,000	\$154,500	2010
County of Los Angeles, California	Deputy Inspector General	\$110,077	\$160,912	2014
New York, New York	Executive Director	\$150,000	\$180,000	2012

Both the internal equity analysis and the review of the labor market for comparable positions indicate that a reallocation to a higher pay range is justified. Pay Range 1NX with a minimum recruitment rate of \$103,841 and recruitment flexibility to up to \$128,765 seems appropriate.

#### Recommendation

Based on the above analysis, we therefore recommend that the Fire and Police Commission Executive Director position be reallocated to Pay Range 1NX (\$103,841 - \$145,381).

Prepared by:   
 Maria Monteagudo, Employee Relations Director

**F**

Assumptions used in arriving at fiscal estimate.

---

**G**

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
TOTALS			

**H**

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

☐ 1-3 Years    ☐ 3-5 Years

☐ 1-3 Years    ☐ 3-5 Years

☐ 1-3 Years    ☐ 3-5 Years

**I**

List any costs not included in Sections E and F above.

---

**J**

Additional information.

---

Finance and Personnel Committee Meeting of October 29, 2014  
City Service Commission Meeting of October 21, 2014

Assume effective date is Pay Period 25 (November 23, 2014)

Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Rollup+ Sal	Total
1	Fire and Police Comm	Fire and Police Comm Exec Dir	1KX	Fire and Police Comm Exec Dir	1NX	\$85,757	\$103,841	\$18,084	\$3,074	\$21,158	
1								\$18,084	\$3,074	\$21,158	

Totals may not be to the exact dollar due to rounding.