



Department of Employee Relations

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March 18, 2013  
(Revised Sept 12, 2013)\*

To the Honorable  
Fire and Police Commission  
City of Milwaukee  
Milwaukee, Wisconsin

Dear Commissioners:

This report recommends changes to the pay range structure for the classifications of Battalion Chief, Fire and Deputy Chief, Fire in the Milwaukee Fire Department as shown below.

Current	Proposed
Battalion Chief, Fire PR 4MX (\$83,923.58 - \$92,088.88)	Battalion Chief, Fire PR 4MX (\$87,682.14 - \$95,248.66) Implementation Rates of Pay: (\$87,682.14, \$88,997.22, \$91,550.16, \$93,381.08, \$95,248.66)
Deputy Chief, Fire PR 4OX (\$94,309.80 - \$104,622.96)	Deputy Chief, Fire PR 4OX (\$96,195.84 - \$105,138.28)

The realignment of pay ranges and the establishment of higher pay range maximums will assist in addressing some of the pay compression problems that impact the Chief's ability to attract applicants for these critical leadership positions within the Fire Department. This report also recommends adding a recruitment footnote to the classification of Assistant Fire Chief consistent with the one available for Assistant Chiefs in the Police Department.

**Background**

In 2012 Chief Mark Rohlfing requested a classification and compensation study of the Battalion Chief, Fire and Deputy Chief, Fire classifications in the Fire Department. The purpose of the study was to determine if the pay structure for the classifications was adequate in attracting and retaining qualified candidates given the impact of a wage freeze for members of the sworn management ranks since 2009 in relation to wage increases negotiated for members of Local 215 in 2009, 2011, and 2012. The study was also needed to determine if the pay differential between the rank of Captain and Battalion Chief was adequate given the significant increase in responsibility associated with the Battalion Chief rank.

**Organizational and Compensation Structure**

The Milwaukee Fire Department has a total of three positions of Assistant Fire Chief responsible for overseeing all staff and operations of each bureau as summarized in the following table.

<b>Milwaukee Fire Department</b>		
<b>Support Bureau</b>	<b>Operations Bureau</b>	<b>EMS/Training/Education Bureau</b>
<i>Budget and Management                      Technical Services                      Administration                      Construction &amp; Maintenance</i>	<i>Firefighting Division                      Special Operations:                      Marine/HURT/HAZMAT                      Fire Investigation Unit</i>	<i>EMS Division                      Health and Safety                      Training                      Community Relations</i>
<b>Staffing</b>	<b>Staffing</b>	<b>Staffing</b>
<i>1 Assistant Chief                      1 Battalion Chiefs</i>	<i>1 Assistant Chief                      3 Deputy Chiefs                      16 Battalion Chiefs</i>	<i>1 Assistant Chief                      2 Battalion Chiefs</i>

Although assigned to specific responsibilities within each Bureau, Assistant Chiefs are on a rotation schedule every third day and are responsible for responding to second or greater alarm fires and significant emergency scenes. They act as Incident Commanders with full and direct authority over all personnel responding to the emergency.

Deputy Chiefs are part of the Operations Bureau and staff each shift within the Firefighting Division. Their primary duty is to oversee the day-to-day operations, including overtime hiring, of the Firefighting Division. This Division includes all sworn field-assigned personnel in five battalions. Deputy Chiefs serve in a high level leadership capacity with responsibility for identifying operational efficiencies, developing and implementing operational policies for the suppression forces, and developing and adhering to sound fiscal management practices.

Battalion Chiefs command and assume responsibility of all responding Fire Department forces operating at the scene of emergencies until relieved by a superior ranking officer. Their duties include management of battalion staffing, maintenance of discipline, establishment and monitoring of battalion and department policies, coordination of training sessions, and the maintenance of high standards of performance for personnel, equipment, and quarters.

The classification and pay ranges associated with the command staff within the Fire Department are presented below:

Title	Pay Range	Minimum	Maximum
Fire Chief	4SX	\$109,592.92	\$153,426.45
Assistant Fire Chief	4RX	\$96,455.84	\$135,044.78
Deputy Chief, Fire	4OX	\$94,309.80	\$104,622.96
Battalion Chief, Fire	4MX	\$83,923.58	\$92,088.88
Fire Captain (Local 215)	4J- Pay Range 857	\$79,538.68	\$85,901.92 (2012 Rates)

The Fire Chief, Assistant Fire Chief, Deputy Chief, Fire, and Battalion Chief, Fire classifications are sworn management positions within the Milwaukee Fire Department. Since they are not members of the Milwaukee Professional Firefighters Association, Local 215, they are not subject to the same terms and employment conditions as the employees they supervise. Through collective bargaining Local 215 members received wage increases in 2009 (\$359 added to base pay + 3%), in 2011 (\$325 added to base pay), and in 2012 (2.95% in Pay Period 1 and 1.35% in Pay Period 14).

Up until 2009, the City strived to maintain wage parity between Local 215 and the sworn management personnel. Appropriate pay differentials based on nature of work and level of responsibility associated with each rank was important since most protective service organizations strive to develop internal talent and promote from within, instead of bringing high ranking individuals from the outside with limited knowledge and experience in the organization.

Since 2009 sworn management positions in the Fire Department have been subject to wage freezes along with most general city employees. This has created a pay compression problem that limits the pool of qualified candidates to be considered for promotion. Fire Captains have little to no incentive to consider a promotion to Battalion Chief. At the maximum of the pay range, Fire Captains earn an annual salary (excluding overtime) of \$85,197. Approximately 70% of the Fire Captains are currently at the top of their pay range. Under current provisions of the Salary Ordinance, a promotion to Battalion Chief results in a 5% salary increase to \$90,197, or 2% below the pay range maximum of \$92,088.88. Given the significant difference in scope of responsibility between the rank of Fire Captain and Battalion Chief it is necessary to assess whether this differential is enough to motivate Captains to want to advance to positions of leadership within the organization. Data from the last two promotional processes suggest that it is not as only eight Captains applied in 2011 and five in 2012.

In addition to the internal pay comparisons and the review of the pay compression problem, salary market data was gathered from other local jurisdictions within the state. This was important in assessing the Fire Department's ability to recruit external candidates for positions of leadership from other jurisdictions. The survey results are summarized below.

<b>Battalion Chief (2012 Data)</b>	
<b>Jurisdiction</b>	<b>Max Rate of Pay</b>
Oak Creek	\$84,539
Racine	\$85,000
Milwaukee County	\$85,767
Waukesha	\$87,800
Appleton	\$88,150
North Shore	\$89,322
West Allis	\$89,332
<b>Milwaukee</b>	<b>\$90,728</b>
Greenfield	\$90,908
Madison	\$99,008
Average	\$88,870

Given the size of Milwaukee's Fire Department, the population of a large urban area, and the characteristics of the city's infrastructure, Milwaukee's maximum rate should be the highest of the jurisdictions surveyed. Milwaukee's salary is higher than most jurisdictions by an insignificant amount. Therefore we can conclude that attempting to recruit experienced Battalion Chiefs from other jurisdictions would be difficult. It is also important to note that Milwaukee's salary falls short when compared to Greenfield and Madison.

### **Pay Range Restructuring**

In order to address the pay compression problems within the Fire Department and to bring the compensation level to an appropriate level, a new pay range for Battalion Chiefs is recommended.

Current	Proposed
Battalion Chief, Fire PR 4MX (\$83,923.58 - \$92,088.88)	Battalion Chief, Fire PR 4MX (\$87,682.14 - \$95,248.66) Implementation Rates of Pay: (\$87,682.14, \$88,997.22, \$91,550.16, \$93,381.08, \$95,248.66)

For the purpose of implementation, employee's rates of pay will be determined by the Department of Employee Relations.

Battalion Chiefs promoted into the position after the implementation of the new pay range will be placed in the new structure at a rate that is at least 5% higher than the rate prior to the promotion or the minimum of the Battalion Chief pay range, whichever is greater.

The new pay range maximum for Battalion Chiefs provides a more reasonable pay differential between the ranks of Fire Captain and Battalion Chief as demonstrated below.

Title	Pay Range	Minimum	Maximum
<b>New</b> Battalion Chief, Fire	4MX	\$87,682.14	\$95,248.66
Fire Captain ( <i>Local 215</i> )	4J- Pay Range 857	\$79,538.68	\$85,901.92

In order to preserve appropriate pay differentials between the recommended pay range for Battalion Chiefs and the Deputy Chief levels, this report also recommends a new pay range for Deputy Chief, Fire as presented below.

Current	Proposed
Deputy Chief, Fire PR 4OX (\$94,309.80 - \$104,622.96)	Deputy Chief, Fire PR 4OX (\$96,195.84 - \$105,138.28)

The recommended pay range provides a more appropriate differential within the sworn management structure. With the implementation of these recommendations, current Deputy Chiefs will be placed at the minimum of the recommended pay range. Newly appointed Deputy Chiefs will be eligible to receive a 5% increase after promotion consistent with provisions in the Salary Ordinance.

While no change is recommended for the pay range for Assistant Fire Chief, a footnote similar to that available for Assistant Chief of Police is recommended. This footnote allows recruitment to be at any rate within the pay range with the approval of the Employee Relations Director and the Chair of the Finance and Personnel Committee.

The implementation of the recommended pay ranges will create a more equitable structure within the Fire Department. If the recommendation is approved by the Common Council, we are recommending amending Chapter 350 of the Milwaukee Code of Ordinances (via a separate CC file) to eliminate the recall allowance benefit (\$850) per member and eliminate the CPR allowance (\$250) per member that the impacted individuals currently receive.

The necessary changes to the Salary Ordinance are presented below:

Under Pay Range 4MX, delete the current rates and add the following rates:

Hourly	42.15	45.79
<b>Biweekly</b>	3,372.39	3,663.41
Annual	87,682.14	95,248.66

Also amend footnote 1/ and add footnote 3/.

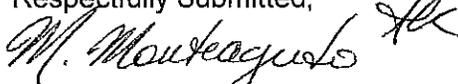
- 1) Recruitment is at \$3,372.39 (\$87,682.14).
- 3) For the purposes of implementation, employee's rates of pay will be determined by the Department of Employee Relations. The rates of pay: \$3,372.39, \$3,422.97, \$3,521.16, \$3,591.58, \$3,663.41.

Under Pay Range 4OX, delete the current rates and add the following rates:

Hourly	46.25	50.55
<b>Biweekly</b>	3,699.84	4,043.78
Annual	96,195.84	105,138.28

Also, delete footnote "1" in its entirety.

Under Pay Range 4RX, add footnote designation (1) to the title of "Assistant Fire Chief."

Respectfully Submitted,  
  
Maria Monteague  
Employee Relations Director

C: Mark Rohlfig