

**Recommendations of 2006 Consultant Study
“Promoting Police Accountability in Milwaukee:
Strengthening the Fire and Police Commission”**

RECOMMENDATION	Implemented? (FPC response)
Recommendation 3.1: The Fire and Police Commission should reorganize its staffing and structure to institute a monitor model of oversight that will review citizen complaint and internal Police Department investigations and issue public reports on the quality and fairness of those investigations. The chief FPC staff person will be designated the Independent Monitor. The Common Council should enact enabling legislation that establishes the Independent Monitor’s authority and functions.	Partial - hybrid monitor model with Executive Director performing most functions.
Recommendation 3.2: The Independent Monitor should report to the Fire and Police Commission. The Monitor should be appointed by the Mayor for a term of four years from a list of three candidates deemed by the Commission to be well-qualified for the post. The appointment should be subject to the confirmation of the Common Council. Removal of the Monitor during the four-year term should be only for cause as determined by the Commission.	Partial – title of Executive Director not changed.
Recommendation 3.3: The Fire and Police Commission should conduct a nationwide search for a well-qualified Independent Monitor.	Yes, title not changed from Executive Director.
Recommendation 3.4: The FPC should be restored to full autonomy, with a budget and staff fully independent of DER.	Yes
Recommendation 3.5: The personnel-related functions of the FPC should be spun off to another agency. The function of selecting the Chief of Police, however, should remain with the FPC.	No
Recommendation 3.6: The FPC staff should include three monitoring staff, three research/policy/hearing staff, a community relations manager, and two support staff.	Partial – currently short one research and one monitor position.
Recommendation 3.7: Provided that the Commission is authorized to hear and decide disciplinary appeals in panels of three members, the Commission should be expanded to seven members. The Commissioners should continue to serve staggered five-year terms, which foster the right balance of experience and fresh perspectives.	Yes
Recommendation 3.8: Steps should be undertaken to encourage talented citizens to serve on the FPC. Commissioners and their immediate family members should not be, or have been, members of the Milwaukee Police Department. Also, it is desirable that at least one Commissioner be a lawyer.	Yes
Recommendation 3.9: Commissioners should attend the Police Citizen Academy shortly after appointment. They should also participate in police ride-alongs.	Yes

RECOMMENDATION	Implemented? (FPC response)
Recommendation 3.10: FPC staff, in conjunction with the Commissioners, should develop an internal training program for new Commissioners that includes instruction on the policies and practices of the FPC and MPD.	Yes
Recommendation 3.11: As part of their initial training, Commissioners should also meet with representatives of the African-American, Latino, Asian, and Gay/Lesbian/Bisexual/Transgender communities to hear their perspectives on the Police Department and police misconduct.	Yes
Recommendation 4.1: The FPC complaint process should be discontinued. Civilian complaints made to the FPC should be referred to the Police Department for a thorough investigation and the results reviewed by the FPC's new monitoring staff.	No
Recommendation 4.2: The FPC will continue to accept complaints of police misconduct from the public and may arrange, as it does now, for community organizations also to accept complaints.	Yes
Recommendation 4.3: The FPC should collaborate with PPD in establishing protocols for a conciliation process which will be administered by the FPC.	Yes
Recommendation 4.4: The FPC and PPD will establish a protocol on proactive communication with complainants while their complaints are being investigated and will develop procedures for answering complainants' inquiries. The FPC will develop a procedure for an extra review of a file when the complainant is dissatisfied with the result, for requesting a reopened investigation when appropriate, and for communicating with the complainant about the results of the extra review.	Yes
Recommendation 5.1: The FPC staff should hire a paralegal to process scheduling orders and to assist the hearing examiner in pre-appeals hearing procedures.	Yes
Recommendation 5.2: Change the statutory five-to-15 day deadline for disciplinary appeal trials.	Yes
Recommendation 5.3: The statutory automatic adjournment should be changed to a right to an adjournment for cause.	Yes
Recommendation 5.4: Sections 10 and 12 of FPC Rule XV should be changed to eliminate the language limiting opening statements to two minutes and the parties' case in chief to 60 minutes.	Yes
Recommendation 5.5: The FPC should continue its efforts to reduce its backlog of pending appeals and schedule appeals hearings more frequently.	Yes
Recommendation 5.6: Section 62.50 should be amended so that police officers who are discharged by the Chief of Police will be terminated without pay during the pendency of their FPC appeal.	Yes

RECOMMENDATION	Implemented? (FPC response)
Recommendation 6.1: The Monitor should work with the Commission to compile a list of areas to evaluate, and assist the Commission in developing its agenda on policy matters.	Yes
Recommendation 6.2: The Independent Monitor and staff should engage in research and review of police policy and patterns. The FPC staff should include a research and policy manager, a research and policy specialist, and a part-time research analyst.	Yes
Recommendation 6.3: The findings and recommendations from policy reviews and performance reviews should be documented, and should be provided to the Milwaukee Police Department in written correspondence. The FPC should then track the Police Department's responses to the recommendations and any Police Department actions taken.	Yes
Recommendation 7.1: The Board should include a public comment period on agendas for meetings. Another avenue for community concerns regarding police practices would be for the FPC to work with the Police Department to hold forums and meetings in the community on police-community relations.	Yes
Recommendation 7.2: The FPC should hold meetings in various community locations at least once every calendar quarter.	Yes
Recommendation 7.3: The FPC should hire a community relations manager, responsible for community outreach and public relations.	Yes
Recommendation 7.4: The FPC should improve its public reports to make them more user-friendly, substantive, and timely. Starting in 2007, the FPC should issue a mid-year report, as well as an annual report. The FPC should also issue policy reports when the Commission and the Monitor engage in policy review.	Yes
Recommendation 7.5: The FPC should undertake survey efforts to measure public awareness and recognition of the FPC's work, and to measure the public perceptions of the effectiveness and accountability of the Milwaukee Police Department.	Yes
Recommendation 8.1: The Mayor and the Common Council should make the budgetary decisions and approvals necessary to fund an effective monitor-model FPC.	Partial
Recommendation 8.2: In its ordinance defining the Independent Monitor's powers and responsibilities, the Common Council should provide for an evaluation of the Fire and Police Commission, the reforms adopted as a result of this report, and the effectiveness of the implementation of those reforms.	Partial