



REPORT

LEGISLATIVE REFERENCE BUREAU

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31. Fire & Police Commission, 2015

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31. Fire & Police Commission

\$1,575,564

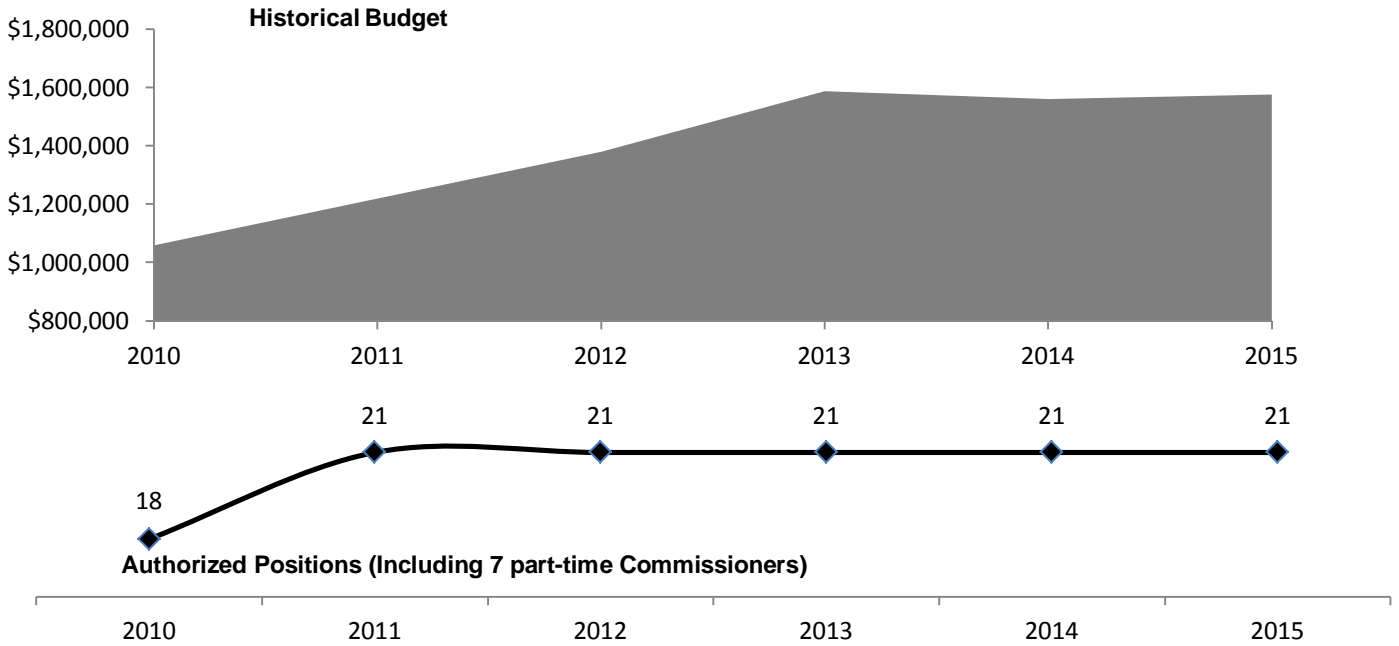
Proposed Department Budget

\$15,545

Nominal Change in Proposed Department Budget

1.00%

Percent Change in Proposed Department Budget

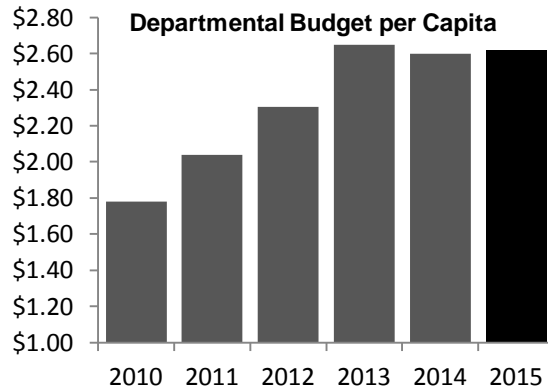
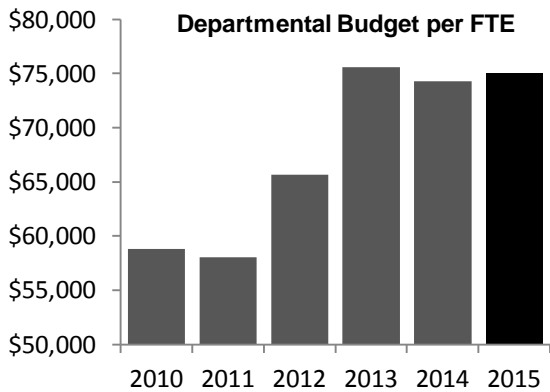


0% Percent Change in Authorized Positions 2014 to 2015 Proposed

0 Nominal Change in Authorized Positions 2014 to 2015 Proposed

1 Vacant Positions

38% % Eligible for Retirement within 10 years



7

The number of disciplinary appeals filed with the Commission in 2013.

85

The number of Police Recruits expected to graduate in 2015.

31

The number of formal citizen complaints received by the Commission.

105

The average number of days needed to resolve disciplinary appeals.

58

The average number of days to resolve formal citizen complaints.

114

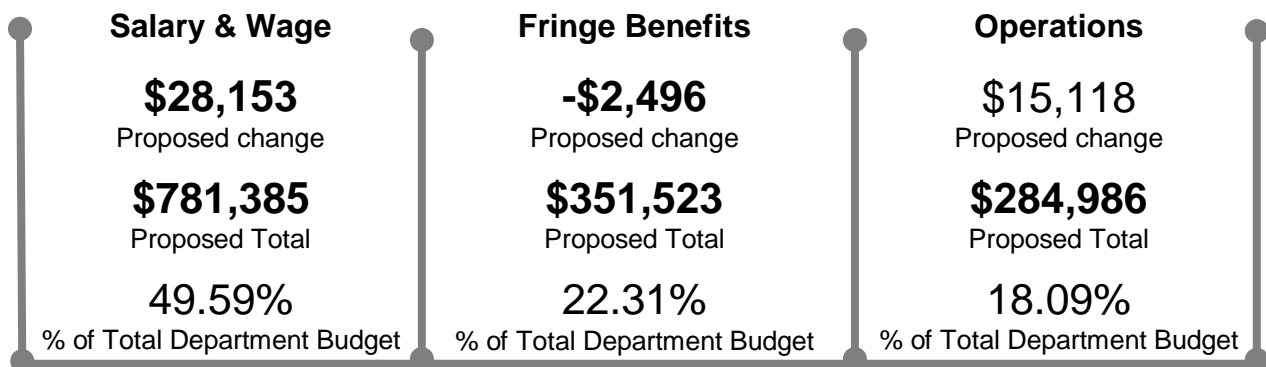
The total number of citizen complaints (formal and informal) received by the Commission.

65

The number of community outreach events and contacts.

3,782

The number of sworn and civilian positions subject to Commission authority (993 Fire and 2,789 Police).



II. INITIATIVES AND PROGRAMS.

1. Citizen Complaints.

In 2013, the Fire and Police Commission received 114 complaints regarding conduct of members of the Police and Fire Departments. This was 49% below the 4-year average of 226 complaints. The 2013 complaints included 83 “informal” complaints – those submitted for informational purposes only or without use of the official complaint form. Informal complaints are not recorded in officer records as misconduct complaints. The average time needed to resolve the 31 “formal” complaints was 58 days, down from 83 days in 2011 and 73 days in 2012.

2. Discipline.

MPD members who are discharged, demoted or suspended for more than 5 working days by the Chief of Police, and MFD members who are discharged, demoted or suspended for more than 5 eight-hour working days or 2 twenty-four hour shifts may appeal these disciplinary actions to the Commission, which has the power to sustain, overturn or modify a chief’s action. In 2013, 7 appeals of MFD and MPD disciplinary actions were filed with the FPC; one was withdrawn before going to trial, 5 went to trial and one is still pending. For comparison, 12 appeals were filed with the Commission in 2012. Five were withdrawn, one went through an MPD grievance process and 6 were tried before the Commission.

3. Research and Reports.

The FPC’s research staff completed and presented 3 reports in 2013:

- Report on MPD Firearms Discharges in 2012
- Analysis of 2012 MPD Vehicle Pursuits
- Analysis of 2012 MPD Use of Force Incidents.

Informational memoranda were issued on:

- Confirmation of Warrants Prior to Arrest
- Video Recording.

4. Fire Cadet and Police Aide Programs.

The 2012 Adopted Budget created a Fire Cadet pilot program intended to increase the diversity of the Fire Department. Fire Cadets participate in a 2-year, apprentice-style program that prepares them for careers as Firefighters. Upon successful completion of the program and meeting other eligibility requirements (including earning 24 college credits, receiving a favorable recommendation from the fire chief and passing physical ability and drug tests), a Fire Cadet will be eligible for appointment to the Firefighter position.

The 2012 Budget provided funding for 13 Fire Cadet positions, while the 2013 Budget provided partial-year funding for 39 Fire Cadets. The 2014 Budget provided full-year funding for 39 Fire Cadet positions. That continues in 2015’s Proposed Budget.

The Fire Cadet program is similar to MPD's longstanding Police Aide program. The Police Department has 66 Police Aide positions which were all filled as of August 30, 2014's vacancy report. Police Aides attend Academy classes, participate in physical fitness training and rotate through a variety of support positions in the Police Department to familiarize themselves with department operations and the day-to-day work of Police Officers. Police Aides who are nearing completion of their 2-year apprenticeship style program will be evaluated for possible inclusion in the upcoming December 2014 and mid-2015 Police Recruit training classes.

Recruitment for both positions begins annually around Labor Day and ends near Thanksgiving. Written and oral examinations are administered starting in January, followed by physical ability testing in April. This leads to creation of an eligible list by the end of April. The FPC then conducts or coordinates background investigations, medical exams and psychological exams from May through August. Drug screening is performed right before the class starts in September, completing the one-year cycle from recruitment to hiring.

Recruitment for the 2015 class is now underway and will end on December 5, 2014.

5. Testing, Appointments, Promotions.

In 2013, the FPC has administered entry-level or promotional exams on behalf of the Fire and Police Departments. The Commission analyzed the job tasks and devised new tests for the following positions: Police Telecommunicator, Police Dispatcher, Fire Equipment Dispatcher, Police Sergeant, Police Lieutenant, Police Detective, Fire Lieutenant and Fire Captain.

6. Office Remodeling.

The office remodeling project funded in 2014 is on hold pending a final decision on the future of the 8th floor of City Hall.

III. EXPENDITURES.

Table 31.1. Changes in Expenditure Amounts by Account.

Expenditure Account	2013 Actual	2014 Adopted Budget	% Chng.	2015 Proposed Budget	% Chng.
Salaries and Wages	\$761,246	\$753,232	-1.1%	\$781,385	3.7%
Fringe Benefits	\$345,053	\$354,019	2.6%	\$351,523	-0.7%
Operating Expenditures	\$351,023	\$269,868	-23.1%	\$284,986	5.6%
Equipment Purchases	\$3,031	\$2,900	-4.3%	\$2,670	-7.9%
Special Funds	\$126,545	\$180,000	42.2%	\$155,000	-13.9%
Total Operating Budget	\$1,586,898	\$1,560,019	-1.7%	\$1,575,564	1.0%

1. Budget Summary.

The total 2015 Proposed Budget is \$1,575,564; an increase of \$15,545 (1.0%) from the \$1,560,019 2014 Budget.

2. Personnel Costs.

Personnel costs in the 2015 Proposed Budget are \$1,132,908, a \$25,657 (2.3%) increase from 2014. Salaries and wages increase \$28,153 (3.7%). A new Human Resources Representative was recruited at an \$8,800 higher salary than the prior incumbent. The 2013 1.5% raise for general City employees also contributed \$12,600 to the increase in Salaries. Fringe benefits decrease \$2,496 (-0.7%) in the Proposed Budget.

3. Operating Expenditures.

Operating expenditures in the 2015 Proposed Budget are \$284,986, a \$15,118 (5.6%) increase from the 2014 Adopted Budget. The increase can be largely attributed to changes in the following line items:

- **Professional Services** increased \$10,000 from 2014 to 2015 for promotional exam job analysis updates.
- **Other Operating Services** increases \$5,000 due to higher advertising and exam rater costs.

4. Equipment.

No substantial changes.

5. Special Funds.

The Pre-Employment Screening special fund remains at \$155,000. Special Funds decrease \$25,000 because a one-time Operational Efficiency Study was funded in 2014. This survey of public interaction with the Police Department to determine areas for customer service improvement is underway.

IV. PERSONNEL.

Table 31.3. Changes in Full-Time Equivalent (FTE) and Authorized Positions.

Position Category	2013 Actual	2014 Adopted Budget	Change	2015 Proposed Budget	Change
O&M FTEs	12.11	12.60	0.49	12.60	0
Non-O&M FTEs	0.58	0.80	0.22	0.80	0
Total Authorized Positions*	21	21	0	21	0

*including 7 Fire and Police Commissioners.

1. Personnel Changes.

None.

2. Vacancies.

The Commission's Research and Policy Analyst position is currently vacant. On October 31, 2014, the Executive Director's position will become vacant.

3. Office of Emergency Management and Homeland Security.

This office has one position, the Homeland Security Director. Prior to mid-2013, this position was funded primarily (80%) by the US Department of Homeland Security's Urban Areas Security Initiative (UASI) grant program, with the remainder being tax-levy funding. That grant expired on June 30, 2013. Subsequently, the position's salary and fringe benefits were 50% funded by a State of Wisconsin Emergency Management Grant. This grant continues partial funding for OEMHS through 2015, with the remainder being funded by the tax-levy.

V. SPECIAL PURPOSE ACCOUNTS (SPA).

None.

VI. REVENUES.

None.

VII. CAPITAL PROJECTS.

A potential Fire and Police Commission office remodeling project received \$150,000 capital borrowing authority funding in the 2014 Budget. This project would involve remodeling the space on the 10th floor of the Zeidler Municipal Building currently occupied by City Attorney's staff to meet the needs of the Fire and Police Commission.

This project assumes that the City Attorney's Office will relocate from its current temporary location on the 7th and 10th floors of the Municipal Building to its former quarters on the 8th floor of City Hall. That relocation and the Fire and Police Commission relocation are currently on hold pending a final decision about the ultimate use of City Hall's 8th floor.

VIII. ISSUES TO CONSIDER.

1. The anticipated vacancy of the Executive Director's position offers the opportunity to reflect on the qualifications and qualities desired in a new Executive Director.

2. Given its limited staff resources and need to update job descriptions for all sworn fire and police positions, the department has become more reliant on an outside consultant to perform job analyses and to revise examinations. The advantages and disadvantages to creating an additional FPC position to do this work in-house need to be examined.

3. The Commission will continue to receive State grant funding to support the Homeland Security Director position in 2015. However, future grant funding for this position is not assured, and the City must be vigilant in seeking other funding sources for the Homeland Security Director.

4. Applications are now being taken for Firefighter and Police Officer positions. One challenge facing the City is diversifying the departments to more closely reflect Milwaukee's population. While the Police Department has made strides forward, the Fire Department is still struggling to attract and retain a diversified workforce.

5. The Fire and Police Commission office remodeling project, partially funded in the 2014 Capital Budget, assumes that the City Attorney's Office will vacate office space on the 10th Floor of the Municipal Building and return to City Hall. If the City Attorney's Office does not return to City Hall, or if that return is delayed, what steps can be taken to provide the Fire and Police Commission with office space that is more usable and efficient for the department and more user-friendly and accessible for the public?

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