



Fire and Police Commission

Leon Todd
Executive Director

Edward Fallone
Chair

Amanda Avalos
Vice-Chair

Fred Crouther
LaNelle Ramey
Dana World-Patterson
Bree Spencer
Gerard Washington
Ruben Burgos
Commissioners

Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd
Executive Director

Date: October 19, 2022

RE: Monthly Update on FPC Department Operations

The following report is an update on Fire and Police Commission (FPC) department operations. The FPC Executive Director will present the report at the next regular board meeting on October 20, 2022.

FPC Department Staffing and Vacancies

Twenty-four staff positions are currently assigned to the FPC. The following 4 vacancies were recently filled:

Auditor Manager. We have hired Sean Raclaw to fill this vacancy. Mr. Raclaw has extensive knowledge of the auditing requirements of the *Collins* Settlement Agreement, as well as law enforcement practices and constitutional policing principles. He recently retired as a lieutenant from the Milwaukee Police Department (MPD), where he served as the Audit and Project Manager for MPD's Inspection Section and Audit Unit. In this capacity, he was instrumental in improving and moving MPD's compliance efforts forward. As the Crime and Justice Institute (CJI), the consultant for the *Collins* Settlement Agreement, noted in its Fourth Annual Report, "Lieutenant Sean Raclaw with his strong organizational skills, responsiveness to CJI inquiries, and continued attention to documentation, meeting agendas, and proactive updates ensures that the work flows smoothly and keeps the focus of the Administrative Bureau on compliance." Mr. Raclaw's first day with the FPC will be November 7, 2022.

Staffing Services Manager. I have promoted Molly Kuether-Steele to fill the position of Staffing Services Manager. Ms. Kuether-Steele will be an excellent leader



of the FPC's Staffing Services Unit. Mostly recently, she served as a Human Resources Representative with the FPC. She therefore has extensive knowledge and familiarity with the FPC's testing and hiring processes. She has also demonstrated outstanding leadership capabilities during the last several months when the FPC was without a Staffing Services Manager. During this time, Ms. Kuether-Steele served as the point person for the Staffing Services Unit and coordinated and oversaw the day-to-day operations of the unit in a highly capable manner.

Human Resources Representative. We have hired Jordan Hendry to fill the HR Representative position that was previously held by Ms. Kuether-Steele. Mr. Hendry will be a great addition to the FPC team. Most recently, he worked as Director of Business Development for Alliance ENT & Hearing Center. Before that, he worked as General Manager for Wyndham Hotels & Resorts. Mr. Hendry holds a Bachelor of Science in Business Administration. His first day with the FPC was October 17, 2022.

Test Administration Coordinator. Lastly, we have hired Ameek McAuliffe to fill the position of Test Administration Coordinator. Ms. McAuliffe will also be a great addition to the FPC team. Most recently, she worked as a Legal Office Assistant-Senior for the City Attorney's Office, where she was responsible for providing executive legal support for several attorneys. Ms. McAuliffe has a Bachelor of Science in Criminal Justice. Her first day with the FPC will be October 31, 2022.

The following 3 remaining vacancies currently exist:

Auditor. We have identified a candidate to fill this position. We are currently in the process of conducting the background check and anticipate filling the position in mid-November 2022.

Program Assistant I. We anticipate receiving the eligible list for this position from the Department of Employee Relations (DER) relatively soon. We will schedule interviews shortly thereafter.

Administrative Support Specialist (OEM). As previously reported, we anticipate that this position will be eliminated as part of the 2023 budget.

We also plan to interview additional candidates to fill a third HR Representative position. This position will be funded through DER's Auxiliary Resource Program for the remainder of the year. We anticipate that the position will be made permanent in next year's budget. We will be working with DER to obtain a new eligible list to fill this position.

FPC Department Operations Update

1. Audit

Pursuant to the *Collins* Settlement Agreement, the Audit Unit is tasked with reviewing all MPD internally generated complaints; conducting audits of traffic stops, field interviews, no-action encounters, frisks, and searches every six months; and conducting audits of citizen complaints filed with the FPC and MPD every six months. This undertaking has been carefully structured and scheduled with input from the CJI. Audit plans and schedules have been created for this work, which remains ongoing.

The Audit Unit first presents its audit results to MPD after completion. Shortly thereafter, the Audit Unit sends a draft report to MPD, which then has 30 days to respond. FPC staff then review and consider MPD's responses in generating the final report.

To date, the Audit Unit has fully completed the following 11 audits:

- Internally generated Q1-2 2020
- No-action encounters Q3-4 2020
- MPD citizen complaints Q3-4 2020
- FPC citizen complaints Q3-4 2020
- Internally generated Q3-4 2020
- No-action encounters Q1-2 2021
- Traffic stops Q1-2 2021
- FPC citizen complaints Q1-2 2021
- Field interviews Q1-2 2021
- MPD citizen complaints Q1-2 2021
- Internally generated Q1-2 2021

The following additional 5 audits have begun and are currently in process:

- Field Interviews Q3-4 2021: The audit has been completed. A draft report has been sent to MPD.
- Traffic Stops Q3-4 2021: The audit has been completed. A draft report will be sent to MPD within the next 2 weeks.
- No-action encounters Q3-4 2021: The audit has been completed. A draft report has been sent to MPD.
- MPD citizen complaints Q3-4 2021: The audit has been completed. A draft report will be sent to MPD within the next 2 weeks.

- Field interviews Q1-2 2022: The fieldwork for this audit is in progress. We anticipate completion during the month of November 2022.

2. Community Engagement

Over the last month, FPC Community Outreach Coordinator Maritza Ugarte has attended various community engagement meetings and events. Ms. Ugarte continues to use these platforms to share information about current FPC initiatives, as well as to inform community members how they can better engage with the FPC. During the last month, Ms. Ugarte has shared information on new commissioners joining the FPC Board, the police aide and fire cadet recruitments, the FPC police satisfaction survey, and the FPC's regular meeting schedule.

Among other recent events, the FPC recently hosted a table at the first Hispanic Heritage Month event in the City Hall Rotunda, which was coordinated by the Avanzando Group. Ms. Ugarte and FPC Recruiter Josselin Morales represented the FPC and shared information on active recruitments, new FPC board members, and the basic functions of the Commission.

Ms. Ugarte also attended three evening neighborhood walks, each of which had about 15-25 participants. The walks served as great opportunities to listen to residents' public safety concerns, as well to share information related to the FPC's work.

In addition, Ms. Ugarte has been using social media to post various updates on current FPC-related events and news. Through these posts, she hopes to increase awareness and engagement among community members and stakeholders. Ms. Ugarte continues to update the FPC website with priority given to open recruitments as well as the FPC's police satisfaction survey. These updates included the creation of a landing page for the survey.

Lastly, the FPC will be presenting at the District 2 Crime and Safety Meeting to provide an overview of the FPC's main functions, again with a focus on the open recruitments over the next few of months.

3. Emergency Management

As previously reported, Ryan Zollicoffer started as the new Emergency Management Director on August 22, 2022. Among other recent initiatives, Mr. Zollicoffer is currently working on the development of an Emergency Operation Center (EOC) training and exercise plan for potential high hazards (e.g., hazmat, civil unrest, active shooter, winter storms, power outages, floods, excessive heat, etc.). He is also reviewing city specific functional emergency annexes (associated with public

health emergencies, cybersecurity, mass casualty incidents, water security/contamination, etc.) in an effort to integrate these into the city's comprehensive emergency management plan (CEMP).

In addition, Mr. Zollicoffer has re-established the city's emergency management social media accounts. He also recently developed an emergency operations guide for city elected officials, which he will be sending to Common Council members in the near future. Mr. Zollicoffer is also currently working with Wisconsin Emergency Management (WEM) and the Federal Emergency Management Agency (FEMA) Region 5 on hosting a kick-off meeting for city and county stakeholders in preparation for the development of an integrated preparedness plan for the 2024 Republican National Convention (RNC).

Finally, Mr. Zollicoffer is reviewing lessons learned from Cleveland's 2016 RNC and pre-planning to address any emergency management concerns for the city of Milwaukee.

4. Investigations

As of October 3, 2022, the FPC has received 122 citizen complaints (41 formal and 81 informal). Ten of those complaints are remain open.

To date in 2022, the average time to close formal cases is 32 days. The average time to close all cases (both formal and informal) is 20 days. By comparison, the average time to close formal cases in 2021 was 39 days (20 days for all cases) (110 total complaints); in 2020, average time to close formal cases was 73 days (115 total complaints); and in 2008, it was 270 days (120 total complaints).

5. Legal

To date this year, there have been a total of 10 disciplinary appeals filed with the FPC (2 for MFD and 8 for MPD). Two of those appeals were resolved by way of settlement shortly before trial. Two other cases were resolved by the voluntary withdrawal of the appellant from the process. Four appeals have led to Board trials and decisions. The remaining 2 appeals, which have been joined, are currently scheduled for trial in early November 2022.

In addition, 1 citizen complaint trial that was scheduled for trial in June 2022 was resolved by the voluntary withdrawal of the complainant from the process. One additional citizen complaint trial is currently scheduled for trial in mid-November 2022.

6. Research and Policy

Thus far in 2022, 58 updated MPD SOPs and SOIs have been submitted to the FPC, 33 of which have been reviewed and analyzed by FPC Research and Policy Analyst Barbara Cooley. The Board has approved 56 updated MPD SOPs/SOIs in 2022.

Besides reviewing proposed SOP and SOI amendments, Ms. Cooley has been working on the following projects:

- Continued monitoring the Police Satisfaction Survey contract; surveying by phone calling and postcard mailing are underway.
- Completed the second quarter 2022 911 Call Wait Times report, including analysis of the effect of the 911 telecommunicator salary increase on hiring and retention, and the relationship of staffing levels and call volume vs. call response time.
- Released the 2020 Use of Force Report; the 2021 report is expected this quarter. Provided additional data not included in past reports on investigations and outcomes.
- Received and released the 2019 and 2020 Citizen Complaint Reports. Monitoring the 2021 report. Also producing additional complaint report for the Complaints and Discipline Committee.
- Analyzed results of questionnaire to determine police officers' and firefighters' reasons for moving out of Milwaukee. Writing report.
- Analyzing and reporting the demographic attrition rates for MPD/MFD candidates through the hiring process to identify needed changes in the process.
- Writing reports on data related to appeals for both disciplinary actions and pre-employment examinations to determine relevant trends.
- Completed compilation of examples of legislation/policies for use as a reference in writing the FPC's body cam footage release SOP.

7. Staffing Services

The Staffing Services Unit is engaged in ongoing testing, hiring, and recruiting to fill positions within the Milwaukee Fire and Police Departments. The following is a list of recently started and upcoming scheduled classes/recruitments:

- A fire cadet class started on August 22, 2022 (class of 24).
- A firefighter class started on August 8, 2022 (class of 44)
- A police officer class started on October 17, 2022 (class of 61).
- An MPD 911 telecommunicator class started on September 19, 2022 (class of 7). An MFD 911 telecommunicator class also started September 19, 2022 (class of 3).
 - An additional 911 telecommunicator class for MFD is scheduled for October 31, 2022 (class of 2-3).
- New recruitments for police aides and fire cadets recently opened. For police aides, the application period will be open until November 18, 2022. For fire cadets, the application period will be open until December 2, 2022.
 - Recruitment for police aides and fire cadets from September 1 to October 14, 2022 includes 25 MPS outreach events and 5 job fairs.
 - The FPC's College and Career Fair Open House is scheduled for November 12, 2022.
 - Radio, TV, and social media coverage have all been used to expand recruitment reach for the police aide and fire cadet positions.
- We are also planning to open a new police officer recruitment from November 21, 2022 to December 16, 2022.
 - Two additional police officers classes are planned for 2023: a spring class of 65 recruits and a fall class of 50 recruits.