



Fire and Police Commission

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Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd
Executive Director

Date: December 16, 2025

RE: Update on FPC Staffing and Operations – December 18, 2025, Regular FPC Meeting

The following report is an update on Fire and Police Commission (FPC) staffing and operations. The FPC Executive Director will present this report at the next regular board meeting on December 18, 2025.

FPC Staffing

Twenty-seven full-time staff positions are currently assigned to the FPC. There is one existing vacancy:

1. *Program Assistant I*. The Department of Employee Relations has provided us with the eligible list for this position, along with a few additional eligible lists for comparable positions. We will be interviewing candidates from these lists in the near future.

Beginning in 2026, one new position will be added to the FPC—a Human Resources Information System (HRIS) Auditor position, which will support the new Workday System.

FPC Operations

1. Audit & Compliance

Collins Settlement Agreement Audits – Year Eight (2025-2026)

Current Audit Status

The FPC Audit Unit is currently working on the following two audits:

- MPD Citizen Complaints Q3-4 2024
- MPD Field Interviews Q1-2 2025

Completed Audit Status

The Audit Unit has completed the following six audits for Year Eight (2025-2026) of the agreement:

- MPD Traffic Stops Q1-2 2025
- MPD Field Interviews Q3-4 2024
- MPD Traffic Stops Q3-4 2024
- FPC Citizen Complaints Q3-4 2024
- MPD Citizen Complaints Q1-2 2025
- MPD No-Action Encounters Q1-2 2025

Non-Collins Audits

The Audit Unit completed the following six non-*Collins* audits in 2025:

- MPD Overtime
- MPD Discipline Matrix
- MPD ShotSpotter
- MPD Domestic Violence Calls for Service
- MPD In-Car Camera System
- MPD Supervisor Training

2. Community Engagement

FPC Community Outreach Coordinator Carlos Martinez-Rivera continues to advance the FPC's community engagement and transparency efforts through various initiatives and events.

- **Adopt-a-School Initiative.** Beginning in November, Mr. Martinez-Rivera supported the city's Adopt-A-School initiative in collaboration with Elm

Creative Arts School. Specifically, Mr. Martinez-Rivera coordinated volunteer participation from FPC staff and served as the first FPC volunteer at the school. These activities contribute to literacy programming and attendance-building efforts at Elm, helping strengthen ties between the FPC and the school community.

- **Centro Latino MKE Coalition Engagement.** Mr. Martinez-Rivera played an active role in the launch and continued planning of the Centro Latino MKE (CLM) Coalition. He attended the coalition's first meeting, during which organizations collaboratively mapped out topics for the next six monthly forums and resource fairs, including a November focus on rights related to ICE encounters. He also supported and attended the inaugural Forum and Resource Fair, which drew approximately 15 participants for the forum and 20 for the fair. Mr. Martinez-Rivera has continued participating in subsequent planning meetings to prepare future sessions and build on the coalition's momentum.
- **School & Community Safety Outreach.** Mr. Martinez-Rivera responded to a request from a teacher at Benjamin Franklin Elementary School seeking officers to speak to her K5 students about community helpers. He coordinated with MPD District 5 to arrange officer participation for the requested class visit on December 12. This effort supported early-age civic learning and helped connect school staff with MPD in a positive, educational setting. Additionally, Mr. Martinez-Rivera contacted MPD District 2 regarding involvement in their Three Kings Day shopping event to maintain FPC representation in seasonal community activities.
- **Civic Engagement & Interdepartmental Collaboration.** To strengthen cross-departmental relationships and civic engagement initiatives, Mr. Martinez-Rivera is planning to meet with the new Milwaukee Civic Engagement Services Manager from the Milwaukee Public Library. This meeting aims to explore joint strategies to increase civic participation among residents and build constructive partnerships between city departments. Mr. Martinez-Rivera also remains engaged with district-level community safety efforts by regularly attending Crime and Safety Meetings, such as the session at Tippecanoe Library, to deepen understanding of neighborhood concerns and enhance FPC visibility.

3. Investigations

Thus far in 2025, the FPC has received 192 citizen complaints: 130 involve MPD members, four involve DEC members, 15 involve MFD members, and 43 involve matters outside the FPC's jurisdiction.

Out of the 192 complaints filed this year, 157 have been closed, and 35 remain open.

The categories of citizen complaints received thus far are as follows:

- Department Services 123
- Department Procedure 11
- Discourtesy 13
- Disparate Treatment 12
- Use of Force 4
- No Allegation 37

The dispositions for the closed cases thus far are as follows for 2025:

Milwaukee Police Department

Dispositions of Complaints for MPD

FPC Dismissed	32 (Untimely, No Juris, Complaint Process, etc.)
Unfounded	15
Sustained	3 (Amend Report, Counselling, Refer to Dist.)
Not Sustained	52 (No COC Violation)
Referred MPD/IAD	3
<u>Exonerated</u>	<u>2</u>
	107 complaints

Milwaukee Fire Department

Dispositions of Complaints for MFD

FPC Dismissed	1 (Untimely)
Unfounded	1
Sustained	3 (Counseling, Referred to Dept.)
Not Sustained	8 (No COC Violation)
<u>No Allegation</u>	<u>1</u>
	14 complaints

Department of Emergency Communication

Dispositions of Complaints for DEC

FPC Dismissed	1 (No jurisdiction)
Unfounded	1
Sustained	1 (Referred to DEC Supervision)
<u>Not Sustained</u>	<u>1</u> (No COC)
	4 complaints

In 2025, the FPC received thirteen commendations involving MPD members and one involving MFD members.

4. Legal

Thus far in 2025, 15 disciplinary appeals have been filed with the FPC, five of which have been dismissed following negotiated settlements. Seven disciplinary appeal trials have been held in 2025 to date. There are no other appeals that are currently scheduled for trials through the end of 2025. However, there are five appeals that are scheduled for trials in 2026.

5. Research and Policy

FPC Research and Policy Analyst Barbara Cooley has recently been working on the following projects:

- Reviewing amendments to MPD standard operating procedures and instructions.
- Continuing to research potential police officer recruitment/retention incentives and initiatives.
- Participating in an ongoing police recruitment and retention workgroup.
- Researching alternatives for recruiting military veterans.
- Researching the potential advantages and disadvantages of granting detectives preference points for other promotional opportunities.
- Analyzing 2024 police officer applicant progression through the testing process by race and gender.

6. Staffing Services

The Staffing Services Unit is engaged in ongoing testing, hiring, and recruiting to fill positions within the public safety departments. The following is a list of recently completed and upcoming recruitments, exams, and classes:

- Continuous recruitment for the Police Officer position (entry-level) ended on December 5, 2025, and will reopen on January 1, 2026.
 - In 2025, we received a total of 1,804 applications that met the minimum qualifications.
 - MPD Class 3-2025 started December 8, 2025, with 35 recruits.

- The 2026 Police Officer continuous recruitment job announcement bulletin will be presented at the December 18, 2025, regular FPC meeting for approval.
- We are planning to launch a new recruitment for Police Lateral/Transfer Officers in January 2026.
- The Police Lieutenant and Detective eligible lists will be presented at the December 18, 2025, regular FPC meeting for approval.
- Applications for Fire Cadet and Police Aide closed on December 5, 2025.
 - We received 353 Fire Cadet applications that met the minimum qualifications.
 - We received 169 Police Aide applications that met the minimum qualifications.
- A new Emergency Communications Officer (ECO) recruit class of twelve ECOs is scheduled to start in early February 2026.

Recruitment:

Recently, the FPC's recruitment team has been working on the following projects and initiatives:

- Hosted the Fire Cadet Orientation that took place on December 13, 2025
- Attended Fire Cadet Fit Camps to help answer any questions they may have.
- Sending personalized text messages to all Police Aide candidates.
- Assisted and provided Police Aide and Fire Cadet candidates with testing timeline notices.
- Conducted Police Officer interview prep sessions.

FPC Budget

Below is a summary of the FPC's recently approved 2026 budget.

1. 2024 FPC Budget Summary

	2025 Adopted Budget	2026 Proposed Budget	Amount Change	Percent Change
FTEs	27.10	28.10	1.00	4%
Total Positions	36	37	1.00	4%
Salaries & Wages	\$2,330,964	\$2,393,904	\$62,940	3%
Fringe Benefits	1,048,934	1,077,257	28,323	3%
Operating	951,605	1,229,439	387,834	41%
Equipment	2,200	2,200	0	0%
Special Funds	769,960	678,102	-91,858	-12%
TOTAL	\$5,103,663	\$5,490,902	\$387,239	8%

2. 2026 FPC Budget Highlights

The 2026 FPC budget includes the following highlights:

- Salaries and Positions
 - One new position: HRIS Auditor

- Operating and Equipment Expenses
 - Funds for the continuous recruitment of police officers
 - Funds promotional testing for the following positions:
 - Police Sergeant
 - Fire Lieutenant
 - Fire Captain

- Special Funds
 - Pre-employment funds decreased due to only having one fire recruit class and no CSO classes.
 - The 2026 budget funds the following classes:
 - Three Police Officer classes, each with up to 65 officers
 - One Firefighter class, with up to 50 firefighters
 - Emergency Communications Officer (ECO) classes for up to 68 new ECOs
 - One police aide class of 35 police aides
 - One fire cadet class of 26 cadets
 - Funding for the Police Satisfaction Survey, which is conducted every two years