



## Fire and Police Commission

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### Memorandum

To: Fire and Police Board of Commissioners

From: Leon W. Todd  
Executive Director

Date: March 18, 2021

RE: Monthly Update on FPC Departmental Operations

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The following report is an update for Board of Fire and Police Commissioners on FPC departmental operations. This report will be presented by the Executive Director at the FPC Board meeting on March 18, 2021.

#### **1. Staff Vacancies within the FPC Department**

There are currently twenty-three staff positions within the FPC's eight departments,<sup>1</sup> which include: (1) Administration; (2) Legal; (3) Research; (4) Emergency Management and Communications; (5) Testing, Hiring, and Recruiting (or Staffing Services); (6) Investigations; (7) Community Engagement; and (8) Audit. Currently, the following nine vacancies exist, eight of which existed when I became Executive Director on December 30, 2020:

##### Administration

1. Chief of Staff. The posting for this position closed in February 2021. I have reviewed and scored the applications, and interviews are being scheduled for the week of March 21. I will be joined in these interviews by Nikki Pervis, Chief Equity Officer, and Kristen Urban, Staffing Services Manager with DER.

##### Testing, Hiring, and Recruiting

2. Staffing Services Manager. This position is currently filled by La'Neka Horton by way of a temporary appointment. An eligible list of top rated candidates is ready and available. I plan to schedule interviews to fill this position on a permanent basis after completing the interviews for Chief of Staff.
3. Test Administration Coordinators. Interviews for this position were recently completed. The two top rated applicants have declined offers. We are therefore assessing our options for moving forward with respect to filling this position.

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<sup>1</sup> This does not include the new Office of Emergency Communications.

4. Program Assistant II. An eligible list of top rated candidates is ready and available. This will be the next set of interviews conducted by the Staffing Services Department.

Research

5. Research and Policy Analyst. An eligible list of top rated candidates is ready and available. I plan to schedule interviews for this position after completing the interviews for Staffing Services Manager.

Emergency Management

6. Program Assistant II. This position is currently being reclassified to a Program Analyst position at the recommendation of Kyle Mirehouse, the Director of Emergency Management and Communications. Once the position is reclassified, it will be posted for candidates to apply.

Community Engagement

7. Community Outreach Coordinator. Ana Diaz, the former Community Outreach Coordinator, Ana Diaz, recently left the FPC. This position to find her replacement will be posted by the end of March.

Audit

8. Auditor—2 vacancies. Audit Manager Mike Doherty and I previously conducted interviews for these positions based on an existing eligible list that was generated prior to my start date on December 20, 2020. Unfortunately, we were not able to find any suitable candidates based on those interviews. The positions were therefore reposted and the posting closed on February 18, 2021. The applicants have been ranked and we are ready to begin scheduling interviews.

**II. Update on Departmental Operations**

**A. Testing, Hiring, and Recruiting**

The Staffing Services Department is engaged in ongoing testing, hiring, and recruiting to fill positions within the Milwaukee Fire and Police Departments. The following is a current schedule of their recently completed and planned future activities:

Tentative Month/Pay Period	Fire Department	Police Department
January 29th & 30th (PP 3)	Fire Cadet (Written Exam)	
February 15th (PP 4)	Fire Cadet (Written make-up Exam)	
February 28th through March 4th (PP 5)	911 Operator (Typing & Practical Exam)	911 Operator (Typing & Practical Exam)



March 5 <sup>th</sup>	Fire Cadet (PHQ's due)	Community Service Officer (2021 Recruitment)
March 9 <sup>th</sup> & 10 <sup>th</sup> (PP 6)	Fire Cadet (Oral Interviews)	
March 11 <sup>th</sup> & 12 <sup>th</sup> (PP 6)	911 Operator (Oral Interviews)	911 Operator (Oral Interviews)
March 22 <sup>nd</sup>	911 Operator (PHQ's due)	911 Operator (PHQ's due)
April	Fire Recruit (Tentative) (Candidate Physical Ability Test)	Police Officer (PHQ's due)
April	911 Operator (Med, Psych, Drug)	911 Operator (Med, Psych, Drug)
May	911 Operator (class)	911 Operator (class)
May	Fire Recruit (Med., Psych, Drug)	Police Officer (Tentative) (Med., Psych, Drug)
May 3 <sup>rd</sup> , 4 <sup>th</sup> , & 5 <sup>th</sup> (PP 10)	Fire Cadet (Physical Ability Test)	
June	Fire Cadet (Med., Psych, Drug)	Police Officer Academy Class (Tentative)
July	Fire Recruit Academy Class	
August	Fire Cadet Academy Class	

## B. Community Engagement

A virtual community meeting with FPC Investigators Diana Perez and Mark Banks was held on February 24, 2021. Since that time, Community Outreach Coordinator Ana Diaz has left the FPC. Her position will therefore need to be posted and filled.

## C. Emergency Management and Communications

Major projects within this department include establishing the new Office of Emergency Communications, consolidating the Police and Fire dispatch centers, and implementing the new Computer Aided Dispatch (CAD) system. This work is being done in conjunction with the Executive Steering Committee and Winbourne Consulting.

With respect to the Office of Emergency Communication, interviews were conducted in March to fill the positions of Project Manager, GIS Systems Administrator, and CAD Administrator (2 positions). The candidates have been ranked and offers have been made or will be made soon. We are shooting to have these positions filled by the end of the month.

Regarding the NextGen 911 system, the new system will have the ability to transmit, receive, process, transfer, dispatch, use, and store multimedia data such as voice recordings, pictures, videos, text messages, and incident information. It will have the same functions as the current analog system, such as

reliability, while providing for greater accessibility, interoperability, and a more efficient use of 911 resources.

The new system will also be able to transfer 911 calls between geographically dispersed Public Safety Answering Points, in an effort to increase sharing of data and resources to improve coordination and emergency response.

The final review of the configuration took place on February 26, 2021. Training sessions were held from March 1 to March 11, 2021, which included relevant MPD and MFD personnel. The policy finalization and review is taking place between March 8 and March 22. The switchover target date is March 23.

Regarding the CAD update, the new system will improve response time and reporting, as well as include a Geographic Information System (GIS) component to capture and allow for analysis of spatial and geographic data. The project is currently in the Planning and Staging Phases, which are scheduled to conclude on June 28, 2021 and October 4, 2021, respectively. Both Configuration and Deployment will begin on April 19, 2021. The new system will be operational in November 2021 and deployment is targeted to be completed by January 17, 2022. This project is managed by a Management Oversight Committee and is on schedule.

#### **D. Investigations.**

A virtual community meeting was held with FPC Investigators Diana Perez and Mark Banks on February 24, 2021.

Currently, the Investigations Department has twelve open citizen complaints

#### **E. Legal.**

In 2020, thirty-one appellants initiated disciplinary appeal cases. Of those, twelve resulted in Board trials; there were nine cases where the appellants withdrew from the appeal process at various stages for various reasons; and the remaining ten appellants were scheduled for FPC Board trials in 2021.

This year, there have been already been trials for five appellants who initiated disciplinary appeals. Two scheduled trial were resolved by way of negotiated settlements. Currently, there are four scheduled disciplinary trials set for April and May. There is also one pending citizen complaint trial scheduled for June.

#### **F. Audit.**

Audit Manager Mike Doherty started with FPC in October 2020. He recently completed the first review of MPD internally generated complaints, which covered the time period of January 1, 2020 to June 30, 2020, as required by the *Collins* settlement agreement. Mr. Doherty has created drafts of audit plans to review/audit body worn cameras, dash cam videos, and citizen complaints. These drafts are in the process of being edited and refined. Mr. Doherty has also obtained access to AIM and evidence.com, for which he received training in February and March.

The focus of the Audit Department going forward will be conducting audits regarding police stops and citizen and internally generated complaints. Plans, schedules, and work materials are being constructed and refined by the Audit Manager and the current priority is filling the two auditor positions.

Filling these positions has been a lengthy process, as recruitment needed to be targeted to a specially skilled group of applicants. A second round of interviews will begin soon with several qualified candidates.

Compliance Auditor Jack McNally has received the fourth quarter 2020 stop data from MPD. He has formatted and redacted this data, which has been sent to the City Attorney's Office for further review. Once we receive the City Attorney's Office's response, the data will be posted on the FPC's website, which should occur in about two weeks.

Mr. McNally also recently coordinated and submitted to CJI the FPC's report/comment on our progress with respect to the *Collins* settlement agreement on February 26, 2021. CJI's interim progress report on non-compliant items is due at the end of March 2021.

Regarding the *Collins* settlement agreement, we are currently in year three of the five-year agreement. Significant Board Rule XV and Complaint Guideline changes at the FPC have been made in the last six months to conform policies to the settlement agreement language. Data posting, of complaints and stop data, has been organized and streamlined to improve quality of publicly available information. Access to complaint materials online, in district stations, and Milwaukee Public Libraries has been improved. AIM system access, central to running reports and cataloguing complaint information, has been expanded and training was done in early March.

Year two and, now, year three of the *Collins* settlement terms have seen significant advancements toward compliance in the areas of complaint access, complaint procedure, data posting, and audit structuring. Since November 2019, when efforts were significantly lacking, lines of communication have been established with CJI and the City Attorney's Office. Again, data cleaning and publishing have improved significantly. Board Rule XV and the Complaint Intake Guidelines have been updated, public access and understanding of the Citizen Complaint process has expanded, and audits are being structured and one has begun.

Of the twenty clauses that are assigned solely to the FPC, thirteen are in compliance or processes have been constructed that, if maintained for the remainder of the settlement term, will establish compliance.

CJI has counseled that "compliance is a process, not an event," and the FPC is working diligently to meet the challenge that that process presents.

LWT