

Fire & Police Commission 2026 Proposed Executive Budget

Mission: Through independent, civilian oversight of Milwaukee's public safety departments, the Fire and Police Commission (FPC) strives to enhance public safety for our residents, promote accountability and public trust, increase diversity within the departments, and safeguard the constitutional rights of all people.



2026 Budget Summary



	2025 Adopted Budget	2026 Proposed Budget	Amount Change	Percent Change
FTEs – O&M	27.10	28.10	1.00	4%
FTEs - Other	0.00	0.00	0.00	0%
FTEs - Total	27.10	28.10	1.00	4%
Total Positions Authorized	36	37	1	3%
Salaries & Wages	\$2,330,964	\$2,393,904	\$62,940	3%
Fringe Benefits	1,048,934	1,077,257	28,323	3%
Operating Expenditures	951,605	1,339,439	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%

Salaries & Positions



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Total Positions Authorized	36	37	1	3%
Salaries & Wages	\$2,330,964	\$2,393,904	\$62,940	3%

Position & Salary Changes

- Position added to support new Workday System

Operating & Equipment Expenses



	2025 Adopted Budget	2026 Proposed Budget	Amount Change	Percent Change
Operating Expenditures	\$951,605	\$1,339,439	387,834	41%
Equipment	\$2,200	\$2,200	0	0%

Operating Changes:

- General Office, Other Operating Supplies, and Reimbursables increased due to higher expenses related to testing, advertising, and increased phone costs.
- Facility Rental increased to accommodate the need for physical space to conduct testing.
- Professional Services increased due to outsourcing background check services.

Equipment Changes:

- None

Special Fund



Account	2025 Adopted Budget	2026 Proposed Budget	Amount Change	Percent Change
Pre-Employment Screening*	\$665,560	\$553,386	-\$112,174	-17%
Operational Efficiency Study*	0	88,000	88,000	100%
Emergency Management Special Fund*	89,400	31,716	-57,684	-65%
Sworn Employee Referral Fund*	15,000	5,000	-10,000	-67%
TOTAL	\$769,960	\$678,102	\$-91,858	-12%

Special Fund Changes:

- Pre-Employment Screening decreased due to only having one fire recruit class & no recruitment for CSOs.
- Operational Efficiency Study SF funded for the Police Satisfaction study conducted every other year.
- Emergency Management Special software expenses being moved to ITMD's budget.
- Sworn Employee Referral Fund decreased due to no expenditures in 2025.

Fire & Police Commission



FPC ORGANIZATIONAL CHART

BOARD OF COMMISSIONERS

MIRIAM HORWITZ, CHAIR

BREE SPENCER, VICE-CHAIR

RUBEN BURGOS

RAMON EVANS

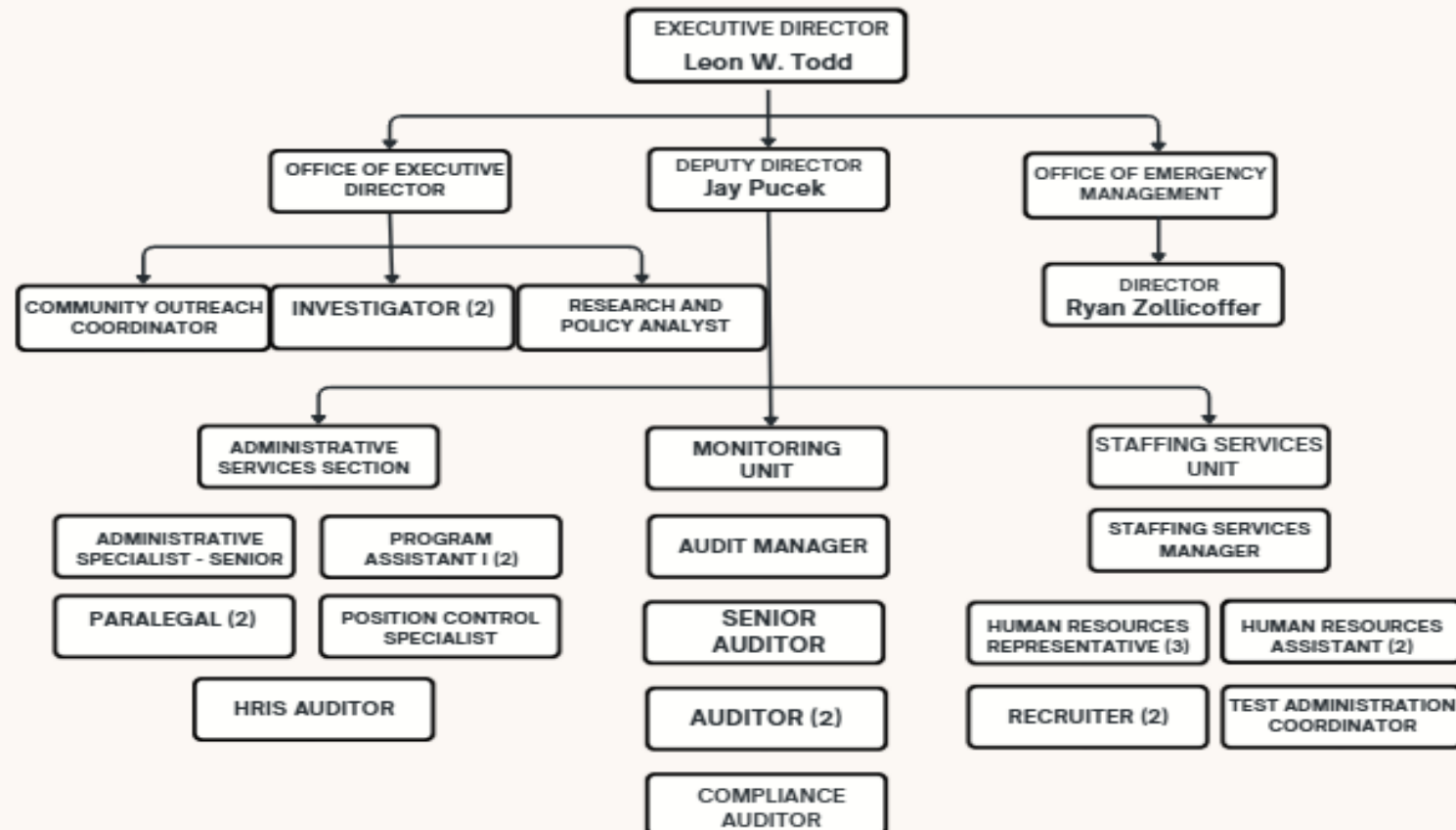
KRISSIE FUNG

LANELLE RAMEY

CHRISTOPHER SNYDER

JEFF SPENCE

DANA WORLD-PATTERSON



Core Services



Legal – Manages the disciplinary appeal process and administrative hearings for department members who have been disciplined by their department head

Audit & Compliance – Conducts research and audits related to department activities and practices to promote constitutional policing and ensure robust oversight of public safety operations

Emergency Management – Works to ensure the city is prepared for emergencies, leading efforts to protect life and property by developing and managing programs that aid in prevention, preparation, response, and recovery from disasters and emergencies



Admin – Responsible for FPC budget, payroll, records management, and open records requests, as well as preparing board meeting agendas, staffing meetings, preparing minutes, and conducting post-meeting procedures

Investigations – Through its citizen complaint process, the FPC independently investigates allegations of misconduct by employees of the public safety departments. Complaints can be referred to the FPC Board or departments for disciplinary action when rule violations are identified

Staffing Services – Responsible for recruiting and hiring employees of the Fire, Police, and Emergency Communications Departments, and administering entry-level and promotional examinations, including written, oral, and physical ability tests

Department Demographics



	Female	Male	Total	%
Black	2	4	6	23%
White	6	9	15	58%
Hispanic	3	1	4	15%
Asian	1	0	1	4%
Total	12	14	26	100%
%	46%	54%	100%	

73% Residents vs. 27% Non-Residents

Board Demographics



	Female	Male	Total	%
Black	1	3	4	44.4%
White	2	1	3	33.3%
Hispanic	0	1	1	11.1%
Asian	1	0	1	11.1%
Total	4	5	9	99.9%
%	44%	56%	100%	

Key Performance Indicators



Key Performance Measures	2024 Actual	2025 Projected	2026 Planned
Number of recruitment events and prep sessions held	172	150	150
Number of audits conducted	16	16	19
Number of partnerships formed with community organizations	10	20	20
Average time (days) to resolve complaints	20	22	22
Average time (days) to resolve disciplinary appeals	82	145	120
Develop specific disaster response annexes and other emergency plans for special events and joint exercises	5	16	16
Number of Virtual Emergency Operations Center (EOC) activations	25	30	30

2026 Major Updates: FPC



FPC has taken steps to improve and modernize its recruiting and testing processes

- Continuous recruitment for police officer
- Online testing for police officer and firefighter
- Background investigations now conducted by private vendor
- Police lateral entry process
- New partnership with recruiting and social media consultant, Safeguard Recruiting

Audit Unit has expanded in size and scope of work

- FPC is compliant with all auditing requirements of the *Collins* Settlement Agreement
- FPC is now conducting additional audits to ensure compliance with department policy:
 - Overtime
 - Vehicle Pursuits
 - Supervisor Training
 - ShotSpotter
 - Domestic Violence
 - Discipline Matrix

Other major projects

- FPC continues to work with MPD and CCC to develop a community-oriented policing plan

Major Updates: Emergency Management



- In partnership with key departments, OEM successfully developed the following disaster response annexes, protocols, and/or after-action reports:
 - ✓ Winter Storm Annex
 - ✓ Tornado Annex
 - ✓ Shelter Management Annex
 - ✓ Severe Heat Annex
 - ✓ Disaster Volunteer Protocol
 - ✓ Milwaukee County Hazard Mitigation Plan
 - ✓ 2024 RNC After Action Report (Draft)
- Developed a monthly special events calendar monitoring key events (soft-targets/crowded spaces), 523 events logged.
- Provide support to Red Cross and Salvation Army – Highland Court fire.
- EOC Watch Center Activations (Hands Off! National Day of Action 4/5, No Kings Day 6/14, Summerfest, Severe Weather Warnings, etc.).
- Successful proposal submitted to UW-Madison La Follette School for City OEM Study.

Upcoming Classes & Recruitments



Milwaukee Police Department

- **Police Officer**
 - Continuous Recruitment
 - Classes:
 - Dec. 2025 – 65 officers
 - March 2026 – 65 officers
 - Aug. 2026 – 65 officers
 - Dec. 2026 – 65 officers
- **Police Aide**
 - New Recruitment:
 - Aug. 4 to Dec. 5, 2025
 - Class start date: Aug. 2026

Milwaukee Fire Department

- **Firefighter**
 - Classes:
 - Aug. 2026 – 50 firefighters
- **Fire Cadet**
 - New Recruitment:
 - Aug. 1 to Dec. 5, 2025
 - Class start date: Aug. 2026

Service Uniformity



- **Recruitment & Hiring:**

- FPC recruits at community events and career fairs throughout the entire city.
- Exams have been reviewed to eliminate potential bias in phrasing or vocabulary.
- Online and in-person exam options available.
- FPC has eliminated the citizenship requirement for firefighter and fire cadet.
- Hiring is conducted through a multi-phase, merit-based process.

- **Citizen Complaint Program:**

- Residents can file complaints directly with the FPC online, by mail, phone, or in person at the FPC's office.
- Complaint forms are available online, at the FPC's office, all MPD district stations, and Milwaukee Public Libraries.
- Complaint forms and instructions are available in English, Spanish, and Hmong.
- FPC investigates all plausible citizen complaints.

Environmental Impact

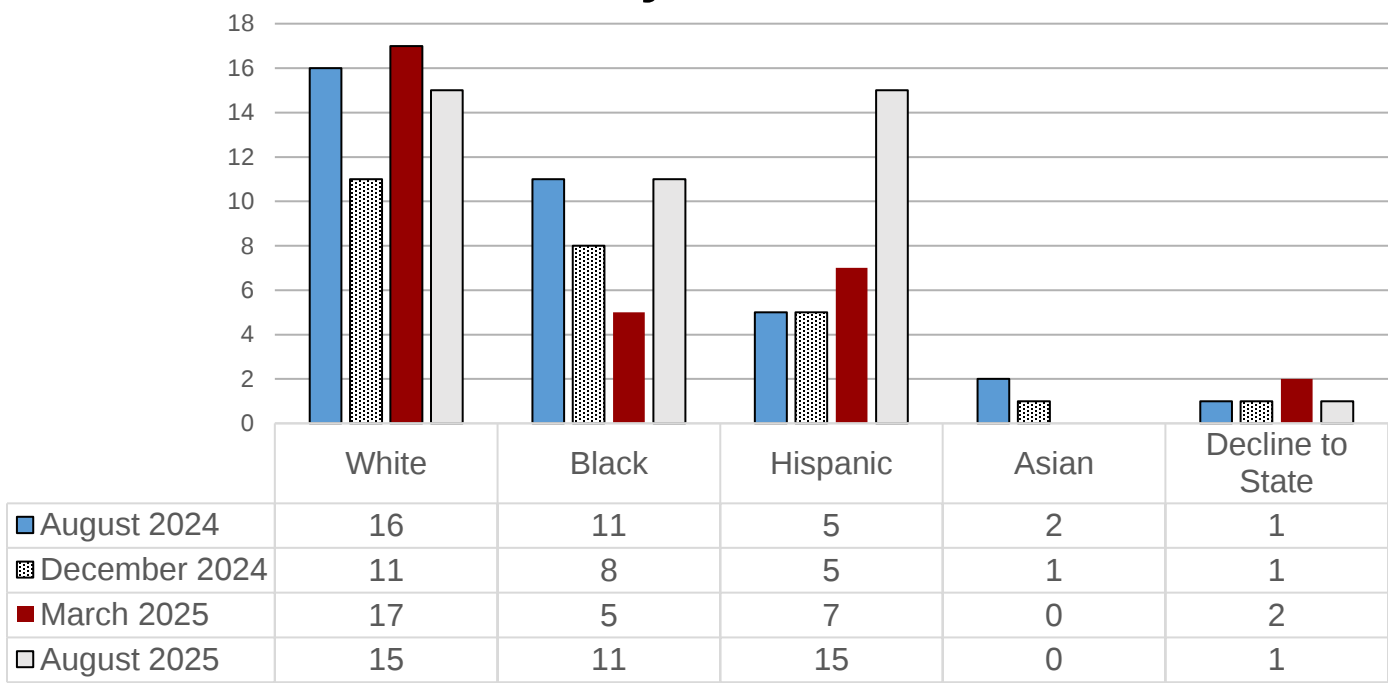


- FPC has begun using online testing for Fire and Police Department exams, which reduces paper usage, as well as travel and associated costs
- FPC internal policies and procedures to reduce, reuse, and recycle:
 - Using electronic records to reduce paper usage (e.g., virtual testing, online citizen complaints, electronic records for disciplinary appeals, etc.)
 - Reusing office supplies
 - FPC reuses its office supplies whenever possible (e.g., binders, folders, etc.)
 - Testing pencils are collected and reused for future tests
 - Office equipment and lighting are powered down when not in use
 - Recycling containers in the office for paper, bottles, and cans

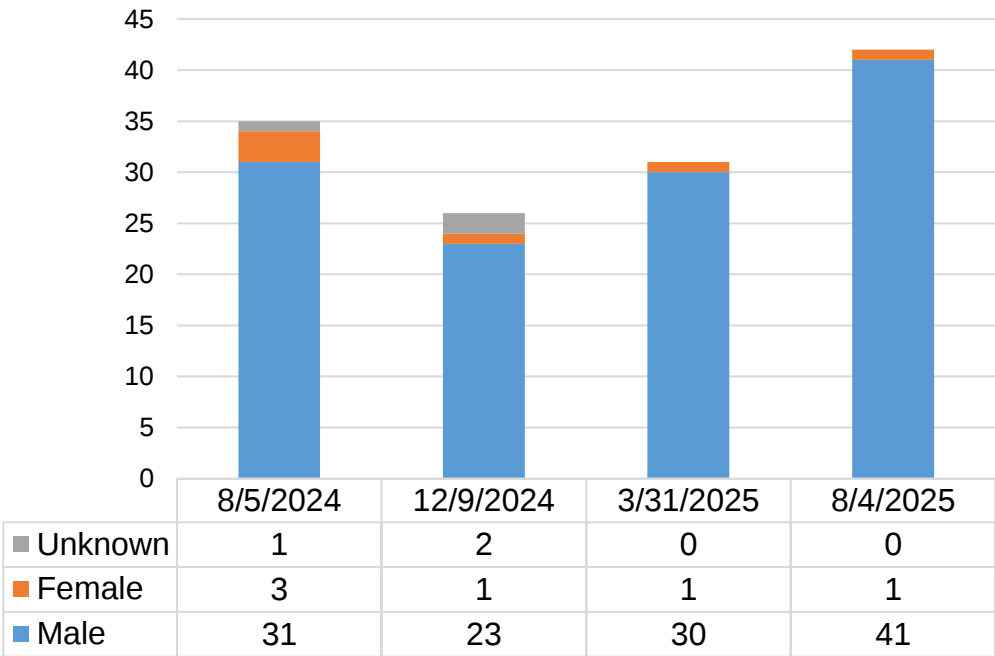
Milwaukee Police Dept. Recruits



Diversity of Recruit Classes



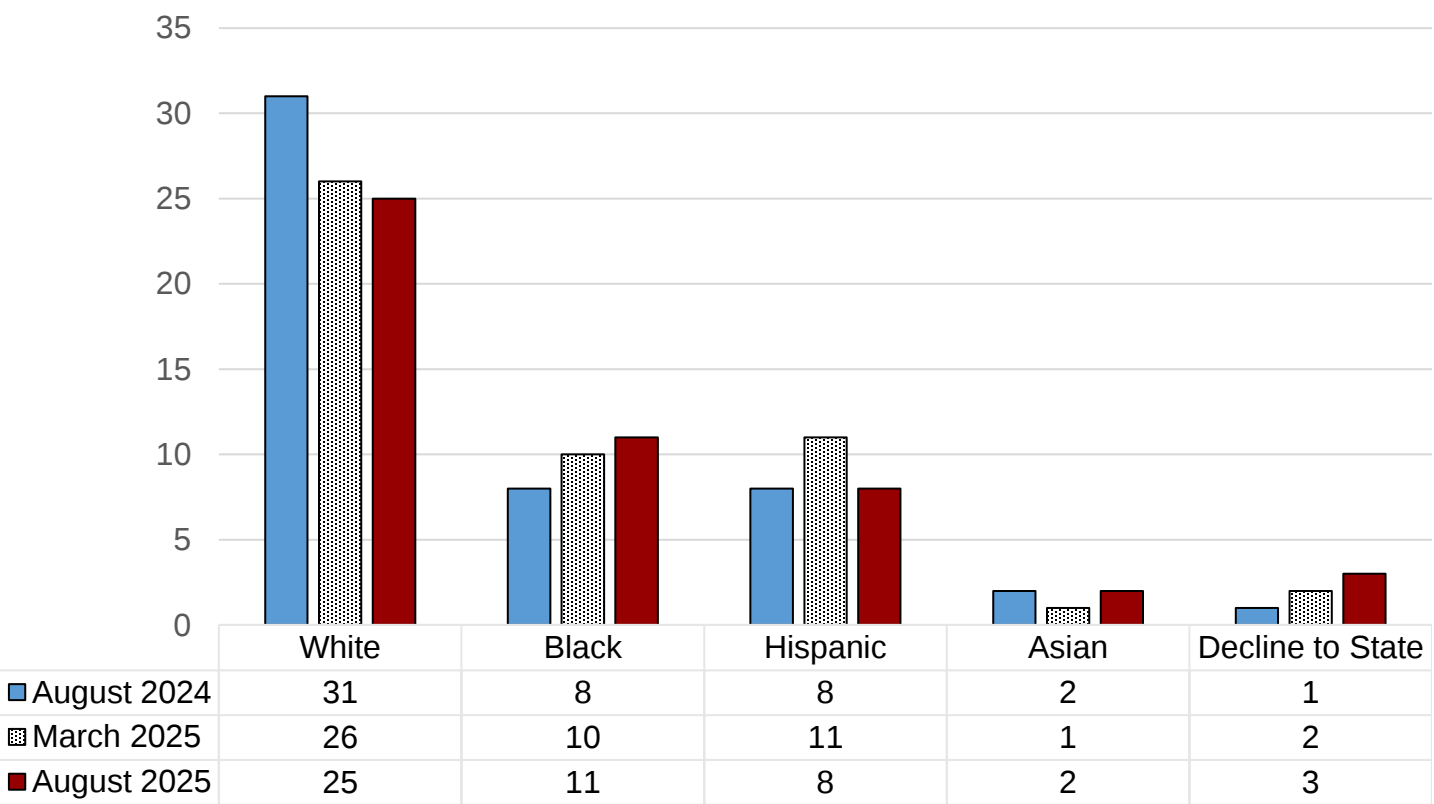
Recruit Classes by Gender



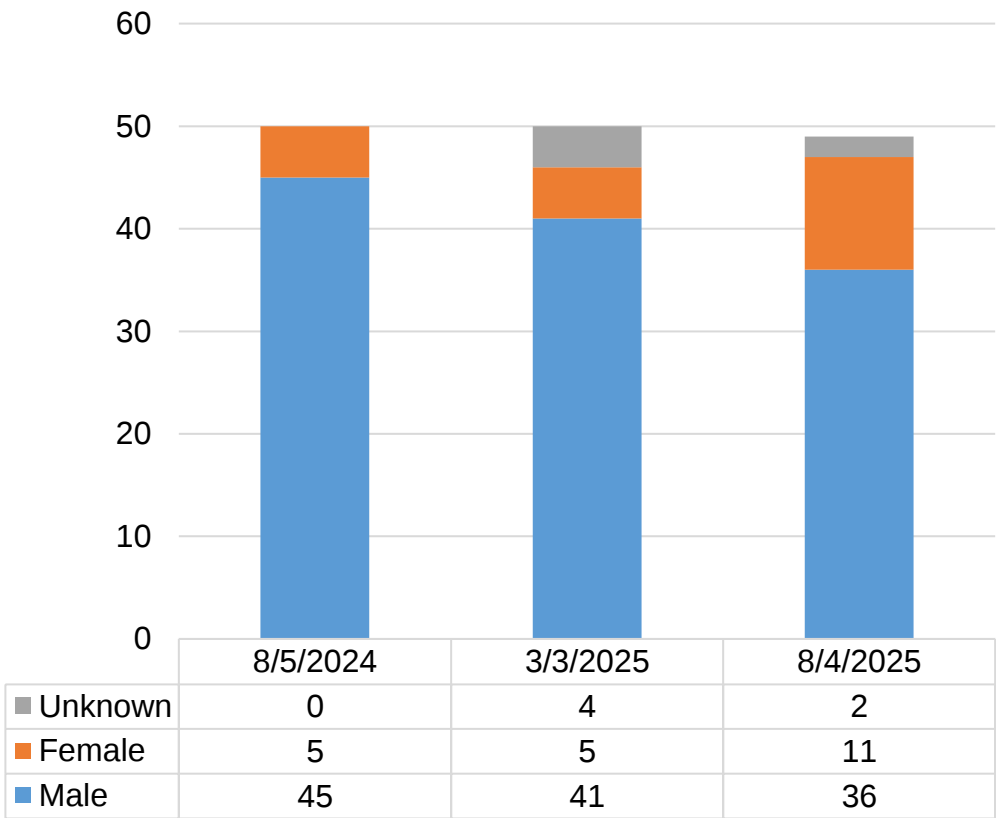
Milwaukee Fire Dept. Recruits



Diversity of Recruit Classes



Recruit Classes by Gender



2025 Amendment Update



- #22 Coggs: Insert a footnote to the Fire and Police Commission Executive Director instructing the FPC to create a long-term recruitment plan for the Police and Fire Departments and report the plan to the Common Council.
 - **FPC published a detailed recruitment and hiring plan in March 2025, which was updated in August 2025.**
- #23 Burgelis: Establishes a Sworn Employee Referral Special Fund with \$15,000 to reward employees who successfully refer sworn officer/firefighter applicants. Also adds \$70,000 to the FPC's Professional Services account to hire a social media consultant for police recruitment
 - **FPC launched the Employee Referral Program for the police officer position in late 2024.**
 - **FPC has contracted with Safeguard Recruiting to serve as a recruitment and social media consultant.**
- #47 Coggs: Insert a footnote instructing all departments to examine possible opportunities for internships or apprenticeships that could be developed in each department.
 - **Police Aide and Fire Cadet Programs.**
 - **MPD's Public Safety Cadets.**
 - **MFD's Junior Fire Institute and Summer Youth Internship Program.**