

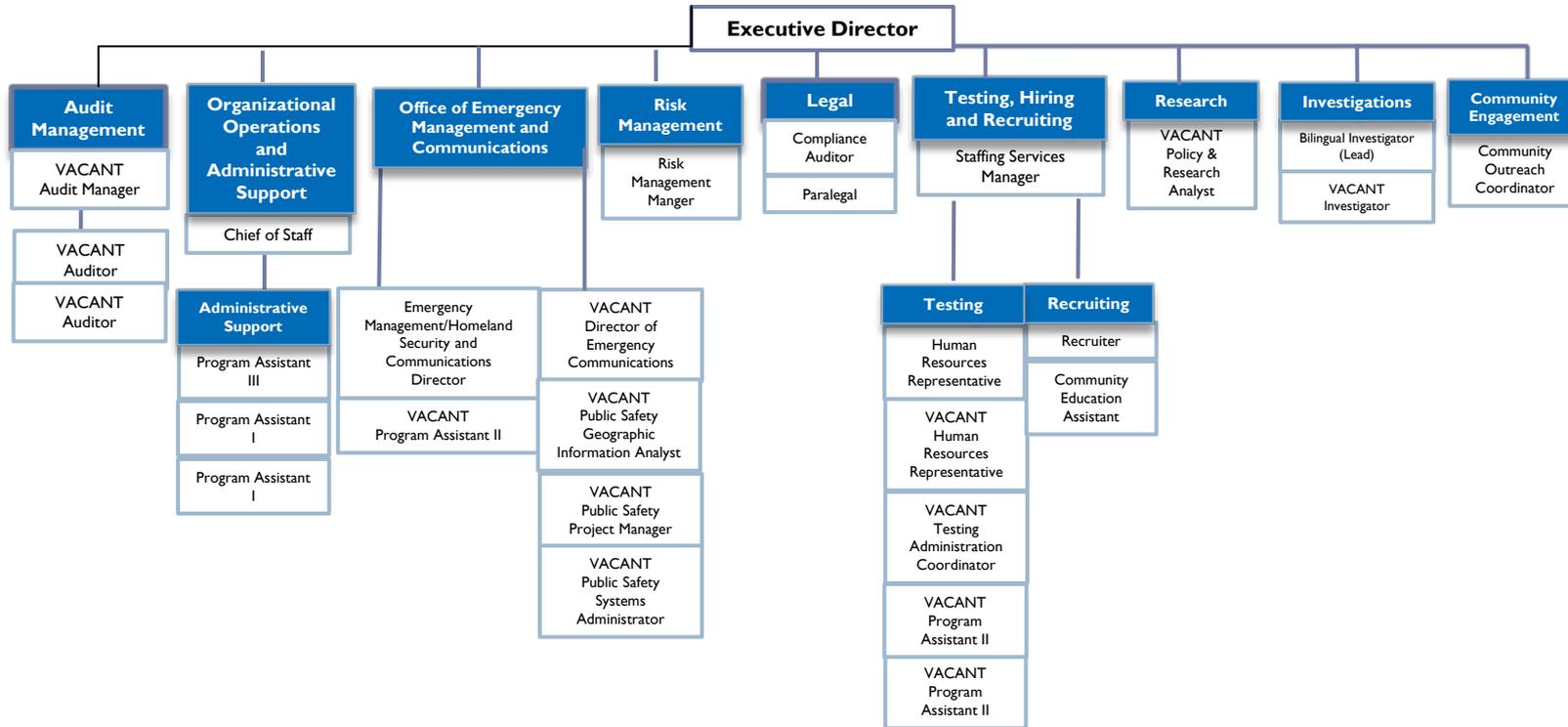


# Fire and Police Commission

2021 Budget Presentation



# Operational Team Organization



# FPC Staff and Needs

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## FPC Staff:

- ▶ 14 FPC Staff in current positions
  - ▶ 2 currently re-deployed to the Health Department
  - ▶ 2 currently re-deployed half time to the Elections Commission
  - ▶ 1 employee a temporary paralegal appointment

## Vacancies (10):

- ▶ 3 Program Assistant II
- ▶ 1 Investigator
- ▶ 1 HR Rep
- ▶ 1 Testing Coordinator
- ▶ 1 Research and Policy Analyst
- ▶ 1 Audit Manager
- ▶ 2 Auditors
- ▶ 2 Commissioners– **12 if you count Commissioners**



# Responsibilities & Priorities

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## ▶ Responsibilities:

- ▶ FPC Commission Meetings
- ▶ Policy Review and Oversight
- ▶ Citizen Complaints
- ▶ Internal and External investigations
- ▶ Audits
- ▶ Research Reports/Surveys
- ▶ Recruiting/Testing/Hiring – Approval of all appointments
- ▶ Review of Disciplines and Discharges

## ▶ Priorities

- ▶ Oversight and reform
- ▶ Community Engagement
- ▶ Diversity in Hiring



# 2019-2020 YEAR IN REVIEW

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- ▶ **November 2019:**
  - ▶ Hired 4 new FPC staff members
  - ▶ November 2019- New FPC Commissioner nominated by Mayor Tom Barrett (Commissioner Robakowski)
  - ▶ CAD integration project continues with the hiring as a consultant of Deb Wilichowski and continued work with Winbourne Consulting
- ▶ **December 2019:**
  - ▶ New FPC Commissioner confirmed by the Milwaukee Common Council
  - ▶ Chief of Police re-appointed
  - ▶ MPD promotional written examinations for Detective, Lieutenant and Sergeant completed
  - ▶ New Police Officer Class started (75 members)
  - ▶ Passed SOP 130 – Immigration Foreign Nationals – Diplomatic Immunity – Immigration Enforcement



# 2019-2020 YEAR IN REVIEW

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## ▶ January 2020:

- ▶ FPC Audit with Inspector General began
- ▶ FPC hosted two community meetings with then Chief Morales (north and south side)
- ▶ FPC engaged the Maxey Group to do an organizational assessment of the FPC staffing and structure for our oversight and compliance capacities

## ▶ February 2020:

- ▶ Litigation subcommittee (created February 2020)
- ▶ Rules subcommittee (created February 2020)

## ▶ March 2020:

- ▶ FPC Audit by Inspector General concluded
- ▶ COVID-19 mitigation plans in place and staff working remote since March 18, 2020
- ▶ Postponed oral boards for MPD promotional examinations due to COVID-19
- ▶ Hired 1 new staff member
- ▶ FPC orders independent investigation into video leak incident
- ▶ CJI mid year report submitted

## ▶ April 2020:

- ▶ Chief of Police six month review process begins
  - ▶ Emergency appointments granted to both the MPD and MFD due to COVID-19 pandemic
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# 2019-2020 YEAR IN REVIEW

## ▶ May 2020:

- ▶ Reclassified and restructured FPC department to have a dedicated Audit Unit with one Audit Manager and two Auditors; reclassified Investigator positions
- ▶ Promoted one employee from Office Assistant III to Program Assistant I
- ▶ FPC took over the MPD Internal investigation

## ▶ June 2020:

- ▶ Held virtual Town Hall Community Meeting (June 23)
- ▶ Presentation of FPC Audit by the Inspector General and FPC Executive Director made public at Steering and Rules

## ▶ July 2020:

- ▶ Held virtual meeting on Community Policing (July 29)
- ▶ MPD promotional oral boards for Detective rank resume
- ▶ FPC Executive Director announces will not seek reappointment
- ▶ Directives issued to then Chief Alfonso Morales
- ▶ FPC reveals the findings of the video leak investigation by independent investigator Mel Johnson
- ▶ Fire Cadet written exams held this month
- ▶ MPD Internal Investigation concluded; trial is set for September 2020

## ▶ August 2020:

- ▶ MPD promotional oral boards for Lieutenant and Sergeant resume
- ▶ Chief of Police Morales demoted to Captain rank and new Acting Chief is named
- ▶ ACLU 2 year compliance response due back to CJI
- ▶ FPC orders new independent investigation into the firing of seven PSSIs by MPD in February 2019
- ▶ Permanent Chief of Police Search begins (locally and nationally)
- ▶ MPD Internal Investigation returned to MPD for Chief to discipline
- ▶ Hired a temporary paralegal to assist with trials and ORRs



# 2019-2020 YEAR IN REVIEW

## ▶ September 2020:

- ▶ Permanent Chief of Police process closed this month
- ▶ Four (4) SOPs are approved by the Commission
  - ▶ SOP 453- Officer Involved Death and Other Critical Incidents
  - ▶ SOP 910- Civil Disturbance and Crowd Management
  - ▶ SOP 265- Open Records
  - ▶ SOP 500- Personnel Evaluations
- ▶ Promotional examinations for MPD completed and eligibility lists are approved by the Board of Commissioners for the ranks of Detective, Sergeant and Lieutenant
- ▶ Fire Cadet oral boards held this month
- ▶ Fire Fighter EMT certification process begins this month
- ▶ Acting Chief of Fire chosen by the FPC board of Commissioners pending Chief Rohlffings retirement (Chosen Acting Chief Lipski).
- ▶ HEO and ECO Job Announcements approved by the FPC Board of Commissioners for initial recruitment

## ▶ October 2020:

- ▶ Six (6) finalist chosen to continue for permanent Chief of Police process
- ▶ Fire Chief Rohlffing set to retire October 30, 2020
- ▶ Fire Cadet eligibility list approved by the Board of Commissioners
- ▶ Fire Cadet Job Announcement approved by the FPC Board of Commissioners for initial recruitment into a 2021 class
- ▶ FPC hired one Human Resources Representative

## ▶ November 2020:

- ▶ HEO examinations for the MFD

## ▶ December 2020:

- ▶ Permanent Chief of Police to be chosen December 3, 2020



# Examinations held in 2020

## MPD

- ▶ Promotional process started in February of 2020 in which we did the written exams for Detective, Sergeant and Lieutenant. The promotional process concluded with the Oral Boards in August and early September. Make-up exams will be completed the last week of October, 2020.
- ▶ **Detective - total list of 184 (initially tested 190 at the written)**
- ▶ Written 1/22/2020
- ▶ Oral 7/26-7/30
- ▶ **Sergeant – total list of 222 (initially tested 330 at the written)**
- ▶ Written 2/27/2020
- ▶ Oral 8/9-8/14
- ▶ **Lieutenant – total list of 90 (initially tested 99 at the written)**
- ▶ Written 2/28/2020
- ▶ Oral 8/23-8/26

## MFD

- ▶ Firefighter – class of 24 new Recruits and 26 second year Cadets – total of 50 candidates started Academy on 9/8/2020
- ▶ Fire Cadet - class of 26 starting on 10/5/2020 (initially tested 568 at the written exam on June 29 through July 1, 2020)
- ▶ HEO exam will be held on 12/2/2020



# 2020 Recruitments

## 2020 Fire Cadet Total Recruitment

Total Applications		654
Candidates Living in City of Milwaukee		544
Total Applications	654	
Candidates Living in City of Milwaukee	544	83%
Candidates Living Outside of City of Milwaukee	110	17%
Gender		
Female	272	42%
Male	378	58%
Unidentified	4	1%
Race		
African American	410	63%
Asian	5	1%
Asian Pacific	27	4%
Caucasian	108	17%
Hispanic	103	16%
Unidentified	1	

## 2020 Fire Cadet Class

Total Cadets	25	
Candidates Living in City of Milwaukee	12	48%
Candidates Living Outside of City of Milwaukee	13	52%
Gender		
Female	8	32%
Male	17	68%
Race		
African American	6	24%
Asian	1	1%
Asian Pacific	1	1%
Caucasian	12	48%
Hispanic	6	24%



# 2020-2021 Recruitment

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- ▶ Recruitment for the 2021 Fire Cadet class is anticipated to open up on Friday, October 16, 2020 and will close on December 2, 2020.
- ▶ Police Officers- potentially Spring of 2021 and December of 2021
- ▶ Fire Fighters – class in Spring/Fall of 2021 of 25 or 50
- ▶ Police Aides and Community Service Officers (CSOs) – depends on MPD budget
- ▶ ECO/Fire Dispatchers- class in Spring and potentially Fall of 2021
- ▶ Recruitment will be virtual utilizing our social media channels and the recruitment efforts of both MPD and MFD recruiting teams



# Investigations and Community Hours

## Investigations

- ▶ 2020 YTD received --- **133** complaints received \*as of 10/5/2020 with one (1) Investigator on staff
- ▶ **149** total complaints received as of 10/5/2019 with three (3) full time Investigators on staff.

**110 total complaints closed with one (1) investigator on staff, 23 complaints remain open**



# Investigations and Community Hours

- ▶ **Community Office Hours:**
- ▶ 1/24/20: Mitchell Street Library (2-4 pm)
- ▶ 1/31/20: Atkinson Library (11-1pm)
- ▶ 2/3/20: Zablocki Library (1:30-4pm)
- ▶ 2/20/20: Villard Square Library (11-1pm)
- ▶ 2/27/20: Atkinson Library (1:30-3:30pm)
- ▶ 3/10/20: Tippecanoe Library (1:30-3:30pm)
- ▶ \*\*Scheduled but unable to hold due to Covid 19 shut down:
- ▶ 4/1/20: Capitol Library (1:30-3:30pm)
- ▶ 4/14/20: Mitchell Street Library (1:30-3:30pm)
- ▶
- ▶ **The community office hours held in 2020 resulted in NO complaints**
- ▶ Plans for investigation unit include:
  - ▶ Community education regarding complaints
  - ▶ Continuing education and training



# Collins Settlement Compliance Efforts

- **Year Two of the Settlement Term has seen the development of processes that, when replicated over time, will establish proof of compliance:**
  - Complaint forms available on MPD and FPC websites and public libraries and police district stations (IV.D.1.b)
  - Complaint forms and instructions for filing with MPD and FPC available in English, Spanish, Hmong, and other languages deemed appropriate by parties (IV.D.1.a)
  - FPC publish de-identified data on website of all traffic stops, field interviews, no-action encounters, frisks, and searches (XIV.A.13)
  - Publish data on complaints received, pending, or resolved during the previous quarter broken down by traffic stops, field interviews, no-action encounters, frisks, and searches and race or ethnicity (IV.E.5)
  - FPC provides to the Chief for further action any officer receiving 3 or more complaints in 90 days and officers who receive 3 or more complaints over a rolling one year period shall be referred for Early Intervention Program (IV.D.5.e)



# Collins Settlement Compliance Efforts

- **The Board of Fire and Police Commissioners have formed Subcommittees concerned with both Board Rules and Litigation Compliance**
- **Through the Rules Subcommittee and a vote of the full Board, the FPC rules have been updated to codify a process that ensures:**
  - Complaints do not require notarization to be accepted. (IV.D.1.e)
  - No complainant is discouraged from filing a complaint. (IV.D.1.d)
  - All plausible complaints are investigated thoroughly. (IV.D.5.a)
  - Complaints are accepted via phone, fax, mail, email, online submission, and in-person. (IV.D.1.c)
  - Interviews with complainants are not conducted at police facilities unless requested by the complainant. (IV.D.1.g)
  - Any and all bias against complainants, whether based on dress, grooming, income, life-style, known or perceived criminal history, or otherwise, is strictly prohibited. (IV.D.1.j)
  - Complaint summaries are written in a neutral, facts first manner that supports the goal of consistent, fair, and justified resolutions. (IV.D.1.j)



# Collins Settlement Compliance Efforts – *Moving Forward*

- **With the approval of the Finance and Personnel Committee, the FPC is currently creating an Audit Unit, that will carry out the extensive audit plans presented on March 25<sup>th</sup> before the Judiciary and Legislation Committee.**
- **This Audit Unit will be able to carry out broader oversight activities, but initially will be able to conduct Settlement Agreement mandated audits and reviews:**
  - FPC shall audit data, dashboard camera footage, and body camera footage on traffic stops, field interviews, no-action encounters, frisks, and searches to identify officers who fail constitutional compliance, officers who fail proper documentation, supervisors who fail to review, supervisor who fail to retrain or discipline (IV.E.1)
  - Use audits to identify officers who need additional training on traffic stop, field interview, no-action encounter, frisk, and search policies and/or discipline for the conduct of unreasonable, unreported, or insufficiently documented encounters. (IV.E.4)
  - Audits of public complaints to MPD and FPC (IV.E.2)
  - FPC reviews every internally generated complaint about MPD conduct (IV.D.5.b)
  - Input data from IV.E.1 and IV.E.2 into AIM (IV.E.4)



# Collins Settlement Compliance Efforts – *Moving Forward*

July and August of 2020 saw the first round of promotional exams for Detectives, Sergeants, and Lieutenants in years

These exams provided the background and benchmarks for work still required to move the promotional exam criteria towards an incorporation of greater knowledge of Community Oriented Policing, in accordance with the Settlement Agreement:

- Update promotional testing procedures to include community policing (IV.14)
- CCC and MPD currently working to craft an SOP on Community Oriented Policing to provide a codified standard

This clause of the Settlement Agreement is extremely important to the monumental task of rebuilding trust between the community and the police force that it serves.

- This promotional policy and emphasis on community-oriented policing will present a perfect opportunity for the Audit Unit to review and measure implementation and effects



# Community Relations & Engagement

## Community Events To-Date:

- ▶ Chief Morales Listening Sessions
  - ▶ January 22, 2020 – Northside Meeting
    - ▶ Unity Gospel House of Prayer
  - ▶ January 27, 2020 – Southside Meeting
    - ▶ UMOS Headquarters
- ▶ Recruiting Roundtable
  - ▶ March 4, 2020
    - ▶ Gerald L. Ignace Indian Health Center
- ▶ CJI Meeting – Update on ACLU Compliance
  - ▶ \*CANCELLED DUE TO COVID19\*
  - ▶ Was planned for March 25, 2020
- ▶ Bridging the Divide: Community & Police Relations
  - ▶ Virtual Meeting- First in a series is June 23, 2020
- ▶ Collaborating for Change
  - ▶ Roundtable on Community Policing - July 29, 2020



# Community Relations & Engagement

- ▶ Community Outreach for the rest of 2020
- ▶ Holding two community meetings for Police Chief candidates
  - ▶ Will most likely be virtual
  - ▶ End of October/November?
  - ▶ Will allow the community to interact with several candidates for Police Chief
- ▶ Hold an informational virtual meeting for 911 education
  - ▶ Partner with ECOs/FDs to talk about the 911 system, how it works
  - ▶ November/December
  - ▶ Make this continual – begin with once a month or every other month, then move to once a quarter
- ▶ Continuing to use social media for outreach, recruitment, and education on the FPC, its functions, and keeping the community updated with meeting information
  - ▶ Also sharing COVID related updates from the Health Department, and community events occurring in the city



# Community Relations & Engagement

- ▶ Holding monthly meetings on pertinent topics, virtually until health restrictions permit in-person meetings
  - ▶ Community Policing
  - ▶ 911 Education
  - ▶ FPC Roundtables
    - ▶ Holding continual roundtables to gather input from the community on the processes of FPC's Oversight
      - Testing
      - Recruiting
      - Complaints
      - Disciplines & Appeals
  - ▶ Education on FPC Board processes
  - ▶ Holding Board meetings outside of city hall
- ▶ Creating virtual programming for youth
  - ▶ Convening stakeholders to discuss different topics with youth relating to public safety
    - ▶ Education on FPC
    - ▶ Youth and Police Relations
    - ▶ Reckless Driving
    - ▶ MPD and MFD Apprenticeship Programs available to Milwaukee youth
    - ▶ Etc.
- ▶ Beginning program for community to nominate Milwaukee first responders from the Fire and Police Departments for their work
  - ▶ First responders will be recognized on social media as a way to highlight the individuals that serve Milwaukee residents every day
- ▶ Using website and social media to continuously communicate information
  - ▶ Using graphics to make FPC processes more accessible and easy to understand



# 911/Emergency Communications Center Staffing

## MPD

- ▶ Emergency Communications Operators (ECO)
  - 124 Positions Authorized
  - 7 Vacancies
- ▶ Emergency Communications Operator Supervisor
  - 13 Positions Authorized
  - 13 Vacancies
- ▶ Remainder of Call Center Management for the Police is sworn and comprised of:
  - ▶ 1 Captain
  - 3 Lieutenants
  - 9 Sergeants

## MFD

- ▶ Fire Dispatchers
  - 18 Positions Authorized
  - 2 Vacancies
- ▶ Fire Dispatcher Senior
  - 6 Positions Authorized
  - No Vacancies
- ▶ Fire Dispatch Assistant Manager
  - 2 Positions Authorized
  - 1 Vacancy
- ▶ Fire Dispatch Manager
  - 1 Position Authorized
  - No Vacancy



# Public Safety Enhancement program (PSEP)

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- ▶ The PSEP is an initiative comprised of numerous projects that have the same goal – Improve 911/Emergency Communications Center and Public Safety operations.
  
- ▶ Managed by an Executive Steering Committee (ESC)
  
- ▶ PSEP objectives include:
  - Improve MPD/MFD response times to life critical incidents
  - Combine and streamline MPD/MFD 9-1-1/Call Processing and Dispatch operations
  - Establish new MPD/MFD unified workflows, business processes, procedures and training protocols
  - Measure 9-1-1/Emergency Call Center operations performance based on public safety industry performance metrics (e.g., APCO, NENA, NFPA)
  - Provide a common operating picture for MPD/MFD to ensure real-time situational awareness and information sharing



# Public Safety Enhancement program (PSEP)

## Essential Components for Accomplishing PSEP Objectives

- Governance and management structure
  - Create a new Emergency Communications Center (ECC) organization
  - Establish a new unified governance structure comprised of the ECC, MPD, MFD and ITMD
  - Develop ECC strategic goals and objectives
- Standards
  - Leverage and implement public safety industry standards, guidelines and best practices to be used for the new Emergency Communications Center
  - Establish actionable performance metrics to measure the quality of Emergency Communications Center operations
- Technology
  - Develop a Technology Master Plan
  - Implement new 9-1-1, CAD/Mobile and mapping systems
- Operations
  - Configure new systems to meet the desired operational objectives
  - Train personnel to proficiency to fully leverage new technology systems



# 2021 Budget Highlights- Relating to Public Safety

- ▶ **NEW: Office of Emergency Communication**
  - ▶ Multi-year plan to transition from current operations to future state
  - ▶ Transition will occur in sequential phases
  - ▶ New department structure, governance and staffing decisions in-progress
  - ▶ Unified MPD/MFD Call Taking operations is dependent on implementation of the new CAD/Mobile system (Q4 2021)
  - ▶ Initial steps include the approval of 4 positions for the CAD/Mobile/mapping system
    - ▶ 2 Public Safety Systems Administrators
    - ▶ 1 Public Safety GIS Analyst
    - ▶ 1 Public Safety Project Manager
  - ▶ Emergency Communications Center Director and Assist. Director position Q4 2021



# OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

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## ▶ Key Responsibilities:

- ▶ Directing and Managing the City's Comprehensive Emergency Management Plan (CEMP)
- ▶ Continuity of Operations Plan (COOP)
- ▶ Service as the primary point of contact and liaison with federal partners (e.g. FEMA and the Department of Homeland Security), state partners (e.g. Department of Military Affairs-Wisconsin Emergency Management), and county partners



# Emergency Management/Homeland Security & Communications Overview

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## ▶ FY2020

- ▶ Winter/Flood Response
  - ▶ Damage & Recovery
- ▶ COVID19
- ▶ Riots & Civil Unrest
- ▶ DNC

## ▶ FY2021

- ▶ Training – Exercises – SOPs
  - ▶ Handbook
  - ▶ EOC/Emergencies
- ▶ CEMP Confirmation
- ▶ Community Outreach
- ▶ Grants
  - ▶ Building Resilient Infrastructure and Communities (BRIC)

