



Fire and Police Commission

Leon Todd
Executive Director

Edward Fallone
Chair

Everett Cocroft
Vice-Chair

Ann Wilson
Fred Crouther
Amanda Avalos
Joan Kessler
LaNelle Ramey
Commissioners

Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd
Executive Director

Date: October 20, 2021

RE: Monthly Update on FPC Departmental Operations

The following report is an update for the 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 October 21, 2021.

I. FPC Staffing and Vacancies

There are 18 FPC staff in current positions. This includes 1 temporary paralegal appointment, for which there is a pending request to make the position permanent. The following 6 vacancies currently exist:

1. *Community Outreach Coordinator.* I am pleased to report that the FPC has hired Maritza Ugarte to fill this vacancy. Ms. Ugarte will be a great addition to the FPC team. She currently works as the Program Director for Safe & Sound, where she oversees the overall coordination and supervision of programs including community organizing, youth organizing, neighborhood safety coordination, the Drug Free Coalition, as well as relevant field and support staff. Her first day with the FPC will be November 15, 2021.
2. *Research and Policy Analyst.* We previously conducted interviews to fill this position in July 2021. Based on those interviews, we have identified a top candidate and have made a conditional offer contingent upon the approval of a negotiated salary amount. That conditional offer has been accepted, and we are currently waiting for the Department of Employee Relations (DER) and the Chair of the Finance & Personnel Committee to approve that negotiated salary amount.
3. *Director of Emergency Management & Communications.* As previously reported, the former Director of Emergency Management & Communications, Kyle Mirehouse, left the FPC effective August 9, 2021. This a Cabinet-level position, which requires appointment by the

Mayor and confirmation by the Common Council. I have been in contact with the Mayor's Office regarding this vacancy and they are exploring a number of options for the position.

4. *Administrative Support Specialist (Office of Emergency Management & Communications)*. At the request of Mr. Mirehouse, this position was reclassified from a Program Assistant II position to an Administrative Support Specialist position to better reflect the needed job duties. The previous plan was to post the position for candidates to apply following the reclassification; however, the posting has been delayed as a result of Mr. Mirehouse's resignation. The current plan is to wait for the appointment of a new Director of Emergency Management & Communications before posting the position, to allow the new Director to lead the hiring process for a position that will report directly to him or her.

5. *Human Resources Representative*. This is a new vacancy that was created by resignation of former HR Representative Leah Tonneas, which was effective October 8, 2021. We intend to conduct interviews to fill this position within the next few weeks.

6. *Compliance Auditor*. This a new vacancy that was created by the resignation of former Compliance Auditor Jack McNally, which was effective October 13, 2021. We are currently looking into the possibility of filling the position by way of a transfer of a current city employee.

II. Update on FPC Operations

A. Audit.

As I have previously reported, the FPC's Audit Unit is now fully staffed and operational. This unit is composed of one Audit Manager and two Auditors. We anticipate that the recent addition of the two Auditors will allow the FPC to fully meet the auditing requirements of the *Collins* settlement agreement, which will be the focus of the Audit Unit going forward.

Specifically, the Audit Unit is tasked with reviewing all MPD internally generated complaints on an annual basis; conducting audits of traffic stops, field interviews, and no-action encounters 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 Crime and Justice Institute (CJI). Audit Manager Mike Doherty has created audit plans and schedules for this work, which remains ongoing.

With respect to the *Collins* settlement agreement more broadly, on September 23, 2021, CJI issued its third annual report on the defendants' progress and status in complying with the terms of the settlement agreement. While the report indicates that more work is certainly needed by both the FPC and MPD to reach full compliance, the report also recognizes that notable progress has been made. As stated in the report, "FPC staff with Settlement Agreement responsibilities are moving forward and [CJI has] seen demonstrable progress toward filling positions and focused attention on the Settlement Agreement." Significantly, the report states that the FPC is now either in compliance or in process toward achieving compliance with respect to all 20 settlement clauses that apply directly to the FPC. For the first time, none of these

requirements are deemed non-compliant by CJI. The report also recognizes that the FPC has made progress in building its Audit Unit, which is now fully staffed and managed. The report further states that the FPC and MPD are communicating and collaborating more effectively with each other, particularly around audits.

Moving forward, compliance efforts are now largely turning to focus on the audit requirements of the *Collins* settlement agreement, as well as the mandate to recruit, retain, and promote a diverse corps of officers.

B. Community Engagement

As previously noted, the position of Community Outreach Coordinator is currently vacant but will be filled effective November 15, 2021. Notwithstanding this vacancy, the FPC has held or participated in a number of community events/meetings to date in 2021, including:

- Jan. 2021 – Community meeting with Fire Chief Aaron Lipski
- Feb. 2021 – Community meeting on the citizen complaint process with FPC Investigators
- June 2021 – Community meeting for the most recent appointees to the FPC Board
- June 2021 – *CampHero*

In addition, the FPC will be hosting three community meetings in October 2021 for Chief of Police Candidate Jeffrey Norman.

Moving forward, the addition of our new community outreach coordinator will enable increased community outreach.

C. Emergency Management & Communications

Again, the position of Emergency Management & Communications Director is currently vacant. Nevertheless, the FPC has continued its involvement with the Executive Steering Committee (ESC) of the Public Safety Enhancement Program (PSEP), which seeks to improve 911/emergency communication center operations. The FPC Executive Director is an active member of the ESC.

Part of PSEP includes the creation of a new Department of Emergency Communications (DEC), which will combine both MPD and MFD 911/call processing and dispatch operations. The FPC has participated in the hiring process of the first four DEC employees and is now seeking an Interim DEC Director through an RFP process.

PSEP has also identified staffing deficiencies and a slow process to fill 911 Telecommunicator positions. In response, the FPC has revised its hiring practices for this position and will be employing a continuous recruitment and testing process to expedite the filling of vacancies. The FPC will also continue to participate in the ESC and will monitor progress toward achieving all PSEP objectives as part of its public safety oversight responsibilities.

D. Investigations.

To date this year, there have been a total of 86 citizen complaints filed with the FPC, of which 27 have been formal and 59 informal (an additional 12 complainants have requested a complaint form but have not yet returned it). The Investigations Unit currently has 20 open citizen complaints that it is investigating—12 formal and 8 informal.

E. Legal.

To date this year, there have been 15 disciplinary appeals that have come before the FPC. Of those, 7 cases have resulted in Board trials and decisions. Six cases have been resolved by settlements or withdrawal from the process. Two cases were dismissed for lack of jurisdiction or failure to prosecute.

Regarding the FPC's policy review process for standard operating procedures (SOP), the review memoranda prepared by FPC staff will now include a new set of proposed recommendations. As you know, FPC staff reviews all proposed SOP amendments and then drafts review memoranda outlining the changes, which I review and approve before presenting them to the Board. Previously, the review memos provided a recommendation for whether a proposed change was appropriate for administrative approval/denial by the Chair and Executive Director or appropriate for consideration by the full FPC Board. In lieu of this approach, review memos will now include one of the following three recommendations:

1. The proposed change is appropriate for administrative approval/denial by the Chair and Executive Director (for proposed changes that are not material)
2. The proposed change is appropriate for consideration at a regular meeting without committee referral (for proposed changes that, while not appropriate for administrative approval/denial, are nevertheless straightforward and uncomplicated);
or
3. The proposed change is appropriate for referral to the Policies and Standards Committee (for proposed changes that are substantial and/or significant).

This new approach is designed to allow the commission to streamline the process for SOP amendments where appropriate.

F. 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 upcoming planned and scheduled classes/recruitments:

- A fire cadet job announcement bulletin has been posted
 - Application period: 09/03/2021 – 12/05/2021
 - Testing and interviews (tentative dates)
 - Written Test: 1/27/2022 & 1/28/2022

- Oral Interviews: 3/23/2022 – 3/25/2022
 - Psychological Evaluations: 4/25/2022 – 5/6/2022
 - FC Physical Ability Test: 5/20/2022 & 5/21/2022
 - Pre-employment medical/drug: TBD (June/July 2022)
- A firefighter class is scheduled to start in spring 2022. In preparation for the class, candidates have been surveyed regarding the status of their EMT license. Candidates who still need to obtain EMT licenses have been invited to participate in MFD's EMT class starting in October.
 - EMT class:
 - Orientation: 9/26/2021 & 9/27/2021
 - Class dates: 10/04/2021 – 1/28/2022
 - Firefighter class start date: April 4, 2022
 - Using and existing eligible list
 - Testing and interview dates (tentative dates):
 - Psychological evaluations: 1/10/2022 – 1/26/2022
 - Pre-employment medical: 1/03/2022 – 1/24/2022
 - Psychological appeals: TBD
 - Background checks completed: 2/21/2022
 - Background appeals: 3/09/2022 – 3/11/2022
 - Candidate Physical Ability Test: TBD
 - Drug tests: 3/24/2022 – 3/25/2022
- A Fire Lieutenant job announcement bulletin was previously posted
 - Application period: 7/16/2021 – 8/16/2021
 - Testing and interviews (tentative dates)
 - Written test: 11/15/2021
 - Assessment Center: 12/6/2021 – 12/9/2021
- A Heavy Equipment Operator (HEO) job announcement bulletin was previously posted
 - Applications period: 9/17/2021 – 10/17/2021
 - Testing and interviews (tentative dates)
 - Written Test: 12/16/2021
- A police officer class is tentatively scheduled for February 2022 (has not been requested yet)
 - Using an existing list (in preparation for a request)
 - Testing and interviews
 - Oral Interviews: 11/15/2021 – 11/18/2021
 - Physical Readiness Test: 12/11/2021 & 12/12/2021
 - Psychological Evaluation: TBD
 - Pre-employment medical/drug: TBD
 - Psychological Appeals: TBD
 - Background Appeals: TBD

- A 911 Telecommunicator job announcement bulletin was previously posted
 - Applications initially accepted: 9/17/2021 – 10/08/2021
 - Continuous recruitment: applications will be accepted again in January 2022 and April 2022
 - Testing and interviews (tentative dates)
 - Written exam: week of 10/25/2021
 - Oral interviews: 11/29/2021 – 12/03/2021
 - Psychological evaluation: 12/13/2021 – TBD
 - Background investigation: TBD
 - Pre-employment medical/drug: 12/13/2021
 - Psychological appeals: TBD
 - Background appeals: TBD

LWT