

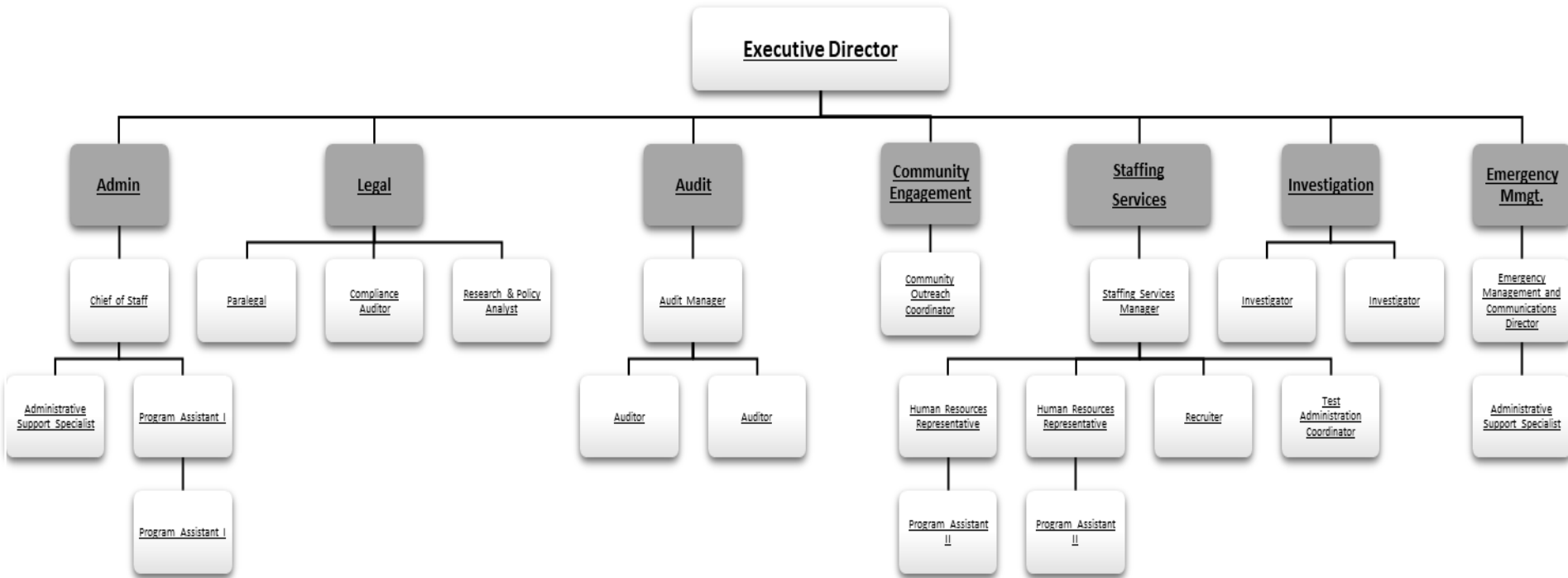


# Fire and Police Commission

2022 Budget Presentation



# FPC Organizational Chart



# FPC Staff and Needs

- ▶ At the time I became Executive Director on December 30, 2020, approximately 40% of the positions at FPC were vacant (9 out of 23 positions). Since that time, we have filled the following 8 positions:
  - ▶ Auditor (2)
  - ▶ Chief of Staff
  - ▶ Human Resources Representative
  - ▶ Program Assistant I (Admin)
  - ▶ Program Assistant II (Staffing Services)
  - ▶ Staffing Services Manager
  - ▶ Test Administration Coordinator
  
- ▶ 18 FPC Staff in current positions
  - ▶ 1 temporary paralegal appointment – request for permanent position pending
  
- ▶ Vacancies (6):
  - ▶ Director of Emergency Management & Communications – new vacancy; mayoral appointment required
  - ▶ Administrative Support Specialist (OEM) – newly reclassified position; recruitment will begin after the Director of Emergency Management & Communications is appointed
  - ▶ Community Outreach Coordinator – offer accepted; position will be filled effective 11/15/21
  - ▶ Compliance Auditor – new vacancy; recruitment pending
  - ▶ Research and Policy Analyst – interviews conducted; offer pending
  - ▶ Human Resources Representative – new vacancy; recruitment pending



# Responsibilities & Priorities

## ▶ 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/Promotions
- ▶ Review of Disciplines and Discharges

## ▶ Priorities

- ▶ Oversight and Reform
- ▶ Diversity in Hiring
- ▶ Community Engagement
- ▶ Compliance with the *Collins* Settlement Agreement



# 2021 Highlights & Notable Achievements

- ▶ 8 staff vacancies filled in 2021
- ▶ 3 new commissioners confirmed in July 2021
- ▶ Continued progress with the *Collins* settlement agreement
  - ▶ For the first time, the FPC is now either in compliance or in process toward achieving compliance for all 20 clauses that apply directly to the FPC
  - ▶ Fully staffed and managed audit unit
- ▶ Increased communication and collaboration with MFD & MPD
- ▶ Chief Aaron Lipski appointed and sworn in as permanent Fire Chief in June 2021
- ▶ Commission on track to vote on the appointment of Acting Chief Norman for permanent Chief of Police in Nov. 2021
- ▶ Continued progress with the creation of the new Department of Emergency Communications and unification of MFD & MPD 911/call processing and dispatch operations



# Recruitments/Examinations in 2021

## ▶ MPD

- ▶ **911 Operator Class**  
Start Date 7/12/2021
- ▶ **Police Officer Class**  
Start Date 8/23/2021
- ▶ **Police Sergeant (Make up Exam)**  
Written Test 8/31/2021  
Oral Board 12/2021
- ▶ **Community Service Officer (CSO) Class**  
Start Date 10/4/2021

## ▶ MFD

- ▶ **911 Operator Class**  
Start Date 7/12/2021
- ▶ **Firefighter Class**  
Start Date 7/26/2021
- ▶ **Fire Cadet Class**  
Start Date 8/9/2021
- ▶ **Fire Lieutenant Exam**  
Scheduled for 11/15/2021



# 2021 MPD Class Demographics

## Police Officer Class

Police Officer Final Class Roster Demographics-August 23 class							
	Asian	Black	Hispanic	Amer. Ind.	White	Total	% of Total
Female	1	2	1	0	4	8	28%
Males	0	3	6	0	12	21	72%
Unknown	0	0	0	0	0	0	0%
<b>Total</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>0</b>	<b>16</b>	<b>29</b>	
<b>Percentage of Total</b>	<b>3.45%</b>	<b>17.24%</b>	<b>24.14%</b>	<b>0%</b>	<b>55.17%</b>		<b>100%</b>
<b>Residency</b>	<b>Percentage</b>						
Resident: 14	48.28%						
Non-Resident: 15	51.72%						



# 2021 MFD Class Demographics

## Firefighter Class

Firefighter Final Class Demographics- August 9 class								
	Asian	Black	Hispanic	Amer. Ind	White	Unknown	Total	% of Total
Female	0	1	2	0	5	0	8	21%
Male	1	10	4	0	14	1	30	79%
Unknown	0	0	0	0	0	0	0	0%
<b>Total</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>0</b>	<b>19</b>	<b>1</b>	<b>38</b>	
<b>Percentage of Total</b>	<b>2.63%</b>	<b>28.95%</b>	<b>15.79%</b>	<b>0%</b>	<b>50%</b>	<b>2.63%</b>		<b>100%</b>
<b>Residency</b>								
Resident	26	68.42%						
Non-Resident	12	31.58%						

## Fire Cadet Class

Fire Cadet Final Class Demographic- August 16								
	Asian	Black	Hispanic	Amer. Ind	White	Unknown	Total	% of Total
Female	0	2	1	0	3	0	6	20%
Male	1	5	5	0	12	0	24	80%
Unknown	0	0	0	0	0	1	0	0%
<b>Total</b>	<b>1</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>15</b>	<b>1</b>	<b>30</b>	
<b>Percentage</b>	<b>3.33%</b>	<b>23.33%</b>	<b>20.00%</b>	<b>0.00%</b>	<b>50.00%</b>	<b>3.33%</b>		<b>100%</b>
<b>Residency</b>								
Resident		21	70%					
Non-Resident		9	30%					





# 2021 & 2022 Planned Recruitments

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## ▶ **911 Telecommunicator (Operator)**

- ▶ New continuous recruitment open application periods:
  - ▶ September 17, 2021 through October 8, 2021
  - ▶ January 7, 2022 through January 28, 2022
  - ▶ April 22, 2022 through May 13, 2022

## ▶ **Fire Cadet**

- ▶ Application period: September 3, 2021 through December 5, 2021

## ▶ **Heavy Equipment Operator (HEO)**

- ▶ Application period: September 17, 2021 through October 17, 2021



# 2022 Planned Recruitments

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## MPD (tentative classes)

- ▶ **Police Officer Class - 65 per class**
  - ▶ February 2022
  - ▶ May 2022
  - ▶ August 2022

## MFD (tentative classes)

- ▶ **Firefighter Class - 50 per class**
  - ▶ April 2022
  - ▶ August 2022
- ▶ **Fire Cadet Class - 30 est.**
  - ▶ August 2022



# Recruitment Efforts

Recruitment for Police Officers, Firefighters and 911 Telecommunicators is conducted through a lens of **equity and inclusion**

- Emphasis on events tied to MPS activities to build a **pipeline** of diverse candidates
- Recruiting at **cultural hubs** like Sherman Phoenix, Latino Family Expo, and Puerto Rican Fest as well as other strategic locations
- **CampHERO** – a camp introducing girls to protective service careers; a collaboration between FPC, MPD, MFD, Girls Scouts, and MATC (June 2021)
- Text message, email reminders, and **increased communication** to promote recruitment have increased show rates for applications, events and exams (Text 414-519-6190 for career updates)
- As an **equity and retention strategy**, hosting extensive prep sessions is helping prepare candidates for testing



Campaign: [Now Hiring 911 Telecommunicators](#)  
Date Sent: September 22nd @ 2:37 pm CDT  
Sent To: [All Contacts](#)  
Count: 1,032 people

Hi! This is the Recruiter from the MKE Fire & Police Commission. We are now accepting applications for 911 Telecommunicator! For more information and to apply, visit: [slkt.io/DPD4/{{#####}}](https://slkt.io/DPD4/{{#####}}).

Reply STOP to cancel, HELP for help. Msg&data rates may apply. Terms & privacy: [slkt.io/6leC](https://slkt.io/6leC)

Sent  
**1,032**

All Contacts

Opt Outs

**13**

1% Opt Out Rate

Clicks

**310**

30% Click Rate

# Current Recruitment/Retention Tactics

## 911 Telecommunicator Recruitment

- FPC and MPD Recruiters attended career fair, classroom presentation, and job postings at 33 colleges and universities in Milwaukee and surrounding areas
- Geofencing advertising in related field and skill sets
- Email blasts to 5,000 former Firefighter, Police Officer and 911 Operator applicants
- Continuous Recruitment: Will be accepting applications again in January 2022 and April 2022

## Fire Cadet Recruitment

- Milwaukee Fire Department developed adjunct recruiting team to meet all recruitment needs
- Recruiters are now back in the high schools working directly with the students and counselors

## Police Officer Retention

- 10 Police Officer Oral Board Exam preparation sessions offered over the next 5 weeks including nights and weekends



**MILWAUKEE FIRE CADET PROGRAM**

Get Paid | Earn College Credits | Become A Firefighter Paramedic

**NOW HIRING!!! APPLY IN PERSON!!!**

SHERMAN PHOENIX  
**BLACKOUT**



**Now Hiring**

**911  
Telecommunicator  
in the City of  
Milwaukee!**

**LEARN MORE**

MULTIPLE DATES

**Police Officer Oral Board Exam  
Preparation Session**

by Kisha Buford

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# Office of Emergency Management & Communications

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- ▶ **Key responsibilities:**
  - ▶ Directing and managing the City's Comprehensive Emergency Management Plan (CEMP)
  - ▶ Continuity of Operations Plan (COOP)
  - ▶ Serves 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-Division of Emergency Management), and county partners
- ▶ **The position of Emergency Management and Communications Director is currently vacant**



# Public Safety Enhancement Program (PSEP)

- ▶ FPC is part of the Executive Steering Committee (ESC) that seeks to improve 911/emergency communications center and public safety operations through the Public Safety Enhancement Program (PSEP)
- ▶ Part of the PSEP includes the creation of a new Department of Emergency Communications (DEC) that will combine both MPD and MFD 911/call processing and dispatch operations. FPC has participated in the hiring process of the first four DEC employees and is seeking an Interim DEC Director through the RFP process
- ▶ The PSEP also identified staffing deficiencies and a slow process to fill ECO vacancies. FPC has revised its hiring practices for this position and will employ a continuous recruitment and testing process to expedite the filling of vacancies
- ▶ FPC will continue to participate in the ESC and will monitor progress toward achieving all PSEP objectives as part of its public safety oversight responsibilities



# Community Relations & Engagement

- ▶ Community events to date in 2021:
  - ▶ Jan. 2021 – Community meeting with Fire Chief Aaron Lipski
  - ▶ Feb. 2021 – Community meeting on complaint process with FPC Investigators
  - ▶ June 2021 – Community meeting for appointees to the FPC Board
  - ▶ June 2021 – *CampHERO*
- ▶ Upcoming events:
  - ▶ Three community meetings in October 2021 for Chief of Police Candidate Jeffrey Norman
- ▶ The position of Community Outreach Coordinator is currently vacant but will be filled effective 11/15/21. Filling this position will enable expanded community outreach moving forward



# Investigations/Citizen Complaints

- ▶ Citizen complaints are accepted via mail, email, phone, fax, and through online submission, as well as in person
  - ▶ The two FPC Investigators are responsible for investigations and resolutions of citizen complaints
  - ▶ While complaints are typically designated as “formal” or “informal,” all complaints are investigated thoroughly and professionally, from minor concerns to allegations of significant misconduct
  - ▶ To date in 2021, the FPC has received 79 complaints (24 formal and 55 informal)
  - ▶ As of 10/7/21, there are 19 open complaints (11 formal and 8 informal)





# Legal Team

- ▶ The Paralegals of the FPC's Legal Team are concerned primarily with disciplinary appeals, residency cases, and open records requests. To date in 2021:
  - ▶ 15 FPC disciplinary appeals
    - ▶ 7 cases have resulted in FPC Board trials/decisions
    - ▶ 5 cases have resolved by settlements or withdrawal from the process
    - ▶ 2 cases were dismissed for lack of jurisdiction or failure to prosecute
    - ▶ 1 open case set for trial in December
  - ▶ 11 residency cases
    - ▶ 4 cases gained compliance within 6 months
    - ▶ 7 cases remain open
  - ▶ 72 Open record requests
    - ▶ 51 requests have been processed
    - ▶ 21 remain outstanding



# Policy Reviews

- ▶ The FPC Board is tasked with evaluating and voting on all changes to the policies of the police and fire departments
- ▶ When a change is sought by the departments, the information is communicated to the FPC and staff review and outline the changes, with the goal of supplying the Board with facts necessary to make informed decisions
  - ▶ The policy oversight function of the FPC Board is key to community input into the day-to-day functions of the departments and provides an avenue to increase understanding of those functions
  - ▶ The active role FPC Commissioners take in the policy deliberating process has the potential to push the evolution of the departments forward toward a more fair, modern, and responsive future



# Policy Reviews

- ▶ Following the completion of the review process by FPC staff, the policy changes are routed to four possible resolutions:
  - ▶ Administrative Approval: minor changes approved by the Chair and Executive Director
  - ▶ Administrative Denial: minor changes that are unacceptable and are denied by the Chair and Executive Director
  - ▶ Regular Meeting Vote: these changes are generally referred first to the FPC's Policies and Standards Committee for discussion and debate, then returned to the full Board for a vote
- ▶ To date in 2021, FPC staff has received **74** policy change requests and completed reviews for each of them
  - ▶ These have included items of great public interest, such as:
    - ▶ SOP 001 – Fair and Impartial Policing
    - ▶ SOP 003 – Community Oriented Policing
    - ▶ SOP 320 – Canines
    - ▶ SOP 453 – Officer-Involved Deaths and Other Critical Incidents
    - ▶ SOP 460 – Use of Force
    - ▶ SOP 970 – Search Warrants
    - ▶ SOI - Sensitive Crimes Division
    - ▶ SOI – Traffic Safety Unit



# Collins Settlement Agreement

- ▶ Settlement agreement reached between various City of Milwaukee entities and a group of plaintiffs represented by the ACLU
- ▶ Goals:
  - ▶ Constitutional policing
  - ▶ Consistent supervisory oversight
  - ▶ Consistent documentation
  - ▶ Transparency and accountability
- ▶ Settlement compliance efforts are monitored by the Crime and Justice Institute (CJI), which creates annual and biannual reports and data analyses
- ▶ CJI's Third Annual Report was released at the end of September 2021
  - ▶ For the first time, this report indicated that all 20 clauses that apply directly to the FPC are deemed either “in process” or “compliant”; none of these requirements are deemed “non-compliant”
  - ▶ The FPC and MPD are also communicating and collaborating more effectively with each other, the report said, particularly around audits
  - ▶ The report also noted that the FPC has made progress in building its Audit Unit, which is now fully staffed and managed



# Collins Settlement Agreement

- ▶ The FPC's compliance efforts and capacity have been significantly expanded by the staffing of a new Audit Unit
  - ▶ The Audit Unit is composed of one Audit Manager and two full-time Auditors
- ▶ The Audit Unit is tasked with:
  - ▶ Reviewing all internally generated complaints
  - ▶ Auditing data, dashboard camera footage, and body worn camera footage of traffic stops, field interviews, no-action encounters, frisks and searches on a 6-month rotation
  - ▶ Auditing citizen complaints filed with the FPC and MPD on a 6-month rotation
- ▶ This undertaking has been structured and scheduled carefully with input from CJI, and with systems access arranged in conjunction with MPD



# Collins Settlement Agreement

- ▶ Beyond the Audits, significant progress has been, and is being made, in other key compliance areas:
  - ▶ Extensive changes have been made to FPC Board Rule XV and Complaint Intake Guidelines to conform policy to compliance mandates
  - ▶ Numerous SOPs have been amended to conform to the requirements of the settlement agreement
  - ▶ The posting of stop data on the FPC's website has been brought up to date
  - ▶ Quarterly complaint data posting continues to be timely
  - ▶ Complaint materials are available online as well as at all MPD district stations and Milwaukee Public Libraries
- ▶ Close coordination between the FPC team concerned with compliance and the City Attorney's Office has helped to further compliance efforts and ensure a unified approach to those efforts
- ▶ Moving forward, a continuation of the efforts to meet auditing requirements will be a priority, as will the efforts to recruit and promote a diverse corps of police members
- ▶ As CJI has said many times, "compliance is a process, not an event," and the FPC is working diligently to meet the challenge of that process

