

2021



Legislative Reference Bureau

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FIRE AND POLICE COMMISSION



2021 Proposed Plan and Executive Budget Review

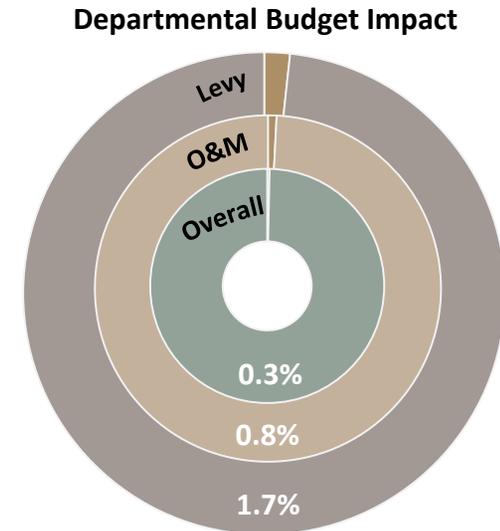
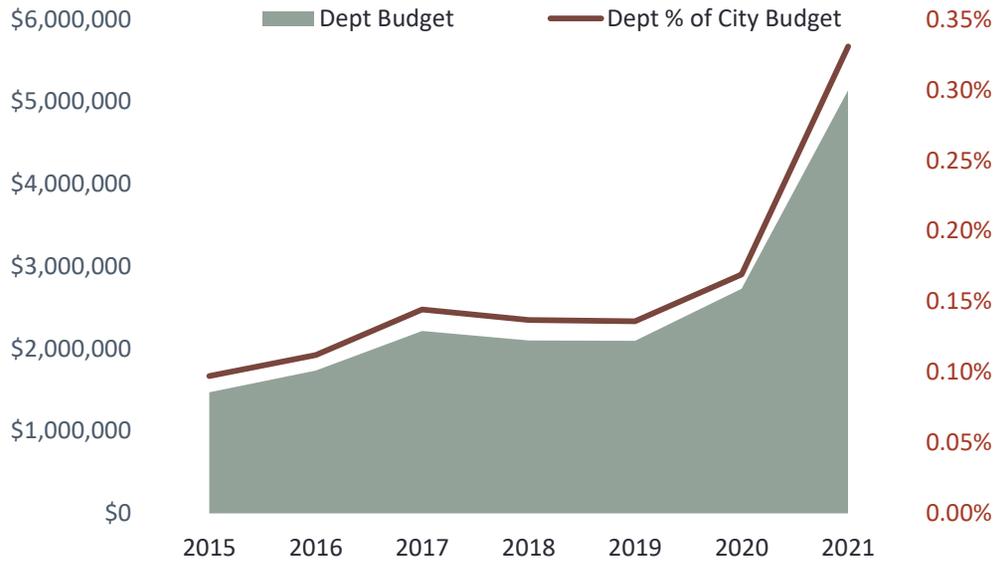
Prepared by: Christopher Hillard, Legislative Fiscal Analyst
Budget Hearing: 10:30 am on Thursday, October 15, 2020



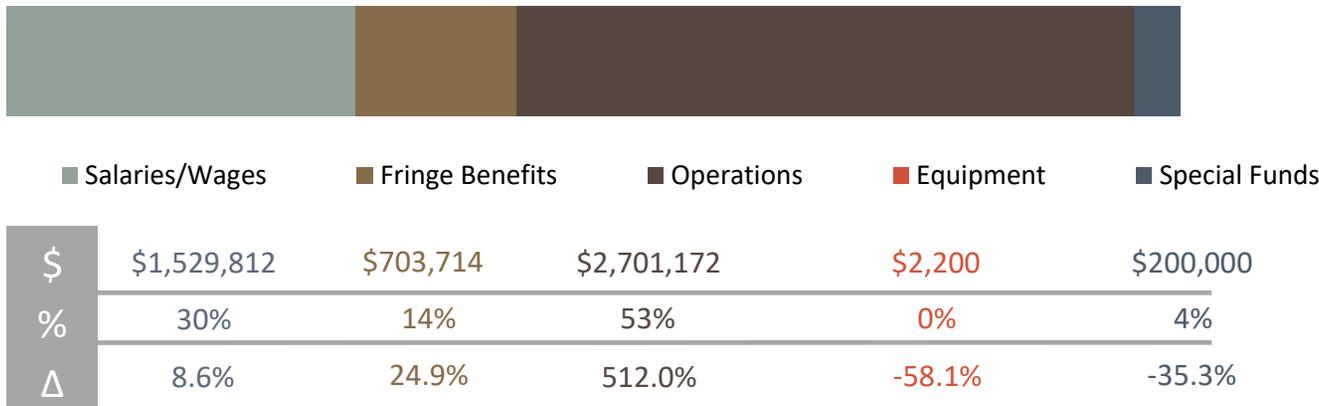
\$5,136,898
Proposed 2020 Budget

\$2,408,899
Change in Proposed Budget

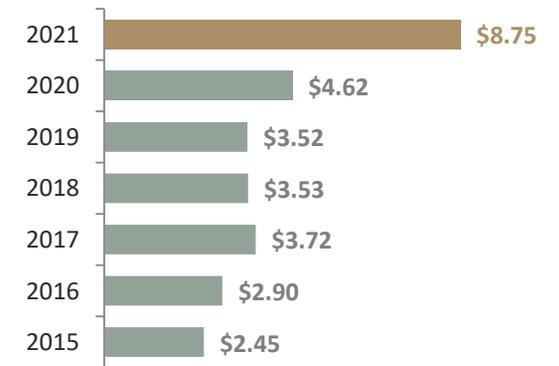
88.3%
% Change in Proposed Budget



Departmental Budget Appropriation Category



Budget per Capita



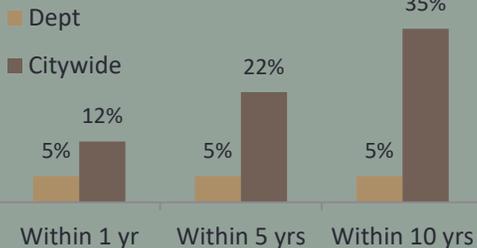
40

The average number of days to resolve a formal complaint in 2020, unchanged from 2019. The planned number of days in 2021 is 60.

1

The number of FPC Commissioners serving under expired terms, down from 3 in 2019.

Retirement Eligible



4

Change in Positions

11.8%

% Change in Positions

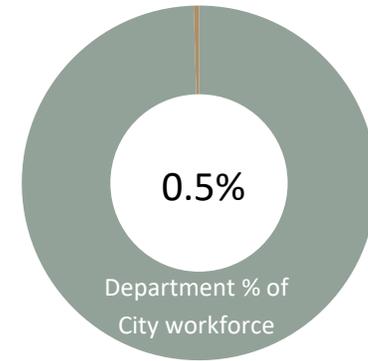
10

Current Vacancies

3

Voluntary Separations

Departmental Personnel Budget



Staffing--Vacancies

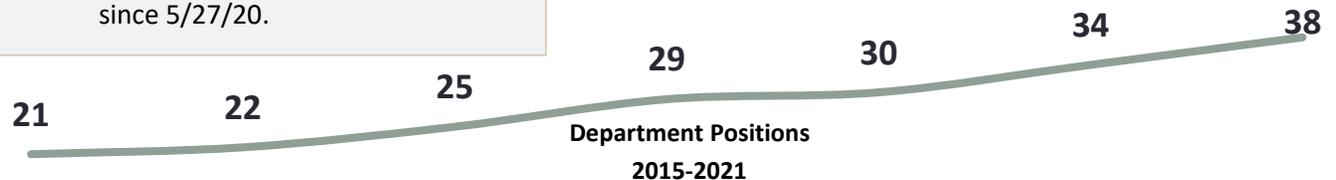
There are currently 10 vacant positions in the department:

- 1 Research and Policy Analyst. Vacant since 3/4/20.
- 2 Human Resources Reps. Vacant since 3/21/20 and 9/8/20.
- 2 Program Assistant IIs. Vacant since 11/26/19 and 1/1/19.
- 1 FPC Investigator. Vacant since 11/27/19.
- 2 FPC Auditors. Vacant since 4/18/20 and 5/27/20.
- 1 FPC Audit Manager. Vacant since 5/27/20.
- 1 Test Admin. Coordinator. Vacant since 5/27/20.

Staffing--Positions Added

Four new positions in Office of Emergency Communications are proposed:

- 1 Director of Emergency Communication. Serves as Division Head of City's Consolidated Safety Answering Point and all related emergency communications.
- 1 GIS Administrator. Handles GIS-related public safety tasks.
- 1 Public Safety Project Manager. Manages implementation of public safety technology projects.
- 1 Public Safety Systems Administrator. Maintains mission-critical systems.



60-120

Average number of days to resolve disciplinary appeals, unchanged from 2019.

4

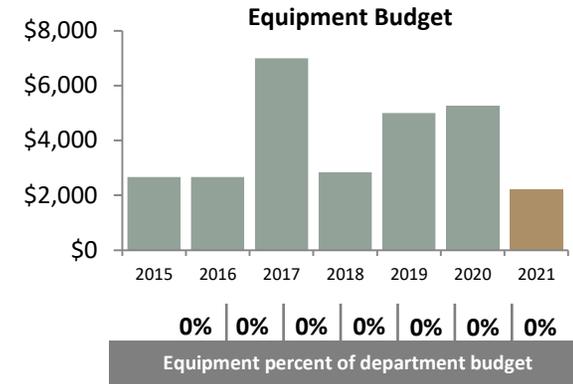
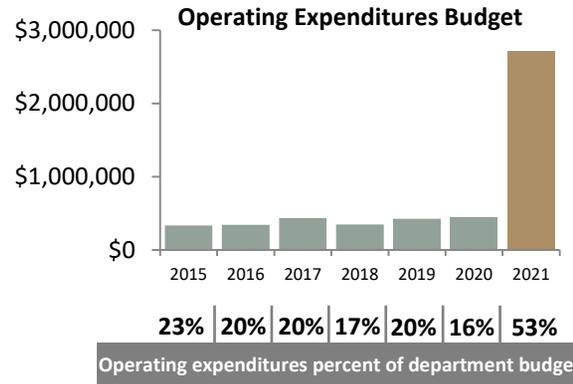
Number of approved, vacant positions within the FPC that have had their authority to fill expire since April of 2020.

31

The number of policies/procedures reviewed by the Commission in 2019, down from 65 in 2018.

3

The number of regular reports issued by the Commission in 2019 (2018 Annual Report, 2018 Vehicle Pursuit Report and 2018 Use of Force Report).



Revenue

This department has no revenue accounts.

Special Purpose Accounts

This department has no special purpose accounts.

Grants

This department receives no grant funding.

Capital Requests

This department has no capital requests.

6

Number of community outreach events held in 2020. The FPC also hosted 5 community office hours in 2020.

2

The number of different 911 computer-aided dispatch (CAD) systems currently used by the City: one for Fire, one for Police. In 2021, the Office of Emergency Communication will begin implementation of a unified Public Safety Answering Point.

5

Number of Executive Directors the Fire and Police Commission has had since 2014. This includes 3 directors over the past 3 years.

17

The number of vacant community service officer positions, down from 18 in 2019. There are 25 authorized positions.

Public Safety Enhancement Program (PSEP)

The PSEP includes all projects related to merging the MFD and MPD Emergency Communications Centers. The projects include:

- Charter, governance, structure, strategic objectives, workflows, business processes policies and procedures for the new Unified Emergency Communications Center.
- MPD/MFD Emergency Communications Center Analysis Project (e.g., Operations, Administration, Technology and Staffing).
- Enhancement of current Public Safety GIS data available to the public.
- Purchase of a new 9-1-1 system from Solacom. A project team comprised of FPC, MPD, MFD and ITMD has been formed and is working with Solacom to develop a comprehensive project plan. A formal transition date has not been established, but is expected to be Q4 2020 or Q1 2021
- Computer Aided Dispatch/Mobile/Business Intelligence System: Three companies have been selected to complete a four-day robust demonstration of their proposed systems. The demonstrations will be completed by mid-November. The current goal is to have a contract signed with one of these companies by December, 2020 or January, 2021.

New Auditing Unit

In 2020, an outside consultant was hired and recommended the creation of an Auditing Unit within the FPC to assist with monitoring the City’s compliance with the ACLU stop-and-frisk settlement requirements. The new unit will work in conjunction with the Crime and Justice Institute, the consultant firm monitoring the City’s settlement progress. The Auditing Unit will also perform research on standard operating procedures as well as relevant case law and other topics. Finally, auditing staff will be responsible for posting citizen complaint data, stop data and reports created by the Crime and Justice Institute.

The Auditing Unit will consist of:

- An Auditing Manager.
- 2 subordinate auditors.

Currently, all Auditing Unit positions are vacant.

FPC-Specific Issues Identified in CJ Report

- Changes in leadership portend further delays in establishing an Auditing Unit.
- Inadequate staffing and vacancies make it difficult for FPC to achieve not only its core mission, but also the additional work required by the Settlement Agreement.
- Lack of a formal training curriculum for investigators and auditors. Development of these training materials is in progress. However, CJ notes that it is imperative that training be finalized before new staff are added.

MPD and MFD Emergency Communication Centers

Currently Milwaukee has two Emergency Communication Centers: one run by MPD and the other by MFD.

MPD Emergency Communications Center***Staffing Allocation***

There is some discrepancy in the staffing information:

- FPC advised there are 124 Full Time Equivalent (FTE) positions
- MPD advised 123 FTE positions with seven vacancies.
- Note: MPD also advised the true number is 136 FTE positions, including 13 civilian supervisor positions that were not counted for an unknown reason.

MFD Emergency Communications Center***Staffing Allocation***

The MFD Communications Section has a staff of 27 FTE positions with one vacancy.

- 1 Dispatch Manager.
- 2 Assistant Dispatch managers – 2 (one position is vacant).
- 6 Shift Supervisors.
- 18 Emergency Communications Operators (ECO).

Milwaukee Community Collaborative Committee (CCC)

As part of the 2018 ACLU settlement, the City was required to establish a Community Collaborative Committee that would create recommendations for police reforms.

Recommendations (issued September 2019)

1. FPC must create a community-oriented policing policy.
2. FPC's community-oriented policing policy must be integrated into training and professional development opportunities as identified in the DOJ draft report and Community Collaborative Committee report. MPD officers will also be required to make a mandatory annual visit to a counselor, chaplain, or psychologist to receive voluntary access to their resources.
3. Prioritize updating the standard operating procedures (SOPs) identified under the ACLU's stop-and-frisk Settlement Agreement (085, 300, 440, 450, 730, 747 & 990). In addition to these SOPs, the language of SOPs dealing with immigration (130), personnel evaluations (500) and release of body camera footage (570) should also be updated and amended.
4. Those involved in the development and implementation of MPD's recruitment and hiring systems must be culturally competent, diverse, and demonstrate successful community relationships.

CJI Concerns

In its most recent report, CJI noted that the CCC is required to be a continuous body. However, following the completion of its first report in September, 2019, the body functionally ceased to exist. During the early part of 2020, with input from the Plaintiffs' counsel, a new membership list and, therefore, a new version of the CCC, was adopted by the Common Council. Appointments and activities were delayed by a combination of the COVID-19 pandemic and April election.

On June 10, 2020, four appointments were made to the CCC, but it is unclear if the CCC has a full complement of members and if members are meeting. Further, CJI does not believe that the City is taking the CCC or its recommendations as seriously as it should.