



## Fire and Police Commission

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### Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd  
Executive Director

Date: February 16, 2022

RE: Monthly Update on FPC Departmental Operations

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The following report is an update on Fire and Police Commission (FPC) departmental operations. This report will be presented by the Executive Director at the FPC Board meeting on February 17, 2022.

#### **I. FPC Staffing and Vacancies**

There are 19 FPC staff in current positions. This includes 1 temporary paralegal position, which has become a permanent position in the 2022 budget. The following 5 vacancies currently exist:

1. *Human Resources Representative.* This vacancy was created by resignation of former HR Representative Jason Pifer, which was effective January 7, 2022. We were looking into the possibility of hiring a candidate we had previously interviewed for this position; however, that candidate ultimately withdrew from consideration. We have now requested and received a new eligible list from the Department of Employee Relations (DER) and plan to schedule interviews in early March 2022.

2. *Test Administration Coordinator.* This vacancy was created by the promotion of the previous Test Administration Coordinator, Molly Kuether-Steele, to the position of HR Representative, which occurred on November 15, 2021. We plan on using an existing eligible list previously generated by DER to fill this vacancy. Interviews for this position will be scheduled following the interviews for HR Representative.



3. *Recruiter*. This is a new vacancy that was created by the resignation of the former Recruiter, Kisha Buford, which was effective February 4, 2022. On February 2, 2022, the Finance and Personnel Committee approved our request to fill this vacancy. We have requested that DER post this position for candidates to apply in an open recruitment.

4. *Director of Emergency Management*. As previously reported, the former Director of Emergency Management, Kyle Mirehouse, left the FPC in August 2021. This is 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 intend to post this position soon for candidates to apply.

5. *Administrative Support Specialist (Office of Emergency Management)*. 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 original plan was to post the position for candidates to apply following the reclassification; however, the posting was delayed due to Mr. Mirehouse's resignation. The position will now be posted after a new Director of Emergency Management is appointed. This will allow the new Director to lead the hiring process for a position that will report directly to him or her.

## **II. Update on FPC Operations**

### **A. Audit**

As 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 Audit Unit will now be able 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; 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), the consultant for the *Collins* settlement agreement. Audit Manager Mike Doherty has created audit plans and schedules for this work, which remains ongoing.

To date, the Audit Unit has fully completed the following four audits:

- Internally generated Q1-2 2020
- No-action encounters Q3-4 2020

- MPD citizen complaints Q3-4 2020
- FPC citizen complaints Q3-4 2020

The following additional audits have begun and are currently in process:

<u>Type</u>	<u>Expected completion</u>
• Internally generated Q3-4 2020	Late February 2022
• No-action encounters Q1-2 2021	Mid-March 2022
• Field interviews Q1-2 2021	Mid to late March 2022
• Traffic stops Q1-2 2021	Late March 2022
• FPC citizen complaints Q1-2 2021	Early April 2022
• MPD citizen complaints Q1-2 2021	Early May 2022
• Internally generated Q1—2 2021	Early May 2022

The next set of audits that the FPC will conduct will include no-action encounters, traffic stops, and field interviews for Q3-4 2021. These audit are expected to commence in March 2022 and be completed by June 2022.

## **B. Community Engagement**

The position of Community Outreach Coordinator was recently filled, effective January 4, 2022. Thus far, Community Outreach Coordinator Maritza Ugarte has attended numerous FPC meetings and trainings to familiarize herself with department operations. Ms. Ugarte has also begun attending community meetings to introduce herself and connect with various community-based organizations, and to share information on the FPC's operations and priorities. Her assessment thus far is some community members are not well acquainted with the current functions and activities of the FPC. Her goal is to create a platform with various groups to let them know more about what the FPC is and what its functions are.

To date, Ms. Ugarte has attended a total of 7 community meetings to connect with members of the public. As a result of these meetings, she has been able to make connections with new community members and offer referrals and/or introduce herself.

Going forward, Ms. Ugarte will be making necessary updates to the FPC's website, updating commissioners on relevant new articles on a consistent basis, and using the FPC's social media to engage with the public and share updates on the FPC's work.

Lastly, Ms. Ugarte has been working on the 2021 FPC Annual Report, which will highlight the accomplishments of the FPC over the last year.

### **C. Emergency Management & Communications**

As noted above, the position of Director of Emergency Management is currently vacant, but it is anticipated that the position will be posted soon for candidates to apply. Notwithstanding this vacancy, 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.

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 selection process for an Interim DEC Director through an RFP process. Candidate interviews took place last week and a candidate was selected. The Purchasing Unit in the Department of Administration (DOA) is in the process of finalizing that selection. Following the appointment of an Interim Director, additional staffing for the DEC will proceed throughout 2022.

Another component of PSEP is the implementation of a new Computer Aided Dispatch (CAD) system, an ongoing project managed by a Management Oversight Committee and Winbourne Consulting, which is overseen by the ESC.

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 is now employing a continuous recruitment and testing process to expedite the filling of vacancies. The FPC will also continue to participate in the ESC and monitor progress toward achieving all PSEP objectives as part of its public safety oversight responsibilities.

### **D. Investigations**

To date this year, we have received 16 citizen complaints, all informal following preliminary intake screening. The Investigations Unit currently has a total of 19 open citizen complaints (this includes 3 complaints from 2021) that it is investigating—1 formal and 18 informal.

### **E. Legal**

To date this year, there have been 4 disciplinary appeals that have been filed with the FPC. These appeals are scheduled for trial in February, March, April, and May 2022. There is also one citizen complaint trial scheduled for June 2022.

## **F. Research and Policy**

The position of Research and Policy Analyst was previously filled by Barbara Cooley, effective November 29, 2022. This position is tasked with reviewing and analyzing proposed new and amended Standard Operating Procedures (SOPs) and Standard Operating Instructions (SOIs) for the Milwaukee Police Department (MPD), as well as Standard Operating Guidelines (SOGs) for the Milwaukee Fire Department (MFD), for consideration by the Board.

In 2021, FPC staff reviewed 71 proposed changes to MPD's SOPs/SOIs. The Board approved 40 SOP/SOI changes. No changes to MFD's SOGs were requested.

Thus far in 2022, 10 updated MPD SOPs have been submitted to FPC and are being reviewed. Ten SOPs/SOIs have been approved by the Board in 2022.

Besides reviewing proposed SOP amendments, Ms. Cooley is currently working on the following projects:

- Contributing to the 2021 FPC Annual Report
- Finalizing the 2021 FPC Policy Review
- Securing a vendor for the 2022 Police Satisfaction Survey
- Producing the 2021 9-1-1 Call Wait Times report
- Compiling data for the 2021 Use of Force report

## **G. 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 scheduled and planned classes/recruitments:

- A fire cadet job announcement bulletin has been posted
  - Application period: 09/03/2021 – 12/05/2021
  - Testing and interviews dates:
    - Written Test: 1/26/2022 & 1/29/2022
    - Oral Interviews: 3/7/2022 – 3/10/2022
    - FC Physical Ability Test: 4/22/2022 & 4/23/2022
    - Pre-employment psychological/medical/drug: TBD (June/July 2022)
    - Class start date: August 22, 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, which began in October 2021.

- EMT class:
  - Orientation: 9/26/2021 & 9/27/2021
  - Class dates: 10/04/2021 – 1/28/2022
  - Next EMT class: March 2022
- Firefighter class start date: April 4, 2022
  - Using an existing eligible list
  - Testing and interview 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 (CPAT): TBD
    - Drug tests: 3/24/2022 – 3/25/2022
- A second firefighter class is scheduled for August 8, 2022
- A police officer class is scheduled for April 18, 2022
  - Using an existing list
  - Testing and interviews dates:
    - Oral Interviews: 11/15/2021 – 11/18/2021
    - Physical Readiness Test: 12/11/2021 & 12/12/2021
    - Psychological Evaluation: 01/30/2022 – 02/04/2022
    - Pre-employment medical/drug: 01/30/2022 – 02/04/2022
    - Psychological Appeals: TBD waiting on results
    - Background Appeals: TBD waiting on results
    - P.O. eligible list presented 1/20/2022
    - 2<sup>nd</sup> Oral Interview dates: 2/1/22-2/3/2022
    - 2<sup>nd</sup> PRT date(s): March 4, 2022
- Two additional police officer classes are planned for 2022, which are scheduled for July 25, 2022 and November 28, 2022.
- A new recruitment is set to begin February 18, 2022. This recruitment will be used to generate a new eligible list which will first be used for the third class planned for November 2022. Community Outreach Coordinator Maritza Ugarte and Program Assistant II Jordan Dickerson are assisting with the recruitment.
- A 911 Telecommunicator job announcement bulletin was previously posted
  - Applications previously accepted: 01/07/2022 – 01/28/2022

- Continuous recruitment: applications will be accepted again in April 2022
- Testing and interviews dates:
  - Written exam: week of 02/14/2022
  - Oral interviews: 03/07/2022 – 03/11/2022
  - Psychological evaluation: 04/18/2022 – 04/29/2022
  - Background investigation: 03/14/2022 – 03/21/2022
  - Pre-employment medical/drug: 04/18/2022 – 04/29/2022
  - Psychological appeals: 05/02/2022 – 05/06/2022
  - Background appeals: 04/11/2022 – 04/15/2022

As a result of the high workload that the Staffing Services Unit is currently processing, I have requested and received authorization to hire an additional HR Representative and an additional Program Assistant II for the remainder of 2022 using DER's Auxiliary Resource Program. This will bring the total number of HR Representatives and Program Assistant II's in the Staffing Services Unit to 3 each. The new positions will be funded by 2021 salary carryover funds. Continued funding for these positions past 2022 will be evaluated at the end of the year.

LWT