



Fire and Police Commission

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Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd
Executive Director

Date: April 20, 2022

RE: Monthly Update on FPC Departmental Operations

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 April 21, 2022.

I. FPC Staffing and Vacancies

There are 17 FPC staff in current positions. The following 7 vacancies currently exist:

1. *Auditor Manager.* This is a new vacancy that was created by the resignation of former FPC Audit Manager Michael Doherty, which was effective April 8, 2022. We will be posting this position for candidates to apply through an open recruitment. The Department of Employee Relations (DER) is currently in the process of preparing the posting.

2. *Auditor.* This vacancy was created by the resignation of former FPC Auditor Crystal Weatherall, which was effective March 11, 2022. We have requested and received existing eligible lists from DER and will be setting up interviews to fill this vacancy in the near future.

3. *Human Resources Representative.* This vacancy was created by resignation of former HR Representative Jason Pifer, which was effective January 7, 2022. We conducted interviews in March 2022 for this position and have identified a top candidate, to whom we intend to make an offer shortly. We also plan to conduct additional interviews in the near future to fill an additional HR Representative



position, as well as an additional HR Assistant position, which the Budget and Management Division have authorized for the remainder of the year. A recruitment for the HR Representative position is currently open and closes on April 27, 2022. We intend to use an existing eligible list to fill the HR Assistant position.

4. *Recruiter*. This vacancy was created by the resignation of the former FPC Recruiter, Kisha Buford, which was effective February 4, 2022. DER has posted this position for candidates to apply through an open recruitment. The posting closes on April 22, 2022.

5. *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 had considered using an existing eligible to fill this position; however, based on the age and status of that eligible list, we have determined that it is necessary to post this position for candidates to apply through an open recruitment. We are in the process of working with DER to do so.

6. *Director of Emergency Management*. We are conducting interviews to fill this position the week of April 17, 2022. This a cabinet-level position, which requires appointment by the Mayor and confirmation by the Common Council. Following the interviews this week, a list of top candidates will be referred to the Mayor for consideration.

7. *Administrative Support Specialist (Office of Emergency Management)*. Once a new Director of Emergency Management is confirmed, this position will be posted for candidates to apply. 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

Pursuant to the *Collins* Settlement Agreement, the Audit Unit is tasked with reviewing all MPD internally generated complaints; conducting audits of traffic stops, field interviews, no-action encounters, frisks, and searches 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 plans and schedules have been created for this work, which remains ongoing.

As part of a new process, audit results will now first be presented in person to MPD after completion. Shortly thereafter, the Audit Unit will send a draft report to

MPD, which will have 30 days to respond. MPD's responses will then be reviewed and considered in generating the final report.

To date, the Audit Unit has fully completed the following 4 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 8 audits have begun and are currently in process:

- Internally generated Q3-4 2020: this report has been finalized and is now ready for publication.
- No-action encounters Q1-2 2021: this report is currently under review by MPD; we anticipate receiving MPD's response this week.
- Field interviews Q1-2 2021: a draft report will be sent to MPD by mid-April 2022; we anticipate completion by mid-May 2022.
- Traffic stops Q1-2 2021: a draft report will be sent to MPD by mid-April 2022; we anticipate completion by mid-May 2022.
- FPC citizen complaints Q1-2 2021: this report is currently under review by FPC Management; we anticipate completion by mid-May 2022.
- MPD citizen complaints Q1-2 2021: the audit has been completed; results will be presented to MPD within the next 2 weeks.
- Internally generated Q1-2 2021: the audit has been completed; results will be presented to MPD within the next 2 weeks.
- Field Interviews Q3-4 2021: recently announced; fieldwork has begun and is anticipated to be completed by late May 2022.

B. Community Engagement

FPC Community Outreach Coordinator Maritza Ugarte has helped facilitate a total of nine preparation sessions to support the efforts of police officer recruitment. The preparations sessions allow participants to learn more about the oral interview and the written test part of the selection process.

Ms. Ugarte was also recently focused on getting the word out about an FPC virtual community meeting for Chief Lipski, which took place on March 30, 2022. This community meeting was moderated by Amanda Rodriguez, Community Programs and Integration Manager at Community Medical Services. The meeting had 66 participants who joined the discussion. Chief Lipski did a great job in presenting his vision for MFD and answering questions posed by community members.

Ms. Ugarte has been attending the various planning sessions with members of MPD and the CCC for a series of upcoming town hall meetings aimed at developing a city-wide community-oriented policing (COP) plan. She has also continued to attend community meetings and events to connect with community members.

In addition, Ms. Ugarte has been 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. Updates that were posted to social media included ones promoting the fire chief community meeting, the police officer application process info sessions, and the deadline for the police officer and 911 telecommunicator positions.

Lastly, Ms. Ugarte recently published the 2021 FPC Annual Report. Members of the public wishing to review that annual report can find it on the FPC website.

C. Emergency Management

As noted above, interviews are currently underway for the position of Director of Emergency Management.

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.

Recently, the FPC participated in an RFP selection process for an Interim DEC Director, which resulted in the hiring of Suzanne DeFillips, who began work on March 14, 2022. Among other initial priorities, Ms. DeFillips will be focused on filling key positions with the DEC and developing a master logistics plan for the implementation of the new department.

D. Investigations

To date this year, the FPC has received 38 citizen complaints. Twelve of the complaints have been designed as formal complaints. We currently have 11 open complaints that we are actively investigating

E. Legal

To date this year, there have been a total of 7 disciplinary appeals that have been filed with the FPC. One of those appeals was resolved by way of settlement shortly before trial in February 2022. The remaining 6 appeals are scheduled for trial between April and August 2022. There is also 1 citizen complaint trial scheduled for June 2022.

F. Research and Policy

Thus far in 2022, 18 updated MPD SOPs/SOIs have been submitted to FPC, 8 of which have been reviewed and analyzed by FPC Research and Policy Analyst Barbara Cooley. Fifteen updated MPD SOPs/SOIs have been approved by the Board in 2022.

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

- Monitoring the contract for the 2022 Police Satisfaction Survey.
- Producing quarterly 911 Call Wait Times reports and reviewing report design.
- Providing the data for and monitoring the 2021 Use of Force Report.
- Producing FPC's recommendations for the Mayor's Vision Zero initiative.
- Creating a questionnaire for police officers and firefighters who move out of Milwaukee to determine their reasons for doing so.
- Establishing baseline data for measuring the effect of the 911 telecommunicator salary increase on hiring and retention.
- Analyzing the demographic attrition rates for MPD/MFD candidates through the hiring process to identify needed changes in the process.
- Analyzing data related to appeals of both disciplinary actions and pre-employment matters to determine relevant trends.

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 recently started and upcoming scheduled classes/recruitments:

- A fire cadet class is scheduled to begin on August 22, 2022 (class of 30).
- A spring firefighter class started April 4, 2022 (23 recruits), and a fall class is scheduled to start August 8, 2022 (class of 50)
- A new recruitment for police officers recently closed on April 1, 2022.
- A police officer class started on April 18, 2022 (58 recruits). Two additional police officer classes are currently scheduled for July 25, 2022 and November 28, 2022. The goal is to have 65 recruits per class. However, the remaining number of candidates on the existing eligible list will not be sufficient for a full class of 65 beginning July 25. Additionally, the candidates from the new recruitment cannot be processed by the date currently scheduled for the second class. Discussions are thus underway between the FPC, MPD, and the City regarding potential ways to address this situation, including the possibility of adjusting the class start dates to permit candidates from the new recruitment to participate in the second class.
- A 911 telecommunicator class is scheduled to start May 16, 2022.
- A new 911 telecommunicator recruitment also recently closed on April 1, 2022.

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