

2024 Proposed Budget Overview



Fire & Police Commission

Mission: Through independent, civilian oversight of Milwaukee's public safety departments, the Fire and Police Commission (FPC) strives to enhance public safety for our residents, promote accountability and public trust, increase diversity within the departments, and safeguard the constitutional rights of all people.

2024 Budget Summary

	2023 Adopted Budget	2024 Proposed Budget	Amount Change	Percent Change
FTEs – O&M	25.10	9.34	-15.76	-63%
FTEs - Other	0.00	16.76	16.76	1676%
Total Positions Authorized	34	35	1	3%
Salaries & Wages	\$1,721,486	\$726,336	-\$995,150	-58%
Fringe Benefits	774,669	326,851	-447,818	-58%
Operating Expenditures	1,402,502	1,341,932	-60,570	-4%
Equipment	2,200	2,200	0	0%
Special Funds	617,508	855,780	238,272	39%
TOTAL	\$4,518,365	\$3,253,099	-\$1,265,266	-28%
ARPA Salary Allocation	0	1,300,000	1,300,000	100%
ARPA Fringe Allocations	0	585,000	585,000	100%
TOTAL + ARPA	\$4,518,365	\$5,138,099	\$619,734	14%

Salaries and Positions

	2023 Adopted Budget	2024 Proposed Budget	Amount Change	Percent Change
FTEs – O&M	25.10	9.34	(15.76)	-63%
FTEs - Other	0.00	16.76	16.76	1676%
TOTAL FTEs	25.10	26.10	1.00	4%
Total Positions Authorized	34	35	1	3%
Salaries & Wages	\$1,721,486	\$726,336	(\$995,150)	-58%
ARPA Salary Allocation	0	1,300,000	1,300,000	100%
TOTAL + ARPA	\$1,721,486	\$2,026,336	\$304,850	18%

- New position: Recruiter
- Reclassifications for 14 titles (19 pos), plus 2-3% general city increase

Operating & Equipment Expenses

	2023 Adopted Budget	2024 Proposed Budget	Amount Change	Percent Change
Operating Expenditures	\$1,402,502	\$1,341,932	(\$60,570)	-4%
Equipment	\$2,200	\$2,200	0	0%

- Savings from Winbourne contract
- Adjustments made to add additional \$25,000 for recruitment efforts

Special Funds

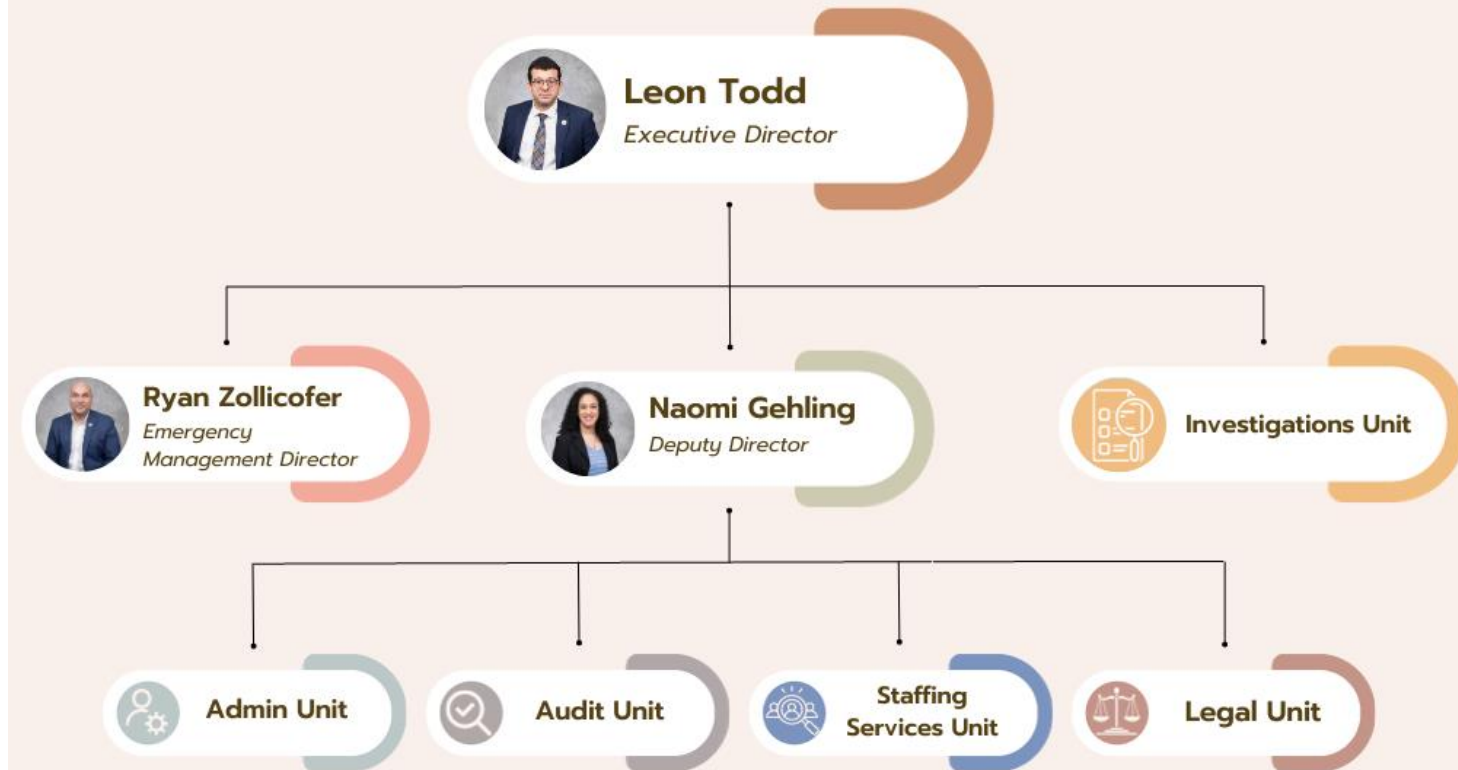
Account	2023 Adopted Budget	2024 Proposed Budget	Amount Change	Percent Change
Pre-Employment Screening*	\$517,508	\$656,505	\$138,997	27%
Operational Efficiency Study*	0	87,950	87,950	100%
Emergency Medical Services staffing study* (B)(C)	100,000	0	(100,000)	-100%
Office of Emergency Management (OEM) Special Fund*	0	111,325	111,325	100%
TOTAL	\$617,508	\$855,780	\$238,272	38.6%

- Pre-Employment Screening – cost from # of classes
- Operational Efficiency Study/Police Satisfaction Survey, every 2 years
- OEM Special Fund – Alert notification system, business continuity software

Fire & Police Commission

Milwaukee Fire & Police Commission

Organizational Chart



city.milwaukee.gov/fpc

Core Services

Legal – Manages the disciplinary appeal process and administrative hearings for department members who have been disciplined by their chief



Admin – Responsible for FPC budget, payroll, and records management, as well as preparing board meeting agendas, staffing meetings, preparing minutes, and conducting post-meeting procedures



Audit & Compliance – Conducts research and audits related to department activities and practices to promote constitutional policing and ensure rigorous civilian oversight of public safety operations



Investigations – Through its citizen complaint process, the FPC independently investigates allegations of misconduct by employees of the public safety departments. Complaints can be referred to the FPC Board or departments for disciplinary action when rule violations are identified



Staffing Services – Responsible for recruiting and hiring employees of the Fire, Police, and Emergency Communications Departments, and administering entry-level and promotional examinations, including written, oral, and physical ability tests

Emergency Management – Works to ensure the city is prepared for emergencies, leading efforts to protect life and property by developing and managing programs that aid in prevention, preparation, response, and recovery from disasters and emergencies

Key Performance Indicators

Key Performance Measures	2022 Actual	2023 Projected	2024 Planned
Number of recruitment events held	112	150	150
Number of Collins settlement agreement-related audits conducted	13	13	16
Number of partnerships formed with community organizations	30	75	50
Average time (days) to resolve formal complaints	22	27	30
Average time (days) to resolve disciplinary appeals	97	150	150
Develop specific disaster response annexes and other emergency plans for special events and joint exercises	10	16	22
Number of combined community preparedness planning and/or training sessions	9	15	16

2024 Major Updates: Emergency Management

- Continue to serve as the primary liaison for the City by coordinating the necessary training, as well as supporting the development of emergency plans in preparation for the RNC
- Training exercises
- Business Continuity Software
- Citywide Alert Notification System
 - Potential scenarios:
 - Severe Weather
 - Shelter-in-Place
 - HazMat
 - Amber Alerts
 - Road Closures
 - Special Events
 - Large Structural Fires
 - Public Health Emergencies
 - Snow Emergencies
 - Poor Air Quality
 - Water Main Breaks
 - Elections/Early Voting

Upcoming Classes & Recruitments

Milwaukee Police Dept.

- **Police Officer**
 - Continuous Recruitment
 - Classes:
 - March 2024 – 65 officers
 - June 2024 – 65 officers
 - Oct. 2024 – 65 officers
- **Police Aide**
 - New Recruitment:
 - Aug. 12 to Dec. 1, 2023
 - Class start date: July 2024

Milwaukee Fire Dept.

- **Firefighter**
 - New Recruitment:
 - Summer 2024
 - Classes:
 - March 2024 – 50 firefighters
 - Aug. 2024 – 50 firefighters
- **Fire Cadet**
 - New Recruitment:
 - Aug. 12 to Dec. 1, 2023
 - Class start date: Aug. 2024

Testing and Recruiting

FPC conducts recruitment through a lens of equity and inclusion:

- Recruiting at **community events, faith-based organizations, and cultural hubs**, as well as other strategic locations
- Emphasizing events tied to MPS activities to build a **pipeline of diverse candidates**
- Utilizing targeted advertisements directed at **historically underrepresented groups**
- Maintaining contact with candidates through frequent email and text message reminders to **increase show rates** for applications, events, and exams
- As an **equity and retention strategy**, hosting extensive prep sessions and fit camps to help candidates prepare for exams and the physical ability tests

New recruitment initiatives to attract additional police officer applicants:

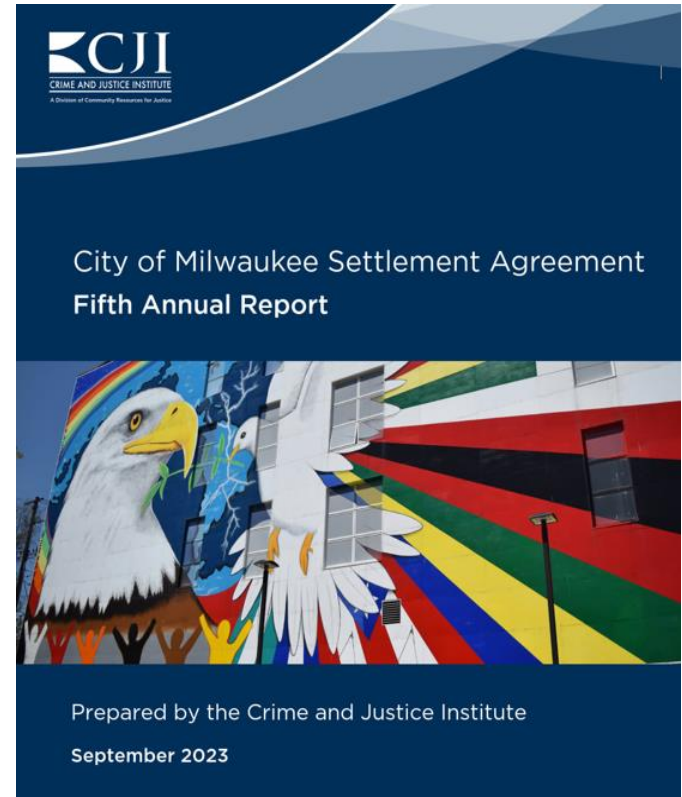
- Implemented a **continuous recruitment process** for the police officer position beginning in May 2023
- Added a **second recruiter** to our team in Sept. 2023
- **Increased advertising**, both in terms of overall amount, geographic scope, and frequency
- Conducting more **fit camps and prep sessions** – 80 YTD
- We are also exploring additional potential initiatives, such as:
 - Recruiting and hiring police laterals
 - Employee referral incentives

Testing and Recruiting cont...

Collins Settlement Agreement:

“With its full complement of staff and a renewed sense of stability, the FPC was able to focus on new and improved strategies for recruitment and promotions of police personnel. The increase in outreach to the community, with a specific focus on members of the Black, Hispanic, and Asian communities, as well as women from all backgrounds is particularly important for achieving compliance with Settlement Agreement section IV. The demographics of the recruit classes show the results of these efforts.”

CJI, *Fifth Annual Report* (Sept. 22, 2023)



2024 Major Updates: FPC Policy Review under Act 12

- In June 2023, Wis. Act 12 transferred policy-making authority from the FPC Board to the Police and Fire Chiefs
- In response, the FPC has adopted new board rules, which require:
 - The Police and Fire Departments to provide notice of new or amended policies within 48 hours
 - MPD will also provide notice at least 30 days before the policy's effective date
 - The FPC will provide public notice of adopted policy changes through communication files on its regular meeting agendas
 - At any such meeting, the FPC Board may hear public comments, request additional information from the department, and recommend to the Police or Fire Chief that they amend or suspend the policy. If the Chief declines to implement the Board's recommendation, the Board may recommend to the Common Council that it modify or suspend the policy
 - The FPC retains policy-making authority with respect to the Department of Emergency Communications, which was not affected by Act 12
- The FPC's Video Release Policy (SOP 575), which was adopted before the passage of Act 12, remains subject to a legal challenge in state court. A temporary injunction is currently in place pending a final ruling

2024 Major Updates: Audit

Total Number of FPC *Collins-Related* Audits Completed:

- SA Year 3 (6/20-6/21) – 1 audit
- SA Year 4 (6/21-6/22) – 6 audits
- SA Year 5 (6/22-6/23) – 18 audits
- SA Year 6 (6/23-6/24) – 4 audits*

* One audit is currently in process;
One additional will begin
October 2023

In 2023, the FPC’s Audit Unit has created and started three *non-Collins* related Audits:

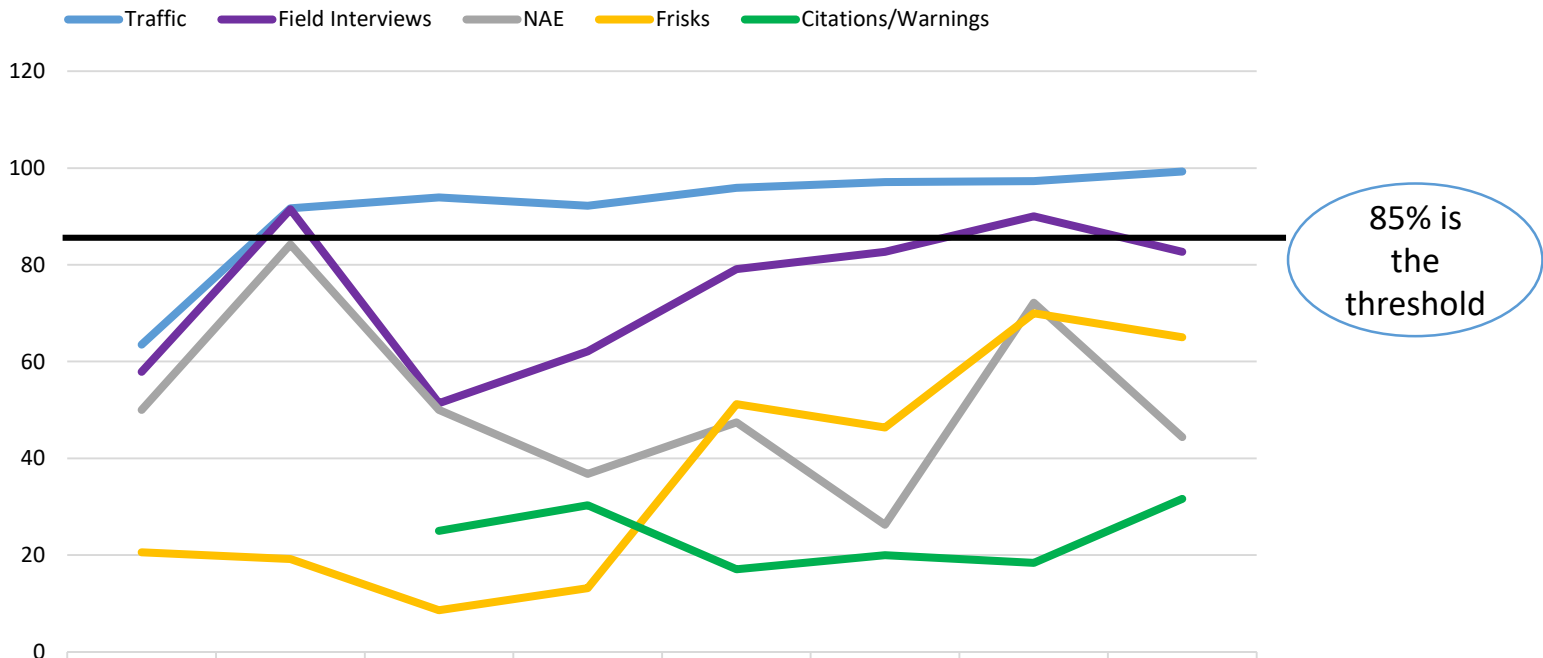
- Policies & Procedures to lessen MPD Overtime (2023) – Audit completed; Report pending final approval
- Use of Force (2023) – Audit in process
- Vehicle Pursuits (2023) – Audit in process

“With support from the Common Council, the FPC budget was expanded to include a position of senior auditor increasing its capacity for the rigorous oversight envisioned by its authorizing language and the Settlement Agreement.”

“Since full staffing occurred in November of 2022, the FPC has been able to eliminate the backlog of outstanding or delayed audits.”

2024 Major Updates: Audit cont...

IOARS Compliance Rates for Police Stops:



85% is the threshold

	Jan-June 2019	July-Dec 2019	Jan-June 2020	July-Dec 2020	Jan-June 2021	July-Dec 2021	Jan-June 2022	July-Dec 2022
Traffic	63.5	91.7	93.9	92.2	95.9	97.1	97.3	99.3
Field Interviews	57.9	91.5	51.4	62.1	79.1	82.7	90	82.7
NAE	50	84.2	50	36.8	47.4	26.3	72.2	44.4
Frisks	20.6	19.2	8.6	13.2	51.2	46.4	70	65
Citations/Warnings			25	30.3	17.1	20	18.4	31.6

2024 Major Updates: Audit cont...

Non-Disciplinary Corrective Action (NDCA):

Number of NDCAs issued:

- Years One - Four = 0
- Year Five = 74
 - Traffic Stops = 11
 - Field Interviews = 38
 - No-Action Encounters = 25

Reasons for NDCAs

- Traffic (**99.3%**):
 - Body Worn Camera (BWC)
- Field Interviews (**82.7%**):
 - Data Collection (“A-L”)
 - Stop Justifications (“IOARS”)
 - Documentation of Contraband (Guns/Drugs)
 - “Hit Rates”
- No-Action Encounters (**44.4%**):
 - Stop Justifications (“IOARS”)
 - 25 NDCAs out of 31 Reports

Department Demographics

	Female	Male	Total	%
Black	3	4	7	35%
White	6	3	9	45%
Hispanic	3	0	3	15%
Asian	0	0	0	0%
American Indian	1	0	1	5%
Total	13	7	20	100%
%	65%	35%	100%	

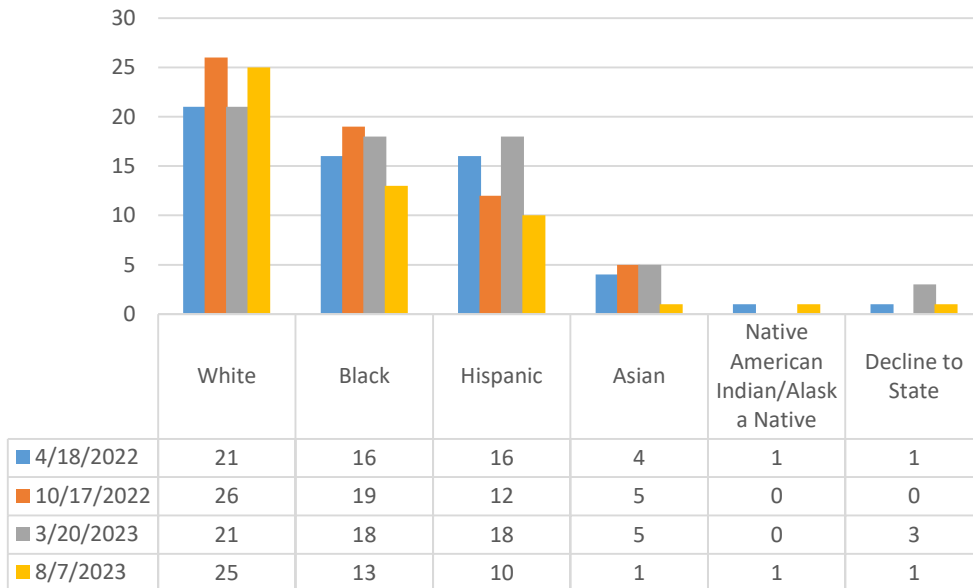
- 80% Residency vs. 20% Non Residency

Racial Equity & Inclusion

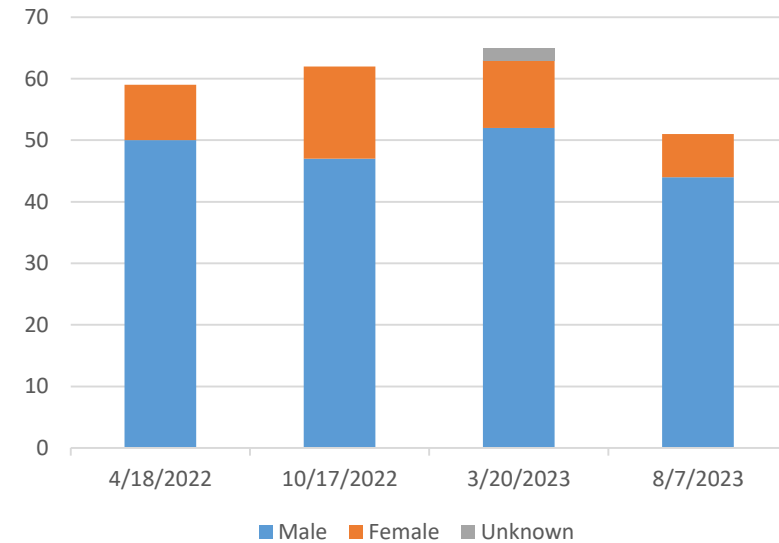
- One of the FPC's top priorities is to increase racial, ethnic, and gender diversity within the Police and Fire Departments. Our equity driven recruitment and retention efforts include:
 - Recruiting at community events, faith-based organizations, and cultural hubs like Sherman Phoenix, the Hmong New Year Celebration, Mexican Fiesta, and the Puerto Rican Family Festival
 - Targeting events to engage MPS students to build a pipeline of diverse candidates
 - Using targeted advertisements directed at historically underrepresented groups
 - Utilizing flyers and advertisements that illustrate the diversity within the departments
 - As an equity and retention strategy, hosting extensive prep sessions and fit camps to help candidates prepare for exams and the physical ability tests
- Through its oversight and audit functions, the FPC seeks to improve constitutional and unbiased policing in the City of Milwaukee
- The FPC has also adopted several policies to aid in promoting diversity:
 - Eliminated the citizenship requirement for firefighters and fire cadets
 - FPC Board Rules award preference points to applicants who are city residents
 - Utilize written exams that have been reviewed by experts to ensure no potential bias in phrasing or vocabulary, which also include topics related to cultural proficiency and community-oriented policing
 - Updated police background standards to remove automatic disqualifications for past instances of marijuana use/possession and revocation/suspension of driving privileges

Milwaukee Police Dept Recruits

MPD Last 4 Recruit Classes

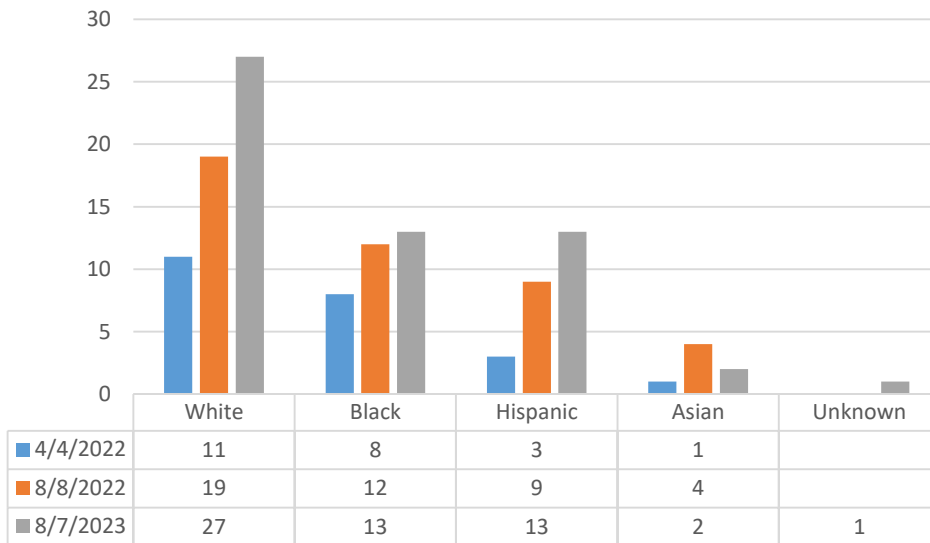


MPD Last Recruit Classes by Gender

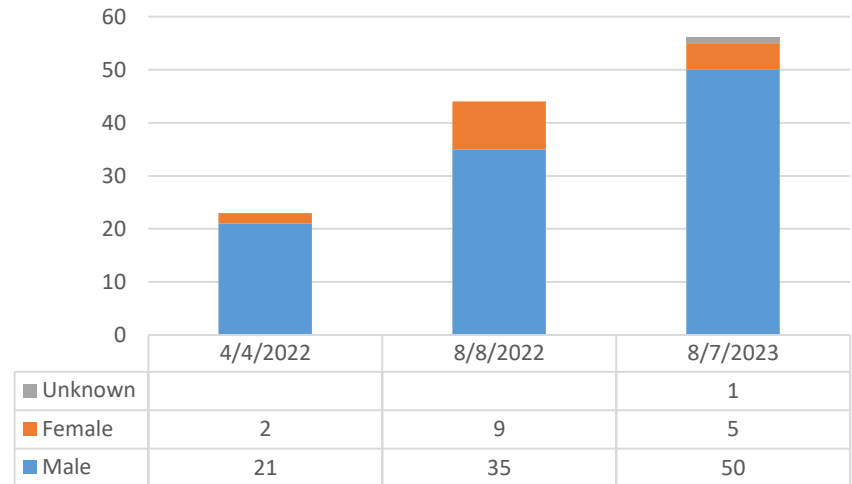


Milwaukee Fire Dept Recruits

MFD Last 3 Recruit Classes



MFD Last 3 Recruit Classes by Gender



Climate & Equity

- FPC internal policies & procedures to reduce, reuse, and recycle:
 - Recycling containers in the office for paper, bottles, and cans
 - Reusing office supplies
 - The FPC reuses its office supplies whenever possible (e.g., binders, folders, etc.)
 - Testing pencils are collected and reused for future tests
 - Using electronic records to reduce paper usage (e.g., virtual testing, online citizen complaints, electronic records for disciplinary appeals, etc.)
 - Office equipment and lighting are powered down when not in use
- Several FPC employees have remote or alternate work schedules, which result in less travel to City Hall
- The FPC has begun using online testing for Fire Department exams, which reduces travel and associated costs
- FPC community outreach staff have participated in impromptu neighborhood clean ups and formed partnerships with community organizations like Mujeres con Poder, which works to enhance the health and wellness of our community