



Fire and Police Commission

Leon Todd
Executive Director

Vacant
Chair

Vacant
Vice-Chair

Ann Wilson
Fred Crouther
Everett Cocroft
Amanda Avalos
Edward Fallone
Joan Kessler
LaNelle Ramey
Commissioners

Memorandum

To: Board of Fire and Police Commissioners

From: Leon W. Todd
Executive Director

Date: July 14, 2021

RE: Monthly Update on FPC Departmental Operations

The following report is an update for the Board of Fire and Police Commissioners on FPC departmental operations. This report will be presented by the Executive Director at the FPC Board meeting on July 15, 2021.

1. Staff Vacancies within the FPC Departments

There are currently 23 staff positions within the FPC's 8 departments,¹ which include: (1) Administration; (2) Audit; (3) Community Engagement; (4) Emergency Management and Communications; (5) Investigations; (6) Legal; (7) Research; and (8) Staffing Services.

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, the following 5 positions have been filled:

1. Auditor
2. Chief of Staff
3. Human Resources Representative
4. Program Assistant II (Staffing Services Department)
5. Staffing Services Manager

There are currently 6 remaining vacancies within the FPC. The following recent efforts have been taken to fill these vacancies:

Administration

Program Assistant I. This is a new vacancy that was created by the recent promotion of Jasmine Agrait to the position of Program Assistant II within the Staffing Services Department, which became effective on June 28, 2021. The Finance & Personnel Committee approved our request to fill this

¹ This does not include the new Office of Emergency Communications.



vacancy on June 30, 2021. We are currently looking into the possibility of filling the position by way of a transfer of a current city employee.

Audit

Auditor. I am pleased to report that Adelyn Rich was recently hired to fill the second auditor vacancy within the FPC. Ms. Rich is well qualified for this position and will be great addition to our audit team. She has bachelor's degree in business administration from the University of Wisconsin-Madison, where she majored in risk management and insurance, and actuarial science. She previously worked as an account manager and risk analyst for Old Republic Risk Management, where, among other responsibilities, she processed and approved annual audits of corporate accounts. Her first day with the FPC will be August 9, 2021.

Community Engagement

Community Outreach Coordinator. As previously reported, the former Community Outreach Coordinator Ana Diaz left the FPC in March 2021. A posting to fill this vacancy closed on June 8, 2021. The Department of Employee Relations (DER) has given us an eligible list of top rated candidates, and we are currently in the process of scheduling interviews for the weeks of July 18 and/or July 25, 2021.

Emergency Management and Communications

Administrative Support Specialist. At the request of Kyle Mirehouse, the Director of Emergency Management and Communications, this position was recently reclassified from a Program Assistant II position to an Administrative Support Specialist position, to better reflect the duties needed of this position. The Finance & Personnel Committee approved the reclassification on June 30, 2021. The goal is to have this position posted this week for candidates to begin applying.

Research

Research and Policy Analyst. An eligible list of top rated candidates for this position was previously generated by DER. However, as only 3 candidates from the list continued to express interest in the position, we recently requested and received a referral of additional candidates from DER. We are now in the process of scheduling interviews for the weeks of July 18 and/or July 25, 2021.

Staffing Services

Test Administration Coordinator. An initial round of interviews for this position was previously conducted. Unfortunately, the top candidates declined offers of employment. We have therefore reposted this position as a transfer/promotional opportunity for internal City of Milwaukee employees to apply.

II. Update on Departmental Operations

A. Audit.

With respect to the *Collins* settlement agreement, we are currently in Year 3 of the 5-year agreement. To date, significant progress has been, and is being, made in the areas of settlement compliance. Extensive changes have been made to Board Rule XV and the Complaint Intake Guidelines to conform to the language of the settlement agreement and conform policy to compliance mandates. Data is posted and publicly available regarding all stops made in 2019 and 2020 and all complaints received by MPD and FPC through the second quarter of 2021. Complaint materials are now available

online, as well as at all MPD district stations and Milwaukee Public Libraries. FPC employees who are tasked with settlement activities have completed training on the AIM system, which is central to report creation, complaint tracking, and auditing, as well as Evidence.com, which is central to the auditing requirements and complaint investigation process.

In addition, Audit Manager Mike Doherty, who started with the FPC in October 2020, has created audit plans to review/audit citizen and internally generated complaints, as well as field interviews, no action encounters, and traffic stops, as required by the *Collins* settlement agreement. Audit schedules and procedures have also been created. Also, Mr. Doherty has completed the first review of MPD internally generated complaints, which covered the time period of January 1, 2020 to June 30, 2020, and has prepared a report regarding this review. Further, Mr. Doherty has nearly completed the audit of no-action encounters from the third and fourth quarters of 2020. He has also begun the audit of MPD citizen complaints from the second half of 2020.

Currently, of the 19 settlement clauses that are assigned solely to the FPC, 16 of those clauses (84%) are now deemed by CJI to be compliant or in process toward compliance.

In June 2021, Compliance Auditor Jack McNally completed the coordination of the FPC's proof submissions regarding our progress in meeting the terms of the *Collins* settlement agreement for purposes of the third annual report, which will be issued by CJI in September 2021.

The focus of the Audit Department going forward will be conducting audits regarding police stops and citizen and internally generated complaints. It is anticipated that the new addition of the two FPC Auditors will allow us to fully meet the auditing requirements of the *Collins* settlement agreement.

B. Emergency Management and Communications

Major projects within this department include establishing the new Office of Emergency Communications, consolidating the Police and Fire dispatch centers within a new, NextGen 911 system, and implementing the new Computer Aided Dispatch (CAD) system. This work is being done in conjunction with an Executive Steering Committee and Winbourne Consulting.

With respect to the Office of Emergency Communication, four positions have recently been filled: Public Safety Project Manager, Public Safety Systems Administrator (2 positions), and Public Safety GIS Analyst. Discussion are currently underway regarding what positions should be filled next, including the possibility of hiring an interim Director of Emergency Communication.

Regarding the NextGen 911 system, the new system will have the ability to transmit, receive, process, transfer, dispatch, use, and store multimedia data such as voice recordings, pictures, videos, text messages, and incident information. It will have the same functions as the prior analog system, such as reliability, while providing for greater accessibility, interoperability, and a more efficient use of 911 resources. The new system will also be able to transfer 911 calls between geographically dispersed Public Safety Answering Points, in an effort to increase sharing of data and resources to improve coordination and emergency response.

The final review of the configuration for the new 911 system took place on February 26, 2021. 25 training sessions of 4 hours each were held from March 1 to March 11, 2021, which included all relevant MPD and MFD personnel. The policy finalization and review took place between March 8 and March 22, 2021, and the switchover occurred in April 2021.

Regarding the CAD update, the new system will improve response time and reporting, as well as include a Geographic Information System (GIS) component to capture and allow for analysis of spatial and geographic data. The project is currently in the configuration and staging phases, which are scheduled to conclude on September 7, 2021 and October 4, 2021, respectively.

The new system is scheduled to be operational in November 2021 and deployment is targeted to be completed by January 17, 2022. The project is managed by a Management Oversight Committee and is on schedule.

C. Investigations.

Complaints against department members are accepted by the FPC via mail, email, phone, fax, and through online submission, as well as in person. The FPC has two investigators who are concerned, full time, with investigation, resolution, and accountability as a result of received complaints. Complaints are typically designated as “formal” or “informal”; however, all complaints are investigated thoroughly and professionally, from minor concerns to significant allegations of misconduct.

During 2020, there were 149 complaints received by the FPC. So far, 2021 has seen a total of 63 complaints, of which 17 have been formal and 34 have been informal (an additional 12 complainants have requested a complaint form but have not yet returned it). The Investigations Department currently has 20 open citizen complaints which it is investigating—9 formal and 11 informal.

D. Legal.

To date this year, there have been trials for 6 appellants who initiated disciplinary appeals. Additionally, 5 scheduled trials have been resolved by way of negotiated settlements, withdrawal from the process, or dismissal for lack of jurisdiction due to retirement. In addition, 1 citizen complaint trial was dismissed for lack of jurisdiction due to a retirement. There are currently 3 scheduled disciplinary trials set for August 2021.

E. Staffing Services

The Staffing Services Department is engaged in ongoing testing, hiring, and recruiting to fill positions within the Milwaukee Fire and Police Departments. The following is a list of upcoming scheduled classes and completed and planned activities to fill those classes:

- A firefighter class is scheduled to start August 9, 2021. This class was previously scheduled to start July 26, 2021; however, a delay with background investigations beyond the FPC’s control required pushing back the class’s start date.
 - Using and existing eligible list
 - Testing and interview
 - Candidate Physical Ability Test: 7/2/2021 & 7/16/2021
 - Psychological Evaluations: 6/2021 & 7/2021
 - Pre-employment medical: 6/7/2021 – 6/25/2021
 - Psychological Appeals: 7/15/2021 & 7/23/2021
 - Background checks completed: 7/19/2021
 - Background Appeals: 7/29/2021 – 7/30/2021
 - Drug tests: 7/29/2021 – 7/30/2021
- A fire cadet class is scheduled to start August 23, 2021.
 - Applications accepted 10/16/2020 – 12/2/2020

- Testing and interviews
 - Written Test: 1/29/2021 – 1/30/2021
 - Oral Interviews: 3/9/2021 – 3/10/2021
 - FC Physical Ability Test: 5/8/2021
 - Psychological Evaluations: 6/2021 – 7/2021
 - Pre-employment medical/drug: 6/28/2021 – 7/7/2021
- A police officer class is scheduled to start August 23, 2021.
 - Using an existing list
 - Testing and interviews
 - Oral Interviews: 4/27/2021 – 4/28/2021
 - Physical Readiness Test: 6/24/2021 – 6/25/2021
 - Psychological Evaluation: 7/2021 – 8/2/2021
 - Pre-employment medical/drug: 7/26/2021 – 8/4/2021
 - Psychological Appeals: 8/16/2021 – 8/20/2021
 - Background Appeals: 8/16/2021 – 8/20/2021
- A community service officer (CSO) class is scheduled to start September 7, 2021.
 - Applications accepted 3/17/2021 – 4/7/2021
 - Testing and interviews
 - Oral Interviews conducted by MPD
 - Psychological Evaluation: 8/2021
 - Pre-employment medical/drug: 8/2/2021 – 8/6/2021

LWT