

**2007 ANNUAL REPORT**  
**OF THE CITY OF MILWAUKEE**  
**BOARD OF FIRE AND POLICE COMMISSIONERS**

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**2007 BOARD OF FIRE AND POLICE COMMISSIONERS**

Leonard J. Sobczak  
Chairman  
Appointed October, 2000  
Term Expires July, 2010

Ernesto A. Baca  
Vice-Chairman  
Appointed August, 2001  
Term Expires July, 2011

Robert Welch  
Appointed July, 1997  
Term Expired July, 2007  
(remains on the Board pending new appointee)

Richard C. Cox  
Appointed December, 2005  
Term Expires July, 2008

Earl A. Buford  
Appointed November 2004  
Term Expires July, 2009

**FIRE AND POLICE COMMISSION STAFF**

Michael G. Tobin, Executive Director

**ADMINISTRATIVE STAFF**

Renee Keinert, Administrative Assistant III

**COMMUNITY RELATIONS**

David L. Heard, Community Relations Manager

**RESEARCH**

Steven Fronk, Hearing Examiner

Joan Dimow, Research Analyst – Senior

Cynthia Janusz, Paralegal

**DEPARTMENT OF EMPLOYEE RELATIONS STAFF**

The following staff members from the Department of Employee Relations recruited candidates and administered examinations under Fire and Police Commission supervision:

Marti Cargile, Recruiting and Training Specialist

Cassandra Scherer, Human Resources Representative

Timothy Keeley, Human Resources Representative

Michelle Stein, Human Resources Representative

Susan Liedtke, Program Assistant II

## **REPORT FROM THE EXECUTIVE DIRECTOR**

Our mission is to ensure that the Fire and Police Departments are prepared to protect the lives and property of the citizens of the City of Milwaukee. We must:

- Ensure a high quality, diverse public safety workforce, with a high retention rate, through valid and effective recruitment, selection, and promotion practices.
- Monitor the quality and effectiveness of the Fire and Police Departments' policies, practices, and outcomes through appropriate utilization of the Board's oversight authority.

The Milwaukee Board of Fire and Police Commissioners was established in 1885 by Wisconsin State Statute. The Board sets employment standards and qualifications for entry-level positions, carries out recruitment programs, authorizes competitive examinations for positions not specifically exempt, and classifies all positions. Since 1885, all appointments to positions in either the Police Department or Fire Department, including the Chiefs, have been approved by the Board.

The Board has rule-making authority for the Fire and Police Departments, which it has delegated to the respective chiefs, while requiring Board review and approval prior to implementation. The Board has a statutory responsibility to conduct an annual policy review of the operations of the two departments, in addition to prescribing general policies and standards. The Board's judicial function includes hearing appeals from departmental discipline, investigating citizen complaints filed against department members, and conducting citizen complaint hearings. The Board has complete authority to suspend, demote, or terminate employees for misconduct.

Regular meetings of the Board are usually held on the first and third Thursday of each month and are open to the public. Public meetings are also convened to hear disciplinary appeals, citizen complaints, and business conducted by various Board committees. The Board held 117 regular, special, and committee meetings in 2007. Commission offices are located on the seventh floor of Milwaukee City Hall, at 200 East Wells Street. Meetings are usually held on the third floor of Milwaukee City Hall.

The Board's five citizen members are appointed by the Mayor to overlapping five-year terms, subject to Common Council approval. Leonard Sobczak, President of Eastmore Real Estate Management, Inc. was re-elected Chairman in 2007, and Ernesto Baca, Contract Manager at UMOS, Inc., was re-elected Vice-Chair. Other Board members are Earl Buford, Executive Director of Big Step, Inc., which recruits and prepares minorities and women for jobs in skilled trades; Richard C. Cox, former Superintendent of the House of Correction, now at the Benedict Center; and Robert “Woody” Welch, retired Director of Intergovernmental Relations for the City. Board members are compensated \$6,600.00 per year.

Chief of Police Nannette Hegerty retired at the end of her term, in November 2007, designating Deputy Chief Dale Schunk as Acting Chief until her replacement was named. Fire Chief William Wentlandt's term also expired in 2007, and the Board began nation-wide searches for both positions. Meetings at various community locations offered members of the public opportunities to express their opinions on what qualities a Chief should have. Douglas Holton, a former member of the Milwaukee Fire Department and most recently Chief in St. Paul, Minnesota, was sworn in as Chief of the MFD on June 4th. Edward Flynn, most recently Police Commissioner in Springfield, Massachusetts, was chosen as Chief of the MPD and sworn in on January 7, 2008.

### **Accomplishments in 2007**

The most significant accomplishment in 2007 occurred at the end of the reporting period with the planning of major reforms in the manner in which the FPC conducts its statutory functions. Many of these reforms will be published in the 2008 reporting period and are unprecedented in the recent history of the FPC. Reforms include revamping the citizen complaint process, internal departmental reorganization, and a renewed emphasis on exercising the broad statutory authority for setting policies and standards for the Fire and Police Departments. All of these reforms will be carried out in a transparent manner so that the public understands how the FPC conducts its functions. Many of the reforms are aimed at increasing customer satisfaction and being responsive to the concerns of the community.

Police and Fire recruiting and testing are carried out by DER personnel, including four former FPC staff members, according to qualification standards set by the Commission. Commission staff members oversee recruiting and testing functions on a regular basis, and have increased focus on policy matters, citizen complaints and disciplinary appeals.

In November, 2007, as a result of a nation-wide search, Mayor Barrett nominated and the Milwaukee Common Council appointed Michael G. Tobin as the Commission's Executive Director.

In June of 2007, Cynthia Janusz was appointed to the new position of Paralegal, to facilitate processing of discipline appeals and citizen complaints.

### **Selection, Appointments and Promotions**

- Candidates were selected for Police Department and Fire Department recruit classes through recruiting and testing activity.
- Marti Cargile, a Human Resources Representative in the Department of Employee Relations, made 38 presentations in 2007, often with recruiters from the Police and Fire Departments, at career fairs, high schools and colleges, and other events.
- Three Police Officer classes, with a total of 158 recruits, entered the Police Academy in 2007. Recruits included 16 appointed to Police Officer from Police Aide.
- Twenty-nine new Firefighters entered the Fire Academy.
- Twenty new Police Aides were appointed in 2007.
- In total, the Board approved the appointment and promotion of 336 individuals to public safety positions: 213 in the Police Department, and 123 in the Fire Department. See pages 13 and 14 for additional information on appointments, promotions, and testing.

### **Performance reviews**

- Quarterly and annual reviews of the performance of the Fire Chief and Police Chiefs and of their Departments were conducted.
- The Board continued to monitor the progress of newly hired sworn personnel to ensure a high level of retention and a low number of disciplinary actions and citizen complaints. Of 489 Police Officers hired in the years 2004 through 2007, 3 were fired within four years, and 22 (4%) had lesser disciplinary actions. Of 122 Firefighters hired in those four years, 9 (7%) were fired and 2 (2%) had other disciplinary actions.

### **Other actions and changes**

In May, 2005, then Chief of Police Nannette Hegerty imposed disciplines on officers who had been present at an off-duty party in November 2004, at which a civilian (Frank Jude) was beaten by officers. Appeals from termination beginning in January, 2006 and continuing through 2007, drew attention to a

State law requiring that officers be paid while their appeals from termination are pending. Efforts to modify this legislation were intensified, ultimately resulting in a change in the law.

Cynthia Nowak, who was responsible for processing Police Officer and Police Aide applicants, left the Department of Employee Relations in 2007. From 1990 through 2006, Cindy was responsible for hiring 2,253 Police Officers and 381 Police Aides. Her replacement is Michelle Stein.

In 2005, the Board contracted with former Wisconsin Supreme Court Justice Janine Geske to hear appeals from discipline and other matters related to the Frank Jude case. These matters continued throughout 2006 and 2007. The Board also contracted with former Judge Ness Flores and Attorney Roy B. Evans to hear selected citizen complaints in order to reduce the Board's backlog of cases.

### **Policy Review**

The Board prescribes general policies and standards for the Departments. In addition, the Board conducts an annual review of the operations of the Police and Fire Departments. The Board works with the Fire and Police Chiefs to develop performance objectives for their positions and for their Departments. Objectives include prevention of crimes and fires as well as responses to calls for assistance, coordination with other City agencies, and communication with the public and the media. The Board's goal is to achieve the performance objectives in a fiscally responsible manner, and it reviews department budgets on a quarterly basis as part of its policy review.

The Board met quarterly with each Chief to review both the Chief's performance and the performance of the Department. Commissioners serve on panels to make decisions on citizen complaints and appeals from discipline ([see pages 10 to 12](#)). They also visit fire and police stations, do "ride-alongs" with both services, and attend community meetings to assist in their role of policy oversight.

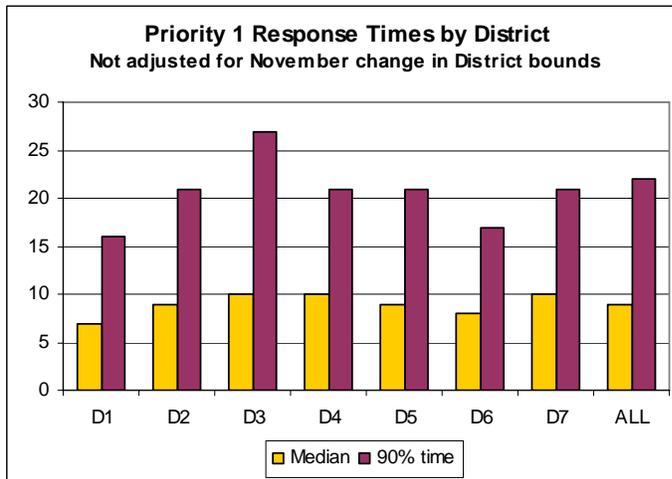
In 2002, the Board's ad hoc Committee on Cultural Diversity asked the MPD to create a Citizen Police Academy. Attendees learn legal and practical principles of policing to understand how police officers perform their duties. In 2007, there were three sessions for adults, with 79 graduates, and one youth session, with 39 graduates.

In 2005, the Board began reviews of the Police Aide apprentice program and the Police Officer testing process. As of 2006, Police Aide candidates must have a 2.0 high-school grade-point average. In addition, all Police Officer and Police Aide candidates must pass a psychological evaluation and medical examination prior to being hired. The Work Styles portion of the examination has been revised to emphasize anger management, leadership, honesty, and the ability to deal with authority. Some recruits have had difficulty writing clear reports. Therefore, a Writing Sample Exercise component has been added to the examination. In this exercise, candidates watch a DVD, and then write a report on what they saw and heard. In addition, a one and one-half mile run has been added to the Physical Ability testing component of the examination. Candidates must complete this run in 16 minutes or less to pass.

The Board makes changes each year to Rule V, Classifications, which concerns positions and position titles, as duties and responsibilities change to meet the needs of the Departments.

Police dispatches to incidents are prioritized from One (most critical, needing rapid response) to Four (least critical). The graph below shows both the median response time (the number of minutes at which half the responses took less time and half took more), and the 90<sup>th</sup> percentile (the number of minutes at

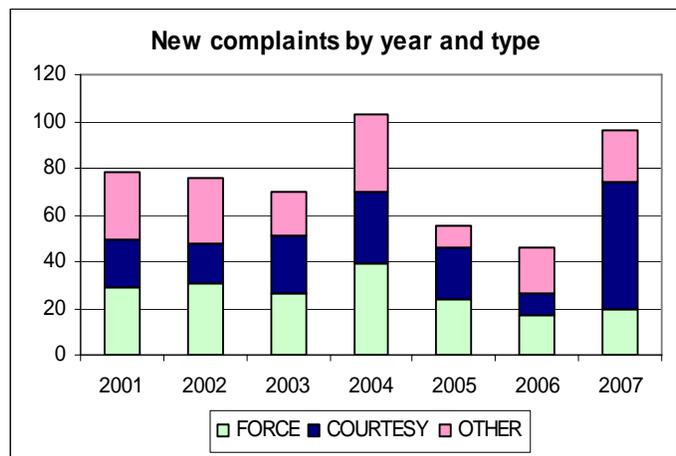
which 90% of the responses took less time and 10% took more) for Priority One responses. In 2007, all Districts had median response times of ten minutes or less for Priority One calls, but 90<sup>th</sup> percentile times ranged from 16 to 27 minutes.



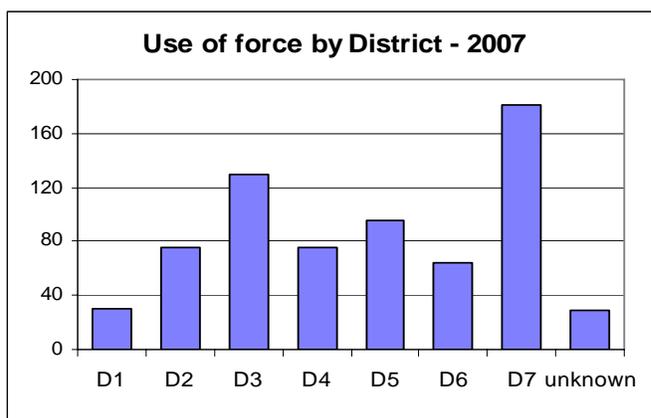
District Seven had many more dispatches at each priority level than any other District, and its 90<sup>th</sup> percentile times were higher, as were those for District Three. A study of Police Department staffing levels in 2007 resulted in changes to District boundaries in November to improve response times.

Legal requirements pertaining to the FPC trial process for both citizen complaints and disciplinary appeals have become more stringent in recent years due to the creation of “just cause” standards in Section 62.50(17)(b) Wis.Stats. These standards apply to both citizen complaints (below) and

disciplinary appeals. Despite this, only two FPC decisions since 1996 have been overturned on appeal, both due to Court rulings that the penalty imposed by the Chief or the Board was excessive. Two other cases were remanded for rehearing by the Board based upon a Circuit Court or Court of Appeals ruling that the record was insufficient to justify the Board’s decision, and further fact-finding was required. Please see page 12 for more information on Disciplinary Appeals.



In 2004, the Board received 103 citizen complaints, the largest number in its history. There were 46 new complaints in 2006 and 97 in 2007. Please see pages ten and eleven for details about complaints.



Use of force by Department members is of concern to the Board. The graph shows that in 2007 these incidents ranged from 30 in District One to 181 in District Seven. Locations were not reported for 29 incidents.

### **Review of the Complaint Process**

In September 2002, Milwaukee police officers entered two south side grocery stores to search for illegal prescription drugs. Workers complained to the Fire and Police Commission that they were threatened with guns. Twenty-five people filed complaints, but could not identify the officers because their identification badges were concealed. The Board of Fire and Police Commissioners referred the complaint to the Police Department for investigation. The complainants took their case to court, and in July 2007, the State Supreme Court upheld a lower court decision striking down the rule which allowed the Commission to refer complaints to the Police Department. The Court determined that the Commission has authority to make rules on how complaints are processed within the scope of State Statute 62.50, which defines the Commission's authority, but said that the procedure should not create "an obstacle course for persons with a grievance." The Board and staff have addressed this matter by abolishing the previous citizen complaint rule and creating a new rule to comply with the Court's decision.

### **New FPC Citizen Complaint Pilot Program**

A primary function of the Fire and Police Commission is to provide a viable citizen complaint process to ensure that Fire and Police Department personnel treat community members with courtesy and respect according to the rules and regulations of the respective department. The citizen complaint process has, in recent years, been a failure to the community at large and individual complainants in particular. Since my appointment as Executive Director of the FPC, we have placed a renewed emphasis on revamping the citizen complaint process. The complaint system has been under review in order to identify best practices and build a new and independent intake investigation process. This new process has four goals:

1. Increase transparency and community confidence in the citizen complaint process.
2. Establish an independent system for receiving, investigating, and disciplining department members for acts of misconduct.
3. Provide a means to analyze complaints for the purpose of identifying trends or patterns within the Fire or Police Departments.
4. Monitor and audit complaints and discipline investigations conducted by the Fire and Police Departments to ensure a fair and thorough process.

In recognition of the need for revised complaint procedures, we will develop and embark upon a pilot program in 2008 that will attempt to fulfill the goals of the new complaint process. Participants in the program will be surveyed to determine satisfaction levels with the process. The pilot program will be evaluated and any necessary procedural changes or modifications to existing rules will be identified and implemented. The pilot program is described in detail in the FPC Citizen Complaint Intake Investigation Case Handling Guidelines, available on the FPC website.

The citizen complaint pilot program is part of many exciting changes taking place within the FPC. It is anticipated that these changes will be part of an on-going process of review, evaluation, and modification to identify and implement the procedures necessary to fulfill the unique and varied functions of the FPC. Some of the numerous changes anticipated for 2008 include:

- website redesign to make our information more user friendly
- complete redesign of all forms, letters, and brochures into multiple languages
- new staff positions to independently investigate complaints

- new staff positions to conduct research and analysis of the policies and procedures of the Fire and Police Departments
- three new FPC citizen board commissioners, bringing the total to seven, together with a training curriculum once they are appointed
- new disciplinary hearing procedures to include utilization of hearing examiners
- a conciliation program for citizen complaints conducted by trained mediators
- revised focus on reviewing, analyzing, and conducting policy and procedure review of the Fire and Police Departments
- new emphasis on recruiting and hiring procedures, including a comprehensive Fire and Police Department recruiting and hiring plan
- development of a monitoring/auditing/reporting program of all Fire and Police Department internal investigations
- a process for community members to commend the actions of individual Fire and Police Department members
- development of a comprehensive FPC community relations plan
- development of a network of community advocates to help persons involved in the complaint process

This is a time of great change within the agency. I ask members of the community to remain patient and optimistic while these programs are designed and implemented. With your support, we can bring about positive changes that will have a significant impact on our public safety departments and our community for many years to come. We are confident that these changes will enable the FPC to become an agency that is worthy of community trust. We will strive toward our goal of becoming an agency that is transparent and effective in performing its important responsibilities. I look forward to overcoming the challenges ahead, and invite your participation in the process.

For the Board,  
Michael G. Tobin, Executive Director



Note: The Commission Web page ([www.city.milwaukee.gov/fpc](http://www.city.milwaukee.gov/fpc)) includes information on becoming a Firefighter or Police Officer, and on the Citizen Complaint process. Rules of the Fire and Police Commission are also available, and agendas are posted prior to Board meetings. This Report and the *City of Milwaukee Public Safety Report* are also published on the Web. The Web pages for the Milwaukee Fire Department and Police Department can be accessed from the City of Milwaukee home page, [www.city.milwaukee.gov](http://www.city.milwaukee.gov). The Commission's e-mail address is [fpc@milwaukee.gov](mailto:fpc@milwaukee.gov). Rules of the Police Department and Fire Department are public records and available upon request from the applicable department. Police Department rules are also available at any Milwaukee Public Library.

### CITIZEN COMPLAINTS

The Citizen Complaint process is currently under revision. The current process is described in detail on the FPC website: <http://www.city.milwaukee.gov/FireandPoliceCommiss312/FilingaComplaint.htm>. Since the Annual Report is necessarily retrospective, the description in this report contains elements of the process that was in effect for 2007.

The Board is authorized by Wisconsin Statute 62.50 to hear complaints by aggrieved persons against an employee's alleged act of wrongdoing, and to suspend, demote, or terminate employees for misconduct. The Statute and the Board's Rule XVII determine whether the Board has jurisdiction. If so, complainants are encouraged, but not required, to participate in a conciliation meeting with the officer(s) involved. Conciliation is a face-to-face meeting, which may result in an explanation, apology, or other outcome which satisfies the complainant.

If conciliation is not successful or the complainant does not wish to participate, the Board conducts a hearing at which the complainant or attorney describes actions for which the officer involved should be disciplined, and the officer or attorney denies or justifies taking those actions. These hearings are open to the public.

Complaints may also be made directly to the Fire or Police Departments at any Fire Station or District Police Station, at the Police Administration Building (749 West State Street), or at Fire Department Headquarters (711 West Wells Street).

At the beginning of 2007, there were 38 complaints held over from past years for resolution in 2007. Ninety-seven new complaints were filed in 2007. Twenty-seven older complaints and 25 new complaints were resolved in 2007, leaving 47 older complaints and 34 new complaints still pending at year-end.

Primary allegation excessive force:	<u>45</u>
Successful conciliation	1
Hearing held – counseling ordered	1
Hearing held – accused found guilty	1
Accused no longer on Department	4
Complainant unable to identify accused/misidentified	3
Complainant did not follow through/unavailable	6
No rule violation	1
Referred to Milwaukee Police Department	3
<u>Awaiting conciliation</u> at end of 2007	<u>9</u>
<u>Awaiting hearing</u> at end of 2007	<u>6</u>
<u>Awaiting provisional jurisdiction</u>	<u>10</u>

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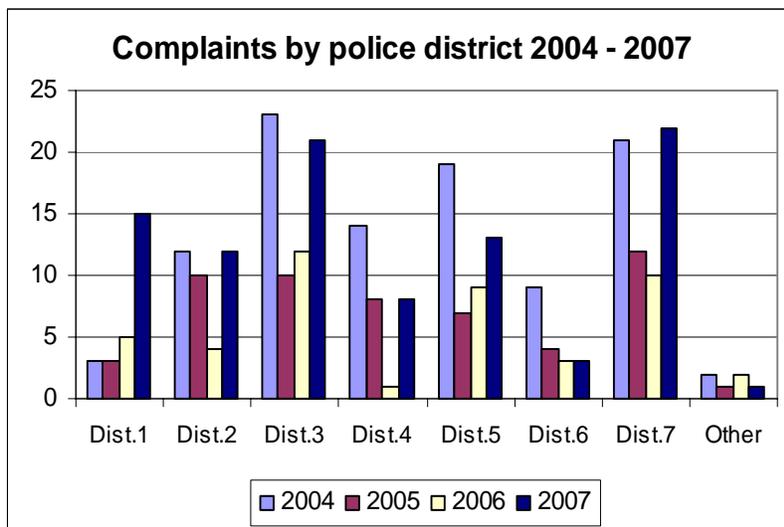
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Primary allegation discourtesy:	<u>67</u>
Hearing held – charges dismissed	3
Hearing held – must do remedial training	1
Accused no longer on Department	2
Complainant does not wish to pursue	1
Complainant did not follow through on complaint	2
Withdrew complaint	3
No rule violation	6
No issues remaining	1

<u>Awaiting conciliation</u> at end of 2007	5
<u>Awaiting hearing</u> at end of 2007	4
<u>Awaiting provisional jurisdiction</u>	39

Primary allegation other misconduct:	<u>24</u>
No longer on Department	1
No rule violation	6
Refer to Milwaukee Police Department	4
Refer to Milwaukee Fire Department for resolution	2

<u>Awaiting conciliation</u>	1
<u>Awaiting provisional jurisdiction</u>	10



Staff receive many phone calls and walk-in inquiries each year from persons who do not file formal complaints. Some callers who receive materials for filing a formal complaint choose not to do so. More information on the complaint process is located at <http://www.city.milwaukee.gov/fpc>.

[See page seven](#) for graph showing complaints filed by year and type.

**DISCIPLINARY APPEALS**

The Board is authorized by Wisconsin Statute 62.50 to hear Department member appeals from discipline imposed by a department Chief. Any non-probationary employee may appeal a dismissal, demotion, or suspension of more than five days, and the Board may sustain, modify, or deny the action of the Chief. Appeal hearings are open to the public. No members of the Fire Department filed appeals in 2007. Twenty-four members of the Police Department filed twenty-six new appeals in 2007. Twenty-four appeals from past years (two Fire Department) and eight from the current year were resolved in 2007.

The Board sustained the Chief’s discipline in ten cases. Appellants withdrew eight appeals from suspension and two from dismissal before trial. The Board reduced two dismissals to suspension, reinstated four members without discipline, and reduced four suspensions. Three appellants, with four pending appeals, resigned, retired, or went on duty disability before trial. At year end, twelve appeals from dismissal, fourteen appeals from suspension, one appeal from demotion, and three other appeals were pending. Fourteen of these were from prior years.

	<u>Held over from past years for resolution in 2007</u>	<u>Filed in 2007</u>
<b><u>NUMBER OF APPEALS:</u></b>	<u>38</u>	<u>26</u>
<b><u>Completed in 2007</u></b>	<u>24</u>	<u>10</u>
Discipline sustained		
Dismissal	6	0
Demotion	1	0
Suspension	1	0
Felony conviction	2	0
Appeal withdrawn before trial		
Suspension	5	3
Dismissal	2	0
Reduced by the Board		
Dismissal reduced to suspension	2	0
Reinstated without discipline	0	4
Reduced days suspended	4	0
Resigned, retired, or duty disability before trial		
Resigned	1	3
<b><u>Pending at Close of 2007</u></b>	<u>14</u>	<u>16</u>
Appeals from dismissal	4	8
Appeals from suspension	7	7
Appeals from demotion	1	0
Other pending completion in 2008	2	1

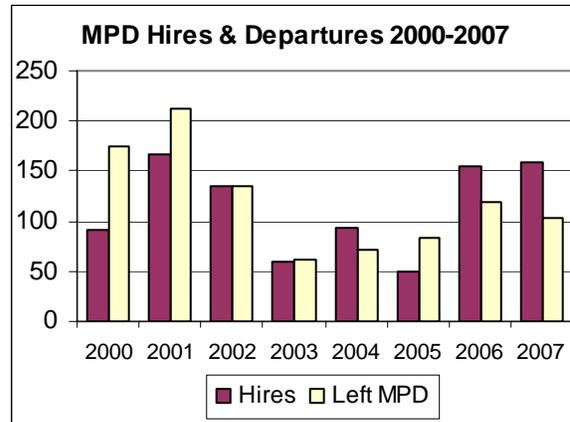
**APPOINTMENTS AND PROMOTIONS - 2007**

In addition to appointment and promotion statistics, the Board reports racial, ethnic, and gender diversity in the Fire and Police Departments. Demographic profiles of sworn and non-sworn employees are included in this report. In 2007, 23% of new Police Officers hired were minorities\* and 15% were women. Twenty-seven percent of new Firefighter hires were minorities; no female firefighters were hired in 2007.

**SWORN – POLICE**

- 1 Captain of Police
- 3 Lieutenant of Police
- 4 Lieutenant of Detectives
- 1 Administrative Lieutenant
- 16 Detective
- 23 Police Sergeant
  - 1 Identification Supervisor
  - 6 Identification Technician
- 158 Police Officer (9 promoted from Police Aide)

Of 104 sworn members who left the MPD in 2007, 40 retired and four left because of duty disability. Forty-one resigned and 18 were discharged.



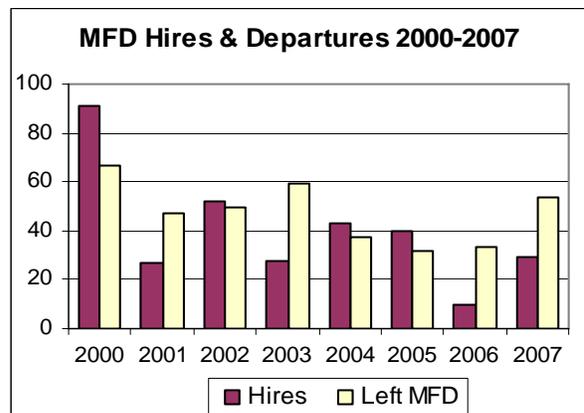
**NON-SWORN - POLICE**

Twenty Police Aides and 82 other appointments and promotions to non-sworn position titles were approved by the Board of Fire and Police Commissioners from eligible lists, or as nominated by the Chief to exempt positions.

**SWORN - FIRE**

- 1 Fire Chief
- 1 Assistant Chief
- 1 Deputy Chief
- 1 Admin.Captain-EMS
- 10 Fire Captain
- 22 Fire Lieutenant
- 18 Heavy Equipment Operator
- 29 Firefighter (incl. three returns from leave)

Of 54 sworn members who left the MFD in 2007, 34 retired and eleven left because of duty disability. Seven resigned and two were discharged.



**NON-SWORN – FIRE**

Eight appointments and three promotions to non-sworn position titles were approved by the Board of Fire and Police Commissioners from eligible lists, or as nominated by the Chief to exempt positions.

\*African-American, American Indian, Asian or Pacific Islander, and Hispanic heritage.

## EXAMINATIONS

### Police Department

A new examination for Police Officer was given in 2005, and 1,146 candidates were placed on the eligible list. From 2005 through 2007, those candidates participated in the Physical Ability Test (PAT), Oral Interview, Psychological Evaluation and Background Investigation.

An examination was given in 2007 for the non-sworn entry-level position of Police Aide:

Total Applicants	105
Written Examination Participants	92
Eligible List	64

Two examinations were given for Police Officer in 2007:

	<u>March</u>	<u>November</u>
Total Applicants	1,259	1,592
Written Examination Participants	907	754
Eligible list	806	To be established

A promotional examination for the sworn position of Lieutenant of Police drew 54 applicants. The eligible list will be presented in 2008.

A promotional examination for Police Sergeant drew 144 applicants and resulted in an eligible list of 84.

An entry-level examination was given for the non-sworn position of Police Services Assistant:

Total Applicants	160
Written Examination Participants	63
Eligible List	55

### Fire Department

A promotional examination for Fire Lieutenant drew 54 applicants and resulted in an eligible list of 37 names.

A promotional examination for the sworn position of Heavy Equipment Operator drew 17 applicants and resulted in an eligible list of 12 names.

An examination for the non-sworn position of Fire Equipment Dispatcher drew 160 applicants and resulted in an eligible list of 23 names.

**MILWAUKEE POLICE DEPARTMENT – SWORN POSITION PROFILE - DECEMBER 2007**

NOTE: In December 2007, the positions of Chief of Police and Assistant Chief of Police were both vacant.

<u>POSITION TITLE</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>WHITE</u>		<u>ASIAN</u>		<u>BLACK</u>		<u>AM.INDIAN</u>		<u>HISPANIC</u>		<u>TOTALS</u>	
			<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Chief of Police	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Assistant Chief	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Deputy Chief	3	3	2	0	0	0	0	1	0	0	0	0	2	1
Inspector of Police	2	1	1	0	0	0	0	0	0	0	0	0	1	0
Deputy Inspector	5	4	0	1	0	0	1	1	0	0	1	0	2	2
Captain	23	22*	13	2	0	0	5	1	0	0	1	0	19	3
Lieutenant	33	33*	15	5	0	0	6	4	0	0	3	0	24	9
Admin. Lieutenant	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Admin.Lieutenant of Health & Safety	1	1	0	0	0	0	0	0	0	0	0	1	0	1
Lt. of Detectives	33	36	26	2	0	0	3	0	2	0	3	0	34	2
Police Sergeant	194	193*	98	20	0	0	42	10	3	1	16	3	159	34
Detective	237	246*	22	32	2	2	47	12	5	1	22	1	198	48
Police Officer	1,513	1,441*	800	160	17	3	207	66	17	4	143	24	1,184	257
^^Comm. Syst. Mgr.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Alarm Operator	9	8	2	3	0	0	0	1	1	0	0	1	3	5
ChiefDocment Exam.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Latent Print Examiner	4	4	3	1	0	0	0	0	0	0	0	0	3	1
Document Examiner	3	2	0	0	0	0	1	1	0	0	0	0	1	1

^^Will become a civilian position when incumbent retires.

(Continued on next page)

**MILWAUKEE POLICE DEPARTMENT – SWORN POSITION PROFILE - DECEMBER 2007** - continued

<u>POSITION TITLE</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>WHITE</u>		<u>ASIAN</u>		<u>BLACK</u>		<u>AM.INDIAN</u>		<u>HISPANIC</u>		<u>TOTALS</u>	
			<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Ident. Supervisor	6	6	1	3	0	0	1	1	0	0	0	0	2	4
Ident. Technician	37	35	16	8	1	0	4	2	0	0	2	2	23	12
Ident.SystemSpec.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
AudioVisual Spec.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
CourtLiaison Ofcr.	2	2	0	1	0	0	0	1	0	0	0	0	0	2
<b>TOTAL</b>	<u>2,112</u>	<u>2,041*</u>	<u>1,103</u>	<u>238</u>	<u>20</u>	<u>5</u>	<u>317</u>	<u>101</u>	<u>28</u>	<u>6</u>	<u>191</u>	<u>32</u>	<u>1,659</u>	<u>382</u>

\*Limited Duty personnel included in Actual: 1 Captain of Police, 2 Lieutenants of Police, 16 Police Sergeants, 11 Detectives, 116 Police Officers, 1 ID supervisor, 1 ID Technician.

Grant and State funding supports 2 Captains, 3 Lieutenants of Detectives, 14 Detectives, and 25 Police Officers

Source: MPD Strength Report-12/29/2007

**MILWAUKEE FIRE DEPARTMENT – SWORN POSITION PROFILE - DECEMBER 2007**

<u>POSITION TITLE</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>WHITE</u>		<u>ASIAN</u>		<u>BLACK</u>		<u>AM.INDIAN</u>		<u>HISPANIC</u>		<u>TOTALS</u>	
			<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Fire Chief	1	1	0	0	0	0	1	0	0	0	0	0	1	0
Assistant Fire Chief	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Deputy Chief	7	7	3	1	0	0	3	0	0	0	0	0	6	1
Battalion Chief	20	19	15	0	0	0	3	0	0	0	1	0	19	0
Captain	55	55	41	4	0	0	7	1	1	0	1	0	50	5
Fire Captain Incident Safety Officer	3	3	1	0	0	0	2	0	0	0	0	0	3	0
Admin. Captain	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Admin. Captain – EMS	3	3	1	1	0	0	1	0	0	0	0	0	2	1
Admin. Lieutenant	2	2	0	1	0	0	1	0	0	0	0	0	1	1
Lieutenant	153	152	134	3	1	0	9	0	0	0	5	0	149	3
Fire Lieutenant-SPC	6	6	2	0	0	0	1	0	1	0	2	0	6	0
Heavy Equipment Op.	186	184	148	2	0	0	13	0	6	0	15	0	182	2
Fire/ParamedicField Lt.	15	15	3	8	0	0	3	0	0	0	1	0	7	8
Firefighter*	546	498	352	17	4	0	73	3	10	0	38	1	477	21
MV Oper. Instructor	1	1	1	0	0	0	0	0	0	0	0	0	1	0
MV Oper. Trng. Coord.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
<b>TOTALS</b>	<u>1001</u>	<u>949</u>	<u>704</u>	<u>37</u>	<u>5</u>	<u>0</u>	<u>117</u>	<u>4</u>	18	<u>0</u>	<u>63</u>	<u>1</u>	<u>907</u>	<u>42</u>

\*Includes Firefighter-Paramedics.

Source: MFD Race & Gender Report, 1/10/08



**MILWAUKEE FIRE DEPARTMENT - POSITION PROFILE – NON-SWORN EMPLOYEES - DECEMBER 2007** - continued

POSITION TITLE	BUDGET	ACTUAL	WHITE		ASIAN		BLACK		AM.INDIAN		HISPANIC		TOTALS	
			M	F	M	F	M	F	M	F	M	F	M	F
Inventory Contr.Asst	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Mgt.&Acctg. Off	1	1	0	0	0	0	0	1	0	0	0	0	0	1
Mechanic Helper	1	1	0	0	0	0	1	0	0	0	0	0	1	0
Micro Serv Asst	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Network Coord.	2	2	1	0	0	0	1	0	0	0	0	0	2	0
Office Asst. I	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Asst. II	2	2	0	2	0	0	0	0	0	0	0	0	0	2
Office Asst. III	3	3	0	2	0	1	0	0	0	0	0	0	0	3
Office Asst. IV	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Office Coord. I, II	2	2	0	1	0	0	0	1	0	0	0	1	0	2
Payroll Asst II	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Stores Clerk	1	1	1	0	0	0	0	0	0	0	0	0	1	0
<b>TOTALS</b>	<b>75</b>	<b>72</b>	<b>38</b>	<b>22</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>42</b>	<b>30</b>



**MILWAUKEE POLICE DEPARTMENT - POSITION PROFILE – NON-SWORN EMPLOYEES - DECEMBER 2007** - continued

POSITION TITLE	BUDGET	ACTUAL	WHITE		ASIAN		BLACK		AM.INDIAN		HISPANIC		TOTALS	
			M	F	M	F	M	F	M	F	M	F	M	F
Fleet Maint Supv	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Prsnl Analyst Sr	2	2	0	0	0	0	0	1	0	0	0	1	0	2
Telecomm Spec	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Telecomm. Supv.	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Data Comm. Spec.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Pub.Rel. Mgr.	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Accountant III	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Bldg Maint Asst Mgr	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Payroll Supv	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Stf Asst Sr	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Computer Op II	9	7	1	3	0	0	0	3	0	0	0	0	1	6
Microfilm Tech I	1	1	0	0	0	0	0	1	0	0	0	0	0	1
Printer	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Prod.Designer II	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Inv.Contr.Asst.II	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Inv.Contr.Asst.III	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Accntg.Asst. I	2	2	0	1	0	0	0	1	0	0	0	0	0	2
Accntg.Asst. II	2	2	0	2	0	0	0	0	0	0	0	0	0	2
Pers.Payroll Asst. I	1	1	0	0	0	0	0	1	0	0	0	0	0	1



**MILWAUKEE POLICE DEPARTMENT - POSITION PROFILE – NON-SWORN EMPLOYEES - DECEMBER 2007** - continued

POSITION TITLE	BUDGET	ACTUAL	WHITE		ASIAN		BLACK		AM.INDIAN		HISPANIC		TOTALS	
			M	F	M	F	M	F	M	F	M	F	M	F
Electronic Tech	9	9	5	1	1	0	1	0	1	0	0	0	8	1
Sch.Crsg.Gd.Operator	3	3	0	2	0	0	0	1	0	0	0	0	0	3
Sch.Crsg.Gd.Dispatcher	3	3	0	3	0	0	0	0	0	0	0	0	0	3
Schl. Cross.Guard	210	207	36	54	0	0	35	68	0	2	3	9	74	133
Pol.Serv.Specialist	32	32	25	3	0	0	2	1	1	0	0	0	28	4
Police Aide	51	51	21	7	1	0	9	3	0	0	9	1	40	11
Police Dispatcher	46	47	4	16	0	0	1	23	0	0	0	3	5	42
Pol. Telecommun.	52	47	1	13	0	0	2	23	0	1	0	7	3	44
Lead Pol.Telecom.	6	6	0	4	0	0	0	1	0	0	0	1	0	6
Graphic Des. II	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Custodial Worker II	43	42	12	9	0	0	14	5	0	0	2	0	28	14
Garage Attendant	7	6	2	0	0	0	3	0	0	0	1	0	6	0
H/V Mechanic II	9	6	4	0	0	0	2	0	0	0	0	0	6	0
H/V Mechanic I	0	1	1	0	0	0	0	0	0	0	0	0	1	0
Vehicle Serv.Asst.	1	1	1	0	0	0	0	0	0	0	0	0	1	0
Bldg.Maint.Mech. II	4	4	3	0	0	0	1	0	0	0	0	0	4	0
<b>TOTALS</b>	<b>759</b>	<b>703</b>	<b>133</b>	<b>226</b>	<b>4</b>	<b>6</b>	<b>73</b>	<b>204</b>	<b>2</b>	<b>6</b>	<b>15</b>	<b>34</b>	<b>226</b>	<b>477</b>

Note: Seasonal (summer) Telecommunicators and Substitute School Crossing Guards are not included.