

June 7, 2018

A Regular Meeting of the Board of Fire and Police Commissioners was held on the above date, commencing at 5:32 P.M.

PRESENT: Commissioners: Steven M. DeVougas, Chair
Kathryn Hein
Ann Wilson
Fred Crouther
Nelson Soler

ABSENT: Commissioners: Marisabel Cabrera, Vice-Chair (Excused)
Angela McKenzie (Excused)

ALSO PRESENT: John Schwengel, Assistant Fire Chief, representing the Milwaukee Fire Department; and Steven Caballero, Captain of Police, representing the Milwaukee Police Department.

The Chair reconvened the Board in Regular Session, having previously met in Executive Session from 4:08 p.m. to 5:25 p.m. pursuant to Wisconsin Statutes Section 19.85 (1)(c) to consider employment, promotion, compensation or performance evaluation data of any public employee over whom the Board has jurisdiction or exercises responsibility, on the following items: Amendment of Firefighter Eligible List and promotion of Police Sergeants, Police Lieutenants, and Assistant Chief of Police; and pursuant to Section 19.85 (1)(f) Wis. Stats. to consider financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations, on the following items: Review of residency exemption request and probation extension request.

The meeting was staffed by Executive Director La Keisha W. Butler. FPC Operations Manager Clifton Crump was in attendance.

The Chair explained to the public present that Fire Chief Mark Rohlfing and Police Chief Alfonso Morales were not in attendance due to a community emergency issue requiring their immediate attention.

The Director opened the meeting by announcing that regular agenda New Business Item IV. C would be taken out of order for good cause.

1. NEW BUSINESS:

a) The Director introduced Emergency Communications and Policy Director Paulina De Haan who advised the Board that representatives from the Federal Government Department of Homeland Security Office of Emergency Communications were present who provided a technical assistance grant to the City of Milwaukee to assist in a 911 center assessment of the Milwaukee Fire and Police Departments. The request for an assessment was made in 2016. Subject matter experts arrived in August, 2017 and spent three days in the centers. Director De Haan advised the Board that the Milwaukee Fire Department and Milwaukee Police Department 911 centers support all the recommendations that were presented in the subsequent report and have already begun a significant amount of work and activated most of the contents found in the report. Ms. De Haan then introduced the consultants who proceeded with the presentation that provided an overview of their findings. A copy of the presentation is attached.

Nancy DeZoba accompanied by Dave Dato and Jim Jarvis the Regional Coordinator, of the Department of Homeland Security ("DHS") Office of Emergency Communications appeared before the Board. Ms. DeZoba stated that the assessment took place from August 1-2, 2017, to gather statistical data, review

general orders, standard operating procedures and other relevant documents. Gathering the data was through on-site observations for all 3 work shifts and in-person interviews of approximately 70 employees which included command staff. The focus of the assessment was placed on reviewing and observing the call processing procedures; coordination between Milwaukee Fire Department (MFD) and Police Department (MPD) communication centers; and recruiting, training, working environment, leadership and Continuity of Operations Planning (“COOP”). Their findings were as follows:

- A) Review/Observe the Call Processing Procedures: The consultants looked at the capability to support current operations and possible future changes, areas of operations, call taking and transfers, fire and police dispatch, service level staffing, and technology.
- B) Recruiting: The consultants noted the hiring process moves very fast. Job recruits do not possess a solid understanding of the demands of the call taker/dispatcher position and what shift work entails. Recommendations are to expand the recruitment program to include high schools and armed services members, to develop a presentation for applicants which discusses the reality of working in the Public Safety Call Center (“PSCC”), and a requirement to observe the PSCC in person.
- C) Training: Recommendations for the MFD are to consider designating a full-time staff member to oversee all aspects of the training program, formalize the CTP program, increase the use of simulation/scenario based training where applicable, provide initial and ongoing training for supervisory personnel, and consider developing MFD/MPD training for new hires to include training that covers common areas of responsibility. MPD recommendations are to monitor the initial training sessions to make sure they comply with MPD’s standard operating procedure requiring 40 full days of training, consider having department special squads (e.g. K-9, SWAT, etc.) explain their function to call center personnel and outline how the Emergency Communications Operators can better help them get what they need while out in the field, and develop an in-service training professional development program for all Communications Center staff.
- D) 911 Call Processing: Currently, MPD initially answers all 911 calls. MPD recommendations are: Explore methods of coordinating response to common incidents among two disciplines when the separate MPD and MFD Communications Centers are assigned to the same calls, assess the external call handling process to improve efficiency of the call transfer process during MFD-only calls and MPD-MFD calls, and consider installing a single CAD system for use by both fire and police or establish an interface between the two existing CAD systems. Short term and long term recommendations were made as well which addressed multiple call handling.
- E) Work Environment: Consultants reviewed employee morale, continual staffing turnover, mandatory overtime, inability to use leave time, heavy use of FMLA, and issues surrounding Post Traumatic Stress Disorder (PTSD). They found a lack of consistency when applying policies and procedures and discipline that was applied unevenly. Staff is appreciative of the new career ladder. Recommendations are: Consider developing a labor/management team to review and address sick leave and FMLA, and develop a critical stress management team comprised entirely of telecommunicators from surrounding agencies. Consider developing an objective program to formally recognize employees from both PSCCs and educate the public regularly about their role.
- F) Leadership: Recommendations are to continue to develop a career path that offers civilian employees of each department with advancement opportunities within their respective PSCC. MPD and MFD should consider developing working groups comprised of both field and communications staff to discuss policies. Develop internal management/employee teams within the two PSCCs to discuss policies, procedures, training, recognition programs, etc.

- G) COOP: Both MFD and MPD have limited continuity of operations plans and backup locations. Also, many plans are verbal and not practiced on a regular basis. Recommendations are to develop a formal COOP that addresses all operational needs and to review, update and test the COOP on an ongoing and regular basis.

Following the presentation there was a brief question and answer session between the Board and Bob Malasuk, Police Emergency Communications Manager, with an appearance made by Debbie Wilichowski, Fire Emergency Communications Manager, for purposes of clarification. For more information, the complete 911 Assessment Report and PowerPoint presentation can be found on-line at: <http://city.milwaukee.gov/911info>.

The Director then continued the Regular Meeting session as originally scheduled beginning with Public Comments.

2. PUBLIC COMMENT:

Ms. Tiffany Stark (Social Worker and Community Advocate): Ms. Stark expressed her concerns regarding the absence of building transparency and trust back into the relationship between the community and law enforcement. Her optimism in this regard, having selected a new chief, has now diminished. Ms. Stark feels it is concerning that dash cam and body cam videos have not been made available to the public. Further, Ms. Stark expressed her opinion that there is a high level of police abuse of power, and the behaviors depicted by the police are disgusting and appear to her to be the norm among police officers. Additionally, Ms. Stark finds District Attorney Chisom's decision not to file charges against the officers involved in the West Milwaukee Police Officer tasing incident concerning. Also, concerning to Ms. Stark is the issue of multiple law suits against the City of Milwaukee and MPD. As a taxpayer, Ms. Stark feels this is not fair. Ms. Starks believes if the funds to cover the costs associated with the lawsuit were pulled from MPD's budget, the command staff would make appropriate and effective changes in police staff regarding behaviors and professionalism. Lastly, Ms. Stark has concerns that police officers may be vulnerable to PTSD and need access to mental health care and screenings throughout the duration of their employment.

Ms. Cynthia Greenwood (Milwaukee Resident/Coalition for Justice Representative): Ms. Greenwood expressed her disgust with 2nd District officers involved in the incident that occurred concerning Sterling Brown following her review of the published videos. Ms. Greenwood referenced a letter that was signed by ten of the aldermen but not signed by Aldermen Donovan, Borkowski and Zielinski. Ms. Greenwood discussed the details of the event, the video and Chief Morales' statement that he had not viewed the videos and needed additional time before commenting regarding same. Ms. Greenwood concurred with Ms. Stark's position regarding the West Milwaukee Police Officer tasing incident.

Joseph Walker (Milwaukee Resident): Mr. Walker wanted to share that the incident involving Sterling Brown took place in close proximity to his residence. Mr. Walker stated that the incident itself upset him because of the demonstrated abuse of power by the involved police officers and how the officers found humor in the circumstances of the incident as depicted in the body camera video made public. Mr. Walker wanted to state for the record that the problem between law enforcement and the community is not always racially motivated. Lastly, Mr. Walker laid out, in detail, his encounter with MPD officers on April 6, 2014, when he was shot in the center of his back. Mr. Walker stated he has evidence with proof of foul play on behalf of the police officers involved in his incident and will be pushing for an investigation to take place.

Markasa Tucker (Milwaukee Resident): Ms. Tucker expressed her agreement with the previous speakers who gave public comment and asked the question, "What does it take for us to take people at what they show us the first time?" Ms. Tucker referenced police abuse of power incidents that continue to happen and yet the officers maintain their employment. Ms. Tucker in theory states if we want law enforcement to refrain from abusing their power and engaging in misconduct, there needs to be a different consequence

for their actions, i.e. termination. Ms. Tucker feels the taxpayers are being burdened with the consequences of police misconduct via lawsuits, and it is not fair. Lastly, Ms. Tucker is curious to know what the procedures will be concerning the audit as it relates to Sterling Brown's case.

Keisha Robinson (Milwaukee Resident / B.L.O.C.—Black Leaders Organizing for the Community): Ms. Robinson discussed her disappointment with the lack of accountability as it relates to police misconduct. Ms. Robinson discussed the similarities between the lack of accountability for police misconduct and a harmful virus and the impacts of each. Ms. Robinson further explained that as she was walking with her four-year-old grandson, the two of them observed a police officer walking ahead on the same side of the street. Ms. Robinson stated her grandson then said, "Let's go over (across the street) before he shoots us." Ms. Robinson stated she teaches her children to respect authority as she was taught, and hearing her grandson speak like this tells her of his negative perception of the police.

Latoya White (Milwaukee Resident / BLOC—Black Leaders Organizing for the Community): Ms. White wanted it noted that she agrees with Ms. Robinson's comments and believes there is an obvious lack of accountability applied to police officers. Ms. White wants more accountability applied when officers are involved in abuse of powers or misconduct. Further, Ms. White said it is a slap in the public's face to have the sergeants and officer involved in the Sterling Brown incident receive only 10 and 2 day suspensions. Ms. White referred to these three specific police officers involved in the Sterling Brown incident as racist thugs based on their misconduct. Lastly, Ms. White said protocol or procedure should be able to identify racist officers and deal with them accordingly. Ms. White's final concern was that Milwaukee police officers are not residents of Milwaukee. It is her belief that the people of the Milwaukee community should be policed by people (law enforcement) of the Milwaukee community.

Desiree Brown (Milwaukee Resident / Aunt of Antwon Springer (Decedent): Ms. Brown set forth, from an unofficial Wauwatosa police report, the details of her nephew's death having been shot by Milwaukee police officers on September 3, 2017, while standing on his front porch. Ms. Brown stated her nephew was legally blind and armed with a gun firing same for the purpose of scaring away a disorderly group of people who were fighting in front of his home. Ms. Brown would like to see evidence (i.e. body cam, dash cam or 911 recording) because her belief is that her nephew was murdered by police. Ms. Brown feels there needs to be a prerequisite for higher education to support applicants before they join the police force to weed out those who are not fit for public service and better prepare those who are.

Commissioner Wilson expressed her dissatisfaction of specific language in Wisconsin's open meetings law, which states the Board members cannot respond to comments about matters not on the agenda. She asked the public present not to be offended by that which prevents the FPC Board members from responding to citizens making public comments. Commissioner Wilson suggested the Board work to change legislation in this regard. Ms. Brown wished to speak with one or more Commissioners following the FPC meeting to discuss how she can obtain dash cam and body worn camera videos. The Chair advised Ms. Brown to speak with the Board following the meeting.

Rafael Mercado (Representative of Together Everyone Achieves More Helping Another Volunteer or Cause (Team HAVOC): Mr. Mercado described the mission and purpose of Team HAVOC. Mr. Mercado went on to describe his personal negative encounters with MPD officers. Mr. Mercado stated he has PTSD and among the many causes of his diagnosis are negative encounters with MPD officers. Mr. Mercado pleaded with the Board members to step up and do the right thing in making a positive change regarding the injustices depicted by MPD. Mr. Mercado believes that 90% of Milwaukee police officers are good police and only 10% "are like rotten apples." Mr. Mercado made a plea to Commissioner Wilson and Commissioner DeVougas to step up and be the voice for the people. Also, Mr. Mercado invited the FPC Board members to attend their June 23, 2018 community event on 9th Street and Lincoln Avenue. Lastly, Mr. Mercado also asked the Board to host the FPC meetings in the community to accommodate those who wish to attend and cannot travel to City Hall.

Lena Taylor (Senator of 4th District): Senator Taylor expressed several concerns as follows: 1) Spoke of the expired status of some Board members and upcoming expiring positions, as well as the two open positions on the Board. Senator Taylor wishes to see the two open Board positions filled with community

members who are not now nor were Milwaukee fire or police personnel. 2) Requested that the Board host a community meeting to discuss what is going to take place with regard to the two open positions on the Board and to stop denying the people a voice in this process. 3) Senator Taylor asserted there were cover-ups taking place regarding the revisions of the Department of Justice report as well as in the current event involving Sterling Brown. 4) Senator Taylor respects the good men and women of MPD, but for those that are the "cancer," the Department needs to address the division that it causes in the community. 5) Senator Taylor said the efforts of MPD and FPC are not working, and change is necessary by way of community policing, cultural competency and de-escalation training. She finished her remarks with a blessing for the Board.

Ray Mendoza (Representative of Team HAVOC): Mr. Mendoza expressed his concern for "everyday people" who he feels are subjected to abuse by police misconduct. Mr. Mendoza posed two questions: 1) How long has each member of the Board served as a Commissioner, and 2) When do the members of the Board say, "enough is enough?" Mr. Mendoza described his own personal experiences as a youth/teen that were considered abuse and/or misconduct by Milwaukee Police Officers. Mr. Mendoza discussed the misconduct of police gang units and how they interacted with people in the community who were not engaging in criminal behaviors or activities. Mr. Mendoza made a plea for peace in the community between residents and police officers. Mr. Mendoza described police officers who abuse their powers and engage in misconduct as "weeds." Mr. Mendoza stated the police should also be members of the community. Mr. Mendoza also said community members are at fault as well, and Team HAVOC will work with MPD to address those issues with the community members.

Danielle McClendon-Williams (Milwaukee Resident / Parent/Mother of the three female youths and the gentleman that was removed from the vehicle involved in the traffic stop on April 8th): Ms. Williams is concerned that she is receiving requests to be interviewed by the police and has not yet had an opportunity to review the body cam footage. Ms. Williams stated she is appearing before the Board to say that to have better relationships with the police officers, the police should start by "smiling and speaking" to residents in the community and not portraying an attitude as if residents they encounter are automatically guilty of a crime or misconduct. Ms. Williams requested a better process to have body cam footage videos provided in a more timely and efficient manner. Ms. Williams requested that the punishments received from the police officers should fit the crime or conduct of the resident. Ms. Williams stated better assessments of the hired police officers need to be instituted. More specifically, the people of the community should be policed by police officers who are from the community. Lastly, Ms. Williams wanted the Board to know that her children would not attend the FPC meeting with her because their attitude is "what's being done?"

Ms. Cynthia Greenwood (Second Comment) (Milwaukee Resident/Coalition for Justice Representative): Ms. Greenwood made a comment to "take to the streets" in order for community concerns to be heard.

3. CONSENT AGENDA:

The Director presented the following items for approval on the consent agenda. (Detailed information concerning the items can be found under the appropriate regular meeting agenda heading in the minutes.)

- A. Regular Meeting Minutes – May 17, 2018
- B. Special Meeting Minutes – May 10, 2018
- C. Appointments:
 - 1. Fire Equipment Repairer I
 - 2. Office Assistant III (Police Dept.)
 - 3. Office Assistant II (2 positions) (Police Dept.)
 - 4. School Crossing Guard (2 positions)
- D. Correspondence regarding Termination of Probationary Police Officer
- E. Correspondence regarding Suspension of Police Sergeant (2 positions)
- F. Request for Electronic Technician Examination

There being no objections, all of the items were approved for adoption.

4. UNFINISHED BUSINESS:

a) The following promotions, as presented by Chief Alfonso Morales, were approved by the Board:

TO ASSISTANT CHIEF OF POLICE, from Captain of Police, contingent upon successful completion of a drug screening, effective June 10, 2018:

STEVEN A. CABALLERO.

TO POLICE SERGEANT, on a waiver basis, from eligible list established November 3, 2016, contingent upon successful completion of a drug screening, effective retroactive to May 20, 2018:

#55 – DANIEL J. PIERCE and #56 – MOUA S. VANG.

b) The following promotion, as presented by Chief Mark Rohlfing, was approved by the Board:

TO FIRE DISPATCH ASSISTANT MANAGER, from Fire Dispatcher – Senior, from eligible list established April 19, 2018, effective retroactive to May 6, 2018:

#1 – DANIEL C. LIMBACK.

c) The Director returned to the Board a letter dated April 24, 2018, from Chief Morales, wherein he requests that the probation period of Police Lieutenant Kenyatte R. Wooden be extended for six months until November 7, 2018. Commissioner Wilson moved approval of the request, seconded by Commissioner Hein. The motion carried unanimously.

5. NEW BUSINESS:

a) The Director presented a temporary residency exemption request for two years from Recruit Police Officer Michael Wagner to reside outside of the 15-mile jurisdictional boundary for emergency personnel, based upon 1) his recent 2016 home purchase; 2) his family's current financial situation; and 3) his fiancé's newly developed medical condition. Staff recommends granting a six month extension. Commissioner Crouther moved approval of the staff recommendation, seconded by Commissioner Hein. The motion carried unanimously.

b) The Director presented a classification report dated June 7, 2018 from Maria Monteagudo, Director of Employee Relations (DER), regarding a new position of Program Assistant III in the Police Department's Safety Division. Andrea Knickerbocker, DER Human Resources Manager, was present and spoke regarding the report. Commissioner Crouther moved approval of the report, seconded by Commissioner Hein. The motion carried unanimously.

c) The Director read the following June 7, 2018 memo to Chief Morales from the Board of Fire and Police Commissioners requesting an audit by the MPD of the stop, detention and arrest of Sterling Brown in its entirety: "Background: Sterling Brown was arrested by Milwaukee Police Department on January 26, 2018. Video showing the events leading up to Mr. Brown's arrest was released to the public on May 24, 2018. Shortly thereafter, information was released regarding the disciplines issued by Chief Morales as a result of the conduct viewed on the approximately 30 minute video, including a 2-day suspension of the officer initiating the stop, and 10-day and 15-day suspensions to the two sergeants present during the incident with Mr. Brown.

On May 31, 2018, WISN produced a news story which included additional body camera footage of the incident involving Mr. Brown from January 26, 2018. The footage appears to have been recorded after Mr. Brown was taken into custody and was removed from the scene. In one clip, an officer can be

overheard requesting overtime and bragging about making extra money while waiting for a tow truck to retrieve the vehicle Mr. Brown was driving. In another clip, an officer sitting in the driver's seat of a vehicle marked with "Supervisor" can be seen and heard commenting on how this incident will be perceived by the public. This is footage that was not presented to the Commission prior to its release to the public.

Audit Content and Deadlines: Based on the critical and concerning nature of the incident involving Mr. Brown, and the recent release of additional footage relating to that incident, the Commission deems it necessary for the Police Department to conduct a full audit of its investigation of, and response to, this incident. The Commission hereby requests that the Milwaukee Police Department conduct a three-phase audit, as outlined below, with the results of each phase reported both to the Commission and the Common Council:

Phase Description	Presentation to FPC	Presentation to Public Safety and Health Committee
Phase I – Production of all police reports, internal memoranda, use of force reports, and other documentation, as well as all dash cam and body cam video relating to the incident (to include a summary of documents provided and summary timeline of contents of video footage)	June 21 st	June 28 th
Phase II – Chief's analysis of MPD response to incident, including description of steps taken in investigating incident, documents/video reviewed to determine rule violations, rationale and analysis of disciplinary decisions, outreach to interested stakeholders	July 12 th	July 19 th
Phase III – Recommendations for policy and SOP changes (including body camera footage review and release, open records responses, taser usage), collaborations with other City stakeholders, engagement with community for critical incidents	July 26 th	July 26 th

Your audit of this incident should include all aspects of the Department's handling of this critical incident including, but not limited to, initiation of the investigation, procedures followed and steps taken to conduct the investigation (including personnel assigned to conduct particular segments of the investigation), review of the results of the investigation. Signed, Steven DeVougas, Chair, Board of Fire and Police Commissioners."

6. EXAMINATIONS:

a) The Director presented for adoption an eligible list for the position of Office Assistant II in the Police Department, consisting of 35 names. Marti Cargile, DER Human Resources Representative, was present and discussed the positions' job duties, application and selection process. Commissioner Crouther moved approval of the list, seconded by Commissioner Hein. The motion carried unanimously.

b) The Director presented a request from staff to amend the Firefighter Eligible List. The amendments will provide eight candidates with the proper ranking after inclusion of various preference points. Commissioner Wilson moved approval of the request, seconded by Commissioner Soler. The motion carried unanimously.

c) The Director presented for approval an examination announcement bulletin for the position of Crime and Intelligence Manager in the Police Department. Arvis Williams, Police Department Human Relations Administrator, was present and gave a short description of the position's duties and responsibilities. Commissioner Soler moved approval of the bulletin, seconded by Commissioner Hein. The motion carried unanimously.

d) The Director presented for approval an examination announcement bulletin for the position of Police Records Manager in the Police Department. Ms. Cargile spoke about the duties and responsibilities of the position and the recruitment timetable. Commissioner Wilson moved approval of the bulletin, seconded by Commissioner Soler. The motion carried unanimously.

e) The Director presented for approval an examination announcement bulletin for the position of Electronic Technician in the Police Department. Ms. Cargile spoke about the duties and responsibilities of the position and the recruitment timetable. Commissioner Wilson moved approval of the bulletin, seconded by Commissioner Hein. The motion carried unanimously.

f) The Director presented for approval an examination announcement bulletin for the position of Building Maintenance Mechanic II in the Police Department. Ms. Cargile spoke about the duties and responsibilities of the position and the recruitment timetable. Commissioner Crouther moved approval of the bulletin, seconded by Commissioner Hein. The motion carried unanimously.

7. FIRE DEPARTMENT:

a) The following appointment, as presented by Chief Rohlfing, was approved by the Board under the Consent Agenda, Item C-1:

TO FIRE EQUIPMENT REPAIRER I, from DER transfer/promotional list, effective June 17, 2018:

MARK A. ROEDER, JR.

b) The Director presented a letter dated May 30, 2018, from Chief Rohlfing, wherein he requests an exception to FPC Rule XI, Appointments, Section 2 (b) in order to allow the appointment to Firefighter of ten Fire Cadets who have not reached the minimum age of 21, and the entire group of Fire Cadets that will enter the class who have not quite had two full years in the program. Assistant Chief Schwengel also requested that the Board consider changing this rule as the timing of the Firefighter classes makes this request necessary every year. Commissioner Hein moved approval of the exception request, seconded by Commissioner Wilson. The motion carried unanimously.

c) The Director presented a letter dated June 1, 2017 from Chief Rohlfing, wherein he requests that the Fire Equipment Dispatcher Eligible List, established on June 18, 2015, be extended for one year to June 18, 2019. Assistant Chief Schwengel stated that there are a number of vacancies coming up in the position. Commissioner Wilson moved approval of the exception request, seconded by Commissioner Soler. The motion carried unanimously.

8. POLICE DEPARTMENT:

a) The Director presented a letter dated May 29, 2018, from Chief Morales, wherein he nominates Captain of Police Timothy S. Heier to the exempt position of Inspector of Police in the Police Department, to be effective June 24, 2018. Pursuant to Rules of the Board, final action on this nomination was laid over to permit the nominee to be interviewed.

b) The Director presented a letter dated May 30, 2018 and four letters dated May 29, 2018, all from Chief Morales, wherein he nominates Police Lieutenants Paul R. Kavanagh, Paul D. Lough, Joseph C. McLin, Daniel P. Thompson, and Willie O. Murphy to the exempt position of Captain of Police in the Police Department, to be effective June 24, 2018. Pursuant to Rules of the Board, final action on these nominations was laid over to permit the nominee to be interviewed.

c) The Director presented two letters dated May 29, 2018, from Chief Morales, wherein he nominates Detectives Gena A. Malanche, Patrick T. Pajot, James A. Henner, and Shelondia R. Tarver to the position of Police Lieutenant in the Police Department, to be effective June 24, 2018. The Director also presented a letter dated May 29, 2018, from Chief Morales, wherein he nominates Police Sergeants Thomas M. Lieske and Jeffrey L. Novack to the position of Police Lieutenant in the Police Department, to be effective June 24, 2018. Final action on these nominations was laid over to the next meeting.

d) The Director presented a letter dated May 30, 2018, from Chief Morales, wherein he nominates Police Officers Matthew P. Mengel, Kevin M. Panfil and Jonathan M. Witkowski to the position of Police Sergeant in the Police Department, to be effective June 24, 2018. Final action on these nominations was laid over to the next meeting.

e) The Director presented a letter dated May 30, 2018, from Chief Morales, wherein he nominates Nicholas Desiato to the exempt position of Chief of Staff in the Police Department, to be effective July 2, 2018. Pursuant to Rules of the Board, final action on this nomination was laid over to permit the nominee to be interviewed.

f) The following appointments, as presented by Chief Morales, were approved by the Board:

TO IT SUPPORT SPECIALIST SENIOR, from DER eligible list, contingent upon successful completion of a background investigation, medical exam and drug screening, effective June 11, 2018:

FRANCESCA DAWSON.

TO MEDIA SPECIALIST, an underfill for Media Producer, from DER eligible list, contingent upon successful completion of a background investigation, medical exam and drug screening, effective June 18, 2018:

JESUS M. RIVERA.

g) The following appointments, as presented by Chief Morales, were approved by the Board under the Consent Agenda, Items C1-4:

TO OFFICE ASSISTANT III, from DER eligible list, contingent upon successful completion of a background investigation, medical exam and drug screening, effective June 18, 2018:

SHARON FLOYD.

TO OFFICE ASSISTANT II, from DER eligible list, contingent upon successful completion of a background investigation, medical exam and drug screening, effective June 18, 2018:

FATIMA WHITE and ERICA BYFIELD.

TO SCHOOL CROSSING GUARD, with effective dates:

IRIS N. ACOSTA (5/11/18) and ROBERT F. HENNING, JR. (5/14/18).

h) The following communications were previously received by the Board under the Consent Agenda, Items D-E:

The Director presented a letter dated May 29, 2018, from Chief Morales, wherein he notifies the Board that Probationary Police Officer Timothy M. Steel has been terminated for violation of Department Core Values under Personnel Order 2018-64 dated May 23, 2018.

The Director presented a letter dated May 21, 2018, from Chief Morales, wherein he notifies the Board that Police Sergeant Sean A. Mahnke has been suspended for 15 days and ordered to participate in an employee improvement plan for violation of Department Core Values under Personnel Order 2018-61 dated May 21, 2018.

The Director presented a letter dated May 21, 2018, from Chief Morales, wherein he notifies the Board that Police Sergeant Sean A. Mahnke has been suspended for 15 days and ordered to participate in an employee improvement plan for violation of Department Core Values under Personnel Order 2018-61 dated May 21, 2018.

The Director presented a letter dated May 21, 2018, from Chief Morales, wherein he notifies the Board that Police Sergeant Jeffrey S. Krueger has been suspended for 10 days and ordered to participate in an employee improvement plan for violation of Department Core Values under Personnel Order 2018-60 dated May 21, 2018.

i) The Director presented two letters dated May 25, 2018, from Chief Morales, wherein he requests that the probationary periods of Police Lieutenants Donald C. Dinkelman and David G. Larson both be extended for a period of 30 days, until July 19, 2018. Commissioner Soler moved approval of the request, seconded by Commissioner Crouther. The motion carried unanimously.

j) The Director presented a letter dated May 25, 2018, from Chief Morales, wherein he requests that the probationary period of Police Sergeant Joseph W. Sedlacek be extended for a period of 30 days, until July 19, 2018. Commissioner Wilson moved approval of the request, seconded by Commissioner Soler. The motion carried unanimously.

k) The Director presented a memo dated June 5, 2018, from David Gelting, FPC Research and Policy Analyst, wherein he presents an analysis of proposed changes to MPD Standard Operating Procedure 180 – Missing Persons. The proposed changes include adding military veterans to the categories of "critical missing" persons (180.10 C8). "Green Alerts" for missing veterans at risk, is also incorporated into this SOP. Commissioner Crouther moved approval of the changes, seconded by Commissioner Hein. The motion carried unanimously.

l) The following request was previously approved by the Board under the Consent Agenda, Item F:

The Director presented a letter dated May 30, 2018, from Chief Morales, wherein he requests that an examination be conducted for the position of Electronic Technician as soon as possible. The request was referred to the Department of Employee Relations for implementation.

m) The Director presented a letter dated March 27, 2018, from Chief Morales to the Wisconsin Department of Justice, Division of Criminal Investigation and Division of Law Enforcement Services, wherein he requests assistance in updating training and streamlining several internal functions in the MPD. The initial areas of focus will be compliance with the Wisconsin Open Records Law and processing requests in a timely manner; utilizing DOJ training resources for de-escalation techniques, professional communications, racial disparity and other current law enforcement topics; and identification and administration of grant funding.

9. ADJOURNMENT:

Senator Lena Taylor asked if anyone was going to give an answer to the mother who spoke earlier during Public Comment. The Chair stated that the Executive Director will address the matter.

(Adjournment:)

(Reg. 6/7/18 – Page 11)

Commissioner Crouther moved to adjourn the meeting, seconded by Commissioner Soler. The motion carried unanimously.

The meeting concluded at 7:24 P.M.

Respectfully submitted,



La Keisha W. Butler
Executive Director

LWB/nmt/rk

Att.

Milwaukee

MFD & MPD Communication Centers Assessment



June 2018



Homeland Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

[CM#]

Controlled Unclassified Information

Introductions

DHS/OEC

Nancy Dzoba – OEC/ICTAP

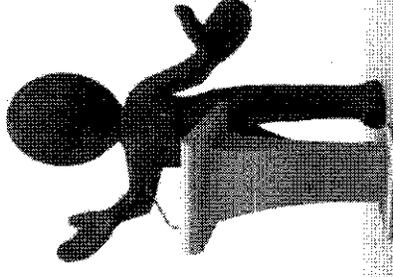
ndzoba@Lafayettegroup.com

Dave Dato – OEC/ICTAP

ddato@lafayettegroup.com

Jim Jarvis – DHS OEC Region Coordinator

james.jarvis@hq.dhs.gov



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Agenda

- Introductions
- Methodology & Scope
- Recruitment
- Training
- 9-1-1 Call Processing
- Work Environment
- Leadership & Supervision
- Continuity of Operations Plan (COOP)
- Conclusion
- Questions



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Scope & Methodology

Scope

- General overview of Milwaukee Fire and Police Communication Centers operations as they existed August 1-2, 2017
- Provide recommendations consistent with industry practices

Methodology

- Gathering statistical data
- Reviewing general orders, standard operating procedures and other relevant documents



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Scope & Methodology

Methodology (cont.)

- Interviewing stakeholders
- On-site examination of facilities and equipment
- Observation of police and fire dispatch/call-taking procedures



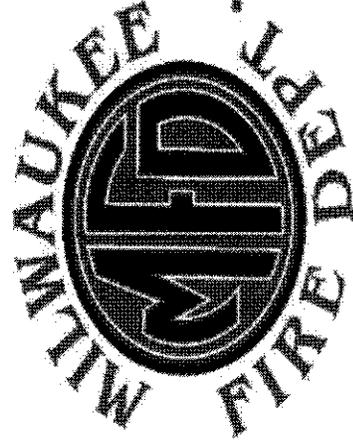
Homeland
Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

MFD and MPD Elements Reviewed/Observed

- Call Processing Procedures
- Coordination between the MFD & MPD communication centers
- Recruiting
- Training
- Working Environment
- Leadership
- Continuity of Operations Planning (COOP)



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

In-Person Interviews

Personnel Interviewed:

- Police Communications Captain
- Fire Dispatch Manager
- Police Lieutenants & Sergeants
- Fire and Police Call-takers
- Fire and Police Dispatchers
- Fire and Police Technical Staff

Experience ranged from 1 – 20 years

Core set of questions



**Homeland
Security**

OE/CICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Interview Questions

Current Practices

Morale

Organization culture

Organization strengths & weaknesses

Training

General Operations

Leadership

Governance

Technology



Homeland
Security

DEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

On-site Observations

- Capability to support current operations and possible future changes
- Areas of operations
- Call taking and transfers
- Fire and police dispatch
- Service level staffing
- Technology
 - CAD; fire and police
 - 9-1-1 telephone system
 - Radio system



Homeland
Security

OE/CICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Recruitment

- Hiring process has been reduced to three months.
- Job recruits do not have a good understanding of the demands of the Call Taker/Dispatcher positions.
- Recruits do not understand what shift work entails and how it impacts their daily lives and their relationship with their families
- Continued use of CriticalCall® testing will assist in selecting appropriate applicants



Homeland
Security

OEC/ICTAP

Office of Emergency Communications Interoperable Communications Technical Assistance Program

Recruitment Recommendations

- Consider expanding the City's recruitment program to local high schools and armed services members about to leave active duty.
- Consider developing a presentation for applicants that discusses the reality of working in the PSCC, to include detailing the stress entailed in handling sensitive and time critical calls and the impact shift work can have on family life. All applicants should be required to attend a presentation of this nature and spend time observing PSCC operations.



Homeland
Security

OEC/ICTAP

Office of Emergency Communications Interoperable Communications Technical Assistance Program

FD Training

Fire

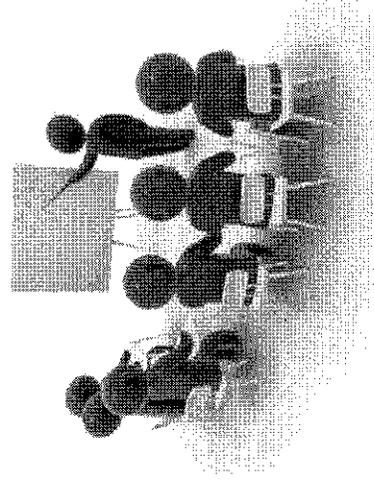
- Approximate 6 month program
- Third shift Senior Fire Dispatcher primarily responsible for overseeing training
- Each trainee is assigned a primary and secondary communications training officer (CTO)
- Secondary trainer used with primary is not available
- CTO receives compensation



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program



FD Training Sections

- Call-taking classroom training
- Call-taking on-the-job training with CTO
- Solo call-taking with periodic review
- Dispatch classroom training
- Dispatch on-the-job training with CTO
- Solo dispatch with periodic review
- Continuing Education
- CTO and Supervisor



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

FD Training Recommendations

- Consider designating a dedicated full-time staff member to oversee all aspects of the training program
- Formalize the CTO program, ensuring CTOs receive initial and on-going professional development training.
- Increase use of simulation/scenario-based training, where applicable.
- Provide initial and on-going professional development training for FD supervisory personnel.
- Consider developing joint MFD/MPD training for new hires, when practical, to include training that covers common areas of responsibility.



Homeland
Security

OEC/CTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

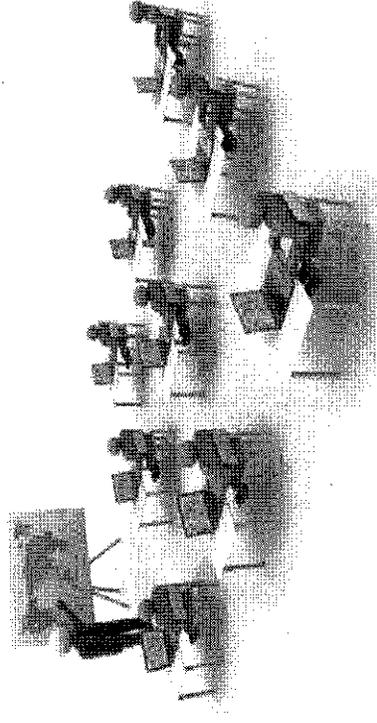
PD Training

Police

Approximately 30 weeks

Provided by the Technical Communication
Sergeant and two Senior ECOs

Classroom training shortened to accommodate
surge of new hires



Homeland
Security

OE/CICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

PD Training Sections

- Call-taking classroom training
- Call-taking on-the-job training with CTO
- Solo call-taking with periodic review
- Dispatch classroom training
- Dispatch on-the-job training with CTO
- Solo dispatch with periodic review
- Continuing Education
- CTO and Supervisor



Homeland
Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

MPD Training Recommendations

Monitor initial training sessions to ensure they run the full 40 days as stipulated in the MPD's SOP.

Consider having agency experts, such as Special Weapons and Tactics (SWAT), bomb squad, K-9, and other specialty units, provide an overview of their functions, emphasizing the critical role the ECO plays in providing accurate and timely information to sworn staff.

Develop an in-service training professional development program for all Communications Center staff members.



Homeland
Security

OE/C/CTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

9-1-1 Call Processing

Goal of public safety communications is to provide field units and citizens with effective service. Currently:

- Two separate communication centers
- Two separate sets of call-takers
- Current process requires that the initial 9-1-1 call be handled twice for a fire or medical service response
- Causes delays
- Frustrates the caller
- Separate CADs can cause inaccurate call handling time



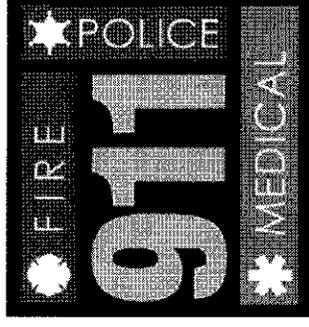
Homeland
Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

9-1-1 Call Transfer

- All 9-1-1 calls are answered by MPD
- MPD does initial call interrogations
- If Fire or EMS call it is transferred to MFD
- Caller is questioned a second time by MFD call-taker
- If a call that requires MPD in addition to MFD the caller will be transferred back to MPD call-taker to provide additional info



Common Incident

- MFD and MPD operate on separate CAD and radio channels
- Information has to be relayed by phone or in-person
- May cause delays in relaying information or miscommunications
- Information has to be quickly shared between agencies on high priority calls



Homeland
Security

OE/CICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Multiple Calls on Same Incident

- High visibility incidents generate multiple calls
- Multiple calls can overwhelm the 9-1-1 center
- MPD transfers calls needing Fire/EMS response
- MFD typically only has 3-4 call-takers
- MPD call-takers may not know MFD has the call or all the incident information and transfer the calls again



Homeland
Security

OE/CIC/TAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Multiple Call Handling - Short Term Recommendations

- Explore methods of coordinating responses to common incidents among the two disciplines when the separate MPD and MFD Communications Centers are assigned to the same calls.
- Assess external call handling processes to improve the efficiency of the call transfer process during MFD-only calls and MPD-MFD calls.
- Consider installing a single CAD system for use by both fire and police or establish an interface between the two existing CAD systems.



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Multiple Call Handling - Short Term Recommendations

- Identify and use a common radio talkgroup for PSAP-to-PSAP communication between MPD and MFD dispatch and with surrounding agencies that have mutual aid agreements.
- Consider removing services unrelated to the primary PSCC function. Many times, services are placed in the PSCC because of its 24X7 functionality. These services can place an additional workload on the PSCC staff. For example, relocate the MPD's StarChase, DPR, and TRU functions



Homeland
Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Multiple Call Handling – Long Term Recommendations

Establish a unified call taking function and a common CAD to process both MPD and MFD calls.

Possible Options:

Identifying one agency as the primary PSAP to handle calls for both departments.

OR

Having Fire and Police Commission establish a combined PSCC with responsibility for handling call taking and dispatching for both the MPD and MFD that reports to the Commission and is independent of fire and police management.



Homeland
Security

DEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Multiple Call Handling – Long Term Recommendations (cont)

If a single independent system establish a primary task group, with sub-groups, to research, recommend, and manage the process of consolidation.

Sub-groups could include:

Governance, Leadership, Supervision

Human Resources

Finance/Budget

Policies and Procedures

Technology

Facility

Operations

Training

Include representation of both management and

employees,
Homeland
Security

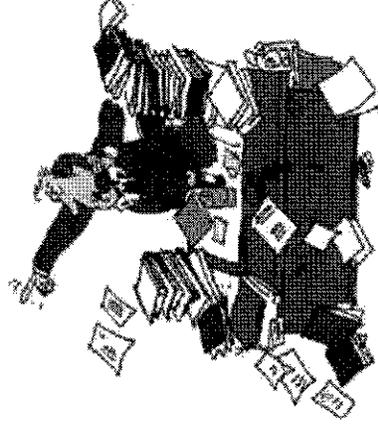


OE/CICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Work Environment

- Employee morale
- Continual staffing turnover
- Mandatory overtime
- Inability to use leave time
- Heavy use of FMLA
- Post-traumatic Stress Disorder



Homeland
Security

OEC/CTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Work Environment (cont.)

- Lack of consistency when applying policies and procedures
- Discipline applied unevenly
- Like the career ladder
- Concerned supervisors are appointed on favoritism not merit
- Think promotional test are predetermined since developed in-house by MPD employees



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Work Environment Recommendations

- Consider developing a labor/management team to review and address sick leave and FMLA related issues. This team should include human resource personnel from the City who are knowledgeable regarding the FMLA. Consider establishing a critical stress management team comprised entirely of telecommunicators. This team could be designated as a regional asset and include telecommunicators from surrounding agencies.



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Work Environment Recommendations

- Consider developing an objective program to formally recognize employees from both PSCCs.
- Educate the public regularly and highlight the PSCC's functions and contributions to the City and its citizens and the individual achievements of PSCC staff members during National Public Safety Telecommunicators Week.
- Recognize PSCC staff members at monthly, quarterly and annual department functions and award ceremonies.
- Develop a plan to promote consistent and equal application and enforcement of rules, policies and regulations by PSCC supervisors on all shifts



Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Leadership

Fire

- Directed by a Technical Service Manager
- Responsible for MFD communications, purchase, support and maintenance of all electronic technology systems and applications
- Supported by two assistant managers
 - Dispatch Manager
 - IT/project Manager



Homeland
Security

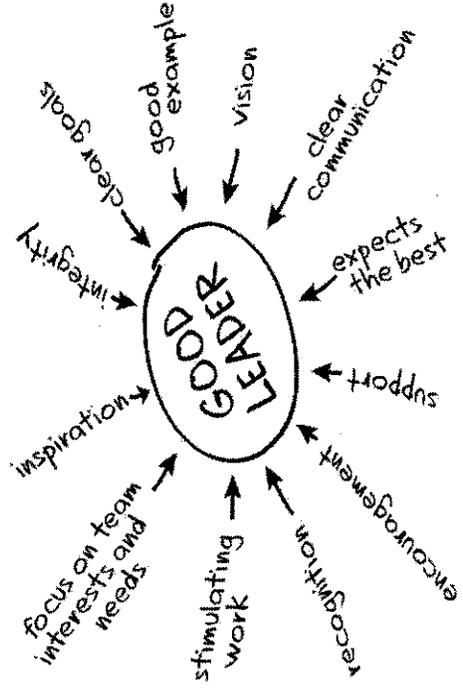
OE/CIC/TAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Leadership

Fire

- Concern that field and operational management do not fully understand their functions
- Issue orders that make their job more difficult



Leadership

Police

- Operates under the Risk Management Bureau Assistant Chief
- Developing civilian managers and a career ladder
- Sworn supervisors; usually on a temporary, non-voluntary basis
- Depth of skills and knowledge regarding Communications varies
- Senior EOCs are appointed by management raising concerns of favoritism



Homeland
Security

OEC/ICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Leadership Recommendations

- Continue to develop a career path that offers civilian employees of each agency advancement within their respective PSCC. □
- MPD and MFD should consider developing working groups comprised of both field and communications staff to discuss policies, procedures and operational issues impacting employees. □
- Develop internal management/employee teams within the two PSCCs to discuss policies, procedures, training, and recognition programs.



Homeland
Security

OE/CICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Leadership Recommendations

- The MPD Chief and senior staff needs to reinforce the civilian manager authority and direct both the sworn and civilian staff to abide by the chain of command.
- Provide additional training to all sworn police personnel assigned to the Police Technical Communications Division. This should include call taking and dispatch procedures to enhance their understanding of the PSCC's operations and the skills and knowledge necessary to oversee and perform their responsibilities



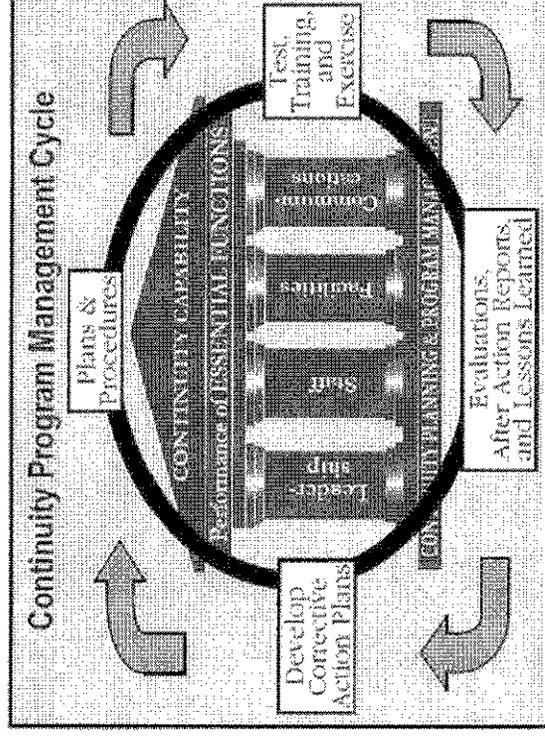
Homeland
Security

DECICTAP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program

Continuity of Operations Plan

- Both MFD and MPD have limited continuity of operations plans and backup locations
- Many plans are verbal and not practiced on a regular basis



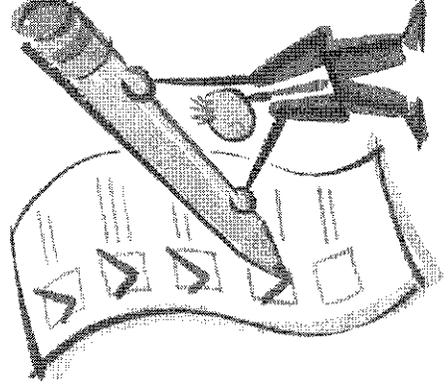
Homeland
Security

DEC/CTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

COOP Recommendations

- Develop a formal COOP that addresses all operational needs.
- Review, update and test the COOP on an on-going and regular basis.

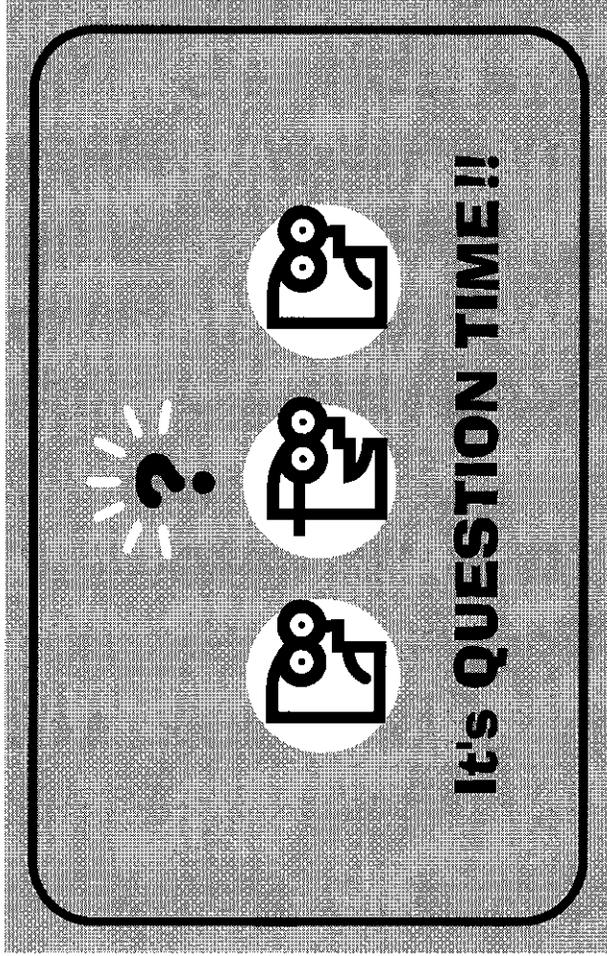


Homeland
Security

OEC/ICTAP

Office of Emergency Communications - Interoperable Communications Technical Assistance Program

Questions





Homeland Security

OEC/ICT/AP

Office of Emergency Communications / Interoperable Communications Technical Assistance Program