

2016 CITY OF MILWAUKEE FIRE AND POLICE COMMISSION ANNUAL REPORT

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About the Fire and Police Commission

Under state law and City Charter, the Fire and Police Commission (FPC) oversees the Milwaukee Fire Department (MFD) and Milwaukee Police Department (MPD). The FPC sets overall policy and standards while the Chief of each department manages daily operations and implements the FPC's policy direction and goals. In addition to policy direction, FPC functions include establishing recruitment and testing standards for positions in MFD and MPD, rendering decisions in appeals by members of either department who have been disciplined by their Chief, independently investigating and monitoring citizen complaints and disciplining employees for misconduct.

The FPC, supported by a full-time professional staff, exercises its oversight function through regular meetings with both department Chiefs and their staffs, by conducting research and analysis of policies and procedures, by implementing reforms and by direct public input through the individuals appointed to the FPC citizen board.

The citizens that serve as part-time board members spend many hours each week working on FPC business. They serve as the citizens' voice in fire and police operations and as a means of ensuring more responsive and effective city government. The citizen board members' concerns reflect the Milwaukee community and their priorities include initiatives to reduce crime, increase safety and maintain effective responses to fire and medical emergencies.

About the Milwaukee Fire Department

The Milwaukee Fire Department was established on January 1st, 1875 as the primary fire suppression, prevention, rescue and emergency medical service for the City of Milwaukee. MFD is currently under the leadership of Fire Chief Mark Rohlfig, who was appointed by the FPC in May of 2010 and reappointed on May 15th, 2014. More detail on the activities of the MFD during 2016 is available in the department's Annual Report, available on the department's website: www.city.milwaukee.gov/MFD.

About the Milwaukee Police Department

The Milwaukee Police Department was established on October 4th, 1855 as the primary law enforcement entity for the City of Milwaukee. MPD is currently under the leadership of Police Chief Edward Flynn, who was appointed by the FPC in January of 2008 and reappointed to his third term by the FPC on July 2nd, 2015. More detail on the activities of the MPD during 2016 is available in the department's Annual Report, available on the department's website: www.city.milwaukee.gov/police.

History

The Fire and Police Commission was established in 1885 by state law and is one of the oldest fire and police oversight agencies in the nation. The FPC was originally created to remove the fire and police services from the influences of politics. In Milwaukee, as in most cities, Chiefs of both departments were appointed by the mayor, who historically used these appointments and the appointment of police officers as a form of political patronage. The 1885 law made the FPC responsible for setting employment standards, testing candidates for positions in the Fire and Police Departments and appointing both Chiefs. In 1911 the FPC's authority was expanded to include all aspects of operational

oversight of the Fire and Police Departments. The City Charter in 1968 and state law in 1969 allowed people to file citizen complaints against members of either MFD or MPD and in 1977 changes in state law gave the FPC public safety rule-making authority. Currently, state statute allows there to be up to nine commissioners.

Guiding Principles

The mission of the FPC 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 by:

- Monitoring the quality and effectiveness of Fire and Police Department policies, practices and outcomes;
- Ensuring that complainants are heard and satisfied under the citizen complaint program;
- Improving community relations and enhancing public confidence; and
- Identifying and reducing racial, social and economic disparities in the community.

In 2016, the FPC continued to utilize numerous strategies to provide effective public safety services to the citizens of Milwaukee, including:

- Performing policy review and analysis concerning fire and police services;
- Monitoring and auditing complaints and investigations conducted by the Fire and Police Departments;
- Conducting recruitments for public safety positions and utilizing validated testing methods for equal employment hiring;
- Enhancing communications with the public through citizen involvement in committee meetings;
- Improving internal protocols for investigating citizen complains;
- Promoting diversity in the public safety departments; and
- Improving community relations.

FPC Board

The Board of Fire and Police Commissioners is the statutory title for the civilian body that oversees and prescribes general policies, standards and rules in MFD and MPD. The FPC citizen board also appoints all employees of the two public safety departments, including the department Chiefs. In addition to policy matters and employment functions, the FPC also decides outcomes in citizen complaints against MFD or MPD employees. The FPC citizen board is currently comprised of seven part-time citizen members and is served by a full-time professional staff led by an Executive Director.

The citizen board members serve on panels to make decisions on citizen complaints and appeals from disciplines. To acquaint them with department procedures, newly appointed board members attend extensive training that includes training with the City Attorney's office, the Citizen Police Academy, Firefighter For-a-Day program and they attend CompStat meetings. They also visit fire and police stations, do "ride-alongs" with both departments and attend community meetings to assist in their role of policy oversight.

The FPC's authority and responsibility are set forth in Wisconsin Statute Section 62.50, the Milwaukee City Charter Chapter 22.10 and the Milwaukee Code of Ordinances Chapter 314. The citizen board members are appointed by the Mayor of Milwaukee and approved by the Common Council. They serve overlapping five-year terms and receive a stipend of \$6,600.00 per year. The citizen board elects a Chair and Vice-Chair annually. Diversity of background and experience makes the citizen board representative of the entire Milwaukee community. The following individuals served as citizen board members in 2016:



Kathryn Hein was appointed to the Board in June 2008 and her term expires in 2018. She recently retired as the Assistant Director of the Les Aspin Center for Government at Marquette University, where she ran a program placing disadvantaged students in public service internships. Ms. Hein is also a member of the Sixteenth Street Community Health Center Board of Directors. Prior to her employment at Marquette, she served as both District Director and Chief of Staff to Milwaukee Congressman Jerry Kleczka for over 20 years.

She received her Bachelor's Degree in Business Administration from the University of Wisconsin-Oshkosh.



Ann Wilson was appointed to the Board in March, 2013. Her term will expire in 2017. She is the manager of the Hillside Terrace Resource Center for the Housing Authority of the City of Milwaukee. She serves as a member of the Board of Trustees for the Milwaukee Area Technical College, is First Vice President of the Mission Ministry and Co-Chair of the New Members Ministry for the Canaan Baptist Church, where she has been a member for 40

years and is Legislative Liaison of General Baptist State Convention, Inc. She is also involved in local community issues, especially housing and gun control. She was a past Executive Director of Jobs with Peace and a past Chair of the Board of Commissioners of the Housing Authority of the City of Milwaukee.



Marisabel Cabrera was appointed to the Board in June 2013. Her term will expire in 2018. Ms. Cabrera is a private immigration attorney who runs her own law office in Milwaukee. She is a member of the Council for the Spanish Speaking Board of Directors, the American Immigration Lawyers Association and Voces de la Frontera. Ms. Cabrera received her Juris Doctor from Michigan State University College of Law in 2002. She also graduated from the University of Madison-Wisconsin in 1998 with degrees in Latin American and Iberian Studies and Spanish.



Steven M. DeVougas was appointed to the Board in September 2013, elected Chair in July, 2015 and re-elected Chair in July, 2016. His term expires in 2018. Mr. DeVougas received his Juris Doctor from Marquette University Law School in 2007. He received his Bachelor of Arts degree from the University of Michigan-Ann Arbor in 2004, with degrees in Economics and English. He is Past-President of the Wisconsin Association of African-American Lawyers and has been named "40 under 40" by the Milwaukee Business Journal.



Dr. Fred L. Crouter was appointed to the Milwaukee Fire and Police Commission in May, 2015 and elected Vice-Chair in July, 2016. His term expires in 2019. He is the founding Pastor of New Covenant Baptist Church, where he has been preaching, teaching, and shepherding for over 35 years. Under his leadership and direction the church has undertaken a number of projects and programs aimed at community improvement and citizen empowerment, including a credit union and housing development corporation. Dr. Crouter completed his undergraduate studies at Alcorn A&M University (formerly Alcorn A&M College) in Lorman, Mississippi and the American Baptist Theological Seminary in Nashville, Tennessee where he earned a Bachelor of Arts Degree. He also earned a Master's Degree in Religious Studies and a Doctor of Ministry Degree in Strategic Leadership from Faith Seminary in Tacoma, Washington. Dr. Crouter has served as President of the Wisconsin General Baptist State Convention, Inc., 2nd Vice-President of the National Baptist Convention USA, Inc., Treasurer of the Board of Directors for OIC-GM and Chairman of the Community Safety Coalition among other board and leadership appointments. He is a life member of the NAACP and has received a number of awards for his community involvement and leadership both locally and nationally.



Angela McKenzie was appointed to the Board in July 2016. Her term expires in 2021. Since 2013 she has been an Administrative Law Judge for the State of Wisconsin and was previously a Municipal Court Commissioner for the City of Milwaukee and a Senior Associate at the law firm of Borgelt, Powell, Peterson & Frauen, S.C. McKenzie is the Secretary of Friends of Housing and is a member of the Wisconsin Bar Association and the Wisconsin Association of Worker's Compensation Attorneys. She holds a bachelor's degree from Columbia University in New York and a Juris Doctor from the University of Wisconsin Law School in Madison.



Nelson Soler was appointed to the Board in July 2016. His term expires in 2021. He is currently the President and Chief Solutions Officer of Multicultural Entrepreneurial Institute Inc.; a multicultural marketing organization. Soler is the Emeritus Board Chair and Founder of the Latino Entrepreneurial Network and has held or is currently holding board memberships on the MMAC Business Council, the Ethnic Business Coalition of Wisconsin, the Hmong Wisconsin Chamber of Wisconsin, the Latino Health Organization, and the Friends of the Children's Health Education Center. He has also been the recipient of the Governor's Partnership in Action Award by the Wisconsin State Governors Office and the Business Citizen Award by the Wisconsin Department of Commerce. Soler holds two bachelor's degrees from the State University of New York at Buffalo and has obtained both an MBA and Masters of Science in International Business from the University of Wisconsin – Milwaukee.



Michael O'Hear was appointed to the Board in October 2010 and elected Vice-Chair in July 2015. His term expired in July 2016. Mr. O'Hear is a professor and the Associate Dean for Research at Marquette Law School. He is an editor of the *Federal Sentencing Reporter* and the author of more than forty scholarly articles on sentencing and criminal procedure. Mr. O'Hear is a graduate of Yale College and Yale Law School and following law school he clerked for United States District Court Judge Janet Bond Arterton in New Haven, Connecticut. He then practiced civil and criminal litigation for three years at Sonnenschein Nath & Rosenthal in Chicago. Mr. O'Hear joined the Marquette Law School faculty in 2000 and was appointed the Law School's first Associate Dean for Research in 2008.

The FPC citizen board conducts reviews of the operations of MFD and MPD. The citizen 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, responses to calls for assistance, coordination with other City agencies and communication with the public and media. The citizen board's goal is to achieve the performance objectives in a fiscally responsible manner and it reviews department budgets on a regular basis as part of its policy review. In addition to formal reviews, regular daily interaction concerning all aspects of Fire and Police Department operations occur through the FPC Executive Director and staff.

The FPC citizen board holds regular business meetings with the department Chiefs twice each month except August, usually on the first and third Thursdays of the month at 5:30 p.m. All of these meetings are open to the public and provide an opportunity for interested persons to listen to discussion and offer comments on agenda matters. Meetings are held in the Common Council meeting rooms on the third floor of City Hall or in various community locations.

FPC Committees & Staff

The citizen board has four standing committees that meet periodically: the Committee on Policies and Standards, the Committee on Complaints and Disciplines, the Committee on Testing and Recruiting and the Research Committee. The citizen board also holds various disciplinary appeal and citizen complaint hearings. These hearings are also open to the public and members of the community are encouraged to attend. The hearing time, location, and agenda are published in advance on the FPC website (<http://city.milwaukee.gov/fpc/Meetings>).

Complaints and Disciplines Committee

The Committee on Complaints and Disciplines is comprised of three Commissioners selected by the Chair and meets on an as-needed basis. In July of 2016 Commissioners DeVougas, Cabrera and Wilson were assigned to this committee. This committee has the authority to hear appeals of complaint dispositions resulting from citizen complaints. In 2016 this committee heard the appeals of two citizen complaints, in both cases upholding the initial finding of the investigators.

Committee on Policies and Standards

This committee has oversight authority of the rules, Standard Operating Procedures, and policies governing MFD, MPD and the FPC. In July of 2016 Commissioners McKenzie and Soler were assigned to the Policies and Standards Committee.

Research Committee

This committee was created in 2015 in order to engage in further analysis of the results of the 2014 City of Milwaukee Police Satisfaction Survey, to develop a research agenda for further work following up the survey, to consider ways of proceeding with additional surveys in future years and as an avenue for providing a platform for public input regarding the survey result implications. In July of 2016 Commissioners Wilson, Cabrera and DeVougas were assigned to the Research Committee.

Testing & Recruiting Committee

This committee sets employment standards and qualifications for various entry-level positions, carries out recruitment programs, oversees the administration of competitive examinations and provides recommendations on classifications for all positions in both MFD and MPD. In July of 2016 Commissioners Hein, Cabrera, Soler and McKenzie were assigned to the Testing & Recruiting Committee.

Professional Staff

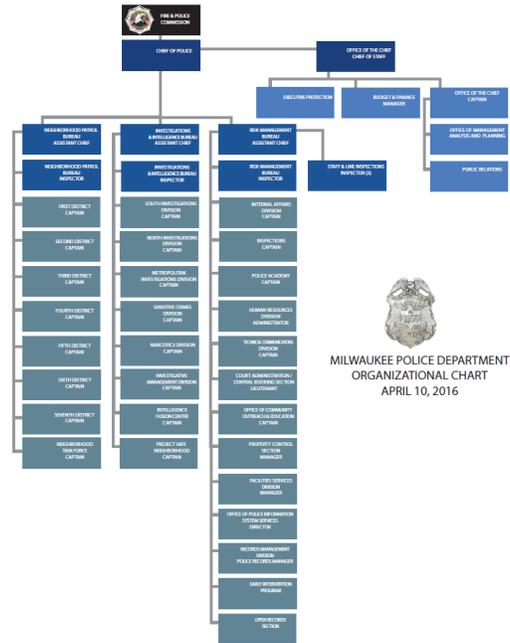
Daily FPC functions are performed by a professional staff of fourteen full-time employees, headed by Executive Director MaryNell Regan. Staff members are employees of the City of Milwaukee and are divided into an Administrative section, a Monitoring and Oversight section, a Research section and a Testing section. In addition, the City of Milwaukee Office of Emergency Management and Homeland Security is an auxiliary office within the FPC, Directed by Steven Fronk and staffed by a grant-funded Interoperable Communications Coordinator.

In 2016 the FPC welcomed 4 new staff members: an Office Assistant I, a Research & Policy Analyst, an Operations Manager and a Staffing Services Manager. The Office Assistant I position provides general support and clerical duties for the administration of the FPC and is generally the first point of contact for calls and visitors. The Research & Policy Analyst conducts extensive and in depth research and analysis of various public safety issues and provides guidance and advice to the Executive Director, the Board of Fire and Police Commissioners and the Fire and Police Chiefs regarding findings and recommendations. That position is also responsible for data collection and analysis for the FPC, maintenance of the department website and the preparation of departmental reports. The Operations Manager is responsible for community relations and outreach, including planning events and building public-private partnerships, recruitment efforts, and assisting the Executive Director in the management of the department administration. The Staffing Services Manager is responsible for leading and directing the testing and recruitment staff who develop and administer the selection processes for City of Milwaukee public safety positions – both sworn and non-sworn – within the Milwaukee Police Department and the Milwaukee Fire Department. In addition, the FPC Staffing Services Manager provides guidance to professional consultants in the administration and execution of recruitment, testing, and hiring functions in accordance with applicable state statutes and FPC rules.

Notable Events

Police Department Reorganization

At the February 4th meeting of the FPC a reorganization of the Police Department was unanimously approved. The reorganization streamlined the reporting and oversight of each bureau by eliminating the position of Deputy Inspector and increasing the responsibilities of Assistant Chief and Inspector. It is anticipated that this reconfiguration will result in a more efficient and effective police department.



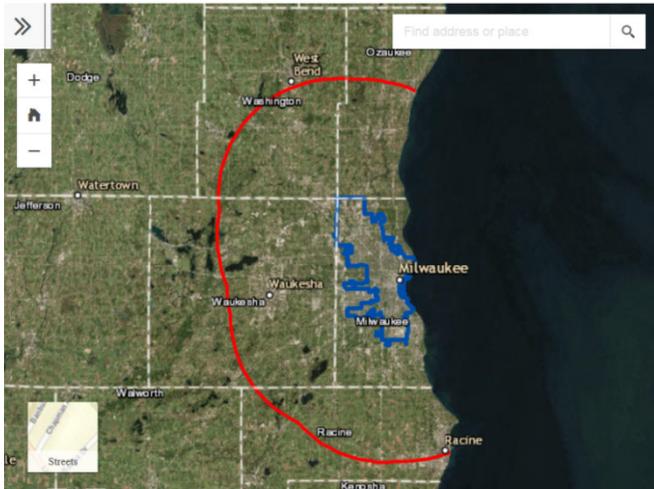
FPC Creates a Consent Agenda

At the March 3rd meeting of the FPC a rule change to FPC Rule III, Section 7 was enacted, which established a consent agenda procedure for use within FPC meeting agendas. The purpose of the creation of a consent agenda was to provide an avenue for the Commission to group some routine administrative agenda items into a single agenda item when desired. This would then free up valuable meeting time for debate and discussion of more substantive issues. The rule still allows any one Commissioner the discretion to remove items from the consent agenda and into the regular meeting agenda if they feel that further discussion or a separate vote would be desirable.

Commissioner Candidates Introduced to the Community

In June of 2016 Nelson Soler and Angela McKenzie were nominated to be FPC Commissioners and two public forums were announced to introduce the nominees to the public and provide opportunity for dialog. Both nominees were subsequently appointed to the Commission.





Residency Rules Adopted

Consistent with the recent change in the City Charter Ordinance, the FPC approved amendments to the Commission's Rules at the September 15th meeting. In addition to sworn personnel, a number of positions in the Fire and Police Departments were designated as Emergency Personnel, and were then subject to a requirement that Emergency Personnel reside within 15 miles of the jurisdictional boundaries of the City of Milwaukee throughout the period of employment by the

City. An online, searchable map was developed by the FPC and posted to the FPC's website to assist members with compliance verification.

Citizen Complaint Process Improved

The Fire and Police Commission's citizen complaint process was updated during 2016 with the goal of reducing barriers to access. The complaint form was translated to Spanish and Hmong, an online submission process was created to allow for fast and easy submission, and the requirement for a notary signature was moved to a later stage of the process to allow complainants to submit their complaint without delay or burden. A detailed overview of the FPC's citizen complaint process can be found on page 18 of this report.

Community Service Officers Appointed

The inaugural class of Community Service Officers graduated from Academy Training in September of 2016. This new position classification was approved by the FPC in 2015 followed by recruitment, examination, and selection. This position is meant to support basic Police Department operations and functions by performing a variety of specialized duties not requiring the attention of a sworn Police Officer.

Pay Compression in the MFD Addressed

The FPC Board approved a change in the compensation structure of the MFD at the December 5th meeting. The change was requested by Chief Rohlifing in order to address pay compression issues in the sworn fire management positions of Battalion Chief, Deputy Chief and Assistant Fire Chief. Since 2009, union fire members had received a 17.2% pay increase plus step increases, while fire management employees during the same time period had received only a 2.5% pay increase. This compression of the pay difference between positions had made it difficult to recruit employees into management positions. Employee Relations Director Maria Monteagudo provided in her November 29th report to the Board recommended pay ranges to be implemented in order to address this issue, and the FPC Board voted unanimously to approve the recommended changes.

Emergency Communications Operator

In February the FPC Board approved a reclassification of the positions of Police Telecommunicator, Lead Police Telecommunicator and Police Dispatcher under a new title of Emergency Communications Operator (ECO). Employees in this role provide for the operation of the Police Department's Computer Aided Dispatch (CAD) system and the Enhanced 9-1-1 system. This reclassification included an increase to the rates of pay for the positions closer to the relevant labor market rates with the goal of helping the MPD address recruitment and retention problems experienced over several years in the Technical Communications Division. This development also establishes the foundation for a more flexible and cross-trained workforce that can be assigned to broader roles based on the actual needs of this critical public safety function. After the reclassification, staff of the Department of Employee Relations began a collaborative effort with the staff of the Technical Communications Division in order to create a framework for rewarding career and skills growth with pay incentives through a career ladder model. It is anticipated that the implementation of a career ladder will further enhance ECO recruitment and retention.

Other Meeting Agenda Items of Note

- At the January 21st meeting of the FPC the board unanimously approved a request from the MPD to exempt the civilian position of Emergency Communications Manager from competitive examination, based on the highly skilled and high-profile professional nature of the position.
- At the February 18th meeting of the FPC the board received updates from the MPD on the department's progress on implementing their body worn camera program and the department's compliance with the President's Task Force on 21st Century Policing.
- The 2015 Use of Force Report was presented by Dr. Steven Brandl to the board during the April 21st FPC meeting, and the board heard voluminous comment from members of the public on the topic. At the same meeting, the Chief of the MFD presented an update on the Community Paramedic Program to the board.
- The Milwaukee Police Department notified the board at the May 19th meeting that the planned deployment of an additional 200 to 250 body worn cameras would be delayed from October to December of 2016 due to data collection needs for the Random Controlled Trial study being conducted on the program.
- At the June 16th FPC meeting the Committee on Testing & Recruiting was asked to study a proposed rule change to allow a GED and eliminate the GPA requirement for Police Aide and Fire Cadet positions. This meeting was also the final meeting for Commissioner Michael O'Hear.

- The Milwaukee Police Department provided the board with a presentation detailing their Summer Policing Initiative at the July 28th meeting. The department also updated the board on the Crisis Intervention Team (CIT) training status of its members. At that time 958 members had been trained with a goal to train all officers by the end of 2017.
- At the July 28th meeting a communication from the Milwaukee Police Association to the board of Fire and Police Commissioners was discussed; which accused the management of the MPD of promoting a quota-like mandate for the number of traffic stops officers engage in each day. The MPD responded to this concern during the meeting, insisting that there is no quota and that presentations made at the CompStat meetings in question were mischaracterized.
- The position of Police Planning and Policy Director for the MPD was both exempted from competitive examination and civilianized at the September 15th meeting. The FPC Board subsequently voted to require an open selection process for this position. According to the job announcement released on October 5th, this position reports directly to the Chief of Police and is responsible for project management and supervision of the Office of Management Analysis and Planning (OMAP), including strategic and administrative crime analysis, policy and research, departmental performance management (COMSTAT), grant management, administrative and legislative review and special event coordination. The Police Planning and Policy Director directly supervises a staff of 12 sworn staff, six crime analysts, one crime and intelligence manager and an Office Assistant III.
- At the December 15th meeting the Board welcomed Paulina de Haan as the City's Emergency Communications and Policy Director, whose position and job responsibilities would be part of the Fire and Police Commission beginning January 1, 2017.

Policy Review

Though the responsibilities for the daily management of the Police and Fire Departments fall on the respective chiefs, the FPC has the responsibility and authority to approve and/or modify all policy decisions for the departments. And because this authority rests in the hand of civilian citizens of the City appointed by the elected mayor of the City, the ultimate authority on the policies of the Police and Fire Departments rests with the City's citizens themselves. All new and amended policies for the Police and Fire Departments are reviewed by the Chair and the Executive Director of the FPC and go before the full board at the discretion of the Chair or upon recommendation of the Executive Director. Table 1 lists all MPD Standard Operating Procedures (SOP's) which were reviewed during 2016.

Newly Created SOPs
Creation of SOP 117 - Interactions with Transgender Individuals
Creation of SOP 172 - Sick and Injured Persons
Amended SOPs
Amendment to SOP 650 - Vehicle Crashes
Amendment to SOP 010 - Absence
Amendment to SOP 015 - Membership in Authorized Organizations
Amendment to SOP 030 - Written Department Directives
Amendment to SOP 040 - Limited Duty Status
Amendment to SOP 070 - Citation Procedures
Amendment to SOP 085 - Citizen Contacts, Field Interviews, Search and Seizure
Amendment to SOP 130 - Foreign Nationals - Diplomatic Immunity - Immigration
Amendment to SOP 140 - Juvenile Procedures
Amendment to SOP 150 - Court Procedures
Amendment to SOP 165 - Homeless Persons
Amendment to SOP 170 - Intoxicated Incapacitated Persons
Amendment to SOP 175 - Administration of Naloxone
Amendment to SOP 180 - Missing Persons
Amendment to SOP 190 - Limited English Proficiency (LEP) Hearing Impaired Persons
Amendment to SOP 230 - Mutual Aid
Amendment to SOP 263 - Records Management
Amendment to SOP 280 - Alarms
Amendment to SOP 340 - Uniforms Equipment Appearance
Amendment to SOP 375 - Electronic Satellite Pursuit System
Amendment to SOP 450 - Personnel Investigations
Amendment to SOP 453 - Officer-Involved Deaths and Other Critical Incidents
Amendment to SOP 455 - Critical Incident Review Board
Amendment to SOP 465 - Hand Held Chemical Agent
Amendment to SOP 466 - Patrol Rifle
Amendment to SOP 500 - Personnel Evaluations
Amendment to SOP 560 - Property
Amendment to SOP 580 - Ride Along Program

Table 1 - Standard Operating Procedures Reviewed

Community Relations

The FPC is committed to building long-term relationships with community stakeholders and partners; one of the guiding principles of the FPC is to improve community relations. Effective community relations are not only a goal for the FPC but are also a goal for both public safety departments and each employee. The most visible public relations tools are the members of MFD and MPD performing their job in the community, from the bicycle officer patrolling the neighborhood to the firefighter administering first aid. Community relations is interwoven into many of the functions that the FPC routinely performs, including investigating citizen complaints, publishing reports and brochures, updating the FPC website on a regular basis and serving the community.

The staff of the FPC attended over 400 community events, recruitment events and meetings during 2016. Highlights include:

Milwaukee Mentor Network

The FPC office was one of several City Departments, along with community stakeholders (such as the Milwaukee Bucks) and the Milwaukee Public School System that worked to create a local “Milwaukee Mentor Network” as part the My Brother’s Keeper Initiative (MBK). The national MBK Initiative partnered with The National Mentoring Partnership (MENTOR) with the goal of creating 25,000 new mentors nationwide to engage boys of color. Starting in late 2015 and concluding in late 2016 with a publication authored by the Public Policy Forum entitled, “Mentoring in Milwaukee – Developing a Regional Mentoring Network”, FPC staff took part in bi-weekly meetings helping to craft a thoughtful and impactful document to assist boys of color to both get and stay on a positive path.

Anti-Violence Youth Summit

FPC staff attended and directly engaged youth at the Anti-Violence Youth Summit at Maple Tree School in the City of Milwaukee. The FPC exposed youth to the apprentice programs of Fire Cadet and Police Aide, while exploring the pros and cons (as expressed by the youth) of entering these professions. The FPC staff also took the initiative to approach youth that didn’t attend the event that were outside in the park playing basketball exposing a greater number of youth to these opportunities.

Midnight Basketball League

In conjunction with the Milwaukee Public Schools, the Milwaukee Police Department and other community stakeholders (such as the Running Rebels), FPC staff took part in developing and launching a Midnight Basketball League in the spring of 2016. The goal of the league was to provide for a safe, educational and healthy offering for young men (ages 18 – 24) that might otherwise be engaged in negative behavior. As to ensure that the league was more than simply playing basketball, stakeholders provided both enrichment services and job information while the young men were onsite. The league was a rousing success with high attendance and participation rates and will likely be expanded in the near future.

Girl's Day at City Hall

FPC staff participated in Alderwoman Coggs' Girl's Day at City Hall. This is an annual event that exposes young women to careers that are available at City of Milwaukee (such as Firefighter and Police Officer). Youth received a full tour of the City Hall complex and had women of influence and power address them on how to become successful.

Community Radio

On several occasions both the Chair as well as the Executive Director of the Fire and Police Commission have appeared on community radio stations to discuss the pressing issues of Police and Community Relations as well as how to enhance the relationship the FPC has with the broader community. FPC staff has effectively utilized local radio for the purposes of recruiting, discussing policy matters and upcoming employment opportunities.

Cities United

The FPC Operations Manager attended the Cities United Annual Convening in Birmingham, AL focused on efforts to reduce violence and improve outcomes for African American men and boys. The conference featured various presentations from national experts from the areas of law enforcement mentoring programming, charter schools, community centers and discussion of the key principles detailed within President Obama's 21st Century Policing Task Force Report.

National League of Cities Leadership Retreat

As part of the National League of Cities Hispanic Elected Local Officials Annual Leadership Retreat, FPC Executive Director Regan moderated a discussion on the delivery of efficient, effective and equitable public safety enforcement. The discussion explored the challenging responsibility for both administrators and sworn personnel tasked with carrying out program goals, especially during periods of heightened community anxiety. The panelists discussed both local and national trends in public safety, including challenges facing Milwaukee relating to recruitment and the need to develop locally-based, community-focused strategies.

Camp HERO



During the week of July 10th – 15th the Fire and Police Commission participated in the inaugural Camp HERO career exploration recruitment in partnership with the Girl Scouts of Southeast Wisconsin and the Milwaukee Area Technical College. This event provided an opportunity for twenty high school age girls to get hands-on experience with the fire and police services. As such, Camp HERO serves as a powerful recruitment vehicle for this underrepresented group.

Summer Youth Initiative

In May and June two forums were held as part of the Summer Youth Initiative, hosting about 100 at-risk youth exploring the issues of unlawful driving and youth empowerment. In this effort the FPC worked in partnership with the Milwaukee Police Department, Safe and Sound, Project 943 and the Zeidler Center. As a result of the forums, partnerships have been formed with approximately 20 community organizations to provide support, mentoring and role models for these youth, while improving community relations with the protective services.

Bronzeville Community Forum

In August a forum on Police and Community relations was organized by First Stage, Friends of Bronzeville, Alderwoman Milele A. Coggs and the FPC. Panelists included representatives from the FPC, the Office of Violence Prevention, the League of Martin as well as members of the community. Under the umbrella of the forum topic of Police and Community relations the panelists discussed the racial makeup of Milwaukee's Police Department, the history of race relations in Milwaukee, the hiring process for Police Officers, the shared responsibility among the community and the Police to enforce good conduct and the role of the FPC in Police and Community relations.



Photo: Mark Doremus, Milwaukee Neighborhood News Service

FAQ: Officer-Involved Death

Executive Director MaryNell Regan released a [document](#) on October 17th which provides answers to many frequently asked questions regarding the investigatory process that occurs whenever there is an officer-involved death involving a Milwaukee Police Department member.

Community Problem-Oriented Policing

On November 1st the FPC participated in a discussion hosted by The Community Coalition for Quality Policing (CC4QP) on the topic of Community Problem-Oriented Policing. Members of CC4QP subsequently presented an overview of this policing framework to the full FPC board at the November 3rd meeting.

Bridging the Gap Listening Session

The FPC jointly hosted (with The Peace for Change Alliance) a public listening session at City Hall on December 19th entitled "Bridging the Gap" to discuss police and community relations. The discussion was moderated by Jermaine Reed of the Rise & Shine Morning Show on 860AM and the panel included representatives from the League of Martin, members of the FPC, and Fred Royal, the president of the Milwaukee branch of the NAACP.

FPC Website

[The FPC's website](#) is updated frequently and contains information on all Board meetings, meeting minutes, department news, public safety hiring and employment resources, reports issued by FPC staff, directions on how to file a citizen complaints and other helpful items pertaining to public safety. The website is designed to provide the public with accurate information regarding the FPC and its outreach efforts.

For additional information please contact the FPC Operations Manager Clifton Crump at (414) 286-5000.

Citizen Complaint Investigations

A primary function of the FPC is to provide a viable citizen complaint process that ensures that MFD and MPD personnel treat community members with courtesy and respect according to the rules and regulations of their respective departments. The citizen complaint 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 MFD or MPD; and
4. Monitor and audit complaints and discipline investigations conducted by MFD and MPD to ensure a fair and thorough process.

Responding legitimately to citizen complaints is critical to the community's perception of MFD and MPD. The public's confidence in these departments can be enhanced by proper citizen oversight of the complaint process. Increasing accountability through an effective complaint process improves community relations while simultaneously resulting in more trust from the public. The primary components of the citizen complaint process include independent investigations, a mediation program and a system to provide rapid resolution of certain allegations.

In addition to the FPC, the Professional Performance Division (PPD) of MPD also receives and investigates complaints filed against MPD employees. Likewise, complaints filed directly with the MFD are investigated by MFD Assistant Chiefs. When complaints are filed directly with MPD or MFD, the FPC may audit the completed investigations to ensure thorough, credible and fair results. If a complainant is not satisfied with a specific departmental investigation, the FPC will also conduct its own review of the particular investigation and its outcome.

The FPC's Research Committee held several public meetings in 2015 [and put forward a set of recommendations for changes to the citizen complaint process](#). As a result, the FPC's took steps in 2016 to improve access to the complaint process. The Commission created a new [online complaint portal](#) in which complaints can be written and submitted without printing. Downloadable forms in [Spanish](#) and [Hmong](#) were also created in order to provide access to non-English speakers. Furthermore, the FPC relaxed the filing requirements for the submission of a complaint; while complaint forms previously

needed to be notarized before submission, the current form revision replaces the notary requirement with a simple statement of fact and moves the notarization process to a later stage of the investigation.

Research Reports

The FPC Research staff analyzes data from the Milwaukee Fire and Police departments, surveys citizen complainants, publishes research reports, designs the Annual Report and FPC brochures and researches various public safety topics under the direction of the FPC Commissioners and Executive Director. Along with this Annual Report, the Research staff publishes reports on MPD Firearms Discharges, MPD Vehicle Pursuits, Citizen Complaints and Use of Force Incidents.

Excerpts of each report are presented below, and each full report is available on the FPC's webpage at <http://city.milwaukee.gov/fpc/reports> (or will be as soon as practicable). For additional information, please contact the Fire and Police Commission Research and Policy Analyst Dave Gelting at (414) 286-5057.

Analysis of 2016 Citizen Complaints

Beginning in the year 2015, the FPC has produced a stand-alone report which provides an overview of both FPC received and investigated complaints as well as Fire and Police Department received and investigated complaints. Prior to 2015 this information was reported within each FPC Annual Report.

This report provides an overview of the citizen complaint process, a summary of FPC and MPD received and investigated complaints (including complaint allegation and finding totals), a timetable of the length of investigations, analysis of complainant and department member demographics, calculation of the rate of complaints per police-citizen contact and an analysis of the complaint accumulation per employee.

- The FPC received and investigated 152 informal and 76 formal citizen complaints, and this volume of complaints has remained relatively constant since 2013.
- The MPD received and investigated 153 citizen complaints, a 23% increase from 2015 but 45% below the ten year average number of citizen complaints.
- The rate of police related complaints per 1000 police-citizen contacts saw an increase in 2016 to 2.03 complaints per 1000 contacts after an 8 year low of 1.01 complaints per 1000 contacts in 2015. This change occurred as the number of complaints remained relatively steady while the number of police-citizen contacts were far lower than the prior 7 years, resulting in an increase in the rate.
- The demographic characteristics of complainants has remained relatively constant over the past 4 years; the proportion of complainants identifying as Black was still far over representative when compared to the city as a whole and the proportion of complainants identifying as Hispanic was far lower when compared to the city as a whole.
- Twelve percent of the sworn MPD membership had complaints filed against them during 2016, and of the 239 employees named in complaints, one was named in 5 complaints, three were

named in 3 complaints, 28 were named in 2 complaints, and the remaining 207 were named in 1 complaint each.

- Analysis of the prior 4 years of complaint data indicated that it was uncommon for employees to have received multiple complaint allegations over that time period: 78% of the sworn force had one or zero allegations levied against them between 2013 and 2016.
- Twenty five citizen complaint allegations were sustained by the MPD and 5 were sustained by the FPC, resulting in employee discipline including member counseling, policy review, district level and official reprimand, suspension and member discharge.

Analysis of 2016 Use of Force Incidents in the Milwaukee Police Department

Dr. Steven Brandl, Professor in the Criminal Justice Department at the University of Wisconsin-Milwaukee, partners with the FPC to conduct analyses of MPD's use of force incidents. According to the FPC's Use of Force Strategy Statement, the FPC will oversee and monitor use of force by MPD officers. This report is part of a continuing systematic effort that began in 2009 to provide an understanding of the nature, frequency, and circumstances of use of force incidents. This series of reports continues to serve as a baseline in order to conduct a comprehensive review of use of force policies, procedures and reporting practices.

- There were 654 use of force incidents, a decrease of 4.1% from 2015 and a decrease of 26.9% from 2013.
- Approximately 2.8% of arrests involved the use of force.
- Approximately 26% of MPD sworn officers were involved in at least one use of force incident in 2016.
- The most common type of force used by officers in 2016 was "bodily force only" (58.4% of all incidents) followed by "ECD Only" (15.0%).
- Since 2009, the use of firearms has declined; from 53 incidents in 2009 to 26 incidents in 2016, seven of which involved shooting at human subjects resulting in three fatalities.

Analysis of 2016 Milwaukee Police Department Vehicle Pursuits

The FPC research staff has analyzed MPD vehicle pursuit data dating back to 2002 and has released annual reports reviewing the data since 2010. These reports provide objective data for the FPC Commissioners and the public to use while evaluating the policies and practices of the MPD in this arena.

- There were 306 vehicle pursuits engaged in by the MPD in 2016, the highest number recorded for at least the past 15 years.
- The number of pursuit accidents in 2016 was trending higher, though it was not yet surpassing the number experienced in 2007. This is due to the fact that though the number of pursuit accidents tends to correlate with the number of pursuits overall, the percentage of pursuits which result in accident has been generally falling since 2007.
- The apprehension rate of vehicle pursuits has been declining since 2011, except for an increase from 30.8% in 2015 to 36.6% in 2016.

- Almost half of the vehicle pursuits engaged in in 2016 reached speeds above 75 mph.
- From 2007 to 2012 the proportion of pursuits reaching such speeds was relatively consistent, then there was a slight increase in this proportion in 2013 and 2014 followed by further increases 2015 and 2016.
- After remaining relatively flat between 2007 and 2014, there were also increases in the number of 3rd party injuries suffered as a result of vehicle pursuits in 2015 and 2016.
- The median age of pursuit subjects has seen a steady decline over time; the highest median was 40 years of age in 2003 and the lowest was 18 years of age in 2016.
- The number of pursuit subjects age 18 and younger is found to strongly correlate with both the number of pursuits above 75 mph and the number of 3rd party injuries that result from vehicle pursuits.

The FPC released additional analysis of non-pursuit events spanning from July of 2014 to the beginning of 2017. Non-Pursuits are instances in which a Police Officer turns on their squad emergency lights and/or siren while ordering a vehicle to pull over, the vehicle does not comply with this order, and the Police Officer does not pursue the fleeing vehicle. Guidance on whether an officer should or should not pursue fleeing vehicles is provided in the relevant Standard Operating Procedure (SOP), which currently generally limits pursuit justification to instances involving violent felonies.

- These non-pursuit events were becoming more frequent over the studied time period, reaching levels in excess of 600 incidents a month.
- The vast majority of offenses that precipitate Non-Pursuit incidents are Ordinance violations (80.1%).
- Fire and Police Commission analysis of the available license plate data indicates that in over half of Non-Pursuit incidents (56.5%) the license plate of the subject vehicle is known and almost a third (29.3%) do not have visible license plates.
- Of those vehicles with known license plates, 215 license plates were identified in multiple Non-Pursuit incidents, and this set of incidents made up 17.7% of all incidents in that time period.
- In the limited data which provided the information, 14.2% of Non-Pursuit subject vehicles were identified as stolen vehicles. Of those vehicles identified as stolen, 51 vehicles were involved in multiple Non-Pursuit incidents and this set of 51 serial stolen car Non-Pursuit subject vehicles comprised 4.4% of all Non-Pursuit incidents in that time period.
- In the limited data which provided the information, the owner of the fleeing vehicle was cited for the offense in 19.8% of the possible instances (i.e. instances in which the license plate was known and the vehicle was not stolen). Of those instances in which the owner of the vehicle could theoretically be cited for fleeing, 76 vehicles were involved in multiple Non-Pursuit incidents and this set of 76 vehicles comprised 7.2% of all Non-Pursuit incidents in that time period.

Disciplines

When a sworn or non-sworn employee of MFD or MPD violates a rule, policy or procedure of the department the employee may be disciplined. Employees of both MFD and MPD may violate more than one rule during a given incident and may be involved in more than one incident. When a violation is sustained, employees may be suspended, discharged, demoted, reprimanded, receive remedial training or receive written or verbal counseling. When employees are suspended for more than 5 days by the Police Chief or suspended more than two 24-hour working days by the Fire Chief, demoted or terminated the citizen board of the FPC is notified in writing and the action is recorded in the official FPC meeting minutes. The following data provides an overview of the departmental disciplines during 2016.

Milwaukee Fire Department

Table 2 details the suspensions issued by the MFD during 2016. The only other discipline issued by the MFD during 2016 was the termination of one Firefighter.

		Number of Suspension Days					Grand Total
		1	2	3	4	5	
Position	Fire Dispatcher					1	1
	Fire Equipment Dispatcher	2		1			3
	Firefighter	1				1	2
	Lieutenant		1		1		2
	Grand Total	3	1	1	1	2	8

Table 2 - Milwaukee Fire Department Suspensions

Milwaukee Police Department

Tables 3 - 4 detail the suspensions, demotions and other disciplines recorded by the MPD during 2016. In addition to the discipline outlined in the tables, MPD levied 4 disciplinary terminations of Police Officers and one disciplinary termination of an Emergency Communication Operator.

		Number of Suspension Days							Grand Total
		1	2	3	5	15	25	30	
Position	Chief Latent Print Examiner				1				1
	Detective	1	1					1	3
	Office Assistant IV					1			1
	Police Officer	38	5	7	7	1	1	6	65
	Police Sergeant	1							1
	Police Lieutenant				1				1
	Emergency Communications Operator	1							1
	Grand Total	41	6	7	9	2	1	7	73

Table 3 - Milwaukee Police Department Suspensions

		Discipline Type			
		Demotion	Policy Training	Reprimand - District Level	Reprimand - Official
Position	Detective	1		1	
	Police Officer		1	2	10
	Police Sergeant	1			1
	Emergency Communications Operator				1
	Police Lieutenant	1			
	Grand Total	3	1	3	12

Table 4 - Milwaukee Police Department Disciplines

Discipline Appeals Process

An important oversight function of the FPC is to provide a due process review for employees who have been disciplined by the Fire Chief or the Police Chief pursuant to Wisconsin State Statute Chapter 62.50. MPD members who are discharged, demoted or suspended for more than 5 working days by the Chief of Police and MFD members who are discharged, demoted or suspended for more than 5 eight-hour working days or 2 twenty-four hour working days by the Fire Chief may appeal their discipline to the FPC citizen board. The board may sustain, overturn, dismiss or modify a Chief's disciplinary decision.

Disciplinary trials are held by a panel of three or more FPC citizen board members, who serve as the decision-makers, and a hearing examiner, who acts as the presiding officer. Evidence is introduced, witnesses are subpoenaed and testify and the hearing is recorded by a court reporter. The Department Chief has the burden of showing "just cause", which is the evidence required to discipline or discharge the department member for the alleged rule violation. The standard of proof used is a "preponderance of evidence", in which the alleged rule violation is more likely to have occurred than not occur. The panel determines whether enough evidence exists to find that a department rule was violated. If the charges are sustained by a preponderance of the evidence, the citizen board considers the nature of the offense and the member's record of service with the Department to determine an appropriate discipline. Table 5 provides a summary of the discipline appeals decided by the FPC during 2016. More details, including a complete summary of each hearing proceeding, can be found on the FPC's website at <http://city.milwaukee.gov/fpc/Meetings>.

Department	Hearing Dates	Charges	Discipline Imposed by the Chief	Discipline Imposed by the FPC
MFD	January 4-5, 2016	<ul style="list-style-type: none"> 23.2: Failure to perform duties 25.4: Unexcused absence from duty—two (2) hours or greater Core Value Integrity, referencing principles 3 and 6 Core Value Competence, referencing principles 4-6 Guiding Principle Accountability, referencing principle 1 Tardiness Policy 	termination	termination
MPD	February 8-9, 2016	<ul style="list-style-type: none"> Core Value 3.00-Integrity, referencing Guiding Principle 3.11 (two counts) Core Value 4.00-Leadership, referencing Guiding Principle 4.04 	discharged	demoted from Lieutenant to Sergeant & 5 day suspension
MFD	April 11, 2016	<ul style="list-style-type: none"> 22.2: Use of department equipment and supplies 24.1: Rules, orders, laws, ordinances, etc. 24.2: General conduct 24.3: Conduct of officers and supervisors #2002-33: Smoking ban for department buildings and vehicles #2006-06: Commitment to professional conduct and behavior #2013-17: Department-wide accountability expectation 	termination	demoted from Lieutenant to prior rank
MPD	May 13, 2016 May 31, 2016	<ul style="list-style-type: none"> Core Value 3.00, Integrity, Referencing Guiding Principle 3.01 Core Value 3.00, Integrity, Referencing Guiding Principle 3.11 	discharged	discharged
MFD	June 20, 2016	<ul style="list-style-type: none"> 24.1 Rules, Orders, Laws, Ordinances, etc. 24.2 General Conduct #2006-06: Commitment to Professional Conduct and Behavior 	discharged	discharged
MPD	August 10, 2016 August 11, 2016	<ul style="list-style-type: none"> Core Value 1.00, Competence, Referencing Guiding Principle 1.03 Core Value 1.00, Competence, Referencing Guiding Principle 1.05 Core Value 3.00, Integrity, Referencing Guiding Principle 3.10 	suspended for 5 days; suspended for 30 days; discharged	suspended for 5 days; suspended for 30 days; discharged
MPD	November 30, 2016 December 1, 2016	<ul style="list-style-type: none"> Core Value 1.00, Competence, Referencing Guiding Principle 1.04 	demoted from the rank of detective to the rank of police officer	30 day suspension

Table 5 - Discipline Appeals Decided

Hiring and Promotion

The FPC is a unique citizen oversight agency because it has the additional responsibility of performing the traditional civil service function of conducting examinations for initial appointments and promotions to positions in the MFD and MPD. Since 1885, no person has been appointed or promoted to any position in either the MFD or MPD without FPC approval, and the FPC has a long-standing commitment to ensure the public safety workforce is representative of the Milwaukee community.

In 2011, the FPC re-assumed all of the examination functions for sworn employees of the Fire and Police Departments. These functions were previously conducted by the City of Milwaukee's Department of Employee Relations from approximately 2002-2011. The restoration of this function with the FPC means that the FPC conducts all examinations including: written, physical ability and oral assessments; and evaluation of background investigations. Background investigations are conducted by professional investigators after which a neutral panel accepts or rejects each applicant. All rejected applicants are given the opportunity to appeal rejections based on their background investigation by appealing to a panel of two FPC Board members and one FPC staff member. Firefighters and Police Officers are hired at varying intervals for training classes, while other positions are filled as vacancies occur. When the position of Chief becomes vacant in either public safety department the FPC determines qualifications, solicits applications and appoints the new Chief. Chiefs are hired for four-year terms, renewable at the FPC's discretion.

When employees are under consideration for promotion the board of Fire and Police Commissioners plays an active role in the review of each candidate. Beyond the established testing protocols which determine the competence and suitability of qualified candidates, the FPC board also reviews each employee's record of disciplines and citizen complaints, and when necessary, conducts interviews with candidates.

There are a number of phases of the hiring and promotional process that the FPC is responsible for:

- Positions are defined and updated through the acceptance of classification reports;
- Recruitment occurs for anticipated hiring;
- Extensive testing processes are administered to qualified applicants;
- Testing results determine the candidates' ranking on eligible lists;
- As positions need to be filled the FPC selects the candidates from the current eligible list.

Classification Reports

When new positions are proposed for the Fire and Police Departments or when current position definitions no longer meet departmental needs, the FPC board requests that a classification (for new positions) or reclassification (for existing positions) report to be produced. These reports are generally produced by the City's Department of Employee Relations (DER) and are intended to provide an objective, data-informed overview of the departmental need and comparable positions in comparable jurisdictions and/or industries. These reports ultimately define the job description and pay structure for each position in the Fire and Police Departments.

Table 6 lists the classification reports presented to the FPC during 2016. The full report for each classification is available through the FPC website at city.milwaukee.gov/fpc/meetings. Simply find the meeting date for the classification report, open the regular meeting agenda, then click on the hyperlink within the report's agenda item.

Meeting Date	Classification Report Description
2/18/2016	Amended Information Systems Manager position for MPD under Pay 2LX.
2/18/2016	Classified Athletic Trainer for MFD and also Health and Safety Officer for MFD.
2/18/2016	Classified three new Inspector of Police positions for MPD.
2/18/2016	Reclassified MPD communications positions to Emergency Communications Operator (ECO) I and II
2/18/2016	Reclassified MFD Fire Paramedic Field Lieutenant (1) to Fire Lieutenant
3/17/2016	MFD Athletic Trainer reclassified as exempt from competitive examination
5/19/2016	Reclassified the position of Crime and Intelligence Specialist to Crime and Intelligence Manager in the Police Department.
5/19/2016	Reclassified Battalion Chief, Fire positions and one Battalion Chief, Fire-EMS position in the Fire Department to Deputy Chief, Fire.
7/14/2016	Approved a classification report creating a new position in the MPD of Police Planning and Policy Director under the OMAP. This is notable because it civilianizes a position that is currently served by a sworn officer.
7/14/2016	Approved a reclassification report for the position of Fire Equipment Dispatcher. Recommends an increase in pay and begins work towards introducing a career ladder for pay progression rather than longevity pay.
7/14/2016	Approved a reclassification report for the position of Fire Technical Services Manager. Recommends a title change to Fire Information technology Manager and change in the pay range.
7/14/2016	Approved a reclassification report for the position of Safety Coordinator in the MPD.
9/15/2016	Approved a classification report for new position of Police Open Records Legal Advisor.
10/6/2016	Approved a classification report for MFD to delete Network Coordinator Associate and add IT Support Specialist - Senior.

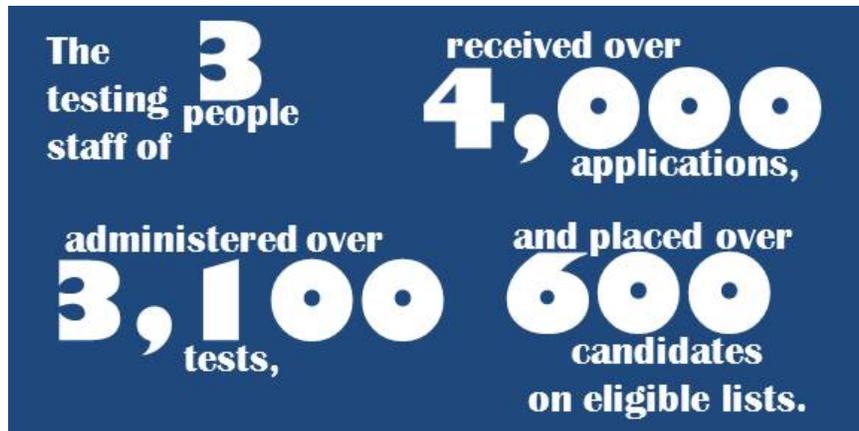
Table 6 - Classification Reports

Recruiting

The FPC employs one full time recruiter who works closely with both the Fire and Police Departments to ensure that effective outreach attracts qualified candidates to pursue careers in public safety with the City of Milwaukee. The FPC's recruiter attends hundreds of job fairs and other recruiting events each year and actively communicates with thousands of potential candidates each year by phone, text and email - making sure that their questions are answered and that they're ready for each step of the testing process.

Testing

Many positions in the Fire and Police Departments are filled through competitive examination, wherein a set of examinations is selected and administered to qualified candidates with passing candidates ranked according to their performance. The FPC administers the testing process for all non-exempt



sworn and selected non-sworn positions in the Fire and Police Departments while the Department of Employee Relations (DER) administers the testing process for the bulk of the non-sworn positions for the Departments. In 2016 the FPC administered examinations for the positions of Emergency Communications Operator II, Police Sergeant and Police Aide for the Police Department and the positions of Heavy Equipment Operator, Fire Lieutenant, Fire Captain and Fire Cadet for the Fire Department. The FPC also continued to administer physical ability examinations for Police Officer candidates ranked on the current eligible list, adopted in 2015.

Emergency Communications Operator II

An Emergency Communications Operator II (ECO II) provide for the operation of the Police Department's Computer Aided Dispatch System and Enhanced 9-1-1 system. Requests for service vary from life threatening emergency responses to fulfilling legal and administrative requirements for police involvement. These requests may emanate from the Emergency Communications Operator I or other authorized officials of the Department. An ECO II also refers calls to the emergency medical, fire and police dispatching services.

- The application for ECO II was open from July 29th through August 29th.
- Almost two thousand (1,700) applications were received.
- One thousand and twenty-five (1,025) applicants met the minimum qualifications and were invited to take a typing test.
- Over 600 applicants took the typing test over a two-day period at the Safety Academy.

- Four hundred and twelve (412) applicants advanced to the performance test, which was a computer-based simulation of a dispatch environment.
- Two hundred twenty-one (221) applicants moved on to oral interviews.
- One hundred seventy-nine (179) completed the entire process and were listed on the eligible list, approved at the December 15th meeting of the FPC. Candidates from this eligible list subsequently filled all available vacancies for this position.

Police Aide

Police Aides are uniformed civilian employees who serve in an apprentice-style program designed to prepare them for a career as a Police Officer. Duties include administrative and clerical functions and processing of department arrestees. The assignments are widely varied so that the Police Aide can experience a broad range of operational and administrative functions. Police Aides are required to meet established criteria by completing a prescribed course of college curriculum and a physical fitness program prior to being considered for appointment to Police Officer.

The application for Police Aide was open from September 2nd through December 2nd. The testing process for this application extended into 2017 and the details for this application will be reported in the 2017 FPC annual report. The eligible list for the previous year's Police Aide application (open from September 4th through December 4th, 2015) was approved at the June 2nd meeting of the FPC.

- Four hundred and sixty-five (465) applications were received.
- Three hundred and twenty-seven (327) candidates met the minimum qualifications and were invited to participate in the Written Exam.
- One hundred ninety (190) candidates failed to attend the exam, and one hundred eighteen (118) candidates successfully completed the exam and proceeded to take the Physical Ability Test, Mile and Half Run, Oral Exam and Writing Sample Exercise.
- Forty-seven (47) individuals successfully completed all the exams and were placed on the eligible list.

Police Sergeant

A Police Sergeant may be assigned to patrol duty, desk duty or other assignments as required. A Sergeant supervises and evaluates personnel assigned to patrol duty within a specific area of the city and may supervises incidents or special operations. A Sergeant is also responsible for administrative work on an assigned shift and ensures personnel are performing their duties in accordance with the Department's Code of Conduct, policies and procedures.

- The promotional application for Police Sergeant was open from December 4th, 2015 to January 20th, 2016.
- Two hundred and sixty-seven (267) applications were received.
- One hundred and ninety-three (193) candidates successfully completed all of the exam components and were listed on the eligible list, approved at the May 5th meeting of the FPC.

Heavy Equipment Operator

Heavy Equipment Operators (HEOs) drive and operate firefighting apparatus and perform related functions, including properly staging the vehicle, providing a water supply, putting pumps into operation, maintaining necessary flow and pressure, setting up master streams, operating aerial ladders and putting into use any equipment carried on the apparatus. HEOs also actively participate in the provision of emergency medical care and firefighting operations. The minimum requirements for the position include two years of continuous service as a Firefighter or Fire Paramedic in the Milwaukee Fire Department and completion of the MFD Professional Development Program upon time of promotion.

- The promotional application for Heavy Equipment Operator was open from March 18th through April 18th.
- Thirty-seven (37) applications were received.
- Thirty (30) applicants met the minimum requirements and were invited to take the written exam.
- Twenty-five (25) applicants successfully completed the written exam and proceeded to the performance exam held on June 21st and 22nd.
- Eighteen (18) candidates successfully completed all of the exam components and were listed on the eligible list, approved at the July 14th meeting of the FPC.

Fire Cadet

Fire Cadets are uniformed civilian employees who work in an apprentice-style program designed to prepare Cadets for a career as Milwaukee Firefighters. Duties include training, administrative and clerical functions, as well as engine house duties. The assignments are widely varied so that the Fire Cadet will gain a broad range of operational and administrative experience. Fire Cadets are required to meet established program criteria to complete a prescribed course of college curriculum and a physical fitness program prior to being considered for appointment to Firefighter.

The application for Fire Cadet was open from September 2nd through December 2nd. The testing process for this application extended into 2017 and the details for this application will be reported in the 2017 FPC annual report. The eligible list for the previous year's Fire Cadet application (open from September 4th through December 4th, 2015) was approved at the June 2nd meeting of the FPC.

- One thousand four hundred and twenty-eight (1,428) applications were received.
- One thousand eighty-nine (1,089) applicants met the minimum requirements and were invited to take the Written Exam.
- Three hundred thirty-four (334) applicants attended the exam.
- A cut-off number of candidates who successfully completed the Written Exam were invited to take the Oral Exam and Physical Ability Test.
- Ninety-seven (97) candidates successfully completed all of the exam components and were placed on the eligible list.

Fire Lieutenant

The Fire Lieutenant, under general direction, commands a firefighting company and provides direction and supervision to subordinates, typically, Firefighter(s) and Heavy Equipment Operator(s). The Fire Lieutenant leads, trains, inspects, schedules, and evaluates subordinate personnel.

- The promotional application for Fire Lieutenant was open from September 9th – October 2nd, 2015. The testing process began in December of 2015 and continued into January of 2016.
- Ninety-five (95) applications were received.
- Seventy-nine (79) applicants met the minimum requirements and were invited to take the written exam.
- Sixty-four (64) applicants attended the written exam and 58 passed the exam and qualified to attend an assessment center.
- Of the 57 applicants who attended the assessment center, 53 passed and were placed on the eligible list, approved at the February 18th meeting of the FPC.

Fire Captain

The Fire Captain commands one or more firefighting companies at fires and other emergencies and provides direction and supervision to subordinates including Firefighter(s), Heavy Equipment Operator(s) and Fire Lieutenant(s). The Fire Captain leads, trains, inspects, schedules and evaluates subordinate personnel. In addition, the Fire Captain may be required to act in place of a Battalion Chief.

- The promotional application for Fire Captain was open from September 9th – October 2nd, 2015. The testing process began in December of 2015 and continued into January of 2016.
- Sixty-six (66) applications were received.
- 57 applicants met the minimum requirements and were invited to take the written exam.
- Fifty-five (55) applicants attended the written exam and all 55 passed the exam and qualified to attend an assessment center.
- Of the 52 applicants who attended the assessment center, 47 passed and were placed on the eligible list, approved at the March 3rd meeting of the FPC.

Positions Exempt From Competitive Exam

Some positions in the Fire and Police Departments are exempt from competitive examination and are filled through hiring processes administered by the City of Milwaukee Department of Employee Relations (DER). Upon analysis of the exempt position candidates' qualifications DER presents an eligible list to the FPC for adoption. Table 7 details the exempt Fire and Police Department positions which were recruited for in 2016 and provides the dates in which applications were accepted.

Department	Position	Application Open	Application Closed
MPD	Database Analyst	2/5/2016	2/26/2016
MPD	IT Support Specialist – Senior	2/5/2016	2/26/2016
MPD	Emergency Communications Manager	2/12/2016	3/4/2016
MPD	Office Assistant II	4/26/2016	5/20/2016
MFD	Athletic Trainer	6/1/2016	7/1/2016
MPD	Police Planning and Policy Director	10/5/2016	10/12/2016
MPD	Crime Analyst	10/7/2016	10/28/2016
MPD	Communications Systems Manager	10/21/2016	11/11/2016

Table 7 - Positions Hired, Exempt From Competitive Exam

Eligible Lists

Table 8 lists each eligible list that was approved by the FPC board in 2016.

Meeting Date	Department	Eligible List	Number of Names
2/18/2016	MFD	Fire Lieutenant	53
2/18/2016	MPD	Server Administrator	9
3/3/2016	MFD	Fire Captain	47
4/7/2016	MPD	Programmer Analyst	5
5/5/2016	MPD	Police Sergeant	193
6/2/2016	MFD	Fire Cadet	97
6/2/2016	MPD	Police Aide	47
7/14/2016	MFD	Heavy Equipment Operator	18
10/6/2016	MPD	Building Maintenance Supervisor II	6
12/15/2016	MPD	Emergency Communications Operator II	179
12/15/2016	MPD	Health and Safety Officer	4

Table 8 - Eligible Lists Approved

Appointments and Promotions

After an eligible list is approved the FPC fills position vacancies on an as-needed basis from those lists, beginning with the highest ranked candidates. The appointments and promotions for each Department during 2016 are detailed in Tables 9-12.

Position	Number of Appointments
Community Education Assistant	4
Community Service Officer	13
Crime Analyst	5
Custodial Worker II	3
Emergency Communications Operator I	6
Emergency Communications Operator II	1
Emergency Vehicle Equipment Installer	1
Garage Attendant	1
Help Desk Specialist II	2
Maintenance Technician II	1
Network Coordinator - Senior	1
Office Assistant I	5
Police Aide	18
Police District Office Assistant	1
Police Officer	112
Police Open Records Legal Advisor	1
Police Planning & Policy Director	1
Police Records Specialist I	1
Police Services Specialist - Investigator (full time)	5
Police Services Specialist - Investigator (half time)	1
Police Services Specialist (half-time)	3
Police Telecommunicator	8
Property Control Manager	1
School Crossing Guard	18
School Crossing Guard (Regular)	7
School Crossing Guard (Substitute)	6
Sensitive Crimes Project Coordinator	1

Table 9 – Milwaukee Police Department Appointments

Position Promoted to	Number of Promotions
Administrative Assistant I	1
Assistant Chief of Police	2
Building Maintenance Supervisor II	1
Captain of Police	3
Chief Latent Print Examiner	1
Crime and Intelligence Specialist	2
Detective	23
Inspector of Police	5
Office Assistant II	5
Office Assistant III	1
Office Assistant IV	2
Office Supervisor II	1
Police District Office Assistant	1
Police Lieutenant	9
Police Records Specialist I	1
Police Records Specialist II	7
Police Records Specialist III	3
Sergeant	13
Vehicle Operations Training Coordinator	1
Vehicle Services Assistant	1

Table 10 – Milwaukee Police Department Promotions

Position	Number of Appointments
Athletic Trainer	1
Fire Cadet	34
Fire Equipment Dispatcher	5
Fire Mechanic Helper	1
Fire Paramedic	1
Firefighter	22
Network Coordinator - Associate	1
Office Assistant III	2
Office Coordinator II	1

Table 11 – Milwaukee Fire Department Appointments

Position Promoted to	Number of Promotions
Assistant Fire Chief	2
Deputy Fire Chief	2
Fire Captain	4
Fire Equipment Dispatcher	1
Fire Lieutenant	16
Heavy Equipment Operator	11
Office Coordinator II	1
Vehicle Operations Instructor	1

Table 12 – Milwaukee Fire Department Promotions

About the Office of Emergency Management and Homeland Security

The mission of the Office of Emergency Management and Homeland Security (OEMHS) is to create a multi-jurisdictional, multi-disciplinary network of government agencies and community stakeholders in order to prevent, prepare for, respond to and recover from major disruptive events in Southeastern Wisconsin. The OEMHS is Directed by Steven Fronk and supported by Tom Czaja, Interoperable Communications Coordinator.

OEMHS operations are supported almost entirely by federal grant-funding rather than City of Milwaukee tax levy funds, and OEMHS is responsible for coordinating emergency planning, disaster preparedness and response training for the City of Milwaukee and its partners in the adjoining five county region (Milwaukee, Ozaukee, Racine, Washington, and Waukesha counties), known as the Milwaukee Urban Area Security Initiative (UASI). UASI evaluates the needs of all regional partners and jurisdictions, prioritizes those needs and accesses available funding for initiatives and projects throughout the region.

The OEMHS staff are active participants in many local and national organizations, ensuring that the City of Milwaukee is informed of emerging readiness and security challenges. Furthermore, the OEMHS staff coordinates and participates in a wide variety of trainings and exercises, ensuring that the City of Milwaukee is prepared to respond to any emergency situation.

Highlights of 2016 include:

- Served as a board member of National Homeland Security Alliance (NHSA)
- Served as a board member of Health Emergency Readiness Coalition (HERC)
- Served as point of contact and program director for the Milwaukee Urban Area Security Initiative (UASI) involving preparedness in five southeastern Wisconsin counties
- Served on Wisconsin Homeland Security Grant Program (HSGP) Advisory Committee
- Obtained HSGP funding utilized for sustainment of the Office of Emergency Management and Homeland Security preparedness and outreach programming
- Obtained HSGP funding utilized for equipment, certification programs and training at the Southeast Threat Analysis Center (STAC) within the Milwaukee Police Department
- Completed the City of Milwaukee Comprehensive Emergency Response Plan (CEMP)

- Collaborated with the Southeast Wisconsin Homeland Security Partnership (SWHSP) and the Business Recovery Planners Association (BRPA) on private sector business continuity
- Attended and successfully completed multiple Department of Homeland Security (DHS) training programs regarding hazardous materials transport and response capabilities
- Participated in creation of a comprehensive county-wide Rail Incident Response Plan to address concerns relative to hazmat incidents and oil transport train derailments
- Participated in planning and conducting a full-scale exercised involving a simulated passenger airplane crash at General Mitchell Field
- Participated in planning and conducting a tabletop training exercise regarding a damage assessment tool utilizing laptops, tablets and other hand-held devices
- Participated in planning for and coordinating security at the Maccabi games, a multi-venue event involving hundreds of teenage athletes from around the world
- Assisted in creation of a City of Milwaukee Emergency Communications Workgroup which will engage in long range planning and coordination of communication system design and purchases for multiple City departments
- Served as a panel member regarding Transportation of Hazard Materials by Rail
- Participated in planning and testing of BioHazard POD (point of distribution) capabilities
- Participated in statewide emergency exercise planning conference

Appendix

MFD Sworn Position Profile

	Staffing Allotted	Staffing Assigned	Staffing Plus / Minus	ASIN	BLCK	CAUC	INDI	HS/LT	MALE	FEMALE
ADMIN FIRE CAPTAIN	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
ADMIN FIRE LIEUTENANT	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
ASSISTANT FIRE CHIEF	3	3	0	0	2	1	0	0	3	0
				0.0%	66.7%	33.3%	0.0%	0.0%	100.0%	0.0%
BATTALION CHIEF	15	12	-3	0	1	11	0	0	11	1
				0.0%	8.3%	91.7%	0.0%	0.0%	91.7%	8.3%
DEPUTY CHIEF FIRE	7	7	0	0	0	7	0	0	7	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE CAPT INCIDENT SAFETY OFF	3	3	0	0	0	3	0	0	3	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE CAPTAIN	53	52	-1	0	7	43	0	2	50	2
				0.0%	13.5%	82.7%	0.0%	3.8%	96.2%	3.8%
FIRE CHIEF	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE LIEUTENANT - SPECIAL	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE LIEUTENANT	157	154	-3	3	20	125	0	6	152	2
				1.9%	13.0%	81.2%	0.0%	3.9%	98.7%	1.3%
FIRE PARAMEDIC	100	100	0	1	15	76	0	8	86	14
				1.0%	15.0%	76.0%	0.0%	8.0%	86.0%	14.0%
FIRE PARAMEDIC FIELD LIEUT	2	2	0	0	0	2	0	0	1	1
				0.0%	0.0%	100.0%	0.0%	0.0%	50.0%	50.0%
FIREFIGHTER	368	282	-86	0	30	220	4	28	276	6
				0.0%	10.6%	78.0%	1.4%	9.9%	97.9%	2.1%
HEAVY EQUIPMENT OPERATOR	162	159	-3	1	17	128	5	8	158	1
				0.6%	10.7%	80.5%	3.1%	5.0%	99.4%	0.6%
VEHICLE OPERATIONS INSTRUCTOR	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
VEHICLE OPERATIONS TRNG COORD	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Grand Total	876	780	-96	5	92	622	9	52	752	28
				0.6%	11.8%	79.7%	1.2%	6.7%	96.4%	3.6%

MFD Non-Sworn Position Profile

	Staffing Allotted	Staffing Assigned	Staffing Plus / Minus	ASIN	BLCK	CAUC	INDI	HS/LT	MALE	FEMALE
ACCOUNTING ASSISTANT III	1	1	0	0	1	0	0	0	0	1
				0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
ADMINISTRATIVE ASSISTANT IV	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
ATHLETIC TRAINER	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
BUSINESS FINANCE MANAGER	1	1	0	0	0	0	0	1	0	1
				0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
CARPENTER	2	2	0	0	0	2	0	0	2	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
CUSTODIAL WORKER II	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
DATA BASE SPECIALIST	2	2	0	0	0	2	0	0	0	2
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
FIRE BLDG & EQUIP MAINT SPEC	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE CADET	52	46	-6	1	12	28	0	5	41	5
				2.2%	26.1%	60.9%	0.0%	10.9%	89.1%	10.9%
FIRE DISPATCH MANAGER	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
FIRE DISPATCH SUPERVISOR	4	4	0	0	0	4	0	0	2	2
				0.0%	0.0%	100.0%	0.0%	0.0%	50.0%	50.0%
FIRE EQUIP COMPRESSED AIR TEC	1	1	0	0	0	0	0	1	1	0
				0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%
FIRE EQUIP MACHINIST	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIP MECHANIC	9	8	-1	0	1	7	0	0	8	0
				0.0%	12.5%	87.5%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIP REPAIRER I	2	2	0	0	0	1	0	1	2	0
				0.0%	0.0%	50.0%	0.0%	50.0%	100.0%	0.0%
FIRE EQUIP REPAIRER II	3	2	-1	0	0	2	0	0	2	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIP REPAIRS MGR	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIP REPAIRS SUPER	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIP WELDER	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE EQUIPMENT DISPATCHER	21	20	-1	0	3	15	0	2	6	14
				0.0%	15.0%	75.0%	0.0%	10.0%	30.0%	70.0%
FIRE EQUIPMENT DISPATCHER-P/T	2	0	-2	0	0	0	0	0	0	0
				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FIRE INFORMATION TECH MANAGER	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
FIRE MECHANIC HELPER	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
FIRE MEDICAL OFFICER	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
FIRE PERSONNEL OFFICER	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
HEALTH & SAFETY MANAGER	1	1	0	0	1	0	0	0	1	0
				0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%
INVENTORY CONTROL ASST III	2	2	0	0	1	1	0	0	2	0
				0.0%	50.0%	50.0%	0.0%	0.0%	100.0%	0.0%
MEDIA SPECIALIST	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
MICROCOMPUTER SERVICES ASST	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
NETWORK COORDINATOR ASSOC.	2	0	-2	0	0	0	0	0	0	0
				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
NETWORK COORDINATOR SENIOR	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
OFFICE ASSISTANT I	0	0	0	0	0	0	0	0	0	0
				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
OFFICE ASSISTANT II	1	1	0	0	1	0	0	0	1	0
				0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%
OFFICE ASSISTANT III	4	4	0	0	1	3	0	0	0	4
				0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	100.0%
OFFICE ASSISTANT IV	1	1	0	0	0	1	0	0	0	1
				0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
OFFICE COORDINATOR	1	1	0	0	0	0	0	1	0	1
				0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
OFFICE COORDINATOR II	1	0	-1	0	0	0	0	0	0	0
				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PAINTER	1	1	0	0	0	1	0	0	1	0
				0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%
PERSONNEL PAYROLL ASST II	0	0	0	0	0	0	0	0	0	0
				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PROGRAM ASSISTANT II	1	1	0	0	1	0	0	0	0	1
				0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Grand Total	131	117	-14	1	22	83	0	11	78	39
				0.9%	18.8%	70.9%	0.0%	9.4%	66.7%	33.3%

MPD Sworn Position Profile

Job Title	American Indian			Asian			Black			Hispanic			Two or more race			Native Hawaiian / Pacific Islander			White			Cumulative Totals									
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Minority	Minority (M&F) & White Female	Grand Totals					
Chief of Police	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	1
Assistant Chief of Police	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	1	2	2	1	1	2	3	3	
Inspector of Police	0	0	0	0	0	0	60.0%	0.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	40.0%	100.0%	0.0%	60.0%	60.0%	100.0%	100.0%	
Captain of Police	0	0	0	0	0	0	4	2	6	5	0	5	0	0	0	0	0	0	0	0	0	4	5	9	13	7	11	16	20	20	
Detective	2	0	2	0	0	0	20.0%	10.0%	30.0%	25.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	25.0%	45.0%	65.0%	35.0%	55.0%	80.0%	100.0%	100.0%	
Forensic Investigator	0	0	0	0	0	0	1	1	2	2	3	5	0	0	0	0	0	0	0	0	0	16	6	22	19	10	7	13	29	29	
Identification System Specialist	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	1	1	
Police ID Supervisor	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1	2	1	3	3	3	
Police Officer	16	6	22	28	4	32	175	58	233	159	27	186	10	3	13	1	0	1	780	126	906	1169	224	487	613	1393	1393				
Police Sergeant	2	1	3	1	0	1	26	5	31	11	5	16	0	0	0	0	0	0	0	0	0	115	27	142	155	38	78	193	193		
Police Lieutenant	3	0	3	0	1	1	12	3	15	5	1	6	0	0	0	0	0	0	0	1	1	33	7	40	53	13	26	33	66		
Police Alarm Operator	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	1	1	2	2	2	2	3	4		
Court Liaison Officer	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	2		
Document Examiner	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1		
Forensic Video Examiner	0	0	0	0	0	0	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	3	3	3		
Chief Latent Print Examiner	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	1		
Latent Print Examiner	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Grand Total	23	7	30	29	5	34	250	82	332	204	38	242	10	3	13	2	1	3	1074	195	1269	1592	331	654	849	1923	1923				
	1.2%	0.4%	1.6%	1.5%	0.3%	1.8%	13.0%	4.3%	17.3%	10.6%	2.0%	12.6%	0.5%	0.2%	0.7%	0.1%	0.1%	0.2%	55.9%	10.1%	66.0%	82.8%	17.2%	34.0%	44.1%	100.0%	100.0%				

MPD Civilian Non-Management Position Profile

Job Title	American Indian			Asian			Black			Hispanic			Two or more race			Native Hawaiian / Pacific			White			Cumulative Totals							
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	Minority	Minority (M&F) & White Female	Grand Totals		
Accountant I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	0	1	1
Accounting Assistant I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounting Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Assistant I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Assistant IV	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Education Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Community Service Officer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Crime Analyst	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Communications Operator I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Communications Operator II	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Electronic Technician	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Vehicle Equipment Installer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Graphic Designer II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Helpdesk Specialist I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Helpdesk Specialist II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventory Control Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventory Control Assistant III	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mail Processor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Media Producer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Microfilm Technician I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Assistant I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Assistant III *	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Assistant IV	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Personnel Payroll Assistant II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Personnel Payroll Assistant III	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Aide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police District Office Assistant	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Records Specialist I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Records Specialist II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Records Specialist III	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Services Specialist **	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Police Services Specialist-Invest. ***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Printer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Programmer Analyst	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Crossing Guard (Reg & Sub)	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Crossing Guard Dispatcher	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
School Crossing Guard Operator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Teller	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vehicle Services Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Video Electronic Technician	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	2	6	8	4	4	8	73	153	226	27	38	65	2	4	6	1	0	1	92	134	226	201	339	540	314	448	540		

MPD DC 48 Position Profile

Job Title	American Indian			Asian			Black			Hispanic			Two or more race			Native Hawaiian / Pacific			White			Cumulative Totals					
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	Minority	Minority (M&F) & White Female	Grand Totals			
Building Maintenance Mechanic II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4	5	0	5
Custodial Worker II	0	0	0	0	0	0	41.0%	17.9%	59.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23.1%	17.9%	41.0%	64.3%	35.9%	59.0%	76.9%	30.0%	100.0%
Garage Attendant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	0	0	3
Maintenance Technician II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	18	7	25	39	14	53
Grand Total	0	0	0	0	0	0	37.7%	13.2%	50.9%	1.9%	0.0%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	34.0%	13.2%	47.2%	73.6%	26.4%	52.8%	66.0%	100.0%	100.0%

MPD Civilian Management Position Profile

Job Title	American Indian			Asian			Black			Hispanic			Two or more race			Native Hawaiian / Pacific			White			Cumulative Totals						
	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Minority	Minority (M&F) & White Female	Grand Totals		
Accountant III	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	
Building Maintenance Supervisor II	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4	4	0	4	4
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%	100.0%	
Crime and Intelligence Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	1	1	2	2
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%	50.0%	50.0%	0.0%	50.0%	
Data Communications Specialist	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	1	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	
Data Services Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	1	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	
Electronic Technician Supervisor	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1
100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%		
Human Resources Analyst Senior	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%		
Human Resources Specialist	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%		
Information Services Manager	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1
0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	
Network Coordinator Senior	0	0	0	0	0	0	2	2	2	1	1	1	0	0	0	0	0	0	0	0	0	1	1	2	1	4	3	4
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	40.0%	40.0%	20.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	40.0%	20.0%	80.0%	60.0%		
Network Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Office Supervisor II	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	
Police Payroll Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Police Budget and Administrative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Police Facilities Asst. Manager	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1
100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	
Police Facilities Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Police Fleet Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Police Information Systems Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Police Planning & Policy Director	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Police Records Assistant Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Police Records Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Police Records Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Printing, Stores and Buildings Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Property Control Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	
Safety Specialist Senior	0	0	0	0	0	0	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	100.0%	
Sensitive Crimes Project Coordinator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Staff Assistant Senior	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	0	1
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	100.0%	0.0%		
Systems Security Administrator	0	0	0	0	0																							

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2016 City of Milwaukee Fire and Police Commission Annual Report
Designed and Compiled by Dave Gelting, Research and Policy Analyst

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